

CREDIT OPINION

8 April 2025

Update



RATINGS

Bertelsmann SE & Co. KGaA

Domicile	Guetersloh, Germany
Long Term Rating	Baa2
Type	LT Issuer Rating
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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Bertelsmann SE & Co. KGaA

Update following rating affirmation

Summary

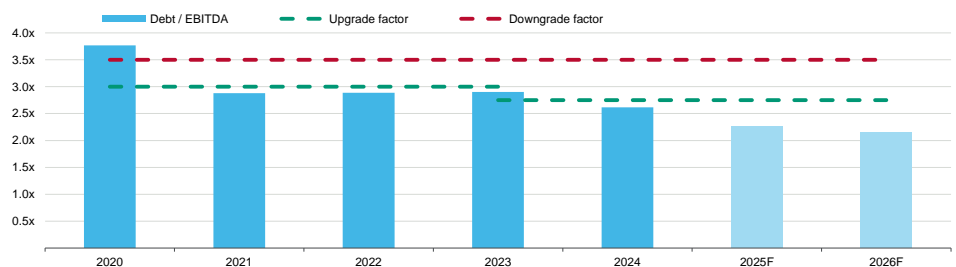
[Bertelsmann SE & Co. KGaA](#) (Baa2 stable) is one of the largest European media and services companies, controlling one of the largest pan-European free-to-air (FTA) broadcasters, RTL Group SA (RTL); the world's leading book publisher Penguin Random House (PRH); and the business services provider Arvato Group, among others.

Our credit view reflects Bertelsmann's large scale and wide scope of activities; its strong and established positions in a number of geographically diversified markets; its continued progress in its strategy to improve its business profile by investing in growth businesses; and its excellent liquidity and strong credit metrics, supported by its clearly defined financial policy of maintaining reported net debt/EBITDA below 2.5x. We expect the company to continue to use its high financial flexibility, provided by its large cash balance, to invest in growth initiatives, both organically and through bolt-on acquisitions.

Our credit view also reflects the structural challenges affecting Bertelsmann's broadcasting business and its exposure to the cyclical nature of the advertising sector. However, the company has reduced this exposure over the last decade, mainly through M&A transactions but also organic investments, and intends to further reduce it over the next few years.

Exhibit 1

We expect leverage to improve gradually, supported by solid operating performance
Moody's-adjusted debt/EBITDA



All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology.

Moody's forecasts are Moody's opinion and do not represent the views of the issuer. 2025 and 2026 are pro forma for the planned sale of RTL Nederland.

Sources: Moody's Financial Metrics™ and Moody's Ratings forecasts

Credit strengths

- » Large scale and wide scope of activities
- » Strong and established positions in diverse markets and geographies
- » Clearly defined financial goals, which support its Baa2 rating
- » High financial flexibility provided by its large cash balance
- » Long-standing full ownership of the company by the Mohn family/Bertelsmann Foundation

Credit challenges

- » Exposure to increased competition from TV streaming platforms, leading to fragmentation in its audiences and a reduction in FTA viewing time
- » Exposure to the cyclical nature of the advertising sector, although it has diminished over the last decade
- » Presence of minority interests, mainly in RTL

Rating outlook

The company is strongly positioned in the rating category, with gross leverage (2.3x as adjusted by Moody's projected for 2025) and RCF/net debt (slightly above 40%) at solid levels relative to the guidance for the rating category. This provides the company with flexibility to accommodate potential headwinds in terms of operating performance.

The stable outlook on the rating reflects our expectation that the company may use the capacity under its financial policy to continue making progress with its transformation strategy through potential acquisitions. The outlook factors our expectation that the company will maintain a prudent financial policy consistent with the credit metrics required for the Baa2 rating.

Factors that could lead to an upgrade

Bertelsmann's rating could be upgraded if it is successful in its transformation efforts, resulting in sustainable organic revenue and EBITDA growth, and margin improvement; its retained cash flow (RCF)/net debt improves above 30%; and its gross debt/EBITDA remains below 2.75x on a sustained basis.

Factors that could lead to a downgrade

Bertelsmann's rating could be downgraded if the company's operating performance deviates significantly from our expectations, such that it fails to maintain its Moody's-adjusted RCF/net debt above 20% and its gross debt/EBITDA below 3.5x on a sustained basis.

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's.com> for the most updated credit rating action information and rating history.

