



**Iskander Daraev**

Portfolio

2025

\* Picture made in Blender



# Disclaimer

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All visuals, except icons, are designed by Iskander Daraev (hereinafter – author). All data research and analysis performed by author. All data used in this portfolio is taken from open sources or are random figures. No client data or information constituting a corporate secret was used. No Excel/PowerPoint add-ins were used. The purpose of this portfolio is to demonstrate the author's ability to analyze different data, work in different styles and apply various charts and design techniques. Sources are clickable.

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# 01 | CHARTS

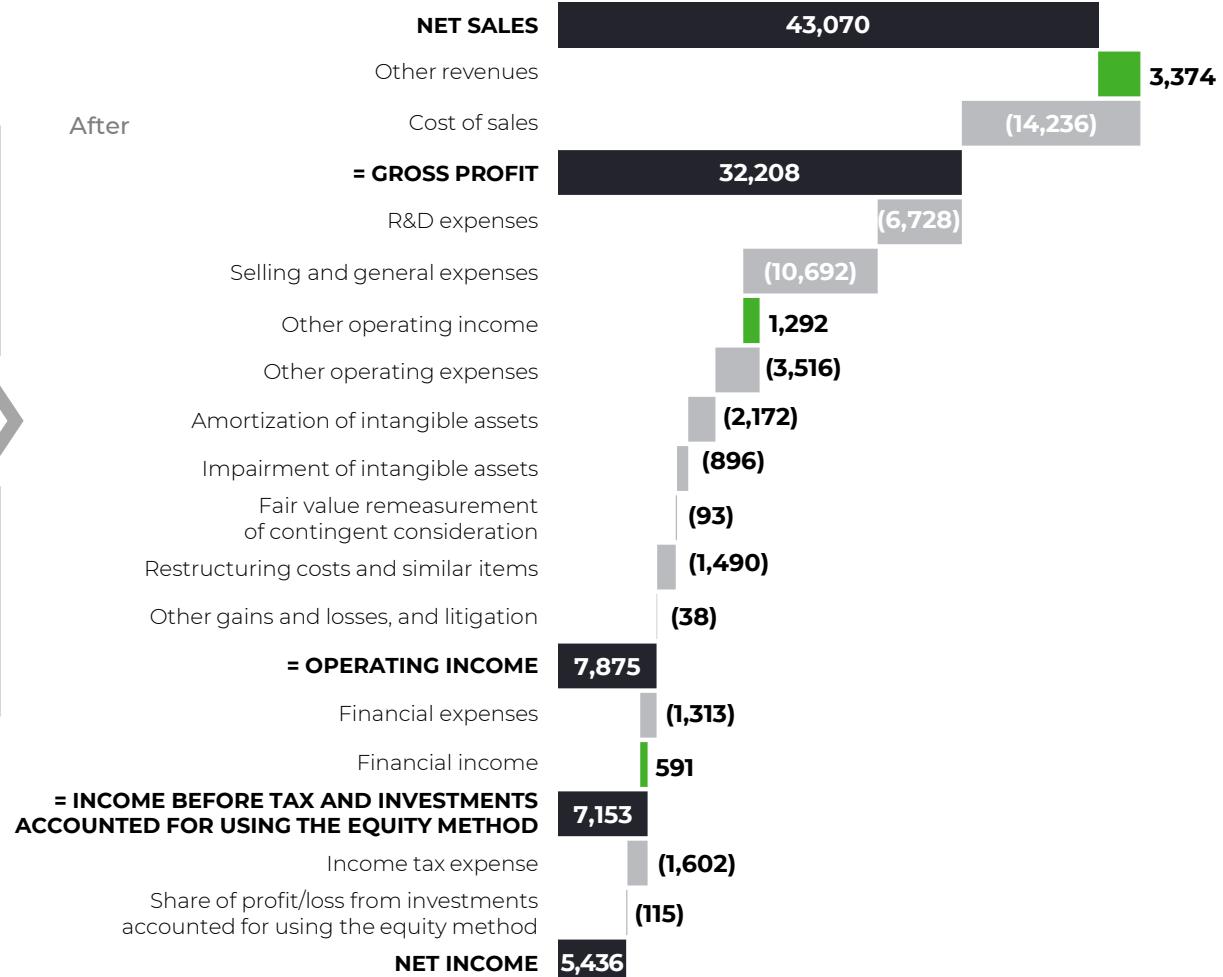
# Waterfall (vertical)

## Sanofi consolidated income statements, 2023, m Euro

(€ million)	2023
<b>Net sales</b>	<b>43,070</b>
Other revenues	3,374
Cost of sales	(14,236)
<b>Gross profit</b>	<b>32,208</b>
Research and development expenses	(6,728)
Selling and general expenses	(10,692)
Other operating income	1,292
Other operating expenses	(3,516)
Amortization of intangible assets	(2,172)
Impairment of intangible assets	(896)
Fair value remeasurement of contingent consideration	(93)
Restructuring costs and similar items	(1,490)
Other gains and losses, and litigation	(38)
<b>Operating income</b>	<b>7,875</b>
Financial expenses	(1,313)
Financial income	591
<b>Income before tax and investments accounted for using the equity method</b>	<b>7,153</b>
Income tax expense	(1,602)
Share of profit/(loss) from investments accounted for using the equity method	(115)
<b>Net income</b>	<b>5,436</b>
Net income attributable to non-controlling interests	36
<b>Net income attributable to equity holders of Sanofi</b>	<b>5,400</b>

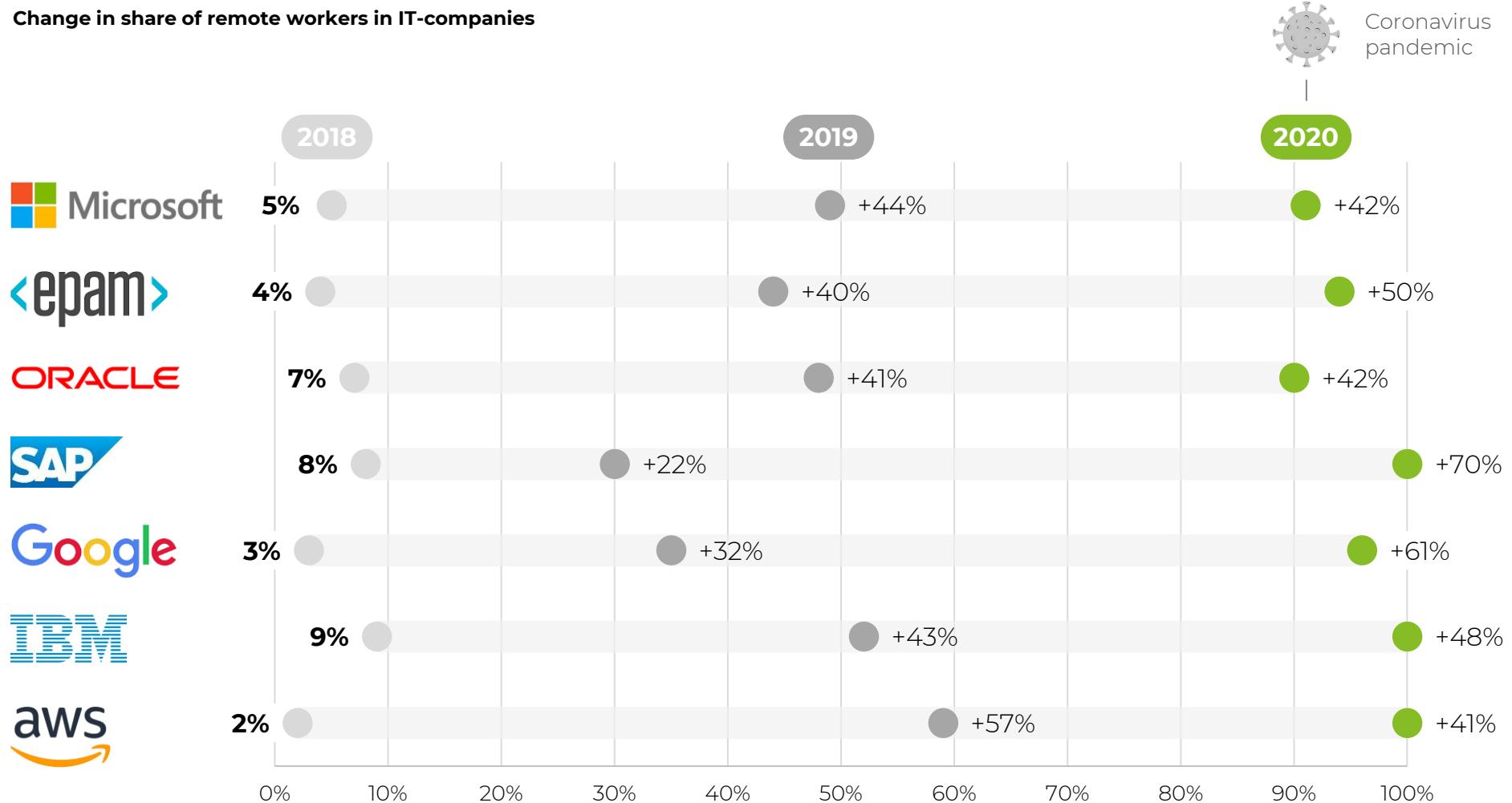
<sup>1</sup> Here and further – no add-ins applied, only standard Excel functions used

Source: Sanofi, Form 20-F 



# Dumbbell

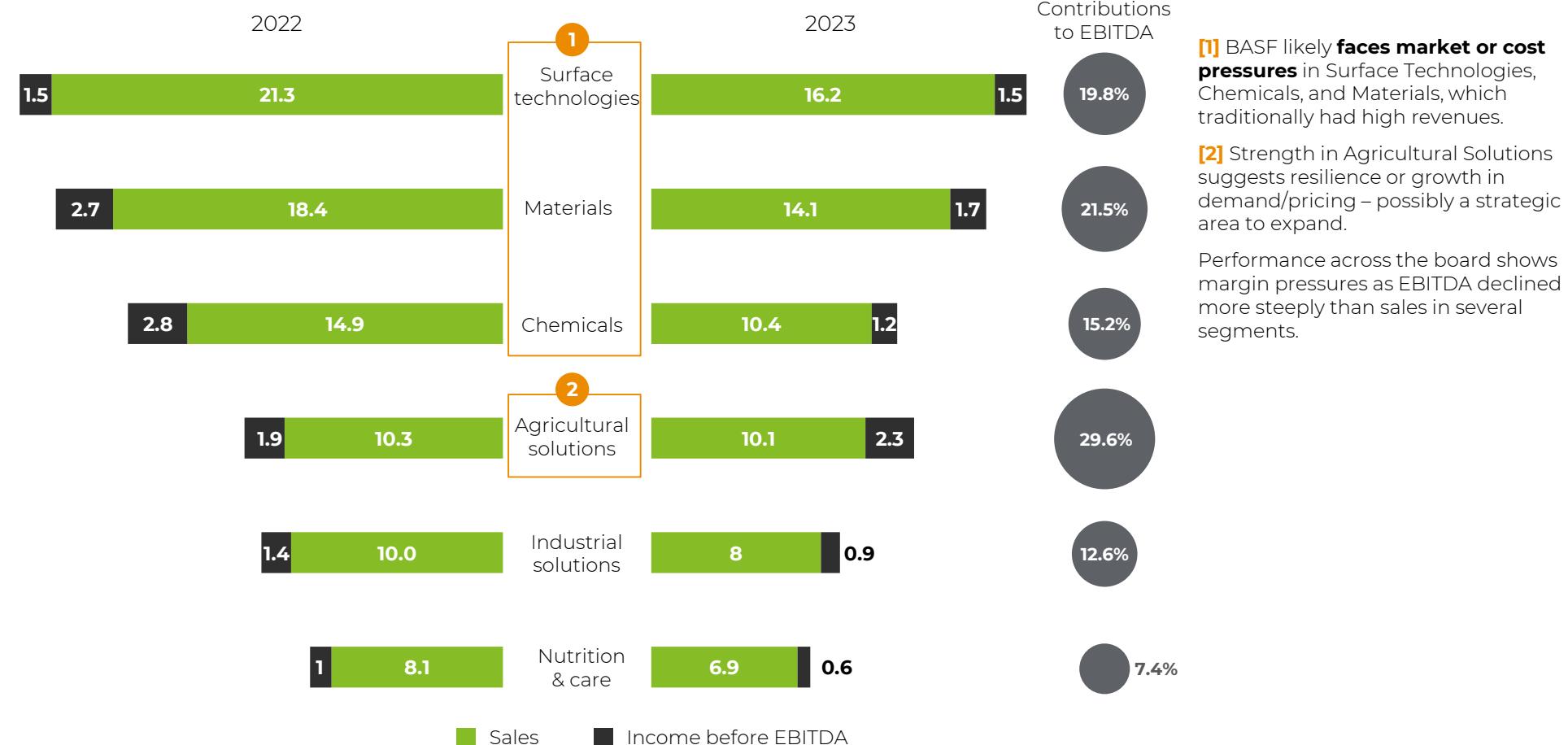
Change in share of remote workers in IT-companies



Source: random data

# Stacked tornado (butterfly)

BASF business review by segment, EURO bln

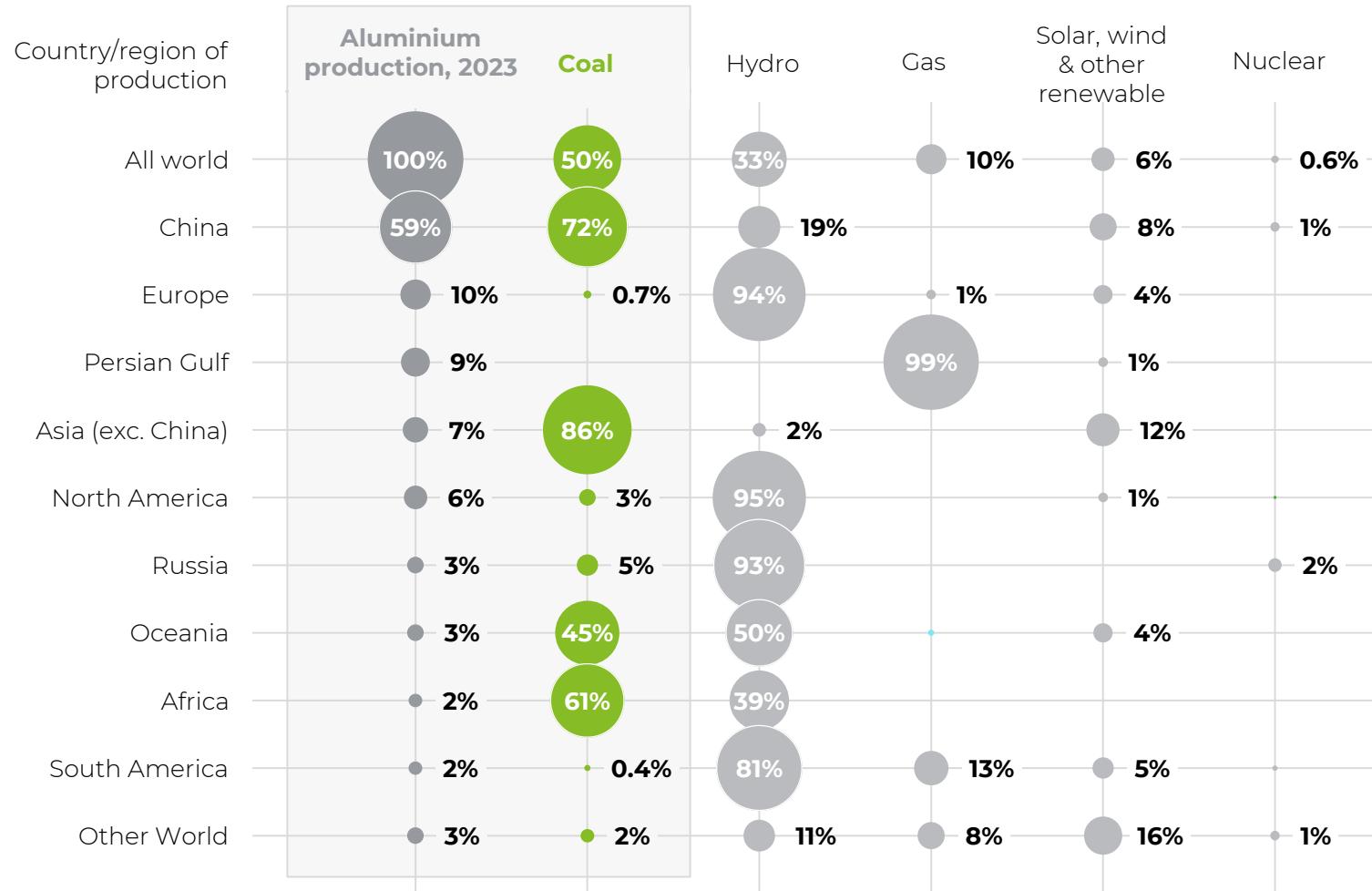


Source: BASF 2023 annual report

<sup>1</sup> Author's hypothesis

# Relationship matrix

**Electricity sources for aluminum smelting, 2023**

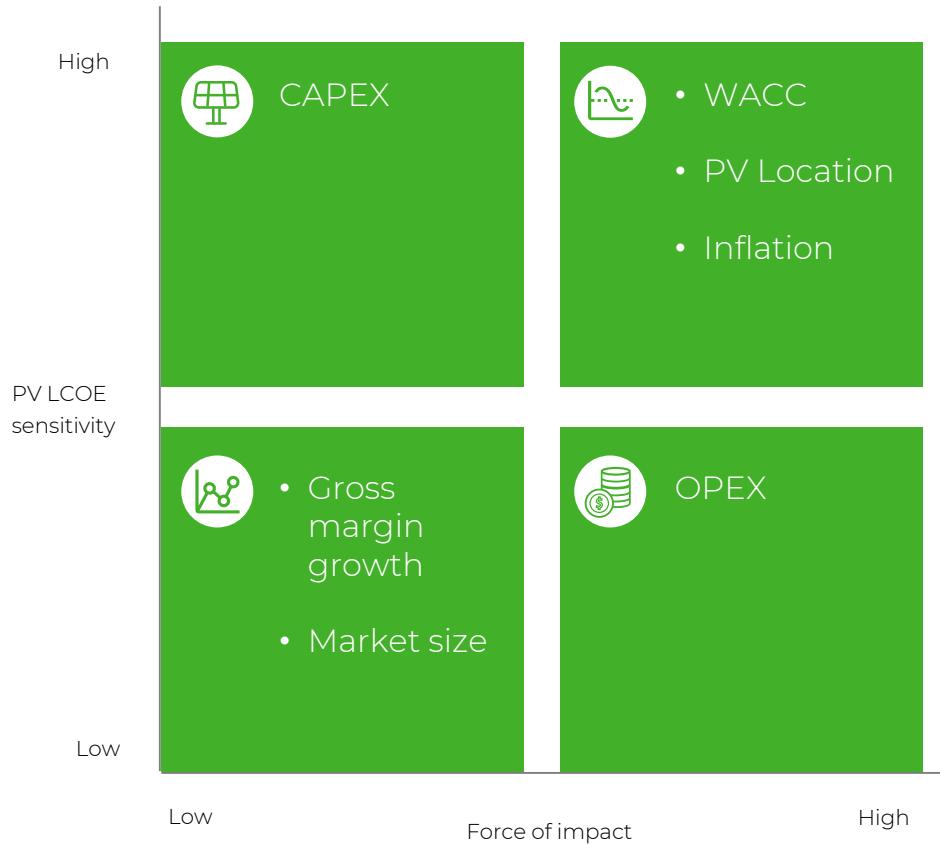


- Fossil fuels remain the primary source of electricity used in smelting, with coal accounting for 50% globally. The carbon anode emits carbon dioxide as byproducts when consumed during the smelting process.
- Aluminium smelting is a continuous electrolytic process that requires significant quantities of electrical energy. The key to decarbonisation is to increase renewables energy consumption share.
- By shifting to 100% renewable energy for this process, 80% of global aluminium electrolysis related emissions can be reduced.

Source: 1) International aluminium, 2) The Energy Institute, KPMG, Kearney – Statistical Review of World Energy, 2024, Transition Asia

# Matrix (1/2)

## Important input parameters in the calculation of PV<sup>1</sup> LCOE<sup>2</sup>



## Key findings

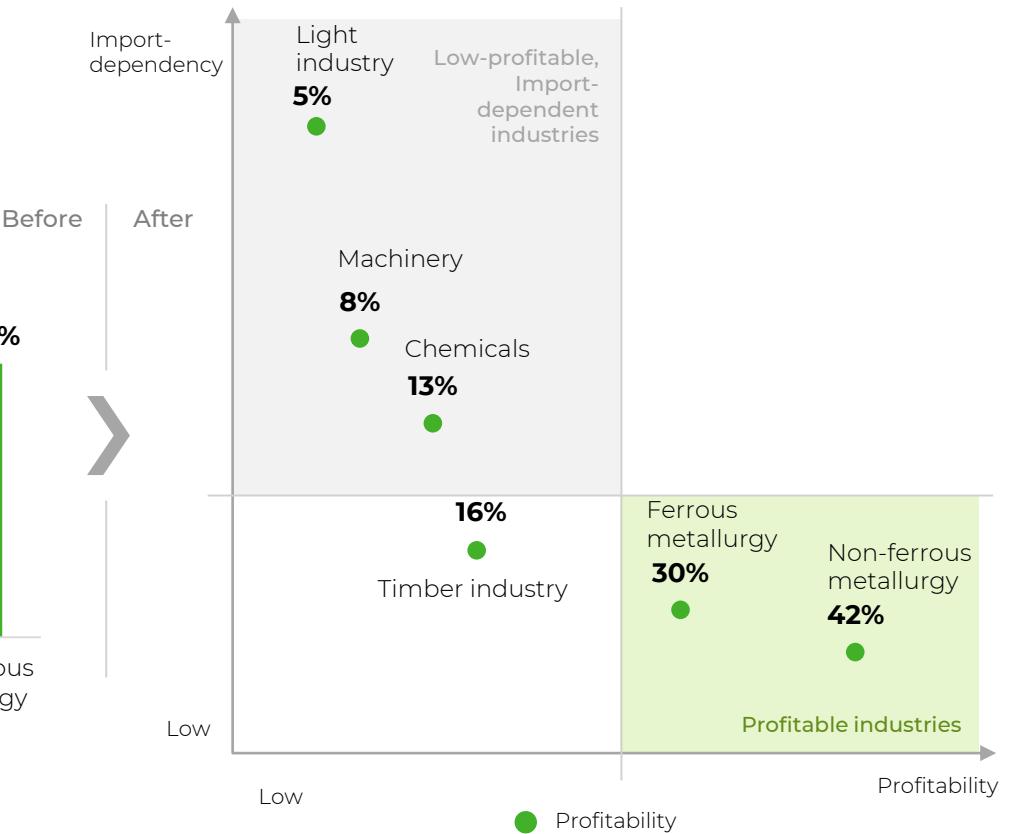
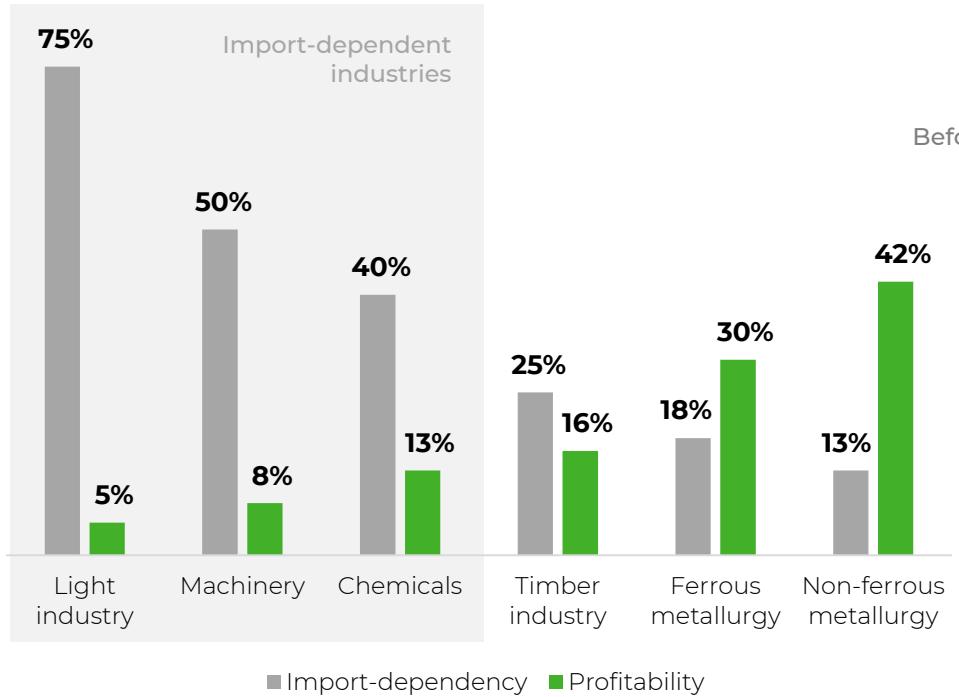
- The weighted average cost of capital (WACC) is the most crucial parameter affecting the PV LCOE. Increasing nominal WACC from 2 to 10% will double the LCOE.
- WACC used in the LCOE calculation is the single most important input parameter, more important than CAPEX and comparable to yield.
- Since there is no fuel costs related to PV, the **CAPEX** has a relatively stronger influence than the OPEX on PV LCOE.
- Since PV has no fuel cost and relatively small OPEX, the **CAPEX**, paid up front of the investment, becomes an important term in the LCOE calculation
- Obviously, **system size** has an impact on the share of CAPEX and OPEX in the LCOE.
- Changes in PV CAPEX and OPEX, learning rates, or market volume growth scenarios have a relatively smaller impact on future PV LCOE.

