



# 2016 Full Year Results

February 22, 2017

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# FY 2016 KEY FIGURES



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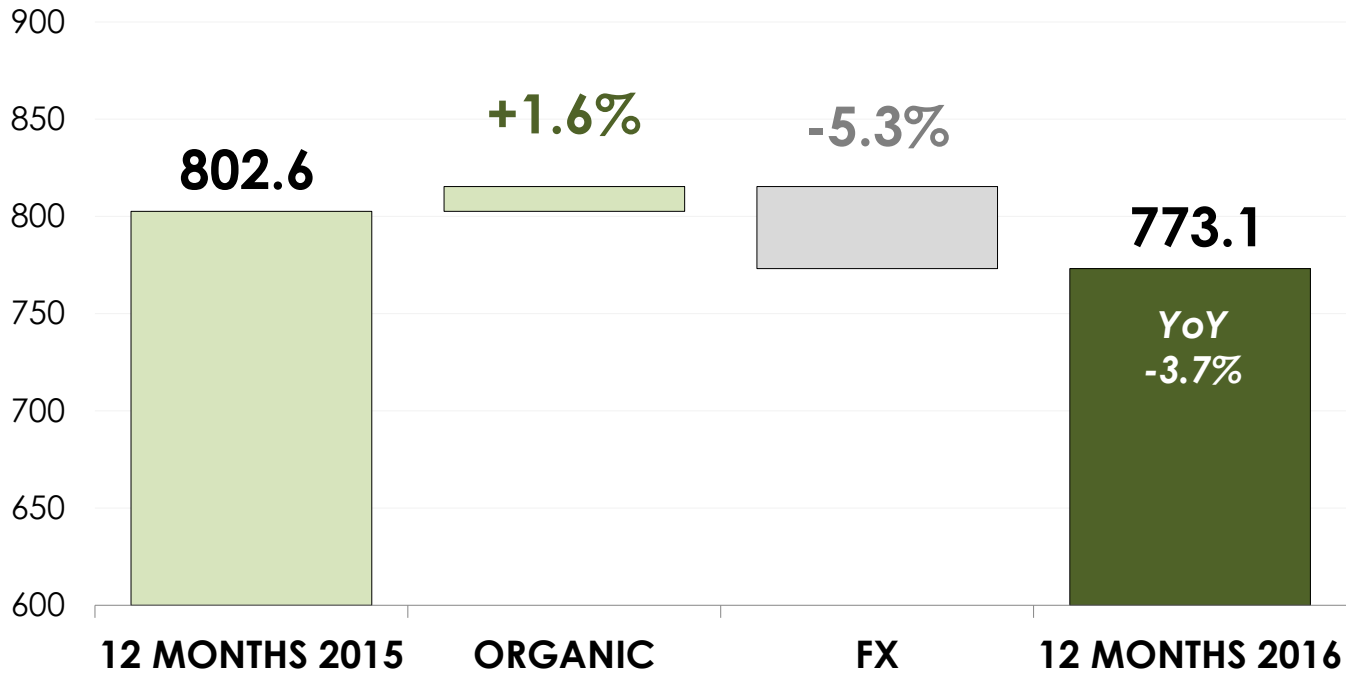
EUR in millions	FY 2016	Change (YoY)
Sales	773.1	-3.7%
EBITDA	170.7	+5.8%
EBIT	93.0	+7.8%
Net income	67.7	+11.2%
EPS (EUR/share)	2.73	+11.0%
Free cash flow	102.6	+16.3%
Debt	322.3	-20.3%



