

# Rapport MutuaValue

## Fomento Económico Mexicano, S.A.B. de C.V.

01/10/2024

XMEX:FEMSAUBD

|                     |                                        |
|---------------------|----------------------------------------|
| <b>Pays</b>         | Mexico                                 |
| <b>Industrie</b>    | Consumer Staples                       |
| <b>Supersecteur</b> | Personal Care, Drug and Grocery Stores |
| <b>Secteur</b>      | Personal Care, Drug and Grocery Stores |
| <b>Sous Secteur</b> | Food Retailers and Wholesalers         |

**Employés** #CHAMP!

|                                |        |      |                            |      |
|--------------------------------|--------|------|----------------------------|------|
| <b>Chiffre d'affaires 2023</b> | 37 430 | mEUR | <b>PER 2023</b>            | 23,6 |
| <b>Résultat net 2023</b>       | 3 499  | mEUR | <b>Dividend Yield 2023</b> | 2,4% |
| <b>Market Cap 31.12.2023</b>   | 41 989 | mEUR | <b>Béta boursier</b>       | 1,00 |
| <b>Cours au 31.12.2023</b>     | 220,3  | MXN  |                            |      |

Fomento Económico Mexicano, S.A.B. de C.V. (FEMSA) is a multinational company based in Monterrey, Mexico, with a diverse portfolio of businesses in retail, beverage, and logistics. Founded in 1890, FEMSA is best known as the largest franchise bottler of Coca-Cola products in the world, operating through Coca-Cola FEMSA, which serves markets in Latin America and Asia. Additionally, FEMSA owns OXXO, one of the largest convenience store chains in Mexico and Latin America, with thousands of locations. The company also has a significant presence in the health and fuel station sectors, expanding into pharmacies and gas stations. Through its logistics arm, FEMSA is involved in distribution and supply chain management for its own businesses and external clients. FEMSA is publicly traded on the Mexican Stock Exchange (BMV) and has an international listing on the New York Stock Exchange (NYSE). Its diversified operations and market leadership make FEMSA one of the largest and most influential companies in Latin America.

