# D'Ieteren Group

Integrated report 2019











# Key indicators

Combined revenues\(^{15}\) 7,053.6 5,977.3 5,514.5 5,470.5 5,453.1 6,035.4 6,471.7 6,941.3 7,417.8 8,026.9 \( \textit{Adjusted operating result\(^{45}\) 456.4 377.2 252.6 220.2 198.6 248.5 281.1 300.9 357.9 522.7\(^{15}\) 42 \( \textit{Adjusted result\(^{15}\) for tension tensi	Consolidated results (EUR million)	2010	2011	2012	2013	2014	2015	2016 <sup>1</sup>	2017	2018	2019
Adjusted operating result <sup>4,3</sup> 456,4         377.2         252.6         220.2         198.6         248.5         281.1         300.9         357.9         522.73           Adjusted result, group's share:	Revenues (IFRS) <sup>3</sup>	7,053.6	5,977.3	5,514.5	5,470.5	5,453.1	6,035.4	6,471.7	3,455.1 <sup>2</sup>	3,578.1 <sup>2</sup>	3,798.8 <sup>2</sup>
Adjusted result, group's share: - before tax*-6 - 305.4 - 305.8 - 305.8 - 305.	Combined revenues <sup>3,5</sup>	7,053.6	5,977.3	5,514.5	5,470.5	5,453.1	6,035.4	6,471.7	6,941.3	7,417.8	8,026.9
- before tax <sup>4,5</sup> 305.4 305.8 203.0 177.6 157.2 212.1 241.6 247.9 226.1 300.7 <sup>13</sup> - after tax <sup>4</sup> 234.2 312.0 159.4 136.1 144.0 186.5 215.3 194.8 182.2 211.6 <sup>12</sup> Group's share in the net result period'?  Financial structure (EUR million)  Equity of which: 1,464.7 1,532.1 1,679.2 1,725.2 1,644.8 1,735.1 1,683.5 1,760.5 2,655.4 2,641.3 <sup>12</sup> - Capital and reserves attributable 1,250.6 1,530.5 1,677.4 1,723.6 1,644.2 1,733.3 1,683.0 1,764.3 2,655.1 2,640.7 <sup>12</sup> - Minority interest 214.1 1.6 1.8 1.6 0.6 1.8 0.5 -3.8 0.3 0.6 <sup>12</sup> Net debt group's share in the net adjusted 4.26 5.65 2.89 2.47 2.29 3.32 3.92 3.55 3.32 3.87  Group's share in the net result for the period' <sup>2,5</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> or the period' <sup>3,6</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.950 3.800 <sup>120</sup> 1.000 1.000  Capital and reserves attributable 2.2.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>13</sup> Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 to equity holders  Share Information 4.7.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 Lowest share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79.230 55.659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)	Adjusted operating result <sup>4,5</sup>	456.4	377.2	252.6	220.2	198.6	248.5	281.1	300.9	357.9	522.7 <sup>13</sup>
- after tax <sup>4</sup> 234.2 312.0 159.4 136.1 144.0 186.5 215.3 194.8 182.2 211.6 <sup>12</sup> Group's share in the net result 218.8 312.6 190.1 114.0 -11.1 130.7 49.9 112.6 1,048.0 64.5 <sup>12</sup> Financial structure (EUR million)  Equity of which: 1,464.7 1,532.1 1,679.2 1,725.2 1,644.8 1,735.1 1,683.5 1,760.5 2,655.4 2,641.3 <sup>12</sup> - Capital and reserves attributable 1,250.6 1,530.5 1,677.4 1,723.6 1,644.2 1,733.3 1,683.0 1,764.3 2,655.1 2,640.7 <sup>12</sup> To equity holders 214.1 1.6 1.8 1.6 0.6 1.8 0.5 -3.8 0.3 0.6 <sup>12</sup> Net debt group's share 11 1,554.8 793.6 453.1 467.6 559.9 534.5 952.7 946.3 87.3 477.7 <sup>12</sup> Data per share <sup>8</sup> (EUR)  Group's share in the net adjusted 4.26 5.65 2.89 2.47 2.29 3.32 3.92 3.55 3.32 3.88 <sup>12</sup> result for the period <sup>2,9</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.950 3.800 <sup>10</sup> 1.000 1.000  Capital and reserves attributable 22.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>12</sup> Share Information <sup>4,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46 Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60 Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79.230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)	Adjusted result, group's share:										
Financial structure (EUR million)   Equity of which:	- before tax <sup>4,6</sup>	305.4	305.8	203.0	177.6	157.2	212.1	241.6	247.9	226.1	300.713
Financial structure (EUR million)  Equity of which: 1,464.7 1,532.1 1,679.2 1,725.2 1,644.8 1,735.1 1,683.5 1,760.5 2,655.4 2,641.3 <sup>12</sup> - Capital and reserves attributable to equity holders  - Minority interest 214.1 1.6 1.8 1.6 0.6 1.8 0.5 -3.8 0.3 0.6 <sup>12</sup> Net debt group's share <sup>11</sup> 1,554.8 793.6 453.1 467.6 559.9 534.5 952.7 946.3 87.3 477.7 <sup>12</sup> Data per share <sup>8</sup> (EUR)  Group's share in the net adjusted 4.26 5.65 2.89 2.47 2.29 3.32 3.92 3.55 3.32 3.88 <sup>12</sup> result for the period <sup>4.79</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> for the period <sup>7.9</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.950 3.800 <sup>10</sup> 1.000 1.000  Capital and reserves attributable 2.2.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>12</sup> to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 1.000 4.000 6.	- after tax <sup>4</sup>	234.2	312.0	159.4	136.1	144.0	186.5	215.3	194.8	182.2	211.6 <sup>12</sup>
Financial structure (EUR million)  Equity of which: 1,464.7 1,532.1 1,679.2 1,725.2 1,644.8 1,735.1 1,683.5 1,760.5 2,655.4 2,641.3 <sup>32</sup> - Capital and reserves attributable 1,250.6 1,530.5 1,677.4 1,723.6 1,644.2 1,733.3 1,683.0 1,764.3 2,655.1 2,640.7 <sup>32</sup> - Minority interest 214.1 1.6 1.8 1.6 0.6 1.8 0.5 -3.8 0.3 0.6 <sup>32</sup> Net debt group's share <sup>11</sup> 1,554.8 793.6 453.1 467.6 559.9 534.5 952.7 946.3 87.3 477.7 <sup>32</sup> Data per share <sup>8</sup> (EUR)  Group's share in the net adjusted 4.26 5.65 2.89 2.47 2.29 3.32 3.92 3.55 3.32 3.88 <sup>32</sup> result for the period <sup>4,7,9</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>32</sup> for the period <sup>7,8</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.950 3.800 <sup>40</sup> 1.000 1.000  Capital and reserves attributable 22.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>32</sup> to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46  Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60  Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28  Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800  (In number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9	Group's share in the net result	218.8	312.6	190.1	114.0	-11.1	130.7	49.9	112.6	1,048.0	64.5 <sup>12</sup>
Equity of which: 1,464.7 1,532.1 1,679.2 1,725.2 1,644.8 1,735.1 1,683.5 1,760.5 2,655.4 2,641.312   - Capital and reserves attributable to equity holders   - Minority interest	for the period <sup>7</sup>										
- Capital and reserves attributable to equity holders - Minority interest - Minority i	Financial structure (EUR million)										
to equity holders - Minority interest - Minori	Equity of which:	1,464.7	1,532.1	1,679.2	1,725.2	1,644.8	1,735.1	1,683.5	1,760.5	2,655.4	2,641.3 <sup>12</sup>
Data per share <sup>8</sup> (EUR)         453.1         467.6         559.9         534.5         952.7         946.3         87.3         477.7½           Data per share <sup>8</sup> (EUR)         Group's share in the net adjusted result for the period <sup>47,9</sup> 4.26         5.65         2.89         2.47         2.29         3.32         3.92         3.55         3.32         3.88½           Group's share in the net result for the period <sup>47,9</sup> 3.97         5.66         3.45         2.07         -0.20         2.38         0.91         2.05         19.12         1.18½           for the period <sup>7,9</sup> Gross dividend per ordinary share         0.425         0.800         0.800         0.800         0.900         0.950         3.800¹0         1.000         1.000           Capital and reserves attributable to equity holders         22.61         27.67         30.33         31.17         29.73         31.34         30.43         31.90         48.01         47.75¹²           Share Information <sup>8,9</sup> (EUR)           Highest share price         47.20         49.85         40.64         37.36         37.68         37.59         45.16         45.88         40.08         63.10           Lowest share price         28.85         32.73         28.95         29.	•	1,250.6	1,530.5	1,677.4	1,723.6	1,644.2	1,733.3	1,683.0	1,764.3	2,655.1	2,640.712
