

FCA Capital Danmark A/S

Herstedøstervej 9, DK-2600 Glostrup

CVR no. 62 85 70 13

Annual report for 2018

Adopted at the annual general meeting
on 2 April 2019



Alain Juan
chairman



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Statement by management on the annual report

The supervisory and executive boards have today discussed and approved the annual report of FCA Capital Danmark A/S for the financial year 1 January - 31 December 2018.

The annual report is prepared in accordance with the Danish Financial Statements Act.

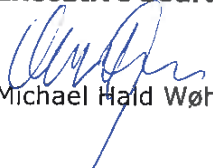
In our opinion, the financial statements give a true and fair view of the company's financial position at 31 December 2018 and of the results of the company's operations for the financial year 1 January - 31 December 2018.

In our opinion, management's review includes a fair review of the matters dealt with in the management's review.

Management recommends that the annual report should be approved by the company in general meeting.

Copenhagen, 2 April 2019

Executive board

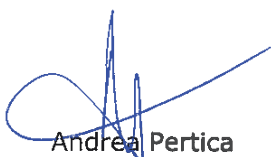


Michael Hald Wøhlk

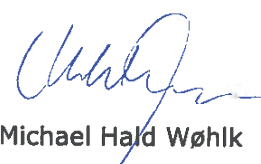
Supervisory board



Alain Juan
chairman



Andrea Pertica



Michael Hald Wøhlk

Independent auditor's report

To the shareholder of FCA Capital Danmark A/S

Opinion

We have audited the financial statements of FCA Capital Danmark A/S for the financial year 1 January - 31 December 2018, which comprise income statement, balance sheet, statement of changes in equity, notes and summary of significant accounting policies. The financial statements are prepared under the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the company's financial position at 31 December 2018 and of the results of the company's operations for the financial year 1 January - 31 December 2018 in accordance with the Danish Financial Statements Act.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and the additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) and the additional requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements, that give a true and fair view in accordance with the Danish Financial Statements Act and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Independent auditor's report

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting in preparing the financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and contents of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

Independent auditor's report

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on management's review

Management is responsible for management's review.

Our opinion on the financial statements does not cover management's review, and we do not express any form of assurance conclusion thereon.


In connection with our audit of the financial statements, our responsibility is to read management's review and, in doing so, consider whether management's review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether management's review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that management's review is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of management's review.

Copenhagen, 2 April 2019

ERNST & YOUNG
Godkendt Revisionspartnerselskab
CVR no. 30 70 02 28


Mogens Andreasen
state authorised public accountant
MNE no. mne28603


Dennis Dupont
state authorised public accountant
MNE no. mne36192

Company details

The company

FCA Capital Danmark A/S
Herstedøstervej 9
DK-2600 Glostrup

Telephone: +45 4322 8900

Website: www.fiatfinansiering.dk

CVR no.: 62 85 70 13

Reporting period: 1 January - 31 December 2018

Incorporated: 18. February 1963

Domicile: Glostrup

Supervisory board

Alain Juan, chairman
Andrea Pertica
Michael Hald Wøhlk

Executive board

Michael Hald Wøhlk

Ownership control

FCA Bank S.p.A.

Auditors

ERNST & YOUNG
Godkendt Revisionspartnerselskab
c/o Postboks 250, Osvald Helmuths Vej 4
DK-2000 Frederiksberg

Bankers

Nordea Bank Danmark A/S
Strandgade 3
DK-1401 Copenhagen

Consolidated financial statements

The company is included in the group annual report of FCA Bank S.p.A.

The group annual report of FCA Bank S.p.A. may be obtained at the following address:

Corso Agnelli 200
10135 Torino
Italy

Financial highlights

Seen over a 5-year period, the development of the Company may be described by means of the following financial highlights:

	2018	2017	2016	2015	2014
	TDKK	TDKK	TDKK	TDKK	TDKK
Key figures					
Revenue	194,789	211,676	193,895	156,626	98,330
Gross profit	67,949	64,752	52,846	44,279	35,334
Profit/loss before net financials	23,771	22,811	14,938	20,193	16,220
Profit/loss for the year	19,542	17,963	12,361	15,819	12,478
Balance sheet total	1,596,802	1,404,712	1,312,802	1,639,667	1,513,153
Investment in property, plant and equipment	50,183	36,195	95,733	55,027	6,689
Equity	141,928	122,483	223,031	210,843	195,169
Number of employees	34	31	30	27	24
Financial ratios					
Gross margin	34.9%	30.6%	27.3%	28.3%	35.9%
EBIT margin	12.2%	10.8%	7.7%	12.9%	16.5%
Return on assets	1.6%	1.7%	1.0%	1.3%	1.1%
Solvency ratio	8.9%	8.7%	17.0%	12.9%	12.9%
Return on equity	14.8%	10.4%	5.7%	7.8%	6.6%

The financial ratios are calculated in accordance with definitions according to summary of significant accounting policies.

