

Key figures

Combined figures	in millions of €		
	2004	2005	2006
Sales	2 711	3 085	3 195
Capital expenditure	196	195	194
Personnel as at 31 December	16 402	17 096	18 516

Consolidated statements	in millions of €		
	2004	2005	2006
Income statement			
Sales	1 742	1 914	2 010
Operating result (EBIT)	139	136	146
EBIT before non-recurring items	148	168	163
Result from continuing operations	153	148	147
Result from discontinued operations	27	54	-
Result for the period	180	202	147
attributable to the Group	168	190	142
attributable to minority interests	12	12	5
Cash flow	266	257	262
EBITDA	256	257	262
Depreciation	117	121	116

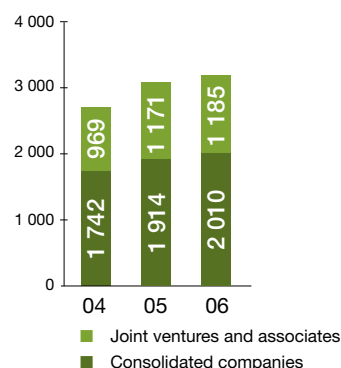
Balance sheet			
Equity	959	1 130	1 121
Non-current assets	1 241	1 239	1 303
Capital expenditure (PP&E)	166	142	153
Balance sheet total	2 189	2 232	2 217
Net debt	369	272	375
Capital employed	1 363	1 360	1 412
Working capital	453	431	452
Personnel as at 31 December	10 380	11 022	12 728

Ratios			
EBITDA on sales	14.7%	13.4%	13.0%
EBIT on sales	8.0%	7.1%	7.3%
EBIT interest coverage	13.9	6.9	6.3
ROCE	14.3%	10.7%	10.5%
ROE	20.1%	19.3%	13.1%
Capital ratio	43.8%	50.6%	50.6%
Gearing (Net debt on equity)	38.5%	24.0%	33.4%
Net debt on EBITDA	1.4	1.1	1.4

Joint ventures and associates	in millions of €		
	2004	2005	2006
Sales	969	1 171	1 185
Operating result	171	165	151
Net result	126	128	118
Share in result	53	57	51
Capital expenditure	30	53	41
Depreciation	37	39	40
Equity	213	233	232
Personnel as at 31 December	6 022	6 074	5 788

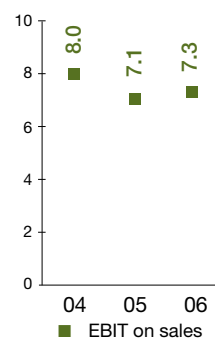
Sales

in millions of €



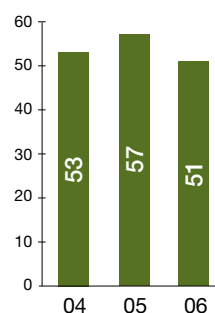
Operating result (EBIT)

as % of sales



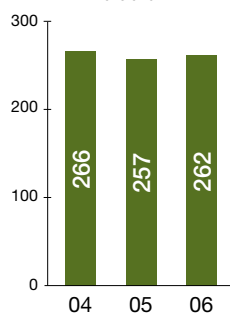
Share in result of joint ventures and associates

in millions of €



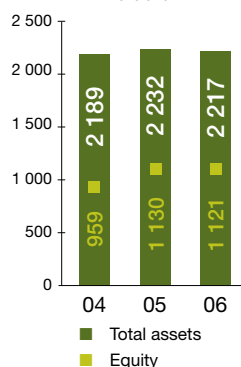
Cash flow

in millions of €



Equity and total assets

in millions of €



Result from continuing operations

in millions of €