Data per share <sup>8</sup> (EUR)  Group's share in the net adjusted result for the period <sup>4,7,9</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> for the period <sup>7,9</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.950 3.800 <sup>10</sup> 1.000 1.000  Capital and reserves attributable 22.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>12</sup> Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10  Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46  Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60  Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28  Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800  (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9  (EUR million)	- Minority interest	214.1	1.6	1.8	1.6	0.6	1.8	0.5	-3.8	0.3	0.612
Group's share in the net adjusted result for the period <sup>4,7,9</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> for the period <sup>7,9</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.900 0.950 3.800 <sup>10</sup> 1.000 1.000  Capital and reserves attributable 22.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>12</sup> to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10  Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46  Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60  Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28  Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9  (EUR million)	Net debt group's share <sup>11</sup>	1,554.8	793.6	453.1	467.6	559.9	534.5	952.7	946.3	87.3	477.7 <sup>12</sup>
Group's share in the net adjusted result for the period <sup>4,7,9</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> for the period <sup>7,9</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.900 0.950 3.800 <sup>10</sup> 1.000 1.000  Capital and reserves attributable 22.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>12</sup> to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10  Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46  Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60  Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28  Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9  (EUR million)	Data per share <sup>8</sup> (EUR)										
result for the period <sup>4,7,9</sup> Group's share in the net result 3.97 5.66 3.45 2.07 -0.20 2.38 0.91 2.05 19.12 1.18 <sup>12</sup> for the period <sup>7,9</sup> Gross dividend per ordinary share 0.425 0.800 0.800 0.800 0.800 0.900 0.900 3.800 <sup>10</sup> 1.000 1.000  Capital and reserves attributable 22.61 27.67 30.33 31.17 29.73 31.34 30.43 31.90 48.01 47.75 <sup>12</sup> to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10  Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46  Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60  Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28  Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800  (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9  (EUR million)		4.26	5.65	2.89	2.47	2.29	3.32	3.92	3.55	3.32	3.88 <sup>12</sup>
Gross dividend per ordinary share											
Gross dividend per ordinary share  O.425  O.800  O.800  O.800  O.800  O.800  O.900  O.900  O.950  3.800 <sup>10</sup> 1.000  1.000  1.000  Capital and reserves attributable to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price  47.20  49.85  40.64  37.36  37.68  37.59  45.16  45.88  40.08  63.10  Lowest share price  28.85  32.73  28.95  29.21  27.66  27.36  26.08  35.84  32.36  32.46  Share price as at 31/12  47.20  34.07  30.44  36.20  29.30  34.42  42.00  37.54  32.92  62.60  Average share price  36.99  43.22  34.98  34.39  31.95  32.74  37.84  40.90  36.11  43.28  Average daily volume 75,896  79,230  55,659  46,024  40,302  43,418  47,723  39,457  42,142  54,800  (in number of shares)  Market capitalisation as at 31/12  2,610.3  1,884.2  1,683.4  2,002.0  1,620.1  1,903.2  2,322.7  2,035.4  1,782.2  3,461.9	Group's share in the net result	3.97	5.66	3.45	2.07	-0.20	2.38	0.91	2.05	19.12	1.18 <sup>12</sup>
Capital and reserves attributable to equity holders  Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46 Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60 Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)	for the period <sup>7,9</sup>										
Share Information <sup>8,9</sup> (EUR)  Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10  Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46  Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60  Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28  Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)	Gross dividend per ordinary share	0.425	0.800	0.800	0.800	0.800	0.900	0.950	3.80010	1.000	1.000
Share Information <sup>8,9</sup> (EUR)         Highest share price       47.20       49.85       40.64       37.36       37.68       37.59       45.16       45.88       40.08       63.10         Lowest share price       28.85       32.73       28.95       29.21       27.66       27.36       26.08       35.84       32.36       32.46         Share price as at 31/12       47.20       34.07       30.44       36.20       29.30       34.42       42.00       37.54       32.92       62.60         Average share price       36.99       43.22       34.98       34.39       31.95       32.74       37.84       40.90       36.11       43.28         Average daily volume       75,896       79,230       55,659       46,024       40,302       43,418       47,723       39,457       42,142       54,800         (in number of shares)       Market capitalisation as at 31/12       2,610.3       1,884.2       1,683.4       2,002.0       1,620.1       1,903.2       2,322.7       2,035.4       1,782.2       3,461.9         (EUR million)	Capital and reserves attributable	22.61	27.67	30.33	31.17	29.73	31.34	30.43	31.90	48.01	47.75 <sup>12</sup>
Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46 Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60 Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)	to equity holders										
Highest share price 47.20 49.85 40.64 37.36 37.68 37.59 45.16 45.88 40.08 63.10 Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46 Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60 Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)	Chara lafarrasticus 9 (FUD)										
Lowest share price 28.85 32.73 28.95 29.21 27.66 27.36 26.08 35.84 32.36 32.46 Share price as at 31/12 47.20 34.07 30.44 36.20 29.30 34.42 42.00 37.54 32.92 62.60 Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)		47.20	40 OE	40.64	27.26	27.69	27.50	1E 16	/E 00	40.09	62.10
Share price as at 31/12       47.20       34.07       30.44       36.20       29.30       34.42       42.00       37.54       32.92       62.60         Average share price       36.99       43.22       34.98       34.39       31.95       32.74       37.84       40.90       36.11       43.28         Average daily volume (in number of shares)       75,896       79,230       55,659       46,024       40,302       43,418       47,723       39,457       42,142       54,800         Market capitalisation as at 31/12 (EUR million)       2,610.3       1,884.2       1,683.4       2,002.0       1,620.1       1,903.2       2,322.7       2,035.4       1,782.2       3,461.9											
Average share price 36.99 43.22 34.98 34.39 31.95 32.74 37.84 40.90 36.11 43.28 Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)											
Average daily volume 75,896 79,230 55,659 46,024 40,302 43,418 47,723 39,457 42,142 54,800 (in number of shares)  Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 3,461.9 (EUR million)											
(in number of shares)       Market capitalisation as at 31/12 (EUR million)     2,610.3     1,884.2     1,683.4     2,002.0     1,620.1     1,903.2     2,322.7     2,035.4     1,782.2     3,461.9	- ·										
Market capitalisation as at 31/12 2,610.3 1,884.2 1,683.4 2,002.0 1,620.1 1,903.2 2,322.7 2,035.4 1,782.2 (EUR million)		75,690	79,230	33,039	40,024	40,502	45,410	47,725	39,437	42,142	54,600
(EUR million)		2 610 3	1 99/1 2	1 683 /	2 002 0	1 620 1	1 003 2	2 222 7	2 035 /	1 792 2	3 /61 0
		2,010.3	1,004.2	1,000.4	2,002.0	1,020.1	1,505.2	۷,366.1	2,000.4	1,102.2	3,401.3
Lotal number of shares issued 55,302,620 55,302,620 55,302,620 55,302,620 55,302,620 55,302,620 55,302,620 55,302,620 55,302,620 55,302,620	Total number of shares issued	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302,620	55,302.620
Average workforce <sup>5</sup>	Average workforce <sup>5</sup>										
		26,374	26,884	25,787	27,246	26,810	27,970	28,348	31,222	32,951	31,691

