

## CREDIT OPINION

29 May 2023

Update



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### RATINGS

#### Coca-Cola HBC AG

Domicile	Switzerland
Long Term Rating	Baa1
Type	LT Issuer Rating - Dom Curr
Outlook	Stable

Please see the [ratings section](#) at the end of this report for more information. The ratings and outlook shown reflect information as of the publication date.

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## Coca-Cola HBC AG

### Update to credit analysis

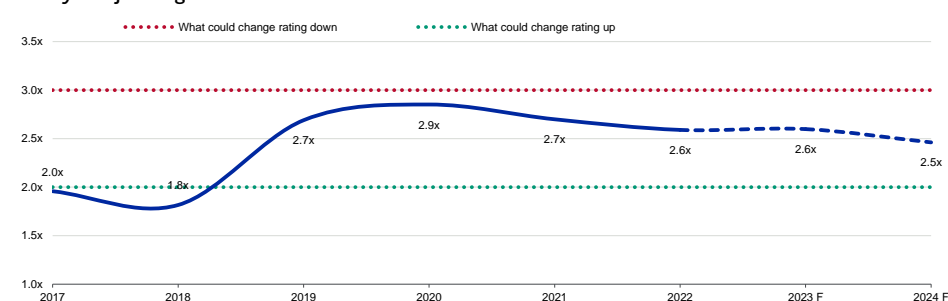
#### Summary

The Baa1 long-term issuer rating of [Coca-Cola HBC AG](#) (CCH, Baa1 stable) benefits from a one-notch rating uplift, reflecting the implied support from [The Coca-Cola Company](#) (TCCC, A1 stable).

The standalone rating is supported by CCH's strong business profile as one of the largest bottlers in the Coca-Cola system; its steady profit growth and strong cash flow generation. The rating also reflects CCH's balanced financial policy with a medium-term net debt/comparable EBITDA target of 1.5x-2.0x (1.2x as of December 2022), which is equivalent to Moody's-adjusted debt/EBITDA of around 2.5x-3.5x. The rating is constrained by the potential performance volatility in emerging markets because of less stable geopolitical environment and potential foreign-currency fluctuations; lower growth prospect following the suspension of the TCCC brands in Russia; and potential for debt-financed M&A activity or one-off significant shareholder distributions.

#### Exhibit 1

#### We expect CCH's Moody's-adjusted leverage to remain broadly stable over 2023-24



Source: Moody's Financial Metrics™

## Credit strengths

- » Strong brand portfolio and good product diversification
- » Leading bottler for TCCC
- » Steady profit growth and cash flow generation
- » Balanced financial policy, with a medium-term net debt/comparable EBITDA target of 1.5x-2.0x

## Credit challenges

- » Increasing exposure to emerging markets, which exposes the company to profit volatility
- » Suspension of the TCCC brands in Russia, which reduces growth prospects for the company
- » Potential for margin squeeze because of commodity inflation and foreign-exchange volatility
- » Potential for one-off significant shareholder distributions and sizeable M&A activity

## Rating outlook

Despite the suspension of the TCCC brands in Russia and the ongoing soft consumer sentiment, the stable outlook reflects our expectation that the company's credit metrics will remain broadly stable over the next 12-18 months. The outlook also takes into consideration the company's current financial flexibility in its rating category, allowing for some temporary leverage deterioration and the stability of CCH's cash flow generation during times of distress as shown in 2020, during the peak of the coronavirus pandemic, or in 2022 following Russia's invasion of Ukraine.

## Factors that could lead to an upgrade

Upward pressure on the rating could materialise if the company's operating performance remains strong and credit metrics improve, such as Moody's-adjusted debt/EBITDA declining well below 2.0x on a sustained basis, with management's commitment to keep leverage below that level.

## Factors that could lead to a downgrade

CCH's rating could be strained if operating performance deteriorates, with its EBITA margin declining below 6% and retained cash flow/net debt falling below 20%; or Moody's-adjusted debt/EBITDA increases towards 3.0x on a sustained basis. Increasing challenges in accessing cash in emerging markets, straining the company's liquidity, could also put pressure on the rating.

The rating could also be affected in the event of significant market share erosion in CCH's key established markets, a multi-notch downgrade of TCCC's A1 long-term rating or a change in the existing relationship or bottling agreements with TCCC.

This publication does not announce a credit rating action. For any credit ratings referenced in this publication, please see the issuer/deal page on <https://ratings.moody.com> for the most updated credit rating action information and rating history.