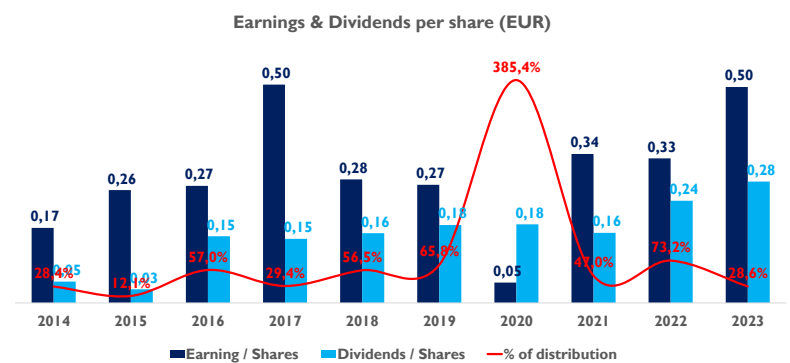
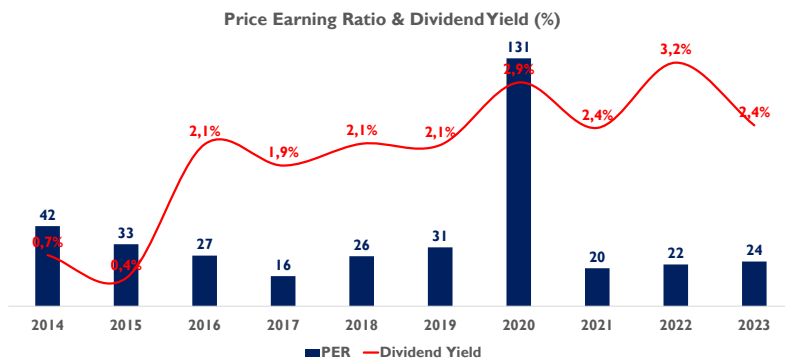
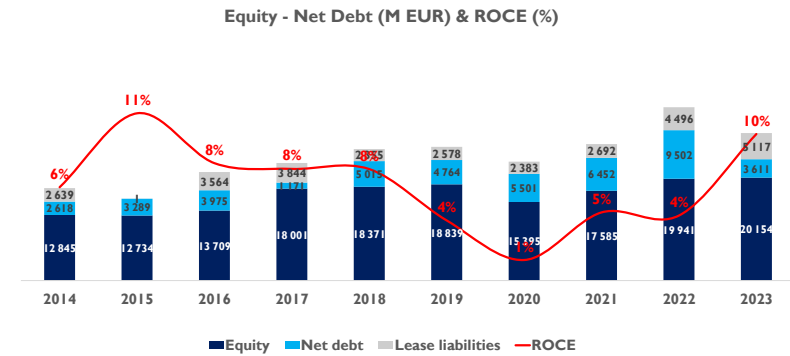
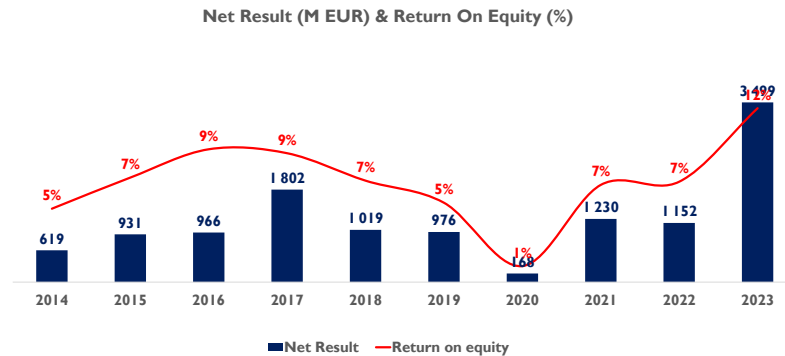
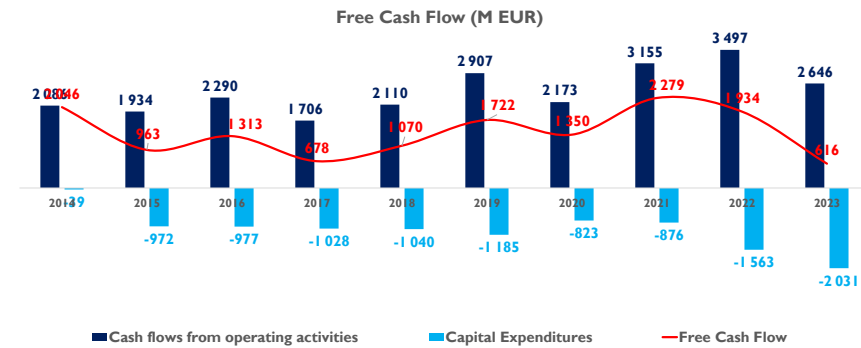
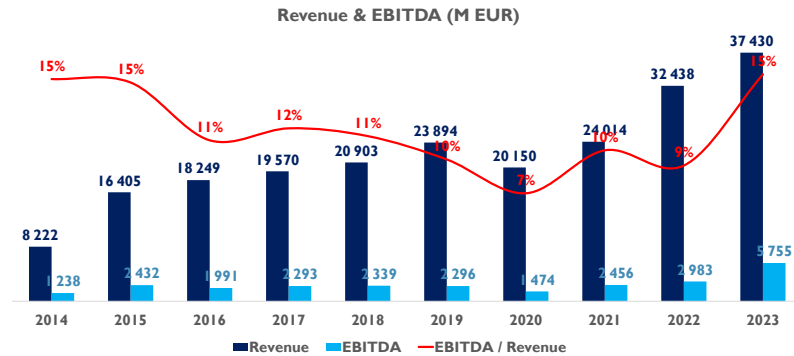
## Documents

- 1 - KPI Financiers (2014 - 2023)
- 2 - Benchmark Industry (Revenue & Net Result )
- 3 - Benchmark Industry ( Return On Capital Employed & PER)
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# I - Financial KPI (2014 - 2023)

Fomento Económico Mexicano, S.A.B. de C.V.

**Industry** Consumer Staples  
**Supersector** Personal Care, Drug and Grocery Stores  
**Sector** Personal Care, Drug and Grocery Stores  
**Sub Sector** Food Retailers and Wholesalers



2 - Benchmark Industry (Revenue & Net Result )

Fomento Económico Mexicano, S.A.B. de C.V.

|             |                                        |
|-------------|----------------------------------------|
| Industry    | Consumer Staples                       |
| Supersector | Personal Care, Drug and Grocery Stores |
| Sector      | Personal Care, Drug and Grocery Stores |
| Sub Sector  | Food Retailers and Wholesalers         |