<sup>1.</sup> Includes Moleskine as from 1 October 2016.

<sup>2.</sup> Belron is classified under discontinued operations between 1 January 2017 and February 2018. Equity accounting from 7 February 2018 onwards.

<sup>3.</sup> Includes 100% of Avis Europe until 2010.

<sup>4.</sup> Excluding adjusting items.

<sup>5.</sup> Including Belron at 100%.

<sup>6.</sup> Following the creation of Volkswagen D'leteren Finance, whose results are accounted for using the equity method (and therefore excluded from revenue and from operating result), and in order to reflect all the group's activities, the *adjusted* result before tax, group's share, includes from 2012 onwards the group's share in the *adjusted* result before tax of the entities accounted for using the equity method.

<sup>7.</sup> Result attributable to equity holders of D'leteren, as defined by IAS 1.

<sup>8.</sup> Restated following the 10-to-1 share split in 2010.

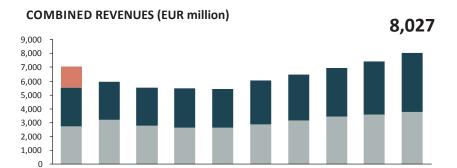
<sup>9.</sup> Calculated in accordance with IAS 33.

<sup>10.</sup> Includes an extraordinary dividend of EUR 2.85.

<sup>11.</sup> APM - see glossary page 68.

<sup>12.</sup> Post - IFRS 16.

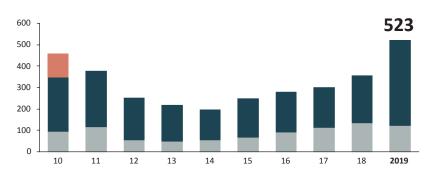
<sup>13.</sup> Pre - IFRS 16.



## Integrated report 2019 - 3

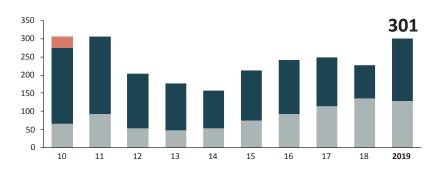
Contribution of Avis Europe
Including 100% of Belron
D'Ieteren Auto and Moleskine

## **ADJUSTED OPERATING RESULT (EUR million)**



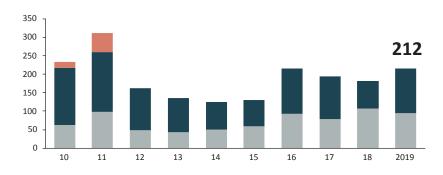


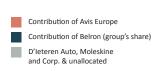
## ADJUSTED RESULT BEFORE TAX, GROUP'S SHARE, (EUR million)



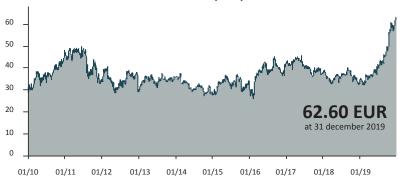


### GROUP'S SHARE IN THE ADJUSTED NET RESULT FOR THE PERIOD (EUR million)





### D'IETEREN'S SHARE PRICE SINCE 2010 (EUR)



# About the integrated report



The purpose of this report is to provide the reader with a comprehensive overview of how the D'leteren Group and its activities view the creation of human, societal and financial value, and outline the principles they intend to implement to promote responsible stewardship of and for all stakeholders.

## **Evolution**

This report is a continuation of the integration process started in 2018 that aimed to improve the connection between financial and non-financial information. In particular, this publication sheds new light on the mission and strategy of the D'leteren Group. This is reflected in a new "Creating value" section in which the operating model of the D'leteren Group is outlined.

As the D'leteren Group is a family of businesses, it is important that each activity keeps its own window of expression. This is why we kept a dedicated chapter for each of them. Nevertheless, we have aligned the logic towards value creation in each of our business with our group.

# Methodology

The methodology that inspired this report is based on the reference framework published by the International Integrated Reporting Council (IIRC). In accordance with these guidelines, this report aims to be as concise as possible and focus on the elements that underpin the strategy for creating financial and non-financial value for the Group and its activities. Detailed reporting for 2019 is included in the second section of the annual report, the Financial and Directors' Report. It should be noted that non-financial reporting is for the first time aligned with the GRI (Global Reporting Initiative) reporting standard (core option), an index of which is to be found on p. 172 of the Financial and Directors' report.

# Organisation

The Integrated Report has been coordinated by D'Ieteren Group's Corporate Communication team, and produced thanks to the involvement of their colleagues in the Investment Management, Legal, Consolidation and Investor Relations teams, as well as their counterparts in the various activities. The project was closely supervised by the members of the Group's Executive Committee.



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# Message from the Chairman

The D'leteren Group has had another year of excellent results in 2019 thanks to a remarkable performance in two of our three activities. Each made significant progress in terms of strategy and execution, and generated encouraging perspectives for further improvement in the years to come.

Our Belron subsidiary implemented an ambitious transformation and acceleration plan with "Fit For Growth". This has already registered tangible results. D'leteren Auto created a 'Transformation Office' to coordinate the many projects initiated as part of the Magellan plan to ensure D'leteren remains the primary Belgian player, both in terms of profitability and mobility, as we look towards 2025. Regarding Moleskine, following a slowdown in 2019 after major changes to its product distribution and the evolution of its managerial structure, it has refocused on certain product categories and will welcome a new Chief Executive Officer in April, Daniela Riccardi. I am convinced that in 2020 Moleskine will reap the benefits of its transformation and will be back on track for growth.

Overall, I am particularly happy and proud to see the energy and passion our managing teams are putting in to transform and prepare our activities for a future that is increasingly demanding. This same energy has enabled the D'leteren Group, since its inception and over generations, to implement new and innovative solutions to take on the challenges of the time. A human, positive and resilient energy that underpins and conveys the values of our Group. Among others, courage, curiosity and an entrepreneurial spirit have made us a dynamic, agile and high performance group, experienced in taking calculated risks.

These family values, which include respect and care, remind us each and every day of our responsibilities, and drive us to live by them and play a major role for our colleagues, our clients, the communities that surround us, our shareholders and our planet.

I would also like to welcome the arrival of Francis Deprez as the Group's CEO. Following three-years with our executive committee, he has had the opportunity to familiarise himself with our Group, its values, ambitions, challenges, organisation and its family shareholding. The members of the Board of Directors and myself fully trust his ability to lead the D'leteren Group and its activities on a trajectory of sustainable growth and success in the future.

More than ever, 2020 will be focussed on supporting current activities and researching new ones. In 2019, we intensified our research and examined many new dossiers, but did not disregard any of our requirements. We remain determined to create a sustainable partnership with promising businesses that are in line with the culture and values of a family business. Within the particularly volatile context of the beginning of this year, one in which opportunities will no doubt multiply, I am convinced that our profile and our proactive stance will make all the difference.

As I write this, we are confronted by a major and unheard-of challenge. Faced with the Coronavirus crisis, we need to come together, and put the well-being of our colleagues and our clients above all else. In these testing times for all, we will continue to count on the values I have mentioned to overcome this crisis while still remaining focussed on our objectives of value creation for all our stakeholders.

Nicolas D'leteren Chairman of the Board



# Message from the CEO

The D'leteren Group has made a substantial leap forward in 2019. I am proud to say that each of our activities has made an important contribution to the Group. If I have to single out one activity that really stood out in terms of stellar performance improvement, it is Safelite, Belron's vehicle glass repair & replacement activity in the United States, that doubled its profit over the last twelve months. Congratulations to our colleagues in the US!

Since July 1, 2019, after three years of being a member of the Executive Committee, I have had the honour to be appointed the new Chief Executive Officer of D'leteren Group. In my first message as CEO, I would like to share with you the Group's mission and our main strategic, operational and impact goals for the future.

Our mission at D'leteren Group is to "build a family of businesses that reinvent industries in search of excellence and meaningful impact".

This applies fully to the two main focus areas in our corporate team. Our first focus area is for each of the existing businesses to fully develop themselves. We want each activity to reinvent the industry in which we work, to excel in everything we do, and to make a significant impact on the lives of those who work for us and who purchase our products and services.

Our second priority is to extend our portfolio towards a handful of new activities. We appreciate that less is more, and that the "D'leteren family of businesses" thrives on a limited number of sizeable growth platforms. That is why we are most attracted by potential opportunities in large markets, ones that address emerging trends and allow for outstanding customer journeys. Furthermore, we enjoy working with management teams with proven track records. After all, our added value is mainly as a strategic partner, through our long-term focus and consistent support. Each of our activities also aims at having the capacity to self-finance

their growth, while generating enough cash flow over time, to allow for dividend payments to the Group. We have set up four origination practices in 2019 to more systematically look at the sectors of interest in our search for new investments. We remain very disciplined in a world where there is more money than opportunities, and are intensifying our contacts and research efforts with potential new partners.

Reinvention is the main strategic goal of all our businesses. At D'Ieteren Auto, for instance, being active in the rapidly changing car distribution and servicing sector, reinvention is already underway. One innovative example has been the launch of EDI in 2019. EDI stands for Electric by D'leteren; we have created it to help customers with the purchase and onboarding of their electric car. It is our answer to a real need and one that is not well served in Belgium. After all, a new electric vehicle - perhaps an Audi e-tron, a VW ID3 or a Porsche Taycan — is not only about the driving experience, but also about the ease of recharging, and the ability to properly charge a vehicle at home or on the move. At Belron too we are reinventing our business with our pioneering role in recalibration linked to the Advanced Driver Assistance Systems (ADAS) technology embedded in windscreens. And finally, Moleskine is extending beyond the notebook with the bags category, and is innovating with a digital pen that digitises analogue notes, and lets you share, search and edit them easily.