Management's review

Business activities

The company's main activity is retail financing at variable and fixed rate interest, leasing and stock financing for dealers and importers in Denmark and Finland, primarily for affiliated companies.

Unusual matters

The company's financial position at 31 December 2018 and the results of its operations for the financial year ended 31 December 2018 are not affected by any unusual matters.

Business review

The company's income statement for the year ended 31 December shows a profit of TDKK 19,542, and the balance sheet at 31 December 2018 shows equity of TDKK 141,928.

Financial review

The profit for the year is considered satisfactory. In 2018 FCA Capital Danmark AS' results before tax were MDKK 23,8 which is in line with the Management's expectations. The car market ended in 252.000 units. FCA Denmark A/S' market share has been relative unchanged ending in 1.8 % which is the same as 2017. The portfolio of financing contracts linked to car sales is on the same level as in 2017.

The outlook for the car market in 2019 is unchanged compared to 2018, but we expect increase our portfolio due to new partnerships. The result for the year is expected to be at the level of 2018.

Special risks apart from generally occurring risks in industry

Financial risks

Through its engagement in Finland, the company has both debt and receivable in EUR. Due to the size of the net balance, a currency risk is not considered material. The company is exposed to an interest rate risk on the part of its lending that has a fixed rate interest since the company finances its activity through floating rate loans. This risk is covered by interest rate swaps through the company's owner.

Credit risks

The company's current liabilities exceed the company's non-fixed assets. At 31. December 2018, the parent company had a net receivable from FCA Capital Danmark A/S of DKK 1.279.233 thousand. The company's management has obtained confirmation from the parent company that the parent company will continue to support the company financially by making adequate credit facilities available to the company thereby enabling the company to maintain and continue its current activities over the coming 12 months.

Branches abroad

The company has a branch in Finland.



Income statement 1 January - 31 December

	Note	2018 TDKK	2017 TDKK
Revenue	2	194,789	211,676
Other operating income		303	143
Costs of sales		-120,834	-139,183
Other external expenses		-6,309	-7,884
Gross profit		67,949	64,752
Staff expenses	3	-24,968	-21,963
Depreciation, amortisation and impairment of intangible assets and property, plant and equipment		-19,210	-19,978
Profit/loss before tax		23,771	22,811
Tax on profit/loss for the year	4	-4,229	-4,848
Profit/loss for the year		19,542	17,963
Distribution of profit	5		

Balance sheet 31 December

	Note	2018 TDKK	2017 TDKK
Assets			
Other fixtures and fittings, tools and equipment		81,923	81,543
Assets under construction		0	1,754
Tangible assets	6	81,923	83,297
Investments in subsidiaries	7	121	121
Long Term Receivables	8	785,422	719,188
Fixed asset investments		785,543	719,309
Total non-current assets		867,466	802,606
Stocks	9	39,464	44,907
Other receivables		664,751	531,578
Corporation tax		0	1,194
Prepayments	10	25,121	24,427
Receivables		689,872	557,199
Total current assets		729,336	602,106
Total assets		1,596,802	1,404,712

Balance sheet 31 December

	Note	2018 TDKK	2017 TDKK
Equity and liabilities			
Share capital		14,154	14,154
Other reserves		-919	-822
Retained earnings		128,693	109,151
Equity	11	141,928	122,483
Provision for deferred tax	12	18,087	16,997
Total provisions		18,087	16,997
Other credit institutions		65,767	75,550
Payables to group companies		1,306,852	1,138,725
Corporation tax		1,574	0
Other payables		20,770	13,860
Deferred income	13	41,824	37,097
Total current liabilities		1,436,787	1,265,232
Total liabilities		1,436,787	1,265,232
Total equity and liabilities		1,596,802	1,404,712
Capital resources	1		
Subsequent events	14		
Contingencies, etc.	15		
Financial instruments	16		
Related parties and ownership structure	17		



Statement of changes in equity

	Share capital	Other reserves	Retained earnings	Total
Equity at 1 January 2018	14,154	-822	109,151	122,483
Transfers, reserves	0	-97	0	-97
Net profit/loss for the year	0	0	19,542	19,542
Equity at 31 December 2018	14,154	-919	128,693	141,928

Notes

1 Capital resources

The company's current liabilities exceed the company's non-fixed assets. At 31 December 2018, the parent company had a net receivable from FCA Capital Danmark A/S of DKK 1,279,233 thousand. The company's management has obtained confirmation from the parent company that the parent company will continue to support the company financially by making adequate credit facilities available to the company thereby enabling the company to maintain and continue its current activities over the coming 12 months.

