



THRACE GROUP AT A GLANCE I



Operates in

3 business units

Technical Fabrics
Packaging Solutions
Hydroponic agriculture



Meeting the demands of

25 market segments

With products and solutions



Group headcount of

2,069 employees

Including joint ventures



Sales network in

80 countries

worldwide



Production capacity for

28 different technologies



Reuse of **100%**

internal recycled material



Operations in

9 countries

with production, trading and distribution companies



The Group comprises of

14 companies

worldwide (that have an active trading or production activity)



FY 2022 Group net sales

€ 394 mil.

48% Europe (excl. Greece & UK) 22% Greece 18% UK 10% America 2% Asia, Africa & Oceania



Production

69% in Greece

19% in the UK 10% in S-E Europe 2% in America



Processing RM at the level of

110,000 MT

PP/PE each year



Pledge to replace

8,500 MT

of virgin raw material with recycled plastic by 2025





Use of recycled polypropylene

13,407 MT

from production process residues and external sources



Member of the Circular Plastic Alliance



Application for

120 product groups

supporting circular economy



BUSINESS UNITS I

Operating in three different BUs, realizing synergies and diversification

TECHNICAL FABRICS BU











PACKAGING SOLUTIONS BU







AGRICULTURE BU













TECHNICAL FABRICS BU I

Top class European producer with wide and diversified product portfolio

Product Categories:

- Geosynthetic products (woven, non-woven) with application in large road construction, drainage, erosion control projects, etc.
- Membranes, nets with application in constructions
- Fabrics, nets, films, ropes with application in agriculture / horticulture / aquaculture
- Products with application in landscape / gardening
- Fabrics with application in sports / leisure products
- Hygiene / medical products

- Filter fabrics
- Fabrics with application in furniture / bedding
- Fabrics with application in the automotive industry
- Fabrics for industrial packaging
- Advanced fabrics
- Fabrics for floor covering
- Industrial fabrics
- Straps / ropes
- Yarns / fibers for industrial use























THRACE europent











A WORLD OF MATERIALS & SOLUTIONS







PRODUCTION & REVENUE BREAKDOWN I

European based production with global footprint and extended sales network



Revenue 2022

274.5mil

EBITDA 2022

29.7mil

EBT 2022

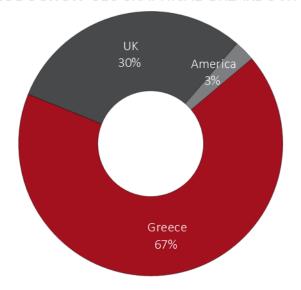
20.1mil

-

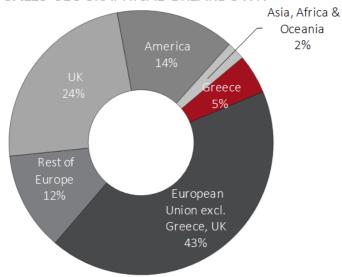
EBT 2019

2.7mil

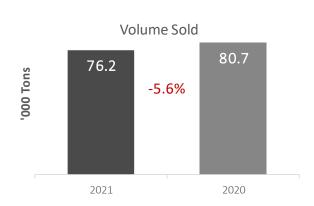
PRODUCTION GEOGRAPHICAL BREAKDOWN



SALES GEOGRAPHICAL BREAKDOWN



^{*} Includes Bulgaria, Albania, Romania, Serbia, Slovenia, Croatia, FYROM, Bosnia-Herzegovina, Montenegro, Kosovo ** Includes all other European countries plus Russia, Ukraine and Georgia



- 67% of group production in Greece
- Extended sales presence, mainly in Europe (well diversified within Europe) and America





PACKAGING BU I

Producer of food packaging and industrial products, being the market leader in SE Europe

Product Categories:

- FIBC/ filling solutions
- Bags/ FFS Films (Form, Fill, Seal)
- Packaging film / Pallet covering
- Container liners / Cargo protection
- Packaging fabrics
- Buckets / pails / containers

- Cups/ thermoforming glasses
- Plastic crates
- Bag in box
- Garbage bags
- Ropes / twines





































THRACE SYNTHETIC

PRODUCTION & REVENUE BREAKDOWN I

SE Europe based production and sales, with leading market shares in a variety of products



Packaging BU Revenue 2022

132.7mil

EBITDA 2022

18.9mil

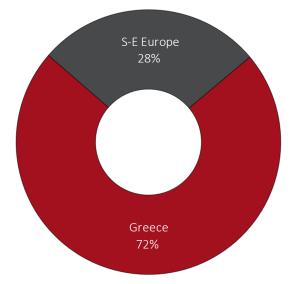
EBT 2022

12.2mil

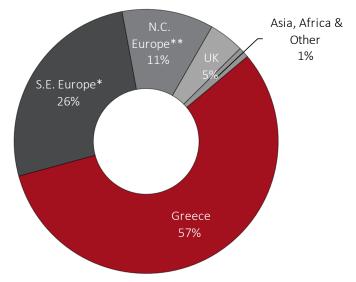
EBT 2019

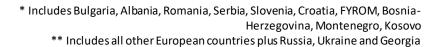
6.6mil

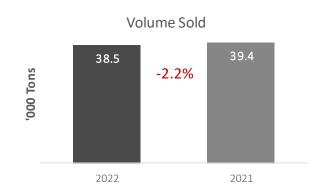
PRODUCTION GEOGRAPHICAL BREAKDOWN



SALES GEOGRAPHICAL BREAKDOWN







- 72% of production and 57% of sales in Greece
- Main markets are Greece and SE Europe (83%)