## Key indicators

Exhibit 2

### Coca-Cola HBC A.G.

EUR Millions	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23 F	Dec-24 F
Revenue	6,522	6,657	7,026	6,132	7,168	9,198	9,750	10,238
EBITA Margin %	9.7%	10.2%	10.6%	10.8%	11.3%	10.1%	9.3%	9.3%
RCF / Net Debt	54.3%	55.7%	-3.5%	35.9%	39.1%	33.2%	31.9%	34.6%
EBIT / Interest Expense	11.1x	11.4x	9.8x	8.8x	11.5x	11.3x	10.2x	12.6x
Debt / EBITDA	1.9x	1.8x	3.0x	2.9x	2.6x	2.6x	2.6x	2.5x

All figures and ratios are calculated using Moody's estimates and standard adjustments. Moody's forecasts (f) or projections (proj.) are Moody's opinion and do not represent the views of the issuer. Periods are financial year-end unless indicated.

Source: Moody's Financial Metrics™

## Profile

Headquartered in Switzerland, Coca-Cola HBC AG (CCH) produces and distributes a wide range of mainly nonalcoholic ready-to-drink beverages, with a strong and diversified brand portfolio. The company's product portfolio includes leading brands of TCCC such as Coca-Cola, Coca-Cola Light, Coca-Cola Zero, Sprite, Fanta, Schweppes and Cappy, along with other juices, water, energy drinks, iced teas, coffee and other ready-to-drink beverages.

In 2022, the group produced 2,712 million unit cases (up 12% from 2021), which were distributed across 29 countries, mainly in Central and Eastern Europe, and generated €9.2 billion in revenue and €1.4 billion comparable adjusted EBITDA.

This performance positioned the group as one of the leading bottlers in TCCC's system, both by volume and net sales. The principal shareholders of CCH are Kar-Tess Holding, a Luxembourg-based company owned by the David-Leventis family, which holds around 23% of ordinary shares; and TCCC, which indirectly holds around 21%.

## Detailed credit considerations

### Implicit support as a key bottler for TCCC

CCH is a key Coke bottler, with sales of €9.2 billion and comparable operating profit of €930 million in 2022. CCH's ratings reflect the company's strategic importance to the overall Coke system, which, under our methodology, provides a one-notch rating uplift to the company's standalone credit profile.

We do not expect any changes in this condition because TCCC is one of CCH's principal shareholders and there is a long history of collaboration between the two companies from strategic and operational standpoints, including joint acquisitions. While agreements with TCCC do not include a guarantee of CCH's financial obligations, TCCC is likely to provide the necessary support, as it did in the past for other bottlers, to help maintain CCH's adequate liquidity and financial standing.

In addition, CCH's extensive manufacturing and distribution network reaching out to territories with a total population of more than 700 million would make it expensive for TCCC to find an alternative way of producing and marketing its products in the geographies where the company operates. The distribution of TCCC's products is the key competitive advantage for CCH. The terms of the bottlers' agreements grant Coca-Cola HBC the right to produce and the exclusive right to sell and distribute the beverages of TCCC in each of the countries where the group operates. Consequently, Coca-Cola HBC is obliged to purchase all of the concentrate for TCCC's beverages from TCCC or its designee in the ordinary course of business. In the first quarter of 2022, TCCC agreed to extend the term of the bottlers' agreements for a further 10 years term.

These agreements have been in place since the creation of the company in 2000 through a merger of different bottlers, although some of the agreements existed earlier and have always been renewed.

## Strong brand portfolio and leading market position in various geographies; TCCC's exit from Russia reduces growth opportunities

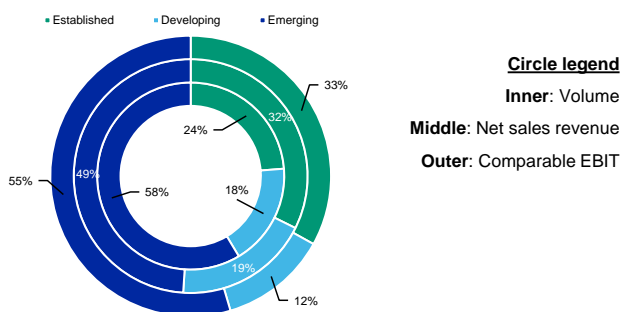
CCH produces and distributes a wide range of sparkling beverages, which accounted for around 72% of its total revenue in 2022; hydration drinks (7%), juices (7%), ready-to-drink tea (2%), energy drinks and snacks; and other drinks (12%). Although the share of sparkling beverages has gradually reduced over the last 10 years ago, most of the products distributed by CCH are brands owned by TCCC. The company's strategy is to grow its core sparkling category and leverage its portfolio, including water, iced teas, juices and other ready-to-drink beverages, such as energy drinks, as well as coffee and premium spirits and flavoured alcoholic beverages that, according to Euromonitor, continue to benefit from higher growth. Within sparkling, the company also still records strong growth rates in low or no sugar drinks, whose volume grew at double digit rates in 2022.