	2018	2017
	TDKK	TDKK
2 Revenue		
Revenues, dealer financing	13,249	11,659
Revenues, retail contracts	46,320	42,665
Sale of vehicles	80,884	105,016
Revenues, leases	44,658	41,813
Other income	9,678	10,523
	194,789	211,676
3 Staff expenses		
Wages and salaries	21,714	19,194
Pensions	2,145	1,892
Other social security costs	229	238
Other staff costs	880	639
	24,968	21,963
Average number of employees	34	31

According to section 98 B(3) of the Danish Financial Statements Act, remuneration to the Executive Board has not been disclosed.

Notes

	2018 TDKK	2017 TDKK
4 Tax on profit/loss for the year		
Current tax for the year	3,723	1,154
Deferred tax for the year	1,090	4,063
Adjustment of deferred tax concerning previous years	-584	-369
	4,229	4,848

5 Distribution of profit		
Extraordinary dividend for the year	0	119,000
Retained earnings	19,542	-101,037
	19,542	17,963

6 Tangible assets

	Other fixtures and fittings, tools and equipment	Assets under construction
Cost at 1 January 2018	111,886	1,754
Additions for the year	50,183	0
Disposals for the year	-51,601	-1,754
Cost at 31 December 2018	110,468	0
Impairment losses and depreciation at 1 January 2018	30,343	0
Depreciation for the year	19,220	0
Reversal of impairment and depreciation of sold assets	-21,018	0
Impairment losses and depreciation at 31 December 2018	28,545	0
Carrying amount at 31 December 2018	81,923	0

Notes

	2018	2017
	TDKK	TDKK
7 Investments in subsidiaries		
Cost at 1 January	121	121
Cost at 31 December	121	121
Carrying amount at 31 December	121	121

Investments in subsidiaries are specified as follows:

Name	Registered office	Ownership interest	Equity	Profit/loss for the year
FCA Capital Norge AS	Norway	100%	9,506	4,907
FCA Capital Sweden AB	Sweden	100%	22,842	16,173

Amounts in local currency.

8 Fixed asset investments

	Long Term Receivables
Cost at 1 January 2018	719,188
Additions for the year	66,234
Cost at 31 December 2018	785,422
Carrying amount at 31 December 2018	785,422

Notes

	2018	2017
	TDKK	TDKK
9 Stocks		
Finished goods and goods for resale	39,464	44,907
	39,464	44,907

10 Prepayments

Prepayments include bonus to distributors that are accrued at the time of contract opening and charged as expense, in the subsequent periods when the recognition criteria are satisfied.

11 Equity

There have been no changes in the share capital during the last 5 years.
Number of shares: 1-14,154 each of DKK 1,000 (one share certificate).

	2018	2017
	TDKK	TDKK
12 Provision for deferred tax		
Provision for deferred tax at 1 January	16,997	13,302
Adjustment	1,090	3,695
Provision for deferred tax at 31 December	18,087	16,997
 Property, plant and equipment	 5,500	 5,146
Fixed asset investments	19,183	18,139
Liabilities	-6,596	-6,288
	18,087	16,997

13 Deferred income

Deferred income comprises payments relating to contract opening fees which will not be recognised as income until the subsequent financial year when the recognition criteria are satisfied.

14 Subsequent events

At the balance sheet date no events have occurred that could materially affect the evaluation of the annual report.

Notes

15 Contingencies, etc.

Other financial obligations

Rent and lease liabilities include a rent obligation of TDKK 556.

The company has issued guarantees totalling TDKK 500.

16 Financial instruments

Interest rate risks

The company uses interest rate swaps to hedge interest rate risks, whereby floating interest payments are rescheduled into fixed interest payments.

The hedged cash flows are expected to be realised and will affect results of operations over the term to maturity of the interest rate swap.