AGRICULTURE BU I

Environmentally friendly Greenhouses with almost ZERO CO₂ footprint



Green Company of the Year 2023

- 18.5 Ha, the biggest hydroponic greenhouses in S.E Europe
- The only greenhouses in the world heated exclusively by geothermal energy
- Greek sun flavoured vegetables with almost zero
 CO₂ footprint
- Cultivating under the highest standards of Integrated Management Systems
- New €14.5mil. Investment plan. Period 2023-2026



















Certified Integrated Management Systems and Good Agricultural Practices

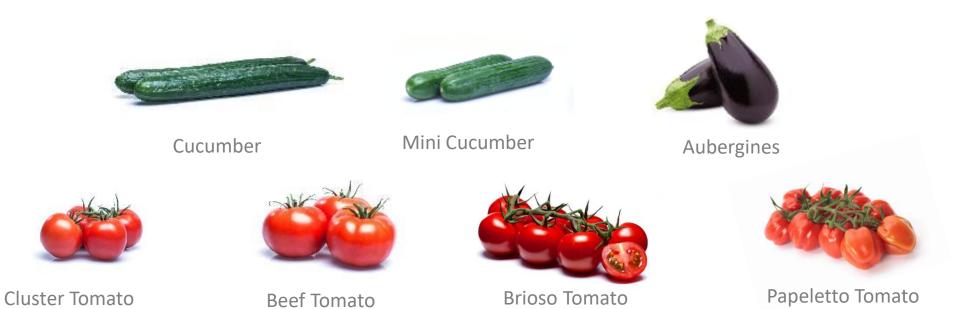




AGRICULTURE BU PRODUCTS I

A focused range of products, well placed in the Greek market, with growth potential locally & abroad

Our Products: Fresh & delicious hydroponic, low carbon footprint vegetables



















AGRICULTURE BU PRODUCTS I

A focused range of products, well placed in the Greek market, with growth potential locally & abroad

Product packaging: In collaboration with our innovation & creative partners we can design multi-use & **100% recyclable packaging** with endless branding capabilities for private labeling freshly packed in our amenities.