Following TCCC's decision on 8 March 2022 to suspend distribution of its products in Russia, CCH has replaced these with local brands products. Russia was one of the largest markets in volume terms for the company, representing 15% of 2021 volumes. Following TCCC's decision, CCH suffered from significant volume reduction in the country, with volumes down 29% during the year. Volumes in Ukraine, which represented a further 6% of the company's 2021 volume, also dropped by 26% in 2022. Despite the significant volume decline, the company was able to limit the impact on its profitability, actually reporting 16% comparable EBITDA growth. This was achieved because of an acquisition in Egypt, [Coca-Cola Bottling Company of Egypt S.A.E. \(CCBCE\)](#) and the consolidation of Multon A.O., effective from 11 August 2022.

## Increasing exposure to volatile emerging markets could result in profit volatility

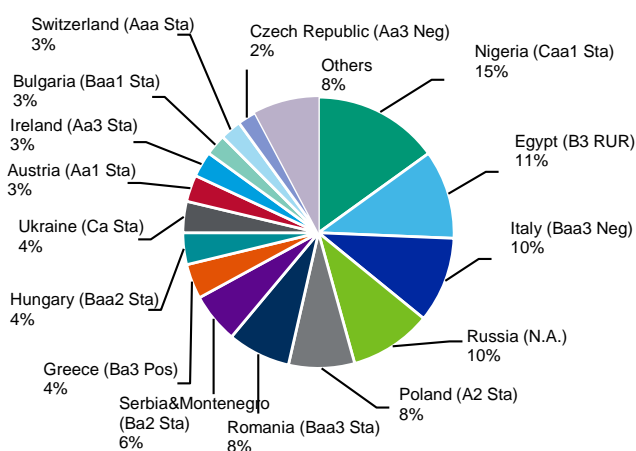
CCH's geographical footprint reflects the company's concentration in Central and Eastern Europe, Russia, [Nigeria](#) (Caa1 stable) and now [Egypt](#) (B3 rating on review for downgrade). CCH derives more than half its total volume from emerging markets (see Exhibit 3). Its presence in emerging markets allows for higher-than-average growth rates in both volume and sales, driven by favourable demographics and increasing disposable income. However, exposure to these countries results in high volatility in the company's operating results and a less predictable regulatory environment.

Exhibit 3  
Coca-Cola HBC generates around half of its total annual volume in emerging markets  
2022 volume, revenue and comparable EBIT split by geography



Established markets include Austria, Cyprus, Greece, Italy, the Republic of Ireland, Northern Ireland and Switzerland. Developing markets include the Baltics, Croatia, the Czech Republic, Hungary, Poland, Slovakia and Slovenia. Emerging markets include Armenia, Belarus, Bosnia and Herzegovina, Bulgaria, Egypt, Moldova, Nigeria, Romania, Russia, Serbia and Montenegro, the Republic of Kosovo, North Macedonia and Ukraine.  
Source: Company annual report

Exhibit 4  
Coca-Cola HBC has a diversified base in Europe, although it remains exposed to emerging markets  
2022 volume split by geography



Source: Company annual report

Positively we note that CCH also benefits from a strong presence in a number of developed and more established markets across Central and Western Europe, which provide greater stability. In addition, CCH remains one of the most diversified bottlers of the Coca-Cola system and its network spans 29 countries, 16 of which are in the EU. In comparison, [Coca-Cola Europacific Partners plc](#) (Baa1 stable) serves 18 countries in Western Europe and the APAC region, and [Coca-Cola FEMSA, S.A.B. de C.V.](#) (A3 stable) serves 10 countries in emerging markets, mainly in Central and South America. However, the current soft consumer sentiment and ongoing high inflation could result in lower demand and trading down to less premium products, which might also put temporary pressure on the company's profitability.

### Stable credit metrics in 2022 driven by strong operating performance

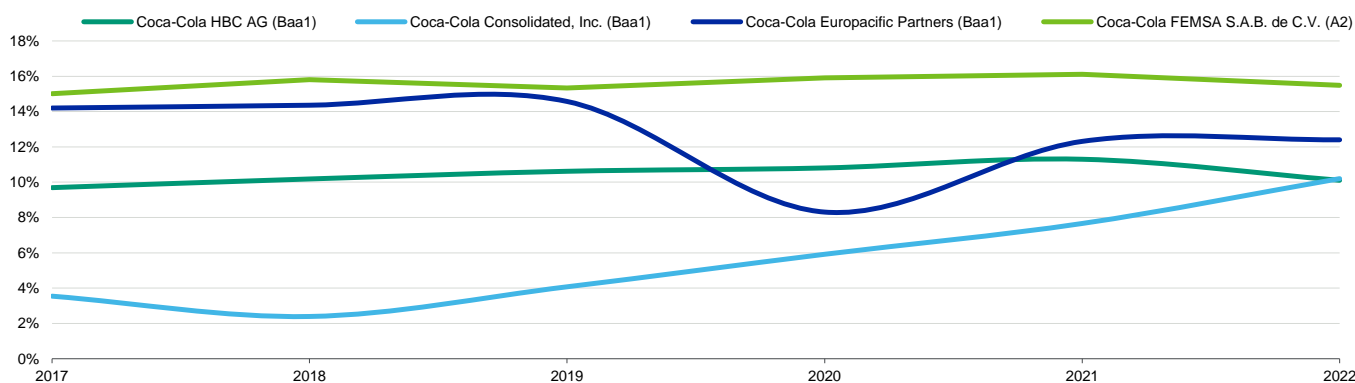
In 2022, CCH reported a 28.3% increase in reported revenue and an 11.9% increase in comparable operating profit to €930 million, driven by a combination of volumes growth of 12.4%, pricing initiatives and stronger product mix, supported by favourable foreign-currency movements, as well as the consolidation of the Egyptian business and Multon A.O. However, the company's Moody's-adjusted EBITA margin slightly declined to 10.1%, which is typical at times of high price inflation on commodities. The company has, however, a strong record of delivering margin growth over the last five years on the back of improved operating leverage because of higher volumes, a better product mix and cost-efficiency initiatives.