# SALES

## YEAR OVER YEAR CHANGE

EUR in millions



**FX GBP/EUR**  
**2015:**  
**0.7258**

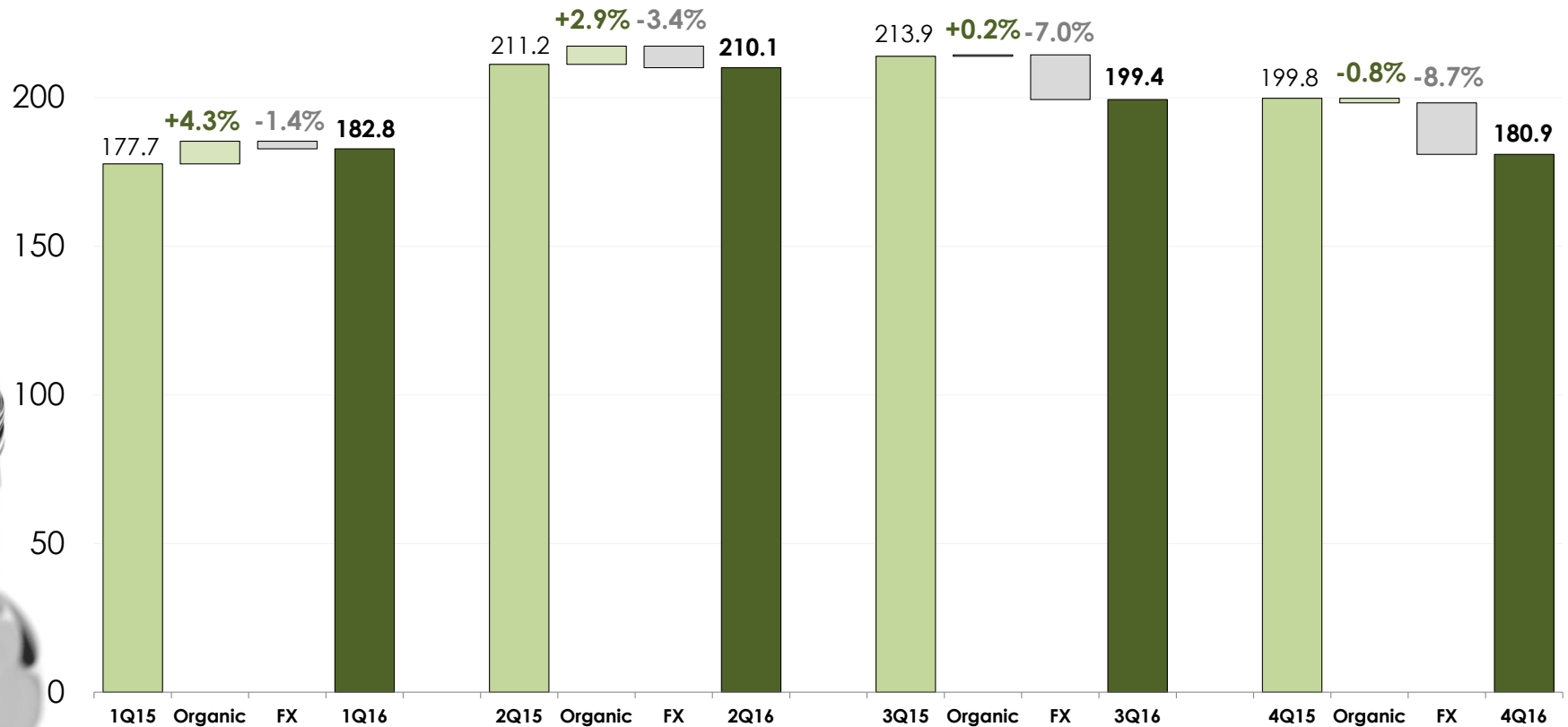
**FX GBP/EUR**  
**2016:**  
