

A modern office interior with large windows and people working at a table. The scene is brightly lit, suggesting a sunny day. Several people are seated around a long table, engaged in work. The office has a clean, professional look with a grid ceiling and large glass panels.

La gestione dei rapporti con investitori istituzionali e strumenti di disclosure

5 – L'investor presentation: benchmark e best practice

Alex Bolis

Amazon si focalizza da tempo sul Socially Responsible

Amazon invested \$11.5 billion in 2020 to keep employees safe and get products to customers



Keeping Employees Safe



Ongoing Training



Recognized for Safety

Learn more about Amazon's vision to make 50% of all shipments net zero carbon by 2030.



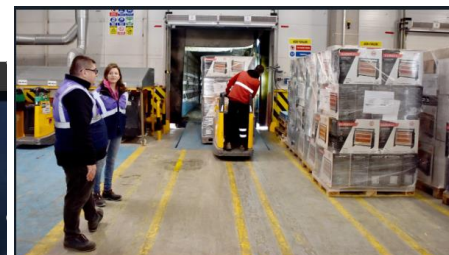
Sustainability

dayone

Delivering Shipment Zero, a vision for net zero carbon



How Amazon is supporting victims of the Australia bushfire crisis



COMMUNITY

How Amazon is helping communities impacted by the earthquake in Turkey

Nel suo Sustainability Report 2022 descrive con sintesi e chiarezza il suo business...

Our Business

Amazon is committed to addressing sustainability at every stage of our value chain.

Our Supply Chain

We procure materials, commodities, components, finished goods, and services from a complex supplier network. We engage suppliers globally to align our expectations for respecting human rights, maintaining safe, inclusive workplaces, and promoting sustainable practices.

Our Operations

We offer access to a wide selection of products sold by us and by third parties across dozens of categories. We offer products and services—both Amazon branded and from many other brands and third-party sellers—in our Amazon stores, leveraging advanced transportation logistics to deliver globally. We also create entertainment content and, through Amazon Web Services (AWS), provide the world's most widely adopted and comprehensive cloud offering.

Our Employees

The approximately 1.5 million people in Amazon's global workforce are the key behind our successes—from enabling global fulfillment to delivering on sustainability initiatives. To support them in advancing their own career goals, we offer competitive pay and benefits, upskilling and educational development programs, and a workplace that promotes inclusion and diversity.

Our Communities

Amazon has a presence in communities throughout the world. We seek to be a good neighbor wherever we operate and to support local people and charitable organizations that meet on-the-ground needs. In particular, we leverage our scale, resources, and expertise to address issues where we can have the greatest impact—namely affordable housing, education, basic needs, and disaster relief.

Our Customers

We continually seek new and better ways to serve customers, offering lower prices, more convenient services, and a larger selection of more-sustainable products. We also help customers advance businesses and enable digital transformation through AWS, content development services, and advertising options. In addition, we support small businesses with access to Amazon tools, resources, and our network, helping them reach customers around the world.























...e i suoi obiettivi ESG

Goals Summary

Performance Key

Making Progress  Achieved 

Goal	2022 Progress	Status
Carbon¹		
Reach net-zero carbon emissions across Amazon by 2040.	71.27M metric tons CO ₂ e* 93.7 gCO ₂ e/\$GMS	
Through The Climate Pledge, inspire and empower others to join us on a mission to reach net-zero carbon emissions by 2040.	396 signatories	
100,000 Rivian electric delivery vans on the road by 2030.	2,600+ Rivians	
10,000 electric vehicles (EVs) in our India delivery fleet by 2025.	3,800+ EVs	
Renewable Energy		
Power our operations with 100% renewable energy by 2030.	90% renewable electricity	
Invest in wind and solar farm capacity equal to the energy use of Echo, Fire TV, and Ring devices worldwide by 2025.	100% capacity procured	
Packaging		
Make Amazon device packaging 100% recyclable by 2023.	Achieved for 79.5% of product launches	
Waste		
Reduce food waste by 50% across U.S. and Europe operations by 2030.	82M meals donated globally	
Water		
Achieve water positivity for Amazon Web Services by 2030.	Goal set in 2022	

Goal	2022 Progress	Status
Diversity, Equity, and Inclusion		
Increase the number of women in executive (director or above) positions in STEM-focused roles globally by at least 35% in 2022.	66% ↑	
Hire 100,000 U.S. military veterans and military spouses by 2024.	75,800 veterans and spouses hired [†]	
Increase hiring of veterans by at least 23% in the U.S.	12% ↓ 30,500 veterans hired	
Increase hiring of military spouses by at least 15% in the U.S.	5% ↓ 9,600 spouses hired	
Increase representation of Black and Latino/a/x executives (director or above) by at least 35% in the U.S.	Black: 39% ↑	
	Latino/a/x: 32% ↑	
Increase representation of Black and Latino/a/x corporate employees by at least 30% in the U.S.	Black: 25% ↑	
	Latino/a/x: 27% ↑	
Training and Career Development		
Invest \$1.2 billion to upskill over 300,000 U.S. Amazon employees by 2025.	110K employees	
Provide 29 million people globally with free skills training by 2025.	13M people	
Community Impact		
Deliver \$2 billion to preserve and create more than 20,000 affordable homes in three communities where we have a high concentration of employees: Washington state's Puget Sound region; Washington, D.C., and Arlington, Virginia; and Nashville, Tennessee.	\$1.6B committed	

* Carbon dioxide equivalent.

[†] Progress from July 2021 through December 2022.

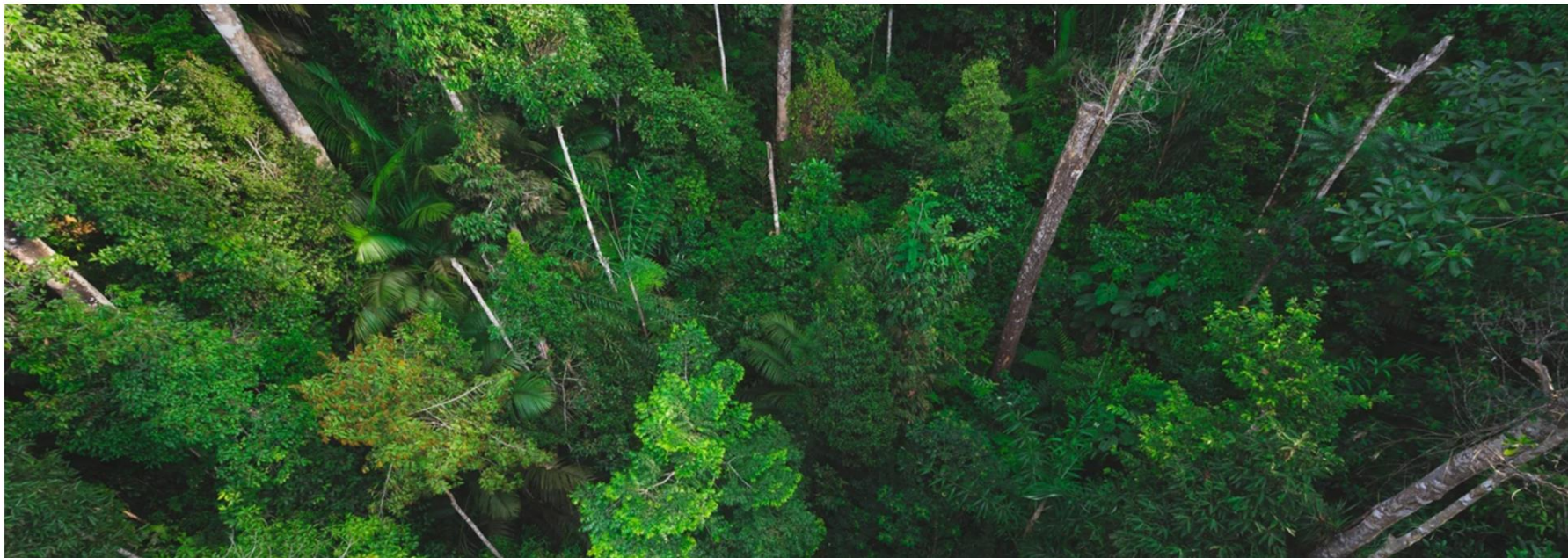
[‡] Incremental hiring was slower the second half of 2022, which impacted our overall hiring rates and progress toward our representation goals.



Un impegno per accelerare il net-zero

The Climate Pledge

We believe we have an obligation to stop climate change, and reducing carbon emission to zero will have a big impact. We want to reach net-zero carbon emissions by 2040, a decade ahead of the Paris Climate Agreement, and we are on a path to powering our operations with 100% renewable energy by 2025 as part of our goal to reach net-zero carbon.



Un passo indietro: nel trimestre del 1° lockdown COVID (2Q20), mentre il mondo si fermava, il fatturato di Amazon saliva del 40% YoY

“This was another highly unusual quarter, and I couldn’t be more proud of and grateful to our employees around the globe,” said Jeff Bezos, Amazon founder and CEO. “As expected, we spent over \$4 billion on incremental COVID-19-related costs in the quarter to help keep employees safe and deliver products to customers in this time of high demand—purchasing personal protective equipment, increasing cleaning of our facilities, following new safety process paths, adding new backup family care benefits, and paying a special thank you bonus of over \$500 million to front-line employees and delivery partners. We’ve created over 175,000 new jobs since March and are in the process of bringing 125,000 of these employees into regular, full-time positions. And third-party sales again grew faster this quarter than Amazon’s first-party sales. Lastly, even in this unpredictable time, we injected significant money into the economy this quarter, investing over \$9 billion in capital projects, including fulfillment, transportation, and AWS.”



	Three Months Ended June 30,		Six Months Ended June 30,	
	2019	2020	2019	2020

Net product sales	\$ 35,856	\$ 50,244	\$ 70,139	\$ 92,085
Net service sales	27,548	38,668	52,965	72,279
Total net sales	63,404	88,912	123,104	164,364
Operating expenses:				
Cost of sales	36,337	52,660	70,257	96,917
Fulfillment	9,271	13,806	17,872	25,337
Technology and content	9,065	10,388	16,991	19,713
Marketing	4,291	4,345	7,955	9,173
General and administrative	1,270	1,580	2,444	3,032
Other operating expense (income), net	86	290	81	360
Total operating expenses	60,320	83,069	115,600	154,532
Operating income	3,084	5,843	7,504	9,832
Interest income	215	135	398	337
Interest expense	(383)	(403)	(749)	(805)
Other income (expense), net	(27)	646	138	240
Total non-operating income (expense)	(195)	378	(213)	(228)
Income before income taxes	2,889	6,221	7,291	9,604
Provision for income taxes	(257)	(984)	(1,094)	(1,729)
Equity-method investment activity, net of tax	(7)	6	(11)	(97)
Net income	\$ 2,625	\$ 5,243	\$ 6,186	\$ 7,778

Dopo un biennio da record, Amazon nel 2022 risente del rallentamento economico globale...

Amazon.com Inc.

ADD TO WATCHLIST

CREATE AMZN ALERT

☀️ OPEN
\$ 100.54
 ▼ -1.68 -1.64%

Last Updated: Feb 7, 2023 at 12:50 p.m. EST
 - Real time quote

PREVIOUS CLOSE

\$102.18

VOLUME: 53.41M

↓ 65 DAY AVG: 83.38M

64% VS AVG



98.27 DAY RANGE 101.58 81.43 52 WEEK RANGE 170.83

KEY DATA

OPEN	DAY RANGE
\$101.17	98.08 - 101.58
52 WEEK RANGE	MARKET CAP
81.43 - 170.83	\$1.05T
SHARES OUTSTANDING	PUBLIC FLOAT
10.25B	8.97B
BETA	REV. PER EMPLOYEE
1.11	\$333.54K

PERFORMANCE


5 Day	-3.05%
1 Month	11.25%
3 Month	11.11%
YTD	19.02%
1 Year	-38.06%



... e agli inizi del 2023 taglia 18.000 posti...

