

# Rapport MutuaValue

## BMW

XETR:BMW

|              |                        |
|--------------|------------------------|
| Pays         | Germany                |
| Industrie    | Consumer Discretionary |
| Supersecteur | Automobiles and Parts  |
| Secteur      | Automobiles and Parts  |
| Sous Secteur | Automobiles            |

|          |         |
|----------|---------|
| Employés | 154 950 |
|----------|---------|

|                         |         |      |                     |      |
|-------------------------|---------|------|---------------------|------|
| Chiffre d'affaires 2023 | 155 498 | mEUR | PER 2023            | 5,7  |
| Résultat net 2023       | 11 290  | mEUR | Dividend Yield 2023 | 8,4% |
| Market Cap 31.12.2023   | 64 364  | mEUR | Béta boursier       | 1,26 |

|                     |       |     |
|---------------------|-------|-----|
| Cours au 31.12.2023 | 100,7 | EUR |
|---------------------|-------|-----|

Bayerische Motoren Werke AG est un constructeur automobile et moto basé en Allemagne. La Société divise ses activités en quatre segments : automobile, motocyclettes, services financiers et autres entités. Le segment Automobile développe, fabrique, assemble et vend des voitures et des véhicules tout-terrain sous les marques BMW, MINI et Rolls-Royce, ainsi que des pièces détachées et des accessoires. Le segment Motos développe, fabrique, assemble et vend des motos, ainsi que des pièces détachées et des accessoires. Le segment Services financiers se concentre sur le crédit-bail automobile, le financement multimarques, les activités de flotte, le financement des clients de détail et des concessionnaires, les activités de dépôt client et les activités d'assurance. Le segment Autres entités comprend d'autres sociétés opérationnelles, telles que BMW (UK) Investments Ltd, Bavaria Lloyd Reisebuero GmbH.

### Documents

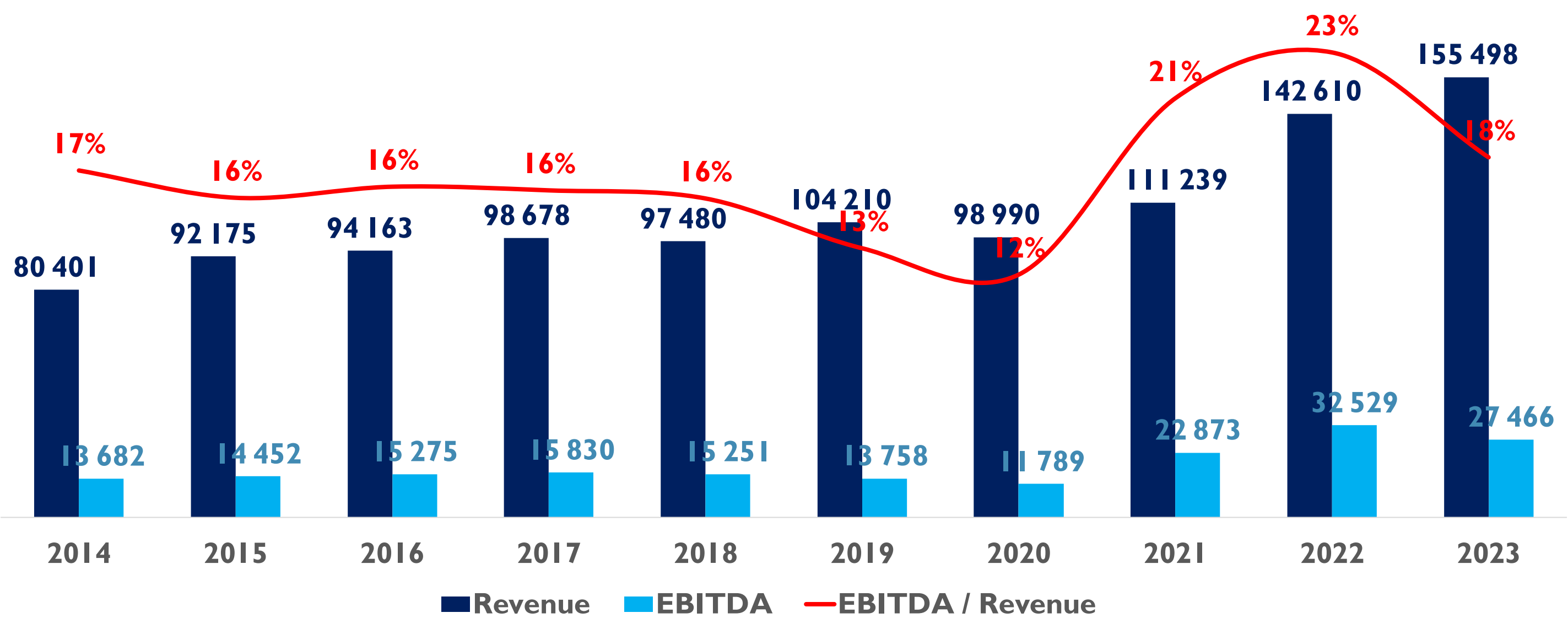
- 1 - KPI Financiers (2014 - 2023)
- 2 - Benchmark Industry (Revenue & Net Result )
- 3 - Benchmark Industry ( Return On Capital Employed & PER)
- 4 - Données financières 2014 - 2023 (P&L , Bilan, Cash-Flow)