Revenue

| m€                       | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    |
|--------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Fomento Económico M      | 8 222   | 16 405  | 18 249  | 19 570  | 20 903  | 23 894  | 20 150  | 24 014  | 32 438  | 37 430  |
| Wal-Mart de México, S.A. | 24 429  | 25 765  | 24 319  | 24 364  | 27 452  | 30 502  | 28 684  | 31 775  | 39 471  | 47 222  |
| Target Corporation       | -       | 66 702  | 69 998  | 57 946  | 63 506  | 67 079  | 63 656  | 82 607  | 99 386  | 100 083 |
| The Kroger Co.           | -       | 99 628  | 104 193 | 96 170  | 107 128 | 107 853 | 99 654  | 116 986 | 129 278 | 135 979 |
| Avenue Supermarts Limite | 607     | 885     | 1 194   | 1 557   | 1 885   | 2 510   | 2 765   | 2 863   | 3 501   | 4 662   |
| Loblaw Companies Limite  | 30 195  | 29 926  | 32 558  | 31 133  | 29 958  | 32 835  | 33 614  | 36 847  | 39 109  | 40 659  |
| Ahold Delhaize           | 32 774  | -       | 38 203  | 112 585 | 62 791  | 66 259  | 74 736  | 75 601  | 86 984  | 88 649  |
| Grupo Comercial Chedra   | 3 984   | 4 141   | 4 044   | 4 020   | 5 163   | 6 104   | 5 980   | 8 137   | 12 495  | 14 012  |
| Tesco Plc                | 81 483  | 76 926  | 63 451  | 62 828  | 63 881  | 75 189  | 65 271  | 68 888  | 69 167  | 75 841  |
| Total                    | 181 694 | 320 377 | 356 208 | 410 173 | 382 667 | 412 224 | 394 510 | 447 719 | 511 828 | 544 537 |

Revenue - Annual Growth Rate

|                          | 2014 | 2015  | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | CAGR* |
|--------------------------|------|-------|------|------|------|------|------|------|------|------|-------|
| Fomento Económico M      |      | 100%  | 11%  | 7%   | 7%   | 14%  | -16% | 19%  | 35%  | 15%  | 11%   |
| Wal-Mart de México, S.A. |      | 5%    | -6%  | 0%   | 13%  | 11%  | -6%  | 11%  | 24%  | 20%  | 8%    |
| Target Corporation       |      |       | 5%   | -17% | 10%  | 6%   | -5%  | 30%  | 20%  | 1%   | 5%    |
| The Kroger Co.           |      |       | 5%   | -8%  | 11%  | 1%   | -8%  | 17%  | 11%  | 5%   | 4%    |
| Avenue Supermarts Limite |      | 46%   | 35%  | 30%  | 21%  | 33%  | 10%  | 4%   | 22%  | 33%  | 23%   |
| Loblaw Companies Limite  |      | -1%   | 9%   | -4%  | -4%  | 10%  | 2%   | 10%  | 6%   | 4%   | 4%    |
| Ahold Delhaize           |      | -100% |      | 195% | -44% | 6%   | 13%  | 1%   | 15%  | 2%   |       |
| Grupo Comercial Chedra   |      | 4%    | -2%  | -1%  | 28%  | 18%  | -2%  | 36%  | 54%  | 12%  | 16%   |
| Tesco Plc                |      | -6%   | -18% | -1%  | 2%   | 18%  | -13% | 6%   | 0%   | 10%  | 0%    |
| Moyenne                  |      | 76%   | 11%  | 15%  | -7%  | 8%   | -4%  | 13%  | 14%  | 6%   | 7%    |

Net result attributable to owners of the company

| m€                       | 2014  | 2015  | 2016  | 2017   | 2018   | 2019   | 2020  | 2021   | 2022   | 2023   |
|--------------------------|-------|-------|-------|--------|--------|--------|-------|--------|--------|--------|
| Fomento Económico M      | 619   | 931   | 966   | 1 802  | 1 019  | 976    | 168   | 1 230  | 1 152  | 3 499  |
| Wal-Mart de México, S.A. | 1 698 | 1 389 | 1 524 | 1 694  | 1 635  | 1 787  | 1 367 | 1 905  | 2 360  | 2 748  |
| Target Corporation       | -     | 1 503 | 3 190 | 2 282  | 2 545  | 2 614  | 2 674 | 3 857  | 6 512  | 2 550  |
| The Kroger Co.           | -     | 1 587 | 1 934 | 1 647  | 1 666  | 2 768  | 1 352 | 2 282  | 1 552  | 2 058  |
| Avenue Supermarts Limite | 21    | 29    | 44    | 63     | 101    | 113    | 145   | 131    | 169    | 259    |
| Loblaw Companies Limite  | 38    | 417   | 690   | 1 001  | 491    | 739    | 707   | 1 299  | 1 330  | 1 434  |
| Ahold Delhaize           | 791   | -     | 850   | 2 647  | 1 797  | 1 766  | 1 397 | 2 246  | 2 546  | 1 874  |
| Grupo Comercial Chedra   | 95    | 92    | 89    | 88     | 92     | 74     | 106   | 148    | 289    | 407    |
| Tesco Plc                | 2 456 | 7 620 | 312   | 81     | 1 340  | 1 494  | 1 091 | 821    | 1 670  | 859    |
| Total                    | 5 719 | 4 679 | 9 599 | 11 306 | 10 686 | 12 332 | 9 006 | 13 919 | 17 579 | 15 689 |