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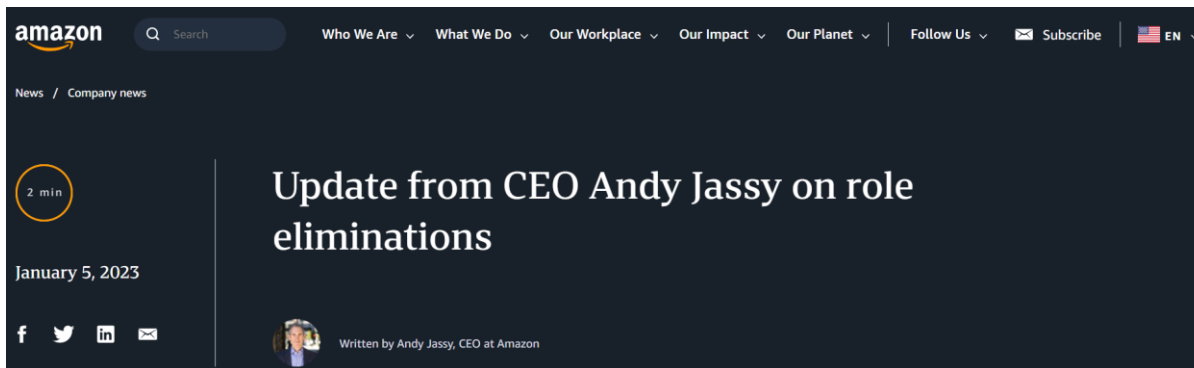


Amazon Kept Inventing, and Now It's Going to Start Cutting

*...Over the last few years — and especially in the final years of Bezos's tenure as chief executive officer — **frugality seemed to go out the window**. Amazon spent big on everything from new offices in Seattle and Arlington, Virginia, to Hollywood productions ([@ \\$1 billion tab](#) for more Lord of the Rings) and **acquisitions (\$8.5 billion for MGM, which no one thought was worth that much**). The company also went on a wild spree of hiring employees and constructing warehouses, both to satisfy pandemic demand but also support a new one-day delivery promise to Prime members.*

*In his letter, Jassy suggests **the company needs to get back to the old scrappiness** and cites one of the Bezos's early leadership principles, "**Invent and Simplify**"...*

...comunicandolo con chiarezza



...Today, I wanted to share the outcome of these further reviews, which is the **difficult decision to eliminate additional roles**. Between the reductions we made in November and the ones we're sharing today, **we plan to eliminate just over 18,000 roles**. Several teams are impacted; however, the majority of role eliminations are in our Amazon Stores and PXT organizations.

S-team and I are deeply aware that these role eliminations are difficult for people, and we don't take these decisions lightly or underestimate how much they might affect the lives of those who are impacted. **We are working to support those who are affected and are providing packages that include a separation payment, transitional health insurance benefits, and external job placement support.**

We typically wait to communicate about these outcomes until we can speak with the people who are directly impacted. However, because one of our teammates leaked this information externally, we decided it was better to share this news earlier so you can hear the details directly from me. We intend on communicating with impacted employees (or where applicable in Europe, with employee representative bodies) starting on January 18.

Amazon nel 2023 rimbalza in borsa e segna un +80%

Amazon.com Inc.

AFTER HOURS

\$ **158.88**

▼ -0.24 -0.15%

After Hours Volume: 1.91M

Last Updated: Jan 26, 2024 7:59 p.m. EST
- Delayed quote

CLOSE	CHG	CHG %
\$159.12	1.37	0.87%

VOLUME: 51.05M ↓ 65 DAY AVG: 49.87M

ADD TO WATCHLIST CREATE AN ALERT



157.91 DAY RANGE 160.72 88.12 52 WEEK RANGE 160.72

KEY DATA	
OPEN	DAY RANGE
\$158.42	157.91 - 160.72
52 WEEK RANGE	MARKET CAP
88.12 - 160.72	\$1.64T
SHARES OUTSTANDING	PUBLIC FLOAT
10.33B	9.07B
BETA	REV. PER EMPLOYEE
1.06	\$359.53K
P/E RATIO	EPS
83.08	\$1.92

Analyst Ratings Amazon.com Inc.

	3 Months Ago	1 Month Ago	Current
Buy	48	49	50
Overweight	8	8	8
Hold	2	1	1
Underweight	0	0	0
Sell	0	0	0
Consensus	BUY	BUY	BUY

Il comunicato stampa sui risultati Q4/FY23 è un modello di aderenza alla *best practice*...



AMAZON.COM ANNOUNCES FOURTH QUARTER RESULTS

SEATTLE—(BUSINESS WIRE) February 1, 2024—Amazon.com, Inc. (NASDAQ: AMZN) today announced financial results for its fourth quarter ended December 31, 2023.

Fourth Quarter 2023

- **Net sales** increased 14% to \$170.0 billion in the fourth quarter, compared with \$149.2 billion in fourth quarter 2022. Excluding the \$1.3 billion favorable impact from year-over-year changes in foreign exchange rates throughout the quarter, net sales increased 13% compared with fourth quarter 2022.
 - North America segment sales increased 13% year-over-year to \$105.5 billion.
 - International segment sales increased 17% year-over-year to \$40.2 billion, or increased 13% excluding changes in foreign exchange rates.
 - AWS segment sales increased 13% year-over-year to \$24.2 billion.
- **Operating income** increased to \$13.2 billion in the fourth quarter, compared with \$2.7 billion in fourth quarter 2022.
 - North America segment operating income was \$6.5 billion, compared with an operating loss of \$0.2 billion in fourth quarter 2022.
 - International segment operating loss was \$0.4 billion, compared with an operating loss of \$2.2 billion in fourth quarter 2022.
 - AWS segment operating income was \$7.2 billion, compared with operating income of \$5.2 billion in fourth quarter 2022.
- **Net income** increased to \$10.6 billion in the fourth quarter, or \$1.00 per diluted share, compared with \$0.3 billion, or \$0.03 per diluted share, in fourth quarter 2022.
 - Fourth quarter 2023 net income includes a pre-tax valuation loss of \$0.1 billion included in non-operating income (expense) from the common stock investment in Rivian Automotive, Inc., compared to a pre-tax valuation loss of \$2.3 billion from the investment in fourth quarter 2022.
- **Net income** was \$30.4 billion in 2023, or \$2.90 per diluted share, compared with a net loss of \$2.7 billion, or \$0.27 per diluted share, in 2022.
 - 2023 net income includes a pre-tax valuation gain of \$0.8 billion included in non-operating income (expense) from the common stock investment in Rivian Automotive, Inc., compared to a pre-tax valuation loss of \$12.7 billion from the investment in 2022.
- **Operating cash flow** increased 82% to \$84.9 billion for the trailing twelve months, compared with \$46.8 billion for the trailing twelve months ended December 31, 2022.
- **Free cash flow** improved to an inflow of \$36.8 billion for the trailing twelve months, compared with an outflow of \$11.6 billion for the trailing twelve months ended December 31, 2022.
- **Free cash flow less principal repayments of finance leases and financing obligations** improved to an inflow of \$32.2 billion for the trailing twelve months, compared with an outflow of \$19.8 billion for the trailing twelve months ended December 31, 2022.
- **Free cash flow less equipment finance leases and principal repayments of all other finance leases and financing obligations** improved to an inflow of \$35.5 billion for the trailing twelve months, compared with an outflow of \$12.8 billion for the trailing twelve months ended December 31, 2022.

Full Year 2023

- **Net sales** increased 12% to \$574.8 billion in 2023, compared with \$514.0 billion in 2022. Excluding the \$0.1 billion unfavorable impact from year-over-year changes in foreign exchange rates throughout the year, net sales increased 12% compared with 2022.
 - North America segment sales increased 12% year-over-year to \$352.8 billion.
 - International segment sales increased 11% year-over-year to \$131.2 billion.
 - AWS segment sales increased 13% year-over-year to \$90.8 billion.
- **Operating income** increased to \$36.9 billion in 2023, compared with \$12.2 billion in 2022.
 - North America segment operating income was \$14.9 billion, compared with an operating loss of \$2.8 billion in 2022.
 - International segment operating loss was \$2.7 billion, compared with an operating loss of \$7.7 billion in 2022.
 - AWS segment operating income was \$24.6 billion, compared with operating income of \$22.8 billion in 2022.

"This Q4 was a record-breaking Holiday shopping season and closed out a robust 2023 for Amazon," said Andy Jassy, Amazon CEO. "While we made meaningful revenue, operating income, and free cash flow progress, what we're most pleased with is the continued invention and customer experience improvements across our businesses. The regionalization of our U.S. fulfillment network led to our fastest-ever delivery speeds for Prime members while also lowering our cost to serve; AWS's continued long-term focus on customers and feature delivery, coupled with new genAI capabilities like Bedrock, Q, and Trainium have resonated with customers and are starting to be reflected in our overall results; our Advertising services continue to improve and drive positive results; our newer businesses are progressing nicely, and along with our more established businesses, collectively making customers' lives easier and better every day. As we enter 2024, our teams are delivering at a rapid clip, and we have a lot in front of us to be excited about."

...fornendo una chiara lettura dei numeri del trimestre e del FY

AMAZON.COM, INC. Consolidated Statements of Cash Flows (in millions) (unaudited)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2022	2023	2022	2023
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH, BEGINNING OF PERIOD	\$ 35,178	\$ 50,081	\$ 36,477	\$ 54,253
OPERATING ACTIVITIES:				
Net income (loss)	278	10,624	(2,722)	30,425
Adjustments to reconcile net income (loss) to net cash from operating activities:				
Depreciation and amortization of property and equipment and capitalized content costs, operating lease assets, and other	12,685	13,820	41,921	48,663
Stock-based compensation	5,606	6,319	19,621	24,023
Non-operating expense (income), net	3,445	(339)	16,966	(748)
Deferred income taxes	(3,367)	(1,464)	(8,148)	(5,876)
Changes in operating assets and liabilities:				
Inventories	3,180	2,643	(2,592)	1,449
Accounts receivable, net and other	(4,741)	(7,447)	(8,622)	(8,348)
Other assets	(4,047)	(2,802)	(13,275)	(12,265)
Accounts payable	9,852	10,888	2,945	5,473
Accrued expenses and other	5,777	6,594	(1,558)	(2,428)
Unearned revenue	505	3,629	2,216	4,578
Net cash provided by (used in) operating activities	29,173	42,465	46,752	84,946
INVESTING ACTIVITIES:				
Purchases of property and equipment	(16,592)	(14,588)	(63,645)	(52,729)
Proceeds from property and equipment sales and incentives	1,152	1,235	5,324	4,596
Acquisitions, net of cash acquired, non-marketable investments, and other	(831)	(381)	(8,316)	(5,839)
Sales and maturities of marketable securities	5,683	1,568	31,601	5,627
Purchases of marketable securities	(233)	(435)	(2,565)	(1,488)
Net cash provided by (used in) investing activities	(10,821)	(12,601)	(37,601)	(49,833)
FINANCING ACTIVITIES:				
Common stock repurchased	—	—	(6,000)	—
Proceeds from short-term debt, and other	10,607	734	41,553	18,129
Repayments of short-term debt, and other	(15,797)	(6,338)	(37,554)	(25,677)
Proceeds from long-term debt	8,235	—	21,166	—
Repayments of long-term debt	(1,257)	(290)	(1,258)	(3,676)
Principal repayments of finance leases	(1,640)	(779)	(7,941)	(4,384)
Principal repayments of financing obligations	(62)	(73)	(248)	(271)
Net cash provided by (used in) financing activities	86	(6,746)	9,718	(15,879)
Foreign currency effect on cash, cash equivalents, and restricted cash	637	691	(1,093)	403
Net increase (decrease) in cash, cash equivalents, and restricted cash	19,075	23,809	17,776	19,637
CASH, CASH EQUIVALENTS, AND RESTRICTED CASH, END OF PERIOD	\$ 54,253	\$ 73,890	\$ 54,253	\$ 73,890
SUPPLEMENTAL CASH FLOW INFORMATION:				
Cash paid for interest on debt, net of capitalized interest	\$ 629	\$ 787	\$ 1,561	\$ 2,608
Cash paid for operating leases	2,365	2,766	8,633	10,453
Cash paid for interest on finance leases	84	74	374	308
Cash paid for interest on financing obligations	55	46	207	196
Cash paid for income taxes, net of refunds	1,695	4,197	6,035	11,179
Assets acquired under operating leases	4,769	2,977	18,800	14,052
Property and equipment acquired under finance leases, net of remeasurements and modifications	317	211	675	642
Property and equipment recognized during the construction period of build-to-suit lease arrangements	310	49	3,187	357
Property and equipment derecognized after the construction period of build-to-suit lease arrangements, with the associated leases recognized as operating	1,851	162	5,158	1,374

AMAZON.COM, INC. Consolidated Statements of Operations (in millions, except per share data) (unaudited)

	Three Months Ended December 31,		Twelve Months Ended December 31,	
	2022	2023	2022	2023
Net product sales	\$ 70,531	\$ 76,703	\$ 242,901	\$ 255,887
Net service sales	78,673	93,258	271,082	318,898
Total net sales	149,204	169,961	513,983	574,785
Operating expenses:				
Cost of sales	85,640	92,553	288,831	304,739
Fulfillment	23,103	26,095	84,299	90,619
Technology and infrastructure	20,814	22,038	73,213	85,622
Sales and marketing	12,818	12,902	42,238	44,370
General and administrative	3,333	3,010	11,891	11,816
Total operating expense (income), net	759	154	1,263	767
Operating income	2,737	13,209	12,248	36,852
Interest income	445	901	989	2,949
Interest expense	(694)	(713)	(2,367)	(3,182)
Total non-operating income (expense)	(3,699)	477	(18,184)	705
Income (loss) before income taxes	(962)	13,686	(5,936)	37,557
Benefit (provision) for income taxes	1,227	(3,062)	3,217	(7,120)
Equity-method investment activity, net of tax	13	—	(3)	(12)
Net income (loss)	\$ 278	\$ 10,624	\$ (2,722)	\$ 30,425
Basic earnings per share	\$ 0.03	\$ 1.03	\$ (0.27)	\$ 2.95
Diluted earnings per share	\$ 0.03	\$ 1.00	\$ (0.27)	\$ 2.90
Weighted-average shares used in computation of earnings per				
Basic	10,220	10,356	10,189	10,304
Diluted	10,308	10,610	10,189	10,492

La mission è ribadita alla fine di ogni *press release*

About Amazon

Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking.