<sup>1</sup>Solar photovoltaics

<sup>2</sup>Levelised cost of electricity

# Matrix (2/2)

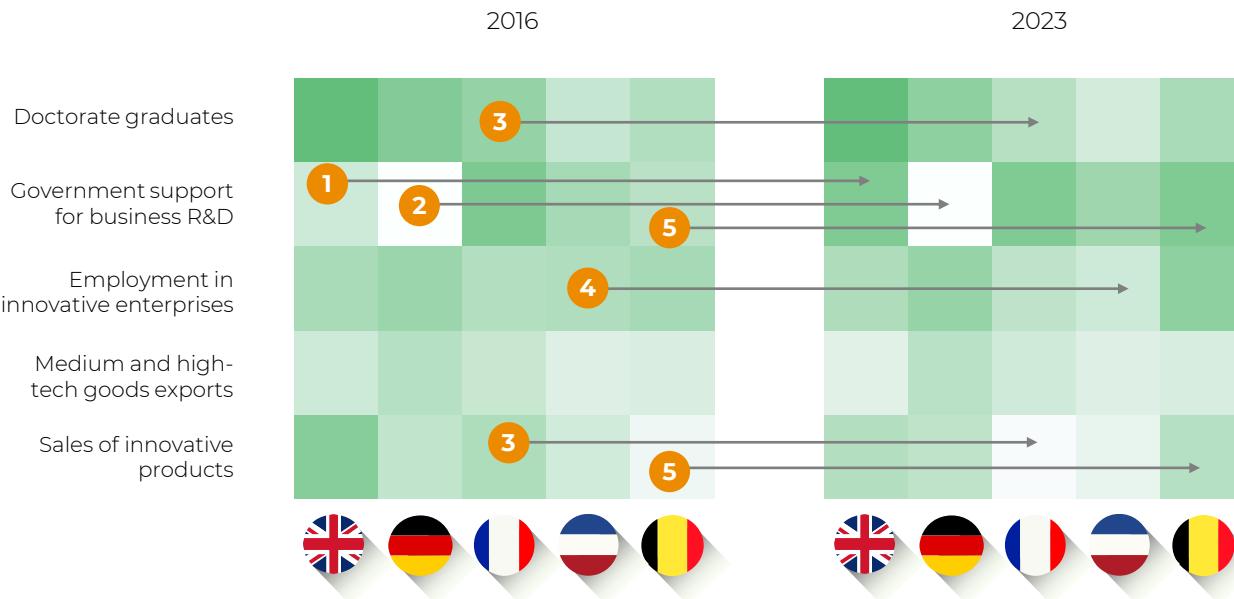
## Import-dependent and profitable industries of country X



Source: random data

# Heatmap

## Key innovation performances (relative to EU)<sup>1</sup>



Data research, analysis (key findings) & design: author

<sup>1</sup>Source: European Commission – European Innovation Scoreboard 2023

## Key findings

UK [1] The UK remains consistently high in Doctorate graduates. And during the period under review, Government support for business R&D has also increased significantly and Sales of innovative products have decreased slightly

Germany [2] Germany's indicators have remained largely unchanged, but it is worth noting that Germany stands out among other countries in this sample for its lowest level of Government support for business R&D, which has not changed over 2016-2023

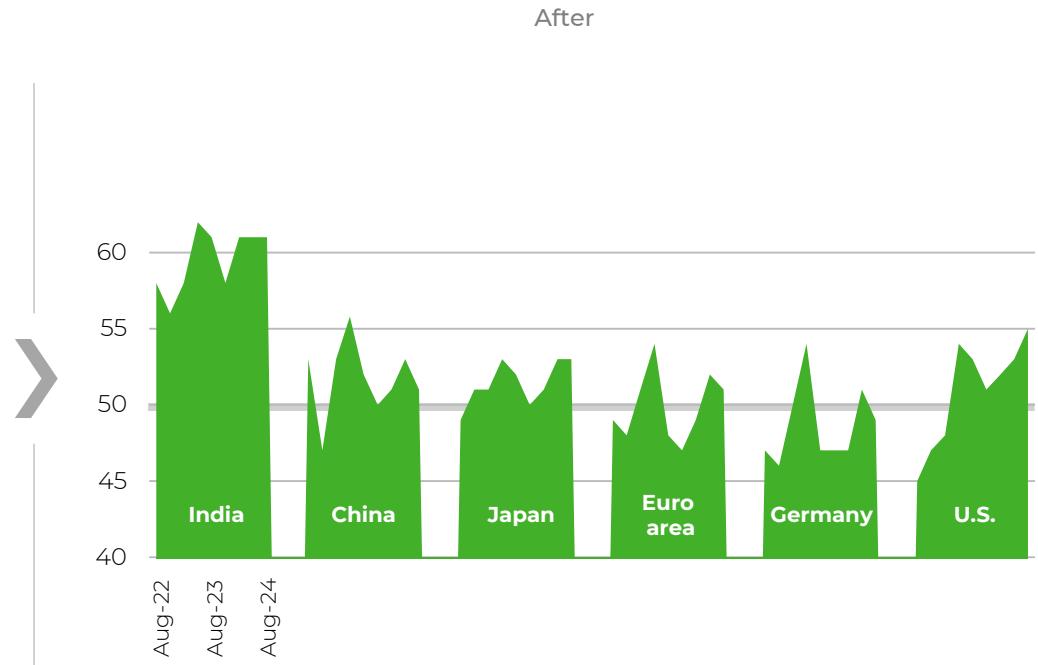
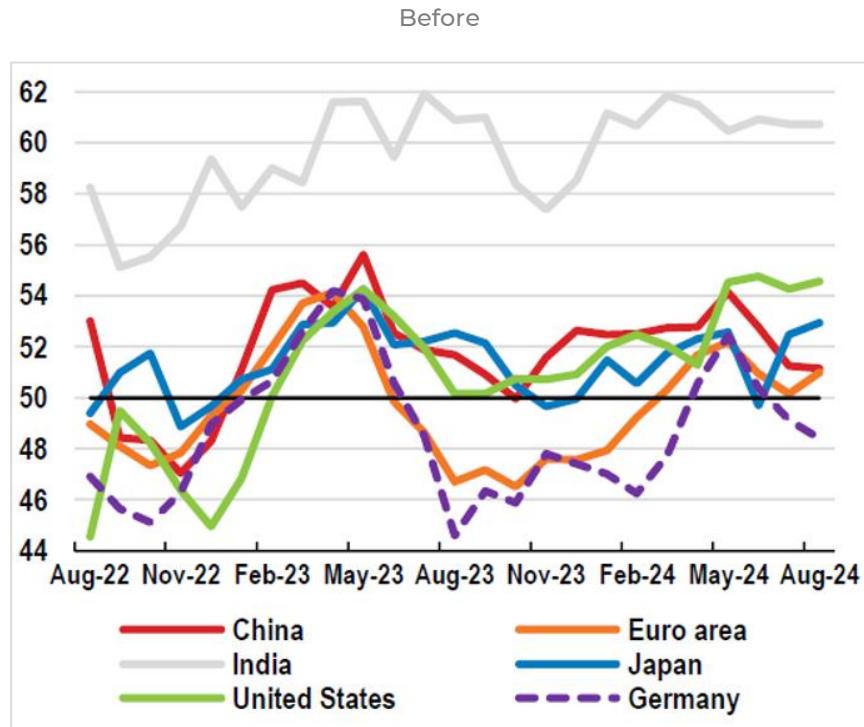
France [3] France is also characterized by the absence of significant changes in the indicators for the specified period. At the same time, Sales of innovative products fell noticeably (the most noticeable fall compared to other countries) and the level of Doctorate graduates decreased slightly. France is also characterized by a high level compared to other countries of Government support for business R&D (but less than in the UK)

The Netherlands [4] The Netherlands shows a slight decline across all indicators, with the decline in Employment in innovative enterprises standing out more noticeably than others

Belgium [5] Belgium sees growth in Government support for business R&D and Sales of innovative products

# Area chart

**Composite output PMI<sup>1</sup> (diffusion index)**

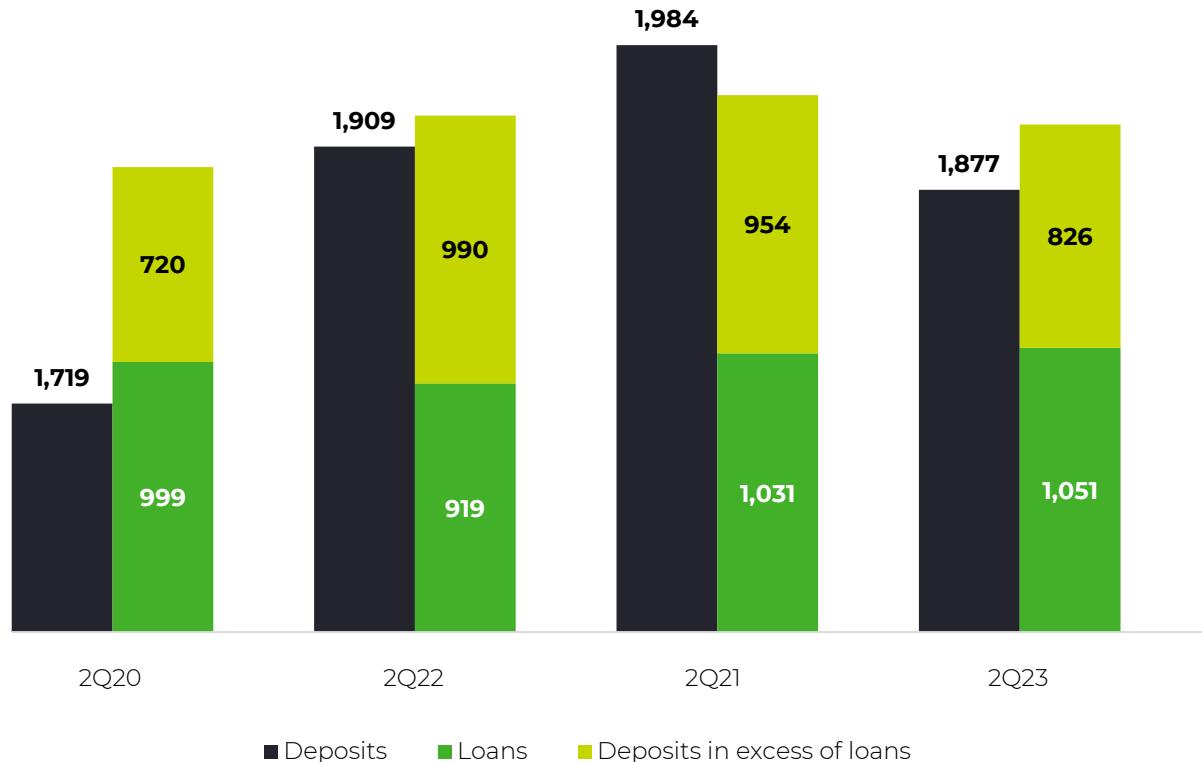


<sup>1</sup> Purchasing managers' indexes

Source: OECD Economic Outlook, Interim Report, September 2024

# Combined stacked and clustered bar charts<sup>1</sup>

**Deposits in excess of loans (EOP, USD bln)**



Source: Bank of America – 2Q 2023 Financial Results

<sup>1</sup>Single chart, without overlapping of two separate charts

# Mekko

**Excel**

## Danone 9M 2024 sales by category and geography

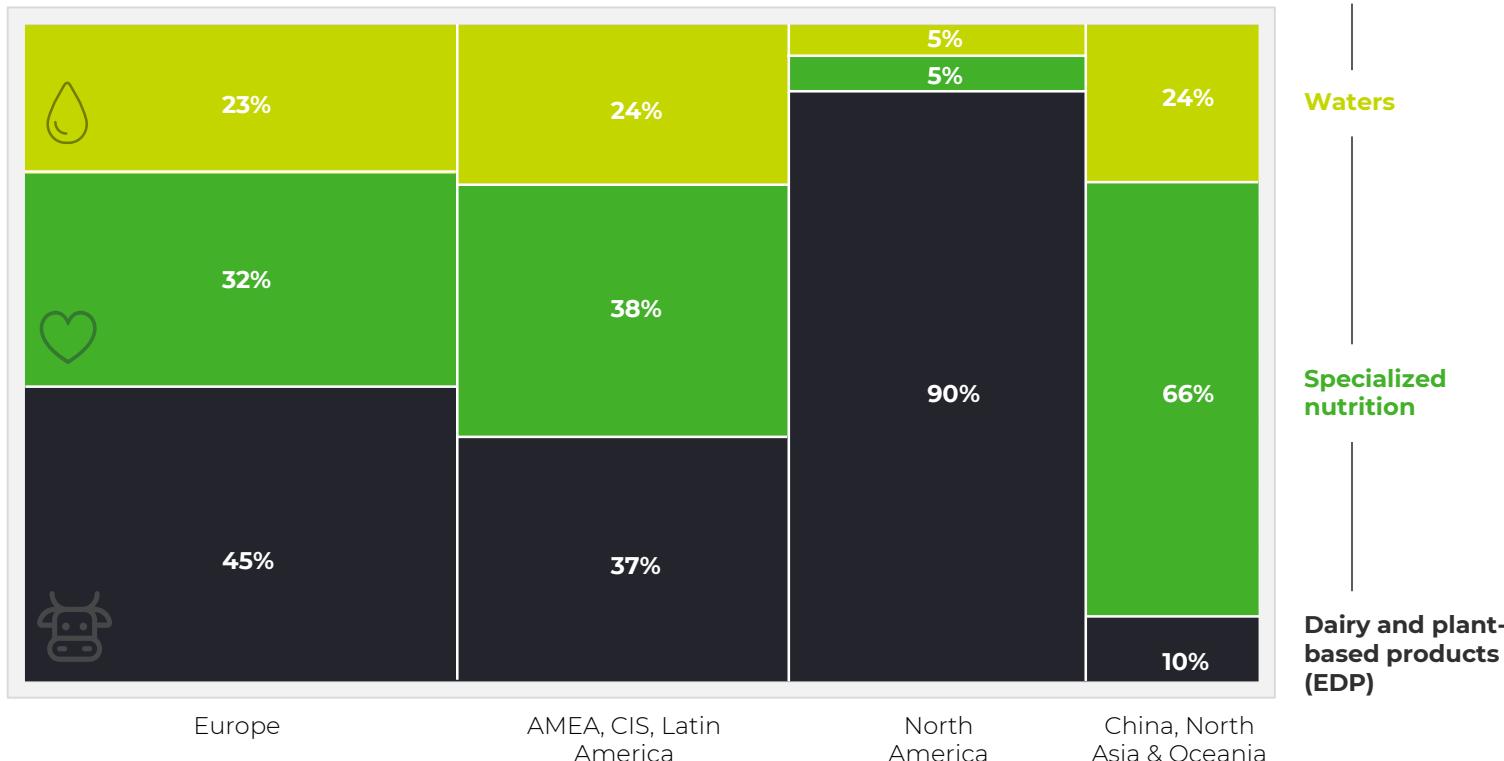
Sales by  
geography,  
M Euro

7,210

5,615

4,943

2,808



<sup>1</sup>Author

Source: Danone

Pictograms: freesvgicons.com

## Key findings<sup>1</sup>

The largest sales in North America are for Dairy and plant-based products (90%). These products are also more popular among European buyers (45%).

In Asia, buyers most often buy Specialized nutrition (66%).

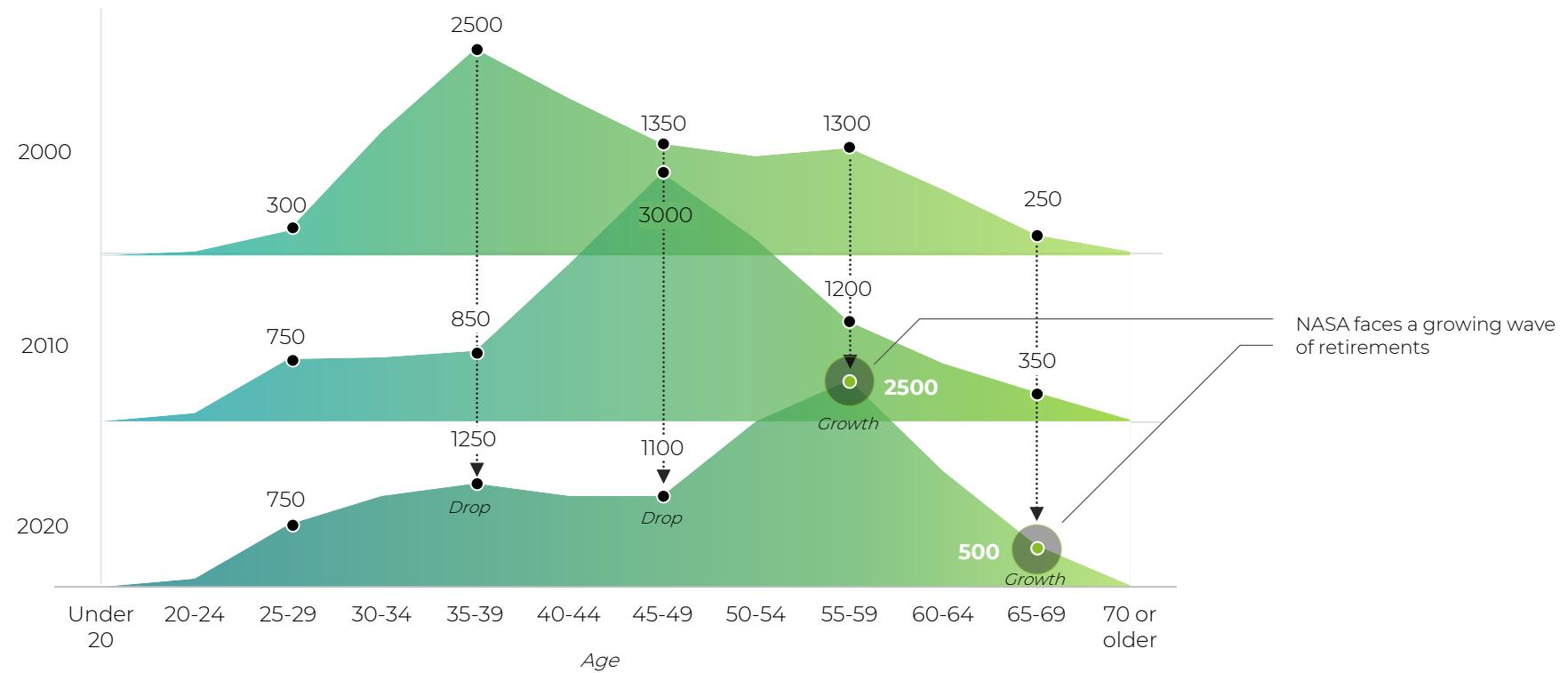
While in AMEA, CIS and Latin America, all Danone products are equally in demand with a slight advantage for Specialized nutrition and Dairy and plant-based products (38% and 37%, respectively).

The largest sales volume is in Europe (35%). The least Danone products for 9M 2024 were purchased in Asia (14% of all sales).

# Joyplot (ridgeline)

## NASA's science and engineering workforce trend in 2000-2020

*Total full-time equivalent positions, by year*



Source: NASA (report N° IG-20-023)

Data research & design: author

# Barcode (stripe chart)

## 1 High-growth peers

EV/2025 EBIT



## Key findings

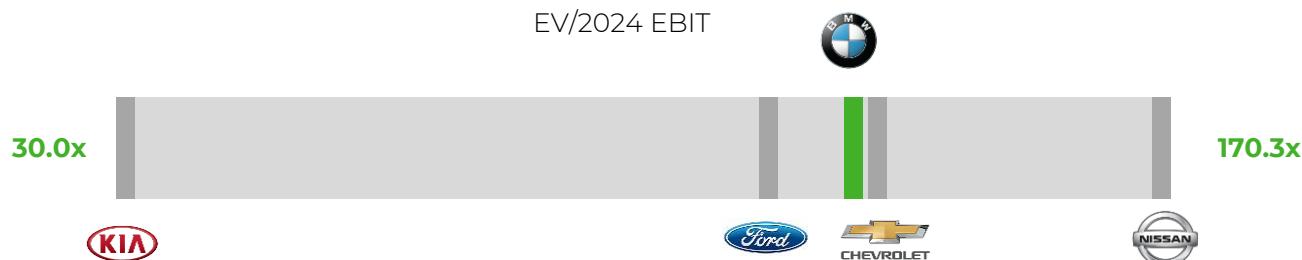
Our estimates of Company X's business enterprise value are generally in line with market benchmarks, however the range is fairly wide.

[1] XXX

[2] XXX

## 2 Automotive companies

EV/2024 EBIT



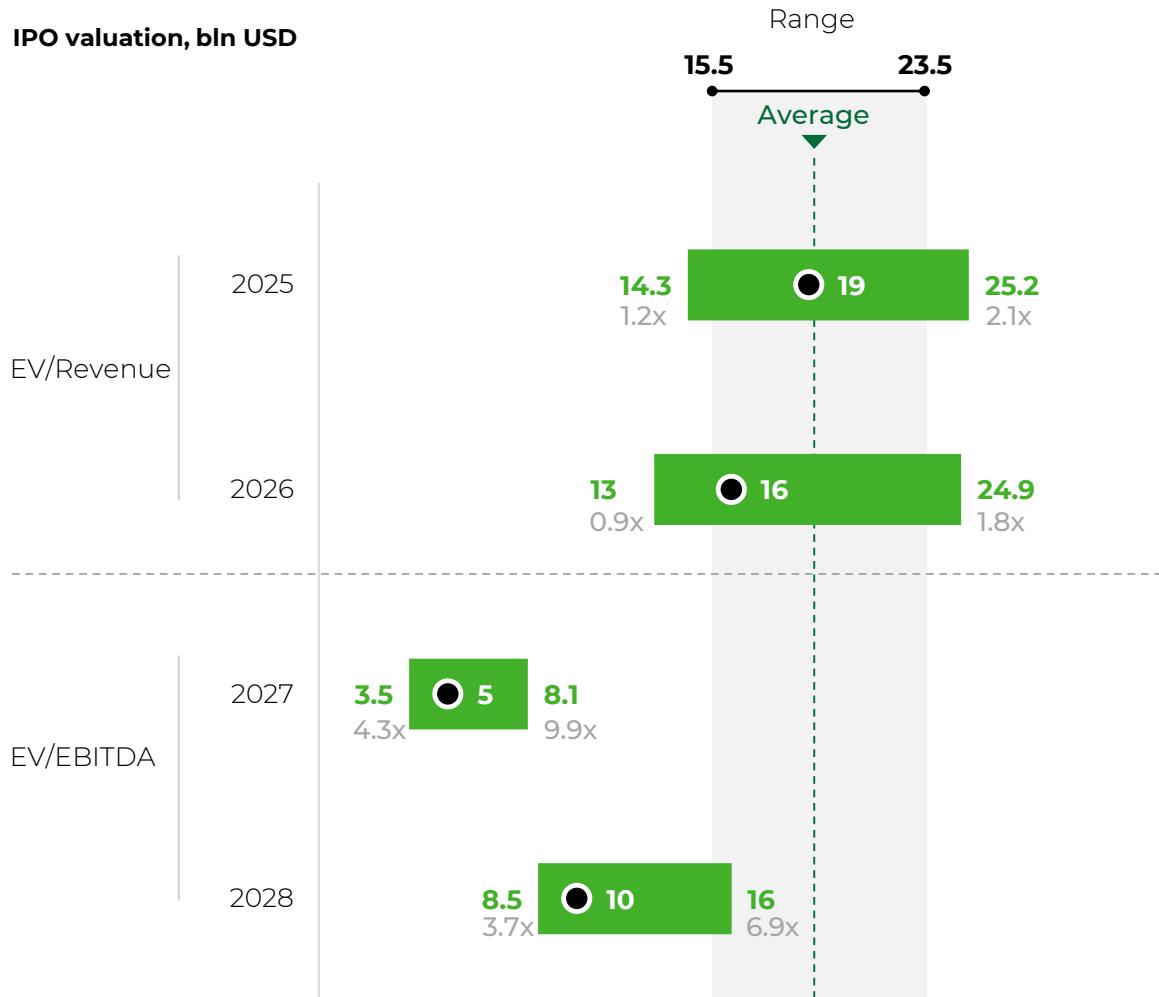
EV/2025 EBIT



Source: random data  
Design: author

# Value map

IPO valuation, bln USD



## Key findings

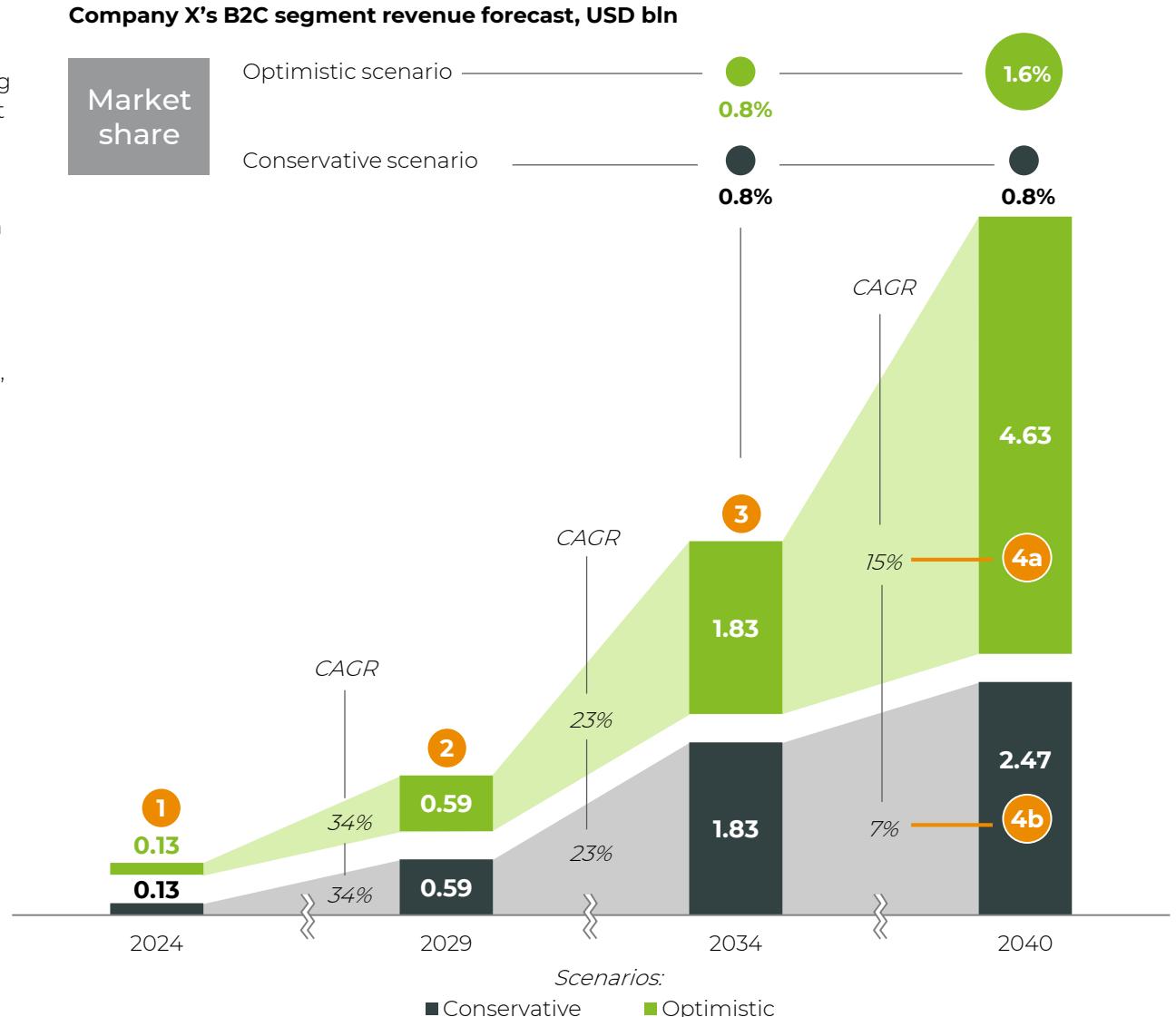
Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum. Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo.

