GrandVision reports 2Q and HY20 results

Schiphol, the Netherlands – 5 August 2020. GrandVision N.V. publishes the Half Year and Second Quarter 2020 results.

Half year and second quarter 2020 highlights

- Revenue declined by **26.4%** at constant exchange rates in HY20 (HY19: +7.3%) and **47.5%** in 2Q20 (2Q19: +7.1%) as a result of store closures related to the coronavirus pandemic. Comparable revenue declined by **29.1%** in HY20 and **49.3%** in 2Q20
- HY20 adj. EBITA was **-€24 million** in HY20 (HY19: €237 million) and **-€65 million** in 2Q20, driven by negative operating leverage, particularly in April and May
- During the month of June, more than 90% of GrandVision's store network gradually reopened, leading to strong recovery of revenue and a positive adjusted EBITA
- GrandVision booked a non-cash goodwill impairment charge of €75 million, related to our businesses in the US, Italy, Colombia and Peru, which was triggered by the severe impact of the COVID-19 pandemic on our business performance in these markets, and an additional €35 million impairment charge mainly related to customer data bases
- HY20 adj. EPS was **- €0.70** (HY19: €0.29)
- GrandVision's net debt position as of 30 June 2020 was **€755 million**, compared to €753 million at year-end 2019
- Our store base decreased to **7,271 stores** from 7,320 at the end of March 2020 driven by store closures in the ordinary course of business, while store openings were temporarily delayed due to the COVID-19 pandemic.

The Half Year 2020 Financial Report is available at www.grandvision.com.

Key figures

in millions of EUR (unless stated otherwise)	HY20	HY19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	1,453	1,995	-27.2%	-26.4%	-28.7%	2.3%
Comparable growth (%)	-29.1%	3.8%				
Adjusted EBITA	- 24	237	-110.0%	-110.3%	-111.2%	1.0%
Adjusted EBITA margin (%)	-1.6%	11.9%	-1348bps			
Net result	- 212	74	-386.8%			
Net result attributable to equity holders	- 212	66	-422.2%			
Adjusted earnings per share, basic (in €)	- 0.70	0.29	-339.8%			
Earnings per share, basic (in €)	- 0.84	0.26	-422.2%			
System wide sales	1,591	2,178	-27.0%			
Number of stores (#)	7,271	7,265				

in millions of EUR (unless stated otherwise)	2Q20	2Q19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	526	1,021	-48.5%	-47.5%	-48.5%	1.0%
Comparable growth (%)	-49.3%	2.5%				
Adjusted EBITA	- 65	129	-150.2%	-151.2%	-150.4%	-0.9%
Adjusted EBITA margin (%)	-12.3%	12.7%	-2500bps			
System wide sales	595	1,115	-46.6%			

Management comments

Stephan Borchert, GrandVision's CEO said: "Prior to the COVID-19 pandemic, our financial performance was in line with our expectations. In the second quarter, we saw the full impact of the COVID-19 pandemic on our business performance resulting in a loss for the quarter and the half year due to the steep revenue decline at the peak of the corona crisis in April and May. I am very proud of all our teams worldwide for how they have managed to protect our customers, our staff in stores and for how they have continued to focus on the priorities and measures we set to navigate through this crisis and to protect the value of our company.

Given the initial uncertainty on duration and severity of the COVID-19 pandemic, we feel confident with our current business recovery in June with more than 90% of the own store base reopened, resulting in a positive EBITA for the month of June and a net debt position of €755 million at the end of June.

Our swift recovery clearly demonstrates the resilience of our business, the structural drivers of our industry and the strength of our local brands. However, shopping patterns are evolving at a much faster pace than ever before. We will continue to invest in our strategic initiatives around omni-channel capabilities and product value chain upgrades in order to successfully address these changes and to best fulfil our customers' demands.

To date, I am particularly pleased with our banner related e-commerce business development with growth of more than 200% in the first half of the year.

As we enter the second half of this year, we will remain focused on our two main priorities of protecting the safety and wellbeing of our employees and customers as well as of returning to best possible business performance under the current conditions. At the same time, we are continuing to support EssilorLuxottica in obtaining regulatory approval for the proposed acquisition HAL's stake in our company."