# I - Financial KPI (2014 - 2023)

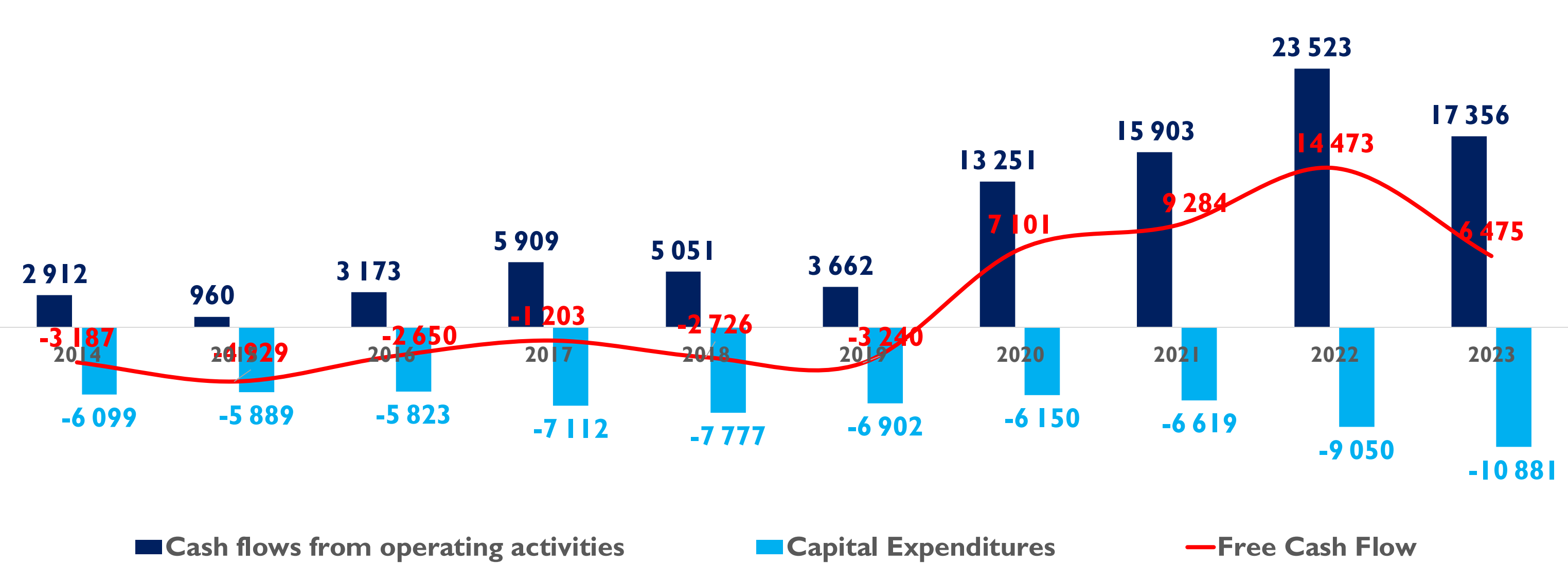
## BMW

**Industry** Consumer Discretionary  
**Supersector** Automobiles and Parts  
**Sector** Automobiles and Parts  
**Sub Sector** Automobiles

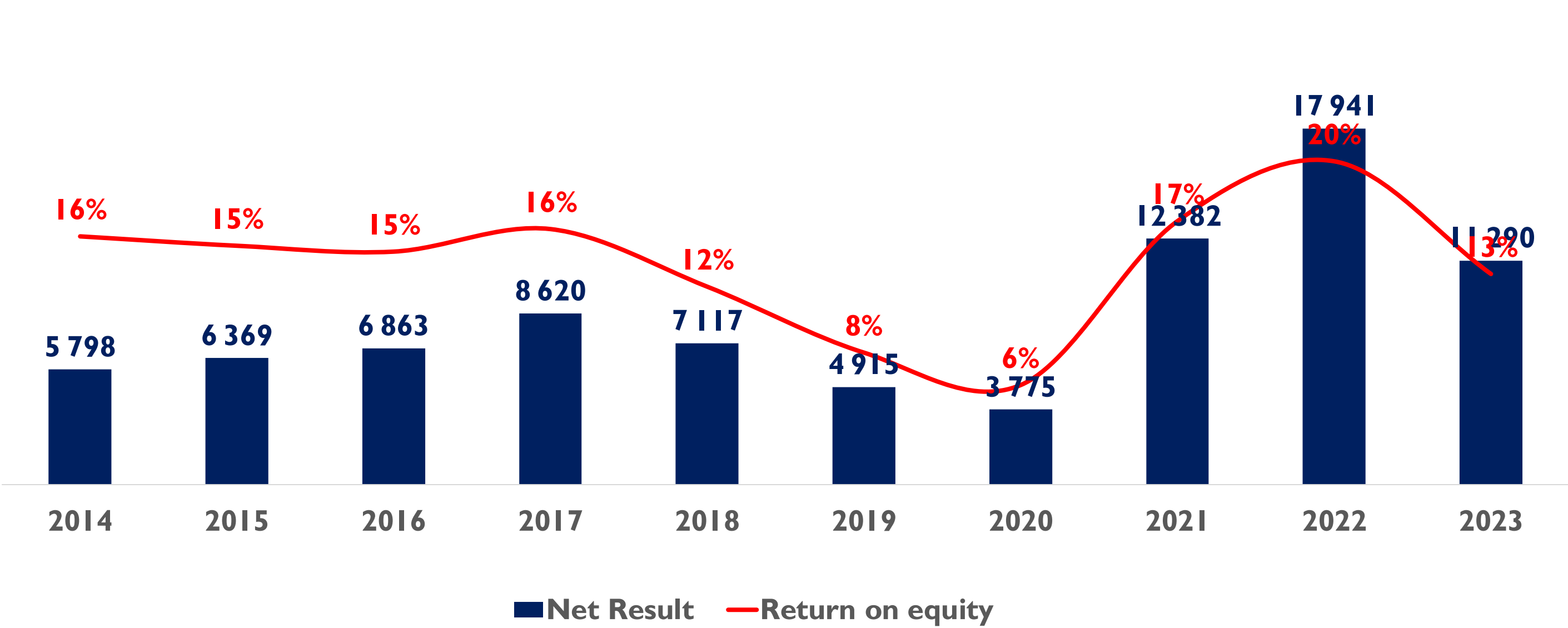
Revenue & EBITDA (M EUR)