TDKK	Interest rate swaps	
	2018	2017
Notional principal	314,650	334,450
Value adjustment recognised in equity	-919	-825
Fair value	-1,178	-1,058
Term to maturity	0-48 months	0-48 months

Notes

17 Related parties and ownership structure

Controlling interest

FCA Bank S.p.A.
Corso Agnelli 200
10135 Tornio
Italy

Transactions

FCA Capital Danmark A/S had the following transactions with related parties:

	<u>2018</u>	<u>2017</u>
	TDKK	TDKK
Purchase of goods from group companies	74.622	126.982
Income from management fee to group companies	8.403	6.721
Financial costs to group companies	13.357	13.573
Payables to group companies	1.306.852	1.138.725



Accounting policies

The annual report of FCA Capital Danmark A/S for 2018 has been prepared in accordance with the provisions of the Danish Financial Statements Act applying to medium-sized enterprises of reporting class C.

The accounting policies applied are consistent with those of last year.

The annual report for 2018 is presented in TDKK.

In accordance with section 86(4) of the Danish Financial Statements Act, no cash flow statement is shown.

The cash flow statement is part of the consolidated financial statements of the parent company.

Pursuant to sections §112, of the Danish Financial Statements Act, the company has not prepared consolidated financial statements.

Basis of recognition and measurement

Income is recognised in the income statement as earned, including value adjustments of financial assets and liabilities. All expenses, including amortisation, depreciation and impairment losses, are also recognised in the income statement.

Assets are recognised in the balance sheet when it is probable that future economic benefits will flow to the company and the value of the asset can be measured reliably.

Liabilities are recognised in the balance sheet when it is probable that future economic benefits will flow from the company and the value of the liability can be measured reliably.

On initial recognition, assets and liabilities are measured at cost. On subsequent recognition, assets and liabilities are measured as described below for each individual accounting item.

Certain financial assets and liabilities are measured at amortised cost using the effective interest method. Amortised cost is calculated as the historic cost less any instalments and plus/less the accumulated amortisation of the difference between the cost and the nominal amount.

On recognition and measurement, allowance is made for predictable losses and risks which occur before the annual report is presented and which confirm or invalidate matters existing at the balance sheet date.

Accounting policies

Income statement

Revenue

Income from the sale of goods for resale and finished goods is recognised in the income statement, provided that the transfer of risk, usually on delivery to the buyer, has taken place and that the income can be measured reliably and is expected to be received.

Revenue is measured at fair value of the agreed consideration excluding VAT and taxes charged on behalf of third parties. Revenue is net of all types of discounts granted.

Costs of sales

Costs of finished goods and goods for resale include Finished goods and goods for resale used in generating the year's revenue.

Other operating income

Other operating income comprises items of a secondary nature relative to the company's activities, including gains on the sale of intangible assets and property, plant and equipment.

Other external expenses

Other external expenses include expenses related to distribution, sale, advertising, administration, premises, bad debts, payments under operating leases, etc.

Staff expenses

Staff expenses include wages and salaries, including compensated absence and pensions, as well as other social security contributions, etc. made to the entity's employees. The item is net of refunds made by public authorities.

Amortisation, depreciation and impairment losses

Amortisation, depreciation and impairment losses comprise the year's amortisation, depreciation and impairment of intangible assets and property, plant and equipment.

Financial income and expenses

Financial income and expenses are recognised in the income statement at the amounts relating to the financial year. Net financials include interest income and expenses, financial expenses relating to finance leases, realised and unrealised capital/exchange gains and losses on securities and foreign currency transactions, amortisation of mortgage loans and surcharges and allowances under the advance-payment-of-tax scheme, etc.

Profit/loss from investments in subsidiaries and associates

Dividend from investments is recognised in the reporting year in which the dividend is declared.

Accounting policies

Tax on profit/loss for the year

Tax for the year, which comprises the current tax charge for the year and changes in the deferred tax charge, is recognised in the income statement as regards the portion that relates to the profit/loss for the year and directly in equity as regards the portion that relates to entries directly in equity.

Balance sheet

Tangible assets

Items of plant and machinery and fixtures and fittings, tools and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost comprises the purchase price and any costs directly attributable to the acquisition until the date when the asset is available for use. The cost of self-constructed assets comprises direct and indirect costs of materials, components, sub-suppliers and wages.

Straight-line depreciation is provided on the basis of the following estimated useful lives of the assets:

Other fixtures and fittings, tools and equipment	3	years
Leasehold improvements	5	years

The basis of depreciation is based on the residual value of the asset and is reduced by impairment losses, if any. The depreciation period and the residual value are determined at the time of acquisition and are reassessed every year. Where the residual value exceeds the carrying amount of the asset, no further depreciation charges are recognised.