Key indicators

Exhibit 2

Bertelsmann SE & Co. KGaA

(in € millions)	2020	2021	2022	2023	2024	2025F	2026F
Revenue	17,289	18,696	20,245	20,169	18,988	19,074	19,648
EBITA Margin	12.4%	12.2%	10.5%	9.6%	12.4%	12.4%	12.8%
Debt / EBITDA	3.8x	2.9x	2.9x	2.9x	2.6x	2.3x	2.2x
EBITA / Interest	7.9x	9.6x	7.9x	6.1x	7.5x	7.8x	9.3x
RCF / Net Debt	37.8%	45.1%	33.3%	33.1%	35.6%	41.1%	41.5%
EBITDA Margin	14.9%	15.2%	13.5%	13.0%	15.2%	15.3%	15.6%
FCF / Debt	18.6%	6.2%	-4.8%	1.0%	5.4%	7.1%	7.6%

All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology. Moody's forecasts are Moody's opinion and do not represent the views of the issuer. 2025 and 2026 are pro forma for the planned sale of RTL Nederland. Sources: Moody's Financial Metrics™ and Moody's Ratings forecasts

Profile

Bertelsmann SE & Co. KGaA, headquartered in Gutersloh, Germany, is a large media, services and education company that operates in about 50 countries and employs 75,000 people.

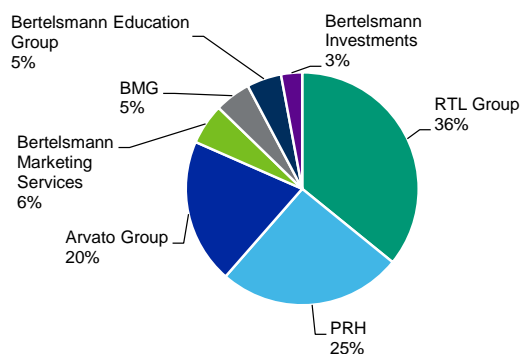
Bertelsmann conducts its operations through various subsidiaries. Its programming, content production and television activities are conducted through RTL (76.3% owned); managed services, integrated outsourcing services and solutions activities through Arvato Group; book publishing activities through PRH; music activities through Bertelsmann Music Group (BMG); and direct marketing and print activities through the Bertelsmann Marketing Services, the Bertelsmann Education Group and Bertelsmann Investments, which cover around 380 startup investments in emerging markets and the digital space.

In 2024, Bertelsmann reported consolidated revenue of around €19.0 billion and company-adjusted operating EBITDA of €3.1 billion.

Exhibit 3

RTL Group, Arvato Group and PRH generate the vast majority of the group's revenue...

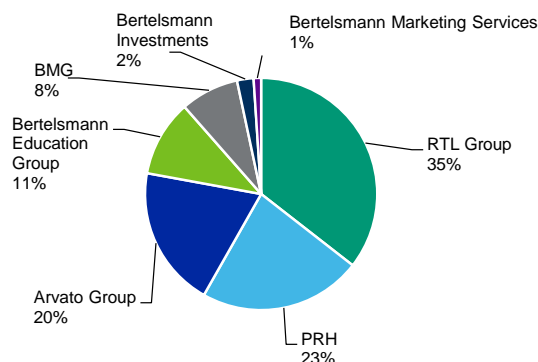
Revenue breakdown by division in 2024



Source: Company filings

Exhibit 4

...and EBITDA EBITDA breakdown by division in 2024



Source: Company filings

Detailed credit considerations

Good operating performance in 2024, with growth expected to accelerate in 2025

In 2024, Bertelsmann achieved organic revenue growth of 3.3%, maintaining company-adjusted operating EBITDA at around €3.1 billion. This was despite the deconsolidation of Majorel, which led to around €311 million reduction in EBITDA. Organic revenue growth was driven mainly by the PRH, Arvato Group, BMG and Bertelsmann Education Group divisions.

RTL's organic revenue declined by 1.1% to €6,888 million, mainly because of lower revenues at Fremantle. This decline in revenue was driven by the 2023 Hollywood strikes and budget cuts from streaming services and FTA broadcasters. While TV advertising markets continued to face difficult conditions (specially in the second half of 2024), RTL's streaming services experienced strong growth. PRH and BMG recorded organic revenue increased by 7.8% and 8.1%, respectively, as a result of strong performance from bestsellers, e-books and audiobooks in the case of PRH, while BMG continued to benefit from good industry dynamics and from its investments in catalogues. Arvato Group's revenue grew organically by 3.7% (negative 29.3% reported because of the sale of Majorel). Bertelsmann Education Group recorded an increase in organic revenue of 9.6%, driven by significant growth in US education markets and strong growth in Brazilian markets for medical education.