**0.8195**



# SALES

## QUARTER BY QUARTER STANDALONE 2016 vs 2015

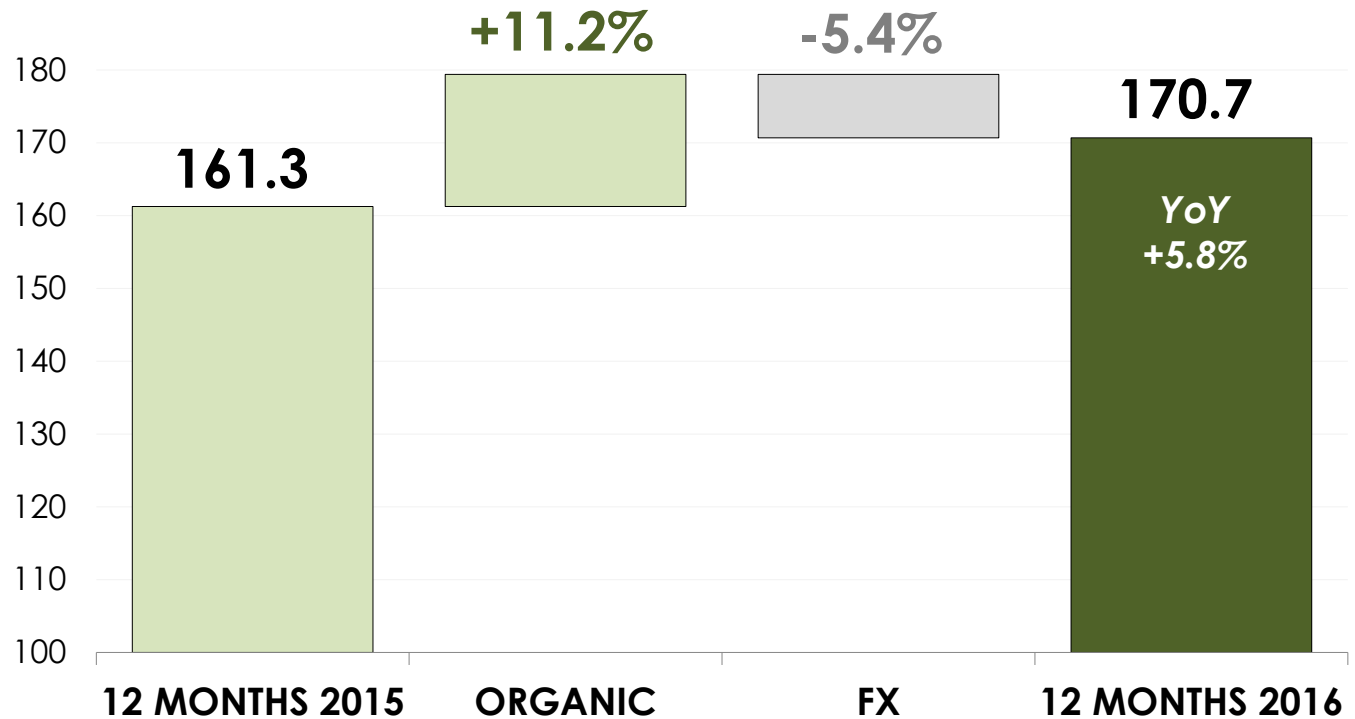
EUR in millions



# EBITDA

YEAR OVER YEAR CHANGE