Excellence is the guiding operational goal of all our **businesses.** For many years, Belron has taken the lead on this front, and can be rightly proud of a remarkable Net Promoter Score (obtaining a new record again in 2019 with 84%), and the extraordinary engagement of the staff, which is truly exemplary. Nevertheless, at Belron we continue to pursue even more excellence, through the recently launched Fit for Growth programme, that is looking to generate improvements by stimulating growth through value opportunities and offering new services and products, and by becoming more efficient. The financial results achieved by Belron in 2019 show that the transformation and acceleration projects are beginning to bear fruit. We know that excellence is never fully attained, and that it is an on-going process that regularly involves asking the question, "Where can we improve and where should we transform?"

For D'Ieteren Auto, excellence already exists on the commercial front, particularly in the sales of new vehicles and many additional opportunities we have identified in the newly launched Magellan programme. At the same time, putting the customer at the center of everything we do, also in after-sales services for instance, will help improve customer satisfaction and loyalty over time. With our strong brand equity in place, at Moleskine we now need to adapt our structure and skills to be ready for a new phase of development. To this end, we have recruited Daniela Riccardi as the new CEO and her team. She takes up her duties in the month of April, and we really look forward to continue building the exciting Moleskine journey with her. D'leteren Immo, as our fourth activity, also continues to grow. In 2019, we added more third party rental revenues and we made our first move into the residential sector on our TenBosch site in Ixelles.

Finally, creating meaningful impact is the ultimate goal all our businesses aspire to. Next to pursuing great financial results, we are proud of the positive impact we are having on employees and their families, on our millions of customers, and on society as a whole. At Moleskine we are putting a greater emphasis on the development of a full set of eco-sustainable products and we have our own thriving philanthropic initiative, the Moleskine Foundation, to foster creativity and sharing of knowledge. At D'Ieteren Auto we are transforming our business model in line with D'leteren Auto's vision to improve the lives of citizens through fluid, accessible and sustainable mobility. In addition, we are actively reducing our carbon footprint, generating already more than 40% of D'leteren Auto's real estate energy needs through renewable sources. Belron's global sustainability approach is further progressing as shown by our outstanding corporate responsibility benchmarking score (Ecovadis). Belron also remains exemplary in terms of mobilizing all people for communities, in South Africa and close to our business units. Above and beyond our usual support, we will continue to help each business in our quest of putting the bar very high on sustainability, be it socially or environmentally.

This year, for the first time, we are publishing an integrated report instead of our traditional activity report. This reflects our strong determination at D'leteren Group to embed sustainability in our operating model with a view to create both financial and extra-financial value over time.

This goes along with a modernised visual identity, and soon, with a new website. No revolution in our image but an evolution, as a way to reaffirm where we are coming from, who we are — a family of businesses — and what we believe in: the power of working hand-in-hand with the management teams of our activities to generate long-term value for all our stakeholders.

As I am writing this letter - in March 2020 -, it has already become clear that in 2020 the world has become a different place. The Covid-19 pandemia is fully amidst us, and is affecting everything we do. This is a time where our values matter the most. At D'leteren Group, we are first and foremost trying to take care of the health, the safety and wellbeing of our employees and our customers. This has been at the center of our preoccupations and measures from day one, and will continue to do so. As the year unfolds, all stakeholders are being affected, and we will strive to keep the right balance. Fortunately, as we speak, also our cash position is particularly strong, and will help us to weather the potential storms ahead.

I would like to extend my thanks to the corporate team and all our activities, to our leaders and to all our collaborators, for their commitment and hard work, also and especially during these trying times. Together with all of you, I look forward to driving the D'leteren Group forward into the future, with the right balance of continuity and change.

I hope you will enjoy reading our first integrated annual report.

Francis Deprez CEO D'Ieteren Group

# Our value creation model at a glance

Our purpose is to build a family of businesses that reinvent industries in search of excellence and meaningful impact (See page 8)

D'leteren Family 57.50%<sup>1,2</sup>

37.30/6

Capital share

Own shares<sup>2</sup>: 2.73%

Free Float Euronext Brussels

39.78%<sup>2</sup>

Capital share





D'leteren is present in more than 105 countries

- > Driving the long-term performance of our businesses by supporting managers with patient capital, strategic insight and an operational sounding board. (See page 22)
- > Extending towards a handful of businesses by investing in a selected number of platforms which are leaders in their markets and benefit from concrete opportunities to generate value over long periods of time. (See page 26)

Our Role and Input

- <sup>1</sup> In voting rights: 61.02%
- <sup>2</sup> At 31 december 2019

# Our Businesses

### > D'IETEREN AUTO

# **1805**

### DESCRIPTION

D'leteren Auto (100% owned) distributes Volkswagen, Audi, SEAT, Škoda, Bentley, Lamborghini, Bugatti, Porsche and Yamaha vehicles in Belgium. It has a market share of around 22% and 1.2 million vehicles on the road at the end of 2019. In addition to Belgian vehicle distribution, it provides aftersales services through its Corporate-owned dealerships. D'leteren Auto's business model is evolving towards improving the life of citizens with fluid, accessible and sustainable mobility. This includes building a comprehensive electric offer, and developing new mobility solutions, such as shared mobility and intermodality, via the Company's subsidiary Lab Box.

### **FINANCIALS**

2019 sales: EUR 3.6 billion

2019 adjusted operating result: EUR 119.0 million

### **WORKFORCE (AVERAGE FTES)**

2,011

(See page 30)

### > BELRON



### **DESCRIPTION**

Belron (54.85% of voting tights) has a clear purpose: "making a difference by solving people's problems with real care". It is the world leader in vehicle glass repair, replacement and recalibration, with more than ten major brands, including Carglass®, Safelite® AutoGlass and Autoglass®. It also manages vehicle glass and other insurance claims on behalf of insurance companies. In 2019, Belron served 18.2 million consumers in 39 countries on six continents.

### **FINANCIALS**

2019 sales: EUR 4.2 billion

2019 adjusted operating result: EUR 400.5 million

## **WORKFORCE (AVERAGE FTES)**

29,121

(See page 40)

All in all, we aim to create value for all our stakeholders, while considering the UN Sustainable Development Agenda (For details on the way we contribute to the UN sustainable Goals please refer to the Non-Financial Disclosure on page 172 of the Financial and Directors Report.)

















### > On our customers

We believe that customer satisfaction is the core objective of our businesses

## > On our people

We believe that engagement, motivation and well-being of our people is key and we strive to create meaningful and purposeful environments in which they can operate.

### > On our shareholders

We believe that satisfied customers and engaged people create superior value, including superior financial returns for shareholders.

# > On our planet

We take care of our environment including through responsible use of natural resources, production and consumption of renewable energy and sustainable waste management.

# > On our community

We look for opportunities to bring our businesses closer to their communities, through good and ethical conduct, volunteering, donations and long-term commitments.

# Our Impact

(See page 25 & 66)

# Our ecosystem

(See page 20)

- Customer satisfaction
- > Employee well-being and development



- > Innovation for society
- > Economic growth and value creation



 Respect of the environment



- > Community engagement
- 7

> Ethics



Our Focus Areas

# > MOLESKINE

### **DESCRIPTION**

Moleskine (100% owned) is a premium aspirational lifestyle brand that develops and sells iconic branded notebooks, bags, writing instruments and reading accessories through a multichannel distribution network in more than 105 countries. Moleskine is innovating along the analogue-digital continuum, in particular with its Smart Writing Ecosystem, which enables users to develop their projects and ideas on paper without abandoning the convenience of digital technology.

### **FINANCIALS**

2019 sales: EUR 163.9 million

2019 adjusted operating result: EUR 18.6 million

## **WORKFORCE (AVERAGE FTES)**

559

(See page 48)

### > D'IETEREN IMMO

# D'Ieteren Immo

### **DESCRIPTION**

**D'leteren Immo (100% owned)** groups together the Belgian real estate assets of the D'leteren Group. It carries out studies of possible site renovations or reconversions and develop the selected projects. In addition to managing its own property assets, the company offers property consulting services to the tenants of the approximately 30 properties in the portfolio.