Business update

In June, GrandVision's sales level improved to 84% of the previous year, mainly driven by a strong recovery across Europe. In a number of countries, such as Austria, Denmark, Norway, the Netherlands and Switzerland we saw positive sales growth compared to the previous year, partly resulting from expected customer catch-up effect after several weeks of store closures.

In Latin America, our stores remain either closed, or are operating with limited opening hours. While some countries have started to ease lockdown measures, the ramp-up of our store networks continues to lag behind other markets.

While we are continuing to see lower retail traffic across our business as a result of higher consumer uncertainty, this is being offset by higher customer conversion driven by the underlying need for eyecare and the loyalty towards our brands. The online appointment booking tools on our banner websites are also playing a key role in customer conversion. On the one hand, they are helping customers prepare store visits and avoid long waiting times; and on the other hand, they are leading to a better spread of customer visits across store opening hours, thereby increasing in-store efficiency and customer and employee safety.

In addition to this, we further expanded the e-commerce offerings through banner websites by rolling out prescription glass e-commerce across 14 banners in 10 countries. At the end of June, prescription glass e-commerce was available to customers of almost 65% of our business. During the first half year, e-commerce sales grew by 206% across

GrandVision banner websites and 54% on GrandVision's owned pure play websites, with particularly strong contact lens and sunglass sales across all our e-commerce platforms and pure players such as Lenstore and Zonnebrillen.com.

We also continued our investments into strategic projects, such as the roll-out our Customer360 data platform. The platform, which was first launched in Latin America in 2019, provides 360-degree marketing and CRM solutions and enables personalized digital advertising activities. During the first half year, the platform was further rolled out in in the Netherlands, Belgium, Denmark and Sweden.

Given these investments in digital and omni-channel solutions, we are confident that we are in a good position to benefit from the current sales channel shift from physical stores to e-commerce, while continuing to leverage our strong store network and eyecare expertise to deliver great service to our customers.

Outlook

Our top priority remains to ensure the health and wellbeing of our employees and customers, while protecting our business for the long term. The operational and financial measures we have taken, together with the strong recovery we have seen over the past weeks, give us a strong foundation as we continue to navigate through the crisis.

While we are entering the second half of the year with favorable operational developments, the near-term visibility remains low given uncertainty around COVID-19 and the wider economic outlook. We therefore continue to refrain from issuing an outlook for the year 2020 .

Status of transaction with EssilorLuxottica

On 18 July 2020, GrandVision announced that it was informed by EssilorLuxottica that it had initiated summary proceedings before the District Court in Rotterdam, demanding that GrandVision provides to EssilorLuxottica additional information in relation to GrandVision's actions to mitigate the impact of COVID-19 on its business. GrandVision strongly disagrees with EssilorLuxottica's demands and has full confidence that these claims will be rejected in court. GrandVision also received notice from EssilorLuxottica claiming that GrandVision, in relation to the aforementioned COVID-19 actions, is in material breach of its obligations under the Support Agreement concluded in connection with the envisaged sale by HAL Optical Investments B.V. of its 76.72% ownership interest in GrandVision to EssilorLuxottica. GrandVision strongly disagrees with these claims and has responded accordingly.

On 30 July 2020, GrandVision announced that it had initiated arbitration proceedings against EssilorLuxottica in connection with the material breach notice EssilorLuxottica has sent to GrandVision. GrandVision has initiated these arbitration proceedings to obtain confirmation that GrandVision is not in material breach of the Support Agreement. GrandVision also wants to ensure that EssilorLuxottica complies with its obligations under the Support Agreement, in particular regarding merger clearance processes.

GrandVision continues to support EssilorLuxottica with the shared objective to obtain regulatory approval for the closure of the acquisition by EssilorLuxottica of HAL's 76.72% interest in GrandVision within 12 to 24 months from the announcement date of 31 July 2019.

Group financial review

in millions of EUR	HY20	HY19
Revenue	1,453	1,995
Cost of sales and direct related expenses	- 431	- 547
Gross profit	1,022	1,448
Selling and marketing costs	- 838	- 996
General and administrative costs	- 379	- 294
Share of result of associates	- 1	- 0
Operating result	- 196	158
Financial income	1	2
Financial costs	- 33	- 28
Net financial result	- 32	- 26
Result before tax	- 229	132
Income tax	17	- 59
Result for the period	**- 212**	**74**
Attributable to:		
Equity holders	- 212	66
Non-controlling interests	1	8
	- 212	74

REVENUE

Revenue decreased by 26.4% at constant exchange rates to €1,453 million in HY20 (€1,995 million in HY19) or 27.2% at reported rates driven by the effect of lower store traffic and store closings and related COVID-19 measures around the world, particularly in April and May and to a lesser extent in June. Following a revenue decline in April and May of approximately 80% and 55%, respectively, the revenue reduction in June improved significantly to only 16%. Comparable growth during the period was -29.1%.