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

|                          | 2014 | 2015  | 2016  | 2017 | 2018  | 2019 | 2020 | 2021 | 2022 | 2023 | CAGR* |
|--------------------------|------|-------|-------|------|-------|------|------|------|------|------|-------|
| Fomento Económico M      |      | 50%   | 4%    | 87%  | -43%  | -4%  | -83% | 631% | -6%  | 204% | 18%   |
| Wal-Mart de México, S.A. |      | -18%  | 10%   | 11%  | -3%   | 9%   | -24% | 39%  | 24%  | 16%  | 9%    |
| Target Corporation       |      |       | -312% | -28% | 12%   | 3%   | 2%   | 44%  | 69%  | -61% |       |
| The Kroger Co.           |      |       | 22%   | -15% | 1%    | 66%  | -51% | 69%  | -32% | 33%  | 3%    |
| Avenue Supermarts Limite |      | 39%   | 52%   | 41%  | 61%   | 12%  | 28%  | -10% | 30%  | 53%  | 31%   |
| Loblaw Companies Limite  |      | 1009% | 66%   | 45%  | -51%  | 50%  | -4%  | 84%  | 2%   | 8%   | 17%   |
| Ahold Delhaize           |      | -100% |       | 211% | -32%  | -2%  | -21% | 61%  | 13%  | -26% |       |
| Grupo Comercial Chedra   |      | -4%   | -3%   | -1%  | 4%    | -20% | 43%  | 40%  | 96%  | 41%  | 21%   |
| Tesco Plc                |      | -410% | -104% | -74% | 1556% | 12%  | -27% | -25% | 103% | -49% |       |
| Moyenne                  |      | -182% | -305% | 18%  | -5%   | 15%  | -27% | 55%  | 26%  | -11% |       |

\* 2015 - 2023

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

Fomento Económico Mexicano, S.A.B. de C.V.

Industry Consumer Staples  
Supersector Personal Care, Drug and Grocery Stores  
Sector Personal Care, Drug and Grocery Stores  
Sub Sector Food Retailers and Wholesalers

Operating Profit

| m€                         | 2014  | 2015   | 2016   | 2017   | 2018   | 2019   | 2020   | 2021   | 2022   | 2023   |
|----------------------------|-------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Fomento Económico Mx       | 1 158 | 1 837  | 1 710  | 1 761  | 1 967  | 1 079  | 328    | 1 248  | 1 512  | 2 900  |
| Wal-Mart de México, S.A.B. | 1 938 | 1 841  | 1 802  | 1 863  | 2 189  | 2 546  | 2 348  | 2 716  | 3 277  | 3 932  |
| Target Corporation         | -     | 4 166  | 4 658  | 4 143  | 3 689  | 3 659  | 3 796  | 5 773  | 8 387  | 3 529  |
| The Kroger Co.             | -     | 2 881  | 3 392  | 2 865  | 1 821  | 2 327  | 1 834  | 2 455  | 3 260  | 3 784  |
| Avenue Supermarts Limitec  | 37    | 52     | 79     | 112    | 149    | 178    | 195    | 158    | 228    | 327    |
| Loblaw Companies Limited   | 469   | 1 055  | 1 468  | 1 663  | 1 234  | 1 552  | 1 508  | 2 035  | 2 313  | 2 530  |
| Ahold Delhaize             | 1 305 | -      | 1 465  | 4 282  | 2 765  | 2 662  | 2 191  | 3 320  | 3 768  | 3 104  |
| Grupo Comercial Chedraui   | 193   | 194    | 194    | 188    | 202    | 263    | 283    | 378    | 662    | 837    |
| Tesco Plc                  | 3 822 | 161    | 948    | 1 318  | 1 818  | 2 993  | 3 006  | 2 490  | 3 056  | 3 023  |
| Total                      | 8 921 | 12 187 | 15 717 | 18 195 | 15 834 | 17 259 | 15 490 | 20 573 | 26 463 | 23 966 |