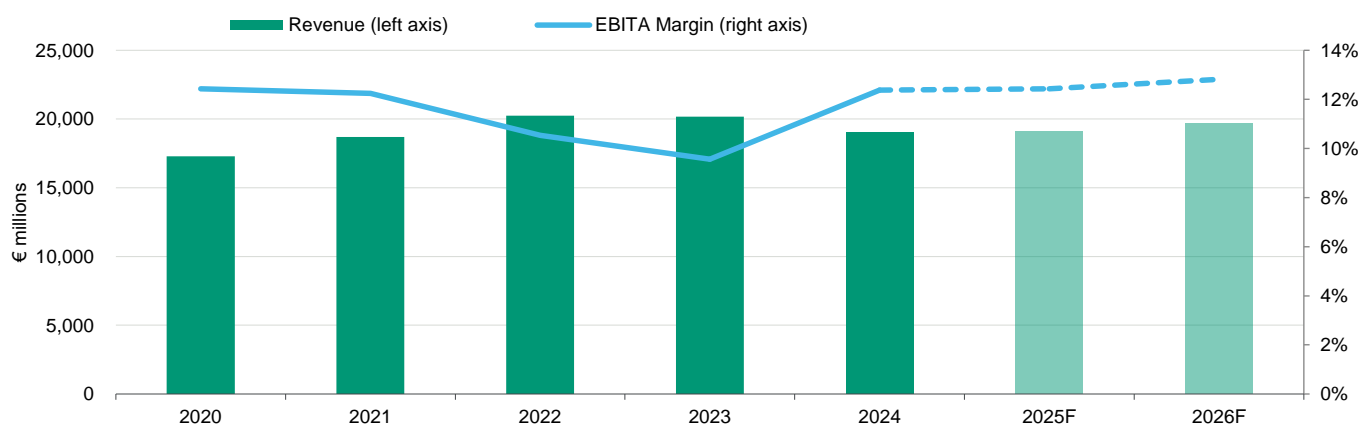
Bertelsmann's Moody's-adjusted organic EBITDA grew by around 11% in 2024, with Moody's-adjusted EBITDA margin rising significantly to 15.3% in 2024 from 13.0% in 2023. This margin expansion was mainly driven by significant improvements in BMG due to positive effects from digital direct sales, higher scale and cost efficiencies in BEG, and by a decline in restructuring costs for the overall group. We expect this margin to remain broadly stable in 2025.

We project that organic revenue growth will remain solid in the low- to mid-single-digit percentages in 2025, with total revenue around €18.8 billion (pro forma for the sale of RTL Nederland expected to close in Q2 2025) driven by stable advertising markets, strong growth in streaming services and solid operating performance in the remaining main divisions, benefitting from the recent investments required by its growth businesses.

Exhibit 5

We expect organic revenue growth to remain solid with broadly stable operating margins

Revenue and Moody's-adjusted EBITA margin evolution



All data based on adjusted financial data which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology. Moody's forecasts are Moody's opinion and do not represent the views of the issuer. 2025 and 2026 are pro forma for the planned sale of RTL Nederland. Sources: Moody's Financial Metrics™ and Moody's Ratings forecasts

Exhibit 6

We expect moderate organic revenue and EBITDA growth across the main divisions in 2025 and 2026

Revenue, company-adjusted operating EBITDA and margin evolution by division (2024-26F)



[1] RTL's revenue and EBITDA exclude RTL Nederland for 2025 and 2026.

Sources: Company filings and Moody's Ratings

Strategy to improve its business profile will focus on organic investment initiatives rather than transformational M&A

Bertelsmann's strategy remains focused on reducing its dependence on the more cyclical broadcasting business. The company was able to reduce its exposure to advertising businesses over the last 10 years through a mix of organic and inorganic growth. [The failed acquisition of Simon&Schuster](#) and [the failed merger of M6 and TF1](#) in 2022 were setbacks for the company's transformation strategy. However, in December 2023, [RTL announced the sale of RTL Nederland to DPG Media Group](#) for €1.1 billion, equivalent to an expected enterprise value (EV)/EBITDA 2024 valuation multiple of around 7.8x. The transaction is subject to regulatory approval and RTL expects it to close in Q2 2025.

At the beginning of 2024, Bertelsmann expanded its group strategy and has been driving growth through two programs. The first program, called "Boost" and launched in 2021, aims to increase the growth momentum of its businesses, with a €5.4 billion investment since its inception (including €1.8 billion in 2024 alone) and a target of around €8 billion by year-end 2026. The second program, "Boost+", encompasses three initiatives: "Next", which aims to establish new business areas with long-term revenue potential of around €1.0 billion; "Regional Boost", focused on building and expanding business in high-growth regions such as India, Mexico and Latin America; and "Breakout", which aims to merge existing businesses with other companies.

