

Financial highlights

Figures in €m	2005	2006	2007	2008	2009	2010	2011
Number of employees as at 31 December	41,260	40,983	67,916	60,841	53,302	53,437	52,526
Sales volumes							
Cement and clinker (million tonnes)	68.4	79.7	87.9	89.0	79.3	78.4	87.8
Aggregates (million tonnes)	77.2	85.8	179.6	299.5	239.5	239.7	254.1
Asphalt (million tonnes)			4.8	12.1	10.0	9.1	9.5
Ready-mixed concrete (million cubic metres)	21.8	24.9	32.7	44.4	35.0	35.0	39.1
Income statement							
Total Group revenue	7,803	7,997	10,862	14,187	11,117	11,762	12,902
Operating income before depreciation (OIBD) ¹⁾	1,547	1,890	2,423	2,946	2,102	2,239	2,321
Operating income (OI) ¹⁾	1,051	1,429	1,850	2,147	1,317	1,430	1,474
Profit for the financial year	471	1,026	2,119	1,920	168	511	534
Group share of profit	415	951	2,022	1,808	43	343	348
Dividend per share in €	1.15	1.25	1.30	0.12	0.12	0.25	0.35 ⁴⁾
Earnings per share in €	3.74	8.22	17.11	14.55	0.30	1.83	1.86
Investments							
Investments in intangible assets and PP&E	548	505	1,039	1,101	796	734	874
Investments in financial assets ²⁾	386	316	11,735	150	24	138	85
Total investments in fixed assets	934	821	12,774	1,251	820	872	959
Depreciation and amortisation	496	461	573	799	785	809	847
Free cash flow							
Cash flow from operating activities	795	1,259	1,911	1,523	1,164	1,144	1,332
Cash flow from investing activities ²⁾	-747	-665	-10,677	1,113	-539	-648	-758
Balance sheet							
Shareholders' equity and non-controlling interests	5,058	5,828	7,519	8,261	11,003	12,884	13,569
Balance sheet total	11,935	12,318	29,201	26,288	25,508	27,377	29,020
Net debt ³⁾	3,545	3,081	14,608	11,566	8,423	8,146	7,770
Ratios							
OIBD margin	19.8%	23.6%	22.3%	20.8%	18.9%	19.0%	18.0%
OI margin	13.5%	17.9%	17.0%	15.1%	11.8%	12.2%	11.4%
Net debt/shareholders' equity (gearing) ³⁾	70.1%	52.5%	193.4%	139.8%	76.5%	62.9%	57.0%
Net debt/OIBD	2.29x	1.63x	6.03x	3.93x	4.01x	3.64x	3.35x

1) 2005–2006: figures have been restated as a result of the reclassification of emission rights and pension interest (IAS 19).

2) 2005–2008: including decrease/increase in ownership interests in subsidiaries

3) Without adjustment to IAS 32.18 b) Non-controlling interests with put options in the amount of €98 million (2011), €96 million (2010), €37 million (2009), €50 million (2008), €86 million (2007), €106 million (2006)

4) The Managing Board and Supervisory Board will propose to the Annual General Meeting on 3 May 2012 the distribution of a cash dividend of €0.35.