Capital employed

| m€                         | 2014   | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    |
|----------------------------|--------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Fomento Económico Mx       | 18 102 | 16 023  | 21 248  | 23 017  | 25 741  | 26 182  | 23 280  | 26 728  | 33 939  | 28 883  |
| Wal-Mart de México, S.A.B. | 8 355  | 8 127   | 7 751   | 6 984   | 6 984   | 11 869  | 10 338  | 11 762  | 14 539  | 16 226  |
| Target Corporation         | -      | 22 580  | 20 559  | 17 669  | 21 183  | 22 275  | 20 622  | 20 347  | 24 022  | 27 899  |
| The Kroger Co.             | -      | 24 461  | 26 827  | 17 074  | 19 320  | 20 103  | 29 684  | 31 430  | 32 909  | 33 572  |
| Avenue Supermarts Limitec  | 200    | 285     | 373     | 694     | 631     | 772     | 1 290   | 1 518   | 1 686   | 1 867   |
| Loblaw Companies Limited   | 17 586 | 16 248  | 16 915  | 15 892  | 13 315  | 24 777  | 22 293  | 24 362  | 25 311  | 25 792  |
| Ahold Delhaize             | 5 127  | -       | 5 814   | 30 385  | 15 221  | 25 810  | 25 195  | 29 018  | 31 290  | 29 023  |
| Grupo Comercial Chedraui   | 1 528  | 1 497   | 1 445   | 1 379   | 3 672   | 3 865   | 3 231   | 5 814   | 6 186   | 6 312   |
| Tesco Plc                  | 30 862 | 24 582  | 23 584  | 17 463  | 28 994  | 33 313  | 29 080  | 29 517  | 32 310  | 28 651  |
| Total                      | 81 759 | 113 803 | 124 515 | 130 556 | 135 061 | 168 967 | 165 013 | 180 496 | 202 193 | 198 224 |

Operating Profit / Capital employed

|                            | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Avg* |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Fomento Económico Mx       | 6%   | 11%  | 8%   | 8%   | 8%   | 4%   | 1%   | 5%   | 4%   | 10%  | 6%   |
| Wal-Mart de México, S.A.B. | 23%  | 23%  | 23%  | 27%  | 31%  | 21%  | 23%  | 23%  | 23%  | 24%  | 24%  |
| Target Corporation         |      | 18%  | 23%  | 23%  | 17%  | 16%  | 18%  | 28%  | 35%  | 13%  | 23%  |
| The Kroger Co.             |      | 12%  | 13%  | 17%  | 9%   | 12%  | 6%   | 8%   | 10%  | 11%  | 10%  |
| Avenue Supermarts Limitec  | 19%  | 18%  | 21%  | 16%  | 24%  | 23%  | 15%  | 10%  | 13%  | 18%  | 16%  |
| Loblaw Companies Limited   | 3%   | 6%   | 9%   | 10%  | 9%   | 6%   | 7%   | 8%   | 9%   | 10%  | 8%   |
| Ahold Delhaize             | 25%  |      | 25%  | 14%  | 18%  | 10%  | 9%   | 11%  | 12%  | 11%  | 13%  |
| Grupo Comercial Chedraui   | 13%  | 13%  | 13%  | 14%  | 6%   | 7%   | 9%   | 6%   | 11%  | 13%  | 9%   |
| Tesco Plc                  | 12%  | 1%   | 4%   | 8%   | 6%   | 9%   | 10%  | 8%   | 9%   | 11%  | 8%   |
| Moyenne                    | 11%  | 11%  | 13%  | 14%  | 12%  | 10%  | 9%   | 11%  | 13%  | 12%  | 12%  |

\* 2015 - 2023

Market Cap

| m€                         | 2014    | 2015    | 2016    | 2017    | 2018    | 2019    | 2020    | 2021    | 2022    | 2023    |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Fomento Económico Mx       | 26 140  | 30 450  | 25 771  | 28 539  | 26 866  | 30 248  | 21 989  | 24 611  | 26 267  | 41 989  |
| Wal-Mart de México, S.A.B. | 31 103  | 40 049  | 29 552  | 35 644  | 38 823  | 44 586  | 39 956  | 57 358  | 57 709  | 66 557  |
| Target Corporation         | -       | 42 914  | 43 125  | 30 679  | 34 898  | 33 488  | 46 106  | 80 076  | 99 611  | 71 419  |
| The Kroger Co.             | -       | 31 082  | 35 566  | 26 203  | 22 934  | 20 239  | 17 489  | 23 546  | 30 322  | 29 667  |
| Avenue Supermarts Limitec  | 5 200   | 5 516   | 5 020   | 4 706   | 10 595  | 11 674  | 15 275  | 22 003  | 29 395  | 23 974  |
| Loblaw Companies Limited   | 13 411  | 14 180  | 16 114  | 14 404  | 14 770  | 16 734  | 14 239  | 24 355  | 27 187  | 27 748  |
| Ahold Delhaize             | 13 259  | -       | 16 249  | 43 839  | 26 562  | 24 798  | 24 774  | 31 165  | 26 867  | 25 126  |
| Grupo Comercial Chedraui   | 2 276   | 2 331   | 1 634   | 1 476   | 1 685   | 1 235   | 1 122   | 1 754   | 3 826   | 5 290   |
| Tesco Plc                  | 26 916  | 21 225  | 13 659  | 13 650  | 15 148  | 20 483  | 19 829  | 20 194  | 25 306  | 22 003  |
| Total                      | 118 304 | 187 747 | 186 690 | 199 141 | 192 281 | 203 485 | 200 779 | 285 061 | 326 490 | 313 774 |