Amazon strives to be Earth's Most Customer-Centric Company, Earth's Best Employer, and Earth's Safest Place to Work.

Customer reviews, 1-Click shopping, personalized recommendations, Prime, Fulfillment by Amazon, AWS, Kindle Direct Publishing, Kindle, Career Choice, Fire tablets, Fire TV, Amazon Echo, Alexa, Just Walk Out technology, Amazon Studios, and The Climate Pledge are some of the things pioneered by Amazon.

For more information, visit amazon.com/about and follow @AmazonNews.

Il results package contiene anche il transcript della investor call: ottima performance sulla Q&A – il Team ci fa sognare su One Medical – focus su taglio costi e impatto disordini geopolitici

Amazon.com, Inc.

Q4 2023 Earnings Call

CORPORATE SPEAKERS:

Dave Fildes

Amazon.com, Inc.; Vice President of Investor Relations

Andrew Jassy

Amazon.com, Inc.; Chief Executive Officer

Brian Olsavsky

Amazon.com, Inc.; Chief Financial Officer

PARTICIPANTS:

Eric Sheridan

Goldman Sachs; Analyst

Brian Nowak

Morgan Stanley; Analyst

Douglas Anmuth

JPMorgan; Analyst

Mark Mahaney

Evercore ISI; Analyst

Scott Devitt

Wedbush Securities; Analyst

Colin Sebastian

Baird; Analyst

PRESENTATION:

Operator: Good day, everyone. And welcome to the Amazon.com fourth quarter 2023 Financial Results Teleconference. (Operator Instructions) Today's call is being recorded. For opening remarks, I will be turning the call over to the Vice President of Investor Relations, Mr. Dave Fildes. Thank you, Sir. Please go ahead.

Dave Fildes: Hello, and welcome to our Q4 2023 financial results conference call. Joining us today to answer your questions is Andy Jassy, our CEO, and Brian Olsavsky, our CFO. As you listen to today's conference call, we encourage you to have our press release in front of you, which includes our financial results, as well as metrics and commentary on the quarter. Please note, unless otherwise stated, all comparisons in this call will be against our results for the comparable period of 2022. Our comments and responses to your questions reflect

Amazon.com, Inc.

Q4 2023 Earnings Call

testing a V2 of our Fresh format in a few locations near Chicago, and a few locations in Southern California.

It's very early, it's just a few months in, but the results so far are very promising and on almost every dimension. And so, we need to see it for a little bit longer time, but the results appear like we have something that's resonating. And if we continue to see that then the issue becomes how fast and what's the best way to expand.

We have also been spending increasing amounts of time and efforts here trying to make it easier for customers to be able to shop between the nonperishables and then our selection of Whole Foods as well as Fresh. I think you can expect to see that over time, both in the user experience on the app and on the website, as well as how we're able to better leverage between the different business segments and their logistics capabilities, being able to get better leverage there, better economics, and then allowing people to order in one concerted place, but be able to pick up for multiple types of grocery products in one place. You're seeing us already do more of that, and I think you can expect that in the future.

In the health care space, if you think about what we do on the retail side, adding a pharmacy capability is a pretty natural extension. It's something that customers had asked us for, for many years, and it's got more complexity to it than the rest of our retail business. So, we had to think carefully about whether we wanted to pursue it, but customers so badly wanted it. And the experience, we thought, could be better and we could be a meaningful part of changing that, that we pursued it. And I really like the momentum that we're seeing in our Amazon Pharmacy business. It's growing really quickly. But even more important than how fast it's growing, if you've used it and you've paid attention to the customer experience over the last 12 to 15 months, it's just substantially improved from where it already was pretty good. People really love the experience.

And I think that the health care experience, particularly in the U.S., is a pretty frustrating one and not a very good one. And I think that when we tell our grandkids that the way you used to have to go get primary care was to make an appointment three weeks in advance and then drive 20 minutes to the doctor, park, wait in the reception for 15 minutes, get put into an exam room for 15 minutes. Doctor comes in, talks to you for five to 10 minutes, and then you got to drive 20 minutes to the pharmacy. Our grandkids will not believe that was the experience. And it's not going to be, and you already see that changing. And it's part of what attracted us in such a significant way to One Medical. It's just their application, their app, is so easy to use. You have all your health care data in one spot. You can do chats with medical practitioners. You can do video calls. If you need to see someone, there's physical locations and lots of metropolitan cities where you can get in the same day. If you need to see a specialist, they're plugged into specialists in all the cities in which we operate, where you can get in a day or two later. It's a very different experience. And then if you actually need medication, you can get that sent to you in a day or two either through Amazon Pharmacy or other pharmacies that we work with. And

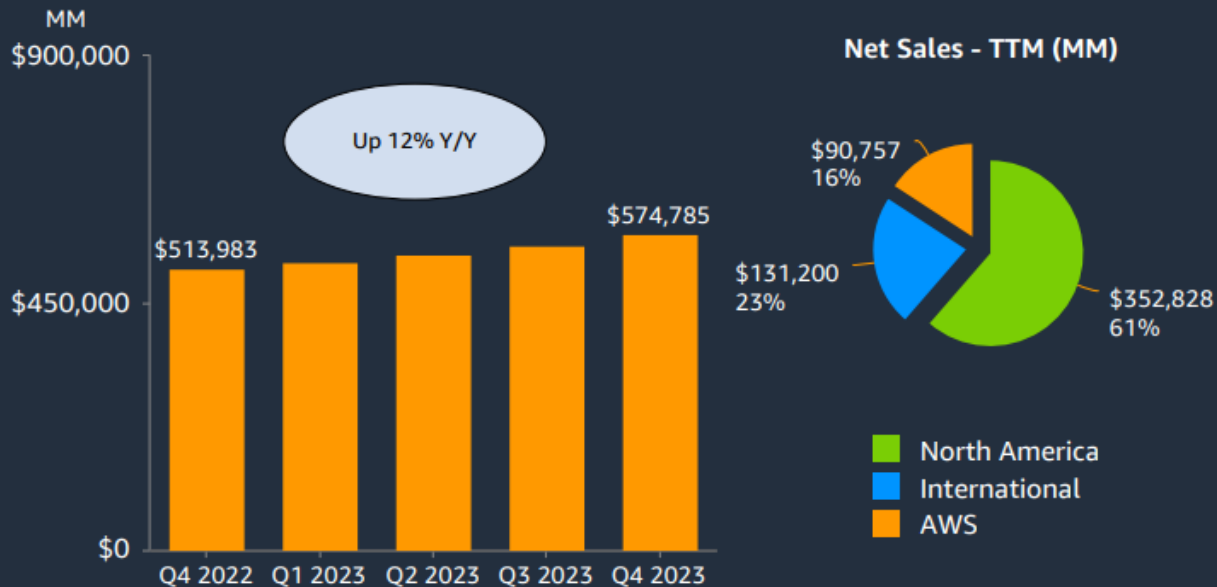
Le slides sui risultati evidenziano le performance con semplicità e chiarezza

Amazon's fourth-quarter results also came in ahead of expectations with sales of \$170bn, sending shares up as much as 9 percent.



Il fatturato è circa +12%YoY sul FY22

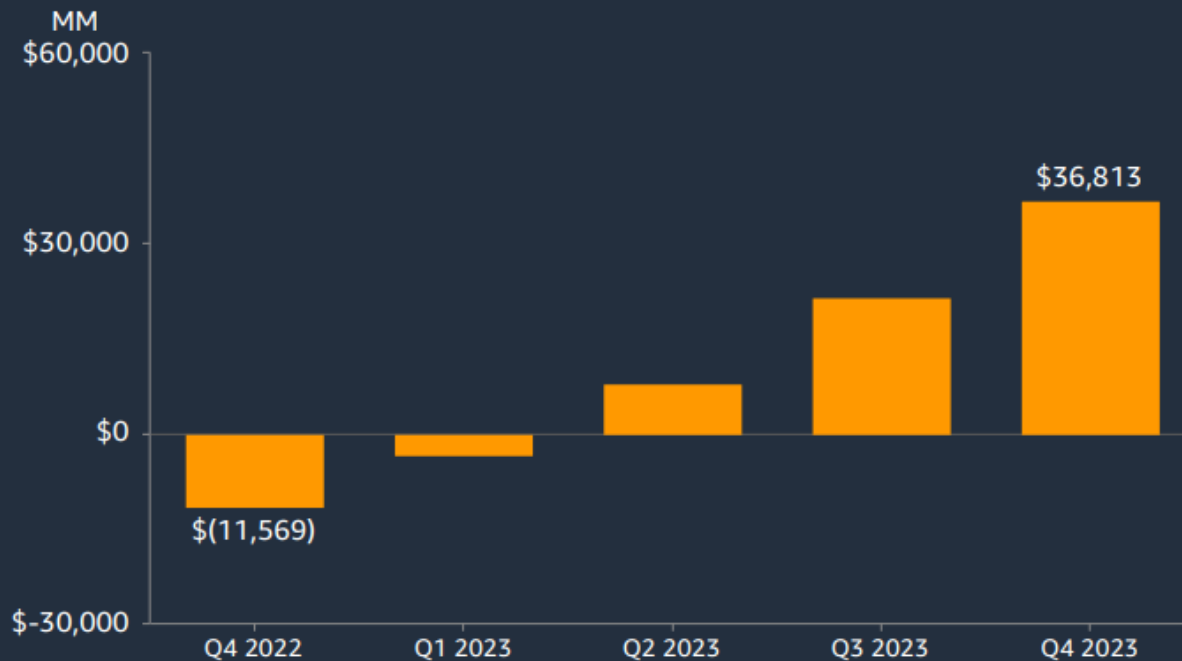
Net Sales – TTM ⁽¹⁾



(1) Trailing twelve-month period.

Focus sul FCF

Free Cash Flow – TTM ^{(1) (2)}

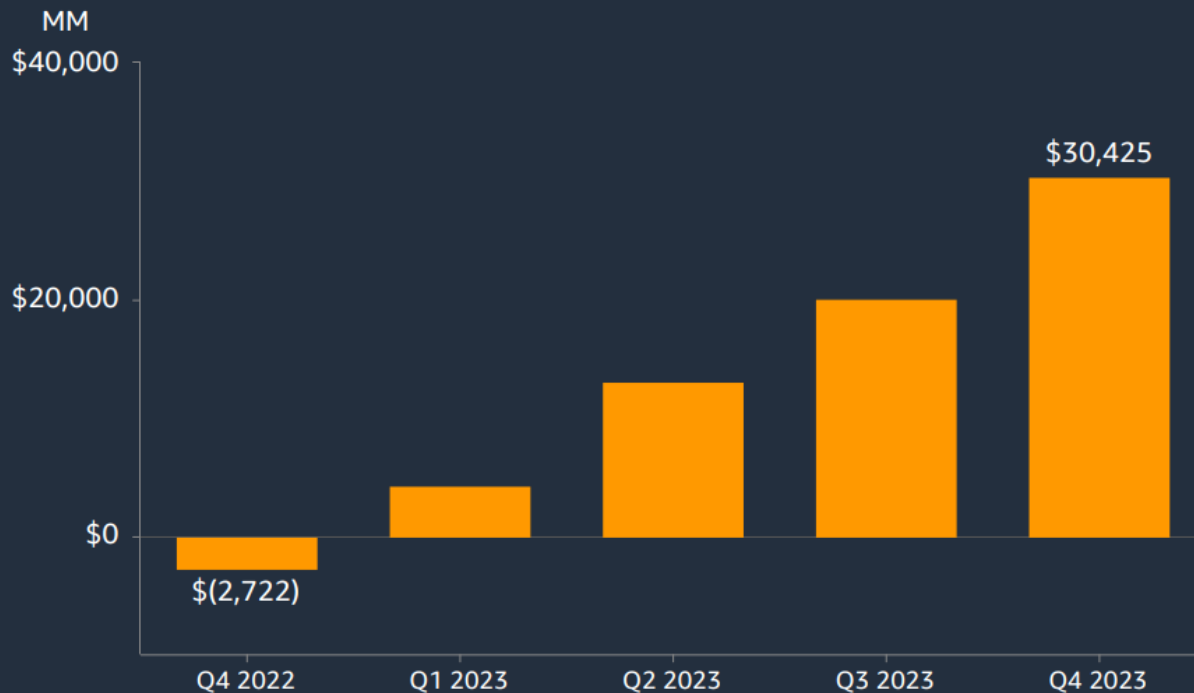


Long-Term Goal – Optimize Free Cash Flows

- (1) Free cash flow is cash flow from operations reduced by "Purchases of property and equipment, net of proceeds from sales and incentives." See Appendix for a reconciliation of operating cash flow to free cash flow.
- (2) Operating cash flow increased 82% Y/Y.