Shrink Film



Plastic bag with handle



Carton box with lid

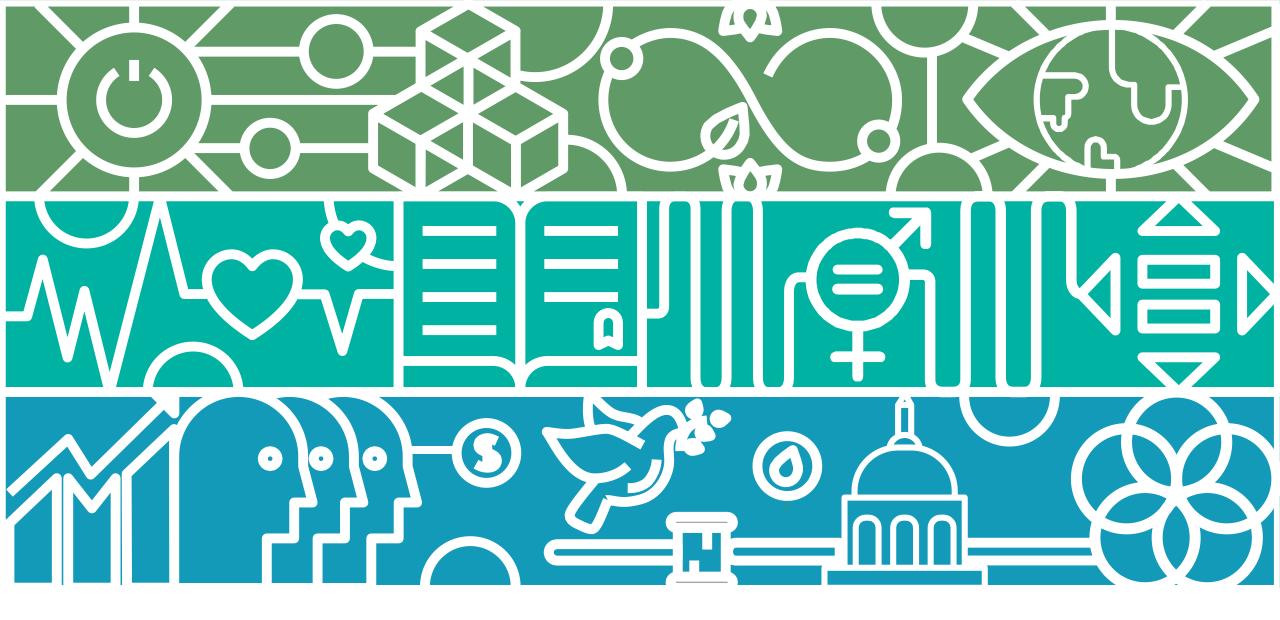


Plastic Bucket



100% RECYCLABLE PACKAGING





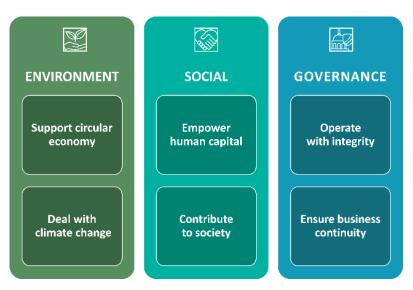
SUSTAINABLE DEVELOPMENT APPROACH

GROWING WITH RESPECT TO SOCIETY AND THE ENVIRONMENT



We are implementing a robust sustainability plan according to UN SDGs

SUSTAINABLE DEVELOPMENT PRINCIPLES



THRACE GROUP FOCUSES ON 7 SUSTAINABLE DEVELOPMENT GOALS



THRACE GROUP IS CONSTANTLY ALIGNED WITH THE MOST SIGNIFICANT INITIATIVES







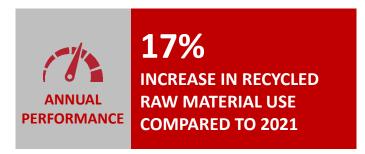
Focus on Circular Economy by developing sustainable & innovative products with a positive environmental impact

DESIGN PRIORITIES

- Low environmental footprint
- Lowest possible weight ensuring same durability
- Reusability
- 100% recyclability through monomaterial characteristics
- Use of recycled material up to 100%

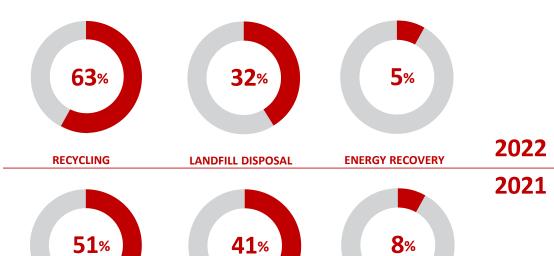
RECYCLABILITY, TRACEABILITY & TRANSPARENCY

RecyClass, EuCertPlus, OK TUV, LCA, EPD®





NON-HAZARDOUS WASTE MANAGEMENT





106,585 tn 13,407 tn 110,321 tn in 2021 11,443 tn in 2021



Focus on energy efficiency, which is a never-ending effort

ENERGY EFFICIENCY IMPROVEMENT

Energy consumption in 2022

197,958 MWh

211,780 MWh in 2021

Energy consumption on site from renewable sources owned by the Group in 2022

12,337 MWh

7,743 MWh in 2021

Energy intensity in 2022

1.82 kWh/kg

1.87 kWh/kg in 2021



TARGET

-15%

REDUCTION OF ENERGY CONSUMPTION IN PRODUCTION PROCESSES



6.2%

USE OF ENERGY FROM RENEWABLE SOURCES IN 2022



2.7%

REDUCTION OF ENERGY INTENSITY (kWh/kg produced) IN 2022

CARBON FOOTPRINT

For the monitoring & calculation of greenhouse gas emissions, we employ a specialized platform aligned with the GHG Protocol methodology and ISO 14064-3.

We are in the process of establishing relevant reduction targets through the international **Science Based Targets Initiative** (SBTi).





Strong progress in the expansion of "In-the-Loop", a pioneer platform, aiming to link all stakeholders and upcycling the plastic waste

IN THE LOOP

- Is based on the 3 pillars of the circular economy REDUCE
 | REUSE | RECYCLE and networks companies, brands, public bodies and consumers with the aim of reducing the environmental footprint throughout the value chain.
- Reflects the Group's approach regarding the environmental impact of packaging materials and the avoidance of their disposal in the environment.
- Contributes to the creation of lighter products with the aim of reducing the use of plastic while maintaining the same technical characteristics, reusable products and products from recycled raw material.
- Designs specialized reuse systems that enable monitoring and certification of the number of uses and specialized closed/controlled cycle recycling systems.











SUPPORTING LOCAL COMMUNITIES

The Group is committed to creating economic value for the societies in which it operates, with a focus on:

- Strengthening the local economies of the countries in which it operates.
- Meeting the needs of surrounding communities affected by its activities.
- Creating and maintaining employment opportunities throughout its value chain, both directly and indirectly.

HEALTH AND SAFETY OF EMPLOYEES

- Operating in compliance with the health and safety legislation
- Establishing certification systems (ISO, EMAS)
- Training employees in the workplace
- Assessing and prioritizing hazards in the workplace
- Applying measures to prevent health and safety accidents
- Formulating a health insurance program for its employees

RESPECT OF HUMAN RIGHTS

- Committed to zero tolerance for acts of harassment in the workplace, forced child labor and any other type of discrimination.
- Committed to resolving complaints and treating employees in a fair and impartial way.