We therefore expect Bertelsmann to pursue an organic growth strategy and to continue its investment initiatives (operating expenditure, capital spending and bolt-on M&A) in its growth businesses, such as RTL's streaming services and music catalogue acquisitions at BMG.

The company is also growing its financial services division called "Riverty" at Arvato. The division provides factoring services, pay and credit products and also operates as a third-party debt collector and debt purchaser. We view Riverty expansion slightly increasing business risk, because it adds a layer of complexity and capital requirements to Bertelsmann's corporate activities, offset by the fact that Riverty's is still fairly small in the context of Bertelsmann group.

We also expect the company to execute bolt-on M&A transactions to strengthen some of its existing businesses, diversify into new ones and foster revenue growth. The company benefits from strong financial flexibility, supported by a significant cash position and low leverage levels to drive the ongoing transformation.

Solid credit metrics and consistent financial policy

Bertelsmann is strongly positioned in the Baa2 rating category because it benefits from the financial flexibility provided by its low leverage levels and a large cash balance that helps to fund its transformation strategy. This financial flexibility provides support in the context of structural and cyclical headwinds affecting some of its businesses.

We expect Bertelsmann's Moody's-adjusted gross debt/EBITDA to further improve to around 2.3x in 2025 from 2.6x in 2024 (2.9x in 2023), driven mainly by some organic growth and debt repayments. The company's net reported leverage ratio is strong at 2.0x, supported by a large cash position of around €2.2 billion as of year-end 2024.

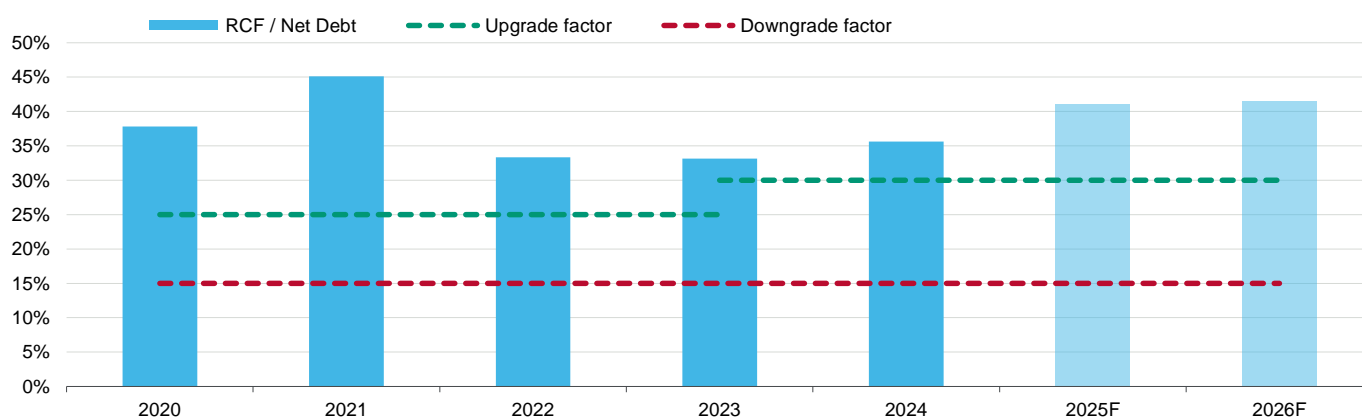
Bertelsmann's credit quality continues to be supported by its clearly defined and predictable financial policy of maintaining a reported net leverage ratio (as defined by the company) below 2.5x, equivalent to around 3.0x Moody's adjusted gross debt to EBITDA. RCF metrics will also remain solid and above 2024 levels, with RCF/net adjusted debt at around 40% throughout 2025-26.

Free cash flow (FCF, Moody's-adjusted, after dividends) improved to around €400 million in 2024, from €70 million in 2023, because of the improvement in profitability and lower working capital outflows. We forecast that FCF in 2025 and 2026 will improve slightly, supported by a solid operating performance.

Exhibit 7

RCF/net debt will remain strong over the next two years, supported by solid operating performance

Moody's-adjusted RCF/net debt



All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology.

Moody's forecasts are Moody's opinion and do not represent the views of the issuer. 2025 and 2026 are pro forma for the planned sale of RTL Nederland.