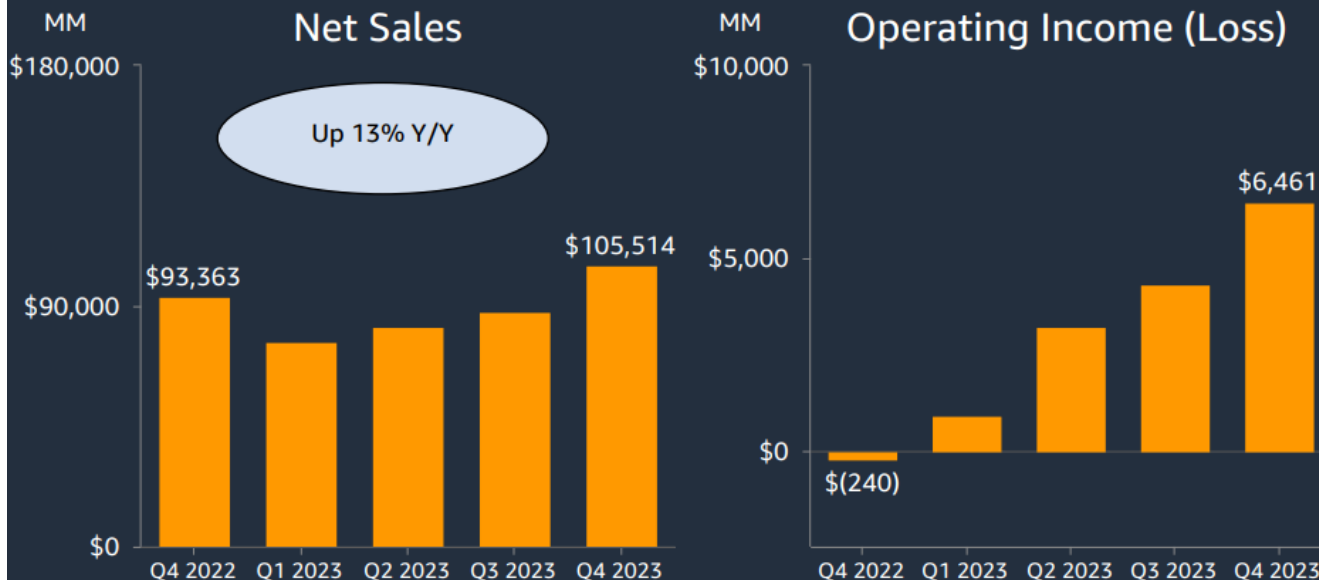
Grande performance della *bottom line*

Net Income (Loss) – TTM ⁽¹⁾



Ottimi risultati e gestione delle North America Operations

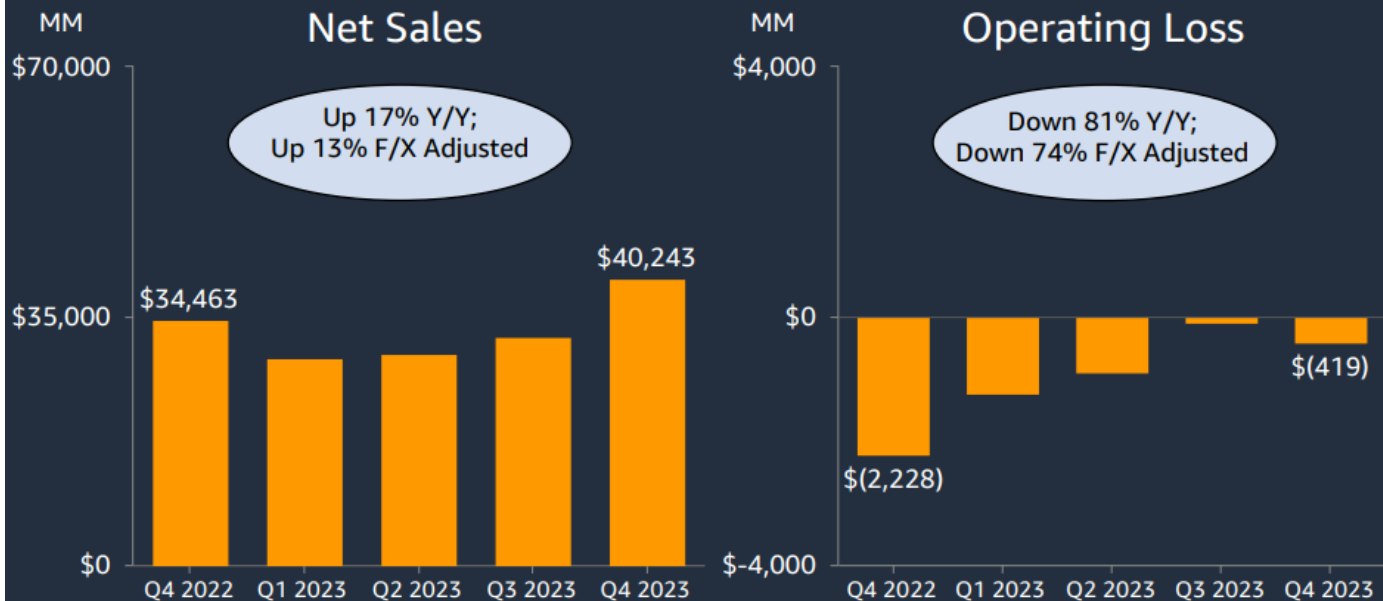
Segment Results – North America



TTM Net Sales \$352.8B; TTM Operating Income \$14.9B

L'internazionale è ancora in perdita

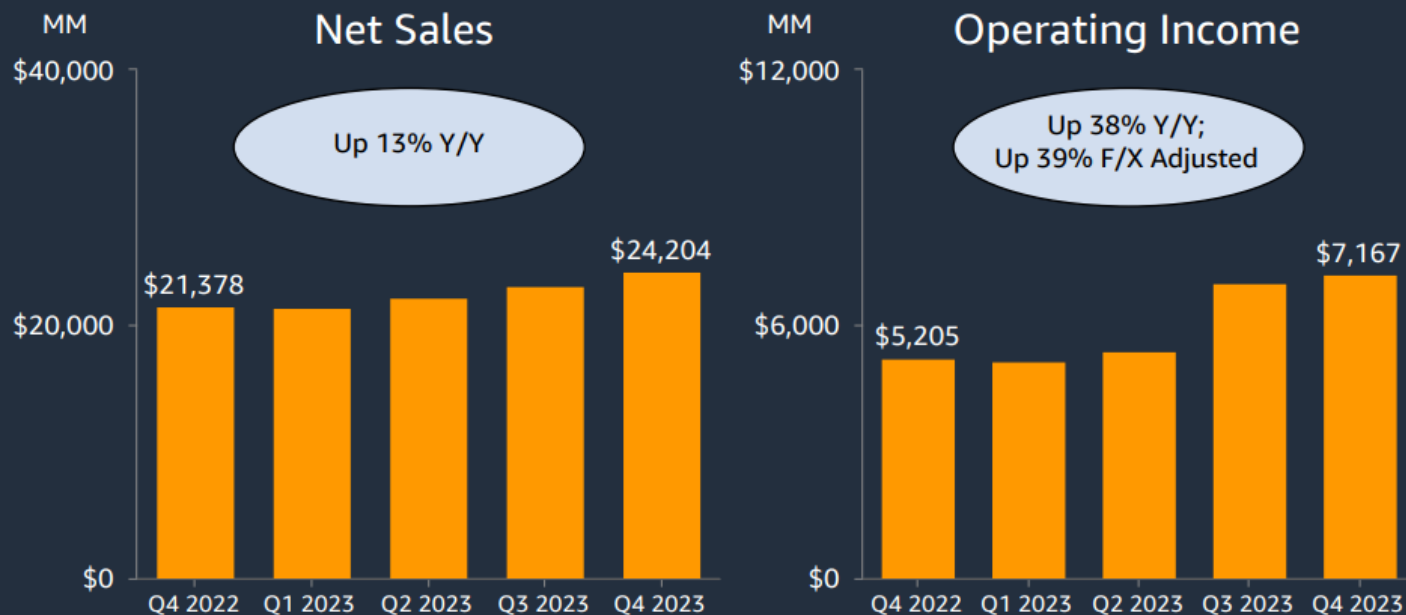
Segment Results – International



TTM Net Sales \$131.2B; TTM Operating Loss \$2.7B

AWS sempre la star performer

Segment Results – AWS



TTM Net Sales \$90.8B; TTM Operating Income \$24.6B

La guidance Amazon per il 1Q24 è nel comunicato stampa

Financial Guidance

The following forward-looking statements reflect Amazon.com's expectations as of February 1, 2024, and are subject to substantial uncertainty. Our results are inherently unpredictable and may be materially affected by many factors, such as fluctuations in foreign exchange rates, changes in global economic and geopolitical conditions and customer demand and spending (including the impact of recessionary fears), inflation, interest rates, regional labor market constraints, world events, the rate of growth of the internet, online commerce, cloud services, and new and emerging technologies, and the various factors detailed below.

First Quarter 2024 Guidance

- Net sales are expected to be between \$138.0 billion and \$143.5 billion, or to grow between 8% and 13% compared with first quarter 2023. This guidance anticipates a favorable impact of approximately 40 basis points from foreign exchange rates.
- Operating income is expected to be between \$8.0 billion and \$12.0 billion, compared with \$4.8 billion in first quarter 2023. This guidance includes approximately \$0.9 billion lower depreciation expense due to an increase in the estimated useful life of our servers beginning on January 1, 2024.
- This guidance assumes, among other things, that no additional business acquisitions, restructurings, or legal settlements are concluded.

Posizione Amazon MSCI ESG Rating: il recente downgrade di agosto 2023

Amazon was downgraded in August, 2023.



MSCI ESG RATINGS



Amazon is **average** among 344 companies in the **retail - consumer discretionary industry**.

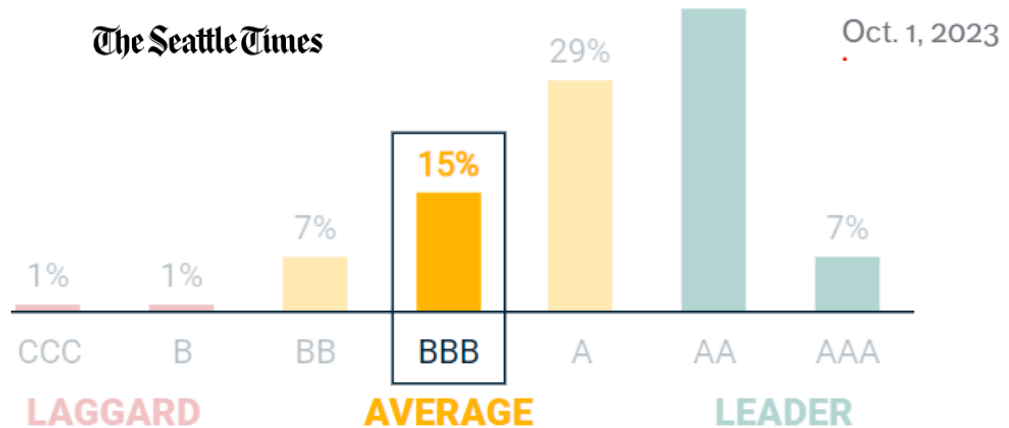
ESG Rating distribution in relation to industry peers

Universe: MSCI ACWI Index constituents retail - consumer discretionary, (344 companies)

It's not clear what led to the change in Amazon's MSCI grade, nor is it clear whether it's related to Amazon's environmental goals or SBTi's endorsement. Most ESG ranking systems consider the exact formula for a grade to be proprietary information. MSCI did not respond to questions about what caused the downgrade.

Amazon said it believes the change in grade was due to a change in MSCI's system. The firm reclassified Amazon in March 2023 – from the discontinued internet and direct marketing retail sub-industry to the consumer discretionary sector, where it now sits. That changed the weight of each pillar of E, S and G, Amazon said.

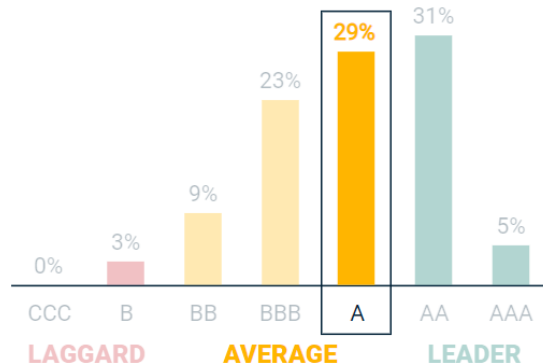
The Seattle Times



Analizzando le due schede del prima – post downgrade, compaiono dei nuovi fattori in gioco...

Key Issues distribution in relation to industry peers

We focus on the key issues material to the **retail - consumer discretionary industry**. Here is how **Amazon** compares to industry peers. For more details, visit the [ESG investing page](#).



pre-downgrade

ESG LAGGARD

AVERAGE

ESG LEADER



CORPORATE BEHAVIOR



CORPORATE GOVERNANCE



LABOR MANAGEMENT



PRIVACY & DATA SECURITY



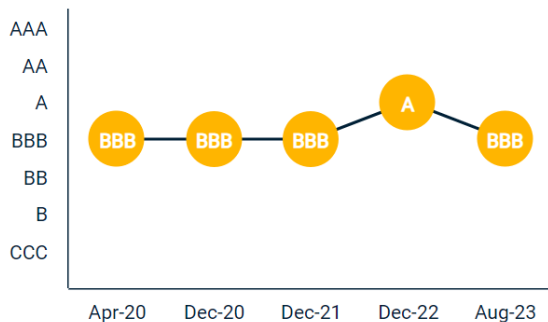
PRODUCT CARBON FOOTPRINT

Amazon is not a leader on any of the Key Issues that we evaluated for its industry.