### **FINANCIALS**

2019 Net Rental Income: EUR 19.7 million 2019 Portfolio Book Value: EUR 197.0 million

## **WORKFORCE (AVERAGE FTES):**

42

(See page 54)

# Highlights 2019











# We aim to create value for all our stakeholders



# For our shareholders

### > FRANCIS DEPREZ BECOMES CEO OF D'IETEREN GROUP

D'Ieteren's Board of Directors appointed Francis Deprez as the Group's Chief Executive Officer. Francis Deprez was already a member of the Executive Committee since 2016. Prior to this, he worked for fifteen years at McKinsey & Company, including eight as a Partner, five years at Deutsche Telekom as Senior VP Strategy and five years at Detecon International as CEO.

### > D'IETEREN GROUP TO CARVE-OUT VEHICLE DISTRIBUTION AND RETAIL ACTIVITIES

D'leteren Group announced its intention to carve-out, D'leteren Auto, its vehicle distribution and retail business into a new fully owned subsidiary from January 2021. This will place D'leteren Auto at the same level as Belron, Moleskine and D'leteren Immo within the D'leteren Group. At a second level, D'leteren Auto announced its intention to carve-out part of its own activities into several new subsidiaries. These operations will make D'leteren Auto more flexible and bring it closer to its customers in a market where digitisation and new mobility solutions make it strategically vital to have direct contact with different types of customers.

### > BELRON ACHIEVES RECORD SALES

2019 was an outstanding year for Belron due, in large part, to the success of its business acceleration and transformation programme, Fit for Growth. By focusing on boosting the financial performance of the business, the programme delivered strong sales and profit growth while ensuring that the company remains committed to its purpose of making a difference to its customers, people and society with real care.



## > SAFELITE, BELRON'S SUBSIDIARY IN THE US, ACQUIRES TRUROAD HOLDINGS, INC

Safelite® Group, Belron's subsidiary in the US, reached an agreement to acquire the assets of TruRoad, a vehicle glass repair and replacement (VGRR), recalibration and claims-management player. TruRoad serves customers across 17 US states, including consumers, commercial clients (fleets) and insurance carriers. With this acquisition Safelite has increased its capacity to expand its national footprint, accelerate growth, and better serve its customers.

# > D'IETEREN AUTO TAKES THE NECESSARY STEPS TO BECOME THE LEADER IN THE BELGIAN MOBILITY MARKET

Pursuing its 2025 strategy aimed at making its current business more resilient in challenging markets and to develop new revenue sources through innovative solutions, D'leteren Auto established a transformation office to define priorities and allocate resources to the multiple projects.





### > A YEAR OF DELIVERY FOR D'IETEREN IMMO

D'leteren Immo diversified into the residential sector with its TenBosch project, a mixed-use complex comprising 35 apartments and a shop on the ground floor in the Châtelain district of Brussels. In addition, ten new tenants have joined its portfolio of B2B customers. This diversification of clientele has been made possible by reconverting sites that were formerly only used by D'leteren Auto.

# For our customers

### > RECORD LEVEL FOR BELRON CUSTOMER SATISFACTION

Once again, Belron proved that customer satisfaction sits at the heart of its business by achieving an overall Net Promoter Score of 84.2% for the year, the highest score in Belron's history.

### > A DEEP DIVE INTO THE MOLESKINE CUSTOMER BASE

Moleskine led an extensive international research study across 7 markets to understand how the brand is perceived and to learn more about its target audience. Amongst other things, the survey showed that one out of three customers see themselves as Brand Ambassadors. Their main drivers are culture and creative thinking, which are perceived as crucial to reinforce the engagement with the brand.

> A MORE CENTRAL PLACE FOR D'IETEREN AUTO'S RETAIL IN BRUSSELS
D'Ieteren Auto launched the "Leading the race" plan in January, thereby raising the
ambition of its retail activities in Brussels. These will have, from 2023 onwards, 4

sizeable, state-of-the-art sites, carefully located where customers go.



# For our people



### > MOLESKINE LAUNCHES ITS PEOPLE & CULTURE PROJECT

Moleskine has encouraged its employees to reflect on the Brand, its purpose and its values: "Excellence, Learning, Care, Resourcefulness, Passion", and to see what personal behaviours and attitudes are required to nurture them on a daily basis. Internal workshops were conducted with small groups of about 15 people, in EMEA and America regions. The roll out of the Project will continue in 2020 in the APAC region. Participation in this project has been extremely high as well as the rating in internal satisfaction surveys.

### > BELRON'S TECHNICIANS TRAINING RECOGNIZED BY THE PROFESSION

The Institute of the Motor Industry (IMI), which approves standards of training and accreditation for the automotive industry, has approved Belron International as an IMI Awarding centre for VGRR\* and recalibration. This stamp of approval endorses the Belron Way of Fitting (BWoF) as a Quality Assured Programme to an industry standard. Belron is the first global VGRR company to receive such approval independent credibility and a competitive advantage across the automotive industry as well as recognising and benchmarking the skill and development of the technicians.

\* Vehicle Glass Repair and Replacement



### > LEADING THE D'IETEREN AUTO WAY

D'leteren Auto has pursued its internal collaboration effort to develop an innovative and engaging Corporate culture. In particular, a leadership forum has enabled internal values to be reviewed and brought to life across the entire organisation. This is a true transformation lever on which D'leteren Auto wishes to rely to take on the big challenges in its sector and fulfil its 2025 ambitions.

# For our planet



### > WHAT REINVENTION MEANS FOR D'IETEREN AUTO

Poppy, the incubator sharing platform launched in Brussels and Antwerp by Lab Box, D'leteren Auto's startup for new mobility solutions, reached the 500 shared cars milestone. Furthermore, in order to offer its 50,000 users the choice of transport most adapted to their needs, Poppy integrated the car, electric step and electric scooter offering into a single application. At the same time, EDI (Electric D'leteren Solutions) extended its offer of charging stations for electric cars and hybrids of all brands by facilitating the installation of solar panels. These are concrete examples of how businesses can reinvent themselves for the benefit of society.

### > D'IETEREN IMMO LAUNCHES AN AMBITIOUS SUSTAINABILITY APPROACH

Determined to become an example in the sustainable management of both existing buildings and new projects, D'leteren Immo has laid the foundations for an ambitious sustainability policy. In particular, the company has identified eight specific themes for which KPIs will be set. All of them are directed towards the achievement of two major objectives: "Design, build and preserve a sustainable business model" and "Be a first-rate employer and a reliable partner in the evolution towards a fairer and more sustainable society".



### > ACHIEVING ENVIRONMENTAL FOOTPRINT REDUCTION AT BELRON

Belron managed to further decrease its carbon intensity ( $CO_2$  per job). Its Repair First strategy – repairing a windscreen rather than replacing it wherever possible – saved over 140,000 tons of  $CO_2$ , and over the last five years its overall carbon intensity has been reduced by 17%. As one of the top glass purchasers in the world Belron has a duty to dispose of its glass in an environmentally-friendly way. In 2019, it recycled more glass than it had ever done before, and continued to work hard to increase its glass recycling capacity and to meet its long-term ambition to recycle 100% of all glass.

# For our communities



### > A RECORD SUM FOR AFRIKA TIKKUN

Belron's annual Spirit of Belron Challenge raised a record 26 million ZAR for Afrika Tikkun, Belron's historic charity partner that provides education, health and social services to young people and their families in South African townships. It was a fitting way to mark the organisation's 25th birthday and to show its continued commitment to changing the lives of young people in South Africa from where its engagement started.

### > MOLESKINE FOUNDATION PROMOTES CREATIVITY, CULTURE AND QUALITY EDUCATION

In 2019 the Moleskine Foundation implemented unconventional education programs and events in six different countries to empower youths people from underserved communities. From New York to Libreville, from Venice to Maputo. Hundreds of youth had the unique chance to develop an increased capacity to process knowledge critically, a greater awareness of the tools at their disposal to think and act creatively.

### > D'IETEREN AUTO MOVES FOR OTHERS

In 2019, more than 300 co-workers walked, ran or cycled for charity projects linked to sustainable mobility. The amount of covered kilometres was converted to euros thanks to a dedicated app, which made it possible to support more than a dozen projects such as the purchase of sports bikes and wheelchairs, the development of better access to buildings and the adaptation of vehicles for the transportation of people with disabilities.