Sources: Moody's Financial Metrics™ and Moody's Ratings forecasts

Presence of relevant minority interests in RTL increases pro rata consolidated leverage by 0.2x

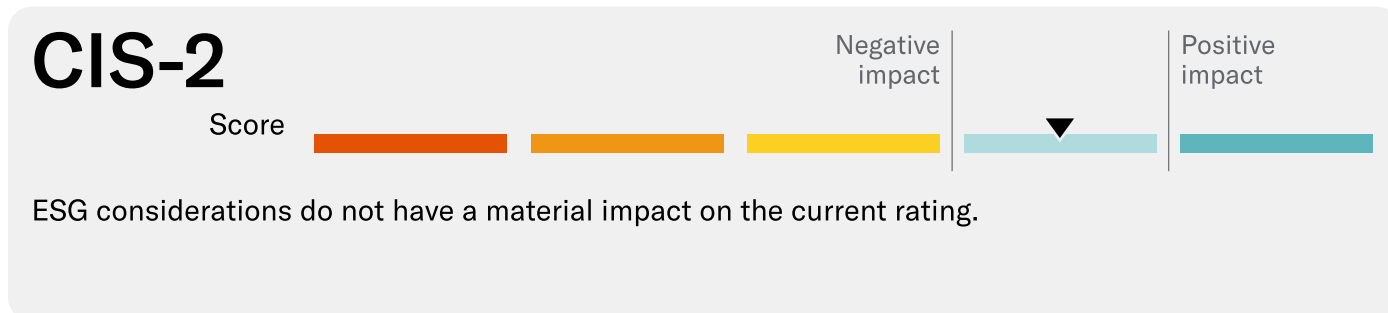
Bertelsmann has significant minority interests in its most relevant asset, RTL (76.3% ownership), both at the holding level and at the subsidiary level (RTL/M6). On a pro rata consolidated basis, we estimate that leverage would be around 0.2x higher than that reported by the company (pro forma for the sale of RTL Nederland) because of the presence of these relevant minority interests. We expect Bertelsmann to maintain its current ownership stake in RTL because the company does not intend to buy out the minorities.

ESG considerations

Bertelsmann SE & Co. KGaA's ESG credit impact score is CIS-2

Exhibit 8

ESG credit impact score

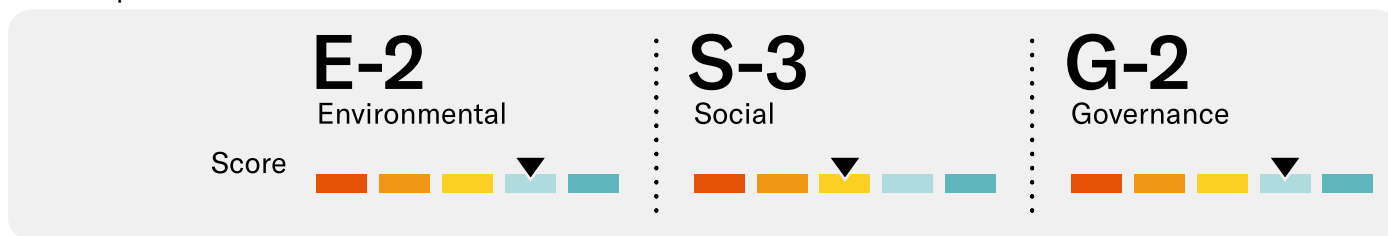


Source: Moody's Ratings

Bertelsmann's **CIS-2** indicates that ESG considerations are not material to the rating. While the company is ultimately controlled by the Mohn family, there is a long and established track record of conservative financial policies and its main asset, RTL, is publicly listed. Bertelsmann's exposure to environmental and social risks are considered manageable, as the company's strategy is focused on strengthening its business profile by adapting to changes in consumer behaviours that affect its main subsidiary, the free-to-air broadcaster RTL.

Exhibit 9

ESG issuer profile scores



Source: Moody's Ratings

Environmental

Bertelsmann's **E-2** score reflects its limited exposure to physical climate risks and very low emissions of pollutants and carbon, resulting in low environmental risk, in line with the media industry.

Social

Bertelsmann's **S-3** score reflects its exposure to demographic and societal trends. Increasing competition from OTT content distributors is leading to a fragmentation of audiences and an acceleration in the reduction of the free-to-air viewing time, forcing broadcasters such as Bertelsmann's RTL to adapt to the new environment to remain relevant with audiences. However, other segments of Bertelsmann are benefitting from increased demand for content, such as Fremantle and BMG, somewhat offsetting the negative dynamics for broadcasters.

Governance

Bertelsmann's **G-2** score reflects the company's long track record of maintaining solid risk management strategies and conservative financial policies with a public commitment to maintaining an investment grade rating. Although Bertelsmann is private and ultimately controlled by the Mohn family, we consider the listing of its main subsidiary and the presence of a majority independent board, limited representation of the family at senior management level and the defuse structure of family ownership as being mitigating factors to potential governance risks.

