

Financial Results 2020 of Operational Unit 037

Business year: 2020 Period: 1 to: 12

Štát	QUANTITY	GR. SALES	N. SALES	MARGIN	MARGIN %
BGR Bulgaria	2 421,000	294 830	294 830	74 539	25,30
CHL Switzerland	600,000	24 700	24 700	8 165	33,06
CIV Ivory Coast	0,000	0	0	22 565-	•/0
CZE Czech Republic	98 724,600	7 864 878	7 844 850	2 252 091	28,71
DEU Germany	9 400,000	904 214	904 214	169 023	18,69
KZK Kazakhstan	6 191,000	821 087	821 087	216 677	26,39
PLN Poland	7 687,640	552 654	552 654	97 806	17,70
SRB Serbia	4 516,000	354 418	326 064	89 530	27,45
SVN Slovenia	105,000	23 578	23 578	11 544	48,96
SVK Slovakia	61 223,440	4 266 303	4 166 480	352 364	20,46
UKR Ukraine	47 566,780	4 564 894	4 341 804	1 063 717	24,50
ZAF South Africa	13 044,000	1 003 302	1 003 302	350 313	34,92
C Repiradene	0,000	0	0	0	•/0
Výsledok	251 879,460	20 674 847	20 303 563	5 163 244	25,43

Table 2

Appendix PII

Financial Analysis 2020 - direct channel

Operating concern: E367

Business year: 2020 Period: 1 to: 12

MC-STATISTIC in LC (VMC acc.to val.field)									
Navigácia		▲ ▼		UA		Ukraine			
Outlet	Štát								
Obdobie									
Skup.mater.1									
Cesta odbytu									
Zákazník		QUANTITY	GR.SALES	N.SALES	MARGIN	MARGIN %			
0302387		7 195,700	595 312	556 455	15€ 299	28,09			
0302388		15 279,100	1 539 249	1 462 237	258 533	17,68			
0302389		25 491,980	2 440 323	2 323 112	648 897	27,93			
Výsledok		47 966,780	4 564 884	4 341 804	1 063 717	24,50			
Navigácia		▲ ▼		KZ		Kazakhstan			
Outlet	Štát								
Obdobie									
Skup.mater.1									
Cesta odbytu									
Zákazník		QUANTITY	GR.SALES	N.SALES	MARGIN	MARGIN %			
0302857		6 191,000	921 087	921 087	21€ 677	26,39			
Výsledok		6 191,000	921 087	921 087	21€ 677	26,39			

Operating concern: E367

Business year: 2020 Period: 1 to: 12

MC-STATISTIC in IC (VMC acc.to val.field)

Navigácia
 Ourlat ▲ ▼ Štát ▲ ▼ SK Slovakia
 Obdobie ▲ ▼ Zákazník
 Skup.mater.1
 Artikel
 ✖

Prijemca mater.	QUANTITY	GR. SALES	N. SALES
302309	27 431,600	2 777 711	2 692 684
Výsledok	27 431,600	2 777 711	2 692 684

Navigácia
 Obdobie ▲ ▼ Štát ▲ ▼ CZ Czech Republic
 Skup.mater.1 ▲ ▼ Zákazník
 Artikel
 Účtovný okruh
 ✖

Prijemca mater.	QUANTITY	GR. SALES	N. SALES
14462	878,700	116 983	116 983
14984	200,000	14 960	14 960
14985	10 164,800	1 484 351	1 484 351
15625	3 030,000	169 059	169 059
Výsledok	14 273,500	1 785 353	1 785 353

Table1

Table 2

Zoznam odberateľov

PrOrg	Odberateľ	Názov 1	Miesto	Ulica	BloZá	SpŠt.	CzVý	OzVý	BNVý	CeOd
600G	14462					KZ				02
600G	14984					KZ				02
600G	14985					KZ				02
600G	15625					KZ				02

Table 1

CZ Czech Republic
304951

SK Slovakia
302308

Zoznam odberateľov

PrOrg	Odberateľ	Názov 1	Miesto	Ulica	BloZá	SpŠt.	CzVý	OzVý	BNVý	CeOd
600G	14984					KZ				02
600G	14985					KZ				02
600G	15625					KZ				02
600G	302308				Z1	SK				02