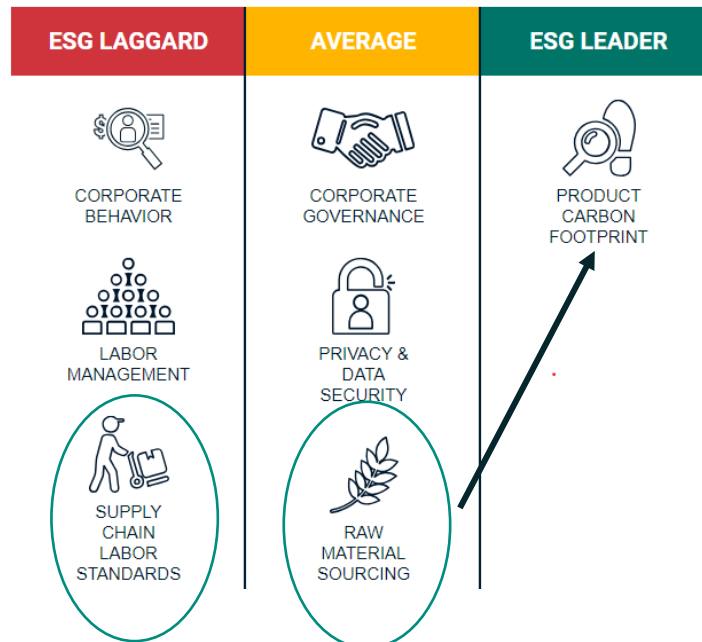
...è ragionevole ipotizzare - in particolare - che il nuovo tema "condizioni di lavoro nella supply chain" abbia riservato qualche novità

ESG Rating history

MSCI ESG Rating history data over the last five years or since records began.



We focus on the key issues material to the **retail - consumer discretionary industry**. Here is how **Amazon** compares to industry peers. For more details, visit the [ESG investing page](#).



post-downgrade

Google nella comunicazione 2023 evidenzia la sua mission e i progressi fatti nell'implementazione di soluzioni *AI-driven*

Our mission is to **organize** the world's **information** and make it **universally accessible** and **useful**.

From travel to shopping to energy consumption at home, find out how we can help you make more sustainable choices



Alphabet
Investor Relations



is for Google

As Sergey and I wrote in the original founders letter 11 years ago, "Google is not a conventional company. We do not intend to become one"

Google si rappresenta tramite i suoi utenti, adattandone al momento le opportune modalità di aggregazione



About

Our products

Our commitments

Our stories

https://about.google/intl/ALL_us/products/

YEAR IN SEARCH

Explore the trends behind the heroic moments of 2019

Watch the film

2021 Black History Month

Creating lasting legacies



OVERVIEW

UPDATES

REVIEWS

ABOUT

COVID-19 updates from this business



Hana's Japanese Cafe
on Google

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Support this business



From the owner: Help us pay our staff by buying a gift card or donating to use... [More](#)



Buy gift card
hanacafe.com



Donate
gofundme.com

Google's new tools help businesses during COVID-19

Google Search and Maps continue to release new tools to help small businesses as they pivot their operations during COVID-19.

Un alto profilo ESG, guidato da mani capaci

How carbon-free is your cloud? New data lets you know



Google's sustainability efforts span its offerings, ranging from **machine learning to help cool its data centers to smart thermostats that conserve home energy**. These efforts are overseen by **chief sustainability officer Kate Brandt, who headed the Obama administration's sustainability efforts in 2014 and 2015** before taking a job as sustainability lead with Google.

US\$ 5.75bn di Sustainability Bonds emessi nel 2020 sono un record assoluto

Our third decade of climate action

Sustainability is one of our core values at Google, and we have been a leader on climate change since the company's founding over 20 years ago. These are some of our key achievements to date:

In 2007, we became the first major company to become carbon neutral, and in 2019, we achieved 13 consecutive years of carbon neutrality.

In 2017, we became the first major company to match 100% of our annual electricity use with renewable energy, which we've done for three consecutive years. We are the world's largest annual corporate purchaser of renewable energy.

In 2020, we neutralized our legacy carbon footprint since our founding, making Google the first major company to be carbon neutral for its entire operating history.

In 2020, we issued \$5.75 billion in sustainability bonds, the largest sustainability or green bond issuance by any company in history, to fund ongoing and new environmentally or socially responsible projects.



Il 2023 Environmental Report di Google è un documento di oltre 100 pagine di elevato interesse, redatto con un approccio quantitativo e ricco di esempi pratici



Measuring our carbon footprint

We began calculating our annual carbon footprint in 2006. Every year since 2009, we've publicly reported the results to CDP, a global organization that asks companies to disclose information on their GHG emissions performance and management.

In 2022, our total GHG emissions were approximately 10.2 million metric tons of carbon dioxide equivalent (tCO₂e), which represents our Scope 1, Scope 2 (market-based), and Scope 3 emissions. In 2022, our total operational emissions were approximately 2.9 million tCO₂e, where operational emissions represent Scope 1 and Scope 2 (market-based) emissions, as well as Scope 3 emissions from business travel and employee commuting, including teleworking (see Figure 11).

Scope 1 emissions

Scope 1 emissions represent 1% of our carbon footprint. Our main sources of Scope 1 emissions include transportation (company vehicles and aircraft), fuel use from back-up generators, natural gas use, and refrigerant leakage in our data centers and offices.

Scope 2 emissions

Scope 2 (market-based) emissions represent 24% of our carbon footprint, mainly due to the electricity demands of our data centers. Scope 2 emissions are thus a key focus of our decarbonization efforts, given that we have more direct control over our data centers than many other parts of our value chain. For over a decade,

we've procured clean energy to reduce the carbon emissions from our electricity use: our Scope 2 (location-based) emissions, which don't take into account our renewable energy procurement through power purchase agreements (PPAs), represent 51% of our carbon footprint, demonstrating the dramatic emissions reductions that we've achieved through PPAs.

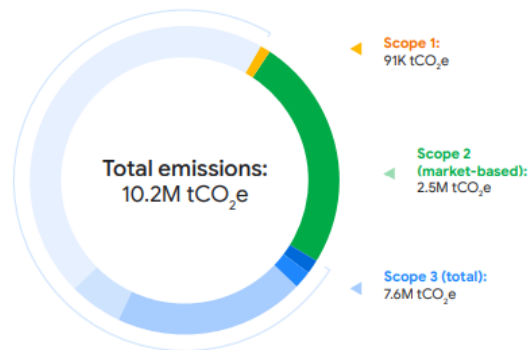
Scope 3 emissions

Our Scope 3 emissions are indirect emissions from other sources in our value chain, such as our suppliers, use of our consumer hardware products, and business travel. The majority of these emissions come from upstream manufacturing of consumer hardware products, the production of capital goods we have purchased for use in our data centers, and data center construction. After accounting for the impact of renewable energy procurement through PPAs, **Scope 3 emissions represent 75% of our carbon footprint.**

For more information on our GHG emissions, see the [Reporting approach and methodology](#) section and our [Environmental data tables](#).

FIGURE 11

Our carbon footprint



Scope	tCO ₂ e	%
Scope 1	91,200	1%
Scope 2 (market-based)	2,492,200	24%
Scope 3 Business travel	211,000	2%
Scope 3 Employee commuting (including teleworking)	151,000	2%
Scope 3 Capital goods	2,096,000	21%
Scope 3 Upstream transportation and distribution	556,000	5%
Scope 3 Other categories	4,586,000	45%
Scope 3 (total)	7,600,000	75%
Total emissions	10,183,400	100%

Operational emissions: 2.95M tCO₂e

Per Google niente slides - solo comunicato stampa, transcripts e speech su YouTube

Sundar Pichai
CEO, Alphabet and Google

Our results reflect strong
momentum and product innovation,

ALTRI VIDEO

Alphabet

1:43 / 56:52



La press release è asciutta e precisa

Alphabet Announces Fourth Quarter and Fiscal Year 2023 Results

MOUNTAIN VIEW, Calif. – January 30, 2024 – Alphabet Inc. (NASDAQ: GOOG, GOOGL) today announced financial results for the quarter and fiscal year ended December 31, 2023.

Sundar Pichai, CEO, said: "We are pleased with the ongoing strength in Search and the growing contribution from YouTube and Cloud. Each of these is already benefiting from our AI investments and innovation. As we enter the Gemini era, the best is yet to come."

Ruth Porat, President and Chief Investment Officer; CFO said: "We ended 2023 with very strong fourth quarter financial results, with Q4 consolidated revenues of \$86 billion, up 13% year over year. We remain committed to our work to durably re-engineer our cost base as we invest to support our growth opportunities."

Q4 2023 Financial Highlights

The following table summarizes our consolidated financial results for the quarters and years ended December 31, 2022 and 2023 (in millions, except for per share information and percentages).

	Quarter Ended December 31,		Year Ended December 31,	
	2022	2023	2022	2023
	(unaudited)		(unaudited)	
Revenues	\$ 76,048	\$ 86,310	\$ 282,836	\$ 307,394
Change in revenues year over year	1 %	13 %	10 %	9 %
Change in constant currency revenues year over year ⁽¹⁾	7 %	13 %	14 %	10 %
Operating income	\$ 18,160	\$ 23,697	\$ 74,842	\$ 84,293
Operating margin	24 %	27 %	26 %	27 %
Other income (expense), net	\$ (1,013)	\$ 715	\$ (3,514)	\$ 1,424
Net income	\$ 13,624	\$ 20,687	\$ 59,972	\$ 73,795
Diluted EPS	\$ 1.05	\$ 1.64	\$ 4.56	\$ 5.80

⁽¹⁾ Non-GAAP measure. See the table captioned "Reconciliation from GAAP revenues to non-GAAP constant currency revenues and GAAP percentage change in revenues to non-GAAP percentage change in constant currency revenues" for more details.

Chiarezza sul costo dei 12.000 esodi 2023

In mid-January 2023, Alphabet, Google's parent company, announced that it would cut 12,000 jobs, nearly 6 percent of its global workforce and across departments, including even the "star performers." According to the company, the layoffs were attributed to a variety of factors, including the global economic slowdown.

Reductions in Our Workforce and Office Space

In January 2023, we announced a reduction of our workforce, and as a result we recorded employee severance and related charges of \$2.1 billion for the twelve months ended December 31, 2023. In addition, we are taking actions to optimize our global office space. As a result, exit charges recorded during the three and twelve months ended December 31, 2023, were \$1.2 billion and \$1.8 billion, respectively. In addition to these exit charges, for the three and twelve months ended December 31, 2023, we incurred \$62 million and \$269 million, respectively, in accelerated rent and accelerated depreciation.

Severance and office space exit charges are included within our consolidated statements of income as follows (in millions):

	Quarter Ended December 31, 2023			Year Ended December 31, 2023		
	Severance and Related	Office Space	Total	Severance and Related	Office Space	Total
Cost of revenues	\$ 2	\$ 235	\$ 237	\$ 479	\$ 481	\$ 960
Research and development	1	602	603	848	870	1,718
Sales and marketing	3	198	201	497	257	754
General and administrative	1	161	162	264	237	501
Total charges	<u>\$ 7</u>	<u>\$ 1,196</u>	<u>\$ 1,203</u>	<u>\$ 2,088</u>	<u>\$ 1,845</u>	<u>\$ 3,933</u>

La performance nel 2023 di Alphabet CL C ha segnato un +57%; dopo un buon recupero post Covid, il 2022 aveva risentito di una «marketing spending review»

Switch Quote | **GOOG** U.S.: Nasdaq

Alphabet Inc. Cl C

AFTER HOURS

\$153.50

▼ -0.29 -0.19%

After Hours Volume: 707.1K

Last Updated: Jan 26, 2024 at 5:42 p.m. EST
- Delayed quote

CLOSE	CHG	CHG %
\$153.79	0.15	0.10%



KEY DATA	
OPEN	DAY RANGE
\$152.87	152.80 - 154.11
52 WEEK RANGE	MARKET CAP
88.86 - 154.76	\$1.91T
SHARES OUTSTANDING	PUBLIC FLOAT
5.73B	5.33B

Alphabet Inc. Cl C

AFTER HOURS

\$153.50

▼ -0.29 -0.19%

After Hours Volume: 707.1K

Last Updated: Jan 26, 2024 at 5:43 p.m. EST
- Delayed quote

CLOSE	CHG	CHG %
\$153.79	0.15	0.10%



VOLUME: 19.48M 65 DAY AVG: 21.98M 152.80 DAY RANGE 154.11 88.86 52 WEEK RANGE 154.76

In un anno Google inverte il trend di compressione del margine operativo, mostrando notevoli progressi sul fronte AI

Last year was one of the toughest periods in Alphabet's history. **After a phenomenal 2021, the company saw big slowdowns in its growth in 2022, with many companies pulling back on their marketing budgets.** For example, in the second quarter, Alphabet's revenue "only" grew 16% year over year in constant currency. That is a big slowdown from the 57% growth it put up in 2021.

