

# MULTI-YEAR REVIEW

## D.02 Key figures 2005 to 2012

€m	2005 adjusted	2006 adjusted	2007 adjusted	2008 adjusted	2009 adjusted	2010 adjusted	2011 adjusted	2012
<b>Revenue</b>								
MAIL	12,878	15,290	14,569	14,393	13,912	13,913	13,973	13,972
EXPRESS	16,831	13,463	13,874	13,637	9,917	11,111	11,691	12,778
LOGISTICS	9,933	24,405	–	–	–	–	–	–
GLOBAL FORWARDING, FREIGHT	–	–	12,959	14,179	11,243	14,341	15,118	15,666
SUPPLY CHAIN	–	–	14,317	13,718	12,183	13,061	13,223	14,340
FINANCIAL SERVICES	7,089	9,593	–	–	–	–	–	–
SERVICES	3,874	2,201	–	–	–	–	–	–
Divisions total	50,605	64,952	55,719	55,927	47,255	52,426	54,005	56,756
Corporate Center/Other (until 2006: Consolidation; until 2007: Corporate Center/Other and Consolidation)	–6,011	–4,407	–1,676	1,782	1,527	1,302	1,260	1,203
Consolidation	–	–	–	–3,235	–2,581	–2,340	–2,436	–2,447
<b>Total (continuing operations)</b>	<b>44,594</b>	<b>60,545</b>	<b>54,043</b>	<b>54,474</b>	<b>46,201</b>	<b>51,388</b>	<b>52,829</b>	<b>55,512</b>
Discontinued operations	–	–	10,335	11,226	1,634	–	–	–
<b>Profit/loss from operating activities (EBIT)</b>								
MAIL	2,030	2,094	1,976	2,179	1,391	1,120	1,107	1,051
EXPRESS	–23	288	–272	–2,194	–790	497	916	1,108
LOGISTICS	346	751	–	–	–	–	–	–
GLOBAL FORWARDING, FREIGHT	–	–	409	362	174	383	440	512
SUPPLY CHAIN	–	–	577	–920	–216	231	362	416
FINANCIAL SERVICES	863	1,004	–	–	–	–	–	–
SERVICES	679	–229	–	–	–	–	–	–
Divisions total	3,895	3,908	2,690	–573	559	2,231	2,825	3,087
Corporate Center/Other (until 2006: Consolidation; until 2007: Corporate Center/Other and Consolidation)	–131	–36	–557	–393	–328	–395	–389	–420
Consolidation	–	–	–	0	0	–1	0	–2
<b>Total (continuing operations)</b>	<b>3,764</b>	<b>3,872</b>	<b>2,133</b>	<b>–966</b>	<b>231</b>	<b>1,835</b>	<b>2,436</b>	<b>2,665</b>
Discontinued operations	–	–	1,060	–871	–24	–	–	–
<b>Consolidated net profit/loss for the period</b>	<b>2,448</b>	<b>2,282</b>	<b>1,873</b>	<b>–1,979</b>	<b>693</b>	<b>2,630</b>	<b>1,266</b>	<b>1,780</b>
<b>Cash flow/investments/depreciation, amortisation and impairment losses</b>								
Total cash flow from operating activities	3,624	3,922	5,151	1,939	–584	1,927	2,371	–203
Total cash flow from investing activities	–5,052	–2,697	–1,053	–441	–2,710	8	–1,129	–1,697
Total cash flow from financing activities	–1,288	–865	–1,787	–1,468	1,676	–1,651	–1,547	1,199
Investments	6,176	4,066	2,343	3,169	1,444	1,276	1,880	2,032
Depreciation, amortisation and impairment losses	1,961	1,771	2,196	2,662	1,620	1,296	1,274	1,339
<b>Assets and capital structure</b>								
Non-current assets	25,223	26,074	25,764	20,517	22,022	24,493	21,225	21,832
Current assets	147,417	191,624	209,656	242,447	12,716	13,270	17,183	12,289
Equity (excluding non-controlling interests)	10,624	11,220	11,035	7,826	8,176	10,511	11,009	11,951
Non-controlling interests	1,791	2,732	2,778	2,026	97	185	190	213
Current and non-current provisions	12,161	14,233	12,276	10,836	9,677	9,427	9,008	6,306
Current and non-current liabilities <sup>1</sup>	19,371	20,850	21,544	242,276	16,788	17,640	18,201	15,651
<b>Total assets</b>	<b>172,640</b>	<b>217,698</b>	<b>235,420</b>	<b>262,964</b>	<b>34,738</b>	<b>37,763</b>	<b>38,408</b>	<b>34,121</b>