# Scenarios

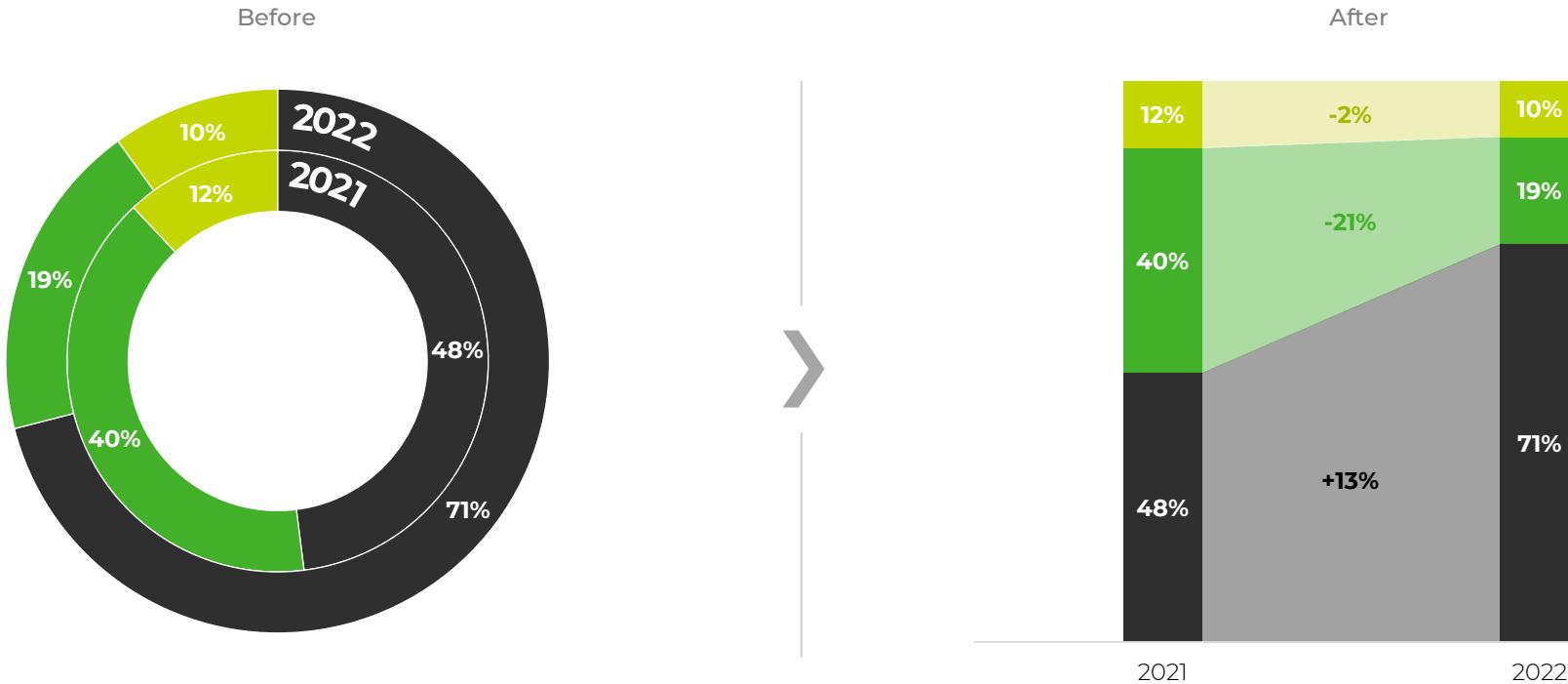
## Key findings

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum. Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium, totam rem aperiam, eaque ipsa quae ab illo inventore veritatis et quasi architecto beatae vitae dicta sunt explicabo.

- [1] Fact 2023
- [2] Management forecast
- [3] Growing to Product 1 Level
- [4a] By 2040 at inflation rates
- [4b] Growing to Product 2 Level



# Share change

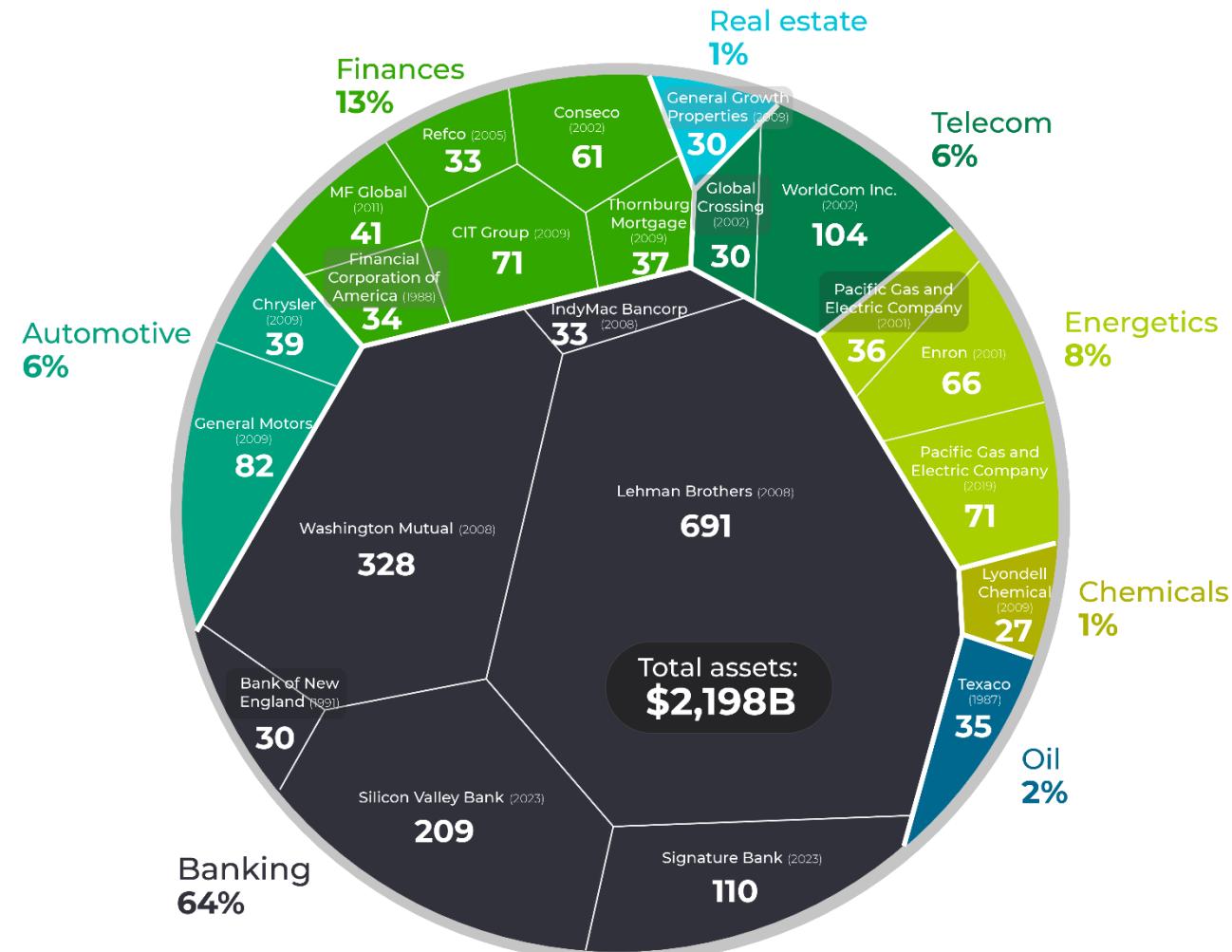


Source: random data

# Voronoi

Illustrator

Largest bankruptcies in the U.S. as of January 2025, by assets at time of bankruptcy, USD bln



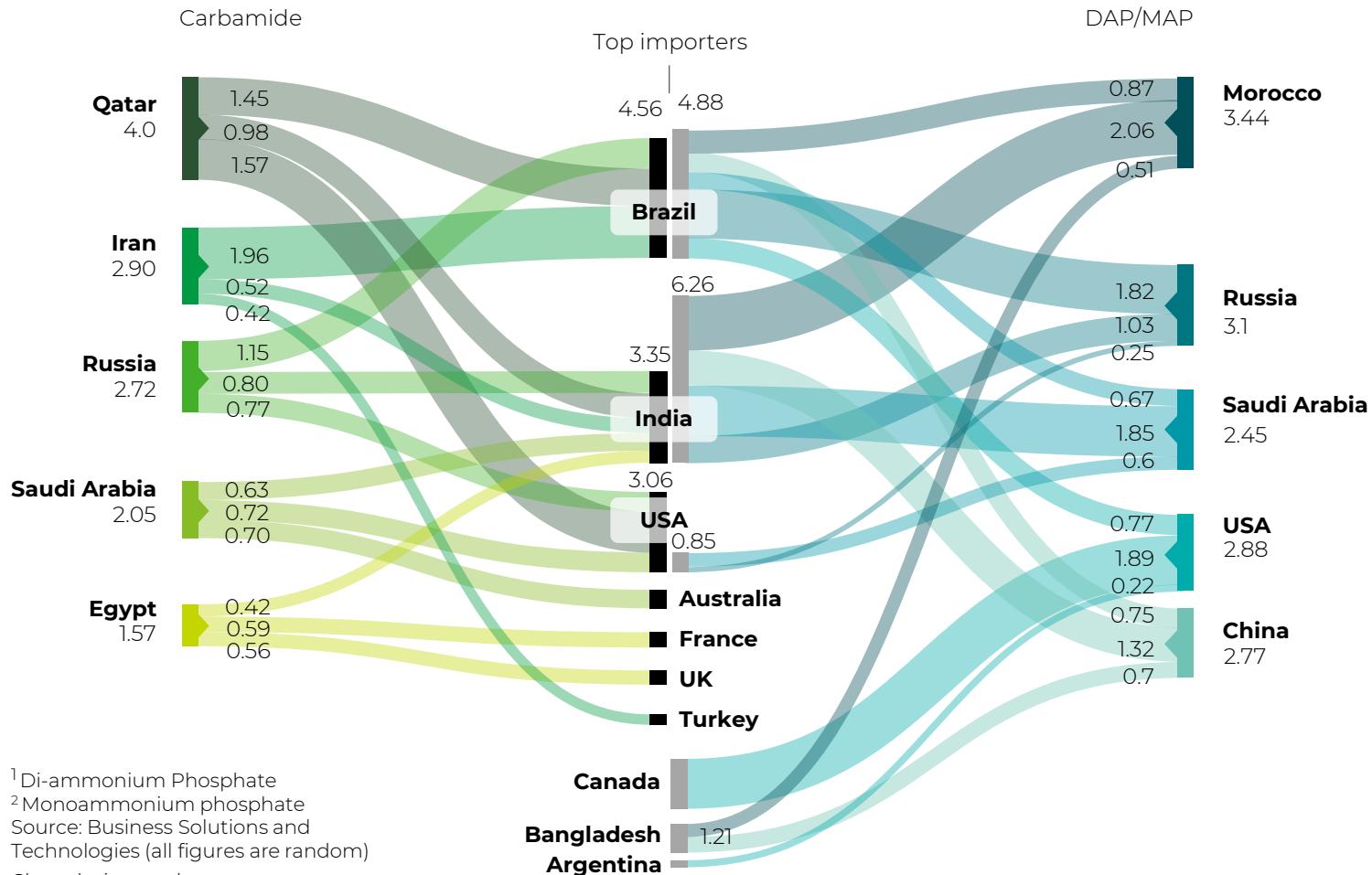
Source: Statista

Data research & design: author

# Sankey (1/2)

Illustrator

**Carbamide and DAP<sup>1</sup>/MAP<sup>2</sup> top exporters and importers in 2022, M tonnes**



<sup>1</sup>Di-ammonium Phosphate

<sup>2</sup>Monoammonium phosphate

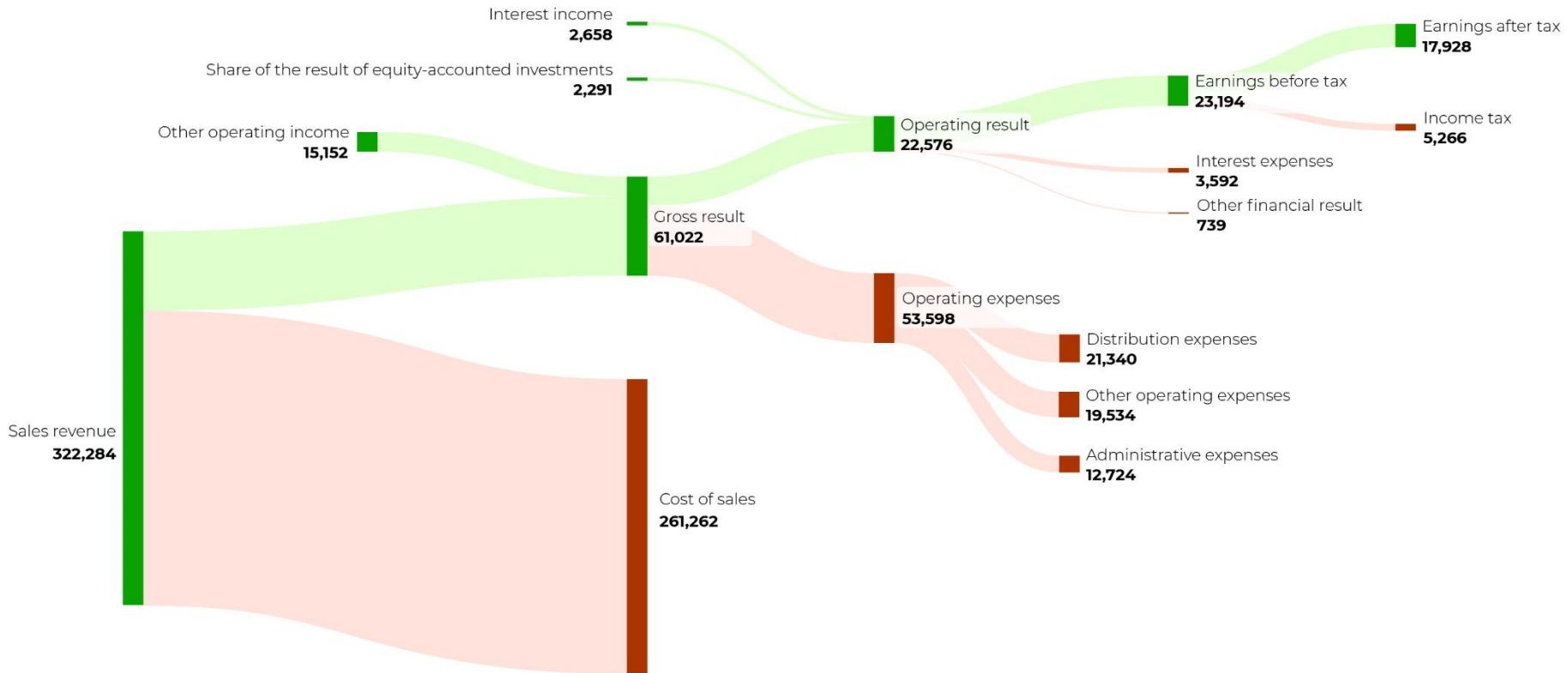
Source: Business Solutions and Technologies (all figures are random)

Chart design: author

# Sankey (2/2)

**Illustrator**

Volkswagen Group Income statement 2023, M Euro

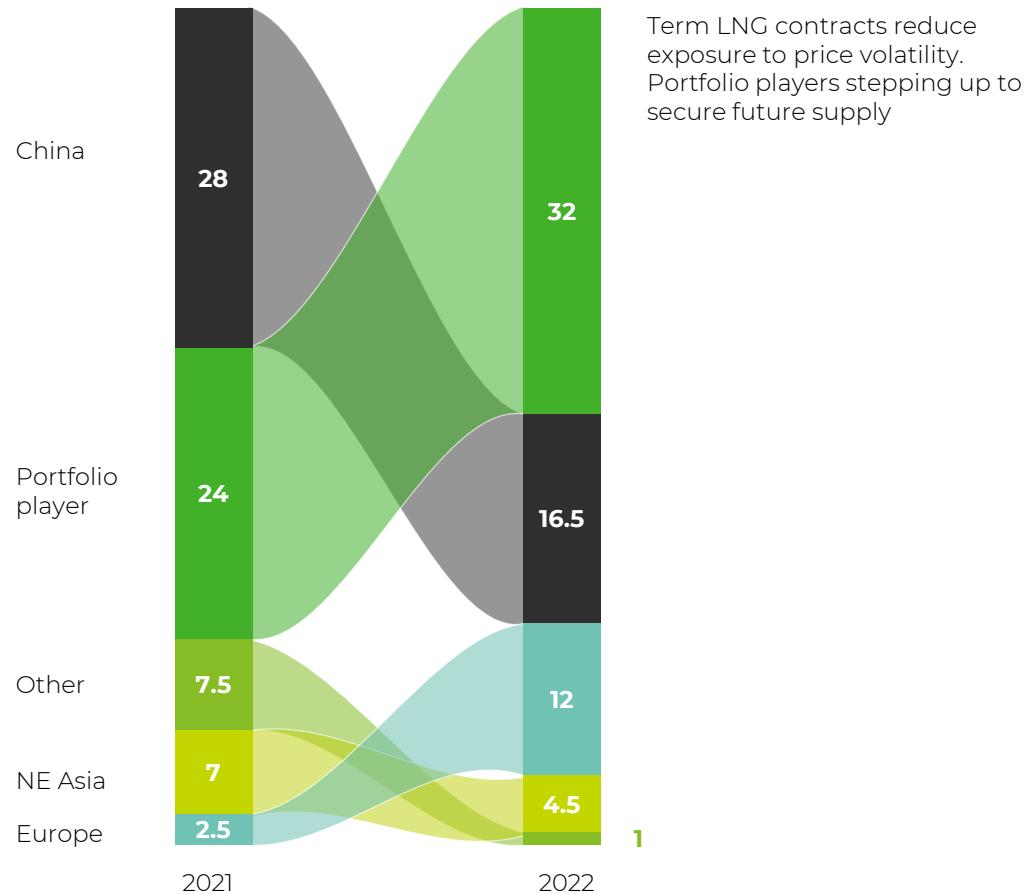


Source: Volkswagen Group 2023 annual report  
Data research & design: author

# Alluvial (1/2)

**Illustrator**

**Long-term LNG<sup>1</sup> SPA<sup>2</sup> signings, M tonnes per annum**



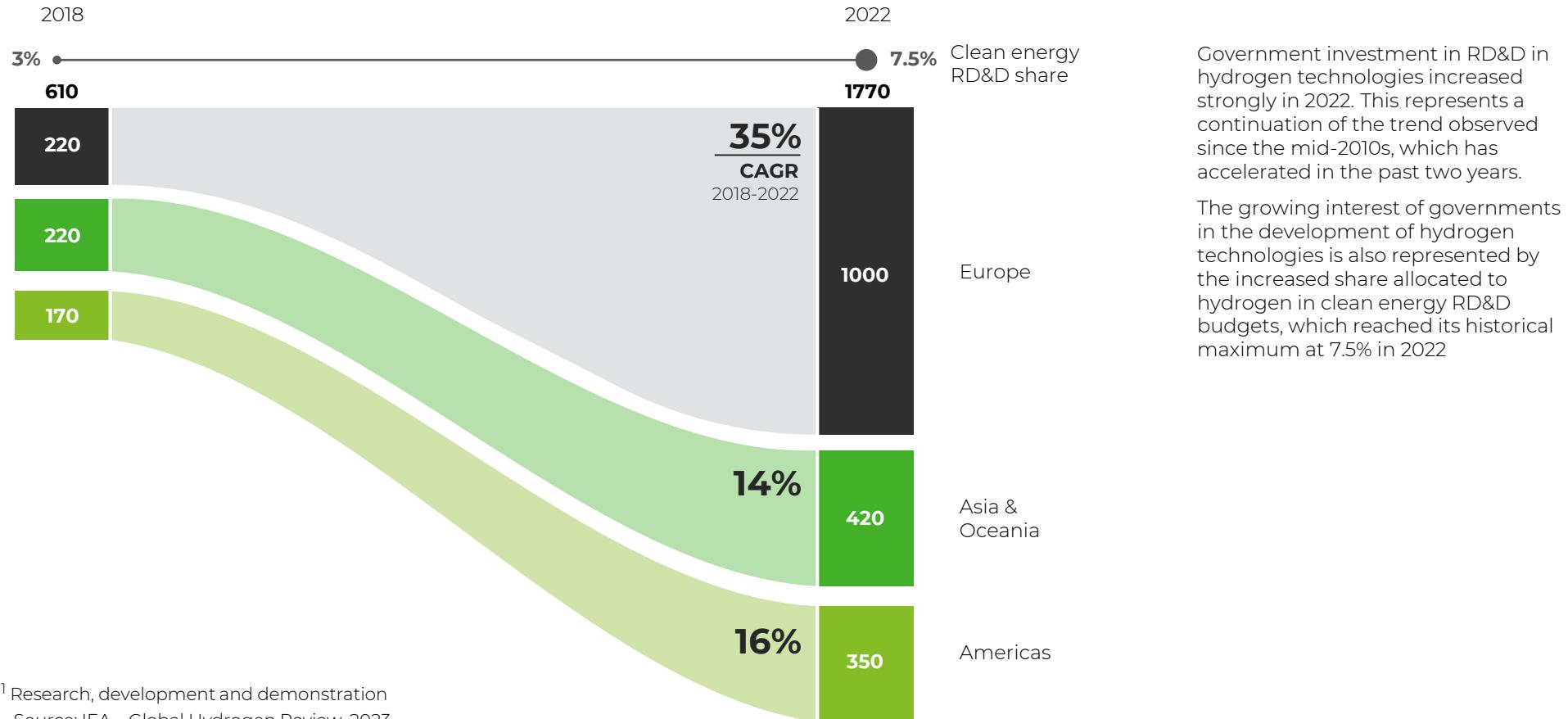
<sup>1</sup>Liquefied natural gas

<sup>2</sup>Sale and purchase agreement

Source: Shell – LNG Outlook 2023  
Data research & design: author

# Alluvial (2/2)

**Government RD&D<sup>1</sup> spending for hydrogen technologies by region, 2018-2022, USD m**



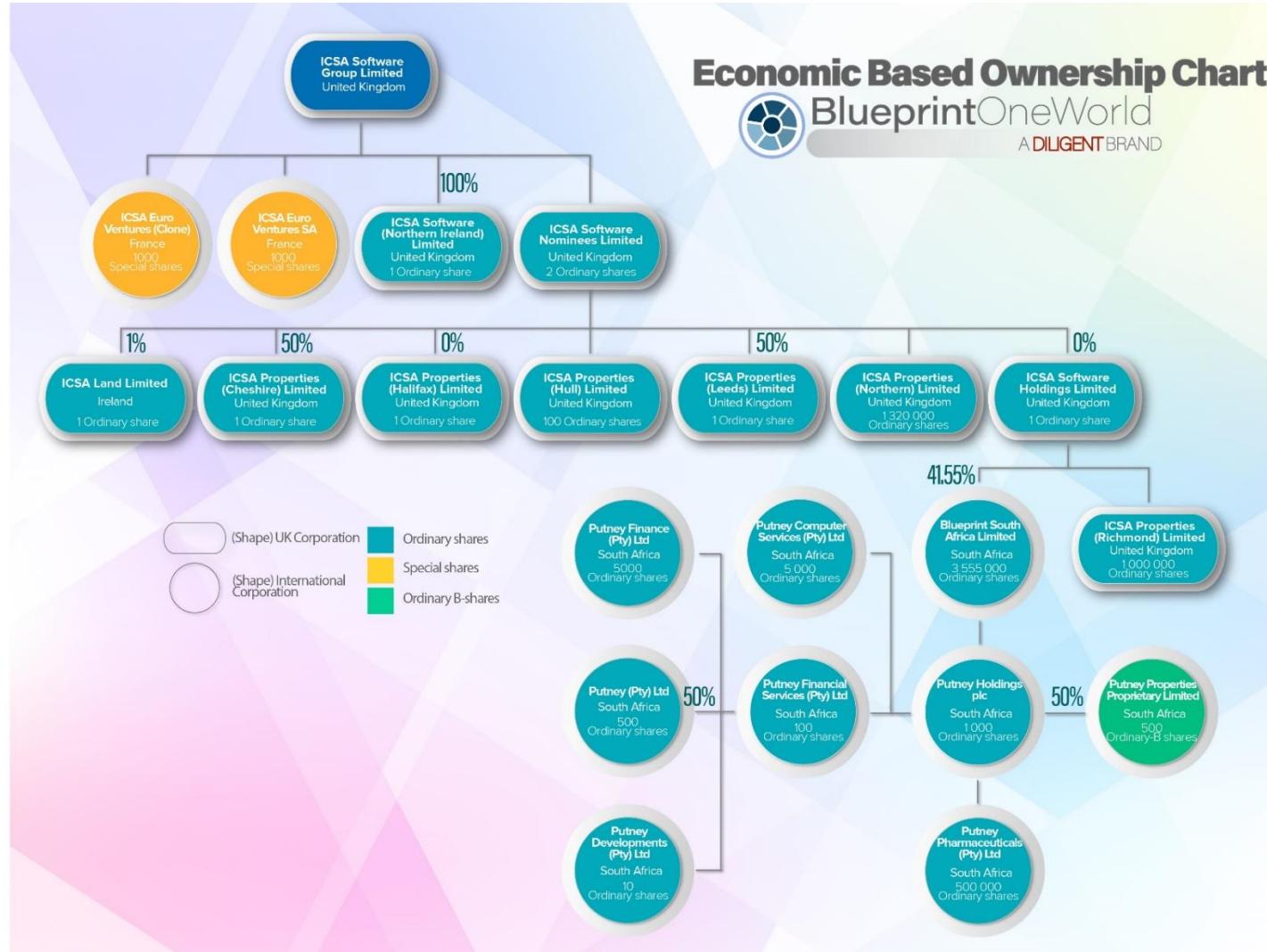
<sup>1</sup> Research, development and demonstration