Table 2

Appendix V

Overdues 31.12.2020

Účtovný okruh 10367
 Orvor.k rozch.dňu 31.12.2020
 Naz.
 Miesto

St	Účet	Priradenie	Č.dokladu	Dru	Dat.dokl.	Z Sp	Spisárstvo	Čiastka vo FM	Čiast.v Medokl	Mena
	300579	0067007942	67007942	RV	28.10.2020	3	27.11.2020	33 022,88	EUR	EUR
	300579	0067007942	91000363	D2	26.11.2020	3	27.11.2020	33 022,80-	EUR	EUR
	300579	0067007942	81000387	D2	28.12.2020	3	28.12.2020	2.03-	EUR	EUR
	302308	0067007909	67007909	RV	30.09.2020	3	29.12.2020	10 279,20	EUR	EUR
	304951	0067007906	67007906	RV	30.09.2020	3	14.12.2020	11 369,60	EUR	EUR
								21 646,95	EUR	EUR

Table 1

Puchov

Účtovný okruh 0367
 Rozch.dň 31.12.20 Čiastky v EUR

Číslo zakazníka	Triediace pole	Št	Sučet OP	do	od	1	od	15	od	30	od	60	od	90
300579		CT	98 282,69	98 284,64						1,95-				
302203		FI	88 716,31	88 716,31										
302306		SK	214 387,46	214 387,46										
302308		SK	476 582,24	466 383,04	10 279,20									
302311		SK	191 408,18	191 408,18										
302387		JA	33 655,60	33 655,60										
302388		JA	286 312,72	286 312,72										
302389		JA	1 281,00	1 281,00										
302456		JA	110 284,15	110 284,15										
302619		CT	152 567,86	152 567,86										
304644		CT	81 647,62	81 647,62										
304645		CT	11 018,89	11 018,89										
304951		RS	106 151,28-		106 151,28-									
304951		CT	339 686,60	328 287,20	11 369,60									
305847		CT	13 580,00	13 580,00										
307288		SK	750,00	750,00										
300285		CT	6,00											

Table 2

Key Figures

1000
M/L

Actual

Create PDF

Published rows

The Working Capital Total is calculated based on the single WCAE positions

2020

PM	December			1000 EUR						
	Actual	Δ Plan	Δ PY	Working capital*	Inventories	Plan	LFC	FC	Δ LFC	Δ Plan
369	342	-318	-283			625	560	290	342	-318
56,4	60,3	22,7	18,4		Sales / Inventories	41,9	37,6	71,8	60,3	22,7
2 391	2 106	-4 094	-2 288		Accounts receivable operating	4 394	6 200	2 395	2 106	-4 094
11,5	10,2	-14,8	-6,6		% of sales	16,8	25,0	11,5	10,2	-14,8
1 255	1 007	-883	-75		Accounts payable operating	1 082	1 890	1 060	1 007	-883
6,0	4,9	-2,7	0,8		% of sales	4,1	7,6	5,1	4,9	-2,7
1 505	1 441	-3 529	-2 496	Working capital*		3 937	4 970	1 625	1 441	-3 529
7,2	7,0	-43,0	-8,0	% of sales		15,0	20,0	7,8	7,0	-43,0
3 622	3 423	-1 217	-1 896	Working capital (avg.)*		5 319	4 641			
17,4	16,6	-2,1	-3,7	% of sales		20,3	18,7			
100	100	-215	-215	Investments	Approvals	315	285	100	100	-186
0,5	0,5	-0,7	-0,7	% of sales	% of sales	1,2	1,1	0,5	0,5	-0,6
202	214	-71	41	Spending	Spending	172	285	204	214	-71
1,0	1,0	-0,1	0,3	% of sales	% of sales	0,7	1,1	1,0	1,0	-0,1
619	644	293	308	Depreciation and amortization	Depreciation and amortization	336	351	647	644	293
3,1	3,1	1,7	1,8	% of sales	% of sales	1,3	1,4	3,1	3,1	1,7
69	69	-13	-7	Personnel	Variable headcount**	76	82	70	69	-13
39	39			Fixed headcount**	Fixed headcount**	39	39	38	39	1
108	108	-13	-7	by Result**	by Result**	115	121	108	108	-13
197	431	-5 286	-4 353	Operating assets	Total	4 785	5 717	328	431	-5 286
				Operating assets (avg-)	Total	6 126	5 181	3 392	3 418	-1 763
				ROCE	ROCE	48,7	51,3	-18,0	7,1	-44,2
				CVC	CVC	2 371	2 140	-950	-99	
				Δ CVC	Δ CVC	478		-3 320	-2 470	