HEALTH AND SAFETY OF PRDUCTS

- Complying with the relevant national legislation but also adopting international guidelines, safety rules, best practices and industry standards for the production and design of its products
- Following best practices such as consolidating partnerships with suppliers and customers to optimize the added value of the supply chain and establishing quality management processes



Robust Corporate Governance framework, being part of who we are and how we operate



BOARD OF DIRECTORS

- 11 Board Members: 2 executive members,
 9 non-executive members (5 independent members, including the Vice-Chairman)
- Board performance assessment on a yearly basis (both independent and self-assessment)

BOARD OF DIRECTORS COMMITTEES

- Audit Committee (including Risk & Compliance)
- Remuneration & Nominations Committee
- Sustainability Committee
- Strategy & Investments Committee

CORPORATE GOVERNANCE COMPLIANCE

 Full compliance with current CG code – First audit was successfully completed with zero material deficiencies.

"Sustainable development is at the core of our corporate strategy and culture."

K. Chalioris

Chairman of the Board

"We remain consistent and committed to our goals, we reinforce our position in the market and we continue to invest in sustainable growth and uninterrupted progress."

D. Malamos



We improve our performance every year through targeted actions with tangible results

ACTIONS & PERFORMANCES 2022



INCREASE IN THE USE OF RECYCLED RAW MATERIAL

with the use of **13.4** thousand tons and a 17% increase compared to 2021



PROPER WASTE MANAGEMENT

with the aim of continuously reducing the final disposal in landfill



PRODUCTS' CERTIFICATION

with the aim of promoting recyclability and ensuring traceability



REDUCTION OF ENERGY CONSUMPTION

by implementing measurable actions in all production processes



USE OF RENEWABLE ENERGY SOURCES

with expansion of photovoltaic panels of total power **6.7** MW



CARBON FOOTPRINT RECORDING

with assurance based on AA1000 standard of direct and indirect emissions (scope 1, 2, 3)



NET ZERO TARGETING

with a commitment to establish scientific targets for the reduction of carbon footprint



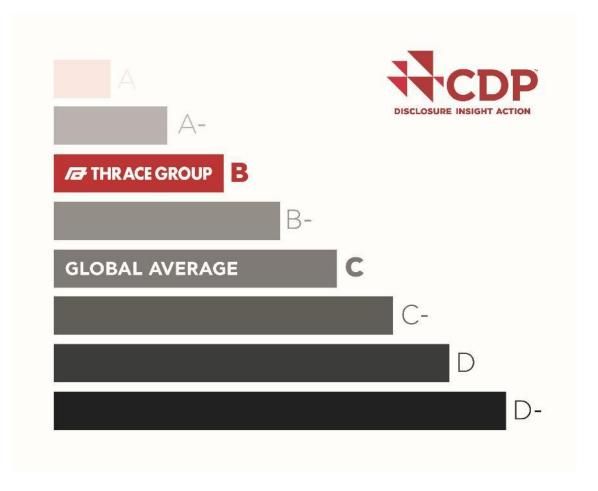
CDP INTERNATIONAL RATING

with **B score** and an increase of 2 grades compared to 2021, Global average: C, Industry average: B



ECOVADIS INTERNATIONAL RATING

with 5 silver awards for the performance of Group companies in relation to society and the environment







STRATEGY OVERVIEW

Group strategy implementation progressing, focusing on increased profitability and business development

Sustainable Profitable Growth

Value Capture

- Further reduce production cost
- Improvement of Product Mix (shift of sales to high margin products)
- Development of new high margin products
- Going downstream to the production chain
- Optimizing operations through internal restructuring

New Business

- New business opportunities within the existing sectors
- New business opportunities in different sectors
- Explore acquisitions with synergies to the existing business

Focus on five key sustainable development pillars

Integrity, People, Circular Economy, Environment and the Local Communities

Infrastructure

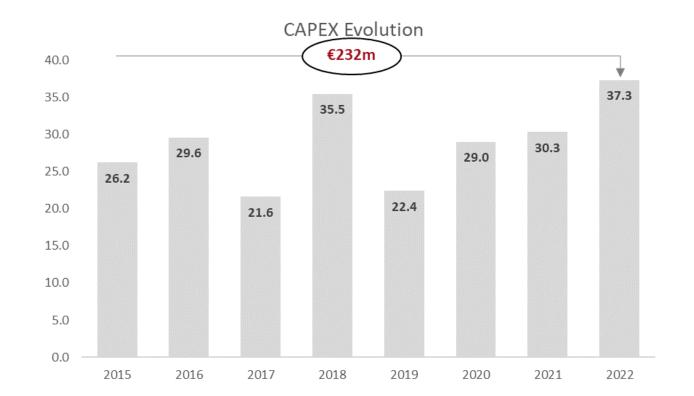
People, Land & Buildings, Digitization

FINANCIAL DISCIPLINE
Net Debt, Working Capital, ROCE

CAPEX PROGRESS I

An extensive CAPEX plan of €232 mil. during the last 8 years, targeting in value adding products and profitability increase

- In the period 2015 2019, the Group entered a new CAPEX plan for developing the Non-Wovens business, in parallel with capacity addition in Packaging BU.
- Another c. €97 mil. are invested in 2020-2022, accelerating the implementation of Group's strategy.
- Focus is placed on profitability increase and value adding technologies, in parallel with targeted capacity growth.
- Normally, 70% of CAPEX is allocated for New Business, while the remaining 30% is consumed for maintenance and infrastructure projects.