EUR in millions



*FX GBP/EUR*  
2015:  
0.7258

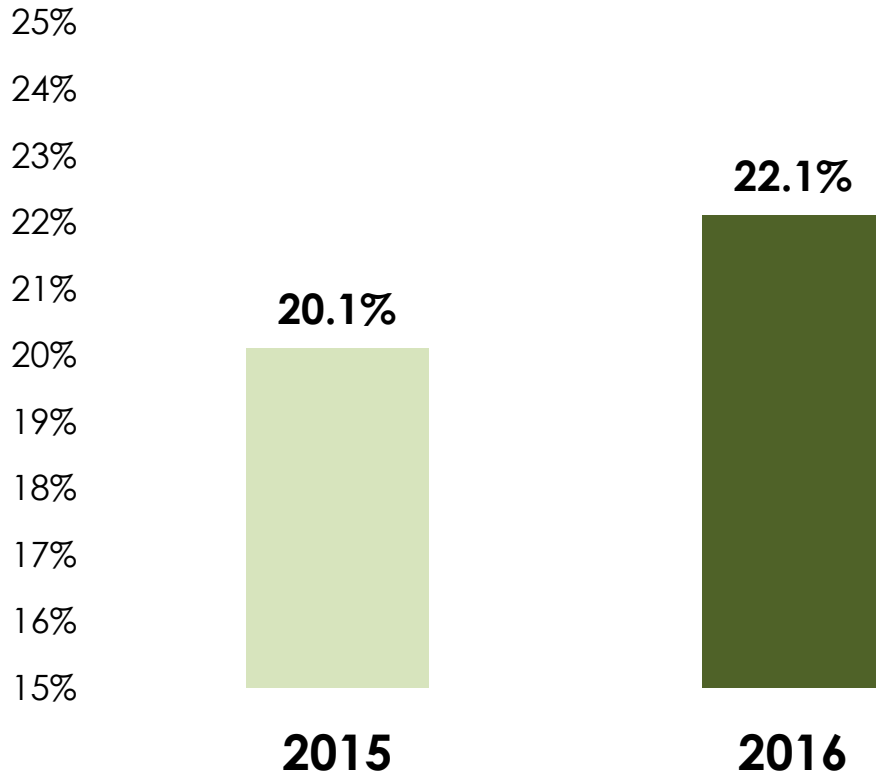
*FX GBP/EUR*  
2016:  
0.8195



# OPERATING MARGINS (EBITDA)

YEAR OVER YEAR CHANGE