Source: IEA – Global Hydrogen Review, 2023

Data research & design: author

# Legal structure

**Illustrator**

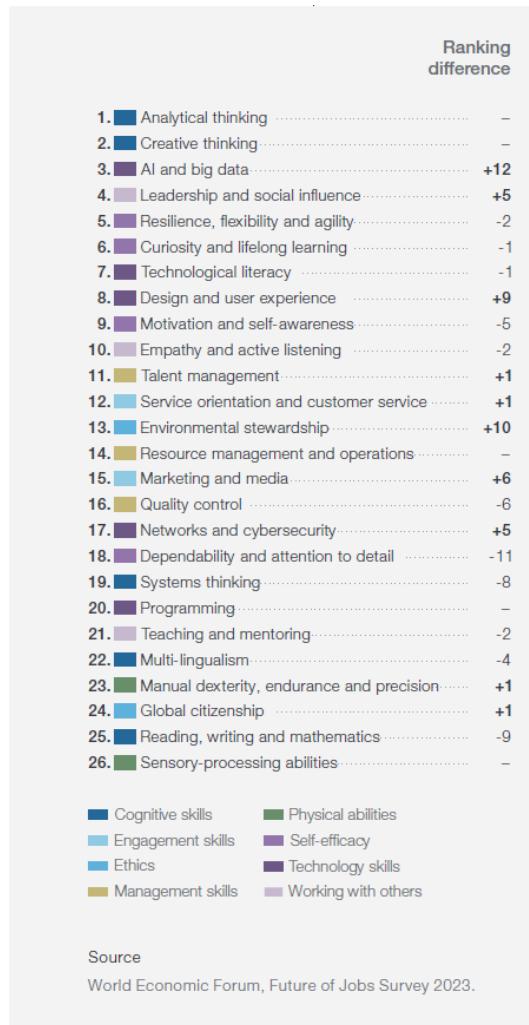


Source: ICSA

# 02 | INFOGRAPHICS

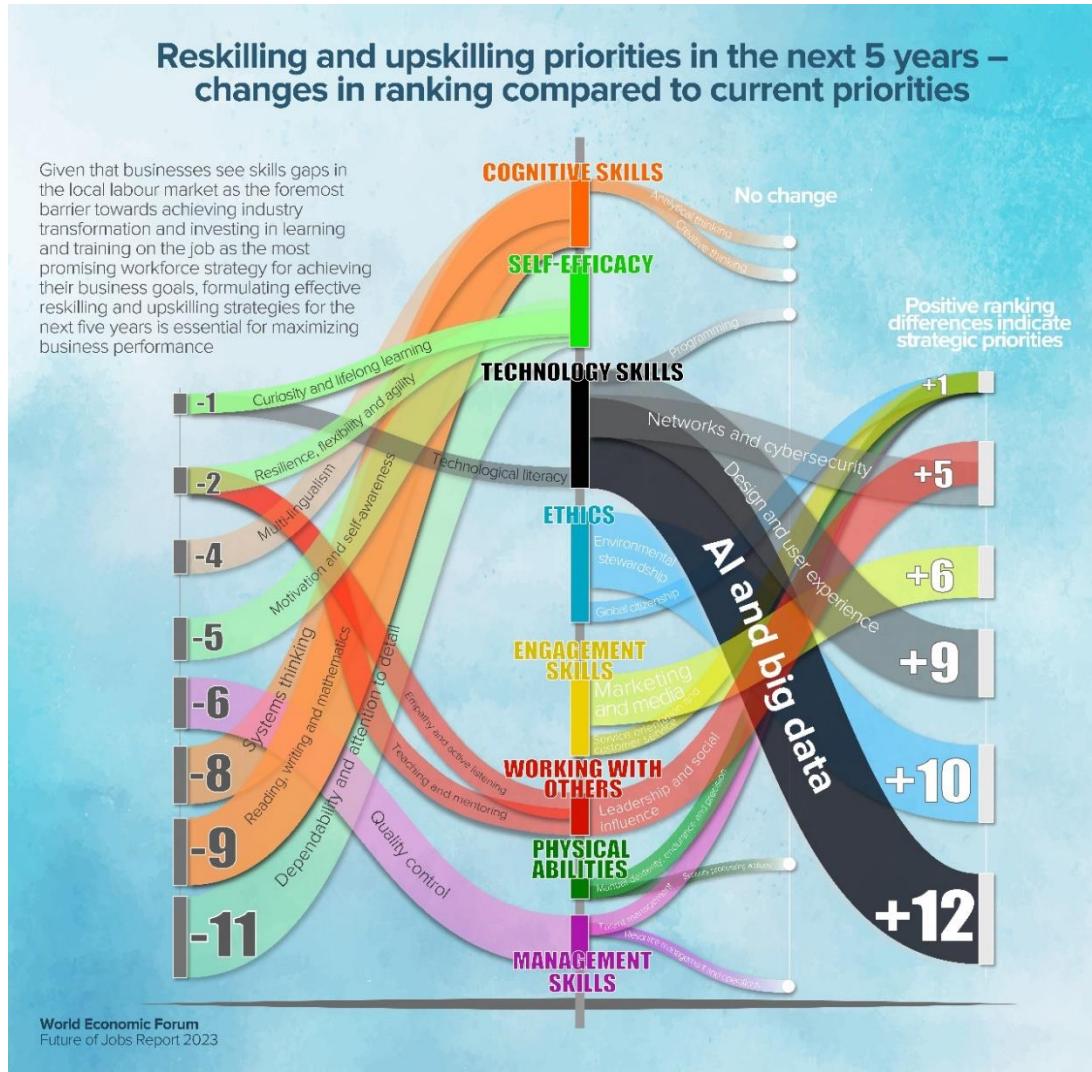
# Infographics (1/9)

## Before



# Infographics (2/9)

After



# Infographics (3/9)

Before

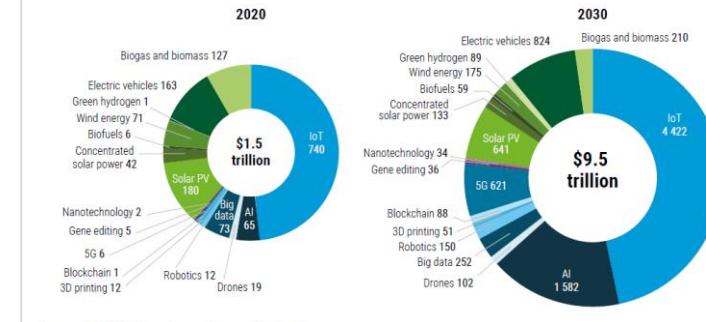
**Table II 1**  
Top frontier technology providers

AI	IoT	Big data	Blockchain	5G
Alphabet	Alphabet	Alphabet	Alibaba	Ericsson
Amazon	Amazon	Amazon Web Services	Amazon Web Services	Huawei (network)
Apple	Cisco	Dell Technologies	IBM	Nokia
IBM	IBM	HP Enterprise	Microsoft	ZTE
Microsoft	Microsoft	IBM	Oracle	Huawei (chip)
	Oracle	Microsoft	SAP	Intel
	PTC	Oracle		MediaTek
	Salesforce	SAP		Qualcomm
	SAP	Splunk		Samsung Electronics
		Teradata		
3D printing	Robotics	Drone technology	Gene editing	Nanotechnology
3D Systems	ABB	3D Robotics	CRISPR Therapeutics	BASF
ExOne Company	FANUC	DJI Innovations	Editas Medicine	Apeel Sciences
HP	KUKA	Parrot	Horizon Discovery Group	Agilent
Stratasys	Mitsubishi Electric	Yuneec	Intellia Therapeutics	Samsung Electronics
	Yaskawa	Northrop Grumman	Precision BioSciences	Intel
	Hanson Robotics	Lockheed Martin	Sangamo Therapeutics	Hanwa Q cells
	Pal Robotics	Boeing		
	Robotis			
	Softbank			
	Alphabet/Waymo			
	Aptiv			
	GM			
	Tesla			
Biofuels	Wind energy	Green hydrogen	Electric vehicles	Concentrated solar power
Archer Daniels Midland	GE Power	Siemens Energy	Tesla	Abengoa Solar
ALLEN Group	Mitsubishi Heavy Industries	Linde	Ford	Iberolica Group
Louis Dreyfus	ABB	Toshiba Energy	Hyundai	ENGIE
Brasil Bio Fuels	Siemens Gamesa Renewable Energy	Air Liquide	Chevrolet	NextEra Energy Resources
BIOX Corp	Goldwind	Nel ASA	BYD	BrightSource Energy
Renewable Energy Group	Enercon	Air Products and Chemicals	Volkswagen	Quantum Green
Wilmar International		Guangdong Nation-Synergy Hydrogen Power Technologies	Renault-Nissan-Mitsubishi Alliance	Envitech Biogas
				Weltec Biopower

Source: UNCTAD based on various sources.

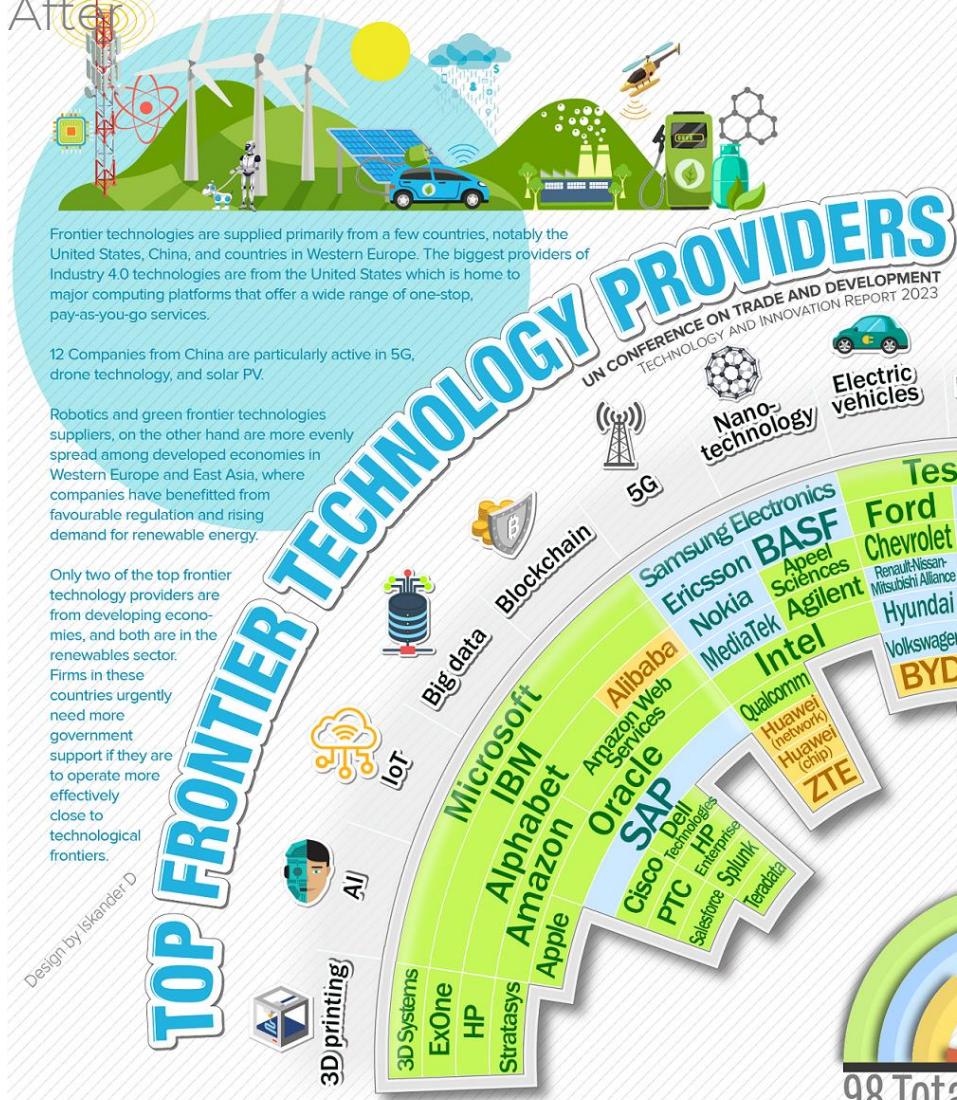
Notes: American companies in dark blue, Chinese companies in orange, others from developed economies in light blue and developing economies in yellow.

**Figure II 2**  
Market size estimates of frontier technologies, \$ billion



# Infographics (4/9)

After



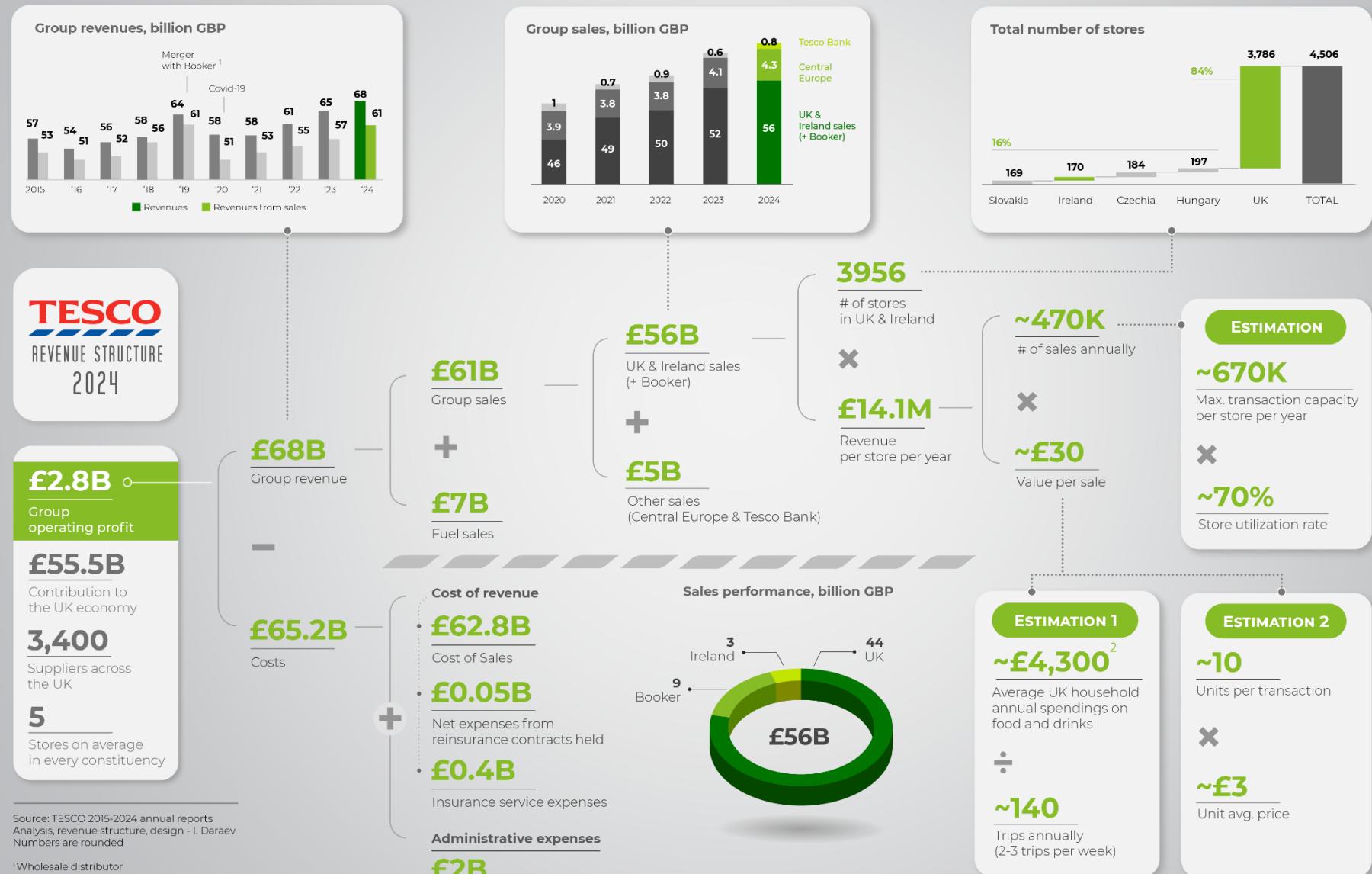
Pictograms/icons: freepik

Market size estimates of frontier technologies, \$ bln

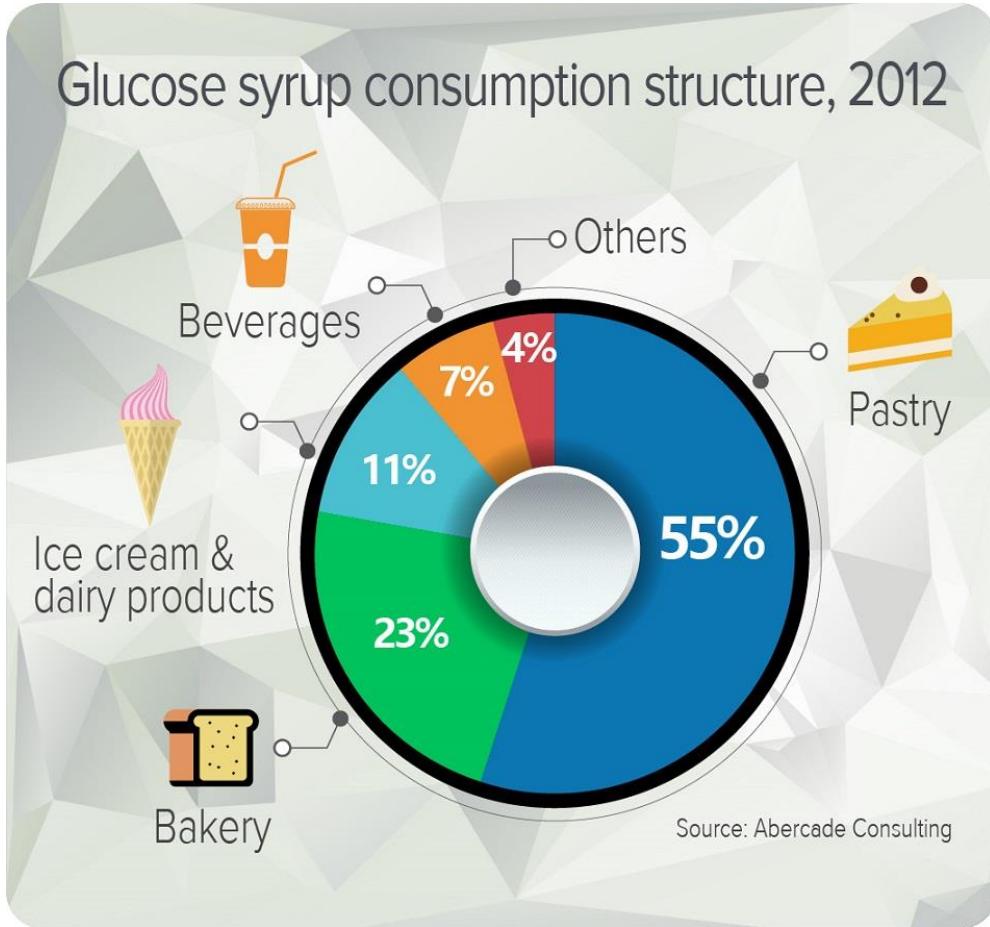


Frontier technologies have experienced tremendous growth in the last two decades. In 2020 their market value was \$1.5 trillion and by 2030 could reach \$9.5 trillion

# Infographics (5/9)



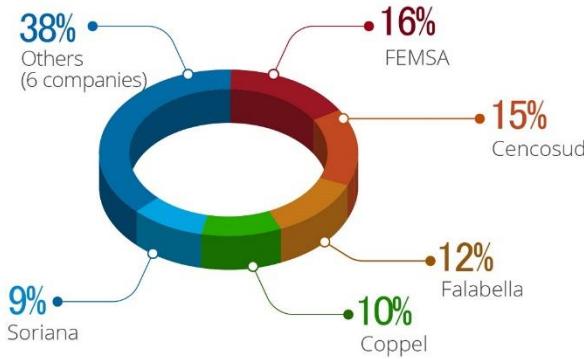
# Infographics (6/9)



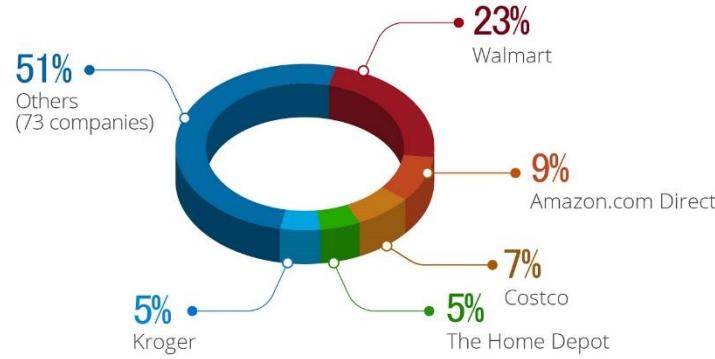
# Infographics (7/9)