With a rapidly growing employee base, Alphabet's expenses started growing faster than revenue last year, leading to margin compression. On a trailing 12-month basis, Alphabet's operating margin collapsed from over 30% to around 25% in just a few quarters' time. **This led to a major drawdown in Alphabet's share price. In fact, the 45% collapse was the largest in Alphabet's history as a public company.** Previously, it had never fallen by more than 30% from all-time highs.

This year, the stock recovered most of these gains. Why? Well, for one, there is the market narrative around AI. But besides that, Alphabet has shown an ability to start trimming its costs and focus on shareholders again. It went through a major layoff early last year and is now seeing its operating margins rise. Last quarter, its operating margin was 29% versus 28% in the second quarter of 2022. Revenue growth has also started to recover, growing 9% on a constant currency basis last quarter versus 7% in the fourth quarter of 2022.

Add these three things together, and it is no surprise to see Alphabet shares crushing the market in 2023.

Dopo i risultati FY23 (30-1-2024) Alphabet perde il 6% su una performance inferiore alle stime dei ricavi da pubblicità di Google (*Google ad revenues*)

Q4 2023 Supplemental Information (in millions, except for number of employees; unaudited)

Revenues, Traffic Acquisition Costs (TAC), and Number of Employees

	Quarter Ended December 31,	
	2022	2023
Google Search & other	\$ 42,604	\$ 48,020
YouTube ads	7,963	9,200
Google Network	8,475	8,297
Google advertising	59,042	65,517
Google subscriptions, platforms, and devices ⁽¹⁾	8,796	10,794
Google Services total	67,838	76,311
Google Cloud	7,315	9,192
Other Bets	226	657
Hedging gains (losses)	669	150
Total revenues	<u>\$ 76,048</u>	<u>\$ 86,310</u>
Total TAC	\$ 12,925	\$ 13,986
Number of employees	190,234	182,502

⁽¹⁾ Formerly "Google other."

Anche in assenza di *corporate guidance*, il mercato misura la performance del periodo con il consensus.

Alphabet shares slide on disappointing Google ad revenue

Alphabet reported its fastest quarter for revenue growth since early 2022, with sales climbing 13% from \$76.05 billion a year earlier, the company said in a [statement](#). However, ad revenue of \$65.52 billion trailed analysts' estimates of \$65.94 billion, according to StreetAccount.

No earnings guidance per Google – un case study

Dalla sua quotazione in borsa nell'Agosto 2004, la società si è rifiutata di fornire al mercato una guidance sui risultati – privando quindi gli analisti finanziari di un riferimento della società alle proprie stime.

School	Course	Subject	Date	Pages
Michigan State University *	FINANCE MBA 822	Finance	Apr 30, 2023	2
CASE: GOOGLE & EARNINGS GUIDANCE				

1. Why doesn't Google issue guidance? What are the pros and cons? Google does not issue guidance because it is concentrated on growing long-term value of the company, and it believes that outside pressures often tempt companies to sacrifice long-term opportunities to meet quarterly market expectations.

Pros:

- **Encourages management to focus on real opportunities and long-term value.** Focus of companies like Google is continued profitable existence, even if that means missing short-term earnings, hence management place more importance on activities and investments that generate long-term value. Absence of guidance further drives focus on this long-term play.
- **Enhanced reputation for accuracy and transparency in financial reporting:** Google's guidance policy focuses on generating long-term value, hence investors will be more focused on value-driving activities and events, which are usually not short-termed.

Ci sono pro e contro nella *guidance*

- **Discourages manipulation of short-term results by management:** as managers do not have a powerful incentive to meet short-term targets, they do not feel the pressure to create an illusion of stability, hence discouraging window-dressing.
- **Less demands on management & employees' time:** one of the most profound costs of issuing earnings guidance is excessive demand of management's and employees' time in meeting short-term goals, which many a time do not translate in long-term value for shareholders. Earnings guidance involves a lot of education and reporting to investors, all of whom need to understand and accept the short-term results versus long-term initiatives. This is usually a cost disadvantage.

Cons:

- **Diminished visibility into company's near-term expectations:** without knowledge of short-term earnings expectations, investors and analysts may be unable to appreciate growth and profitability trends may change as the year progresses.
- **Lack of accountability from management:** Due to the absence of defined metrics (such as quarterly earnings) in the short-term, the company's management do not feel compelled to deliver in the near-term, hence no accountability to investors.

L'assenza di *guidance* non è per tutti. Il *sell-side* generalmente la chiede.

Cons: (cont.)

- **Erosion of investor (and other market participants) confidence:** based on the facts of the case (especially analysts sentiments) and other public market narratives, without earnings guidance, investors could lead to loss of interest in the company.
- **Heightens information asymmetry: guidance, and generally voluntary disclosures reduces information asymmetry,** such as reduction in bid-ask spreads. **It also reduces dispersion in analyst forecast.** Also, guidance ensures insider information or rumors get systematically communicated to the investing public.

2. What is the role of the buy-side and sell-side in influencing Google to think through their guidance policy? The sell-side (such as investment bankers, advisory firms, etc.) is usually **more interested in short-term results**, as this is what their clients (investors) are interested in, hence they tend to favor earnings guidance. They may pressure Google to provide guidance, as it provides a basis to evaluate whether such a target is in alignment with their clients' (investors) expectations.

Il *buy-side* è più permissivo

Buy-side (such as pension funds, private equity firms, etc), on the other hand, **are more interested in long-term investments and strategies that maximize shareholder value**, and may be supportive of Google's decision to not issue guidance. This group reinforces Google's guidance policy as right, as long as it is strategizing right for the long-term.

3. Should more firms follow Google's approach, or should Google change its policy? Provide pros and cons. Whether or not other firms should follow Google's guidance is a complex one, as it will depend on the specific circumstances and goals of each company. For companies that are focused on long-term growth and have a strong strategic vision, not issuing guidance may be beneficial. However, **for companies that are more focused on short-term results and have a greater need for investor confidence, providing guidance may be necessary.** Given the facts of the case, including exhibits, **it is clear that Google has strategically managed its business successfully.** Despite its missing a few analysts' forecast, and the volatility of its stock price, it is well positioned to win in the long-term and maximize shareholders' value. More so, based on the strengths of the pros and cons of its guidance policy, **Google should not change its guidance policy.**

La scelta di Google non è alla portata di tutti

Pros of following Google's approach

- Can help companies focus on long-term investments and strategies, rather than getting stuck on short-term results.
- Engenders transparent relationships between companies and the investing public.
- Decreased pressure to meet **short-term targets**, which **can be a distraction from the company's long-term goals**.

Cons following Google's approach

- Heightened uncertainty and confusion among investors.
- May result in a **lack of accountability for the company's financial performance**.
- Could lead to a loss of investor confidence or interest in the company.

La presenza o assenza di specifica *guidance* cambia il contesto che può portare a un *profit warning*



What is a profit warning?

A profit warning is an official statement to the stock exchange from a publicly listed company that says that it will report **full-year profits materially below management or market expectations.**

Q4 2023 highlights

1

18.2%

UK-listed companies warn in 2023

The annual percentage of companies issuing warnings in 2023 surpasses 2008 – the height of the credit crisis

25

FTSE Industrial Support Services warnings in 2023

Cuts and delays in business spending and recruitment push sector warnings to their highest annual total since 2020

41%

FTSE Chemicals companies warn in 2023

Demand uncertainty and destocking drives sector warnings to a record annual total of 11

33%

of Q4 23 warnings from companies with revenues over £1bn

Double the average number of larger companies issued profit warnings, as relentless earnings pressures take a wider toll

18.8%

median share price fall on the day of warning in Q4 23

Investors react to profit warnings with the highest on-the-day share price fall in over four years

Comprendiamo allora l'importanza del contesto economico in cui operiamo

UK Profit Warnings Q4 2023 headlines

UK-listed companies issued 77 profit warnings in Q4 2023, down 7% year-on-year from 83 issued in Q4 2022, but in line with the five-year fourth quarter average. There were 294 profit warnings in 2023, with **18.2% of companies warning across the year – higher than 17.7% at the peak of the credit crisis in 2008.**

Although the pace of profit warnings fell year-on-year in Q4 2023, as cost pressures eased and hopes of early interest rate cuts in 2024 grew, **this is still a testing environment to build earnings momentum, with less growth, more supply chain disruption, higher costs and significantly more expensive capital than most businesses experienced in the decade before the pandemic.**

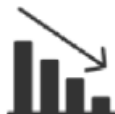
The **outlook has improved**, but **the lagged impact of higher interest rates is still passing through** and this more positive outlook is still subject to what is now accustomed uncertainty. **Companies need to be prepared for a wide variety of outcomes in 2024.**

Quali sono le cause principali dei *profit warnings*?



Top 5 reasons for profit warnings

Q4, 2023, All FTSE Sectors, All FTSE Indices



Sales short of forecasts



Delayed or discontinued contracts



Weak consumer confidence



Credit crunch



Increasing costs and overheads



Evoluzione del MSCI ESG Rating della quotata Alphabet

MSCI ESG RATINGS

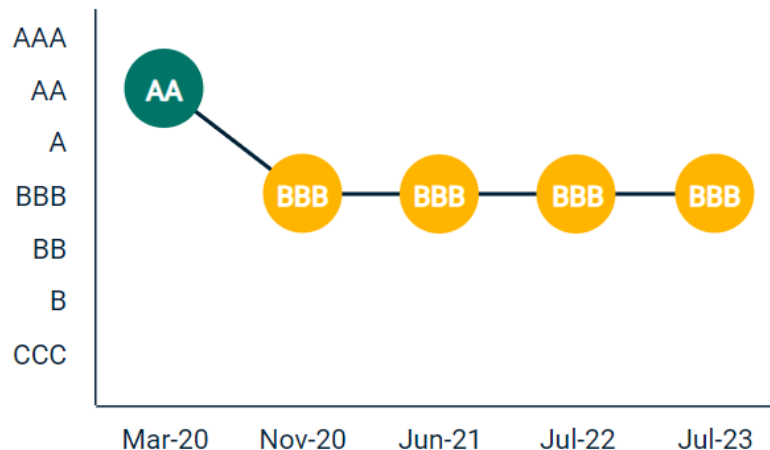


Alphabet is **average** among 64 companies in the **interactive media & services industry**.

Alphabet's rating remains unchanged since November, 2020.

ESG Rating history

MSCI ESG Rating history data over the last five years or since records began.



Google Sustainability: uno dei piani più aggressivi tra le Big Tech







With its **2030 net-zero goal**, Google has one of the most aggressive sustainability plans among Big Tech companies.

Part of Google's environmental collaboration has been with its own employees, some of whom signed a letter in 2019 asking the company to establish several sustainability goals. They included having zero greenhouse gas emissions by 2030; banning contracts that enable fossil-fuel extraction; and **no longer funding think tanks, lobbyists, and politicians who work to undermine climate-change action**. That letter followed a [Guardian report](#) that **the company had made “substantial” contributions to more than a dozen organizations “that have campaigned against climate legislation, questioned the need for action, or actively sought to roll back Obama-era environmental protections.”**

The letter also followed a pledge signed by more than 2,000 Google workers who organized with employees at Amazon, Microsoft, [Facebook](#), [Twitter](#), and other tech companies to strike and demand a “livable future for all of us.” That pledge letter said **Google's cloud business brings in “significant revenue licensing infrastructure, machine learning, and engineering talent to fossil-fuel companies.”** It also said that in 2018, **the company funded 111 members of Congress who voted against climate legislation most of the time.**

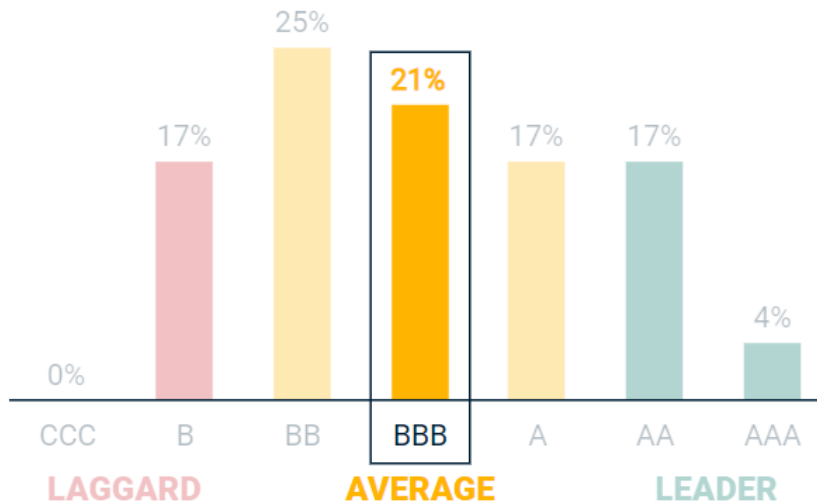
In 2020, Google said it would [stop making customized A.I.](#) or machine learning tools for the oil and gas industry. But that same year, **the company announced a deal with [Saudi Aramco](#), the world's largest oil company, to expand cloud services in Saudi Arabia.** Google has said that the deal doesn't involve oil production.