Net result attributable to owners of the company

| m€                         | 2014  | 2015  | 2016  | 2017  | 2018   | 2019   | 2020   | 2021  | 2022   | 2023   |
|----------------------------|-------|-------|-------|-------|--------|--------|--------|-------|--------|--------|
| Fomento Económico Mx       | 619   | 931   | 966   | 1 802 | 1 019  | 976    | 168    | 1 230 | 1 152  | 3 499  |
| Wal-Mart de México, S.A.B. | 1 698 | 1 389 | 1 524 | 1 694 | 1 635  | 1 787  | 1 367  | 1 905 | 2 360  | 2 748  |
| Target Corporation         | -     | 1 503 | 3 190 | 2 282 | 2 545  | 2 614  | 2 674  | 3 857 | 6 512  | 2 550  |
| The Kroger Co.             |       | 1 587 | 1 934 | 1 647 | 1 666  | 2 768  | 1 352  | 2 282 | 1 552  | 2 058  |
| Avenue Supermarts Limitec  | 21    | 29    | 44    | 63    | 101    | 113    | 145    | 131   | 169    | 259    |
| Loblaw Companies Limited   | 38    | 417   | 690   | 1 001 | 491    | 739    | 707    | 1 299 | 1 330  | 1 434  |
| Ahold Delhaize             | 791   |       | 850   | 2 647 | 1 797  | 1 766  | 1 397  | 2 246 | 2 546  | 1 874  |
| Grupo Comercial Chedraui   | 95    | 92    | 89    | 88    | 92     | 74     | 106    | 148   | 289    | 407    |
| Tesco Plc                  | 2 456 | -     | 7 620 | 312   | 81     | 1 340  | 1 494  | 1 091 | 821    | 1 670  |
| Total                      | 5 719 | -     | 4 679 | 9 599 | 11 306 | 10 686 | 12 332 | 9 006 | 13 919 | 17 579 |

Price-Earnings Ratio

|                            | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | Avg* |
|----------------------------|------|------|------|------|------|------|------|------|------|------|------|
| Fomento Económico Mx       | 42   | 33   | 27   | 16   | 26   | 31   | 131  | 20   | 23   | 12   | 27   |
| Wal-Mart de México, S.A.B. | 18   | 29   | 19   | 21   | 24   | 25   | 29   | 30   | 24   | 24   | 24   |
| Target Corporation         |      | -    | 29   | 14   | 13   | 14   | 13   | 17   | 21   | 15   | 28   |
| The Kroger Co.             |      |      | 20   | 18   | 14   | 7    | 13   | 10   | 20   | 14   | 14   |
| Avenue Supermarts Limitec  | 248  | 189  | 113  | 75   | 105  | 103  | 106  | 168  | 174  | 93   | 134  |
| Loblaw Companies Limited   | 357  | 34   | 23   | 14   | 30   | 23   | 20   | 19   | 20   | 19   | 23   |
| Ahold Delhaize             | 17   |      | 19   | 17   | 15   | 14   | 18   | 14   | 11   | 13   | 15   |
| Grupo Comercial Chedraui   | 24   | 25   | 18   | 17   | 18   | 17   | 11   | 12   | 13   | 13   | 16   |
| Tesco Plc                  | 11   | -    | 3    | 44   | 169  | 11   | 14   | 18   | 25   | 15   | 26   |
| Moyenne                    | 21   | -    | 40   | 19   | 18   | 17   | 22   | 20   | 19   | 20   | 22   |