STRATEGY OVERVIEW I

CAPEX plan implementation progressed in 2022, followed by new investments in 2023

- <u>FY 2022</u> investment program progressed (€37 mil.):
 - New Fiber line used as the basic raw material for the production of non-woven Needle Punch fabrics – kicked off in Q4 2022.
 - Capacity growth in Packaging BU (new Injection machines in Greece, Bulgaria, Ireland)
 - New investment in recycling capacity, for increasing consumption of third party waste – kicked off in Q3 2022
 - Ongoing plan for new RES investment (photovoltaics) –
 6,3 MW implemented by the end of FY 2022
 - Other infrastructure projects implemented (land and buildings) to support growing operations – completed in Q2 2022

- FY 2023 investment program (~€30 mil.*) already kicked off:
 - New pilot investment in paper packaging, providing a complete product range in the market
 - Investment in Spunbond conversion production processes
 - Investment in lamination film line for food packaging
 - Further investments in automations / robotics in production processes
 - Further capacity growth in Packaging BU (new Injection machines in Greece, Ireland)
 - Further expansion in Greenhouses, with additional 70
 acres to be built in 2023
 - Further RES investments (photovoltaics) to implement another 5MW





FY22 HIGHLIGHTS I

Another year of strong financial performance in a highly challenging environment

Highlights

- European economy suffered during the year, as a result of war crisis
- Satisfactory level of demand during the H1 of the year but significant slowdown in demand in H2 and especially Q4
- Major uncertainties due to low demand, inflation, interest rates increases
- Major increases in energy cost and uncertainty for energy sufficiency
- Major increases in transportation cost and availability issues in many land and sea routes
- Projects delayed or even postponed Number of clients' plants closed due to low demand and extreme costs
- Low demand in major sectors of economy (construction, agriculture)
- As expected significant decline for COVID-19 related products high stocks and almost zero demand
- Decrease in households spending power

In this challenging environment, we achieved:

- Strong profitability, counterbalancing the large number of negative parameters
- Significantly improved financial performance vs pre-pandemic period
- Cash flow normality and smooth CAPEX implementation
- Progress in implementing our long term strategy, with tangible results



FINANCIAL HIGHLIGHTS FY22 I

Strong recurring operating profitability, demonstrating resilience and adaptability in a turbulent environment

Market Overview

- A large slowdown in demand in the second half of the year (historical low), coupled with client's de-stocking and plants' production decrease
- Clients' inventories level declined, due to declining raw materials trend and energy related uncertainties
- Almost zero demand for COVID-19 related products
- Steady demand for products related to the packaging sector
- Lag in demand for most of the products of the agricultural sector
- High costs throughout the year, in the major cost categories

CAPEX / Net Debt / Dividend

- Total FY2022 CAPEX of €37 mil., focusing on increasing volume, improving product mix and profitability, recycling and sustainable development
- Low Net Debt level (€21.5 m.), albeit the extended investment plan
- Fiscal Year 2022: Dividend distribution of c. €11,8 mil. (~€0.26/share).



COST BASE I

Costs remain high, although drop in raw materials from May 2022

Raw & Secondary Materials

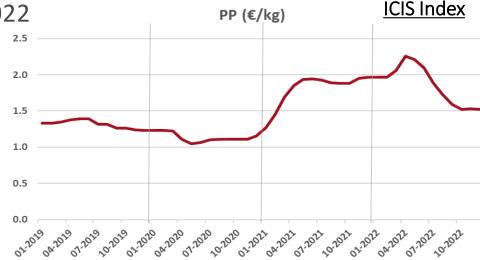
- After a significant increase in 2021, raw material cost gradually decreased, after reaching historical high prices in May2022 - still above pre-pandemic levels.
- Reduction of customer inventories due to the drop in raw materials prices and in view of the uncertainty over the course of the European economy.
- Market pressures for sales price reductions

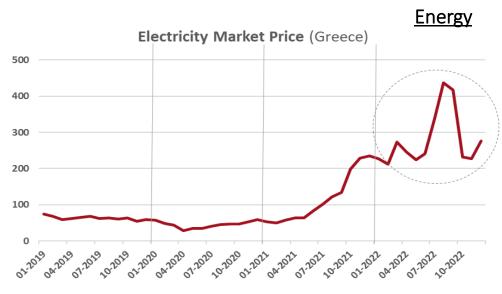
Energy Cost

- Aggressive increase in 2022, in all countries of operations, with significant volatility per month.
- High uncertainty for energy sufficiency due to Russia-Ukraine war
- Hedging practices applied: Fixed/floating prices contracts and RES implementation

Transportation Costs

 Steadily increased transport costs, with limited escalation on certain routes







FINANCIAL ANALYSIS I

The Group managed to enter the post-pandemic era by posting enhanced profitability compared to the pre-pandemic levels