In 2Q20, revenue contracted by 47.5% at constant exchange rates or 48.5% at reported rates, with a comparable growth decline of 49.3%.

GROSS PROFIT

Gross profit decreased from € 1,448 million in HY19 to € 1,022 million in HY20. The gross margin decreased to 70.3%, compared to 72.6% in the previous year, mainly due to changes in product mix related to a higher share of contact lenses and sunglasses, higher online sales, and a lower fixed cost absorption of warehouses. Following the re-opening of our store network and the recovery of revenue, the gross margin returned to its previous levels at the end of the second quarter, particularly in those markets that have shown a strong recovery.

ADJUSTED EBITA

The lack of operating leverage, especially during the months of April and May, led to a significant reduction of profitability. As a result, adjusted EBITA (i.e. EBITA before non-recurring items) decreased from €237 million in HY19 to -€24 million in HY20. At the same time, we were able to manage our costs through our previously announced COVID-19 contingency plans including the temporary reduction of non-essential overhead costs, while making use of temporary unemployment schemes. In 2Q20, adjusted EBITA decreased from €129 million in 2Q19 to -€65 million.

Following the gradual reopening of our store network in May and June and the introduction of measures to reduce the impact of the store closings on our profitability, we achieved a turnaround in June with a positive adjusted EBITA.

OPERATING RESULT

The operating result decreased from €158 million in HY19 to -€196 million in HY20, driven by lower EBITA related to COVID-19, higher amortization and impairments and higher non-recurring items.

in millions of EUR	HY20	HY19
Adjusted EBITA	**- 24**	**237**
Non-recurring items	- 44	- 10
EBITA	**- 68**	**227**
Amortization and impairments	- 129	- 69
Operating result	**- 196**	**158**

Non-recurring items of -€44 million in HY20 (-€10 million in HY19) were mainly related to expenses in connection with the announced acquisition of HAL's interest in GrandVision by EssilorLuxottica, impairments of fixed assets and restructuring costs.

Amortization and impairments were -€129 million in HY20 including the goodwill impairment charges of €75 million related to our businesses in the US, Italy, Colombia and Peru. These goodwill impairments were triggered by the severe impact of the COVID-19 pandemic on our business performance in these markets.

In addition to this, amortization and impairments in HY20 also includes impairments of €35 million mainly related to the customer data bases in the UK, the US and Italy, following the historically lower performance of the stores in these chains, compared to the expectations at their acquisitions. The majority of the customer database impairment relates to the Tesco Opticians customer database.

FINANCIAL RESULT

The financial result increased to -€32 million in HY20 compared from -€26 million in HY19 mainly reflecting non-operational FX loss due to the high volatility of currencies.

INCOME TAX

Income tax decreased from -€59 million in HY19 to a tax gain of €17 million in HY20, reflecting the reported loss. The estimated weighted average effective income tax rate was -7.4% in HY20, compared to 44.3% in HY19. The change is mainly resulting from losses in multiple countries following the COVID-19 pandemic and the connected goodwill impairments.

NET RESULT FOR THE PERIOD

Net result for the period decreased to -€212 million in HY20 (€74 million in HY19), reflecting the weak operating performance in April and May caused by COVID-19 related store closures as well as related goodwill impairments. Net result attributable to equity holders was -€212 million in HY20 (€66 million in HY19).

(ADJUSTED) EARNINGS PER SHARE

Adjusted earnings per share, which excludes non-recurring items, was -€0.70 in HY20 (€0.29 in HY19). Earnings per share was -€0.84 in HY20 (€0.26 in HY19).

The weighted average number of shares outstanding was 253,678,502 in HY20. On a fully diluted basis, adjusted EPS was also -€0.70 in HY20 (€0.29 in HY19), and EPS was -€0.83 in HY20 (€0.26 in HY19).

