


MULTI-YEAR REVIEW

D.02 Key figures 2006 to 2013

€m	2006 adjusted	2007 adjusted	2008 adjusted	2009 adjusted	2010 adjusted	2011 adjusted	2012 adjusted	2013
Revenue								
MAIL	15,290	14,569	14,393	13,912	13,913	13,973	13,972	14,452
EXPRESS	13,463	13,874	13,637	9,917	11,111	11,691	12,778	12,712
LOGISTICS	24,405	–	–	–	–	–	–	–
GLOBAL FORWARDING, FREIGHT	–	12,959	14,179	11,243	14,341	15,118	15,666	14,838
SUPPLY CHAIN	–	14,317	13,718	12,183	13,061	13,223	14,340	14,277
FINANCIAL SERVICES	9,593	–	–	–	–	–	–	–
SERVICES	2,201	–	–	–	–	–	–	–
Divisions total	64,952	55,719	55,927	47,255	52,426	54,005	56,756	56,279
Corporate Center/Other (until 2006: Consolidation; until 2007: Corporate Center/Other and Consolidation)	–4,407	–1,676	1,782	1,527	1,302	1,260	1,203	1,251
Consolidation	–	–	–3,235	–2,581	–2,340	–2,436	–2,447	–2,445
Total (continuing operations)	60,545	54,043	54,474	46,201	51,388	52,829	55,512	55,085
Discontinued operations	–	10,335	11,226	1,634	–	–	–	–
Profit/loss from operating activities (EBIT)								
MAIL	2,094	1,976	2,179	1,391	1,120	1,107	1,048	1,226
EXPRESS	288	–272	–2,194	–790	497	916	1,110	1,133
LOGISTICS	751	–	–	–	–	–	–	–
GLOBAL FORWARDING, FREIGHT	–	409	362	174	383	440	514	483
SUPPLY CHAIN	–	577	–920	–216	231	362	419	441
FINANCIAL SERVICES	1,004	–	–	–	–	–	–	–
SERVICES	–229	–	–	–	–	–	–	–
Divisions total	3,908	2,690	–573	559	2,231	2,825	3,091	3,283
Corporate Center/Other (until 2006: Consolidation; until 2007: Corporate Center/Other and Consolidation)	–36	–557	–393	–328	–395	–389	–423	–421
Consolidation	–	–	0	0	–1	0	–3	–1
Total (continuing operations)	3,872	2,133	–966	231	1,835	2,436	2,665	2,861
Discontinued operations	–	1,060	–871	–24	–	–	–	–
Consolidated net profit/loss for the period	2,282	1,873	–1,979	693	2,630	1,266	1,762	2,211
Cash flow/investments/depreciation, amortisation and impairment losses								
Total cash flow from operating activities	3,922	5,151	1,939	–584	1,927	2,371	–203	2,994
Total cash flow from investing activities	–2,697	–1,053	–441	–2,710	8	–1,129	–1,697	–1,772
Total cash flow from financing activities	–865	–1,787	–1,468	1,676	–1,651	–1,547	1,199	–110
Investments	4,066	2,343	3,169	1,444	1,276	1,880	2,032	1,494
Depreciation, amortisation and impairment losses	1,771	2,196	2,662	1,620	1,296	1,274	1,339	1,341
Assets and capital structure								
Non-current assets	26,074	25,764	20,517	22,022	24,493	21,225	21,568	21,366
Current assets	191,624	209,656	242,447	12,716	13,270	17,183	12,289	14,112
Equity (excluding non-controlling interests)	11,220	11,035	7,826	8,176	10,511	11,009	9,019	9,857
Non-controlling interests	2,732	2,778	2,026	97	185	190	209	191
Current and non-current provisions	14,233	12,276	10,836	9,677	9,427	9,008	8,978	8,460
Current and non-current liabilities ¹	20,850	21,544	242,276	16,788	17,640	18,201	15,651	16,970
Total assets	217,698	235,420	262,964	34,738	37,763	38,408	33,857	35,478