Il Rating ESG di Google risente della complessità del suo business, che puo' ingenerare contraddizioni

ESG LAGGARD	AVERAGE	ESG LEADER
 CORPORATE GOVERNANCE	Alphabet does not score in the average range on any of the Key Issues that we evaluated for its industry.	 PRIVACY & DATA SECURITY
 CORPORATE BEHAVIOR		 CARBON EMISSIONS
 HUMAN CAPITAL DEVELOPMENT		
 OPPORTUNITIES IN CLEAN TECH		

ESG Rating distribution in relation to industry peers

Universe: MSCI ACWI Index constituents interactive media & services, (64 companies)



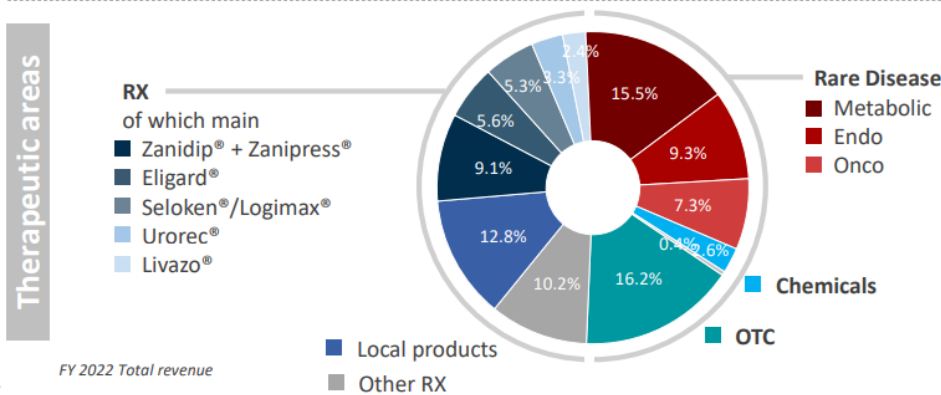
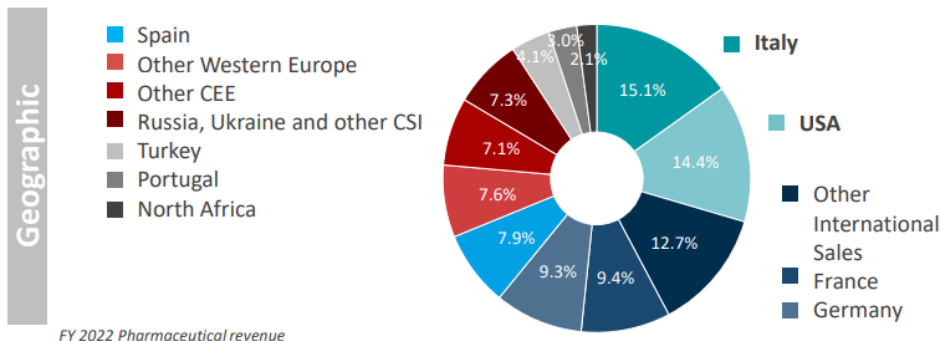
Guardiamo ora a un protagonista italiano di “medie dimensioni”: Recordati.
Una casa farmaceutica con presenza internazionale, gestita storicamente da una famiglia e oggi da un private equity. Attenzione per le malattie rare.



La diversificazione geografica resta uno dei punti di forza dell'Azienda

WELL DIVERSIFIED REVENUE BASE

Moving into new geographies and disease areas, becoming a larger and more diversified organization



- Italy growing but **no longer dominant**, now ~15%
- US to become our **biggest** market in 2023
- ~30% of revenue outside US & established EU
- Main products each represent **less than 10%** of revenue
- Presence in both RX and OTC
- **Growing global Rare Diseases footprint**



Lo spaccato delle crescite per Paese YoY conferma l'importanza per Recordati del mercato USA

COMPOSITION OF REVENUE BY GEOGRAPHY

(million Euro)	FY 2022	FY 2021	Change %
Italy	272.7	258.2	5.6
U.S.A.	260.5	176.9	47.2
France	169.1	151.7	11.5
Germany	167.6	152.9	9.6
Spain	142.6	120.0	18.8
Portugal	53.5	45.4	17.7
Turkey	74.3	70.3	5.7
Russia, other CIS countries and Ukraine	131.7	99.6	32.2
Other CEE countries	128.8	112.0	15.0
Other W. Europe countries	136.7	104.4	31.0
North Africa	37.7	35.9	4.9
Other international sales	229.2	204.2	12.3
TOTAL PHARMACEUTICALS	1,804.4	1,531.6	17.8
CHEMICALS	48.9	48.5	2.6

(In local currency, millions)	FY 2022	FY 2021	Change %
U.S.A. (USD)	274.3	209.2	31.1%
Turkey (TRY)	1,295.5	690.3	87.7%
Russia (RUB) ¹⁾	7,330.1	6,338.8	15.6%

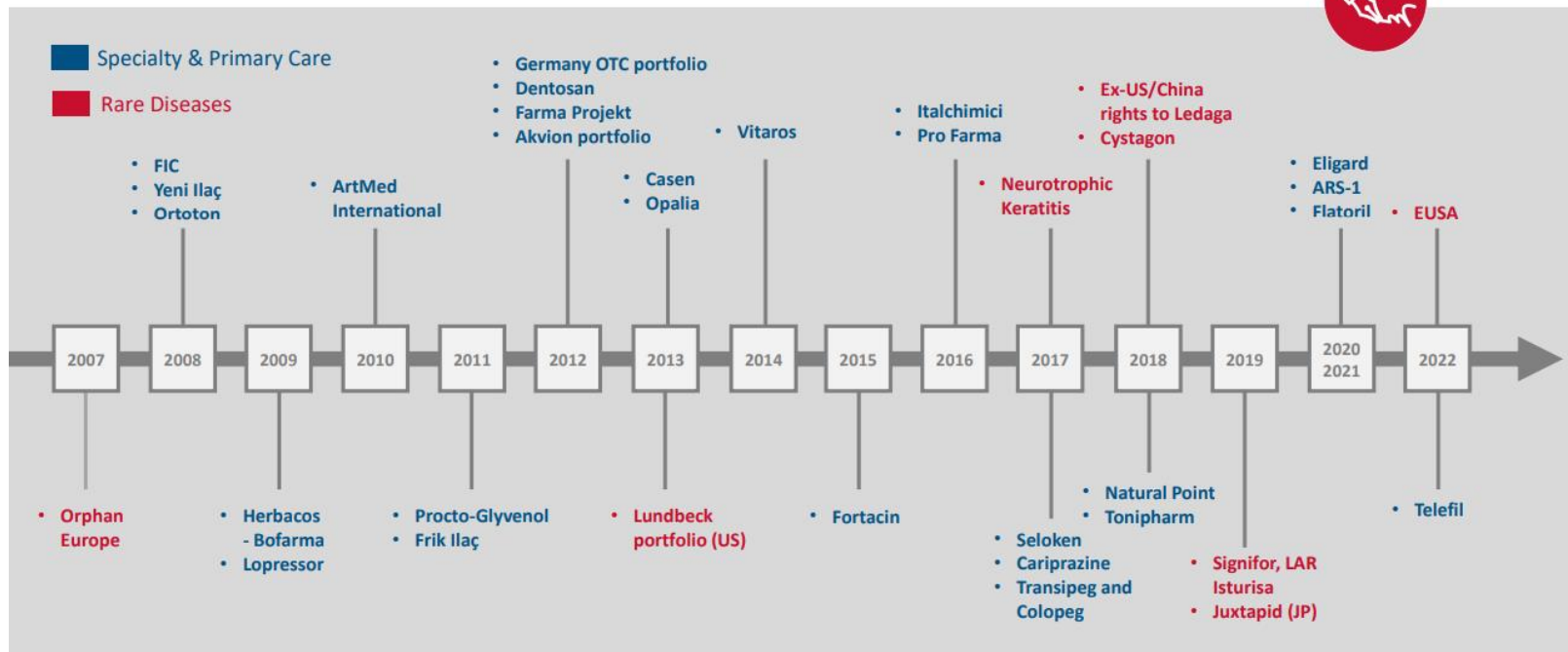
1) Net revenue in local currency in Russia exclude sales of products for rare diseases



Una bella storia di crescita sostenuta da M&A con rapida integrazione

ACCRETIVE AND GROWTH BD / M&A

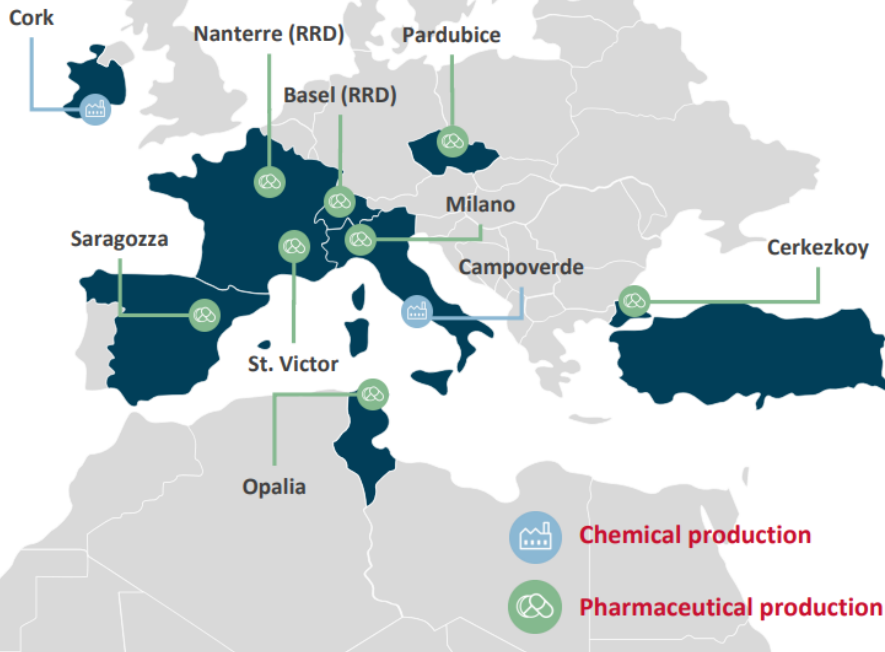
Long track record of successful execution on BD / M&A with fast and effective integration



Efficace e opportuna l'illustrazione del basso profilo di rischio della supply chain

ROBUST SUPPLY CHAIN

Strong vertical integration



- **60% of volumes** manufactured by Recordati plants
- **Majority of CMOs** based in Europe and in US
- Producing API for key products for both SPC and RRD
- **Stable 3rd parties' API revenue** of ~€ 50 million
- **Managed multiple recent challenges** without any disruption

Buona dinamica del fatturato nel 2022, bene per l'aumento dell'R&D

2022 PRELIMINARY RESULTS AHEAD OF FULL YEAR TARGETS

(million Euro)	FY 2022	FY 2021	Change %	Targets Feb 2022
Revenue	1,853.3	1,580.1	17.3	1,720 – 1,780
Gross Profit	1,286.6	1,152.3	11.6	
as % of revenue	69.4	72.9		
Adjusted Gross Profit⁽¹⁾	1,336.4	1,152.3	16.0	
as % of revenue	72.1	72.9		
SG&A Expenses	572.2	480.9	19.0	
as % of revenue	30.9	30.4		
R&D Expenses	220.1	166.1	32.5	
as % of revenue	11.9	10.5		
Other Income (Expense), net*	(57.0)	(15.1)	n.m.	
as % of revenue	(3.1)	(1.0)		
Operating Income	437.3	490.2	(10.8)	
as % of revenue	23.6	31.0		
Adjusted Operating Income⁽²⁾	536.1	504.6	6.2	
as % of revenue	28.9	31.9		
Financial income/(Expenses), net	(35.9)	(26.8)	33.7	
as % of revenue	(1.9)	(1.7)		
Net Income	312.3	386.0	(19.1)	
as % of revenue	16.9	24.4		
Adjusted Net Income⁽³⁾	473.3	424.6	11.5	450 – 470
as % of revenue	25.5	26.9		
EBITDA⁽⁴⁾	672.8	602.3	11.7	630 – 660
as % of revenue	36.3	38.1		

*Other expenses mainly reflect non-recurring costs, please see details on slide 59

¹⁾ Gross profit adjusted from impact of non-cash charges arising from the allocation of the purchase price of EUUSA Pharma to the gross margin of acquired inventory (IFRS 3)

²⁾ Net income before income taxes, financial income and expenses, non-recurring items, and non-cash charges arising from the allocation of the purchase price of EUUSA Pharma to the gross margin of acquired inventory (IFRS 3)

³⁾ Net income excluding amortization and write-downs of intangible assets (except software) and goodwill, non-recurring items, non-cash charges arising from the allocation of the purchase price of EUUSA Pharma to the gross margin of acquired inventory (IFRS 3) and monetary net gains/losses from hyperinflation (IAS 29), net of tax effects

⁴⁾ Net income before income taxes, financial income and expenses, depreciation, amortization and write-downs of property, plant and equipment, intangible assets and goodwill, non-recurring items and non-cash charges arising from the allocation of the purchase price of EUUSA Pharma to the gross margin of acquired inventory (IFRS 3)



A una sottoperformance nel 2022/inizio 2023 è seguito un recupero 1Y all'8-2-2024 di oltre il 36%

Recordati S.p.A.