Segment review

G4

in millions of EUR (unless stated otherwise)	HY20	HY19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	849	1,131	-24.9%	-25.0%	-26.0%	1.0%
Comparable growth (%)	-26.8%	3.2%				
Adjusted EBITA	21	180	-88.4%	-88.4%	-89.2%	0.8%
Adjusted EBITA margin (%)	2.5%	15.9%	-1343bps			
Number of stores (#)	3,430	3,408				

in millions of EUR (unless stated otherwise)	2Q20	2Q19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	324	570	-43.2%	-43.0%	-43.5%	0.6%
Comparable growth (%)	-44.7%	2.5%				
Adjusted EBITA	- 18	93	-119.2%	-119.2%	-119.3%	0.2%
Adjusted EBITA margin (%)	-5.5%	16.3%	-2182bps			

Revenue

Revenue in the G4 segment decreased by 25.0% at constant exchange rates to €849 million in HY20. Comparable revenue declined by 26.8%, driven by the adverse impact of store closures and lower traffic on revenue, particularly in April and May. In 2Q19, revenue declined by 43.0% constant exchange rates with a comparable revenue decline of 44.7%.

In the **Benelux**, stores remained partially open throughout March and April, and returned to full opening in early May. During the lockdown period, the revenue reduction of our store network was partially offset by e-commerce sales through our banner websites and our pure play e-commerce businesses such as Zonnebrillen.com and Sightful. In June, our Dutch business returned to growth.

In **France**, our business was severely impacted by mandatory store closures between mid-March and mid-May. In order to continue serving customers, our Générale d'Optique and GrandOptical chains extended their e-commerce offerings to also include prescription glasses.

Our businesses in **Germany** and **Austria** were the least impacted within the segment as Apollo and Robin Look stores in Germany and Pearle stores in Austria remained partially open during the peak of the COVID-19 crisis. Following the full re-opening of the store network in early May, the business unit returned to growth during in June.

In the **United Kingdom**, our VisionExpress business was the most impacted as COVID-19 related store closures and traffic reductions continued into June.

Adjusted EBITA

Adjusted EBITA decreased by 88.4% at constant exchange rates to €21 million in HY20, reflecting the negative operating leverage as a result of the revenue reduction. In 2Q20, adjusted EBITA decreased from €93 million in 2Q19 to -€18 million, mainly driven by the weak operating performance in April and May. Following the reopening of our store network, adjusted EBITA was positive in June.

OTHER EUROPE

in millions of EUR (unless stated otherwise)	HY20	HY19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	456	611	-25.4%	-24.9%	-30.4%	5.5%
Comparable growth (%)	-29.7%	2.8%				
Adjusted EBITA	- 7	71	-110.5%	-109.7%	-110.9%	1.2%
Adjusted EBITA margin (%)	-1.6%	11.6%	-1328bps			
Number of stores (#)	2,119	2,054				

in millions of EUR (unless stated otherwise)	2Q20	2Q19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	168	319	-47.4%	-46.8%	-49.0%	2.2%
Comparable growth (%)	-48.8%	0.0%				
Adjusted EBITA	- 21	38	-154.0%	-153.4%	-150.1%	-3.4%
Adjusted EBITA margin (%)	-12.2%	11.9%	-2416bps			

Revenue

Revenue in the Other Europe segment decreased by 24.9% at constant exchange rates to €456 million in HY20. Comparable revenue declined by 29.7%, driven by the negative impact of COVID-19 related store closures. In 2Q20, revenue declined by 46.8% constant exchange rates with a comparable revenue decline of 48.8%.

Within the segment, the business units in Northern Europe were least affected by the COVID-19 pandemic, while markets in Southern Europe such as Italy, Portugal and Spain were most impacted. In June, several countries, including Denmark, Switzerland and Norway returned to growth.

Adjusted EBITA

Adjusted EBITA decreased from €71 million in HY19 to -€7 million in HY20, reflecting the negative operating leverage as a result of the revenue reduction. In 2Q20, adjusted EBITA decreased from €38 million in 2Q19 to -€21 million, mainly driven by store network closures across the segment.