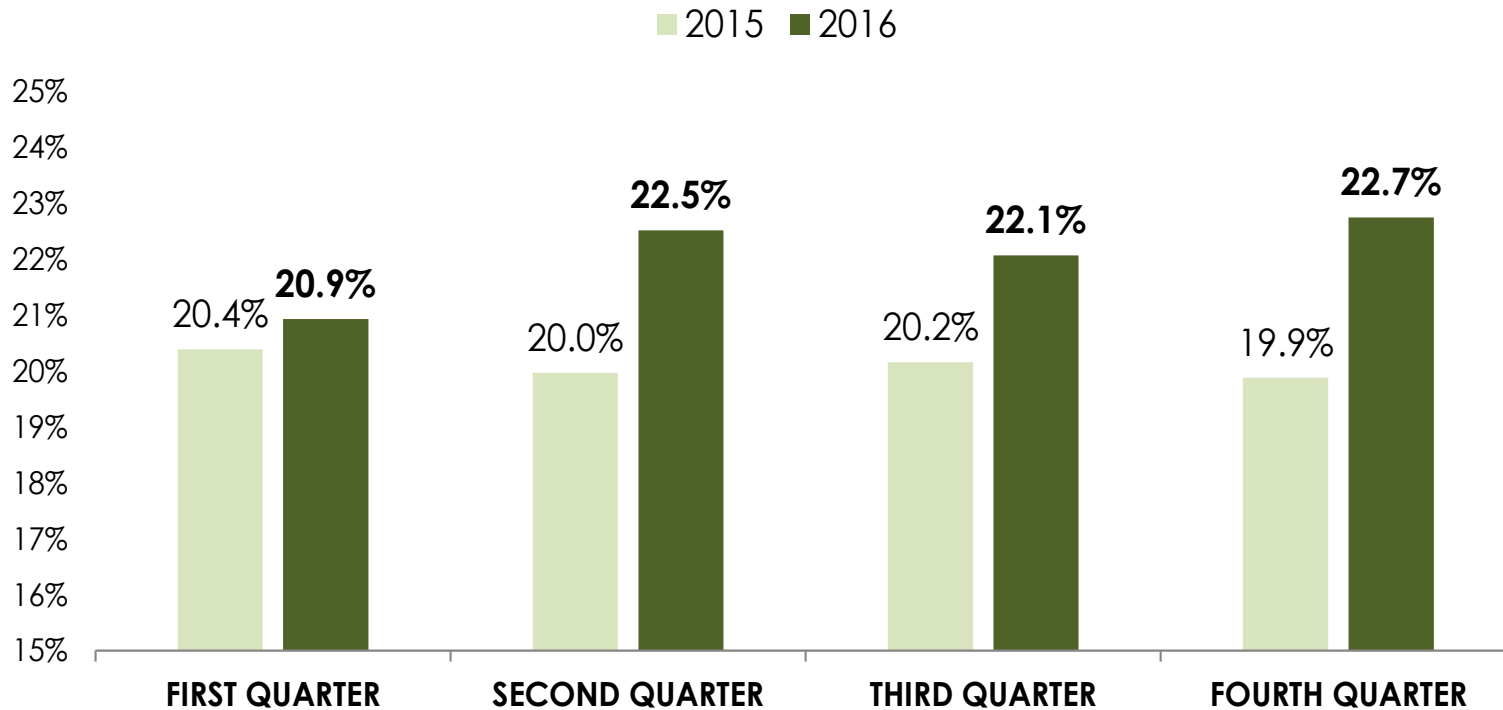
As a percentage of sales



# OPERATING MARGINS (EBITDA)

QUARTER BY QUARTER STANDALONE 2016 vs 2015

As a percentage of sales