# Key figures per activity



31,750

average full time equivalents in 2019

# AVERAGE WORKFORCE

(average full time equivalents)	2018	2019	Change
<ul><li>D'leteren Auto</li></ul>	1,848	2,011	+8.8%
<ul><li>Belron</li></ul>	30,567	29,121	-4.7%
<ul><li>Moleskine</li></ul>	479	559	+16.7%
Other	57	59	+3.5%
Total	32,951	31,750	-3.6%



8,026.9

EUR million in 2019

# COMBINED REVENUES<sup>3</sup>

(EUR million)	2018	2019	Change
<ul><li>D'leteren Auto</li></ul>	3,404.0	3,634.9	+6.7%
<ul><li>Belron</li></ul>	3,839.7	4,228.1	+10.1%
<ul><li>Moleskine</li></ul>	174.1	163.9	-5.9%
Total	7,417.8	8,026.9	+8.2%



522.7

EUR million in 2019

300.7

EUR million in 2019

# ADJUSTED OPERATING RESULT<sup>1,3</sup>

# ADJUSTED RESULT BEFORE TAX<sup>1,2,</sup> GROUP'S SHARE (KPI)

(EUR million)	2018	2019	Change
D'Ieteren Auto	113.0	119.0	+5.3%
Belron	225.7	400.5	+77.4%
Moleskine	28.6	18.6	-35.0%
Other	-9.4	-15.4	+63.8%
Total	357.9	522.7	+46.1%

(EUR million)	2018	2019	Change
D'Ieteren Auto	121.0	128.4	+6.1%
Belron	82.1	172.8	+110.5%
Moleskine	18.9	9.8	+48.1%
Other	-6.9	-10.3	+49.3%
Total	215.1	300.7	+38.8%

- 1 Excluding adjusting items (APMs see glossary on page 68) Pre-IFRS 16.
- 52,48% stake in Belron in 2019 and 2018 (restated).
- 3 Including 100% of Belron.









# Creating value









# Economic and Financial Environment in 2019

# Challenging macroeconomic environment

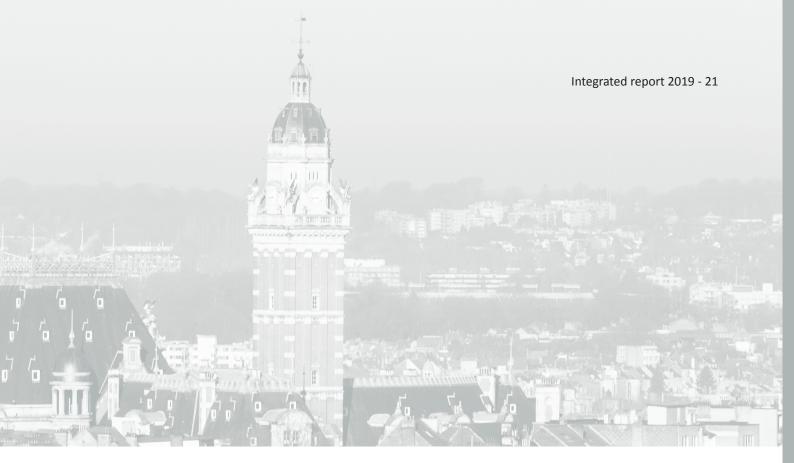
Globally, 2019 recorded the lowest economic growth since the global financial crisis more than a decade ago, reflecting continued weakness in international trade, confidence and investment amid rising trade tensions (United States' & China's prolonged disputes) and geopolitical uncertainty (e.g. Brexit). This slowdown was widespread, affecting both advanced economies as well as emerging markets and developing economies. These growth concerns triggered monetary policy easing by the US Federal Reserve and other major central banks which subsequently led to a reduction in borrowing costs.

These accommodative policies were the main driver for the very strong performance of financial markets, as global equity markets posted their best year since 2009 despite the sluggish macroeconomic context. The alleviation of trade tensions following bilateral discussions between the United States and China since mid-October (and subsequent Phase 1 agreement) and the probable resolution of Britain's Brexit imbroglio have also helped boosting investors sentiment in late 2019.

Going forward, while rising hopes of a US-China trade deal, US presidential elections, continued monetary policy easing from major central banks and lower expected uncertainty in Europe following the Brexit deal were expected to be key themes driving 2020, these are since early February 2020 overshadowed by the COVID-19 crisis which threatens to fragilize an already anemic growth.

# Slowdown in European Mergers & Acquisitions (M&A) activity

Coming off a strong 2018, the European M&A activity dropped 22% in value in 2019 and accounted for just 23% of global M&A value. This was largely driven by a strong decline in M&A activity in the UK amid Brexit deadlock, a decrease in the number of megadeal transactions (only 5 deals larger than \$10 billion, the lowest level since 2009) and a dropoff in cross-border transactions reflecting global economic slowdown and geopolitical uncertainty.



# Heightened competition amid abundance of equity and debt capital leading to elevated valuations

The rapid development of alternative investment with the proliferation of asset managers injecting capital in private equity ('PE') funds have led to ever-increasing PE fundraisings (e.g. USD 86 billion in Europe and USD 407 billion globally in 2019 versus USD 49 billion and USD 242 billion respectively in 2015) and record high PE liquidity (or 'dry powder') of around USD 460 billion in Europe and USD 2 trillion globally. This, coupled with ample cash available on corporates' balance sheets, is driving heightened market competition to deploy capital. The competition intensity also stems from a growing number of investors that are increasingly varied and professional, from global platforms investing across products and geographies to highly specialized investment companies.

Financial debt markets also remained very supportive with interest rates at historical lows driven by the accommodative monetary policy of major central banks. This provides a very 'cheap' financing source for buyers, which further boosts their already high firing power.

This abundant liquidity of an ever increasing number of investors has naturally increased competition for assets and eventually led to heightened deal valuations (e.g. 2019 median EV/EBITDA deal multiple of 11x in Europe vs 9x in 2009).

# Corporates called to contribute to global sustainable goals

In parallel, the awareness of sustainability-related issues has stepped up a gear and the pressure on companies to pay attention to environmental, social and governance (ESG) issues and to disclose on these topics has grown. 2020 and the new decade are expected to see more integration of sustainability related issues in business practices.

# Operating Model

# > Driving the long-term performance of our businesses

Supporting our activities is at the core of what we do. We strive to work in real partnership with management teams and support them in good and bad times. We see our activities as human organisations with a strong purpose. In particular, we believe that engaged people providing great experiences to customers with a responsible attitude towards society generate superior results.

Our responsibilities in the partnerships are threefold:

# Support over the long term

We are committed to the development of our activities over the long-term. There are many possible avenues for long-term growth and value creation, such as geographic expansion, new product or service introduction, industry consolidation, market share gains, etc. We are prepared to take risks and to reinvest in the companies to help them grow and scale up. We also work side-by-side with management teams when they need to reinvent their business models. Based on our history, we know that real transformation and expansion may require significant investments and take time and effort.

# Contribute

We are actively involved in our activities. Our added value lies in our ability to help them strengthen and develop, while respecting management's autonomy. We offer insight, support as well as challenging and constructive feedback on seven dimensions:



We are willing to invest our own human resources in specific ad hoc projects if we believe there is significant value creation potential. More importantly, we focus on building capabilities within the activities to ensure effective and sustained execution.

# Engage

The partnership relies on a permanent, open and transparent dialogue. In terms of governance, we put in place efficient and effective governance bodies, ensuring a swift decision-making process and providing the necessary oversight, checks and balances. We always strive for clarity and alignment with management teams and believe that collaboration is the best way to create engagement. Accordingly, whilst we have no specific exit horizon, we are keen to share value creation in function of specific milestones. We like to engage with management teams and employees. We listen as much as we can and take the time to understand their culture, vision and operating models.

We apply multiple expertise and competences in supporting our activities ranging from corporate finance and strategy to tax, legal and sustainability. Our team comprises about six investment professionals backed by seasoned support teams who work seamlessly to accompany our activities.

"We focus on building capabilities within the activities to ensure effective and sustained execution"





# What are the key performance indicators that underpin value creation at D'Ieteren Group?

We measure our performance through various lenses. Financially we look at sales evolution, EBIT and EBITDA growth, free cash flow and returns on capital employed. Operationally we look at our relative market positions, consolidation opportunities, customer satisfaction and employee engagement. We attach a lot of importance to the long term impact our activities are having on society at large, and are starting to measure it now. Finally, we look carefully at the specific risks that our businesses are facing and try to mitigate them in order to have a sustainable performance.

# What have been the main positives and challenges in 2019? Where do you see scope for improvement?

Globally we have had a very strong year on each aspect of the performance indicators.