## 4 - Financial Data (2014 - 2023)

**Fomento Económico Mexicano, S.A.B. de C.V.**  
EUR

| M EUR                                                       | 2014          | 2015           | 2016           | 2017           | 2018           | 2019           | 2020           | 2021           | 2022           | 2023           |
|-------------------------------------------------------------|---------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Income Statement</b>                                     |               |                |                |                |                |                |                |                |                |                |
| Revenue                                                     | 8 222         | 16 405         | 18 249         | 19 570         | 20 903         | 23 894         | 20 150         | 24 014         | 32 438         | 37 430         |
| Gross Profit                                                | 3 817         | 6 485          | 6 770          | 7 237          | 7 801          | 9 029          | 7 752          | 9 226          | 12 126         | 14 888         |
| Operating Profit                                            | 1 158         | 1 837          | 1 710          | 1 761          | 1 967          | 1 079          | 328            | 1 248          | 1 512          | 2 900          |
| Profit before tax                                           | 858           | 1 325          | 1 602          | 2 031          | 1 700          | 1 513          | 774            | 1 782          | 2 018          | 3 080          |
| Income Tax                                                  | - 216         | - 418          | - 360          | - 450          | - 430          | - 494          | - 606          | - 616          | - 653          | - 691          |
| <b>Net result attributable to owners of the company</b>     | <b>619</b>    | <b>931</b>     | <b>966</b>     | <b>1 802</b>   | <b>1 019</b>   | <b>976</b>     | <b>168</b>     | <b>1 230</b>   | <b>1 152</b>   | <b>3 499</b>   |
| <b>EBITDA</b>                                               | <b>1 238</b>  | <b>2 432</b>   | <b>1 991</b>   | <b>2 293</b>   | <b>2 339</b>   | <b>2 296</b>   | <b>1 474</b>   | <b>2 456</b>   | <b>2 983</b>   | <b>5 755</b>   |
| <b>Balance Sheet</b>                                        |               |                |                |                |                |                |                |                |                |                |
| <b>Net debt</b>                                             | <b>5 258</b>  | <b>3 289</b>   | <b>7 539</b>   | <b>5 016</b>   | <b>7 370</b>   | <b>7 343</b>   | <b>7 885</b>   | <b>9 143</b>   | <b>13 998</b>  | <b>8 728</b>   |
| <b>Equity</b>                                               | <b>12 845</b> | <b>12 734</b>  | <b>13 709</b>  | <b>18 001</b>  | <b>18 371</b>  | <b>18 839</b>  | <b>15 395</b>  | <b>17 585</b>  | <b>19 941</b>  | <b>20 154</b>  |
| <b>Capital employed</b>                                     | <b>18 102</b> | <b>16 023</b>  | <b>21 248</b>  | <b>23 017</b>  | <b>25 741</b>  | <b>26 182</b>  | <b>23 280</b>  | <b>26 728</b>  | <b>33 939</b>  | <b>28 883</b>  |
| <b>Fixed Assets</b>                                         | <b>16 439</b> | <b>14 898</b>  | <b>19 802</b>  | <b>19 779</b>  | <b>22 614</b>  | <b>24 482</b>  | <b>19 898</b>  | <b>22 670</b>  | <b>31 405</b>  | <b>19 626</b>  |
| <b>Working Capital</b>                                      | <b>1 663</b>  | <b>1 126</b>   | <b>1 446</b>   | <b>3 237</b>   | <b>3 127</b>   | <b>1 700</b>   | <b>3 381</b>   | <b>4 058</b>   | <b>2 534</b>   | <b>9 257</b>   |
| <b>Cash Flows</b>                                           |               |                |                |                |                |                |                |                |                |                |
| <b>Net cash generated from operating activities</b>         | <b>2 086</b>  | <b>1 934</b>   | <b>2 290</b>   | <b>1 706</b>   | <b>2 110</b>   | <b>2 907</b>   | <b>2 173</b>   | <b>3 155</b>   | <b>3 497</b>   | <b>2 646</b>   |
| <b>Net cash generated from investing activities</b>         | <b>- 871</b>  | <b>- 1 493</b> | <b>- 1 765</b> | <b>- 1 335</b> | <b>- 2 566</b> | <b>- 666</b>   | <b>- 1 282</b> | <b>- 1 993</b> | <b>- 2 237</b> | <b>- 7 047</b> |
| <b>Net cash generated from financing activities</b>         | <b>- 518</b>  | <b>- 723</b>   | <b>- 59</b>    | <b>- 915</b>   | <b>- 1 024</b> | <b>- 1 812</b> | <b>- 800</b>   | <b>- 1 597</b> | <b>- 1 730</b> | <b>- 4 930</b> |
| <b>Net increase / decrease in cash and cash equivalents</b> | <b>460</b>    | <b>- 321</b>   | <b>651</b>     | <b>2 266</b>   | <b>- 1 553</b> | <b>166</b>     | <b>1 719</b>   | <b>- 441</b>   | <b>673</b>     | <b>4 350</b>   |
| <b>Share Information</b>                                    |               |                |                |                |                |                |                |                |                |                |
| Number of shares                                            | 3 578 226 270 | 3 578 226 270  | 3 578 226 270  | 3 578 226 270  | 3 578 226 270  | 3 578 226 270  | 3 578 226 270  | 3 578 226 270  | 3 578 226 270  | 3 578 226 463  |
| Price                                                       | 7,31          | 8,51           | 7,20           | 7,98           | 7,51           | 8,45           | 6,15           | 6,88           | 7,34           | 11,73          |