Global retail analysis: top 5 companies share of retail revenue, FY2020

## ● Latin America



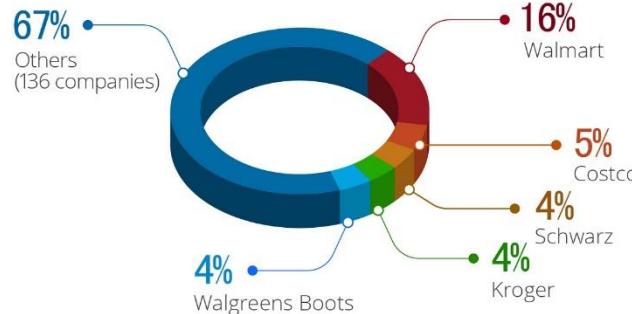
## ● North America



## ● Apparel and accessories



## ● FMCG

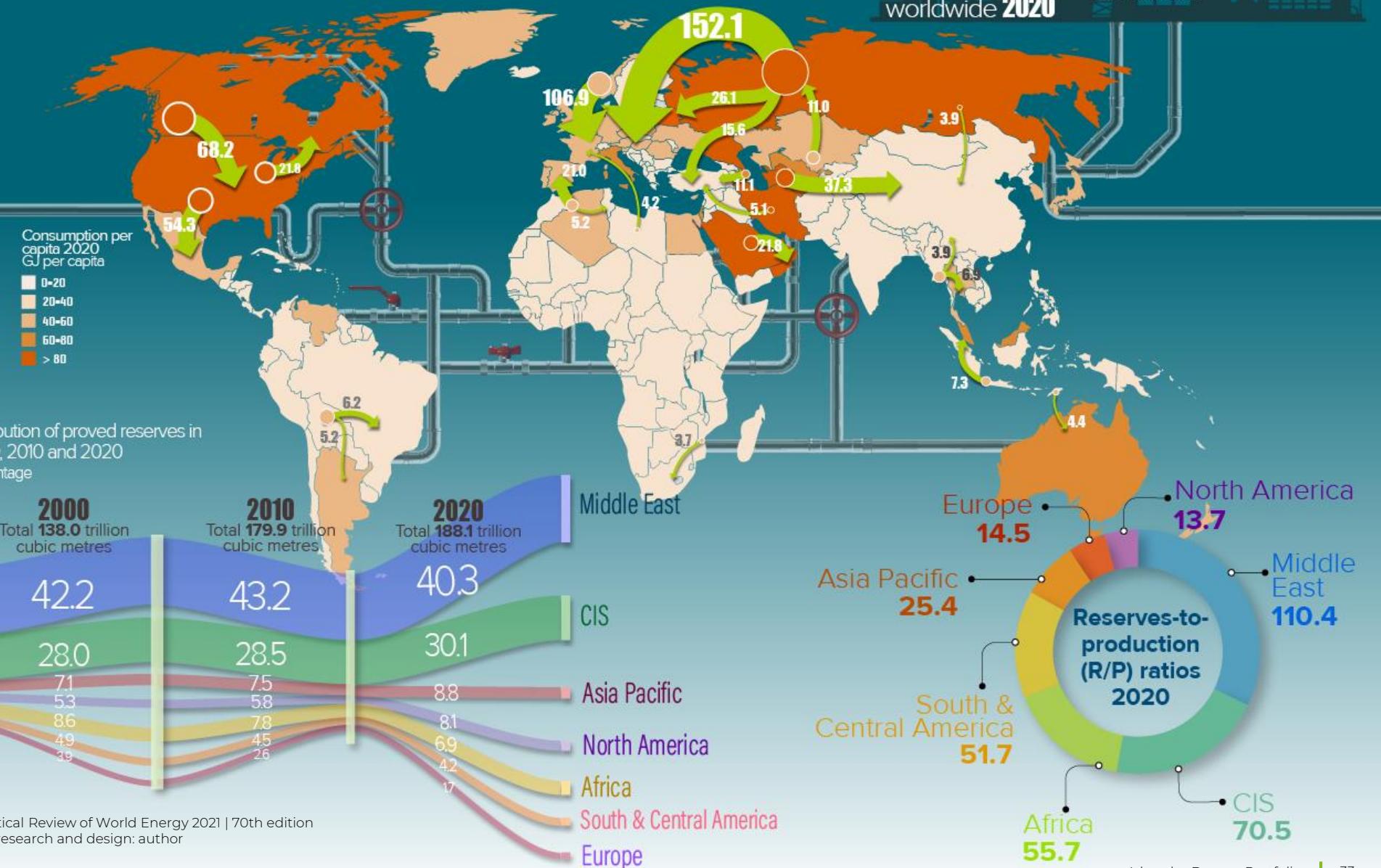


Source: Deloitte – Global powers of retailing 2022

# GAS INDUSTRY



Major pipeline gas trade flows  
worldwide 2020  
billion cubic metres

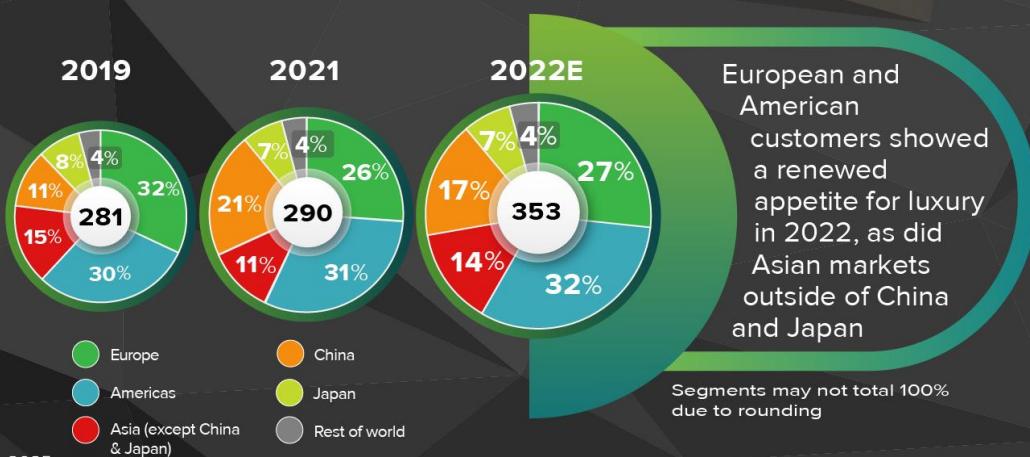


# LUXURY MARKET 2022

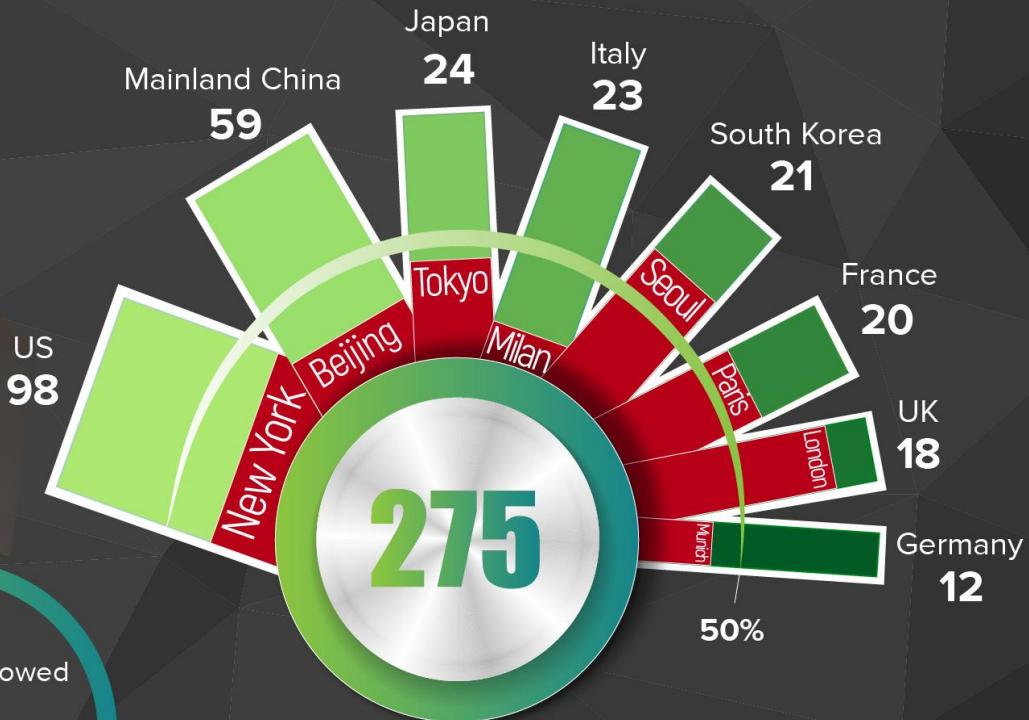
Global personal luxury goods market by category  
€ billions



Share of global personal luxury goods market by region  
€ billions



Personal luxury goods market, top countries 2022E  
€ billions



European and American customers showed a renewed appetite for luxury in 2022, as did Asian markets outside of China and Japan

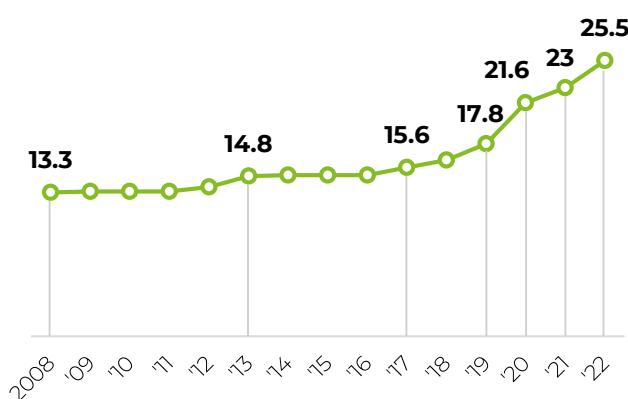
The US remained the largest market, while sales in South Korea, France, and the UK were highly concentrated in a single city

# 03 | REPORTS & PRESENTATIONS SLIDES

# Ammonia demand & supply are growing across the Globe and India



**Ammonia production plant capacities in India, MTPA**



The global ammonia industry is poised to register a total growth of 23% from 230 MTPA in 2020 to 284 MTPA in 2025.



**Ammonia demand outlook in India, MTPA**



Amongst the countries, India is expected to lead the global capacity additions, as per GlobalData, a leading data and analytics company



**Self-sufficiency vs export**

- India is no doubt looking at green ammonia as an avenue for import substitution.
- Due to high and growing demand, India will look for self-sufficiency.
- But at the same time, NHM has a mandate to export 10% of the global demand.
- Production capacities are increasing fast.

**~\$500B**

Investments expected in GH<sup>1</sup> ecosystem by 2030

**~\$300B**

Investments expected in the renewable energy sector by 2030

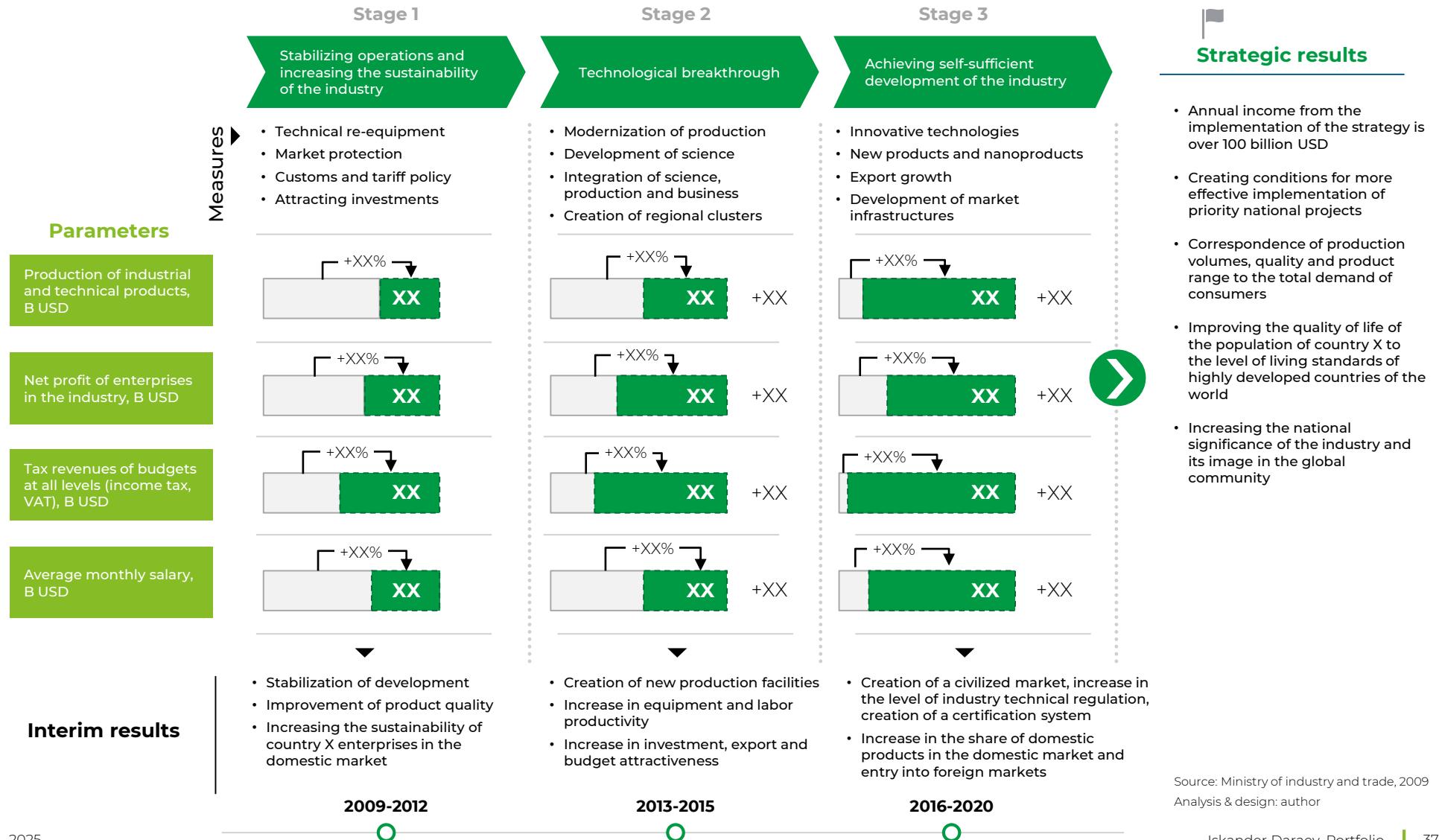
**~\$200B**

15 large private players have already committed for RE<sup>2</sup> & GH value chain

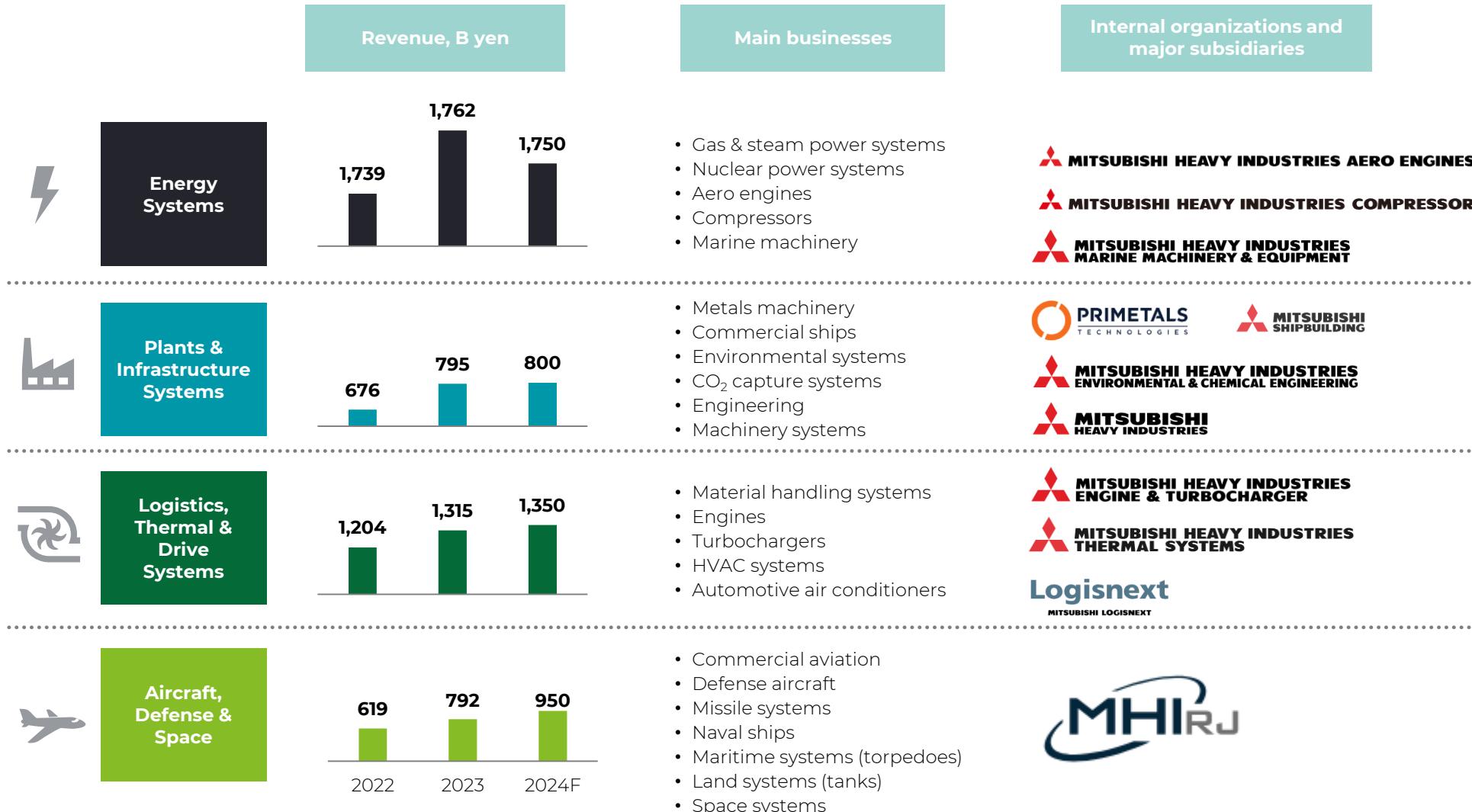
**~25MTPA**

Ammonia production plans are in advanced phases

# Key indicators for the implementation of the 2009-2020 light industry development strategy



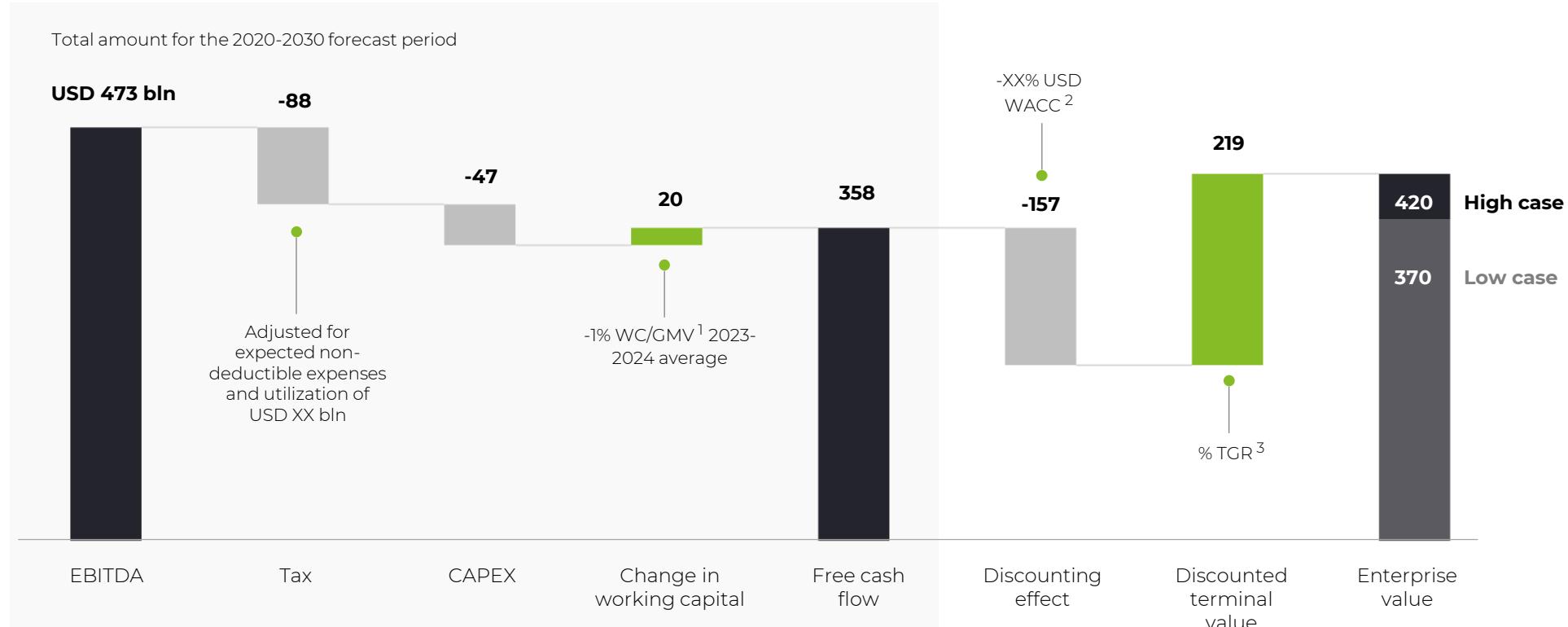
# Mitsubishi Heavy Industries Group business snapshot



Source: MHI Group 2024 annual report

We estimate the enterprise value of Company X at USD 370-420 bln

### Company X EV



<sup>1</sup> Ratio of working capital to gross merchandise value

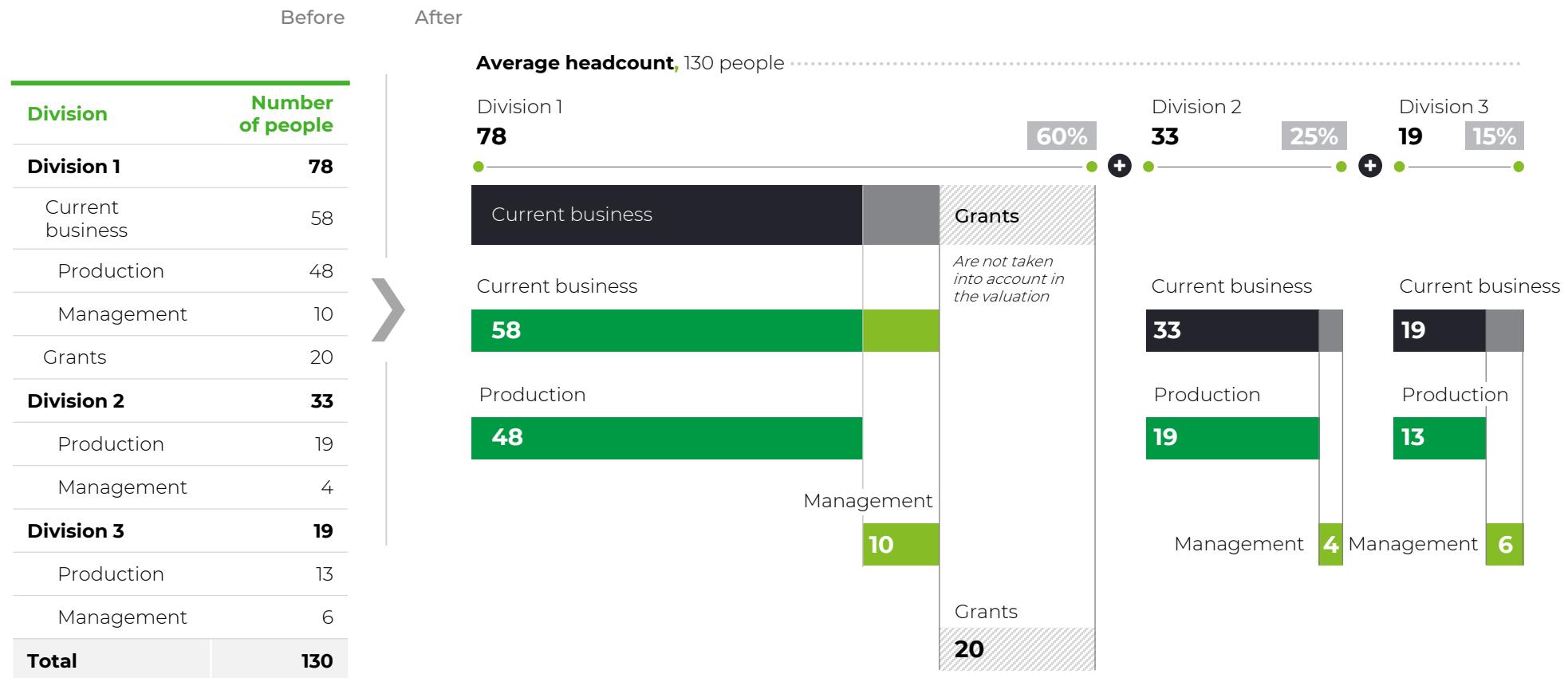
<sup>2</sup> Weighted average cost of capital

<sup>3</sup> Terminal growth rate

Source: random figures

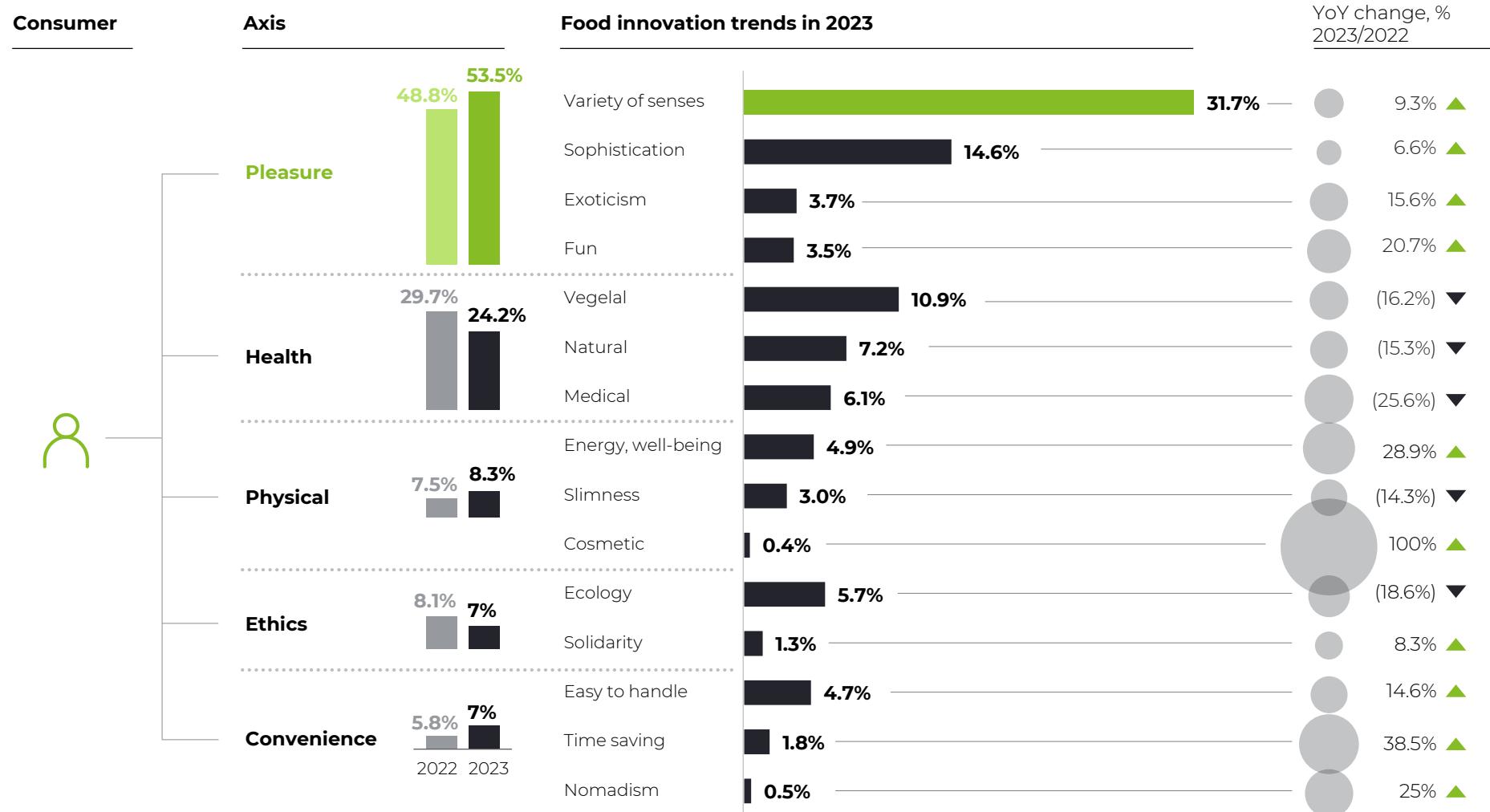
Chart design: author

The forecast of operating costs was based on the assumptions that the indicators of material consumption and personnel numbers are not variable