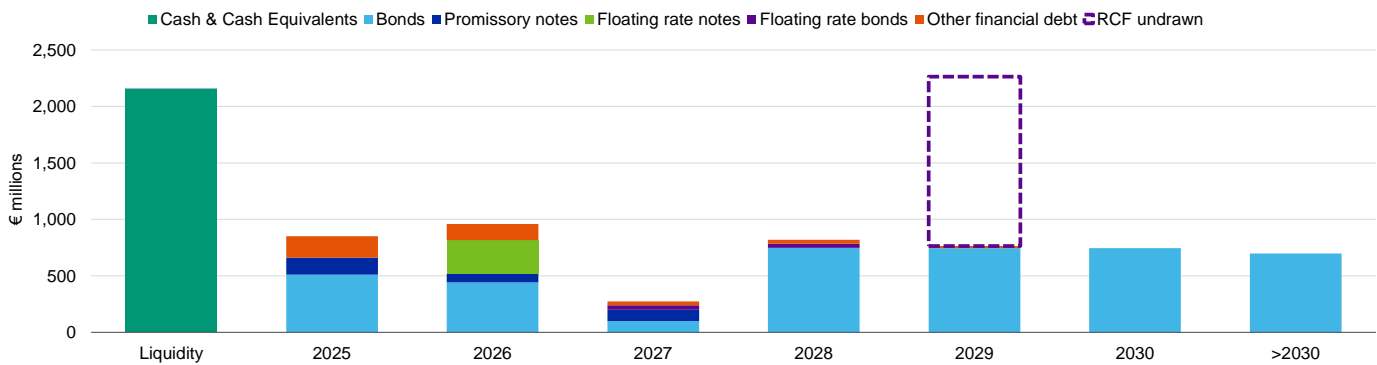
ESG Issuer Profile Scores and Credit Impact Scores for the rated entity/transaction are available on Moodys.com. In order to view the latest scores, please click [here](#) to go to the landing page for the entity/transaction on MDC and view the ESG Scores section.

Liquidity analysis

Bertelsmann has excellent liquidity, supported by cash and cash equivalents of around €2.2 billion as of December 2024 and access to a €1.5 billion syndicated bank credit facility, maturing in 2029, which is fully undrawn. Following the closing of the sale of RTL Netherland expected in Q2 2025, the company will receive around €1.1 billion in cash.

The large cash balance, together with operational cash generation and availability under the company's credit facilities, provides ample flexibility to cover upcoming debt maturities, including outstanding bonds and promissory notes for a total amount of €662 million in 2025 and of €817 million in 2026.

Exhibit 10
Bertelsmann's debt is well distributed over the coming years
 Debt breakdown by maturity as of December 2024



Source: Company filings

Methodology and scorecard

The principal methodology used in rating Bertelsmann was the Business and Consumer Services rating methodology. We expect the scorecard-indicated outcome to be Baa2 in the next 12-18 months, in line with the assigned rating.

Exhibit 11

Bertelsmann SE & Co. KGaA

Business and consumer services Industry Scorecard [1][2]		Current FY2024	Moody's 12-18 Month Forward View [3]	
	Measure	Score	Measure	Score
Factor 1: Scale (20%)				
a) Revenue (USD Billion)	20.5	A	21	A
Factor 2: Business Profile (20%)				
a) Demand Characteristics	Baa	Baa	Baa	Baa
b) Competitive Profile	Baa	Baa	Baa	Baa
Factor 3: Profitability (10%)				
a) EBITA Margin	12.4%	B	12.4% - 12.8%	B
Factor 4: Leverage And Coverage (40%)				
a) Debt / EBITDA	2.6x	Baa	2.2x - 2.3x	Baa
b) EBITA / Interest Expense	7.5x	Baa	7.8x - 9.4x	Baa
c) RCF / Net Debt	35.6%	Baa	42.0%	A
Factor 5: Financial Policy (10%)				
a) Financial Policy	Baa	Baa	Baa	Baa
Ratings				
a) Scorecard-Indicated Outcome		Baa2		Baa2
b) Actual Rating Assigned				Baa2

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

[2] As of December 31 2024

[3] This represents Moodys Forward View; not the view of the issuer; and unless noted in the text, does not incorporate significant acquisitions and divestitures

Source: Moody's Financial Metrics; Moody's Ratings Projections™

Ratings

Exhibit 12

Category	Moody's Rating
BERTELSMANN SE & CO. KGAA	
Outlook	Stable
Issuer Rating	Baa2
Senior Unsecured -Dom Curr	Baa2
Jr Subordinate -Dom Curr	Ba1
ST Issuer Rating	P-2