At Belron, the management has been very proactive in seizing market opportunities and increasing our market shares, consolidating in key strategic markets, adapting our workforce to the various market conditions, developing our recalibration practice and increasing our efficiency. Our Fit for Growth strategic initiatives are already contributing to the improved results. The sizeable free cash flow generated

"We want to keep maximum financial flexibility at the Corporate level in order to support our activities in their strategy"

by this activity has allowed the company to distribute an important dividend after having raised additional debt at attractive conditions and to make a very significant acquisition in the US (TruRoad). The challenges remain the volatility of the volumes in some regions and the conversion of recalibration opportunities via adequate tooling as well as the right training of our technicians. There is still room for improvement in the efficiency of the organisation, through reviewed end-to-end processes with the necessary IT investments.

Concerning D'leteren Auto, all our brands (with the exception of Porsche) have increased their market shares in a stable market, with the notable strong performance of Audi. This performance of our import activities has led to an improved profit, despite the weaker performance of our retail activities in Brussels and at Porsche. The free cash flow generation has progressed but remains negatively impacted by higher inventories. The management has worked on a new strategic plan, Magellan, and on operational efficiencies which should prepare the company for the challenges of the coming years. Finally, Moleskine's performance has been very weak on the backdrop of US duties, pressure from online retailers on traditional retailers, B2B segment not repeating its strong performance of 2018, persistent issues with our direct channels and digital products and bags not delivering on their promises. We have hence decided to bring some managerial changes and hope to see the benefit of this in the second half of 2020.

# Which financing model do you pursue at the Corporate level and at the level of the businesses?

We want to keep maximum financial flexibility at the Corporate level in order to support our activities in their strategy and we would only consider debt financing at the Corporate level if we were sure it would be temporary. We decide, together with the management of the activities, the suitable level of financial debt for each of our activities, which should be able to generate the necessary free cash flows in order to reimburse their debt on schedule and pay a dividend.

# Which asset allocation strategy does D'Ieteren Group pursue?

We are looking to deploy our financial resources on a limited number of sizeable opportunities, fully aligned with our purpose and our M&A priorities.

Our dividend policy aims at distributing at least the same dividend as the one distributed the year before and increase it when we judge it is sustainable.

We have also decided in 2019 to initiate a share buy back program as we judged that our shares represented a very attractive investment for our excess cash position.

# New impetus for our sustainability approach

# What is in practice the D'leteren Group's approach to sustainability?

The Group aims for an integrated approach, in which sustainability is embedded in our two main operating missions: the support we bring to our existing activities and the search for new ones.

# What were the key moments in this sustainability approach during 2019?

The support we offered to our activities at the non-financial level was revisited in 2019. We wanted to start from a blank page and develop a long-term approach with the right objectives. After two years of reporting on the non-financial aspects identified by each activity in partnership with experts and taking into account international standards such as SASB, we decided to support our activities with a new materiality assessment. These new, in-depth and personalised analyses are based on market studies, dialogues with the main stakeholder groups of our activities and discussions with their management. They are designed to help activities take action where needed, and where it is relevant to their own business, taking their own ecosystem into account.

At a Group level, we have also formalised our global approach and encouraged activities that did not yet do so to measure their performance linked to certain key

non-financial dimensions, namely customer satisfaction, employee engagement and environmental impact. In a family of businesses, members can support and enrich each other. This is why, in 2019, for the second year running, a seminar on integrated thinking was organised with members of each activity, in the presence of external experts. The participants were able, among other things, to exchange their experiences in terms of controlling their supply chain, measuring their environmental footprint (not limited to CO<sub>2</sub> emissions) and setting quantified objectives, and to learn about processes aimed to increase the relevance and preciseness of their non-financial data.

### What are the next steps?

The next big step will be to take full advantage of the lessons learned from the materiality studies and non-financial reporting from the past exercise to support our activities in defining a business-specific sustainability strategy.

At the same time, D'leteren Group will further engage with its own stakeholders, including shareholders, investors, analysts, regulators and civil society, on the topic of sustainability. The aim will be to better understand the scope of our impact in an environment where corporates and investors are called upon to support the transition to a more sustainable economy.



# > A focused search for new investments

# How would you describe the investor profile of the D'leteren Group?

As a family-controlled investment company, D'leteren Group has the strength and stability to take a long-term view on its investments.

This makes us different from many other sources of capital and means that we must examine the fundamental trends of markets we look at, as well as build a form of sector specialisation in our teams. This specialisation allows us to be more efficient in the selection and analysis of investment opportunities and underpins our contribution to the value creation in these activities.

We look for inspired and ambitious management teams who are capable of developing their activities through external and internal growth, over long periods; for example by consolidating a previously fragmented market, as was the case with Belron. An alignment of interests is also an important part of this equation.

We are also focused on the human factor in business, and position ourselves as a partner of united management teams, ready to collaborate with us.

You study more than a hundred investment opportunities per year; how do you manage this flow on a daily basis? We have a multi-disciplinary investment team made up of 6 people, on top of our CEO and CFO. They divide their time between looking at investments and supporting existing activities. They also work closely with our legal and tax experts.

Our sector specialisation, together with a certain discipline and a series of objective criteria in terms of size, growth and profitability that depend on the individual situations, lead us to our "funnel" of investment opportunities. These are then reviewed by our investment committee, and shared for further analysis, where appropriate, with our other governance bodies.

My challenge today — in this time of abundant liquidity, low interest rates and high valuations — is to allocate time and resources to the right segments and opportunities long before we ever get to a possible shareholder situation. In this way, we can interact with management teams, build knowledge, speak with the appropriate experts and build a conviction on possible investments well in advance.

# How do interesting opportunities arrive on your desk?

Our effort to find new investments works via two complementary approaches: the first is based on our own capacities and creativity, our proprietary market analyses, and the identification of interesting opportunities; while the second is based on our contacts with management teams, investment bankers, consultants who share with us possible opportunities in the sectors and geographies sought. We also have regular dialogues with other investment firms and families who are aligned with our values and vision and could partner with us to perpetuate them together.

# D'leteren has long been considered an automotive group. Is this sector still one of your priorities?

It all started with mobility and it went from strength to strength after a few reinventions along the road. Today, one of our expertises is mobility, which regroups a number of segments, some of which relate to the automobile.

# Investors are becoming more and more interested in the ESG aspects of companies. What importance does D'leteren attach to these as an investor?

They are of crucial importance. We have integrated an ESG analysis into our due diligence work. When we analyse an investment opportunity, we include a chapter on what the company does in terms of sustainability, how it does it and what improvements are possible.

We are convinced there is a positive correlation between the strength of a company's purpose and ability to contribute positively to all stakeholders, including the environment, and its financial performance.

"We are particularly concerned with the human factor in business, and position ourselves as a partner of united management teams, ready to collaborate with us."

# D'Ieteren Group's investment strategy

D'leteren Group aims to invest in a selected number of platforms which are leaders in their markets and benefit from concrete opportunities to generate value over long periods of time. The Group looks for investments enabling a form of control (control, co-control, path to control). It is targeting some specific industries in which it is developing a deep expertise through supporting its activities' development on the long term.



- Business Services
- Industrial
- Mobility, Transport & Logistics
- Lifestyle Goods & Services



- Cultural proximity
- Management team based in Europe

## Investment themes

- Demographics & ageing population
- Urbanisation/mobilit
- Sustainability
- Automation/digitalisation



Ambition to invest EUR 300
million to EUR 1 billion or more
in a selected number of growth
platforms



# Board of Directors

All directors are non-executive Four are independent



Representation of women

Expertise

Finance/Audit General Management Investments Governance Compensation 56 Average age

# Governance activities

**Audit Committee** 

Nomination and Remuneration Committee

**Strategic Committee** 

> Role

Control of financial information and oversight of the risk management and internal control mechanisms of the Company and the main entities of the group.

Preparation of decisions relating to the appointment and remuneration of directors and senior managers of the Group, and regular review of the sucession planning, appointment and remuneration systems and policies across the Group. Reflect on the Group's strategy and long-term objectives, examine the progress of strategic projects, analyse investment and divestment projects, monitor the progress of business, and prepare strategic points for the Board of Directors.

> Number of members

4

5

4

> Number of meetings during 2019

5

5

10

# **Executive Committee**

# > Role

> Two members

The Executive Committee is principally responsible for the monitoring and development of the Group's activities, as well as the investment and divestment functions in the group.

Francis Deprez: CEO (since July 1, 2019)
Arnaud Laviolette: CFO

The members of the Executive Committee act in a collective

The committee is supported by a team responsible for investments and monitoring Group activities and by a series of experts (Legal, Finance, Taxes, Investor Relations, Communication and Sustainability).