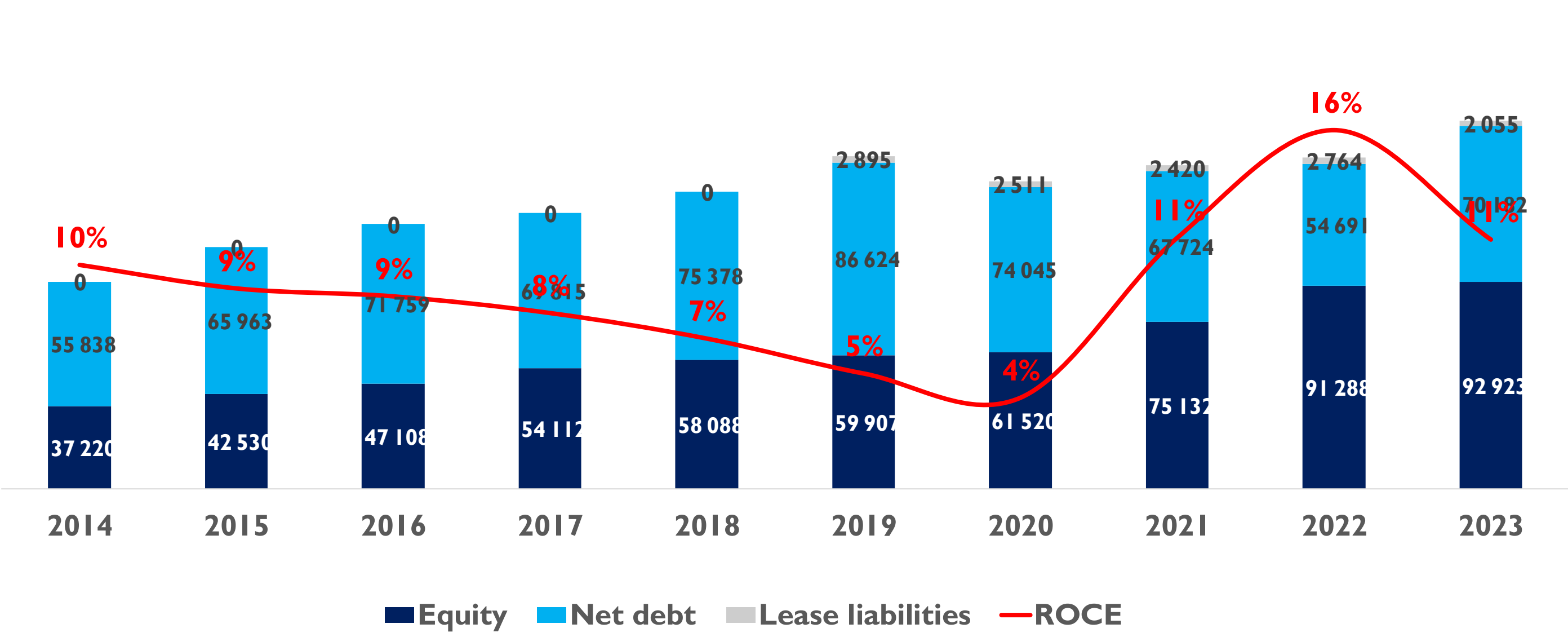
Free Cash Flow (M EUR)



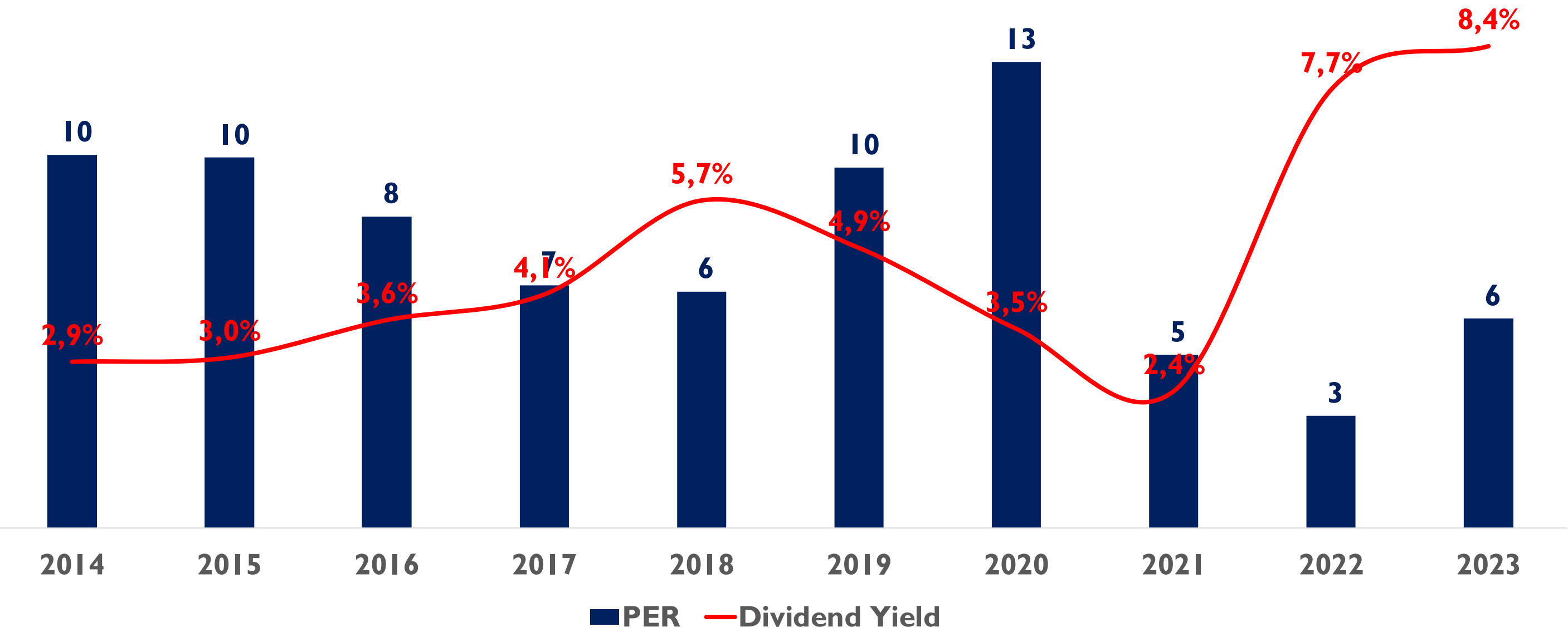
Net Result (M EUR) & Return On Equity (%)



