**Peer Identification**

The methodology for including the companies in the same universe / identify them as “peers”, is conducted by analysing and comparing the metrics/criteria below:

* ***Industry Classification****, e.g. which industry is the company operating in, and which specific sector. This metric logically will weigh the most in choosing the “peers”.*
* ***Size by revenue*** *measured by 2023 annual net sales.*
* ***Geography,*** *e.g. where is the company conducting its main operations/selling its goods*
* ***Growth Rate (of sales),*** *measured by the average growth of sales over the latest 5 years*
* ***Profitability net margin****, measured by the average net margin over the last 5 years*
* ***Capital Structure debt ratio,*** *measured by the company’s ratio of Debt to Equity*



Table 1. Competitors of Marriot include Hilton, Hyatt and IHG. Main reason for selecting is they all belong in the same sector on the hospitality industry. There are a few similarities (green tabs), regarding their geographical operations and profitability but also significant differences in their Capital structure, and profitability.



Table 2. Competitors of Tesla include BYD, Li Auto and Rivian. They are all part of the automotive industry, specializing in electric vehicles. Besides their industry classification and geographical operation and presence, they have little things in common regarding their growth rate, profitability and capital structure.



Table 3. In identifying Netflix’s competitors, a different methodology is applied. Direct competitors are Apple TV, Amazon TV and Disney TV. They are part of the entertainment industry focusing on TV Streaming services. However, these are companies with core activities (e.g Apple phones, Amazon, Disney theme parks, etc.) very different/other industry than Netflix, hence it would be unfair to compare their revenues, capital structure, and profitability. For this reason, the metrics of Total number of users (paid + unpaid subscribers), revenues from TV Streaming, and Geography are used.



Table 4. Direct competitors of NVIDIA include AMD, DELL and TSMC. They are technological companies, specialized in manufacturing Semi-conductors, Chips. Apart from their industry classification and geographical presence, in terms of the other metrics, they are not compatible.



Table 5. Pfizer is in direct competition with GSK, AstraZeneca and Bristol Myers. They are all part of the general pharmaceutical industry. Similarly, as in most analyses above, they are only compatible in terms of industry classification and geographical presence, with significant differences in the other metrics.

In conclusion, the analysis demonstrated that although companies might phenomenally look similar by producing similar goods, for example Tesla and BYD manufacturing electric vehicles, in reality, they differ so much in that they use their debt, profitability, operational and manufacturing capabilities in a different way which is caused by their different strategic objectives. In other words, they aim for similar output with a very different input.