AMERICAS & ASIA

in millions of EUR (unless stated otherwise)	HY20	HY19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	148	253	-41.7%	-36.6%	-36.6%	0.0%
Comparable growth (%)	-37.3%	8.7%				
Adjusted EBITA	- 23	10	-331.2%	-343.3%	-343.3%	0.0%
Adjusted EBITA margin (%)	-15.3%	3.9%	-1913bps			
Number of stores (#)	1,722	1,803				

in millions of EUR (unless stated otherwise)	2Q20	2Q19	Change vs. prior year	Change at constant FX	Organic growth	Growth from acquisitions
Revenue	35	132	-73.7%	-68.5%	-68.5%	0.0%
Comparable growth (%)	-69.1%	9.4%				
Adjusted EBITA	- 20	9	-317.0%	-333.0%	-333.0%	0.0%
Adjusted EBITA margin (%)	-58.3%	7.1%	-6542bps			

Revenue

The America & Asia segment was most impacted by the COVID-19 pandemic. Revenue in the segment decreased by 36.6% at constant exchange rates to €148 million in HY20 and comparable revenue declined by 37.3%. 2Q20, revenue declined by 68.5% constant exchange rates with a comparable revenue decline of 69.1%. Within the segment, only Turkey returned to more normalized revenue and levels in June, whereas Latin American markets remained in lockdown.

Adjusted EBITA

Adjusted EBITA decreased from €10 million in HY19 to -€23 million in HY20, reflecting the negative operating leverage as a result of the revenue reduction. In 2Q20, adjusted EBITA decreased from €9 million in 2Q19 to -€20 million, mainly driven by store network closures across the segment. Following the reopening of the store network in June, our Turkish business almost returned to its previous EBITA level.

Liquidity and debt

in millions of EUR (unless stated otherwise)	HY20	HY19	change versus prior year
Free cash flow	7	107	- 100
Capital expenditure	53	78	- 25
- Store capital expenditure	31	48	- 16
- Non-store capital expenditure	21	30	- 8
Acquisitions	3	115	- 111
Net debt	755	867	
Net debt leverage (times)	2.2	1.5	

In HY20, free cash flow (defined based on IFRS 16, as cash flow from operating activities minus capital expenditure minus net repayment of lease liabilities and receivables) decreased from €107 million in HY19 to €7 million, mainly driven by the impact of the revenue decline.

Total capital expenditure decreased from €78 million in HY19 to €53 million in HY20, representing 4.9% of revenue for the last 12 months. Non-store capital expenditure decreased from €30 million in HY19 to €21 million in HY20 mainly due to a lower level of investments in digital platforms in the previous year. Store capital expenditure decreased to €31 million in HY20 (€48 million in HY19) as many planned store openings and refurbishments were postponed during the COVID-19 related store network closures in April and May. At the same time, GrandVision made significant investments into additional eye measurement equipment to ensure full compliance with COVID-19 related health and safety protocols, thereby enabling its stores to resume operations. Following the re-opening of GrandVision's store network throughout June, investments in store openings and refurbishments were resumed. GrandVision continues to expect a normal capex level of approximately 4-6% of sales for the full year 2020.

Net debt was €755 million at the end of June 2020, compared to €753 million at year-end 2019, and €867 million at the end of June 2019. Given the weak operating performance, particularly in April and May, the net debt leverage ratio increased from 1.5x at the end of June 2019 and 1.2x at year-end 2019 to 2.2x at the end of June 2020.

As announced on 22 June 2020, GrandVision obtained an Additional Liquidity Facility of €400 million, which will be available in the event that the RCF is fully drawn. The term is one year with an additional year available at GrandVision's discretion. In addition, and as a result of the active dialogue with its relationship banks, GrandVision has reached an agreement to amend the RCF, obtaining relief from the financial covenant tests in 2020. The next financial covenant test will be performed on amended terms at the end of Q1 2021, with an additional test on amended terms at the end of each quarter in 2021. The new covenants provide the banking group with sufficient comfort while at the same time giving GrandVision operational and financial flexibility in case of unexpected COVID-19 setbacks.