In Q1 2023, the company reported another 16.2% increase in organic revenue because of the use of price and mix levers to recover the inflation effects on raw materials, coupled with solid volumes. The company remains exposed to raw material and foreign-exchange volatility. CCH's margins are lower than those of most of its peers (see Exhibit 5) because of two main factors: CCH's operations are spread across several countries, some of which have difficult logistics, such as Russia and Nigeria, compared with other bottlers, resulting in lower economies of scale; and the per capita consumption of carbonated soft drinks in its key markets is lower than that of other bottlers.

Exhibit 5

#### Coca-Cola HBC's profitability has remained broadly stable in recent years

##### Moody's-adjusted EBITA margin evolution across peers

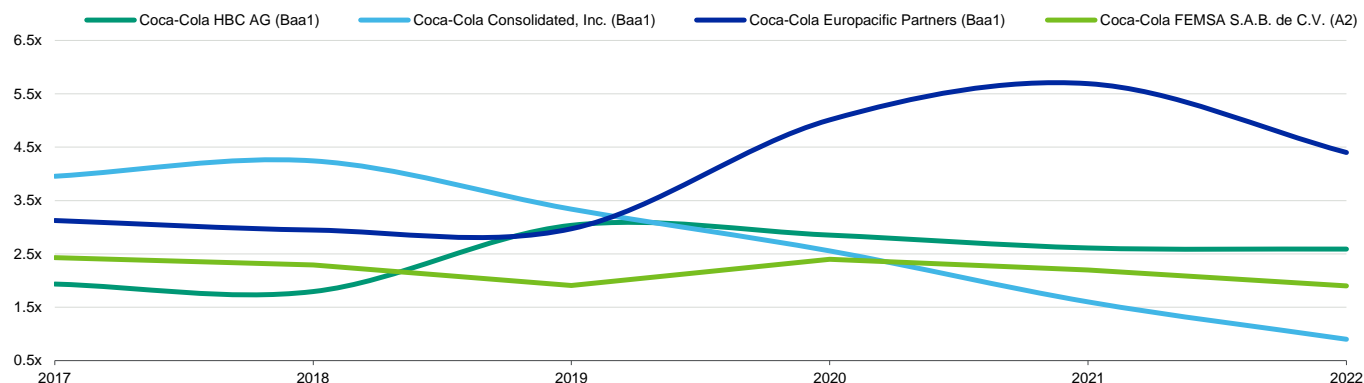


Source: Moody's Financial Metrics™

Moody's-adjusted operating cash flow increased slightly to €1.2 billion in 2022 from €1.1 billion in 2021 because of higher EBITDA and positive working capital inflow. Moody's-adjusted capital spending increased to €589 million from €570 million in 2021, dividends increased to €260 million from €234 million in 2021, and, therefore, Moody's-adjusted FCF increased to €334 million (€299 million in 2021).

Adjusted gross debt as of the end of December 2022 was €3.5 billion (€3.0 billion in 2021), with the main adjustment being €33 million of defined benefit obligations. The higher debt was compensated by the higher Moody's-adjusted EBITDA, resulting in a flat Moody's-adjusted gross debt/EBITDA at 2.6x in 2022.