Table 1

Operating concern: E367

Business year: 2022 Period: 1 to: 12

MC-STATISTIC in LC(VMC acc.to val.field)

Navigácia

Zákazník

Outlet

Obdobie

Skup.mater.1

QR X

Predajná org.

06007

06008

06009

Výsledok

QUANTITY

0,000

90 358,100

4 113,000

GR.SALES

0

11 116 943

265 466

N.SALES

0

11 097 324

265 466

MARGIN

0

1 564 637

45 336

MARGIN %

0

14,10

17,09

MARGIN

0

1 609 973

14,17

Table 1

Štát	QUANTITY	GR.SALES	N.SALES	MARGIN	MARGIN %
BG Bulgaria	2 220,000	316 522	316 522	45 755	14,46
CZ Czech Republic	50 592,500	7 184 494	7 184 494	1 094 481	15,23
PL Poland	7 410,000	354 370	354 370	107 033	12,53
SK Slovakia	5 794,000	283 627	283 627	29 122	10,27
UA Ukraine	2 794,600	398 167	378 448	32 324	8,67
ZA South Africa	15 680,000	2 345 229	2 345 229	300 753	12,82
Výsledok	84 471,100	11 382 409	11 382 690	1 609 973	14,17

Table 2

Overdues 31.12.2022

Účtovný okruh 40367
 Otvorené k rozch. dnu 31.12.2022
 Náz. A
 Miesto *

St. účet	Priradenie	Č. dokladu	Dát. dokl.	Ž Sp	SplatNetto	Čiastka vo FM	Tržba	Čiast. v Medokl. Mana
302389	0067008543	67008543	28.01.2022	€	28.04.2022	76 454,00	EUR	76 454,00
302389	0067008547	67008547	31.01.2022	€	01.05.2022	76 454,00	EUR	76 454,00
302389	0067008552	67008552	01.02.2022	€	02.05.2022	76 606,40	EUR	76 606,40
302389	0067008553	67008553	03.02.2022	€	04.05.2022	38 709,60	EUR	38 709,60
302389	0067008554	67008554	03.02.2022	€	04.05.2022	3 801,00	EUR	3 801,00
307545	0067008537	67008537	26.01.2022	€	26.04.2022	66 666,60	EUR	66 666,60
						338 691,60	EUR	338 691,60

Table 1

ZFI_RFDOPRLO/MARTINAKOVAM Strana

Buchov Rozch. deň 31.12.22 Čiastky v EUR

Účtovný okruh 0367

Číslo zakazníka	Triediace pole	St. Sučet OP	Č. dokl. do	od do	1 14	od do	15 29	30 59	od do	60 99	od do	90
900579	02	148 703,00	148 703,00									
902203	FL	325 520,00	325 520,00									
902311	SK	61 965,00	61 965,00									
902332	SK	3 473,69	3 473,69									
902369	UA	272 025,00									272 025,00	
902466	ZA	58 905,80	49 392,00			4 256,90			5 256,90			
904644	02	512 001,77	512 001,77									
904645	02	6 294,86	6 294,86									
905847	02	33 840,00	33 840,00									
906315	02	364 549,59	364 549,59									
907541	UA	66 666,60									66 666,60	
907541	02	26 799,50	26 799,50									
907593	02	111 835,21	111 835,21									

Table 2

Customer

Odberat.

Účtovný okruh

Otvor.k rozh.dňu

Náz.