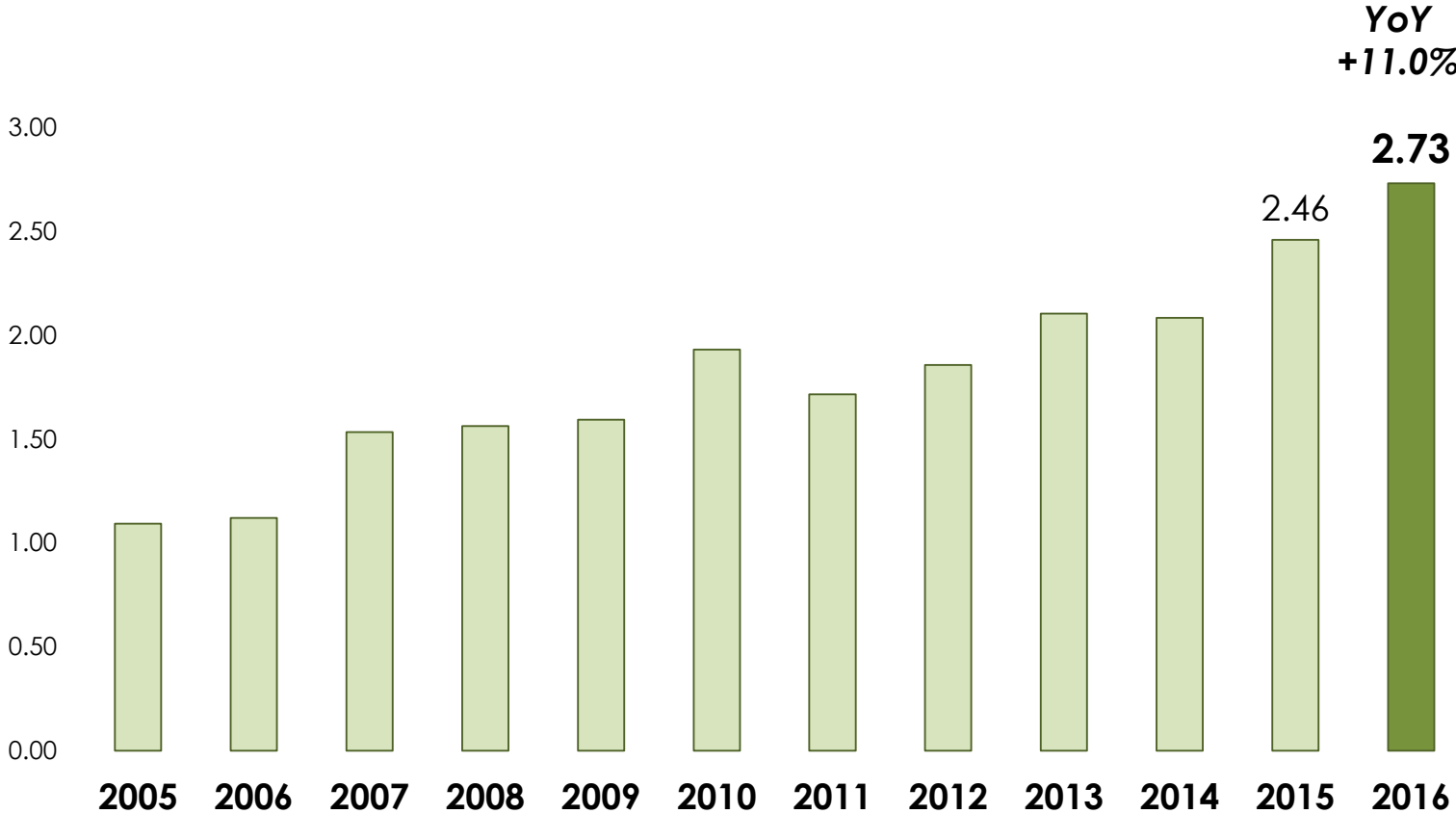




# EARNINGS PER SHARE

SINCE 2005

EUR per share



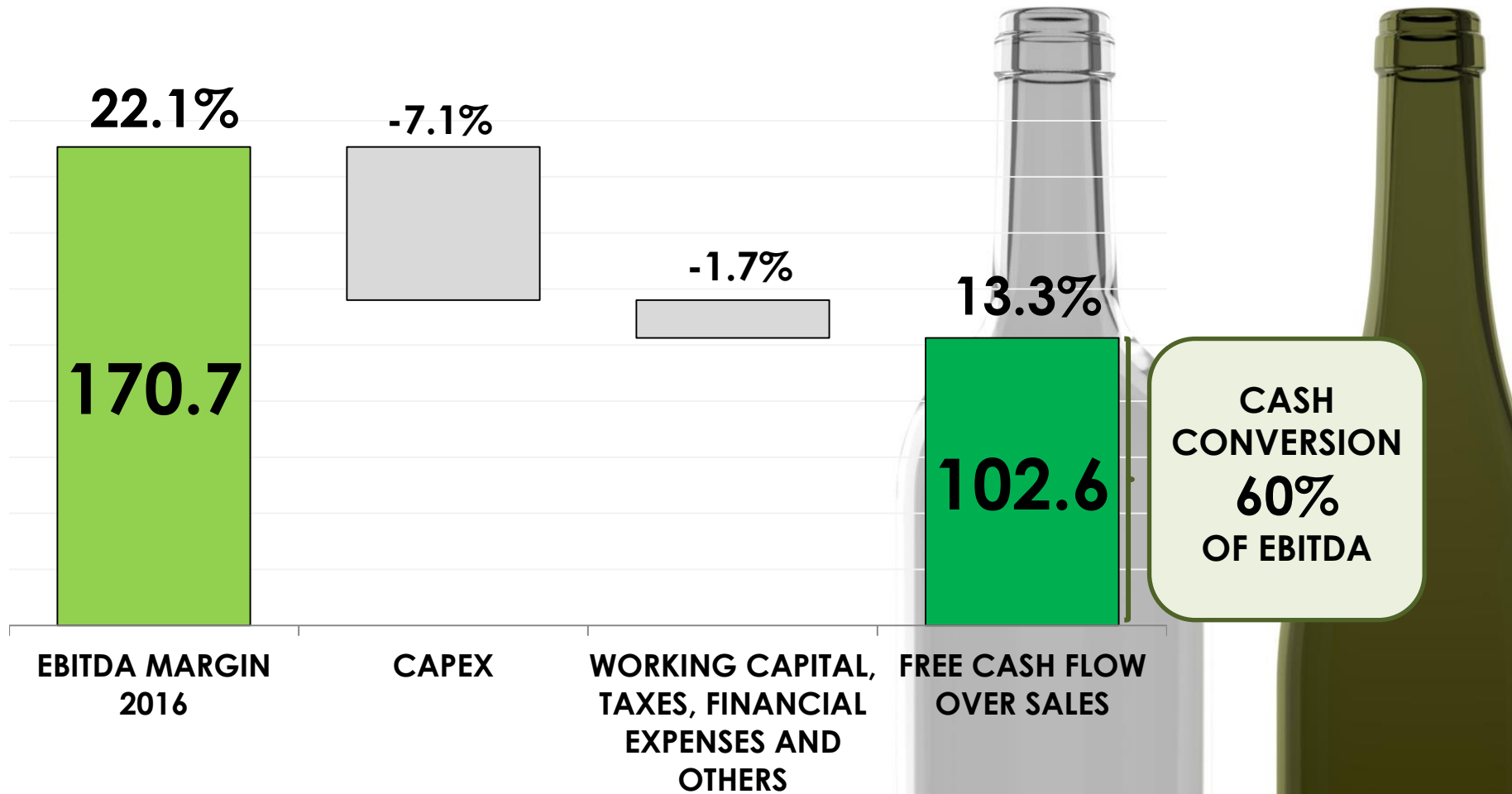
# CASH PROFILE

CASH GENERATION 2016