Exhibit 6

**Coca-Cola HBC's financial leverage is slightly higher than the peer group's average****Moody's-adjusted gross debt/EBITDA**

Source: Moody's Financial Metrics™

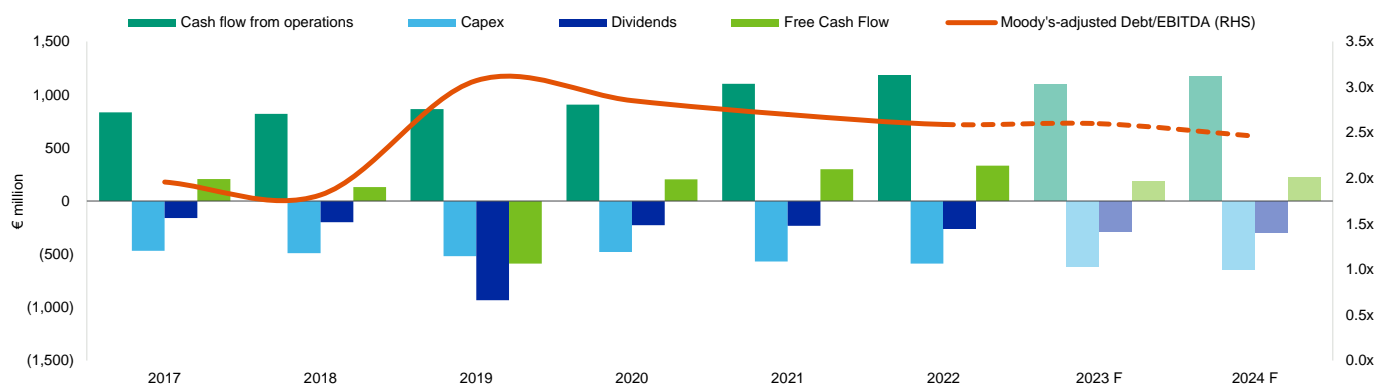
**Credit metrics to remain stable over the next 12-18 months, although there is potential risk from ongoing soft consumer sentiment and volatility in some emerging markets**

In 2023, we expect organic revenue growth and EBITDA to grow around the mid-single-digit percentages, as the negative impact from Russia fades away, while the company should benefit from the higher prices passed through last year to offset inflation and from reduction in some commodities' prices, including those of resin, and logistic costs. However, the price of sugar remains close to historical highs and is likely to remain high for the next 12 months, particularly in Europe.

We expect CCH to be able to pass on some of those higher costs to its customers and partially offset the increase through active hedging, and the mix effect with a stronger contribution from the most profitable products. However, the current high inflation across a number of key commodities and the deteriorating macroeconomic environment are likely to result in pressure on volumes as consumers will be more attentive to their spending and seek for promotion or cheaper alternatives, including private-label soft drinks.

Because of the higher commodity prices, it could be more difficult to achieve working capital benefits; therefore, we expect Cash flow from operating activities to decline marginally towards €1000 million in 2023. Assuming slight increase in capital spending to around €620 million in both 2023 and 2024, and assuming dividend payouts in the range of 40%-50% of comparable net profit, we expect FCF to remain around €180 million-€220 million each year over 2023-24. We also expect key credit metrics to stay broadly stable over 2023-24, with Moody's-adjusted debt/EBITDA remaining around 2.5x-2.6x over the next couple of years.

Exhibit 7

**Gross leverage will remain broadly stable over 2023-24****Evolution of credit metrics**

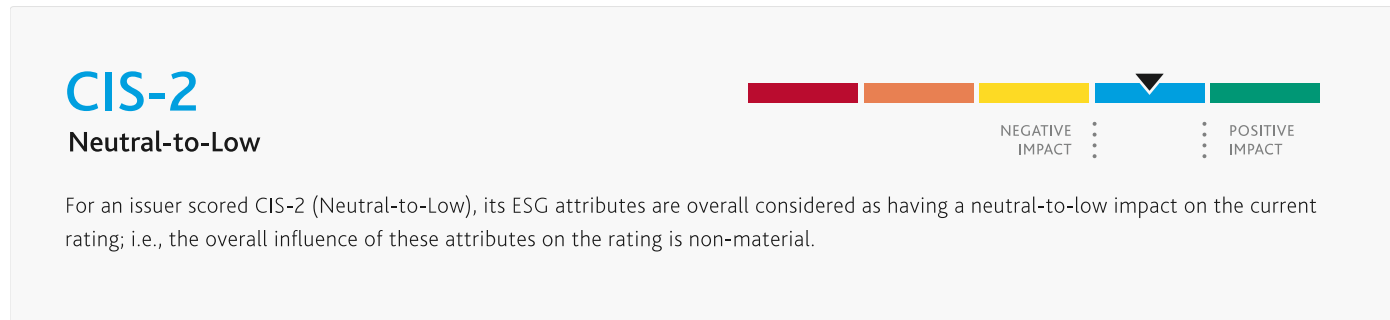
Source: Moody's Financial Metrics™

## ESG considerations

### Coca-Cola HBC AG's ESG Credit Impact Score is CIS-2

Exhibit 8

#### ESG Credit Impact Score



Source: Moody's Investors Service

CCH's ESG Credit Impact Score of **CIS-2** reflects our assessment that ESG attributes have a modest impact on the rating. Moderate environmental and social risks exist in relation to water management, customer relations and use of plastic packaging. However, the company's strong governance - especially in terms of financial strategy and risk management – and product diversification represent important mitigants.