		2006 adjusted	2007 adjusted	2008 adjusted	2009	2010	2011	2012 adjusted	2013
Employees/staff costs (from 2007: continuing operations)									
Total number of employees (headcount including trainees)	as at 31 Dec.	520,112	512,147	512,536	477,280	467,088	471,654	473,626	480,006
Full time equivalents	as at 31 Dec.	463,350	453,626	451,515	424,686	418,946	423,502	428,129	435,285
Average number of employees (headcount)		507,641	500,252	511,292	488,518	464,471	467,188	472,321	479,212
Staff costs	€m	18,616	17,169	18,389	17,021	16,609	16,730	17,770	17,785
Staff cost ratio ²	%	30.7	31.8	33.8	36.8	32.3	31.7	32.0	32.3
Key figures revenue/income/assets and capital structure									
Return on sales ³	%	6.4	3.9	-1.8	0.5	3.6	4.6	4.8	5.2
Return on equity (ROE) before taxes ⁴	%	21.6	8.6	-9.0	3.0	29.8	15.2	23.6	26.7
Return on assets ⁵	%	2.0	0.9	-0.4	0.2	5.1	6.4	7.4	8.3
Tax rate ⁶	%	19.7	14.0	-	5.4	6.9	23.7	20.2	14.0
Equity ratio ⁷	%	6.4	5.9	3.7	23.8	28.3	29.2	27.3	28.3
Net debt (+)/net liquidity (-) (Postbank at equity) ⁸	€m	3,083	2,858	2,466	-1,690	-1,382	-938	1,952	1,481
Net gearing (Postbank at equity) ⁹	%	21.4	20.4	23.7	-25.7	-14.8	-9.1	17.5	12.8
Dynamic gearing (Postbank at equity) ¹⁰	years	1.4	1.0	0.7	-1.4	-0.7	-0.4	-9.6	0.5
Key stock data									
(Diluted) earnings per share ¹¹	€	1.60	1.15	-1.40	0.53	2.10	0.96	1.30	1.66
Cash flow per share ^{11,12}	€	3.28	4.27	1.60	-0.48	1.59	1.96	-0.17	2.48
Dividend distribution	€m	903	1,087	725	725	786	846	846	967 ¹³
Payout ratio (distribution to consolidated net profit)	%	47.1	78.6	-	112.6	30.9	72.7	51.6	46.2
Dividend per share	€	0.75	0.90	0.60	0.60	0.65	0.70	0.70	0.80 ¹³
Dividend yield (based on year-end closing price)	%	3.3	3.8	5.0	4.4	5.1	5.9	4.2	3.0
(Diluted) price/earnings ratio ¹⁴		14.3	20.4	-8.5	25.5	6.0	12.4	12.8	16.0
Number of shares carrying dividend rights	millions	1,204.0	1,208.2	1,209.0	1,209.0	1,209.0	1,209.0	1,209.0	1,209.0
Year-end closing price	€	22.84	23.51	11.91	13.49	12.70	11.88	16.60	26.50

¹ Excluding liabilities from financial services. ² Staff costs/revenue. ³ EBIT/revenue. ⁴ Profit before income taxes/average equity (including non-controlling interests). ⁵ EBIT/average total assets. ⁶ Income taxes/profit before income taxes. ⁷ Equity (including non-controlling interests)/total assets. ⁸ From 2006: excluding financial liabilities to minority shareholders of Williams Lea. From 2008:  Group Management Report, page 61. ⁹ Net debt/net debt and equity (including non-controlling interests). ¹⁰ Net debt/cash flow from operating activities. ¹¹ The weighted average number of shares for the period was used for the calculation. ¹² Cash flow from operating activities. ¹³ Proposal. ¹⁴ Year-end closing price/(diluted) earnings per share.