Source: Moody's Ratings

Appendix

Exhibit 13

Peer comparison

(in \$ millions)	Bertelsmann SE & Co. KGaA Baa2 Stable			Pearson plc Baa2 Stable			WPP Plc Baa2 Stable			Netflix, Inc. Baa1 Positive		
	FY	FY	FY	FY	FY	LTM	FY	FY	LTM	FY	FY	FY
	Dec-22	Dec-23	Dec-24	Dec-22	Dec-23	Jun-24	Dec-22	Dec-23	Jun-24	Dec-22	Dec-23	Dec-24
Revenue	21,337	21,811	20,601	4,752	4,569	4,470	17,850	18,460	18,703	31,616	33,723	39,001
EBITDA	2,889	2,834	3,141	769	953	981	2,574	2,624	2,562	6,383	7,693	11,482
Total Debt	8,448	8,398	7,953	1,560	1,499	2,058	9,215	9,192	9,706	16,932	16,973	17,995
Cash & Cash Equivalents	3,290	3,116	2,266	671	398	420	2,997	2,827	2,690	5,147	7,117	7,805
EBITA Margin	10.5%	9.6%	12.4%	13.9%	18.6%	19.6%	11.4%	11.4%	11.0%	18.1%	20.7%	27.6%
EBITA / Interest Expense	7.9x	6.1x	7.5x	8.4x	11.8x	8.8x	4.5x	4.3x	4.4x	7.2x	9.0x	13.4x
Debt / EBITDA	2.9x	2.9x	2.6x	2.1x	1.5x	2.1x	3.7x	3.4x	3.8x	2.7x	2.2x	1.6x
RCF / Net Debt	33.3%	33.1%	35.6%	42.4%	51.0%	36.2%	21.6%	22.0%	17.9%	50.3%	61.9%	85.4%
FCF / Debt	-4.8%	1.0%	5.4%	-1.0%	15.4%	15.5%	-3.3%	3.5%	2.3%	9.6%	40.8%	38.5%

All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology.

Source: Moody's Financial Metrics™

Exhibit 14

Moody's-adjusted debt reconciliation

Bertelsmann SE & Co. KGaA

€ millions	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Bonds	5,968	5,047	4,656	4,537	4,289
Promissory Notes	424	325	325	325	403
Liabilities to Banks	126	174	291	152	241
Finance Lease Liabilities	1,355	1,356	1,538	1,334	1,418
Other Financial Debt	108	58	205	206	194
Profit Participation Capital	413	413	413	413	413
Moody's Reported Debt	8,394	7,373	7,428	6,967	6,958
Pension Adjustment	1,951	1,410	649	649	676
Operating Lease Adjustment	-	-	-	-	-
Hybrid Adjustment	(625)	(625)	(372)	(300)	(300)
Liabilities from Put Options relating to shareholders with non-controlling interests	-	-	211	286	240
Moody's Adjusted Debt	9,720	8,158	7,916	7,603	7,574

All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology.

Source: Moody's Financial Metrics™

Exhibit 15

Moody's-adjusted EBITDA reconciliation

Bertelsmann SE & Co. KGaA

€ millions	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Company reported EBITDA	3,143	3,241	3,192	3,119	3,111
Restructuring and Other Special Items	(214)	(301)	(420)	(549)	(252)
Fair Value of Measurement of Investments	59	483	(232)	(229)	(22)
Impairment on goodwill and other intangible assets with indefinite useful life as well as gains from business combinations	(116)	-	-	(18)	-
Adjustment to carrying amounts on assets held for sale	-	(6)	-	(19)	(1)
Impairment to other financial assets	(26)	(1)	(32)	(4)	-
Impairment losses and reversals on investments accounted for using the equity method	(62)	2	(7)	-	(7)
Results from disposals of investments	410	786	136	731	4
Adjustments on amortisation/depreciation impairment losses and reversals on intangible assets and property, plant	122	29	22	128	14
Interest Income	10	11	30	50	55
Other financial income	8	13	68	46	109
Other financial expenses	(93)	(136)	(116)	(125)	(117)
Moody's Reported EBITDA	3,241	4,121	2,641	3,130	2,894
Pension Adjustment	(5)	1	-	(7)	-
Remove: Gains from disposals of non-current Assets	(246)	(19)	-	-	-
Remove: Gains disposals of investments	(410)	(786)	(136)	(731)	-
Remove: fair value measurement of investments	-	(483)	236	229	-
Moody's Adjusted EBITDA	2,580	2,834	2,741	2,621	2,894

All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology.