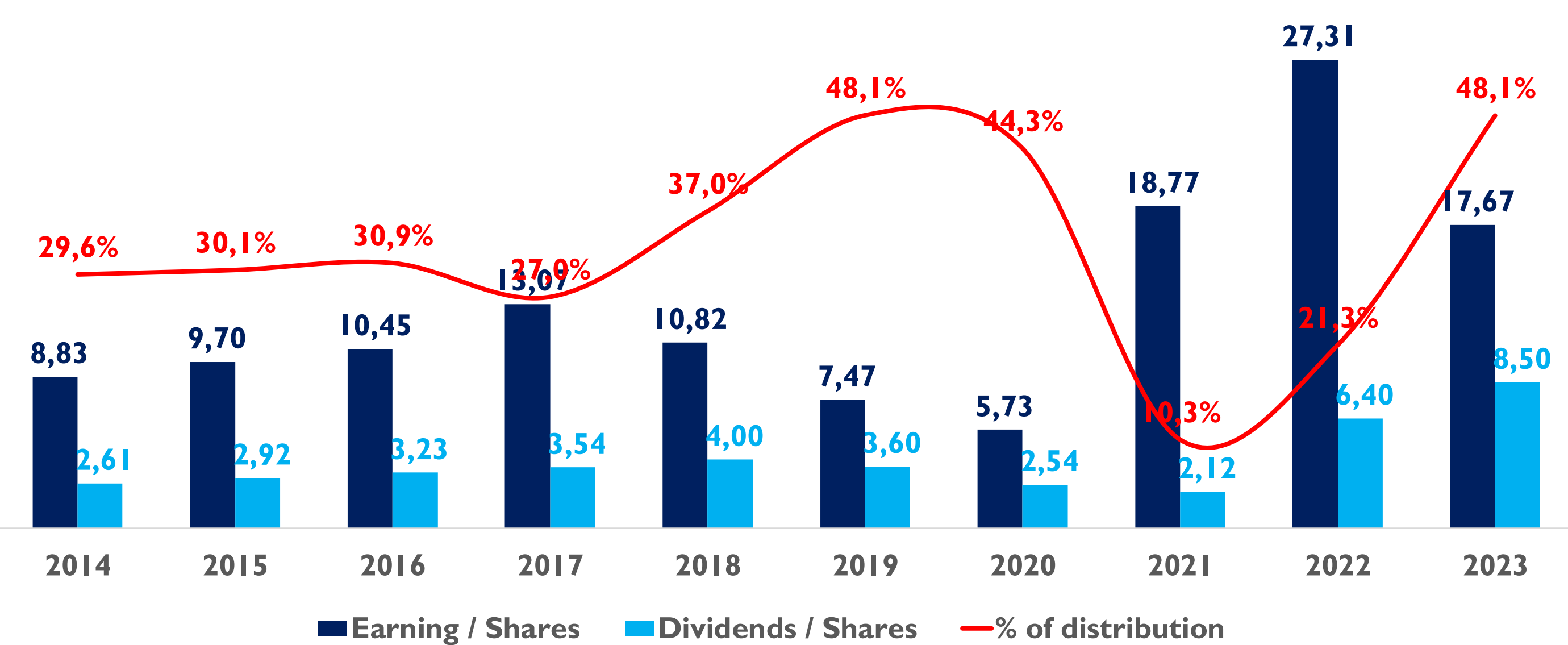
Equity - Net Debt (M EUR) & ROCE (%)



Price Earning Ratio & Dividend Yield (%)



Earnings & Dividends per share (EUR)



2 - Benchmark Industry (Revenue & Net Result )

BMW

|             |                        |
|-------------|------------------------|
| Industry    | Consumer Discretionary |
| Supersector | Automobiles and Parts  |
| Sector      | Automobiles and Parts  |
| Sub Sector  | Automobiles            |

Revenue

| m€                     | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022      | 2023      |
|------------------------|---------|---------|---------|---------|---------|---------|---------|---------|-----------|-----------|
| BMW                    | 80 401  | 92 175  | 94 163  | 98 678  | 97 480  | 104 210 | 98 990  | 111 239 | 142 610   | 155 498   |
| Mercedes               | 129 872 | 149 467 | 153 261 | 164 154 | 167 362 | 172 745 | 121 778 | 133 893 | 150 017   | 153 218   |
| Stellantis             | 96 090  | 110 595 | 111 018 | 110 934 | 110 412 | 108 187 | 86 676  | 149 419 | 179 592   | 189 544   |
| BYD Company Limited    | 7 726   | 11 291  | 14 083  | 13 595  | 16 546  | 16 341  | 19 543  | 29 990  | 57 144    | 77 110    |
| Ferrari                | 2 762   | 2 854   | 3 105   | 3 417   | 3 420   | 3 767   | 3 460   | 4 271   | 5 095     | 5 970     |
| Volkswagen             | 202 458 | 213 292 | 217 268 | 230 682 | 235 849 | 252 633 | 222 884 | 250 199 | 279 232   | 322 284   |
| General Motors Company | 128 432 | 139 943 | 157 841 | 121 394 | 128 427 | 122 162 | 99 817  | 112 135 | 146 948   | 157 610   |
| Ford Motor Company     | 118 670 | 137 373 | 144 009 | 130 723 | 140 033 | 138 775 | 103 613 | 120 379 | 148 188   | 161 599   |
| Porsche                | -       | -       | -       | -       | 25 784  | 28 518  | 28 695  | 33 138  | 37 630    | 40 530    |
| Total                  | 766 410 | 856 991 | 894 748 | 873 577 | 925 313 | 947 338 | 785 456 | 944 662 | 1 146 456 | 1 263 363 |