Miesto

302389 - Z001 A6110001

0367

31.03.2023

St	Účet	Priradenie	Č.dokladu	Dru	Dát.dokl.	Z Sp	SplatNetto	Čiastka vo FM	FMena
<input type="checkbox"/>	302389	0067008543	67008543	RV	28.01.2022	✗	28.04.2022	76 454,00	EUR
<input type="checkbox"/>	302389	0067008547	67008547	RV	31.01.2022	✗	01.05.2022	76 454,00	EUR
<input type="checkbox"/>	302389	0067008552	67008552	RV	01.02.2022	✗	02.05.2022	76 606,40	EUR
<input type="checkbox"/>	302389	0067008554	67008554	RV	03.02.2022	✗	04.05.2022	3 901,00	EUR
<input type="checkbox"/>	302389	0067008553	67008553	RV	03.02.2022	✗	04.05.2022	38 709,60	EUR
A								272 025,00	EUR

Customer

Odberat.

Účtovný okruh

Otvor.k rozh.dňu

Náz.

Miesto

307545 - Z001 A6110001

0367

31.03.2023

St	Účet	Priradenie	Č.dokladu	Dru	Dát.dokl.	Z Sp	SplatNetto	Čiastka vo FM	FMena
<input type="checkbox"/>	307545	0067008537	67008537	RV	26.01.2022	✗	26.04.2022	66 666,60	EUR
A								66 666,60	EUR

Appendix P XIV: Financial Results of Multinational Corporation 2020

€ millions	2020
Sales	37,722.3
EBITDA	3,033.8
in % of sales	8.0
EBIT	-718.1
in % of sales	-1.9
Net income attributable to the shareholders of the parent	-961.9
Basic earnings per share in €	-4.81
Diluted earnings per share in €	-4.81
Adjusted sales ¹	37,573.9
Adjusted operating result (adjusted EBIT) ²	1,332.7
in % of adjusted sales	3.5
Free cash flow	878.7
Net indebtedness	4,139.1
Gearing ratio in %	32.7
Total equity	12,639.1
Equity ratio in %	31.9
Number of employees as at December 31 ³	236,386
Dividend per share in €	— ⁴
Share price at year end ⁵ in €	121.25
Share price at year high ⁵ in €	126.50
Share price at year low ⁵ in €	51.45

Appendix P XV: Financial Results of Multinational Corporation 2022

€ millions	2022
Sales	39,408.9
EBITDA	3,966.0
in % of sales	10.1
EBIT	754.8
in % of sales	1.9
Net income attributable to the shareholders of the parent ¹	66.6
Basic earnings per share in € ¹	0.33
Diluted earnings per share in € ¹	0.33
Adjusted sales ²	39,265.6
Adjusted operating result (adjusted EBIT) ³	1,950.7
in % of adjusted sales	5.0
Free cash flow (continuing operations)	90.6
Free cash flow (continuing and discontinued operations)	90.6
Net indebtedness	4,499.4
Gearing ratio in % ¹	32.8
Total equity ¹	13,735.0
Equity ratio in % ¹	36.2
Number of employees as at December 31 ⁴	199,038
Dividend per share in €	1.50 ⁵
Share price at year end ⁶ in €	55.98
Share price at year high ⁶ in €	99.80
Share price at year low ⁶ in €	44.31

Appendix P XVI: Financial Results of Group Sector A of a Multinational Corporation 2020

Group Sector A	in € millions	2020
Sales		5,578.6
EBITDA		628.7
in % of sales		11.3
EBIT		254.1
in % of sales		4.6
Research and development expenses (net)		149.7
in % of sales		2.7
Depreciation and amortization ¹		374.6
thereof impairment ²		25.1
Operating assets as at December 31		3,053.5
Operating assets (average)		3,281.2
ROCE in %		7.7
Capital expenditure ³		179.6
in % of sales		3.2
Number of employees as at December 31 ⁴		43,463
Adjusted sales ⁵		5,448.2
Adjusted operating result (adjusted EBIT) ⁶		412.2
in % of adjusted sales		7.6

Appendix P XVII: Financial Results of Group Sector A of a Multinational Corporation 2022

Group Sector A	in € millions	2022
Sales		6,594.3
EBITDA		486.4
in % of sales		7.4
EBIT		166.5
in % of sales		2.5
Research and development expenses (net)		163.8
in % of sales		2.5
Depreciation and amortization ¹		319.9
thereof impairment ²		3.4
Capital expenditure ³		199.8
in % of sales		3.0
Operating assets as at December 31		3,169.4
Operating assets (average)		3,275.8
ROCE in %		5.1
Number of employees as at December 31 ⁴		41,798
Adjusted sales ⁵		6,553.0
Adjusted operating result (adjusted EBIT) ⁶		308.1
in % of adjusted sales		4.7

Appendix P XVIII – Overview of Potential Impacts of Possible Supply Chain Disruptions. Source: Ho et al., 2015.