EUR in millions / as percentage of sales



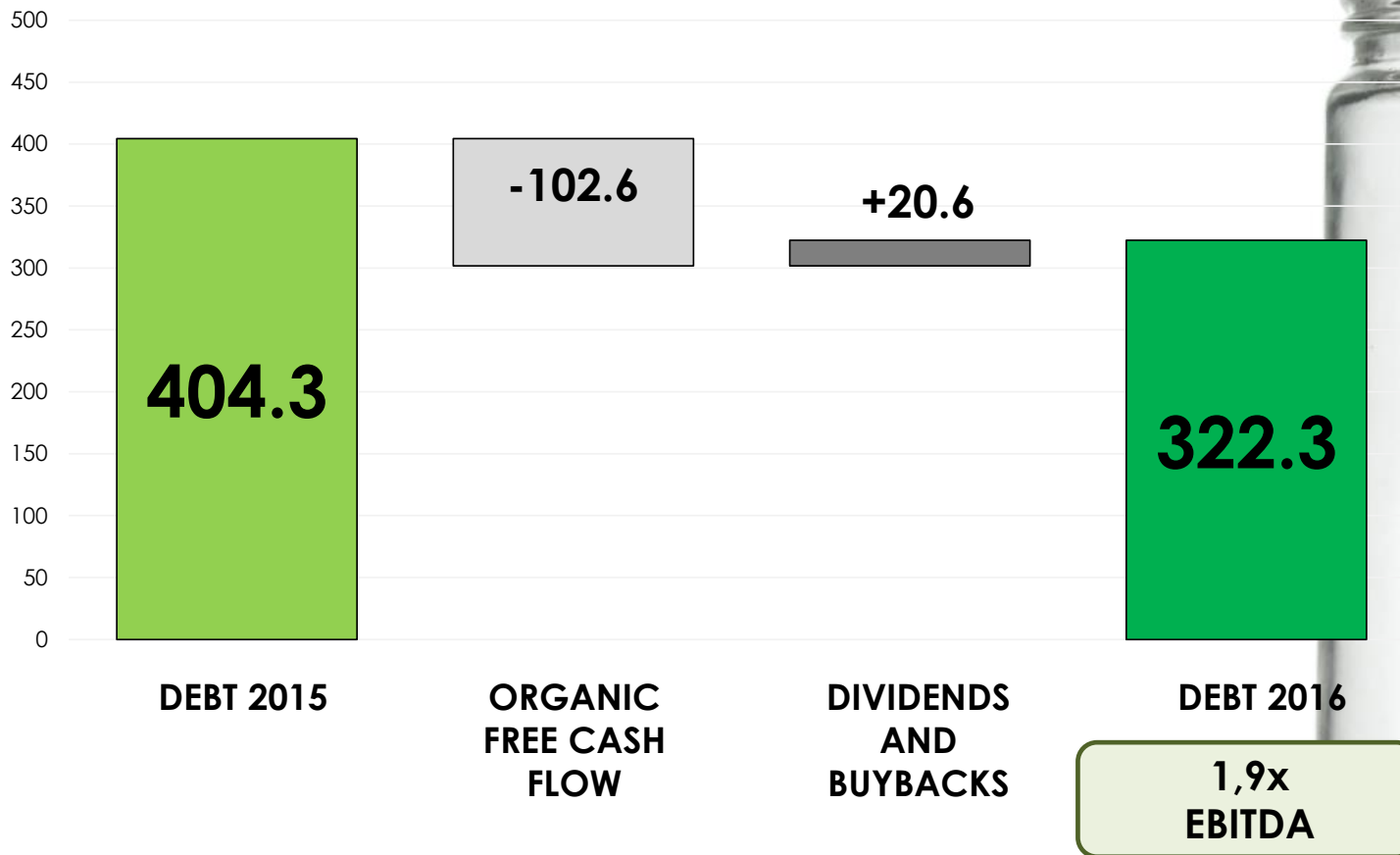
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# CASH ALLOCATION