Revenue - Annual Growth Rate

|                        | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | CAGR* |
|------------------------|------|------|------|------|------|------|------|------|------|------|-------|
| BMW                    |      | 15%  | 2%   | 5%   | -1%  | 7%   | -5%  | 12%  | 28%  | 9%   | 10%   |
| Mercedes               |      | 15%  | 3%   | 7%   | 2%   | 3%   | -30% | 10%  | 12%  | 2%   | -2%   |
| Stellantis             |      | 15%  | 0%   | 0%   | 0%   | -2%  | -20% | 72%  | 20%  | 6%   | 11%   |
| BYD Company Limited    |      | 46%  | 25%  | -3%  | 22%  | -1%  | 20%  | 53%  | 91%  | 35%  | 36%   |
| Ferrari                |      | 3%   | 9%   | 10%  | 0%   | 10%  | -8%  | 23%  | 19%  | 17%  | 12%   |
| Volkswagen             |      | 5%   | 2%   | 6%   | 2%   | 7%   | -12% | 12%  | 12%  | 15%  | 6%    |
| General Motors Company |      | 9%   | 13%  | -23% | 6%   | -5%  | -18% | 12%  | 31%  | 7%   | 4%    |
| Ford Motor Company     |      | 16%  | 5%   | -9%  | 7%   | -1%  | -25% | 16%  | 23%  | 9%   | 3%    |
| Porsche                |      |      |      |      |      | 11%  | 1%   | 15%  | 14%  | 8%   | 9%    |
| Moyenne                |      | 12%  | 4%   | -2%  | 6%   | 2%   | -17% | 20%  | 21%  | 10%  | 6%    |

Net result attributable to owners of the company

| m€                     | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   | 2022   | 2023   |
|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| BMW                    | 5 798  | 6 369  | 6 863  | 8 620  | 7 117  | 4 915  | 3 775  | 12 382 | 17 941 | 11 290 |
| Mercedes               | 6 962  | 8 424  | 8 526  | 10 525 | 7 249  | 2 377  | 3 627  | 10 660 | 14 501 | 14 261 |
| Stellantis             | 568    | 334    | 1 803  | 3 491  | 3 608  | 6 622  | 29     | 14 200 | 16 799 | 18 596 |
| BYD Company Limited    | 58     | 398    | 688    | 522    | 354    | 207    | 751    | 423    | 2 240  | 3 846  |
| Ferrari                | 261    | 288    | 399    | 535    | 785    | 696    | 608    | 831    | 933    | 1 252  |
| Volkswagen             | 10 984 | 1 371  | 5 369  | 11 628 | 12 136 | 13 886 | 8 867  | 15 382 | 15 443 | 16 013 |
| General Motors Company | 3 253  | 8 898  | 8 943  | 3 222  | 6 999  | 5 993  | 5 238  | 8 846  | 9 314  | 9 288  |
| Ford Motor Company     | 2 625  | 6 772  | 4 360  | 6 339  | 3 211  | 75     | 1 040  | 15 837 | 2 018  | 3 987  |
| Porsche                | -      | -      | -      | -      | 3 113  | 2 796  | 3 162  | 4 032  | 4 960  | 5 157  |
| Total                  | 30 509 | 30 112 | 36 951 | 38 438 | 44 572 | 37 566 | 25 016 | 82 592 | 80 113 | 83 690 |

Net result attributable to owners of the company - Annual Growth Rate

|                        | 2014 | 2015  | 2016  | 2017  | 2018  | 2019 | 2020   | 2021   | 2022  | 2023  | CAGR* |
|------------------------|------|-------|-------|-------|-------|------|--------|--------|-------|-------|-------|
| BMW                    |      | 10%   | 8%    | 26%   | -17%  | -31% | -23%   | 228%   | 45%   | -37%  | 10%   |
| Mercedes               |      | 21%   | 1%    | 23%   | -31%  | -67% | 53%    | 194%   | 36%   | -2%   | 14%   |
| Stellantis             |      | -41%  | 440%  | 94%   | 3%    | 84%  | -100%  | 48866% | 18%   | 11%   | 39%   |
| BYD Company Limited    |      | 592%  | 73%   | -24%  | -32%  | -42% | 263%   | -44%   | 430%  | 72%   | 61%   |
| Ferrari                |      | 10%   | 39%   | 34%   | 47%   | -11% | -13%   | 37%    | 12%   | 34%   | 10%   |
| Volkswagen             |      | -112% | -492% | 117%  | 4%    | 14%  | -36%   | 73%    | 0%    | 4%    | 6%    |
| General Motors Company |      | 174%  | 1%    | -136% | -317% | -14% | -13%   | 69%    | 5%    | 0%    | 6%    |
| Ford Motor Company     |      | 158%  | -36%  | 45%   | -49%  | -98% | -1491% | -1623% | -113% | -298% | 4%    |
| Porsche                |      |       |       |       |       | -10% | 13%    | 28%    | 23%   | 4%    | 11%   |
| Moyenne                |      | -1%   | 23%   | 4%    | 16%   | -16% | -33%   | 230%   | -3%   | 4%    | 13%   |

\* 2018 - 2023

3 - Benchmark Industry ( Return On Capital Employed & PER)

|             |                        |
|-------------|------------------------|
| BMW         |                        |
| Industry    | Consumer Discretionary |
| Supersector | Automobiles and Parts  |
| Sector      | Automobiles and Parts  |
| Sub Sector  | Automobiles            |