Financial calendar 2020

Date	Event
05 August 2020	Half Year and Second Quarter 2020 Results Press Release
30 October 2020	Third Quarter 2020 Trading Update

Disclaimer

This press release contains forward-looking statements that reflect GrandVision's current views with respect to future events and financial and operational performance. These forward-looking statements are based on GrandVision's beliefs, assumptions and expectations regarding future events and trends that affect GrandVision's future performance, taking into account all information currently available to GrandVision, and are not guarantees of future performance. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future, and GrandVision cannot guarantee the accuracy and completeness of forward-looking statements. A number of important factors, not all of which are known to GrandVision or are within GrandVision's control, could cause actual results or outcomes to differ materially from those expressed in any forward-looking statement as a result of risks and uncertainties facing GrandVision. Any forward-looking statements are made only as of the date of this press release, and GrandVision assumes no obligation to publicly update or revise any forward-looking statements, whether as a result of new information or for any other reason. The financial figures in this press release are presented in EURO (€) and all values are rounded to the nearest million unless otherwise stated. As a consequence, rounded amounts may not add up to the rounded total in all cases.

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ABOUT GRANDVISION

GrandVision is a global leader in optical retailing and delivers high quality and affordable eye care to more and more customers around the world. The high quality eye care offered by GrandVision includes a wide range of services provided by its vision experts, prescription glasses including frames and lenses, contact lenses and contact lens care products, and sunglasses both plain and with prescription lenses. These products are offered through leading optical retail banners which operate in more than 40 countries across Europe, the Americas, the Middle East and Asia. GrandVision serves its customers in over 7,000 stores and with more than 37,000 employees which are proving every day that in EYE CARE, WE CARE MORE. For more information, please visit www.grandvision.com.

Annex 1: Consolidated Balance Sheet

in millions of EUR	30 June 2020	31 December 2019
ASSETS		
Property, plant and equipment	478	533
Right-of-use assets	1,337	1,443
Goodwill	1,057	1,146
Other intangible assets	358	415
Deferred income tax assets	76	62
Investments in Associates and Joint Ventures	1	1
Non-current receivables	83	84
Non-current assets	3,390	3,683
Inventories	383	356
Trade and other receivables	249	276
Other current assets	46	33
Current income tax receivables	31	32
Derivatives	3	2
Cash and cash equivalents	343	163
Current assets	1,055	861
Total assets	**4,445**	**4,544**
EQUITY AND LIABILITIES		
Equity attributable to equity holders	934	1,177
Non-controlling interests	79	87
Total equity	1,013	1,264
Borrowings	860	386
Lease liabilities	952	1,037
Deferred income tax liabilities	32	43
Post-employment benefits	134	136
Provisions	20	18
Derivatives	9	8
Other non-current liabilities	19	22
Contract liabilities	6	9
Non-current liabilities	2,032	1,659
Borrowings	227	517
Lease liabilities	405	373
Current income tax liabilities	35	41
Provisions	30	24
Derivatives	4	6
Trade and other payables	604	570
Contract liabilities	94	90
Current liabilities	1,399	1,621
Total liabilities	3,432	3,280
Total equity and liabilities	**4,445**	**4,544**

Annex 2: Consolidated Cash Flow Statement

in millions of EUR	Six months ended 30 June 2020	Six months ended 30 June 2019
Cash flows from operating activities		
Cash generated from operations	215	445
Tax paid	- 18	- 70
Net cash from operating activities	**197**	**375**
Cash flows from investing activities		
Acquisition of subsidiaries, net of cash acquired	- 3	- 115
Purchase of property, plant and equipment	- 35	- 52
Proceeds from sales of property, plant and equipment	2	2
Purchase of intangible assets	- 18	- 25
Proceeds from sales of intangible assets	0	1
Investments in Associates and Joint Ventures	- 1	- 0
Change in other non-current receivables and lease prepayments	- 1	- 0
Net cash used in investing activities	**- 56**	**- 190**
Cash flows from financing activities		
Proceeds from borrowings	601	157
Repayments of borrowings	- 405	- 62
Repayments of lease liabilities	- 145	- 199
Receipts from finance subleases	7	9
Purchase of treasury shares	-	- 4
Interest swap payments	- 2	- 2
Dividends paid to shareholders	-	- 84
Dividends paid to non-controlling interest	- 2	- 13
Interest received	1	2
Interest paid	- 7	- 9
Net cash used in financing activities	**48**	**- 204**
(Decrease) / increase in cash and cash equivalents	**189**	**- 19**
Cash and cash equivalents at beginning of the period	134	72
Increase/(decrease) in cash and cash equivalents	189	- 19
Exchange losses on cash and cash equivalents	- 0	- 2
Cash and cash equivalents at end of the period	**323**	**50**