USE OF CASH 2016

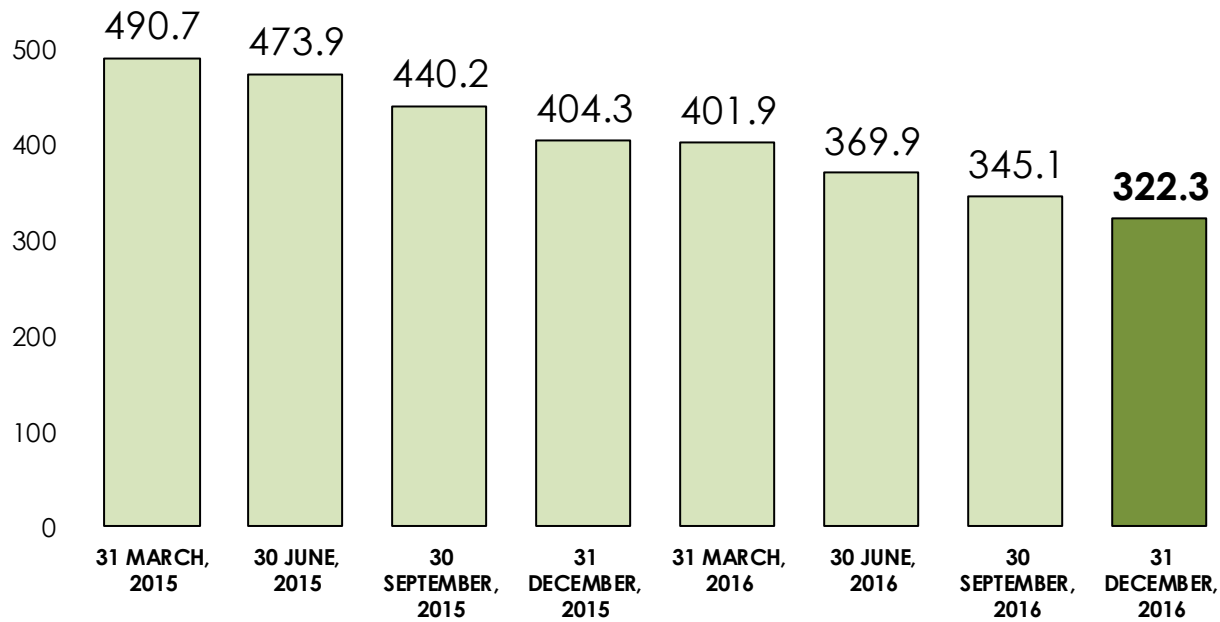
EUR in millions



# DEBT EVOLUTION

QUARTER BY QUARTER CHANGE 2016

EUR in millions

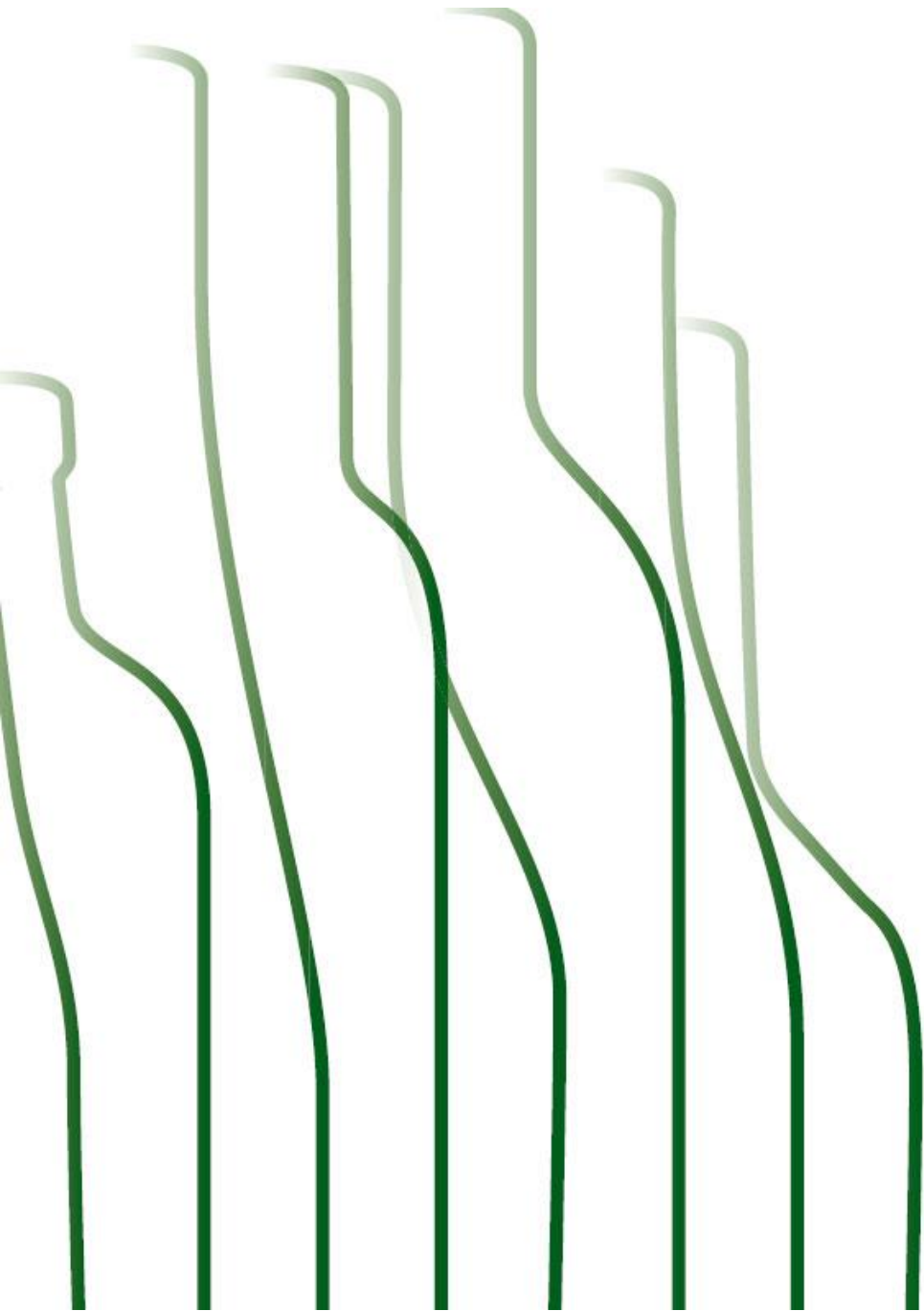


DEBT/EBITDA

2.95x 2.87x 2.72x 2.51x 2.45x 2.19x 2.04x 1.89x



# Q&A



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