Operating Profit

|                        | m€ | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021    | 2022    | 2023    |
|------------------------|----|--------|--------|--------|--------|--------|--------|--------|---------|---------|---------|
| BMW                    |    | 9 359  | 9 766  | 10 277 | 9 785  | 9 008  | 7 741  | 5 650  | 16 378  | 23 963  | 18 492  |
| Mercedes               |    | 9 365  | 12 632 | 12 593 | 12 432 | 9 404  | 2 518  | 6 086  | 14 889  | 17 465  | 15 850  |
| Stellantis             |    | 3 866  | 3 030  | 5 141  | 7 642  | 5 273  | 5 192  | 2 469  | 15 126  | 20 012  | 22 376  |
| BYD Company Limited    | -  | 24     | 448    | 815    | 694    | 1 087  | 913    | 1 524  | 1 053   | 2 903   | 4 878   |
| Ferrari                |    | 416    | 455    | 617    | 780    | 827    | 919    | 717    | 1 081   | 1 232   | 1 629   |
| Volkswagen             |    | 12 697 | -      | 4 069  | 7 103  | 13 920 | 16 960 | 9 675  | 19 275  | 22 124  | 21 586  |
| General Motors Company |    | 1 260  | 4 498  | 9 055  | 8 352  | 3 882  | 7 315  | 7 276  | 12 066  | 9 671   | 8 528   |
| Ford Motor Company     |    | 2 833  | 7 024  | 3 336  | 3 453  | 2 336  | 8 716  | 7 186  | 15 343  | 11 627  | 5 006   |
| Porsche                |    | -      | -      | -      | -      | 4 463  | 4 016  | 4 400  | 5 614   | 7 250   | 7 026   |
| Total                  |    | 39 772 | 33 785 | 48 936 | 56 956 | 50 201 | 54 291 | 44 983 | 100 825 | 116 246 | 105 371 |

Capital employed

|                        | m€ | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022      | 2023      |
|------------------------|----|---------|---------|---------|---------|---------|---------|---------|---------|-----------|-----------|
| BMW                    |    | 93 058  | 108 493 | 118 867 | 123 927 | 133 466 | 149 426 | 138 076 | 145 276 | 148 743   | 165 160   |
| Mercedes               |    | 66 544  | 86 260  | 94 401  | 103 139 | 119 146 | 131 413 | 113 152 | 110 634 | 121 034   | 185 492   |
| Stellantis             |    | 24 309  | 23 216  | 25 898  | 26 152  | 26 981  | 28 202  | 24 825  | 42 746  | 55 361    | 70 072    |
| BYD Company Limited    |    | 6 779   | 8 939   | 11 682  | 13 043  | 13 592  | 15 613  | 12 871  | 12 570  | 12 716    | 12 431    |
| Ferrari                |    | 2 846   | 2 053   | 1 715   | 1 937   | 2 487   | 3 161   | 4 103   | 4 070   | 5 062     | 5 240     |
| Volkswagen             |    | 179 910 | 186 764 | 195 004 | 222 937 | 249 726 | 272 758 | 275 309 | 296 045 | 333 977   | 379 262   |
| General Motors Company |    | 52 174  | 80 595  | 109 576 | 94 812  | 110 816 | 116 808 | 115 326 | 137 859 | 158 257   | 158 680   |
| Ford Motor Company     |    | 109 727 | 135 229 | 148 216 | 142 321 | 151 582 | 154 763 | 138 440 | 149 179 | 150 021   | 156 763   |
| Porsche                |    | -       | -       | -       | -       | 5 930   | 9 221   | 10 267  | 14 342  | 19 172    | 26 204    |
| Total                  |    | 535 346 | 631 549 | 705 360 | 728 267 | 813 726 | 881 365 | 832 370 | 912 721 | 1 004 343 | 1 159 304 |

Operating Profit / Capital employed

|                        | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Avg* |
|------------------------|------|------|------|------|------|------|------|------|------|------|------|
| BMW                    | 10%  | 9%   | 9%   | 8%   | 7%   | 5%   | 4%   | 11%  | 16%  | 11%  | 9%   |
| Mercedes               | 14%  | 15%  | 13%  | 12%  | 8%   | 2%   | 5%   | 13%  | 14%  | 9%   | 9%   |
| Stellantis             | 16%  | 13%  | 20%  | 29%  | 20%  | 18%  | 10%  | 35%  | 36%  | 32%  | 27%  |
| BYD Company Limited    | 0%   | 5%   | 7%   | 5%   | 8%   | 6%   | 12%  | 8%   | 23%  | 39%  | 10%  |
| Ferrari                | 15%  | 22%  | 36%  | 40%  | 33%  | 29%  | 17%  | 27%  | 24%  | 31%  | 27%  |
| Volkswagen             | 7%   | -2%  | 4%   | 6%   | 6%   | 6%   | 4%   | 7%   | 7%   | 6%   | 6%   |
| General Motors Company | 2%   | 6%   | 8%   | 9%   | 4%   | 6%   | 6%   | 9%   | 6%   | 5%   | 7%   |
| Ford Motor Company     | 3%   | 5%   | 2%   | 2%   | 2%   | 6%   | 5%   | 10%  | 8%   | 3%   | 5%   |
| Porsche                |      |      |      |      | 75%  | 44%  | 43%  | 39%  | 38%  | 27%  | 44%  |
| Moyenne                | 7%   | 5%   | 7%   | 8%   | 6%   | 6%   | 5%   | 11%  | 12%  | 9%   | 8%   |

\* 2018 - 2023

Market Cap

|                        | m€ | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    |
|------------------------|----|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| BMW                    |    | 58 912  | 64 225  | 58 259  | 56 833  | 45 854  | 48 247  | 47 919  | 53 301  | 49 861  | 64 364  |
| Mercedes               |    | 61 738  | 69 173  | 62 669  | 62 690  | 39 968  | 43 787  | 51 714  | 72 393  | 65 846  | 67 083  |
| Stellantis             |    | 8 422   | 10 408  | 10 425  | 10 583  | 10 802  | 11 298  | 10 640  | 52 566  | 41 986  | 66 251  |
| BYD Company Limited    |    | 12 198  | 22 503  | 18 172  | 24 048  | 19 296  | 16 637  | 66 154  | 106 874 | 100 806 | 71 664  |
| Ferrari                |    | 8 250   | 8 250   | 10 447  | 16 465  | 16 386  | 27 736  | 34 972  | 42 024  | 36 981  | 55 397  |
| Volkswagen             |    | 89 887  | 71 435  | 68 903  | 84 644  | 68 176  | 87 125  | 85 922  | 129 835 | 74 518  | 58 927  |
| General Motors Company |    | 46 150  | 49 545  | 50 900  | 50 071  | 41 805  | 46 882  | 48 932  | 75 992  | 45 858  | 45 102  |
| Ford Motor Company     |    | 49 943  | 51 367  | 45 719  | 41 450  | 26 703  | 33 147  | 28 460  | 73 977  | 43 768  | 45 180  |
| Porsche                |    | -       | -       | -       | -       | 75 158  | 75 158  | 75 158  | 75 158  | 86 207  | 72 592  |
| Total                  |    | 335 500 | 346 906 | 325 493 | 346 785 | 344 149 | 390 017 | 449 870 | 682 120 | 545 831 | 546 561 |