	2022	2021	Δ%	2019	Δ%
Volume	109,169	115,521	-5.5%	108,607	0.5%
Turnover	394,382	428,429	-7.9%	327,795	20.3%
Gross Profit	84,263	140,149	-39.9%	63,548	32.6%
Gross Profit Margin	21.4%	32.7%		19.4%	
EBIT	27,407	83,913	-67.3%	12,102	126.5%
EBIT Margin	6.9%	19.6%		3.7%	
EBITDA	48,259	103,791	-53.5%	28,745	67.9%
EBITDA Margin	12.2%	24.2%		8.8%	
Adjusted EBITDA*	48,850	105,799	-53.8%	30,606	59.6%
Adjusted EBITDA Margin	12.4%	24.7%		9.3%	
EBT	32,068	83,920	-61.8%	8,348	284.1%
EBT Margin	8.1%	19.6%		2.5%	
EBT (Traditional portfolio)	22,231	32,120	-30.8%	8,348	166.3%
EBT (PPE related & Extraordinary gains)	9,837	51,800	-81.0%		

Note: The financial figures between 2022 - 2021 are not directly comparable (or versus 2020), due to the special conditions (Due to sales related to Covid-19 products) and therefore the pre-pandemic financial figures (2019) are also supplementary included in total for better interpretation purposes.

• EBT for COVID-19 related products amounted to €5.3 mil., while extraordinary profits amounted to €4.6 mil.



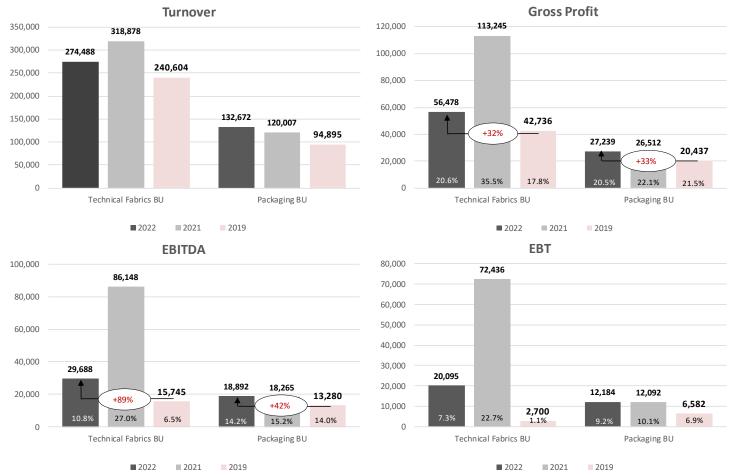
FINANCIAL RESULTS FY 2022 vs FY 2019 I

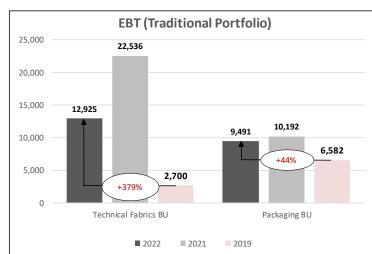
Robust financial performance, compared to the pre-pandemic FY2019



SEGMENTAL PERFORMANCE I

The Group for another year achieved strong, recurring and significantly increased profitability, generated from the traditional product portfolio, compared to the pre-pandemic levels







FINANCIAL POSITION I

Strong Balance Sheet, with relatively low debt level, after historical high total debt of >€100 mil. in 2019

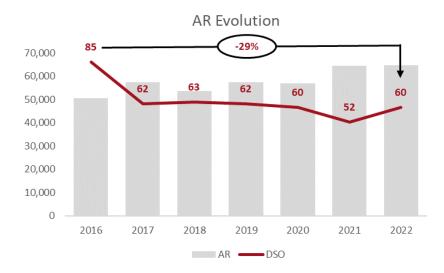
2022	2021	2019
182,209	167,551	149,645
27,579	23,393	20,471
209,788	190,944	170,116
76,415	71,835	59,158
64,769	64,547	57,428
39,610	63,240	22,051
0	0	6,155
14,213	14,633	8,432
195,007	214,255	153,224
404,795	405,199	323,340
58,630	51,003	96,367
2,437	2,975	9,212
40,630	55,441	36,187
1,385	3,499	15,252
33,852	40,031	19,973
136,934	152,949	176,991
267,861	252,250	146,349
404,795	405,199	323,340
	182,209 27,579 209,788 76,415 64,769 39,610 0 14,213 195,007 404,795 58,630 2,437 40,630 1,385 33,852 136,934 267,861	182,209 167,551 27,579 23,393 209,788 190,944 76,415 71,835 64,769 64,547 39,610 63,240 0 0 14,213 14,633 195,007 214,255 404,795 405,199 58,630 51,003 2,437 2,975 40,630 55,441 1,385 3,499 33,852 40,031 136,934 152,949 267,861 252,250