Source: random figures  
Chart design: author

# Pleasure remains the leading driver of food innovation in 2023 in EU with a 53.5% relative share of the innovative offering



Source: FoodDrinkEurope – Data & Trends, EU Food and drink industry, 2024

Data research & chart design: author

# Climate change is altering historical drought patterns in Central America that have persisted for more than 12,000 years



All projections for 2030 indicate that Central American countries will face significant economic and social consequences from climate change and the increasing carbon intensity of the environment<sup>1</sup>

Economic cost				Human impacts			
Climate change impacts		Carbon intensity impact		Climate change impacts and carbon intensity impact		Climate change impacts	
% GDP				Mortality		Persons affected	
2010	2030	2010	2030	2010	2030	2010	2030
Guatemala	2.9	5.8	0.8	1.2	3,500	5,000	1,200,000
Honduras	4.6	9.0	1.5	2.5	2,500	3,000	150,000
Nicaragua	6.3	11.7	2.4	4.3	1,500	2,000	95,000
El Salvador	3.6	7.2	0.5	0.8	1,500	1,500	200,000

Sources:

<sup>1</sup>United Nations Office for Disaster Risk Reduction (UNDRR) - Forensic Insights for Future Resilience Learning from Past Disasters 2024

<sup>2</sup>IMF – World economic outlook 2025

Data research & design: author

# The EU employment rate will peak at 75% in 2022, with 193.5 million people employed. Of these, 6% are employed in the automotive sector

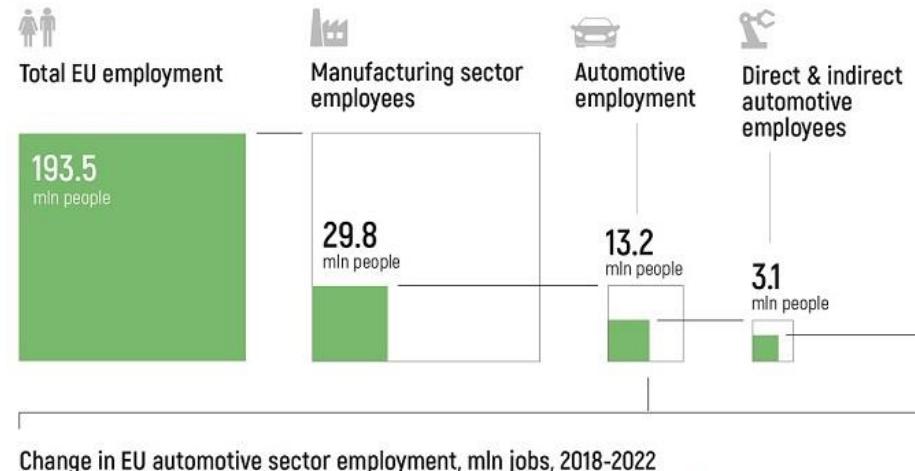
In 2022, 75% [193.5 million] of the EU's 20-64-year-olds were employed, the highest share recorded since the start of the time series in 2009

2.2 million enterprises employed around 30 million persons in the EU's manufacturing sector in 2022

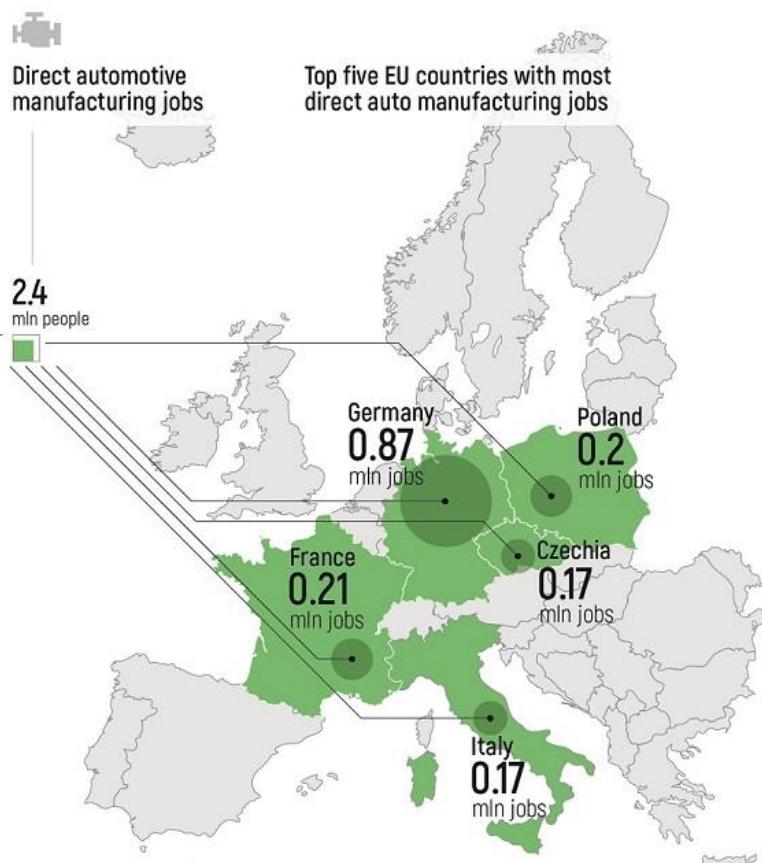
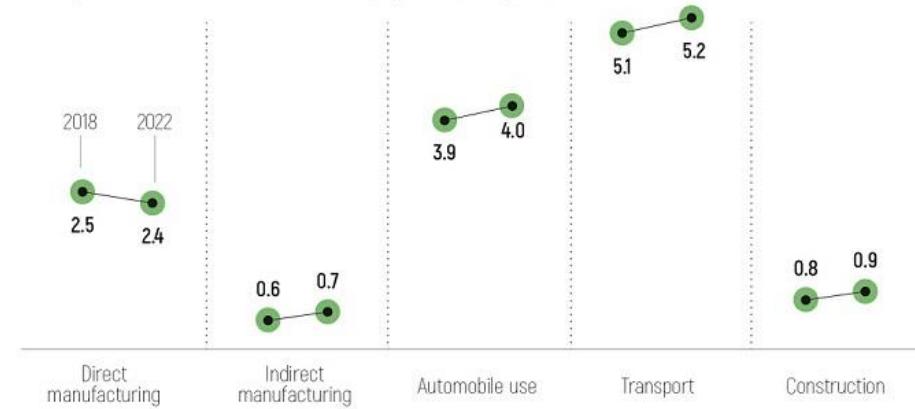
The EU auto sector employs more than 13 mln across the value chain

The EU automotive sector accounts for over 10% of EU manufacturing jobs

EU auto makers directly employ around 24 million Europeans in automotive manufacturing [8.1% of total EU manufacturing employment]



Change in EU automotive sector employment, mln jobs, 2018-2022



Sources: European Automobile Manufacturers' Association [ACEA], Eurostat  
Design: author

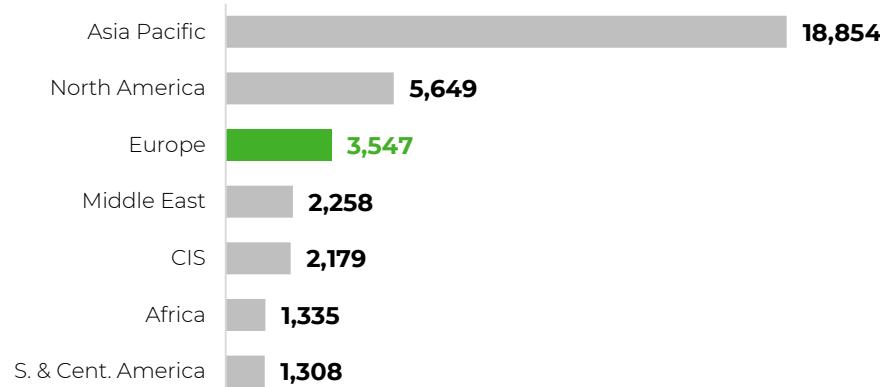
# In 2022, the total quantity of EU greenhouse gas emissions was 3.5 billion tonnes of carbon dioxide equivalents

The principal sources of greenhouse gas emissions in the EU were fuel combustion in energy industries (40.4% of the total) and in transport (26.2%).

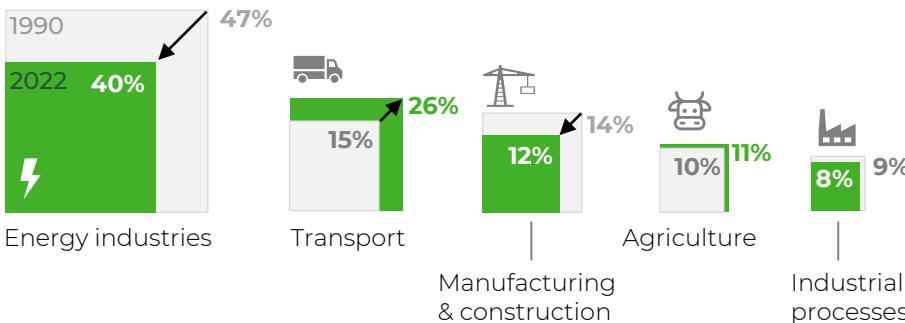
The only source that increased the quantity of its greenhouse gas emissions between 1990 and 2022 was transport, with an overall increase of 25.6%.

For each of the remaining sources, the quantity of greenhouse gas emissions fell between 1990 and 2022.

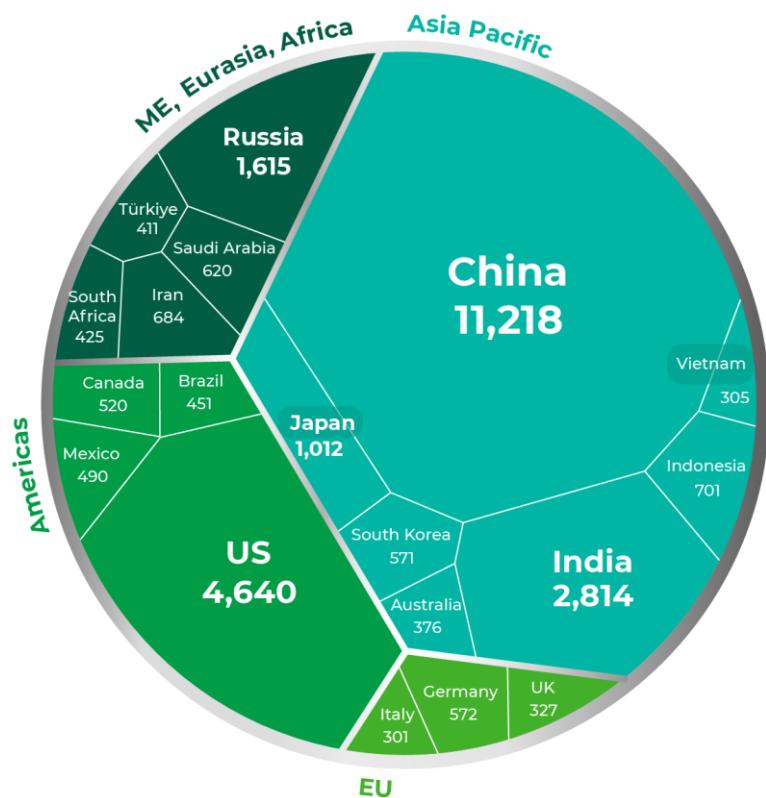
## Total carbon dioxide emissions from energy by regions, m tonnes<sup>1</sup>



## Source sectors of greenhouse gas emissions in EU <sup>2</sup>



## Carbon dioxide emissions from energy by countries, m tonnes<sup>1,3</sup>



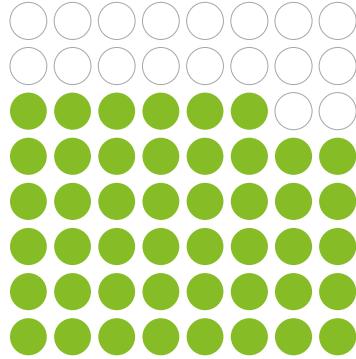
<sup>1</sup>Source: The Energy Institute, KPMG, Kearney – Statistical Review of World Energy, 2024

<sup>2</sup>Source: Eurostat – Key Figures on Europe, 2024

<sup>3</sup>Countries with emissions above 300 m tonnes

Analysis & design: author

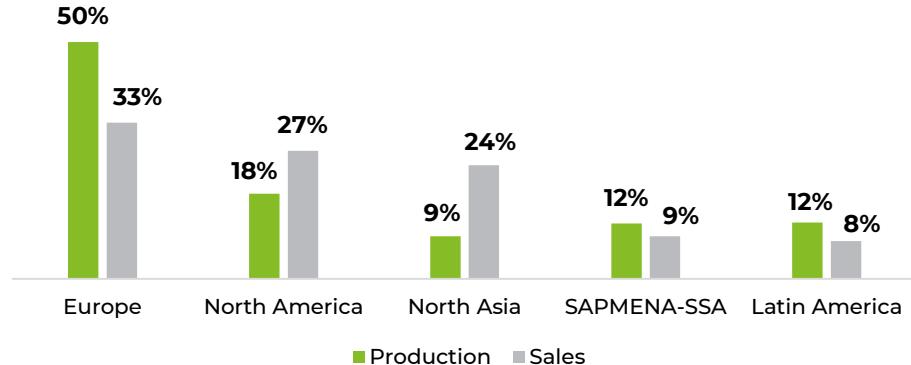
# L'Oréal's sales grew by 13.7% from 2022 to 2024: cosmetics and personal care products are essential to the well-being of people



**72 %**

of European consumers see cosmetics and personal care products as important or very important in their daily lives<sup>1</sup>

## L'Oréal production and net sales by geographic zone in 2024: production close to its markets<sup>2</sup>



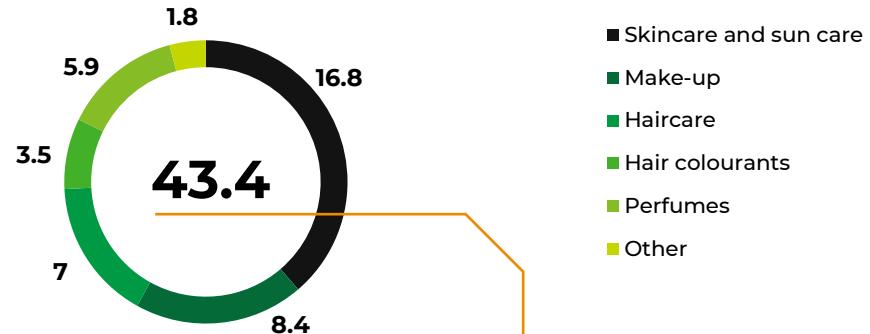
Sources:

<sup>1</sup>Cosmeticseurope.eu

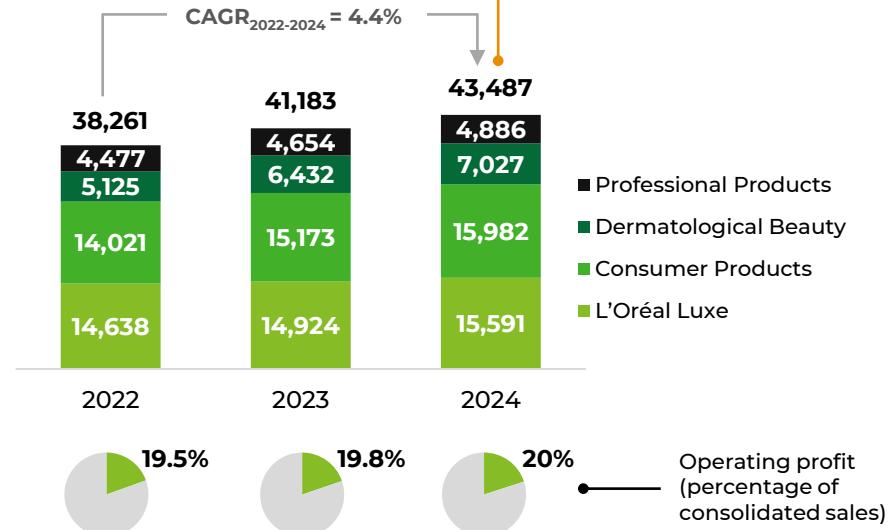
<sup>2</sup>L'Oréal 2024 annual report

Data research, analysis & design: author

## Breakdown of L'Oréal sales in 2024, bln Euro<sup>2</sup>



## Sales by division, M Euro<sup>2</sup>



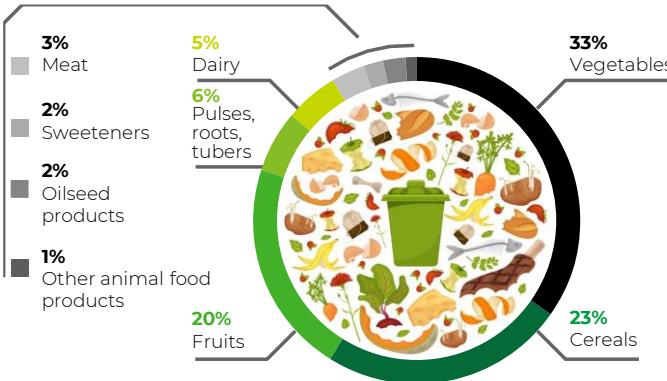
# Food is lost at each step of the value chain

## Problem<sup>1</sup>

In 2022, the world wasted an estimated **1.05 billion tonnes** of food in the retail, food service and household sectors combined. This amounts to 132 kilograms per capita per year, of which 79 kilograms per capita was wasted in households.

Even if all of the food wasted in households globally contained just 25 per cent edible parts – a very conservative estimate, lower than any of the observed rates of edibility from countries where it has been measured – then the equivalent of **1 billion meals** of edible food is being wasted every single day in households worldwide. This is likely a minimum estimate, and the real amount could be much higher.

## Shares of food loss and waste by commodity, 2021-2023<sup>2</sup>



## Drivers of food loss and waste throughout the value chain<sup>3</sup>

### Near the farm 1

- Inefficient harvesting practices resulting in spillage or no harvesting
- Out-of-date Machinery
- Crop damage: cosmetic or damage from pests or animals

### In transit 2

- Poor infrastructure leading to products not reaching the market, damage, spoilage and Spillage
- Lack of or insufficient cold storage
- Inability to sell due to quality or size

### During food processing 3

- Ineffective planning, outdated equipment
- Trimming during processing and spillage
- Lack of measurement and data to show waste hotspots
- Insufficient foodhandling skills and awareness

### In shops and restaurants 4

- Ineffective planning and stock management
- Past use / sell date and spoilage
- Lack of measurement to show hotspots
- Cosmetic damage
- Product recalls

### At home 5

- Lack of awareness of food waste issues
- Inefficient cooking, storage and portioning
- Poor planning; not using shopping lists and menu plans
- Poor understanding of use / sell by dates

Source:

<sup>1</sup>UNEP – food waste index report 2024

<sup>2</sup>OECD-FAO Agricultural Outlook 2024-2033

<sup>3</sup>Ahold Delhaize 2024 annual report

<sup>4</sup>McKinsey & Company – reducing food loss: What grocery retailers and manufacturers can do, 2022

Data research & design: author  
Icons: freepik

## Grocers can reduce upstream food loss by 50 to 70%<sup>4</sup>

Loss abatement potential in grocery per lever, % (index, total loss = 100%)

### 100% Total upstream food loss

#### Minimize production / processing loss:

**4-7%** Launch efforts to collaborate with suppliers to release constraints, maximize yields, and minimize loss

**3-4%** Achieve operational excellence in food processing

#### Minimize transit loss:

**4-6%** Use supply chain infrastructure to maintain product

**6-11%** Optimize supply chain to reduce uncertainty and to better balance supply and demand

#### Sell more of what is produced and processed:

**2-4%** Evolve procurement approach to enable value creation/loss reduction programs

**11-14%** Turn hidden losses into value streams

#### Structurally prevent loss:

**5-6%** Improve crop resilience through technology/innovation

**2-4%** Strengthen agri-infrastructure / ecosystem in country

Remaining SDG-preferred destinations

**~25%**

Other destinations

**~25%**

# Exxon Mobil's crude oil production in the Permian Basin (U.S.), 2024

## Upstream

Exploration & Production

**1.2M**

boed<sup>1</sup>

Permian Basin  
(Delaware, Central Basin  
Platform, Midland)



The Permian is pumping 6.5 million boed, a record level and nearly half the all-time high 13.5 million boed of crude that the U.S. produced in December 2024

**6.5M**

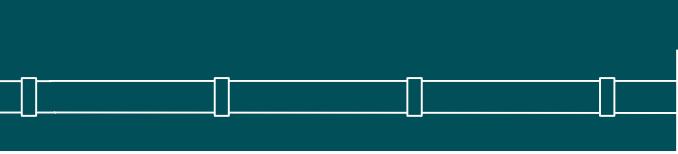
## Midstream

Transportation & Trade

**1.5M**

boed

Wink-to-Webster Pipeline –  
a 650-mile and 1.5 M boed  
capacity pipeline  
transporting crude oil from  
the Permian Basin to the  
Houston area



## Downstream

Refining & Distribution

**0.63M**

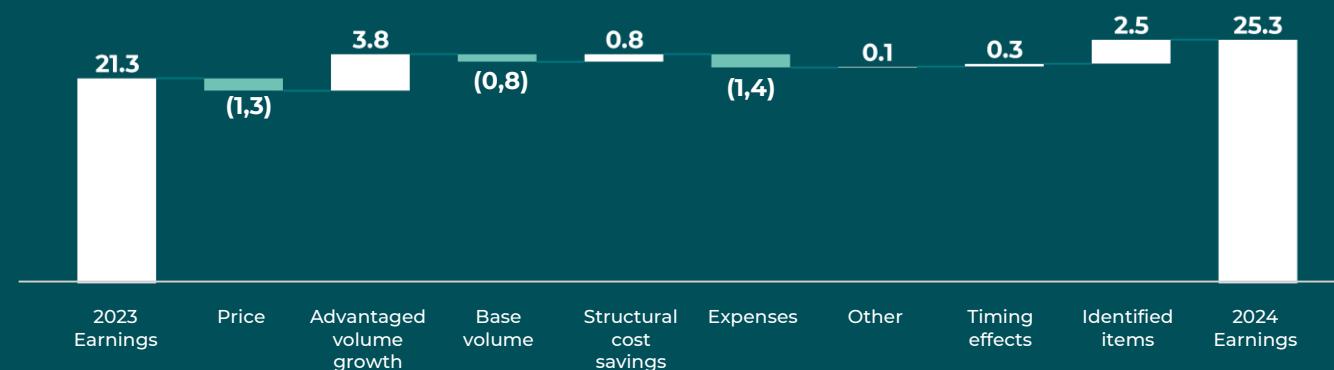
Baytown, TX

**0.58M**

Beaumont, TX



Exxon Mobil 2024 upstream earnings driver analysis, M USD



<sup>1</sup>Barrels of oil equivalent per day

Sources: Exxon Mobil, Wikipedia, Reuters

Analysis & design: author

# Slide header

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 consectetur adipiscing elit, sed do  
 eiusmod tempor incididunt ut labore et  
 dolore magna aliqua. Ut enim ad minim  
 veniam, quis nostrud exercitation  
 ullamco laboris nisi ut aliquip ex ea  
 commodo consequat.

## Supporting argument 1

- Key fact 1.1.
- Key fact 1.2.
- Key fact 1.3.