| <b>Market Cap</b>                                           | <b>26 140</b> | <b>30 450</b>  | <b>25 771</b>  | <b>28 539</b>  | <b>26 866</b>  | <b>30 248</b>  | <b>21 989</b>  | <b>24 611</b>  | <b>26 267</b>  | <b>41 989</b>  |
| Earning / Shares                                            | 0,17          | 0,26           | 0,27           | 0,50           | 0,28           | 0,27           | 0,05           | 0,34           | 0,33           | 0,50           |
| Earning / Shares (Diluted)                                  | 0,17          | 0,26           | 0,27           | 0,50           | 0,28           | 0,27           | 0,05           | 0,34           | 0,33           | 0,50           |
| Dividends                                                   | 0,05          | 0,03           | 0,15           | 0,15           | 0,16           | 0,18           | 0,18           | 0,16           | 0,24           | 0,28           |
| <b>Financial KPI</b>                                        |               |                |                |                |                |                |                |                |                |                |
| Sales Variation                                             |               | 100%           | 11%            | 7%             | 7%             | 14%            | -16%           | 19%            | 35%            | 15%            |
| Gross Profit / Revenue                                      | 46%           | 40%            | 37%            | 37%            | 37%            | 38%            | 38%            | 38%            | 37%            | 40%            |
| EBITDA / Revenue                                            | 15%           | 15%            | 11%            | 12%            | 11%            | 10%            | 7%             | 10%            | 9%             | 15%            |
| Operating Profit / Revenue                                  | 14%           | 11%            | 9%             | 9%             | 9%             | 5%             | 2%             | 5%             | 5%             | 8%             |
| Finance Result / Revenue                                    | -4%           | -3%            | -1%            | 1%             | -1%            | 2%             | 2%             | 2%             | 2%             | 0%             |
| Tax Rate                                                    | -25%          | -32%           | -22%           | -22%           | -25%           | -33%           | -78%           | -35%           | -32%           | -22%           |
| Return on equity                                            | 5%            | 7%             | 9%             | 9%             | 7%             | 5%             | 1%             | 7%             | 7%             | 12%            |
| Sales / Capital employed                                    | 0,5           | 1,0            | 0,9            | 0,9            | 0,8            | 0,9            | 0,9            | 0,9            | 1,0            | 1,3            |
| Return on capital employed before income tax                | 6%            | 11%            | 8%             | 8%             | 8%             | 4%             | 1%             | 5%             | 4%             | 10%            |
| Free Cash Flow / Revenue                                    | 25%           | 6%             | 7%             | 3%             | 5%             | 7%             | 7%             | 9%             | 6%             | 2%             |
| Net Debt / EBITDA*                                          | 2,1           | 1,4            | 2,0            | 0,5            | 2,1            | 2,1            | 3,7            | 2,6            | 3,2            | 0,6            |
| Net Debt / Equity*                                          | 20%           | 26%            | 29%            | 7%             | 27%            | 25%            | 36%            | 37%            | 48%            | 18%            |
| % Investments                                               | 0%            | -6%            | -5%            | -5%            | -5%            | -5%            | -4%            | -4%            | -5%            | -5%            |
| % Working Capital                                           | 20%           | 7%             | 8%             | 17%            | 15%            | 7%             | 17%            | 17%            | 8%             | 25%            |
| % Fixed Assets                                              | 200%          | 91%            | 109%           | 101%           | 108%           | 102%           | 99%            | 94%            | 97%            | 52%            |
| Price to book ratio                                         | 2,7           | 3,2            | 2,5            | 2,0            | 1,8            | 2,0            | 1,8            | 1,7            | 1,6            | 2,6            |
| PER                                                         | 42            | 33             | 27             | 16             | 26             | 31             | 131            | 20             | 22             | 24             |
| Yield                                                       | 0,7%          | 0,4%           | 2,1%           | 1,9%           | 2,1%           | 2,1%           | 2,9%           | 2,4%           | 3,2%           | 2,4%           |
| % of distribution                                           | 28,4%         | 12,1%          | 57,0%          | 29,4%          | 56,5%          | 65,8%          | 385,4%         | 47,0%          | 73,2%          | 28,6%          |

\*Total net debt excluding lease liabilities