

Overview of Group areas

Figures in €m	2008	2009	2010	2011
Western and Northern Europe				
Revenue	4,936	3,848	3,811	4,318
Operating income before depreciation	1,014	687	683	734
Investments in property, plant, and equipment		248	178	193
Employees as at 31 December	15,770	14,640	14,302	13,693
Eastern Europe-Central Asia				
Revenue	2,046	1,282	1,138	1,392
Operating income before depreciation	718	361	299	327
Investments in property, plant, and equipment		270	202	240
Employees as at 31 December	11,556	9,481	9,959	9,693
North America				
Revenue	3,958	2,892	3,033	3,035
Operating income before depreciation	676	340	448	473
Investments in property, plant, and equipment		152	146	159
Employees as at 31 December	15,739	12,601	11,899	11,586
Asia-Pacific				
Revenue	2,177	2,211	2,609	2,957
Operating income before depreciation	462	612	718	711
Investments in property, plant, and equipment		96	174	215
Employees as at 31 December	15,044	14,030	13,682	14,039
Africa-Mediterranean Basin				
Revenue	974	837	938	1,023
Operating income before depreciation	182	157	156	164
Investments in property, plant, and equipment		28	34	67
Employees as at 31 December	2,680	2,499	3,539	3,460
Group Services				
Revenue	701	475	709	652
Operating income before depreciation	22	30	20	11
Investments in property, plant, and equipment				
Employees as at 31 December	52	51	55	55