Exhibit 9

#### ESG Issuer Profile Scores



Source: Moody's Investors Service

### Environmental

Environmental risks of **E-3** are in line with soft drinks manufacturers reflecting the industry's exposure to waste and pollution and water management in relation to the packaging and production of its products. Production processes tend to be efficient with limited pollution and wasted material. However, the industry is exposed to significant use of plastic packaging with limited alternatives. We value the company's use of a large share of recycled material in its main markets. Despite the reliance on natural ingredients we value soft drinks producers' ability to use alternative ingredients if needed.

### Social

Like many other soft drink manufacturers, social risks of **S-3** primarily reflects the brand reputation risks and exposure to responsible marketing related to the sale of sugary drinks and responsible production because of its use of plastic packaging. Although consumption volumes of soft beverages particularly with regard to high-sugar content carbonated drinks might decline because of the shift in consumer preferences, this is mitigated by product innovation, and an increasing share of low or sugar-free drinks. Human capital risks and health and safety are perceived as low, although the covid pandemic and its associated mobility restrictions have impacted on-trade consumption volumes.

### Governance

Governance risks of **G-2** reflects its conservative financial policies with a public commitment to maintain leverage between 1.5x-2.0x. Other governance considerations take into account the overall sound governance practices and its experienced management team

with good credibility and a long track record, which compensate for the ownership concentration by The Coca-Cola Company (A1 stable) and Kar-Tess. At the same time, KO's ownership is positive given CCH strategic importance to the overall Coca-Cola system, which, under our methodology, provides a one-notch rating uplift to the company's standalone credit profile.

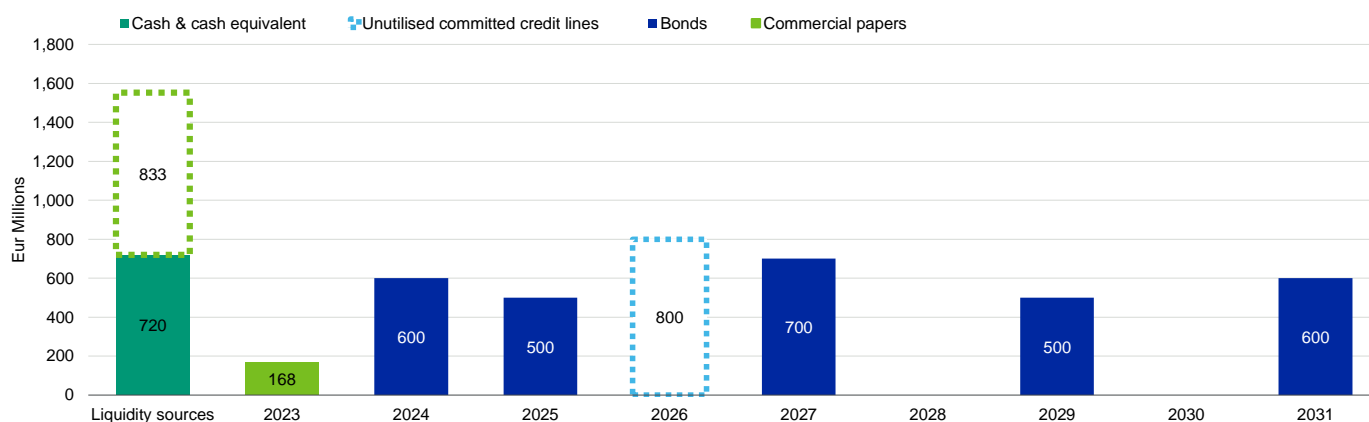
ESG Issuer Profile Scores and Credit Impact Scores for the rated entity/transaction are available on Moodys.com. In order to view the latest scores, please click [here](#) to go to the landing page for the entity/transaction on MDC and view the ESG Scores section.

## Liquidity analysis

CCH's liquidity is strong, underpinned by its cash balance of €720 million as of December 2022 plus €1.03 billion of other short-term financial assets, and access to an €800 million undrawn syndicated credit facility with no financial covenants, maturing in April 2026. We expect positive FCF of €180 million-€220 million each year over 2023-24.

Exhibit 10

### Coca-Cola HBC's debt maturity profile



Only includes funded debt.

Source: Company annual report

## Structural considerations

Almost the entire debt is at Coca-Cola HBC Finance BV, the borrowing subsidiary fully owned by CCH. The parent company is a holding company with no operating activities. Cash flow generation is at the operating subsidiary level. The debt issued at the Coca-Cola HBC Finance BV level is guaranteed by CCH.



