

5-Year Developments

Result structure, Consolidated ZF Group

in € million	2003 HGB	2004 IFRS ⁶⁾	2005 IFRS	2006 IFRS	2007 IFRS
Sales development	8,928	10,037	10,833	11,659	12,649
Change from prior year in %	+ 2.2 ²⁾	–	+ 7.9	+ 7.6	+ 8.5
Employees at year's end ¹⁾	53,197	54,459	53,279	55,358	58,559
Employees' annual average ¹⁾	53,487	54,542	53,940	55,050	57,372
Cost of materials	4,649	5,312	5,982	6,486	7,072
in % of sales	52.1	52.9	55.2	55.6	55.9
Personnel expenses ³⁾	2,615	2,707	2,703	2,852	2,996
in % of sales	29.3	27.0	25.0	24.5	23.7
R&D expenses in % of sales	5.9	5.2	5.1	5.2	5.5
Capital expenditure	619	566	525	469	584
in % of sales	6.9	5.6	4.8	4.0	4.6
Depreciation on property, plant, and equipment	459	485	551	567	509
in % of sales	5.1	4.8	5.1	4.9	4.0
in % of capital expenditure	74.2	85.7	105.0	120.9	87.2
Free cash flow ⁴⁾	–59	180	573	508	356
in % of sales	–0.7	1.8	5.3	4.4	2.8
Operating profit ^{3) 5)}	99	440	512	681	917
in % of sales	1.1	4.4	4.7	5.8	7.2
Net profit or loss before income tax ³⁾	–51	360	408	590	818
in % of sales	–0.6	3.6	3.8	5.1	6.5
Net profit or loss after tax ³⁾	–162	231	247	305	518
in % of sales	–1.8	2.3	2.3	2.6	4.1
Dividends paid					
Normal dividend	17.8	17.8	17.8	18.0	21.0
in % of subscribed capital	6.0	6.0	6.0	6.0	7.0
Extra dividend	–	–	–	–	5.0

¹⁾ Wage earners and salaried staff without apprentices and temporary personnel; according to IFRS as of 2004 without temporary workers.

²⁾ Change over comparable prior-year level.

³⁾ Adjusted prior year's figures. Further explanations in Notes to the Consolidated Financial Statements.

⁴⁾ Cash flow from operating activities less cash flow from investing activities.

⁵⁾ Adaptation of HGB figures to comparable basis.

⁶⁾ In comparison to HGB, the Consolidated Group has been extended.

Balance Sheet structure, Consolidated ZF Group

in € million	2003 HGB	2004 IFRS ⁶⁾	2005 IFRS	2006 IFRS	2007 IFRS
Cash and cash equivalents	471	394	756	979	1,257
Trade receivables	1,228	1,465	1,458	1,587	1,689
Inventories	1,071	1,236	1,222	1,232	1,326
Other current assets	148	359	349	405	285
Fixed assets/Non-current assets	2,822	3,396	3,445	3,238	3,435
Liabilities to banks	697	671	523	268	214
Trade payables	702	762	818	913	1,025
Provisions for pensions	1,535	1,867	1,917	1,972	1,809
Other liabilities	1,667	1,614	1,758	1,838	1,887
Subscribed capital	297	297	297	300	300
Reserves	779	1,494	1,700	1,894	2,530
Minority interests	44	60	58	59	62
Net profit for the year	19	85	159	197	165
Equity	1,139	1,936	2,214	2,450	3,057
in % of Balance Sheet total	20	28	31	33	38
Balance Sheet total	5,740	6,850	7,230	7,441	7,992