[ADD TO WATCHLIST](#)

☀️ OPEN
€ 50.62
▲ 0.18 0.36%

Last Updated: Feb 8, 2024 at 1:36 p.m. CEST
- Delayed quote

PREVIOUS CLOSE

€50.44

VOLUME: 50.45K 65 DAY AVG: 229.66K

22% VS AVG



50.00 DAY RANGE 50.80 37.78 52 WEEK RANGE 51.62

OVERVIEW | PROFILE | CHARTS | FINANCIALS | HISTORICAL QUOTES | PREMIUM TOOLS

KEY DATA

OPEN
€50.54

DAY RANGE
50.00 - 50.80

52 WEEK RANGE
37.78 - 51.62

MARKET CAP
€10.55B

SHARES OUTSTANDING
N/A

PUBLIC FLOAT
95.53M

BETA
N/A

REV. PER EMPLOYEE
€465.08K

PERFORMANCE

5 Day | -0.75%

1 Month | 2.76%

3 Month | 13.00%

YTD | 3.58%

1 Year | 23.10%

Permangono alcune riserve da parte degli investitori su come la strategia Recordati offra meno upside dei competitors...

15 September 2022
Equity Research
Europe



European Pharmaceuticals PharmaValues 2023 Strategic Conclusions

Connections Series

Major Pharmaceuticals | Connections Series

Key EU industry takeaways for 2023: 1) EU Pharma EV/NPV valuations (0.94x) are at a four-year low and the intra-sector dispersion is at a 10-year high (Sanofi 0.61x, Novo 1.56x). 2) The NPV of the EU pipeline is unchanged this year, absorbing some high-profile failures, but 2023 is set to be a solid year for low-risk, but potentially high-value, line extensions. 3) After a lull, patent expiries are due to pick up, with 12% of 2021 revenue exposed to patent loss to 2027E.

- **EU Major Pharma:** Within Europe, Roche has the highest overall Strategic Score in our Pharma Values 2023 analysis, followed by Sanofi. Bayer and Novartis score the lowest. Based solely on PharmaValues EV/NPV valuation, Sanofi is the clear leader.
- **EU Specialty Pharma:** Ammirall and Lundbeck score highest, Orion and Recordati lowest.

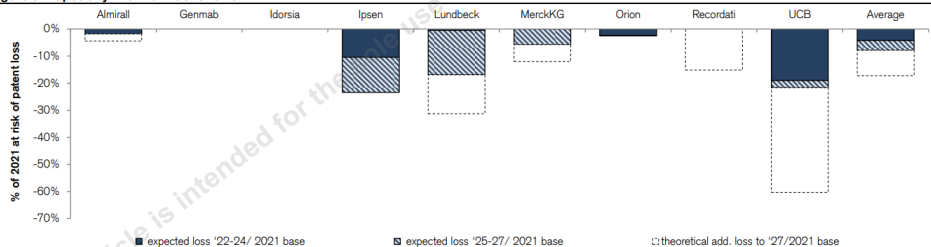
In specialty, Lundbeck, UCB and Ammirall look the most attractive on EV/NPV. Genmab, Recordati and Orion look the least attractive. We note that Recordati's business model does not focus on in-house R&D and this methodology does not capture expected acquisition-driven growth

In specialty, UCB scores as most attractive on Replacement Power given expected midterm launches of Bimzelx, zilucoplan and roza. Ipsen and Recordati score as least attractive (although this is to be expected for Recordati given its strategy of relying heavily on M&A for growth). Ipsen's pipeline is not expected to replace current sales, while Recordati has limited pipeline.

...ma la minore esposizione al rischio offre possibilità di recupero

Recordati: A highly fragmented portfolio with limited US exposure and deliberate acquisitions of post patent brands results in limited exposure. Notional risk comes largely in 2027 from Signifor with a patent to end-2026 (\$110m at that time) and from Qarziba being acquired with EUSA (we model around \$65m of ex US sales with a patent in 2027). With highly niche indications and limited sales, Qarziba is unlikely to be worth a biosimilar company trying to copy. Isturisa accounts for 15% of group NPV and is protected until 2030E.

Figure 54: Specialty Pharma – Generic risk



Healthcare & Pharmaceuticals | Commercial Strategy

Recordati shares fall after core profit margin forecasts disappoint

Reuters

February 21, 2023 5:42 PM GMT+1 · Updated a year ago



MILAN, Feb 21 (Reuters) - Shares in Recordati ([RECI.MI](#), [opens new tab](#)) fell as much as 4.3% on Tuesday after the Italian drug maker unveiled a cautious outlook for core profit margin in both 2023 and 2025 that came in just short of analyst expectations.

In its statement on full-year results, the company said it expected adjusted earnings before interest, taxes, depreciation, and amortization (EBITDA) margin to stand at around 36% in 2023 and 2025. It gave no figure for 2024.

Analysts at Jefferies mentioned a company-provided consensus of analysts forecasts looking for EBITDA margins at 36.1% and 36.6% in 2023 and 2025 respectively.

Recordati's head of finance, Luigi La Corte, told Reuters that the company had been prudent in its outlook, choosing to be more ambitious in its investments on innovation.

"But our 2022 EBITDA margin remains among the highest of our peers" (at 36.3%), he said on the sidelines of an analysts' meeting .

Con i dati FY22 Recordati non ha fornito un target 2024 di Ebitda margin

2023-2025 FINANCIAL TARGETS

million Euro

	FY 2022 Actual	FY 2023 Target	FY 2025 Target (incl. BD & M&A)	CAGR 2022-2025
Revenue	1,853.3	1,970 – 2,030	2,250 – 2,350	+7.5%
EBITDA ⁽¹⁾ <i>margin on sales</i>	672.8 36.3%	700 – 730 +/- 36%	810 – 850 +/- 36%	+7.3%
Adjusted Net Income ⁽²⁾ <i>margin on sales</i>	473.3 25.5%	470 – 490 +/- 24%	550 – 580 +/- 24–25%	+6.1%

1) Net income before income taxes, financial income and expenses, depreciation, amortization and write-downs of property, plant and equipment, intangible assets and goodwill, non-recurring items and non-cash charges arising from the allocation of the purchase price of EUSA Pharma to the gross margin of acquired inventory (IFRS 3)

2) Net income excluding amortization and write-downs of intangible assets (except software) and goodwill, non-recurring items, non-cash charges arising from the allocation of the purchase price of EUSA Pharma to the gross margin of acquired inventory (IFRS 3) and monetary net gains/losses from hyperinflation (IAS 29), net of tax effects

Una recente (10-1-2024) conferenza di settore ha consentito a Recordati di fornire positivi aggiornamenti di alcune dinamiche chiave 2023...

UNIQUE AND DIVERSIFIED GLOBAL PLAYER IN RARE DISEASES AND EUROPEAN PARTNER OF CHOICE IN SPECIALTY PHARMA

RECORDATI IN NUMBERS

EMPLOYEES



> 4,300

MARKETS



~ 150

REVENUE ⁽¹⁾



2,050 - 2,090
~12% vs PY

EBITDA ⁽¹⁾



750 - 770
margin ~37%

ADJ. NET INCOME ⁽¹⁾



490 - 500
margin ~24%

LEVERAGE ⁽²⁾



1.9x EBITDA

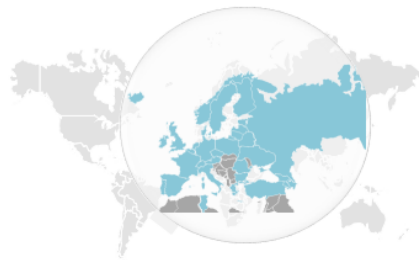
ESG RECOGNITION



1) FY 2023 guidance figures

2) Pro-forma considering the contribution of Avodart® and Cambodart®/Duodart® for the last twelve months

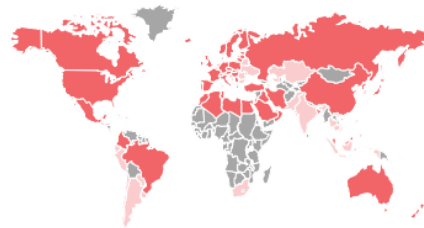
3) FY 2022 actual figures



Specialty & Primary Care ⁽³⁾

68% of Revenue

EBITDA margin 33.2%



Rare Diseases ⁽³⁾

32% of Revenue

EBITDA margin 42.8%



...fornendo una bella rappresentazione dell'evoluzione del suo caratteristico modello di business, limitando l'R&D vs *accretive* M&A

CLEAR VALUE PROPOSITION, WELL POSITIONED FOR CONTINUED SUCCESS

Drive organic growth of diversified business		Sustain high level of profitability	Pursue targeted pipeline opportunities	Maintain clear capital allocation policy
Strong underlying volume growth over the period of current portfolio across both business segments		Maintain sector leading operating and bottom-line margin as % of revenue	Targeted clinical opportunities which we believe we can turn into commercial success	Progressive dividend pay-out at roughly 60% of cash flow
SPC Mid-single digit growth at CER	RRD Double digit growth at CER	EBITDA Margin at +/- 37%	R&D investment ⁽¹⁾ between 7-8% of revenue	60% 40% Accretive & growth bolt-on M&A and BD

Strong cash flow generation & robust balance sheet

Free cash flow conversion 90-100% of Adjusted Net Income	Net Debt / EBITDA 1.7x – 2x by 2025 Subject to timing and structure of deals	Max of close to 3x for larger scale, high quality opportunities
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Note: financial planning assumptions provided up to 2025
1) Excluding amortization



La posizione Recordati MSCI ESG Rating...

MSCI ESG RATINGS

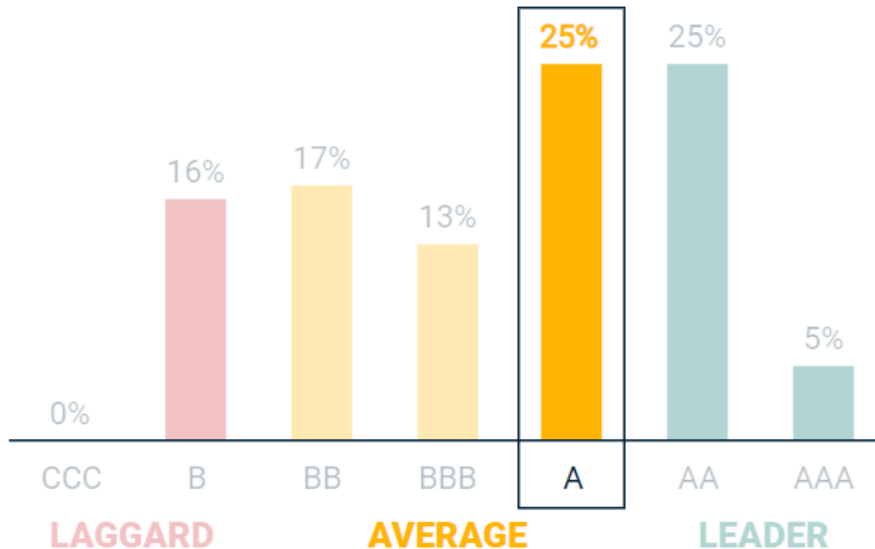


CCC	B	BB	BBB	A	AA	AAA
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Recordati is **average** among 270 companies in the **pharmaceuticals industry**.

ESG Rating distribution in relation to industry peers

Universe: MSCI ACWI Index constituents pharmaceuticals, (270 companies)



...si conferma solida

Key Issues distribution in relation to industry peers

We focus on the key issues material to the **pharmaceuticals industry**. Here is how **Recordati** compares to industry peers. For more details, visit the [ESG investing page](#).

ESG LAGGARD

Recordati is not a laggard on any of the Key Issues that we evaluated for its industry.

AVERAGE



CORPORATE BEHAVIOR



PRODUCT SAFETY & QUALITY



HUMAN CAPITAL DEVELOPMENT



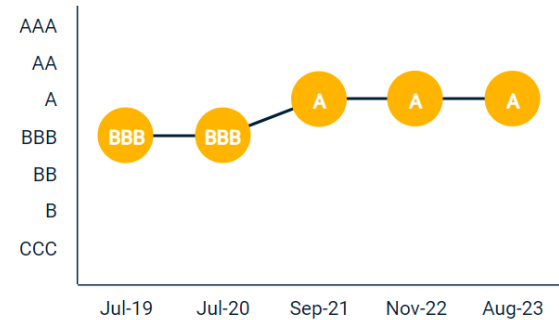
ACCESS TO HEALTH CARE



TOXIC EMISSIONS & WASTE

ESG Rating history

MSCI ESG Rating history data over the last five years or since records began.



ESG LEADER



CORPORATE GOVERNANCE



GRAZIE!