## Methodology and scorecard

The scorecard-indicated outcome is A3 (including the one-notch uplift provided by the implied support from TCCC), one notch above the current rating assigned. The final rating takes into account the risk of profit volatility because of the high exposure to emerging markets, and the potential for sizeable M&A or usage of excess cash for shareholder distributions, which could affect leverage.

Exhibit 11

### Rating factors

Coca-Cola HBC AG				
Soft Beverage Industry [1][2]	Current FY 12/31/2022		Moody's 12-18 Month Forward View As of May 2022 [3]	
Factor 1 : SCALE (16%)	Measure	Score	Measure	Score
a) Revenue (USD Billion)	\$9.7	Baa	\$10.3 - \$10.8	A
<b>Factor 2 : BUSINESS PROFILE (40%)</b>				
a) Product Diversification	Baa	Baa	Baa	Baa
b) Geographic Characteristics	Baa	Baa	Baa	Baa
c) Market Position & Brand Strength	Baa	Baa	Baa	Baa
d) Innovation, Distribution & Infrastructure	Baa	Baa	Baa	Baa
e) Pricing Flexibility	A	A	A	A
<b>Factor 3 : FINANCIAL POLICY (16%)</b>				
a) Financial Policy	Baa	Baa	Baa	Baa
<b>Factor 4 : PROFITABILITY (7%)</b>				
a) EBITA Margin	10.1%	Baa	9.3% - 9.3%	Ba
<b>Factor 5 : LEVERAGE &amp; COVERAGE (21%)</b>				
a) RCF / Net Debt	33.2%	Baa	31.9% - 34.6%	Baa
b) EBIT / Interest Expense	11.3x	A	10.2x - 12.6x	Aa
c) Debt / EBITDA	2.6x	Baa	2.5x - 2.6x	Baa
<b>Rating:</b>				
Scorecard-Indicated Outcome Before Bottler Support		Baa1		Baa1
Notch Lift	1	1	1	1
a) Scorecard-Indicated Outcome		A3		A3
b) Actual Rating Assigned				Baa1

[1] All ratios are based on adjusted financial data and incorporate Moody's Global Standard Adjustments for Non-Financial Corporations.

[2] As of 12/31/2022.

[3] This represents Moody's forward view, not the view of the issuer, and unless noted in the text, does not incorporate significant acquisitions and divestitures.

Source: Moody's Investors Service

## Ratings

Exhibit 12

<u>Category</u>	<u>Moody's Rating</u>
<b>COCA-COLA HBC AG</b>	
Outlook	Stable
Issuer Rating -Dom Curr	Baa1
<b>COCA-COLA HBC FINANCE B.V.</b>	
Outlook	Stable
Bkd Senior Unsecured -Dom Curr	Baa1
Bkd Commercial Paper -Dom Curr	P-2

Source: Moody's Investors Service

## Appendix

Exhibit 13

## Peer comparison

(in US millions)	Coca-Cola HBC AG			Coca-Cola FEMSA, S.A.B. de C.V.			Coca-Cola Consolidated, Inc.			Coca-Cola Europacific Partners		
	Baa1 Stable			A3 Stable			Baa1 Stable			Baa1 Stable		
	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-20	FYE Dec-21	FYE Dec-22	FYE Dec-20	FYE Dec-21	FYE Dec-22
Revenue	\$6,998	\$8,481	\$9,198	\$8,604	\$9,608	\$11,275	\$5,007	\$5,563	\$6,201	\$12,105	\$16,284	\$18,254
EBITDA	\$1,199	\$1,356	\$1,333	\$1,778	\$1,989	\$2,227	\$471	\$605	\$804	\$1,765	\$2,824	\$3,010
Total Debt	\$3,666	\$3,403	\$3,453	\$4,612	\$4,426	\$4,296	\$1,205	\$970	\$763	\$9,480	\$15,447	\$13,510
Cash & Cash Equiv.	\$1,488	\$1,617	\$1,217	\$2,183	\$2,309	\$2,067	\$55	\$142	\$198	\$1,863	\$1,549	\$1,371
EBITA Margin	10.8%	11.3%	10.1%	15.8%	16.1%	15.5%	5.9%	7.7%	10.2%	8.3%	12.3%	12.4%
EBIT / Int. Exp.	8.8x	11.5x	11.3x	4.3x	6.3x	7.6x	6.2x	10.2x	19.4x	6.5x	11.1x	11.0x
RCF / Net Debt	35.9%	39.1%	33.2%	26.0%	44.0%	53.9%	36.5%	57.0%	107.9%	13.8%	9.5%	14.6%
Debt / EBITDA	2.9x	2.7x	2.6x	2.4x	2.2x	1.9x	2.6x	1.6x	0.9x	5.0x	5.7x	4.4x
FCF / Debt	6.8%	10.0%	9.7%	10.0%	8.5%	3.9%	20.2%	32.3%	29.7%	6.3%	6.0%	10.2%

All figures and ratios calculated using Moody's estimates and standard adjustments. FYE = Financial year-end. LTM = Last 12 Months. RUR\* = Ratings under review, where UPG = for upgrade and DNG = for downgrade. CCEP 2020 is pro forma for the Amatil acquisition.