# Governance

The Group's operational activities each have their own governance, namely a board of directors and executive management. The corporate team interacts regularly with the activities' management (depending on the topic on a weekly, monthly, quarterly or ad hoc basis).

# > D'Ieteren Auto

**D'leteren Auto**, an operational department of D'leteren S.A. without separate legal status, is managed by the CEO of D'leteren Auto, who acts under the authority of the Group CEO. The CEO of D'leteren Auto chairs the Management Committee of D'leteren Auto, which includes six other members, responsible for Finance and Operations, IT, Research, Marketing & Training, Brands & Network Management, New Mobility and Human Resources.

# > Belron

**Belron**, of which D'leteren detains 54.85% of the voting rights on December 31, 2019, is managed by a Board of Directors which includes 6 members, three of whom are appointed by D'leteren, two by CD&R and the CEO of Belron.

# > Moleskine

**Moleskine**, a wholly owned subsidiary of D'Ieteren, is managed by a Board of Directors made up of 6 members, four of whom are appointed by D'Ieteren, and Moleskine's CEO and CFO.

# > D'Ieteren Immo

**D'Ieteren Immo**, a wholly owned subsidiary of D'Ieteren, is managed by a Board of Directors made up of 4 members, three of whom are appointed by D'Ieteren and the CEO of D'Ieteren Immo.

# Internal control and risk management system

The organisation dealing with risk management in the Group aims to identify, assess and limit risks in order to protect the reputation, the lasting success and the achievement of the Group's objectives.

# > Three lines of defence

BOARD OF DIRECTORS WITH THE SUPPORT OF THE AUDIT COMMITTEE				
FIRST LINE OF DEFENCE	SECOND LINE OF DEFENCE	THIRD LINE OF DEFENCE		
Operative controls	Controlling	Internal audits		
Direct control and monitoring	Risk management			
by the management	Compliance			
RISK OWNERSHIP	RISK CONTROL	RISK ASSURANCE		

# > Organisation

There are five levels for risk management within the group:

- The operational level of each activity;
- The management of each activity;
- The internal audit team
- The Audit Committee\* and the Board of Directors for each activity\*\*;
- The Group's Audit Committee and Board of Directors;

# Remuneration policy for members of the Executive Committee

The Group pursues a remuneration policy designed to attract and retain managers with the appropriate profile in its various functions, and of motivating them with adequate incentives, in accordance with the level of risk accepted by the Group, and making it possible to generate lasting value.

The remuneration of the individuals in the Group's Executive Committee is set by the Board of Directors, following a proposal by the Nomination and Remuneration Committee.

It is made up of:

- Basic fixed annual compensation;
- Variable compensation, comprising:
  - o Variable annual compensation based on collective and individual performance criteria, the objective of which is around 60% of fixed compensation;
  - o A long-term incentive plan in the form of stock options.

<sup>\*</sup> The audit committee of D'Ieteren Immo and D'Ieteren Auto is the same as that of the Group

<sup>\*\*</sup> The Board of Directors of D'Ieteren Auto is the same as that of the Group

# Our ambitions regarding sustainability

2019 has seen a new impetus in our non-financial approach reflecting our determination to integrate sustainability at the different levels of our operating model. By doing so, we also aim to create value for our different stakeholders.

For investors, shareholders and the financial community as a whole, we want to provide a clear and reliable non-financial disclosure. We have aligned our reporting to the Global Reporting Initiative (option Core), the most widely recognized standard in terms of sustainability reporting, and we are aiming for an external assurance of this reporting for next year. We are also embedding sustainability in the different stages of our investment process.

We know that for other stakeholders - our clients, employees, civil society and the environment in which we operate - our impact mainly occurs as a result of the long-term strategy we pursue with our activities. Therefore, we have decided to increase the support we bring to our four activities by helping them build a sustainability strategy which is adapted to their own challenges. This is the reason why the years 2019 and early 2020 have been focused on materiality assessments and sustainability-related sector studies. As from mid-2020, building on the outcomes of these studies, we will support our activities in defining priority areas and in developing a roadmap for each of them.

# 2020-2025 strategy

# **Ambition**

# Providing investors and shareholders with detailed and reliable non-financial reporting

> Each activity issues a non-financial report

# Responsible Investment

> An external assurance of the non-financial reporting is provided by a recognized authority

# Embedding sustainability in the investment process

> 100% of the investment cases in final phase include a sustainability assessment

# Supporting value creation for people, customer and society > All the activities have reached a level of excellence res

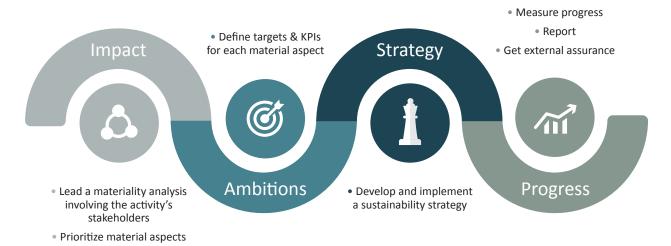
> All the activities have reached a level of excellence regarding D'Ieteren Group's three non-financial KPIs: People engagement, Customer Satisfaction and CO, emissions

# Creating sustainable value

# Sustaining performance on business-specific aspects

> All the activities have defined their own sustainability strategy

# Strategic process in support of our activities' sustainable development



# Achievements 2019

# Targets 2020 - 2025

First reporting in accordance with GRI (option Core)  External assurance readiness assessment	Maintain  2020: First limited external assurance on a selection of KPIs  2021 – 2025: Extending scope of assurance
50% of investment cases in final phase have included a sustainability analysis	100% of investment cases include a sustainability analysis

All activities measure their performance regarding the three

2020: All activities define their own targets regarding the three KPIs

2021 – 2025: Progress measurement

All the activities have launched a materiality analysis to identify their most relevant non-financial aspects.

2020: All activities state their ambitions regarding their most material non-financial aspects, and define related roadmaps. 2021-2025: Progress measurement

# Glossary of alternative performance measures (APMs) used in this integrated report

In order to better reflect its underlying performance and assist investors, securities analysts and other interested parties in gaining a better understanding of its financial performance, the Group uses Alternative Performance Measures (APMs). These alternative performance metrics are used internally for analysing the Group's results as well as its business units. These APMs are non-GAAP measures, i.e. their definition is not addressed by IFRS. The Group does not present APMs as an alternative to financial measures determined in accordance with IFRS and does not give to APMs greater prominence than defined IFRS measures.

Each line of the statement of profit or loss, and each subtotal of the segment statement of profit or loss, is broken down in order to provide information on the *adjusted* result and on the *adjusting* items.

The *adjusting* items are identified by the Group in order to present comparable figures and comprise the following items, but are not limited to:

- (a) Recognised fair value gains and losses on financial instruments (i.e. change in fair value between the opening and the end of the period, excluding the accrued cash flows of the derivatives that occurred during the period), where hedge accounting may not be applied under IAS 39/IFRS 9 (in this case recognised fair value gains and losses being directly accounted for in the Consolidated Statement of Comprehensive Income);
- (b) Exchange gains and losses arising upon the translation of foreign currency loans and borrowings at the closing rate;
- (c) Impairment of goodwill and other non-current assets;
- (d) Amortisation of intangible assets with finite useful lives recognised in the framework of the allocation as defined by IFRS 3 of the cost of a business combination;
- (e) Other material items that derive from events or transactions that fall within the ordinary activities of the Group, and which individually or, if of a similar type, in aggregate, are separately disclosed by virtue of their size or incidence.

Adjusted result consists of the IFRS reported result, excluding adjusting items as listed above.

**Adjusted** result after tax consists of the reported result from continuing operations (or the result for the period when no discontinued operation is reported), excluding *adjusting* items, and excluding their tax impact.

**Adjusted** result before tax consists of the reported result before tax excluding *adjusting* items as defined above.

Adjusted result after tax, Group's share, and adjusted result before tax, Group's share, exclude the share of minority shareholders in adjusted result before/after tax.

**Net debt** is based on loans and borrowings less cash, cash equivalents and non-current and current asset investments. It excludes the fair value of derivative debt instruments.

**EBITDA** is defined as earnings before interest, taxes, depreciation and amortization. Since the method for calculating the EBITDA is not governed by IFRS, the method applied by the Group may not be the same as that adopted by others and therefore may not be comparable.

Earnings per share are based on the result for the period attributable to equity holders of the Parent, after adjustment for participating shares (each participating share confers one voting right and gives right to a dividend equal to one eighth of the dividend of an ordinary share). Adjusted earnings per share, which do not include adjusting items, are presented to highlight underlying performance.