Micro risk factors

Macro risk factors	Infrastructural risk factors			
	Demand risk factors	Manufacturing risk factors	Supply risk factors	Information risk factors
<ul style="list-style-type: none">• Natural disaster• War and terrorism• Fire accidents• Political instability• Economic downturns• External legal issues• Sovereign risk• Regional instability• Government regulations• Social and cultural grievances	<ul style="list-style-type: none">• Inaccurate demand forecasts• Serious forecasting errors• Bullwhip effect or information distortion• Demand uncertainty• Sudden shoot-up demand• Demand variability• Customer fragmentation• High level of service required by customers• Customer dependency• Deficient or missing customer relation management function• Short lead times• Short products' life cycle• Competitor moves• Competition changes• Market changes• High competition in the market• Low in-house production• Order fulfilment errors	<ul style="list-style-type: none">• Labour disputes/ strikes• Employee accidents• Operator absence• Dissatisfaction with work• Lack of experience or training• Insufficient breaks• Working conditions• Product obsolescence• Inventory holding cost• Stock driven supply chain• Inventory ownership• Lean inventory• Production flexibility• Production capabilities/capacity• Products quality and safety• Technical/knowledge resources• Engineering and innovation• Shorter life time products• Linked phases in manufacturing• Warehouse and production disruption• Insufficient maintenance• Instable manufacturing process• Centralised storage of finished products	<ul style="list-style-type: none">• Inability to handle volume demand changes• Failures to make delivery requirements• Cannot provide competitive pricing• Technologically behind competitors• Inability to meet quality requirements• Supplier bankruptcy• Single supply sourcing• Small supply base• Suppliers' dependency• Supply responsiveness• High capacity utilisation as supply source• Global outsourcing• Narrow number of intermediate suppliers• Lack of integration with suppliers• Lack of suppliers' visibility	<ul style="list-style-type: none">• Information infrastructure breakdown• System integration or extensive systems networking• E-commerce• Information delays• Lack of information transparency between logistics and marketing• Internet security• Lack of compatibility in IT platforms among supply chain partners• Maritime pirate attack• Remote high-way theft• Stress on crew• Lack of training• Long working times• Negligently maintenance• Old technology• Transportation breakdowns• Port strikes• Global sourcing network• Supply chain complexity• Port capacity and congestion• Custom clearances at ports
				<ul style="list-style-type: none">• Excessive handling due to border crossings or change in transportation modes• Lack of outbound effectiveness• Transport providers' fragmentation• No transport solution alternatives• On-time/on-budget delivery• Damages in transport• Accidents in transportation• Maritime pirate attack• Remote high-way theft• Stress on crew• Lack of training• Long working times• Negligently maintenance• Exchange rate• Currency fluctuations• Interest rate level• Wage rate shifts• Financial strength of customers• Price fluctuations• Product cost• Financial and insurance issues• Loss of contract• Low profit margin• Market growth• Market size• Lead time for internal processing and the timing of its related cash outflows• Credit periods for accounts receivable to its customers and the pattern of early collection of accounts receivable• Credit periods for accounts payable from its suppliers and the pattern of early payment of accounts payable

APPENDIX P XIX

Embargo business request form

[REDACTED] Group

Buyer

Company [REDACTED]
Street [REDACTED] gion
Zip code / Town / Country [REDACTED] Ukraine

Delivery address (if deviating)

Company
Street
Zip code / Town / Country

End-user (if deviating)

Company
Street
Zip code / Town / Country

Commission recipient

Company [REDACTED]
Street T [REDACTED]
Zip code / Town / Country [REDACTED] Ukraine

Description of goods

	Quantity
Short description conveyor belt	300 lm
Short description Splicing material	1 set
Short description	

Delivering Plant [REDACTED] Hungary

Payment

order value in EUR 49.435,90 EUR Invoicing Conti Sales Entity [REDACTED] s.r.o.
Payment terms 100% in advance
Involved banks
Payment flow

