

[Historical overview]

	IFRS			Dutch GAAP	
in millions of Euro unless stated otherwise	2006	2005	2004	2003	2002
Sales					
France	3,137	2,991	2,867	2,782	2,730
UK	977	874	840	679	721
USA	686	579	513	447	574
Netherlands	588	518	478	486	595
Rest of Europe	1,536	1,368	1,273	1,111	1,078
Rest of World	736	521	504	465	456
	<u>7,660</u>	<u>6,851</u>	<u>6,475</u>	<u>5,970</u>	<u>6,154</u>
Operating income ¹⁾					
France	110	96	88	78	71
UK	57	52	53	47	48
USA	44	35	21	14	12
Netherlands	20	14	9	11	29
Rest of Europe	51	37	33	15	8
Rest of World	36	24	23	20	17
	<u>318</u>	<u>258</u>	<u>227</u>	<u>185</u>	<u>185</u>
Special items	5		18		4
Corporate expenses	-29	-26	-14	-11	-11
	<u>294</u>	<u>232</u>	<u>231</u>	<u>174</u>	<u>178</u>
Operating margin	3.8% ³⁾	3.4%	3.3% ³⁾	2.9%	2.9%
Finance costs	-32	-26	-41	-45	-55
Net income ^{1) 4)}	186	158	116	81	78
Key figures per ordinary share ^{1) 4)}					
Net earnings after deduction of preference payments	1.06 ³⁾	0.84 ³⁾	0.63 ³⁾	0.47	0.46
(Proposed) dividend/payment from reserves	0.30	0.25	0.20	0.16	0.16
Average number of outstanding ordinary shares of €0.05 (x 1,000)	170,694	167,893	165,506	163,545	161,324
Balance sheet					
Intangible assets	1,113	963	822	819	1,082
Property and equipment	82	70	68	116	134
Operating working capital ²⁾	562	523	458	478	492
Total equity	1,159	1,030	905	826	1,003
Net interest-bearing assets and liabilities	-558	-536	-488	-587	-698
Cash flow					
Cash flow from operating activities	206	113	114	134	132
Purchase of property and equipment	53	34	29	30	38
Acquisition of subsidiaries	-157	-49	-25	-13	-52
Other information					
Average number of full-time equivalents	14,366	12,779	11,905	11,424	12,051
Number of staffing branches	2,433	2,276	2,245	2,225	2,228

¹⁾ Amounts under Dutch GAAP exclude goodwill amortisation and extraordinary items.

²⁾ Operating working capital excludes short-term interest bearing assets and liabilities.

³⁾ Excluding special items.

⁴⁾ 2005 and 2006 after change of accounting policy for minority interests.