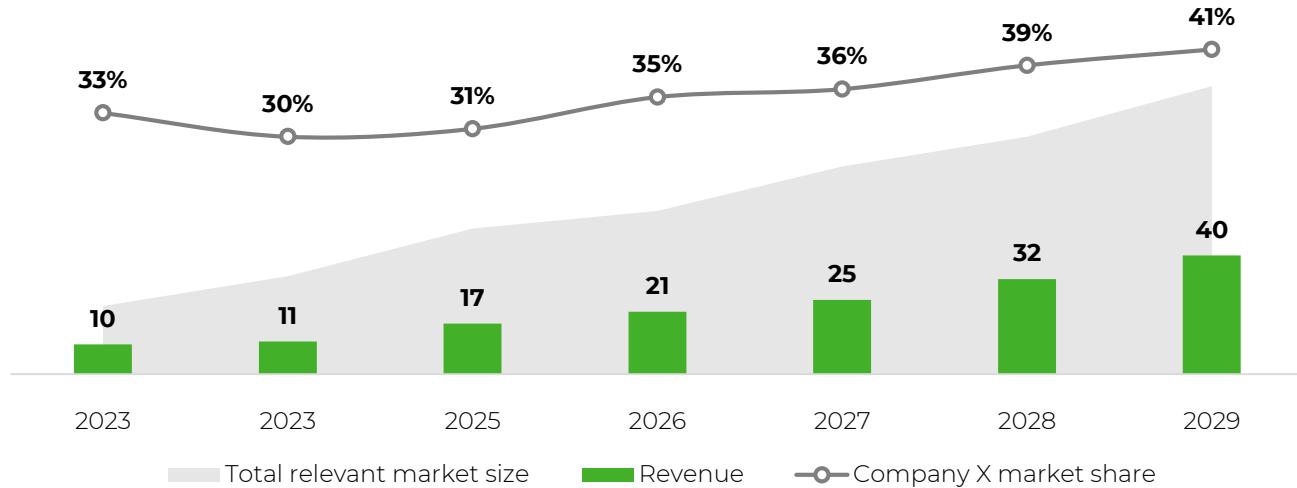
## Supporting argument 2

- Key fact 2.1.
- Key fact 2.2.
- Key fact 2.3.

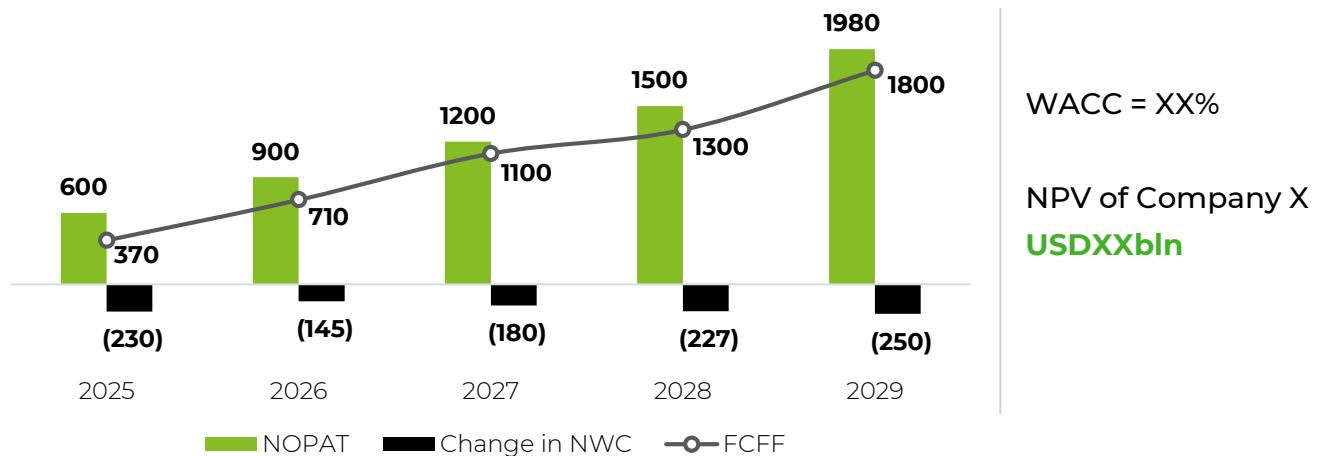
## Supporting argument 3

- Key fact 3.1.
- Key fact 3.2.
- Key fact 3.3.

**Company X revenue and market size forecast, USD bln**



**Company X free cash flow forecast, USD bln**

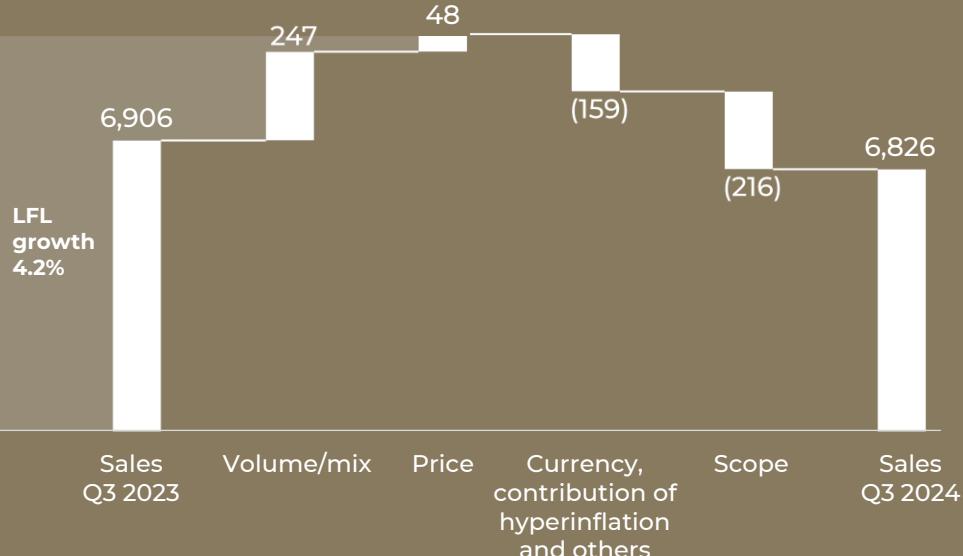


# Danone Q3 2024 sales

## Q3 2024 sales by geographical zone, M Euro

2,427	1,611	967
Europe	North America	China, North Asia & Oceania
706	1,115	
Latin America	Rest of the world	

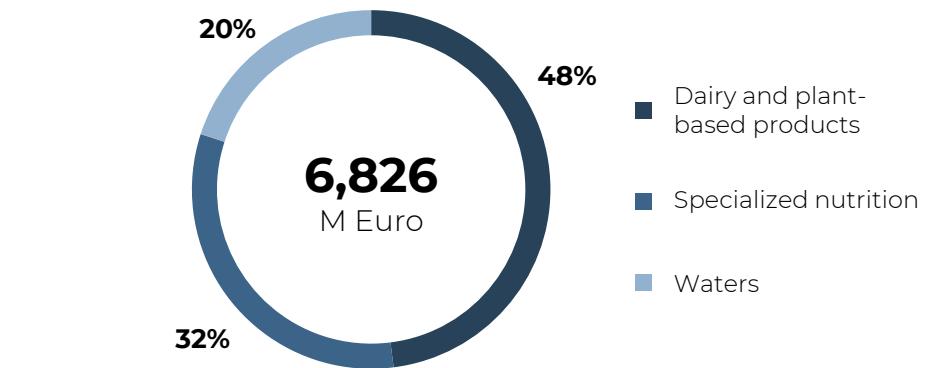
## LFL<sup>1</sup> sales growth, M Euro



## Strong broad-based growth in dynamic categories

- Europe  
Solid growth in Waters despite adverse weather conditions
- ⋮
- North America  
Accelerated growth in Yogurt, in a very dynamic category
- ⋮
- China, North Asia & Oceania  
Sustained momentum in Medical Nutrition

## Q3 2024 sales by category

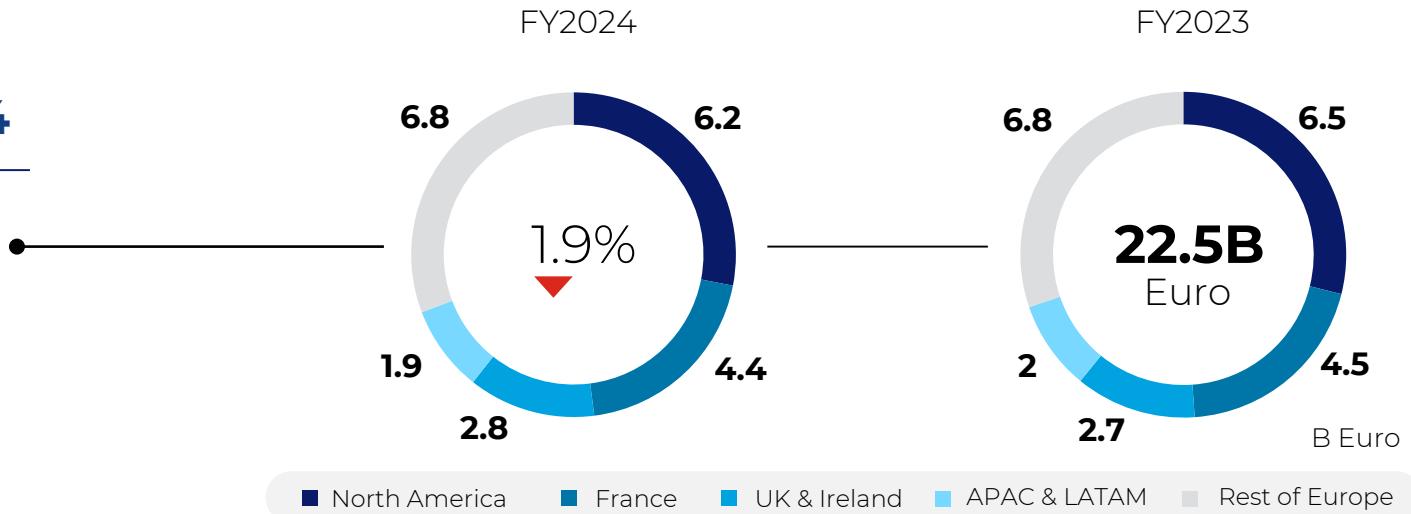


# Capgemini FY 2024 Results

## REVENUES FY2024

**22.1B**

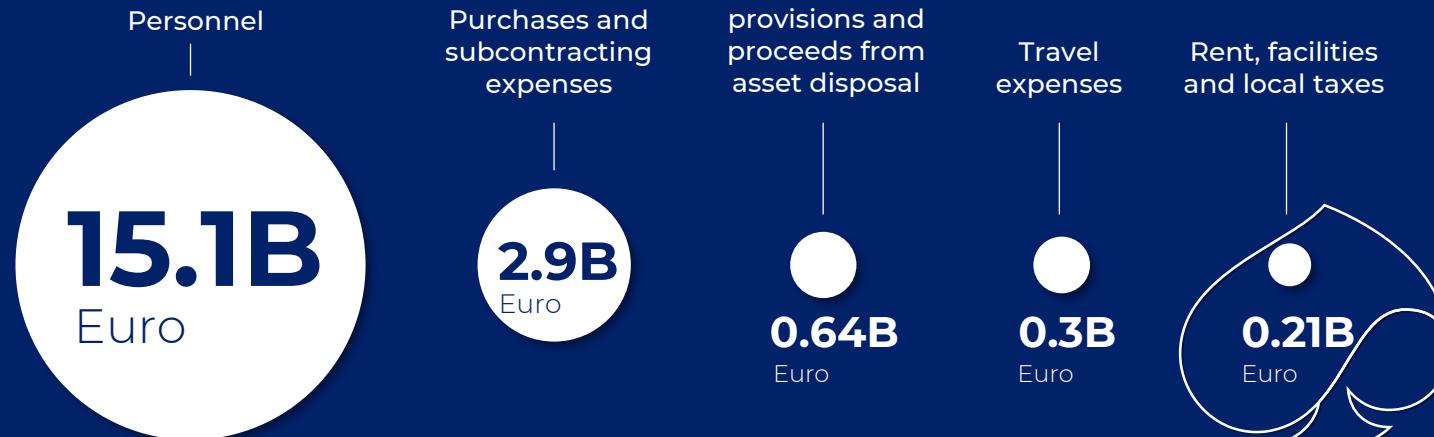
Euro



## COSTS FY2024

**19.2B**

Euro



Source: Capgemini, FY 2024 results  
Figures are rounded  
Data research & design: author

# Airbus: shaping the future

## Responsible Supply Chain

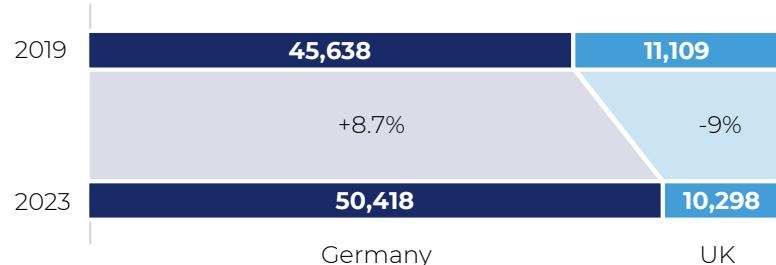
**€49B**

2023 external sourcing volume

In 2023, the Company's external sourcing volume was estimated around € 49 billion and shared between Divisions with 82% for the Company's commercial aircraft business, 12% for the Airbus Defence and Space Division and 6% for the Airbus Helicopters Division.



## German and British employees number change, 2019-2023



2025

## EBIT by Business Segment, M Euro



**3,610**

Airbus



**717**

Airbus Helicopters



**220**

Airbus Defence and Space



Source: Airbus annual report 2023  
 Pictograms: flaticon  
 Data research & design: author

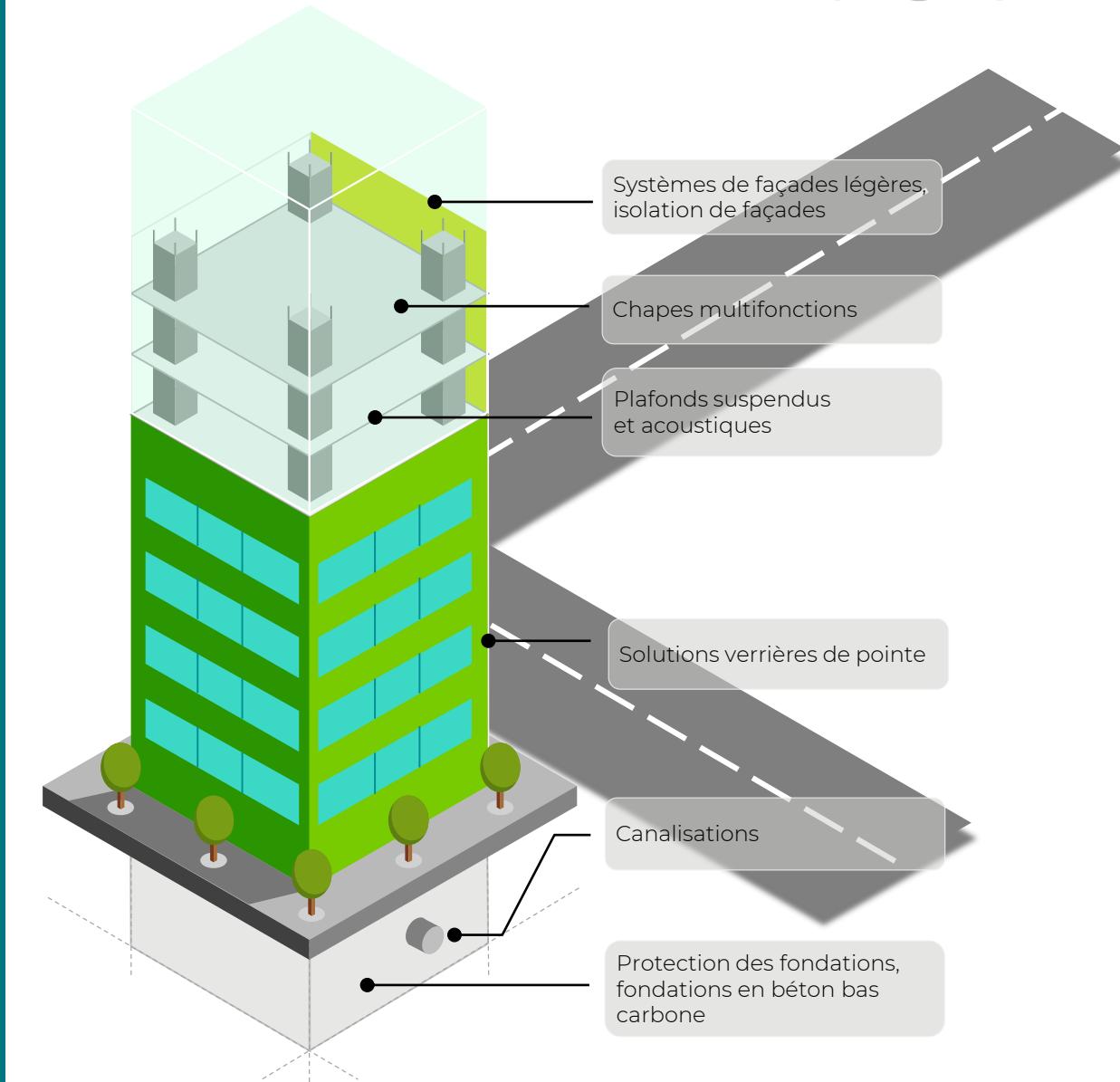
# Saint-Gobain –

répondre à la demande croissante de logements, fournir un habitat accessible et confortable à tous dans le monde entier

Apporteur de solutions, Saint-Gobain développe des équipes de prescription commune, qui orientent les clients vers la combinaison adéquate de produits, de systèmes et de services.

L'objectif est de répondre aux besoins des projets complexes, en optimisant la consommation énergétique et la productivité sur les chantiers tout en progressant vers une économie circulaire.

Cette démarche se déploie grâce à des solutions transversales pour développer des réponses aux attentes des clients dans des domaines tels que les façades, la protection contre le feu ou encore la construction légère

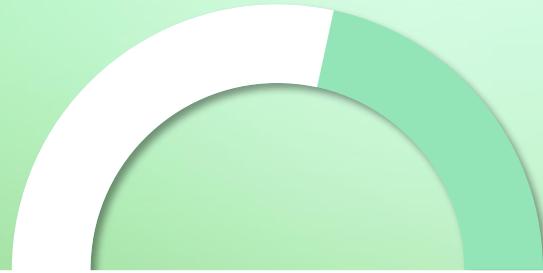


# Hotline – an effective tool in fighting fraud

## Hotline

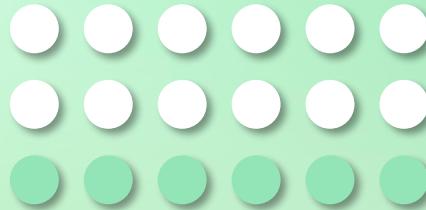
**53%**

of corporate violation/fraud reports  
are sent via hotlines



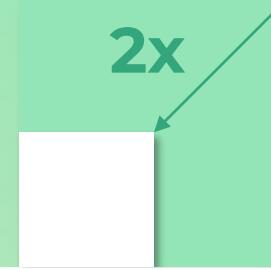
**12 months**

It takes to detect fraud cases  
in companies with a hotline,  
compared to 18 months  
without one



**2 times**

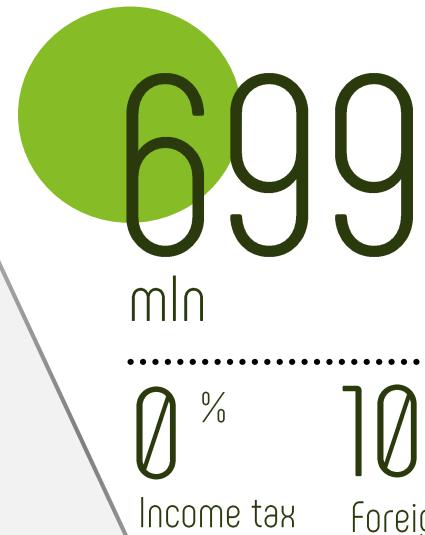
less volume of losses from  
implemented fraud schemes  
than in companies where  
there is no hotline



# Abu Dhabi. Vision 2030



Abu Dhabi is targeting **24 mln tourist visitors** by the end of 2023, expecting a surge of 33.3% from the statistics of 2022



0 %  
100 %

Income tax  
Foreign ownership for 122 activities and in all free zones

\$ Companies in the UAE raised in the first half of 2022, ranking the Emirates as the leading country for **venture capital financing** in the MENA region

49 %



Foreign ownership of companies in the UAE is capped at 49%, with few exceptions

Porsche is often hailed as one of the best sports car brands. Here are three solid reasons why

# 1

## Precision Engineering & Performance



- Rear-engine layout in the 911:** It's a unique setup in modern cars and, when engineered well (as Porsche does), offers incredible traction and distinctive handling.
- Porsche Stability Management (PSM) and adaptive suspension systems:** ensure that the car stays composed in aggressive driving situations while still giving the driver full control.
- Track-ready from the factory:** Models like the 911 GT3 or Cayman GT4 are essentially road-legal race cars, delivering lap times and driving dynamics that rival much more expensive supercars.

# 2

## Heritage



- Motorsport DNA:** Porsche has over 30,000 racing victories — more than any other manufacturer. Their cars, especially the 911, are born from racing and it shows in the way they drive.
- Model consistency:** The 911 has evolved over more than 60 years without ever losing its identity. Porsche has refined rather than reinvented, keeping loyal fans while improving year after year.
- Build quality:** The attention to materials, craftsmanship, and long-term durability means Porsches often age better than their peers — both mechanically and in design.

# 3

## Everyday Usability



- Ergonomic interior:** Porsche cabins are minimalist but premium — everything is intuitively placed
- Ride quality:** Adaptive dampers and refined suspension tuning allow for a surprisingly smooth ride over everyday roads, even in high-performance models
- Reliability:** Porsches consistently rank among the most reliable sports cars. A well-maintained 911 can easily go over 100,000 miles with minimal issues

# 04 | ILLUSTRATIONS

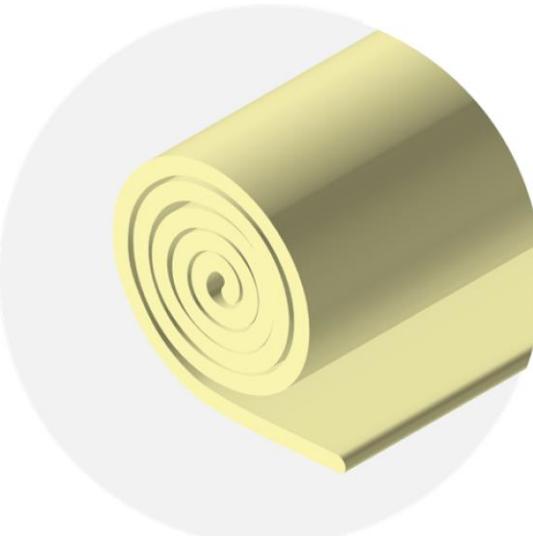
# Illustrations for proposals, reports and presentations (1/2)



▲  
**Scooter rental service company**  
Fish plant construction  
▼



▲  
**Telecom operator**  
**Mineral wool production company**  
▼



▲  
**Publishing house**  
**Services for companies in the Arab region**  
▼



## Illustrations for proposals, reports and presentations (2/2)



▲  
**Presentation for the newcomers**  
Aluminium plant  
▼



▲  
**Football (soccer) premier league**  
Restaurant  
▼



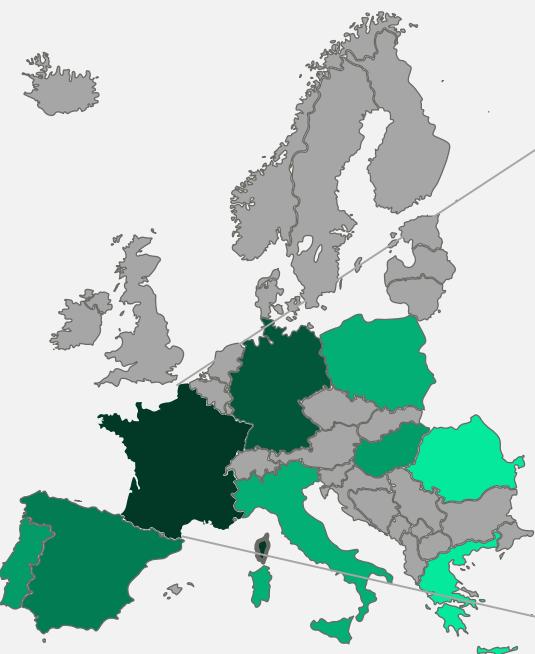
▲  
**Metallurgical plant**  
Forensic investigations  
▼