Source: Moody's Financial Metrics™

Exhibit 16

Moody's-adjusted RCF and FCF reconciliation

Bertelsmann SE & Co. KGaA

€ millions	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Reported Funds from Operations	2,508	1,888	2,370	2,466	2,668
Less: Common Dividends	0	(230)	(220)	(220)	(220)
Less: Minority Dividends	(10)	(180)	(293)	(276)	(204)
Reported Retained Cash Flow	2,498	1,478	1,857	1,970	2,244
Tax Paid	214	807	339	314	316
Tax Expense	(489)	(583)	(319)	(365)	(326)
Net Interest Paid	255	221	213	223	225
Net Interest Expense	(230)	(209)	(200)	(240)	(231)
Reclassify: Net Interest Paid and dividends received to FFO	(298)	(249)	(279)	(318)	(300)
Pension adjustment	0	155	0	0	0
Moody's Adjusted Retained Cash Flow	1,950	1,620	1,611	1,584	1,928
Change in Working Capital	486	(68)	(988)	(551)	(496)
FFO Aligment	250	(236)	(33)	68	16
Reported Capex	(663)	(809)	(1,036)	(897)	(982)
Lease payments	(276)	(279)	(311)	(328)	(302)
Music catalogue acquisition	58	281	380	197	243
Moody's Adjusted Free Cash Flow	1,805	509	(377)	73	407

All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology.

Source: Moody's Financial Metrics™

Exhibit 17

Overview of select historical Moody's-adjusted financial data
Bertelsmann SE & Co. KGaA

(in € millions)	2020	2021	2022	2023	2024	2025F	2026F
INCOME STATEMENT							
Revenue	17,289	18,696	20,245	20,169	18,988	19,074	19,648
EBITDA	2,580	2,834	2,741	2,621	2,906	2,911	3,062
EBITA	2,149	2,290	2,132	1,929	2,362	2,365	2,515
Interest Expense	272	239	271	314	308	302	267
BALANCE SHEET							
Cash & Cash Equivalents	4,564	4,571	3,083	2,821	2,158	2,127	2,195
Total Debt	9,720	8,160	7,916	7,603	7,573	6,600	6,600
Net Debt	5,156	3,589	4,833	4,782	5,415	4,473	4,405
CASH FLOW							
Funds from Operations (FFO)	1,980	2,050	2,124	2,080	2,261	2,248	2,385
Cash Flow From Operations (CFO)	2,716	1,746	1,103	1,597	1,882	1,852	1,989
Capital Expenditures	(881)	(807)	(967)	(1,028)	(1,041)	(1,017)	(967)
Dividends	(30)	(430)	(513)	(496)	(424)	(405)	(568)
Retained Cash Flow (RCF)	1,950	1,620	1,611	1,584	1,827	1,835	1,808
RCF / Net Debt	37.8%	45.1%	33.3%	33.1%	33.7%	41.0%	41.0%
Free Cash Flow (FCF)	1,805	509	(377)	73	407	466	489
FCF / Debt	18.6%	6.2%	-4.8%	1.0%	5.4%	7.1%	7.4%
PROFITABILITY							
% Change in Sales (YoY)	-4.1%	8.1%	8.3%	-0.4%	-5.9%	0.5%	3.0%
EBITA Margin	12.4%	12.2%	10.5%	9.6%	12.4%	12.4%	12.8%
EBITDA Margin	14.9%	15.2%	13.5%	13.0%	15.2%	15.3%	15.7%
INTEREST COVERAGE							
(FFO + Interest Expense) / Interest Expense	8.3x	9.6x	8.8x	7.6x	8.3x	8.4x	9.9x
EBITA / Interest Expense	7.9x	9.6x	7.9x	6.1x	7.7x	7.8x	9.4x
EBITDA / Interest Expense	9.5x	11.9x	10.1x	8.3x	9.4x	9.6x	11.5x
LEVERAGE							
Debt / EBITDA	3.8x	2.9x	2.9x	2.9x	2.6x	2.3x	2.2x
Net Debt / EBITDA	2.0x	1.3x	1.8x	1.8x	1.9x	1.5x	1.4x

All data based on adjusted financial data, which follow our Financial Statement Adjustments in the Analysis of Non-Financial Corporations methodology. Moody's forecasts are Moody's opinion and do not represent the views of the issuer. 2025 and 2026 are pro forma for the planned sale of RTL Nederland. Sources: Moody's Financial Metrics™ and Moody's Ratings forecasts

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