Source: Moody's Financial Metrics™

Exhibit 14

## Moody's-adjusted gross leverage breakdown

(in EUR Millions)	FYE Dec-17	FYE Dec-18	FYE Dec-19	FYE Dec-20	FYE Dec-21	FYE Dec-22
<b>As Reported Debt</b>	<b>1,626</b>	<b>1,604</b>	<b>3,325</b>	<b>2,926</b>	<b>2,937</b>	<b>3,420</b>
Pensions	102	73	77	71	55	33
Operating Leases	183	178	-	-	-	-
<b>Moody's-Adjusted Debt</b>	<b>1,911</b>	<b>1,855</b>	<b>3,402</b>	<b>2,996</b>	<b>2,993</b>	<b>3,453</b>

(in EUR Millions)	FYE Dec-17	FYE Dec-18	FYE Dec-19	FYE Dec-20	FYE Dec-21	FYE Dec-22
<b>As Reported EBITDA</b>	<b>929</b>	<b>978</b>	<b>1,121</b>	<b>1,057</b>	<b>1,141</b>	<b>1,204</b>
Pensions	2	7	3	(6)	5	3
Operating Leases	61	59	-	-	-	-
Unusual	(4)	(10)	(3)	-	-	126
Non-Standard Adjustments	(12)	(13)	(13)	-	(38)	-
<b>Moody's-Adjusted EBITDA</b>	<b>976</b>	<b>1,022</b>	<b>1,108</b>	<b>1,051</b>	<b>1,109</b>	<b>1,333</b>

Source: Moody's Financial Metrics™

Exhibit 15

## Historical and forecast Moody's-adjusted financial metrics

Coca-Cola HBC A.G.

EUR Millions	Dec-17	Dec-18	Dec-19	Dec-20	Dec-21	Dec-22	Dec-23 F	Dec-24 F
<b>INCOME STATEMENT</b>								
Net sales/Revenue	6,522	6,657	7,026	6,132	7,168	9,198	9,750	10,238
EBITDA	976	1,022	1,108	1,051	1,109	1,333	1,361	1,437
EBIT	620	665	732	662	771	928	902	956
Interest Expense	57	60	76	76	70	82	89	76
<b>BALANCE SHEET</b>								
Cash & Cash Equivalents	694	734	1,195	1,216	1,422	1,217	1,102	1,133
Total Debt (Gross)	1,911	1,855	3,402	2,996	2,993	3,453	3,537	3,538
<b>CASH FLOW</b>								
Funds From Operations (FFO)	815	824	856	866	847	1,003	1,066	1,138
Cash Flow from Operating Activities (CFO)	833	820	865	908	1,102	1,183	1,095	1,168
Capital Expenditures (CAPEX)	(467)	(490)	(519)	(478)	(570)	(589)	(620)	(648)
Dividends	(161)	(199)	(934)	(226)	(234)	(260)	(288)	(300)
Retained Cash Flow (RCF)	654	625	(78)	640	614	742	778	838
Free Cash Flow (FCF)	206	131	(587)	204	299	334	187	221
RCF / Debt	34.2%	33.7%	-2.3%	21.4%	20.5%	21.5%	22.0%	23.7%
FCF / Debt	10.8%	7.1%	-17.3%	6.8%	10.0%	9.7%	5.3%	6.2%
<b>PROFITABILITY</b>								
% Change in Sales (YoY)	4.9%	2.1%	5.5%	-12.7%	16.9%	28.3%	6.0%	5.0%
EBIT Margin %	9.5%	10.0%	10.4%	10.8%	10.8%	10.1%	9.3%	9.3%
EBITA Margin %	9.5%	10.0%	10.4%	10.8%	10.8%	10.1%	9.3%	9.3%
EBITDA Margin %	15.0%	15.3%	15.8%	17.1%	15.5%	14.5%	14.0%	14.0%
<b>INTEREST COVERAGE</b>								
EBIT / Interest Expense	10.9x	11.2x	9.6x	8.8x	11.0x	11.3x	10.2x	12.6x
EBITDA / Interest Expense	17.1x	17.2x	14.5x	13.9x	15.8x	16.2x	15.3x	18.9x
<b>LEVERAGE</b>								
Debt / EBITDA	2.0x	1.8x	2.7x	2.9x	2.7x	2.6x	2.6x	2.5x
Net Debt / EBITDA	1.2x	1.1x	2.0x	1.7x	1.4x	1.7x	1.8x	1.7x

2019 debt/EBITDA is pro forma for the refinanced debt.

Source: Moody's Financial Metrics™

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REPORT NUMBER 1366916