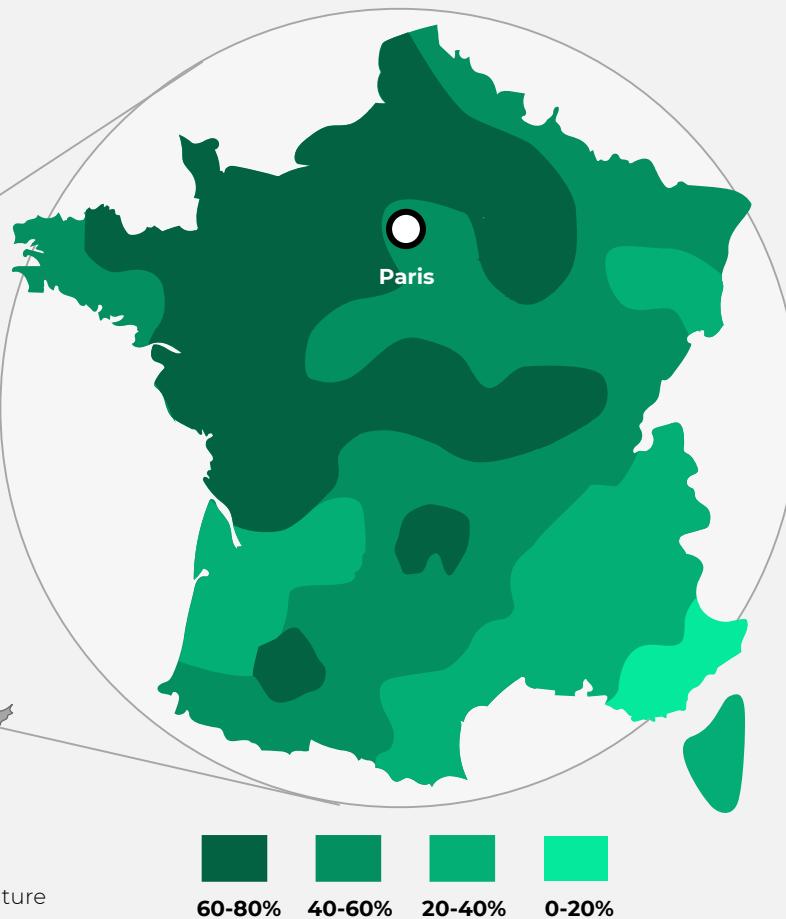
# 05 | MAPS

# Agricultural land: first place for France

Average UAA<sup>1</sup> in Europe, ha<sup>2</sup>



Share of UAA in France in total land area<sup>2</sup>

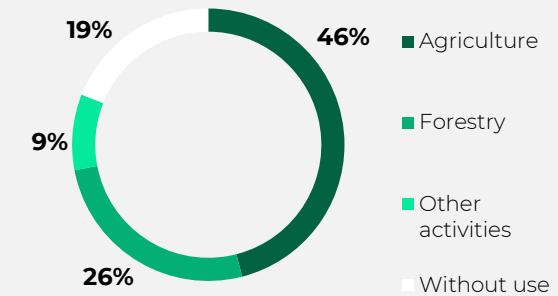


<sup>1</sup>Utilised agricultural area

<sup>2</sup>Source: Agreste (Ministerial Statistical Service for Agriculture and Food Sovereignty of France) – Statistical book 2020

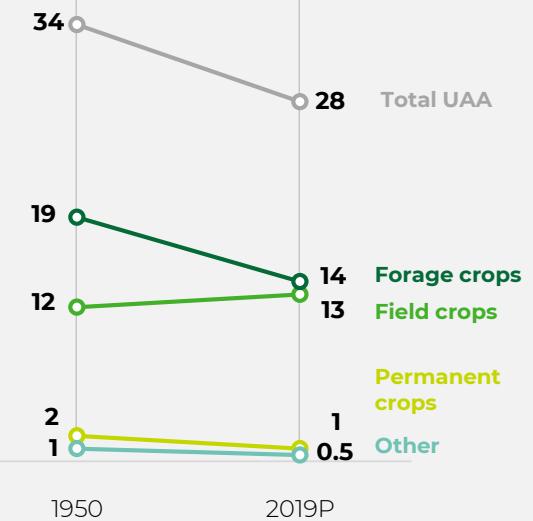
Data research & design: author

Land cover in France<sup>2</sup>



Forage and permanent crops in France still declining<sup>2</sup>

thousand hectares





Amount of Nestlé factories  
in some European countries<sup>1</sup>

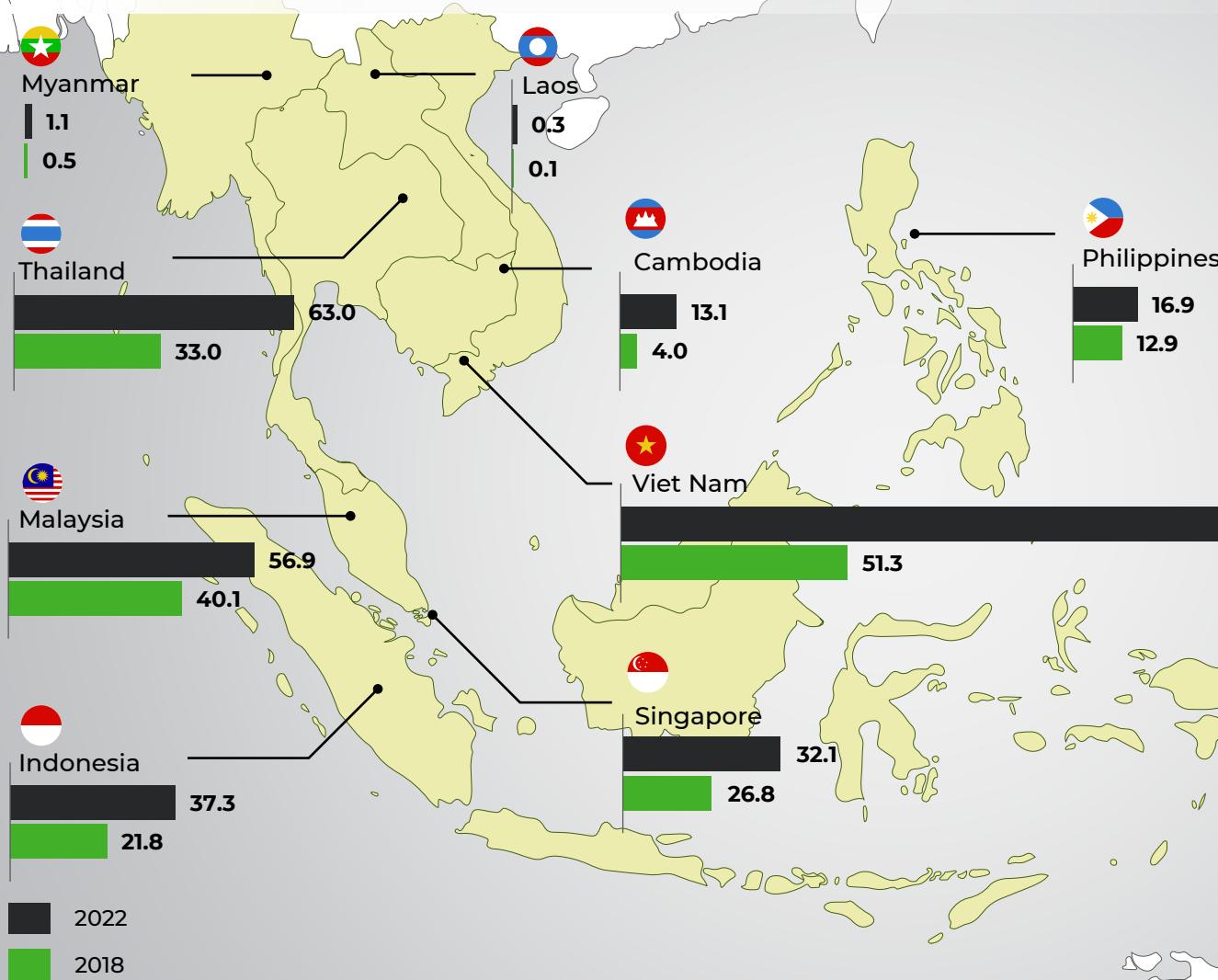


# All types of Nestlé products are manufactured in Spain

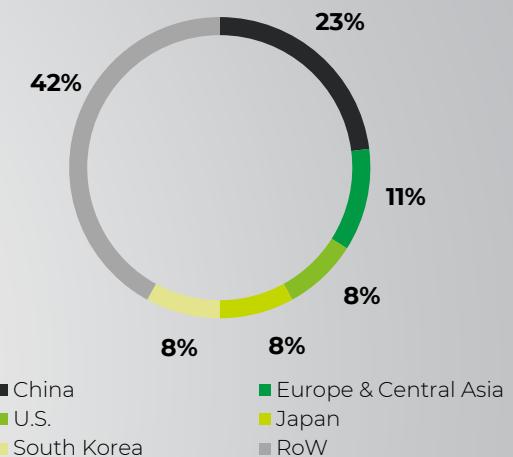


<sup>1</sup> Countries with more than 4 factories  
Source: Nestlé 2024 annual review; Nestlé Spain catalogue  
Data research & design: author

# US imports from ASEAN countries, USD bln



Imports of ASEAN-6<sup>1</sup> countries by origin  
(% share of total imports)



Source: Roland Berger: the rise of Southeast Asia: can it become the new manufacturing hub of choice? 2023

<sup>1</sup>Indonesia, Malaysia, Philippines, Singapore, Thailand, and Viet Nam

Data research & design: author

06

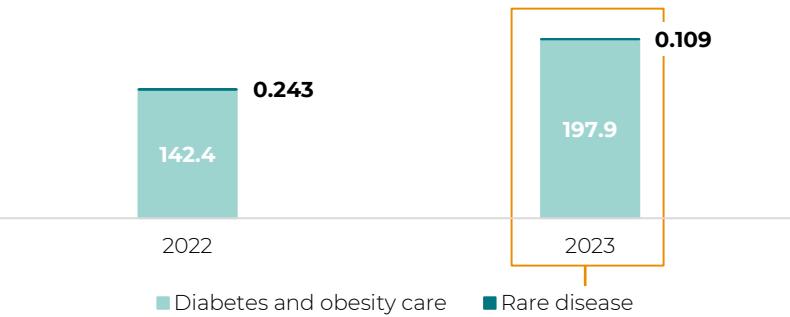
# FACILITY LAYOUTS, TECHNOLOGICAL PROCESSES

# 2D facility layout

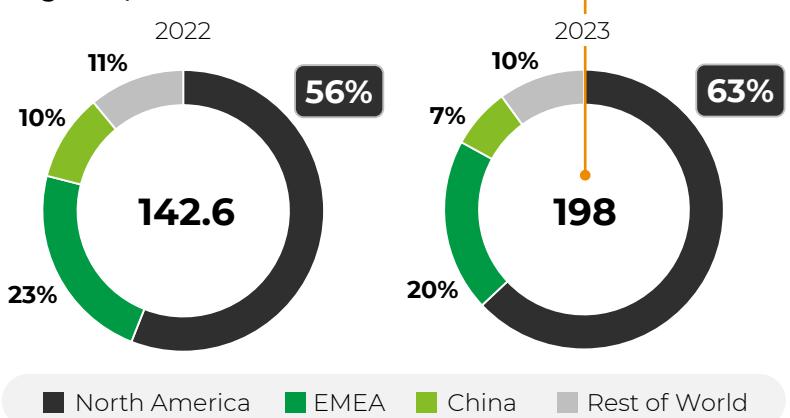
## Novo Nordisk's new plant in Hillerød, Denmark (R&D and manufacturing)<sup>1</sup>

In Hillerød, the investments will create additional production capacity of active pharmaceutical ingredient within Cardiovascular & Emerging Therapy Areas.

## Novo Nordisk sales by business segment, DKK bln<sup>1</sup>



## Novo Nordisk sales by geographical segment, DKK bln<sup>1</sup>



<sup>1</sup> Data research & design: author, source: Novo Nordisk

## Layout of the plant<sup>2</sup>



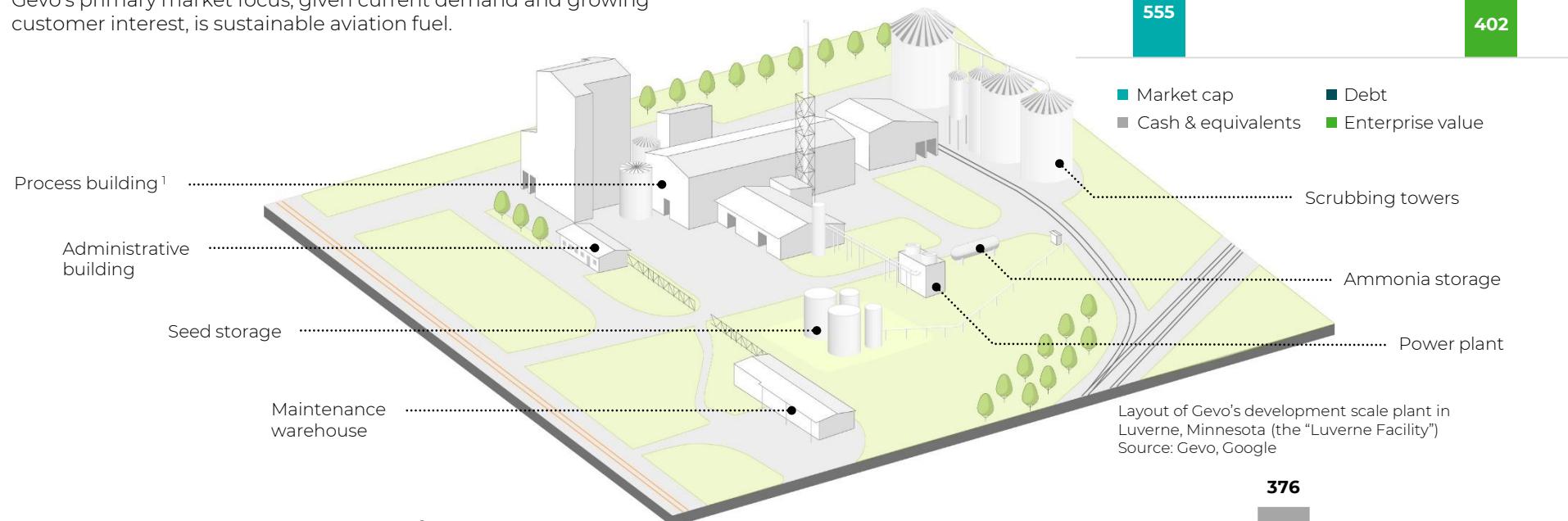
<sup>2</sup> Source: Google Maps. Map design: author.  
<sup>3</sup> Approximate location of objects

# 3D facility layout

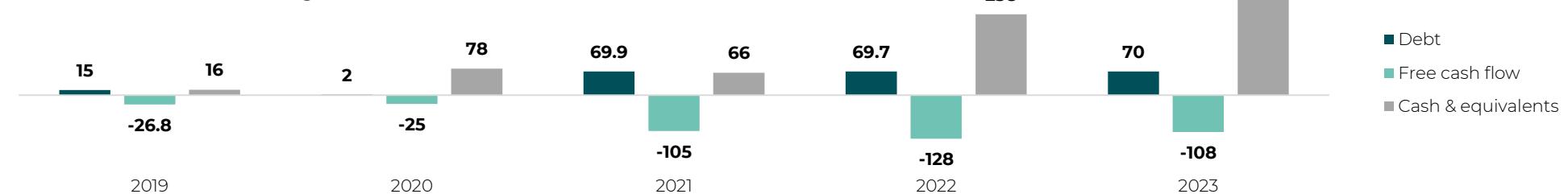
## Gevo, Inc (USA)

Gevo, Inc. is a renewable chemicals and next generation biofuels company, which focuses on the development and commercialization of renewable alternatives to petroleum-based products.

Gevo's primary market focus, given current demand and growing customer interest, is sustainable aviation fuel.



## Gevo's debt level and coverage, USD m<sup>2</sup>



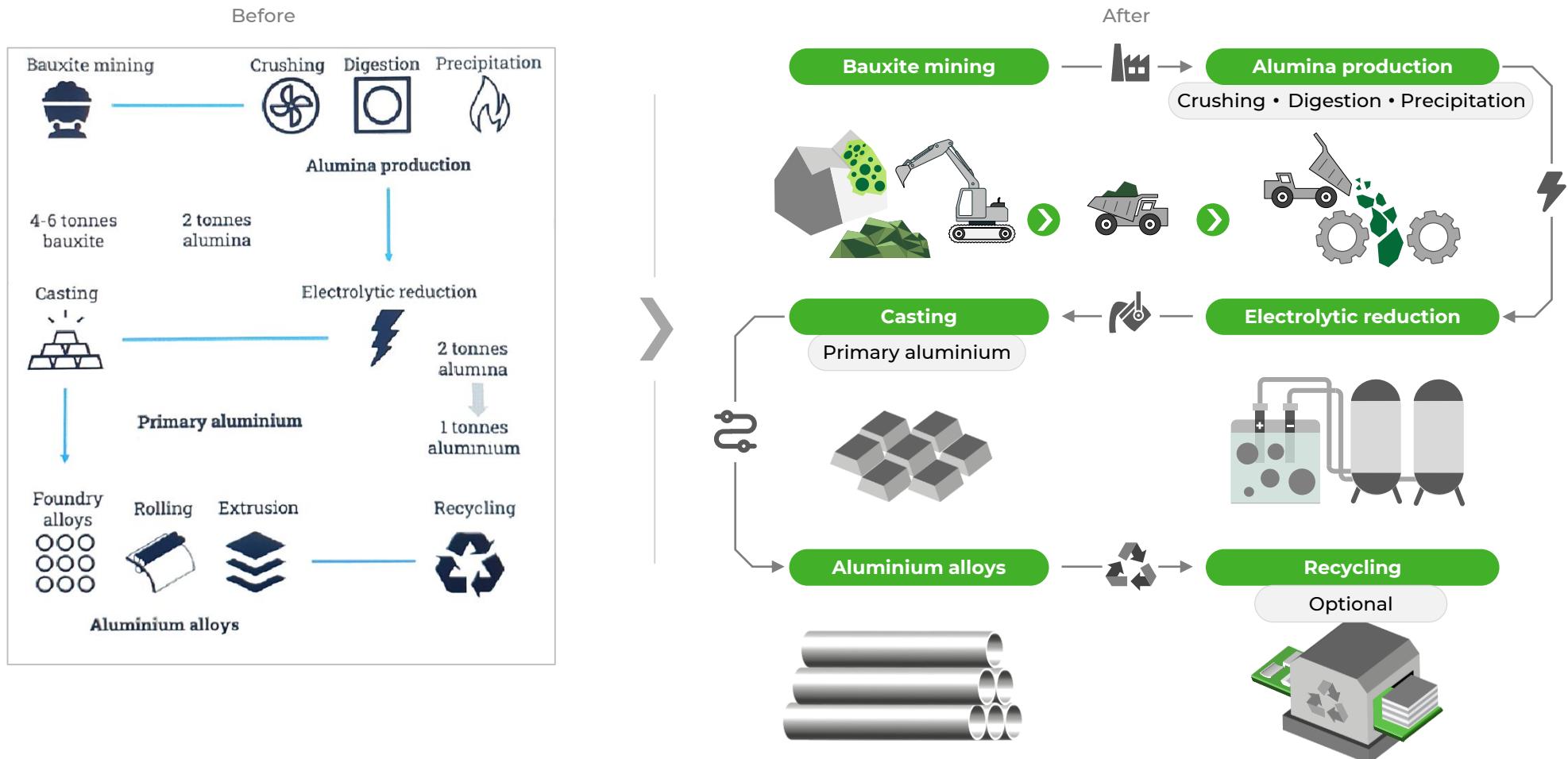
<sup>1</sup> Random designation of objects

<sup>2</sup> Source: tradingview.com

Data research & design: author

# Technological process

## Aluminum alloys production technological process



Source: Google

# 07 | LEAFLETS

**VALIANT CAPITAL™**  
COMMERCIAL LENDING & CONSULTING

## OUR TEAM

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Phone: 281-788-6394

**25 years on the market**

**Rio Tinto**  
Finding better ways to provide the materials the world needs

Our materials are used in everyday life, helping people and societies build homes and infrastructure, travel and work, and learn and communicate



**53.7B** 2024 consolidated sales revenue  
USD



Product Category	Percentage	Element Symbol
Iron Ore	50%	Fe
Aluminium	24%	Al
Copper	16%	Cu
Minerals	10%	

Rio Tinto plc  
6 St James's Square  
London SW1Y 4AD  
United Kingdom

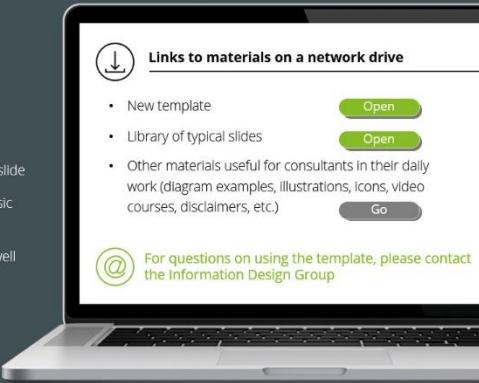
Rio Tinto Limited  
Level 43, 120 Collins Street  
Melbourne VIC 3000  
Australia

[riotinto.com](http://riotinto.com)

## New CFA Report Template

**Major changes compared to our classic template**

		
<b>New design :</b>	<b>Contrast zoning of the main slide :</b>	<b>Section title – on the left on</b> a dark background, <b>slide title – on the right on</b> a white background
<ul style="list-style-type: none"> <li>welcome letter</li> <li>table of contents</li> <li>dividers</li> <li>essential slides</li> </ul>	<ul style="list-style-type: none"> <li><b>1/3 on the left</b> – white text on a dark gray background, the total volume of text has decreased</li> <li><b>2/3 on the right</b> – diagrams, tables and other visual information, so the emphasis is on the graphics</li> </ul>	
		
<b>Interactive</b> navigation and content	<b>Supporting information</b> (footnotes, notes, sources) <b>is now in one place</b>	<b>New design elements:</b> lines at slide title, sources, slide number
		
A library of typical slides is included	New dark gray color for use in charts	Macro for quick inversion of dark background on essential slides

 **Links to materials on a network drive**

- New template [Open](#)
- Library of typical slides [Open](#)
- Other materials useful for consultants in their daily work (diagram examples, illustrations, icons, video courses, disclaimers, etc.) [Go](#)

 For questions on using the template, please contact the Information Design Group

2024, Business Solutions and Technologies

Note: CFA – Corporate Finance Advisory

# arctera

## #1 Modern solution for analysis and management of electronic data

Our system allows you to automate and speed up the process of working with documents, minimizing costs and risks

### Key features of the system

		
Data search and analysis	Processing different data sources	Intelligent functions
		
Review and viewing	Scalability and flexibility	Security and monitoring

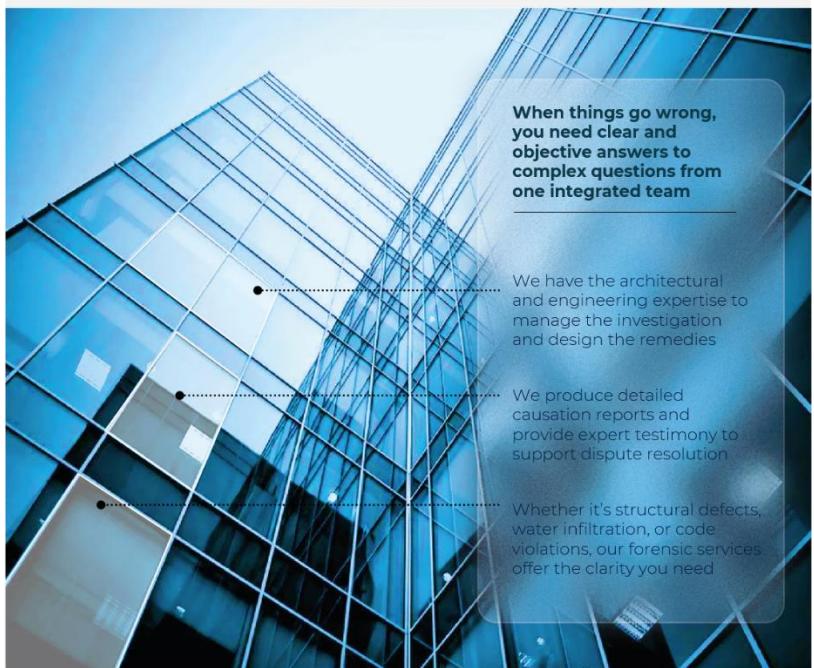
### Why our solution?

<b>Compliance:</b> we handle your data with integrity and in full compliance with industry standards	<b>Privacy:</b> we commit to providing full transparency about your data and how we use it
<b>Customer Trust:</b> we're here to support you. The Customer Trust Portal provides clear, secure access to the information you need	<b>Security:</b> we build security into the heart of our products to safeguard your data
<b>Reliability:</b> available and resilient solutions provide reliable business outcomes	



## What Are Construction Forensics And Why Do You Need Them?

Construction forensics is a field dedicated to uncovering the root causes of building failures, defects, and other issues



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#1

position in water and sustaining leadership in transportation and general building

#291

position in Fortune 500 as one of America's largest companies

**\$16.1B**

of revenue during fiscal year 2024



### Dallas (Global Headquarters)

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Dallas, Texas 75240  
United States  
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# 08 | REFERENCES

# References

Nº	Source	Industry
1	NASA	Aerospace
2	Airbus	Aerospace
3	Porsche	Automotive
4	VAG	Automotive
5	Bank of America	Banking
6	BASF	Chemicals
7	AECOM	Construction
8	Saint-Gobain	Construction
9	Stone Building	Construction
10	Deloitte	Consulting
11	Roland Berger	Consulting
12	Capgemini	Consulting
13	McKinsey & Company	Consulting
14	Bain & Company	Consulting
15	BST (ex-Deloitte CIS)	Consulting
16	L'Oreal	Cosmetics
17	Valiant Capital	Finances

Nº	Source	Industry
18	Danone	Food
19	Nestlé	Food
20	European Commission	Government
21	gov.uk	Government
22	OECD	International organisations
23	ACFE	International organisations
24	UNDRR	International organisations
25	UNCTAD	International organisations
26	IMF	International organisations
27	WEF	International organisations
28	IEA	International organisations
29	UNEP	International organisations
30	Arctera	IT
31	Rio Tinto	Metallurgy

Nº	Source	Industry
32	Shell	Oil
33	BP	Oil
34	Exxon Mobil	Oil
35	Sanofi	Pharma
36	NovoNordisk	Pharma
37	Wiley	Publishing
38	Gevo	Renewable chemicals
39	ReNew	Renewable chemicals
40	Abercade	Research
41	International aluminium	Research
42	Energy Institute	Research
43	Tesco	Retail
44	Ahold Delhaise	Retail
45	Agreste	Statistics
46	Statista	Statistics
47	Eurostat	Statistics