In case of changes in the amortisation period or the residual value, the effect on the depreciation charges is recognised prospectively as a change in accounting estimates.

Investments in subsidiaries and associates

Investment in subsidiaries and associates are measured at cost. If cost exceeds the recoverable amount, a write-down is made to this lower value.

Impairment of fixed assets

The carrying amount of intangible assets, property, plant and equipment and investments in subsidiaries and associates is tested for impairment, other than what is reflected through normal amortisation and depreciation, on an annual basis.

Accounting policies

Where there is evidence of impairment, an impairment test is performed for each individual asset or group of assets, respectively. The carrying amount of impaired assets is reduced to the higher of the net selling price and the value in use (recoverable amount).

Stocks

Stocks are measured at cost using the FIFO method. Where the net realisable value is lower than the cost, inventories are recognised at this lower value.

Receivables

Receivables are measured at amortised cost.

An impairment loss is recognised if there is objective evidence that a receivable or a group of receivables is impaired. If there is objective evidence that an individual receivable is impaired, an impairment loss for that individual asset is recognised.

Prepayments

Prepayments recognised under 'Current assets' comprises expenses incurred concerning subsequent financial years.

Cash and cash equivalents

Cash and cash equivalents comprise cash and short-term securities whose remaining life is less than three months and which are readily convertible into cash and which are subject only to insignificant risks of changes in value. Balances in the group's cash pool scheme are not, due to the nature of the scheme, considered cash, but is recognised under 'Payables from group entities'.

Income tax and deferred tax

Current tax liabilities and current tax receivables are recognised in the balance sheet as the estimated tax on the taxable income for the year, adjusted for tax on the taxable income for previous years and tax paid on account.

Deferred tax is measured according to the liability method in respect of temporary differences between the carrying amount of assets and liabilities and their tax base, calculated on the basis of the planned use of the asset and settlement of the liability, respectively.

Liabilities

Liabilities, which include trade payables, payables to group entities and other payables, are measured at amortised cost, which is usually equivalent to nominal value.

Accounting policies

Deferred income

Deferred income recognised under 'Current liabilities' comprises payments received concerning income in subsequent financial years.

Foreign currency translation

On initial recognition, foreign currency transactions are translated applying the exchange rate at the transaction date. Foreign exchange differences arising between the exchange rates at the transaction date and at the date of payment are recognised in the income statement as financial income or financial expenses. If foreign currency transactions are considered cash flow hedges, the value adjustments are taken directly to equity.

Derivative financial instruments

On initial recognition in the balance sheet, derivative financial instruments are measured at cost and subsequently at fair value. Positive and negative fair values of derivative financial instruments are included in 'Other receivables' or 'Other payables', respectively.

Fair value adjustments of derivative financial instruments designated as and qualifying for recognition as a fair value hedge of recognised assets and liabilities are recognised in the income statement together with fair value adjustments of the hedged asset or liability.

Fair value adjustments of derivative financial instruments designated as and qualifying for hedging of future cash flows are recognised in other receivables or other payables and in equity. If the future transaction results in recognition of assets or liabilities, amounts previously recognised in equity are transferred to the cost of the asset or the liability, respectively. If the future transaction results in income or expenses, amounts previously recognised in equity are transferred to the income statement in the period in which the hedged item affects the income statement.

As for derivative financial instruments that do not qualify for hedge accounting, fair value adjustments are recognised in the income statement on a current basis.

The fair value measurement is based on the principal market. If no principal market exists, the measurement is based on the most advantageous market, i.e. the market that maximises the price of the asset or liability less transaction and/or transport costs. All assets and liabilities which are measured at fair value, or whose fair value is disclosed, are classified based in the fair value hierarchy, see below:

Level 2: Value based on recognised valuation methods on the basis of observable market information.



Accounting policies

Financial highlights

Definitions of financial ratios.

Gross margin ratio	$\frac{\text{Gross profit} \times 100}{\text{Revenue}}$
EBIT margin	$\frac{\text{Profit/loss before financials} \times 100}{\text{Revenue}}$
Return on assets	$\frac{\text{Profit/loss before financials} \times 100}{\text{Average assets}}$
Solvency ratio	$\frac{\text{Equity at year-end} \times 100}{\text{Total assets at year-end}}$
Return on equity	$\frac{\text{Net profit for the year} \times 100}{\text{Average equity}}$