		2005 adjusted	2006 adjusted	2007 adjusted	2008 adjusted	2009	2010	2011	2012
<b>Employees/staff costs (from 2007: continuing operations)</b>									
Total number of employees (headcount including trainees)	as at 31 Dec.	502,545	520,112	512,147	512,536	477,280	467,088	471,654	473,626
Full-time equivalents	as at 31 Dec.	455,115	463,350	453,626	451,515	424,686	418,946	423,502	428,129
Average number of employees (headcount)		393,463	507,641	500,252	511,292	488,518	464,471	467,188	472,321
Staff costs	€m	14,337	18,616	17,169	18,389	17,021	16,609	16,730	17,770
Staff cost ratio <sup>2</sup>	%	32.2	30.7	31.8	33.8	36.8	32.3	31.7	32.0
<b>Key figures revenue/income/assets and capital structure</b>									
Return on sales <sup>3</sup>	%	8.4	6.4	3.9	-1.8	0.5	3.6	4.6	4.8
Return on equity (ROE) before taxes <sup>4</sup>	%	28.7	21.6	8.6	-9.0	3.0	29.8	15.2	19.2
Return on assets <sup>5</sup>	%	2.3	2.0	0.9	-0.4	0.2	5.1	6.4	7.3
Tax rate <sup>6</sup>	%	19.8	19.7	14.0	-	5.4	6.9	23.7	20.5
Equity ratio <sup>7</sup>	%	7.2	6.4	5.9	3.7	23.8	28.3	29.2	35.6
Net debt (+)/net liquidity (-) (Postbank at equity) <sup>8</sup>	€m	4,193	3,083	2,858	2,466	-1,690	-1,382	-938	1,952
Net gearing (Postbank at equity) <sup>9</sup>	%	28.1	21.4	20.4	23.7	-25.7	-14.8	-9.1	13.8
Dynamic gearing (Postbank at equity) <sup>10</sup>	years	2.4	1.4	1.0	0.7	-1.4	-0.7	-0.4	-9.6
<b>Key stock data</b>									
(Diluted) earnings per share <sup>11</sup>	€	1.99	1.60	1.15	-1.40	0.53	2.10	0.96	1.32
Cash flow per share <sup>11,12</sup>	€	3.23	3.28	4.27	1.60	-0.48	1.59	1.96	-0.17
Dividend distribution	€m	836	903	1,087	725	725	786	846	846 <sup>13</sup>
Payout ratio (distribution to consolidated net profit)	%	37.4	47.1	78.6	-	112.6	30.9	72.7	51.0
Dividend per share	€	0.70	0.75	0.90	0.60	0.60	0.65	0.70	0.70 <sup>13</sup>
Dividend yield (based on year-end closing price)	%	3.4	3.3	3.8	5.0	4.4	5.1	5.9	4.2
(Diluted) price/earnings ratio <sup>14</sup>		10.3	14.3	20.4	-8.5	25.5	6.0	12.4	12.6
Number of shares carrying dividend rights	millions	1,193.9	1,204.0	1,208.2	1,209.0	1,209.0	1,209.0	1,209.0	1,209.0
Year-end closing price	€	20.48	22.84	23.51	11.91	13.49	12.70	11.88	16.60

<sup>1</sup> Excluding liabilities from financial services. <sup>2</sup> Staff costs/revenue. <sup>3</sup> EBIT/revenue. <sup>4</sup> Profit before income taxes/average equity (including non-controlling interests). <sup>5</sup> EBIT/average total assets. <sup>6</sup> Income taxes/profit before income taxes. <sup>7</sup> Equity (including non-controlling interests)/total assets. <sup>8</sup> 2005: Financial liabilities excluding cash and cash equivalents, current financial assets and long-term deposits. From 2006: excluding financial liabilities to minority shareholders of Williams Lea. From 2008: Group Management Report, page 49. <sup>9</sup> Net debt/net debt and equity (including non-controlling interests). <sup>10</sup> Net debt/cash flow from operating activities. <sup>11</sup> The weighted average number of shares for the period was used for the calculation. <sup>12</sup> Cash flow from operating activities. <sup>13</sup> Proposal. <sup>14</sup> Year-end closing price/(diluted) earnings per share.