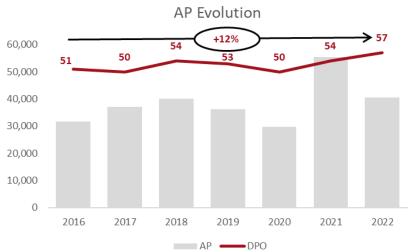
Key Ratios	2022	2021	2019
Total Debt	61,067	53,978	105,579
Cash	39,610	63,240	22,051
Net Debt	21,457	-9,262	83,528
Net Debt / EBITDA	0.44	-0.08	2.91
Net Debt / Sales	0.05	-0.02	0.25
Net Debt / Equity	0.08	-0.04	0.57
EV / EBITDA	4.3	1.6	9.3
ROCE	6.9%	24.2%	3.5%
ROE	9.8%	29.0%	2.6%
ROIC	7.5%	29.8%	3.4%
Operating WC	100,554	80,941	80,399
as a % of Sales	25.5%	18.9%	24.5%



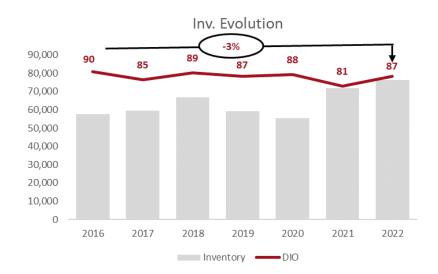
WORKING CAPITAL I

Normal WC pattern, despite the increased sales and Raw Materials prices





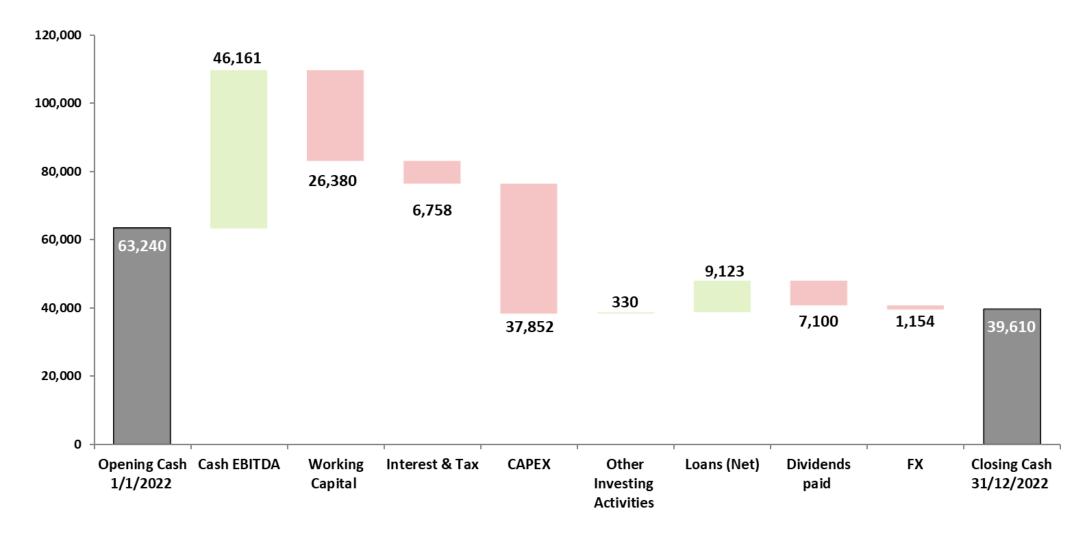
- DSO, DPO, DIO follow a normal pattern, excluding 2021, which is considered an outlier.
- DSO down by 29%, while total AR increased similar vs pre Covid period despite the relatively higher sales prices.
- Inventories' value slightly up, mainly due to the relatively higher cost of finished goods.
- DPO higher by 12%, following however a normal pattern.





CASH FLOW OVERVIEW I

Cashflows follow the normal pattern – high outflows for CAPEX and dividends

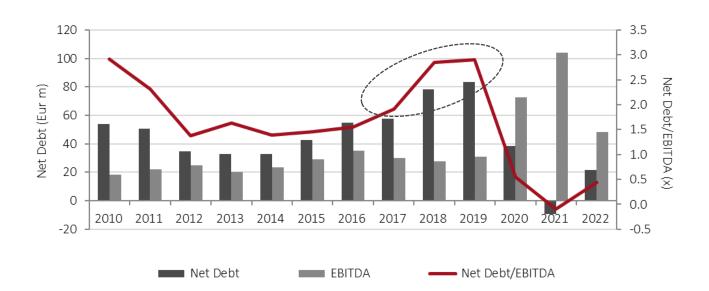


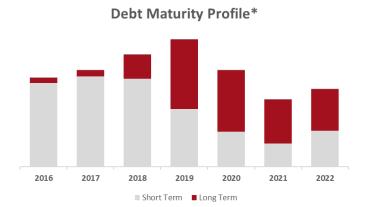


NET DEBT I

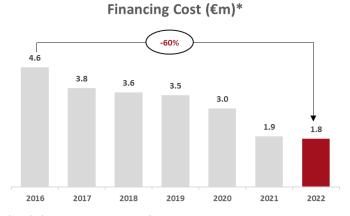
After the historical high net debt of €84 mil. in 2019, following the 5yrs restructuring plan, Net Debt is settled at relatively low level, albeit the period 2020-2022 CAPEX of c. €97 mil.