Net result attributable to owners of the company

|                        | m€ | 2014   | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   | 2022   | 2023   |
|------------------------|----|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| BMW                    |    | 5 798  | 6 369  | 6 863  | 8 620  | 7 117  | 4 915  | 3 775  | 12 382 | 17 941 | 11 290 |
| Mercedes               |    | 6 962  | 8 424  | 8 526  | 10 525 | 7 249  | 2 377  | 3 627  | 10 660 | 14 501 | 14 261 |
| Stellantis             |    | 568    | 334    | 1 803  | 3 491  | 3 608  | 6 622  | 29     | 14 200 | 16 799 | 18 596 |
| BYD Company Limited    |    | 58     | 398    | 688    | 522    | 354    | 207    | 751    | 423    | 2 240  | 3 846  |
| Ferrari                |    | 261    | 288    | 399    | 535    | 785    | 696    | 608    | 831    | 933    | 1 252  |
| Volkswagen             |    | 10 984 | -      | 1 371  | 5 369  | 11 628 | 13 886 | 8 867  | 15 382 | 15 443 | 16 013 |
| General Motors Company |    | 3 253  | 8 898  | 8 943  | -      | 3 222  | 6 999  | 5 993  | 8 846  | 9 314  | 9 288  |
| Ford Motor Company     |    | 2 625  | 6 772  | 4 360  | 6 339  | 3 211  | 75     | -      | 1 040  | 15 837 | -      |
| Porsche                |    |        |        |        |        | 3 113  | 2 796  | 3 162  | 4 032  | 4 960  | 5 157  |
| Total                  |    | 30 509 | 30 112 | 36 951 | 38 438 | 44 572 | 37 566 | 25 016 | 82 592 | 80 113 | 83 690 |

Price-Earnings Ratio

|                        | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Avg* |
|------------------------|------|------|------|------|------|------|------|------|------|------|------|
| BMW                    | 10   | 10   | 8    | 7    | 6    | 10   | 13   | 4    | 3    | 6    | 6    |
| Mercedes               | 9    | 8    | 7    | 6    | 6    | 18   | 14   | 7    | 5    | 5    | 7    |
| Stellantis             | 15   | 31   | 6    | 3    | 3    | 2    | 367  | 4    | 2    | 4    | 3    |
| BYD Company Limited    | 212  | 56   | 26   | 46   | 55   | 81   | 88   | 253  | 45   | 19   | 74   |
| Ferrari                | 32   | 29   | 26   | 31   | 21   | 40   | 58   | 51   | 40   | 44   | 40   |
| Volkswagen             | 8    | -    | 52   | 13   | 7    | 6    | 6    | 10   | 8    | 5    | 4    |
| General Motors Company | 14   | 6    | 6    | -    | 16   | 6    | 8    | 9    | 9    | 5    | 9    |
| Ford Motor Company     | 19   | 8    | 10   | 7    | 8    | 443  | -    | 27   | 5    | -    | 11   |
| Porsche                |      |      |      |      | 24   | 27   | 24   | 19   | 17   | 14   | 21   |
| Moyenne                | 11   | 12   | 9    | 9    | 8    | 10   | 18   | 8    | 7    | 7    | 9    |

4 - Financial Data (2014 - 2022)

BMW  
EUR

| M EUR | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 |
|-------|------|------|------|------|------|------|------|------|------|------|
|-------|------|------|------|------|------|------|------|------|------|------|

Income Statement

|                                                  |         |         |         |         |         |         |         |         |         |         |
|--------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Revenue                                          | 80 401  | 92 175  | 94 163  | 98 678  | 97 480  | 104 210 | 98 990  | 111 239 | 142 610 | 155 498 |
| Gross Profit                                     | 17 005  | 18 132  | 18 721  | 19 934  | 18 556  | 18 063  | 13 582  | 21 986  | 24 568  | 37 227  |
| Operating Profit                                 | 9 359   | 9 766   | 10 277  | 9 785   | 9 008   | 7 741   | 5 650   | 16 378  | 23 963  | 18 492  |
| Profit before tax                                | 8 707   | 9 224   | 9 665   | 10 655  | 9 815   | 7 118   | 5 222   | 16 060  | 23 509  | 17 255  |
| Income Tax                                       | - 2 890 | - 2 828 | - 2 755 | - 1 949 | - 2 575 | - 2 140 | - 1 365 | - 3 597 | - 4 927 | - 4 931 |
| Net result attributable to owners of the company | 5 798   | 6 369   | 6 863   | 8 620   | 7 117   | 4 915   | 3 775   | 12 382  | 17 941  | 11 290  |
| EBITDA                                           | 13 682  | 14 452  | 15 275  | 15 830  | 15 251  | 13 758  | 11 789  | 22 873  | 32 529  | 27 466  |

