

GROUP FINANCIAL HIGHLIGHTS

BUSINESS DEVELOPMENT AND EARNINGS

		2016	2015	2014	2013	2012
Order intake	€ m	2,156.6	2,261.2	2,321.2	2,241.2	2,257.4
Sales revenue	€ m	2,165.7	2,334.8	2,181.7	2,247.3	2,268.2
Earnings before interest and taxes (EBIT)	€ m	88.2	105.2	89.2*	136.2	150.4**
Earnings before income taxes (EBT)	€ m	74.6	93.4	72.8*	119.4	132.8**
Earnings after income taxes	€ m	47.8	52.2	46.3*	79.9	90.3**
Cash flow	€ m	139.8	137.5	124.4*	142.3	156.9**

BALANCE SHEET

		2016	2015	2014	2013	2012
Balance sheet total	€ m	2,350.2	2,291.1	2,277.9*	2,151.5	2,188.0**
Fixed assets	€ m	641.2	633.1	622.6	591.2	602.0
Capital expenditure	€ m	82.2	82.8	85.1	57.1	91.4
Depreciation and amortisation expense	€ m	72.6	72.8	66.2	60.2	58.6
Current assets	€ m	1,596.9	1,573.6	1,568.5	1,520.6	1,546.2
Equity (incl. non-controlling interests)	€ m	890.3	870.2	819.7*	844.5	832.2**
Equity ratio (incl. non-controlling interests)	%	37.9	38.0	36.0*	39.3	38.0**

PROFITABILITY

		2016	2015	2014	2013	2012
Return on sales	%	3.5	4.0	3.3	5.3	5.9**
Return on equity	%	8.5	11.1	8.8*	14.2	15.6**
Return on capital employed	%	4.1	4.9	4.3	6.6	7.5**

EMPLOYEES

		2016	2015	2014	2013	2012
Number of employees at 31 Dec.		15,572	16,196	16,309	16,546	16,207
Staff costs	€ m	798.8	819.3	784.8*	787.6	758.3**

SHARES

		2016	2015	2014	2013	2012
Market capitalisation at 31 Dec.	€ m	637.7	659.2	735.7	804.3	769.4
Earnings per ordinary share (EPS)	€	18.68	22.30	21.97*	37.38	42.48**
Earnings per preference share (EPS)	€	18.94	22.56	22.23*	37.64	42.74**
Dividend per ordinary share	€	5.50	5.50	8.50	12.00	12.00
Dividend per preference share	€	5.76	5.76	8.76	12.26	12.26

* Adjustment under IAS 8

** Adjustment to reflect the retroactive amendment to IAS 19