Delivery

Delivery term FCA Puchov Delivery date III. Q. 2023
Forwarder

Request**Approval**

Further Approvals, if necessary
according to Policy P20.1

[REDACTED]
Salesman Export control

END-USE CERTIFICATE (EUC)

Section A – Parties

Consignee (name, address, contact details and website in block letters)
Bank of consignee (name, country)
End-user (name, address, contact details and website in block letters)
Supplier (name, address, contact details and website in block letters)

Section B – Items

Description of goods, purchase order no. / article no.
Quantity/Weight
Value (EUR)

Section C – Final destination

Country and physical address
Delivery term
If the items (goods, software or technology) are to be integrated into or used for the development, production, use or repair of another item please describe that item, its end-use and end-user:

Section D – End-use

End-use of goods (section B)
If the items (goods, software or technology) are to be integrated into or used for the development, production, use or repair of another item please describe that item, its end-use and end-user:

Konzerngesellschaft / Corporate Company		Kreditantrag / -festsetzung Credit Limit Request / Approval		Datum / Date	
Firma / Company		Konzernzugehörigkeit / Member of a group			
Straße / Street		Land / Country			
Ort / City		Währung / Currency			
Firmendaten erhalten von / Company info received from:					
Auskunftei / Agency		vom / date		<input checked="" type="checkbox"/> Info vom Unternehmen / Info from company	
Allgemeine Information / General information:					
Currency: KRON		CZK		Rechtsform / Legal status	
Gegründet / Founded				Join Stock Company	
Beschäftigte / Employees		2511		Verkaufsstellen / Sales Outlets	
				1	
Wirtschaftsjahr / Financial year		2019		2020	
				2021	
Jahresumsatz / Sales p.a. ('000)		10 079 167		8 488 239	
				9 577 519	
Jahresergebnis / Net income ('000)		2 114 223		-1 427 656	
				-10 133 928	
Bilanzsumme / Total assets ('000)		33 723 073		29 964 961	
				18 986 839	
Eigenkapital / Equity ('000)		24 902 364		21 762 869	
				11 150 687	
Eigene Angaben / Own information:					
Kontostand (einschl. Wechsel) / actual account balance (incl. bills)		318 712 EUR		davon überfällig / thereof overdue	
				0 EUR	
Fakturiertes Umsatz / Invoiced sales		Vorjahr / plan year 2C		Jahr bisher / year to date	
		5 000 000		1 639 410	
Deckungsbeitrag / Marginal contribution		Vorjahr / prior year		Jahr bisher / year to date	
		corporate margin around 30%		corporate margin around 30%	
IST- Kreditdauer in Tagen (retrograd) (DSO) / actual credit period in days (retrospectively) (DSO)				Zahlungskondition / payment terms	
				30 days after invoicing date	
Zahlungserfahrungen / Payment records		<input checked="" type="checkbox"/> vereinbarungsgemäße Zahlung / Payment according to terms		<input type="checkbox"/> Nettoziel / Net at maturity	
		<input type="checkbox"/> Bis zu einem Monat überfällig / Slow, up to one month overdue		<input type="checkbox"/> Skontoziel / Cash discount	
				<input type="checkbox"/> Mehr als einen Monat überfällig / More than one month overdue	
Bilanzseinsicht / Balance sheet received		<input checked="" type="checkbox"/> Ja / Yes		<input type="checkbox"/> Nein / No	
				<input checked="" type="checkbox"/> Jahresabschluss oder Auskunft-Info angehängt / Annual statement or agency report attached	
Kreditlimit / Creditlimit		Altes Limit / previous limit:		Neues Limit / proposed limit:	
		1 000 000		1 900 000	
Bemerkungen und Zusatzinformationen für Kreditantrag siehe 2. Seite / Remarks and additional information for Credit Limit Request please see on second page					
Unterschriften / Signatures					
Verkauf / Sales			Lokaler Kreditmanager / Local Credit Manager		
Kreditfestsetzung /					
Unterschrift /					
Credit Limit Approval			Signature		
1 900 000			Financial director		
Business Unit Controller					
Bemerkungen / Remarks					