Balance Sheet

|                  |         |         |         |         |         |         |         |         |         |         |
|------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Net debt         | 55 838  | 65 963  | 71 759  | 69 815  | 75 378  | 89 519  | 76 556  | 70 144  | 57 455  | 72 237  |
| Equity           | 37 220  | 42 530  | 47 108  | 54 112  | 58 088  | 59 907  | 61 520  | 75 132  | 91 288  | 92 923  |
| Capital employed | 93 058  | 108 493 | 118 867 | 123 927 | 133 466 | 149 426 | 138 076 | 145 276 | 148 743 | 165 160 |
| Fixed Assets     | 95 292  | 112 253 | 119 992 | 121 392 | 120 837 | 141 421 | 128 232 | 135 569 | 140 960 | 157 189 |
| Working Capital  | - 2 234 | - 3 760 | - 1 125 | 2 535   | 12 629  | 8 005   | 9 844   | 9 707   | 7 783   | 7 971   |

Cash Flows

|                                                      |         |         |         |         |         |         |         |         |          |         |
|------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|----------|---------|
| Net cash generated from operating activities         | 2 912   | 960     | 3 173   | 5 909   | 5 051   | 3 662   | 13 251  | 15 903  | 23 523   | 17 356  |
| Net cash generated from investing activities         | - 6 116 | - 7 603 | - 5 863 | - 6 163 | - 7 363 | - 7 284 | - 3 636 | - 6 389 | - 4 772  | - 9 548 |
| Net cash generated from financing activities         | 3 133   | 5 004   | 4 393   | 1 572   | 4 296   | 4 790   | - 8 254 | - 6 735 | - 17 984 | - 6 673 |
| Net increase / decrease in cash and cash equivalents | 17      | - 1 566 | - 1 758 | - 1 159 | - 1 940 | - 1 057 | - 1 501 | - 2 472 | - 861    | - 457   |

Share Information

|                            |             |             |             |             |             |             |             |             |             |             |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Number of shares           | 656 254 963 | 656 494 656 | 656 804 571 | 657 109 486 | 657 600 576 | 658 118 053 | 658 862 376 | 601 995 196 | 597 924 318 | 638 913 477 |
| Price                      | 89,77       | 97,83       | 88,70       | 86,49       | 69,73       | 73,31       | 72,73       | 88,54       | 83,39       | 100,74      |
| Market Cap                 | 58 912      | 64 225      | 58 259      | 56 833      | 45 854      | 48 247      | 47 919      | 53 301      | 49 861      | 64 364      |
| Earning / Shares           | 8,83        | 9,70        | 10,45       | 13,07       | 10,82       | 7,47        | 5,73        | 18,77       | 27,31       | 17,67       |
| Earning / Shares (Diluted) | 8,83        | 9,70        | 10,45       | 13,07       | 10,82       | 7,47        | 5,73        | 18,77       | 27,31       | 17,67       |
| Dividends                  | 2,61        | 2,92        | 3,23        | 3,54        | 4,00        | 3,60        | 2,54        | 2,12        | 6,40        | 8,50        |

Financial KPI

|                                              |       |       |       |       |       |       |       |       |       |       |
|----------------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Sales Variation                              |       | 15%   | 2%    | 5%    | -1%   | 7%    | -5%   | 12%   | 28%   | 9%    |
| Gross Profit / Revenue                       | 21%   | 20%   | 20%   | 20%   | 19%   | 17%   | 14%   | 20%   | 17%   | 24%   |
| EBITDA / Revenue                             | 17%   | 16%   | 16%   | 16%   | 16%   | 13%   | 12%   | 21%   | 23%   | 18%   |
| Operating Profit / Revenue                   | 12%   | 11%   | 11%   | 10%   | 9%    | 7%    | 6%    | 15%   | 17%   | 12%   |
| Finance Result / Revenue                     | -1%   | -1%   | -1%   | 1%    | 1%    | -1%   | 0%    | 0%    | 0%    | -1%   |
| Tax Rate                                     | -33%  | -31%  | -29%  | -18%  | -26%  | -30%  | -26%  | -22%  | -21%  | -29%  |
| Return on equity                             | 16%   | 15%   | 15%   | 16%   | 12%   | 8%    | 6%    | 17%   | 20%   | 13%   |
| Sales / Capital employed                     | 0,9   | 0,8   | 0,8   | 0,8   | 0,7   | 0,7   | 0,7   | 0,8   | 1,0   | 0,9   |
| Return on capital employed before income tax | 10%   | 9%    | 9%    | 8%    | 7%    | 5%    | 4%    | 11%   | 16%   | 11%   |
| Free Cash Flow / Revenue                     | -4%   | -5%   | -3%   | -1%   | -3%   | -3%   | 7%    | 8%    | 10%   | 4%    |
|                                              |       |       |       |       |       |       |       |       |       |       |
| Net Debt / EBITDA*                           | 4,1   | 4,6   | 4,7   | 4,4   | 4,9   | 6,3   | 6,3   | 3,0   | 1,7   | 2,6   |
| Net Debt / Equity*                           | 150%  | 155%  | 152%  | 129%  | 130%  | 145%  | 120%  | 90%   | 60%   | 76%   |
| % Investments                                | -8%   | -6%   | -6%   | -7%   | -8%   | -7%   | -6%   | -6%   | -6%   | -7%   |
| % Working Capital                            | -3%   | -4%   | -1%   | 3%    | 13%   | 8%    | 10%   | 9%    | 5%    | 5%    |
| % Fixed Assets                               | 119%  | 122%  | 127%  | 123%  | 124%  | 136%  | 130%  | 122%  | 99%   | 101%  |
|                                              |       |       |       |       |       |       |       |       |       |       |
| Price to book ratio                          | 1,6   | 1,5   | 1,2   | 1,1   | 0,8   | 0,8   | 0,8   | 0,7   | 0,6   | 0,7   |
| PER                                          | 10    | 10    | 8     | 7     | 6     | 10    | 13    | 5     | 3     | 6     |
| Yield                                        | 2,9%  | 3,0%  | 3,6%  | 4,1%  | 5,7%  | 4,9%  | 3,5%  | 2,4%  | 7,7%  | 8,4%  |
| % of distribution                            | 29,6% | 30,1% | 30,9% | 27,0% | 37,0% | 48,1% | 44,3% | 10,3% | 21,3% | 48,1% |

\*Total net debt excluding lease liabilities