- Net Debt amounted to €21.5 million
- There has been an increase at the level of working capital, primary resulted from decrease at the level of trade payables whereas during 2022 there were specific and significant outflows, such as the financing of ongoing investments and the distribution of dividends.









* Excluding interest expense on leases





2023 OUTLOOK I

Thrace Group is now, more than ever, capable of capitalizing on the significant recurring profitability of the year 2022

Q1 2023

- The economic environment remains challenging due to low demand, persistent inflation levels, high energy costs and also high financing costs
- Outlook is positive, despite still moderate levels of demand demand recovered vs second half of 2022
- Group EBITDA from traditional product portfolio for the first quarter of 2023 will be at the same level approx. with the EBITDA profitability of the first quarter of 2022 (Q1 2022 EBITDA from traditional portfolio estimated at the level of ~11 mil., after excluding COVID-19 related profitability of c. €4.3 mil. similar level with EBT)

FY 2023

- Limited visibility, based on order books high uncertainty for the second half of the year, hence optimism for a better financial performance in second half of the year vs same period prior year.
- Outlook remains positive, despite the high inflation, the moderate demand level and the relatively high energy cost.
- There is the potential of an annual EBITDA at the same or higher level vs 2022, provided that macroeconomic outlook and consumption / demand trend will remain at current levels and evolve as anticipated.
- A cash CAPEX plan of c. €30 mil. currently ongoing, focusing on targeted volume increase investments and cost efficiencies.



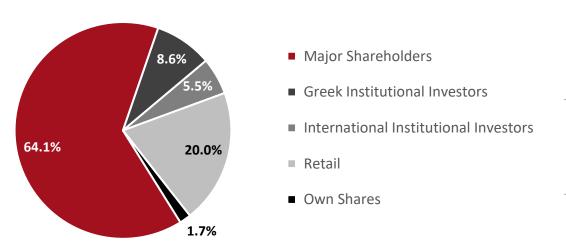


SHAREHOLDERS ANALYSIS I

Sufficient free float and well diversified investors portfolio. Focusing on achieving strong dividend yields for our shareholders

Free float: 34.1%





Year of Reference	Dividend Amount	Year of Dividend Payout	Payout Ratio	Gross Dividend per share	Dividend Yield
2017	2,058,218	2018	15%	0.05	1.95%
2018	1,944,000	2019	18%	0.04	2.10%
2019 & Distribution from PY Profits	4,500,265	2020	n/a	0.10	3.96%
2020	6,947,002	2021	19%	0.16	2.78%
2021	11,750,000	2022	16%	0.27	5.86%
2022	11,300,000	2023	43%	0.26	6.50%





- Capitalization remains below the level of Equity value
- Single digit P/E and low EV/EBITDA ratio Dividend yield of 6,5%
- Annual dividend proposed by the BoD to the AGM:
 €11.3 mil. or ~€0.26 / share (gross amount)
- Excluding interim dividend distribution, another €8.3 mil. or ~€0.19 / share (gross amount) proposed to be distributed
- Included in "high circulation" stock category



ALTERNATIVE PERFORMANCE MEASURES I Analysis

Alternative Performance Measures (APM)

During the description of the developments and the performance of the Group, ratios such as the EBIT and the EBITDA are utilized.

- EBIT (The indicator of earnings before the financial and investment activities as well as the taxes)

 The EBIT serves the better analysis of the Group's operating results and is calculated as follows: Turnover plus other operating income minus the total operating expenses, before the financial and investment activities. The EBIT margin (%) is calculated by dividing the EBIT by the turnover.
- EBITDA (The indicator of operating earnings before the financial and investment activities as well as the depreciation, amortization, impairment and taxes)

 The EBITDA serves the better analysis of the Group's operating results and is calculated as follows: Turnover plus other operating income minus the total operating expenses before the depreciation of fixed assets, the amortization of grants and the impairments, as well as before the financial and investment activities. The EBITDA margin (%) is calculated by dividing the EBITDA by the turnover.
- Adjusted EBITDA (The adjusted figure of operating earnings before the financial and investment activities as well as depreciation, amortization, impairment and taxes)

 The Adjusted EBITDA equals with the EBITDA figure from which the restructuring costs, merger and acquisition costs and other non-recurring expenses have been deducted.

Ratios	Explanation
Net Debt / Sales	Relation between Net Debt and Sales
Net Debt / Equity	Relation between Net Debt and Equity
Net Debt / EBITDA	Relation between Net Debt and EBITDA
EV/EBITDA: Value of the Company / Operating Earnings before Financial and Investment Activities, Depreciation, Amortization, Impairments and Taxes	Current Market Capitalization, plus the Company's Debt, minus its Cash, divided by the Operating Earnings before Financial and Investment Activities, Depreciation, Amortization, Impairments and Taxes
ROCE: Return on Capital Employed	Operating Earnings before Financial and Investment Activities and Taxes minus the Taxes divided by the Total Assets minus the Current Liabilities
ROE: Return on Equity	Earnings after Taxes and Minority Rights / Equity attributable to shareholders of the Company
ROIC: Return on Invested Capital	Operating Earnings before Financial and Investment Activities and Taxes minus the Taxes divided by the Invested Capital (Bank Debt + Equity – Cash)



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