

WHAT YOU CAN MEASURE OUR SUCCESS BY.

EBITDA

- ✓ Goal for 2009: In the order of last year's level
- ✓ Goal achieved in 2009: Increase of 4% to €9.2 billion
- Goal for 2010: Increase of 5 to 10%

OPERATING RESULT

- ✓ Goal for 2009: In the order of last year's level
- ✓ Goal achieved in 2009: Increase of 4% to €7.1 billion
- Goal for 2010: Increase of about 5%

RECURRENT NET INCOME

- ✓ Goal for 2009: In the order of last year's level
- ✓ Goal achieved in 2009: Increase of 5% to €3.5 billion
- Goal for 2010: Increase of about 5%

DIVIDEND

- ✓ Goal for 2009: Payout ratio of 50 to 60% of recurrent net income
- ✓ Goal achieved in 2009: Payout ratio of 53% (proposed dividend: €3.50 per share)
- Goal for 2010: Payout ratio of 50 to 60%

EFFICIENCY ENHANCEMENT

- ✓ Goal for 2009: €450 million compared to 2006
- ✓ Goal achieved in 2009: €450 million
- Goal for 2010: €700 million compared to 2006