

## Five-year summary

### Group

CHF million

	2011	2010	2009	2008	2007
Order intake	2 587.5	2 216.5	1 797.4	2 791.9	2 704.3
Net sales	2 336.0	2 033.7	2 142.1	2 788.9	2 458.8
Order book	923.0	663.0	507.3	843.4	871.3
Operating profit before depreciation and amortisation (EBITDA)	259.9	223.9	189.7	341.6	285.9
As % of net sales	% 11.1	11.0	8.9	12.2	11.6
Operating profit (EBIT) before impairment	190.2	151.4	111.7	276.1	229.4
As % of net sales	% 8.1	7.4	5.2	9.9	9.3
Operating profit (EBIT)	190.2	151.4	25.8	246.2	229.4
As % of net sales	% 8.1	7.4	1.2	8.8	9.3
Net financial items	-18.4	-10.8	-18.8	-29.1	10.6
Income tax expense	-44.4	-42.9	-31.4	-71.7	-69.0
As % of profit before tax <sup>1)</sup>	% 25.8	30.5	33.8	33.0	28.8
Profit/(loss) for the year	127.4	97.7	-24.4	145.4	171.0
As % of net sales	% 5.5	4.8	-1.2	5.2	7.0
Capital expenditure	118.3	65.8	58.5	130.9	131.2
Operating free cash flow	54.8	201.9	182.5	-15.3	42.7
Development costs	74.4	73.2	75.9	78.1	71.1
Total assets	2 247.7	1 984.9	2 124.5	2 067.6	2 130.3
Cash, cash equivalents and short-term investments	467.1	548.4	505.2	234.2	492.3
Receivables	476.0	401.8	468.9	577.8	559.9
Inventories	587.9	451.3	485.2	609.0	544.9
Investments and other financial assets	49.0	46.8	51.0	51.5	50.5
Property, plant and equipment	449.2	366.1	408.5	399.2	355.2
Intangible assets	174.0	135.4	164.7	130.9	78.7
Current liabilities	877.4	646.0	711.2	897.1	1 011.5
Non-current liabilities	555.9	591.2	620.8	324.4	246.0
Total liabilities	1 433.3	1 237.2	1 332.0	1 221.5	1 257.5
Of which interest-bearing	538.6	529.4	623.3	320.2	325.6
Net cash/debt <sup>2)</sup>	-71.5	19.0	-118.1	-110.6	164.2
Equity	814.4	747.7	792.5	846.1	872.8
Equity ratio	% 36.2	37.7	37.3	40.9	41.0
Return on equity (ROE)	% 16.3	12.7	-3.0	16.9	21.4
Working capital	314.5	271.1	400.1	438.7	342.6
Net operating assets (NOA), average	827.8	849.2	1 114.1	891.0	687.1
Return on net operating assets (RONOA)	% 17.0	12.4	1.5	18.5	23.8
Number of employees at 31 December	10 136	7 899	7 183	8 373	7 484
Average number of employees during year	9 380	7 639	7 618	8 176	7 261
Net sales per employee	CHF 1 000 249.0	266.2	281.2	341.1	338.6

<sup>1)</sup> 2009 tax rate before impairment. The effective tax rate after impairment was 448.6%.

<sup>2)</sup> Excluding derivative financial liabilities since 1 January 2009.