usg people

press release

Third-quarter 2009 results

Signs of recovery in early cyclical sectors

Almere, 28 October 2009, 07:00 a.m. CET

Key points of third quarter 2009

- Revenue was down 27% from last year but improved with respect to the previous quarter when revenue was down by 31%
- The decline in the gross margin stabilised after a sharp fall in the first six months of the year
- The underlying operational expenses fell to € 140 million (third quarter 2008: € 182 million)
- The underlying EBITA came to € 24 million (third quarter 2008: € 68 million)
- The operational cash flow came to € 88 million (third quarter 2008: € 102 million)
- Bank debt fell by € 77 million to € 256 million; The senior leverage ratio came to 2.2 at the end of the third quarter and the interest coverage ratio came to 4.2
- An additional sale of trade receivables in the amount of approximately € 60 million will take place in the fourth quarter of 2009
- International brand policy will be optimised in 2010 and 2011
- Activities in Czech Republic and Slovakia will be divested in the fourth quarter

Key figures

Underlying results (in € millions)	**3rd Quarter 2009**	**3rd Quarter 2008**	**Growth**
Revenue	779	1,069	-27%
Gross result	171	258	-34%
Operating expenses	140	182	-23%
EBITDA	31	76	-59%
EBITA	24	68	-65%
Net income	4	33	-88%
Gross margin	21.9%	24.1%	
EBITA margin	3.1%	6.4%	
EPS	€ 0.05	€ 0.50	

* excluding € 2 million severance payments in the third quarter of 2009

"The market conditions seem to show continuing positive development after stabilising in the previous quarter," said Rob Zandbergen, CFO and interim CEO of USG People. "In a few regions, especially in the early cyclical industries, it is increasingly looking as if the low point of the cycle was passed in the first six months of 2009. However, there are also segments that do not recover until later in the cycle. In these late cyclical segments we are not yet seeing any unequivocal signs of improvement at this moment but stabilisation is expected to become visible before too long. Considering the developments of the past months, we anticipate the positive trend will continue in the months to come.

The reorganisations announced earlier have largely been completed, except in France where another restructuring is taking place in the last quarter. These reorganisations have allowed us to adequately reduce the level of our costs. We also realised additional security for our financing, as a result of which we can comply with our contractual agreements with the banks without any difficulty. In the last quarter an additional € 60 million in trade receivables, approximately, will be sold, which will once again additionally reduce our debt position. This will also prepare our organisation in a financial sense for the road to recovery.

We are now focusing on our commercial goals and the quality of our service. We will increase our strength and efficiency in that area by further optimising the brand policy. By merging a number of brands we will reinforce our market positions and increase the international recognition of the integrated brands. The recognition on the market, both on the part of customers and candidates as well as our own personnel, will consequently be reinforced while the number of brands will be reduced. In doing this we will create added value for our multibrand strategy.

I would like to thank all USG People employees for their contribution and commitment to our organisation in this challenging market."

Notes to the third-quarter 2009 results

Revenue

USG People generated revenue of € 779 million in the third quarter. Revenue was down 27% from last year, representing a continuation of the earlier trend of stabilisation in the decline in revenue. There was already a slight improvement in some segments with respect to the previous quarter. In the previous quarter revenue still fell by 31% (28% when corrected for the difference in the number of working days). After stabilisation in revenue in the second quarter, it looks as if a slight initial recovery took place in the third quarter. In the large industrial countries we saw a slight improvement in the market conditions.

At General Staffing (Start People) we saw a first sign of recovery in the slowing down of the decline in revenue. General Staffing, which represents almost two thirds of our group revenue, serves a considerable share of our large customers in industry, which is the first sector to show improvement when the economy recovers. Quarter on quarter Start People's revenue rose by 14% with respect to the preceding quarter and that is certainly an encouraging sign. Revenue in the third quarter was down 28% from last year, while the decline in the previous quarter came to 34%.

The Specialist Staffing activities, including Unique, Content and Creyf's, saw revenue decline further on balance in the third quarter. The cycle of this specialist segment lags somewhat behind that of the general staffing activity due to relatively large positions in the services and small and medium-sized enterprise sectors in the Netherlands. Revenue declined by 28% in the third quarter with respect to last year, although we also saw a few favourable signs in this segment as well. In general the decline in revenue levelled off and there was slight improvement in the operating companies more focused on industry.

The Professionals segment, including USG Innotiv, saw a decrease in revenue of 23% with respect to a year earlier. The segments quarter on quarter decline in revenue increased slightly as a result. USG Energy and USG Restart both achieved a slight increase in revenue with respect to last year.

Gross margin
The gross margin came to € 171 million and was 34% lower than the third quarter last year. The gross margin amounted to 21.9% of revenue, 2.2 percentage points lower than last year. With correction for the seasonal effect, the decline in gross margin remained virtually stable with respect to the previous quarter when the year on year decline came to 2.1 percentage points.

Revenue from recruitment and selection fell in the third quarter to € 6.2 million from € 16.3 million in the third quarter of 2008. The decline amounted to 62% and also increased slightly with respect to the previous quarter (second quarter: -60%). The low demand in the services sector and also specifically in the specialist segments and SME continued to result in a lower gross margin. The fundamental reason for the drop in margin in these segments was poor demand, which also had an unfavourable mix effect on the consolidated group margin.

Operating expenses
The underlying operational costs decreased in the third quarter by 23% compared to last year, a reduction of € 42 million. With respect to the previous quarter, the underlying costs were reduced by an additional € 5 million (3.4%), from € 145 million to € 140 million. In addition to the underlying costs, the expenses include an amount of € 2 million in redundancy costs in the third quarter. No additional restructuring provisions were made in the third quarter.

In the third quarter, the number of employees at our operational operating companies was further reduced by 240 FTEs and the number of branches further decreased by 42 branches. The largest decrease took place in the Benelux.

EBITA
Quarter on quarter, improvement in the result was realised thanks to higher revenue and a lower cost level. The underlying EBITA came to € 24 million in the third quarter, compared to € 12 million in the previous quarter. The result was lower than in the third quarter of 2008, when EBITA of € 68 million was achieved.

Amortisation
Amortisation involves the depreciation of valued customer relationships, brand rights and candidate databases from acquisitions made. The third quarter saw amortisation of € 6 million, virtually the same as the amortisation of last year. The entire amount involved regular amortisation.

Financing expenses
The financing expenses amounted to € 11 million in the third quarter, compared to € 14 million in the same quarter of 2008. The expenses were lower thanks to a strong decrease in the debt position. Unrealised changes in value of the derivatives concluded had a negative effect of € 2 million on the financial expenses in the third quarter of 2009 and a negative effect of € 3 million during the same period in 2008. If we disregard these changes in value, the interest charges came to € 9 million compared to € 11 million in 2008.

Taxation
The tax rate in the profit and loss account amounted to 47.0% and was therefore lower than the average nominal rate of 59.0%. The deviation was caused by the balance of non-deductible expenses and tax-exempt revenues in Belgium. These untaxed results have a relatively major impact on the percentage because of the low absolute level of the profit. In addition, negative results ensure that the average nominal rate comes out higher in the calculations.

Net income
The underlying net income came to € 4 million, compared to € 33 million in the third quarter of last year. The underlying earnings per share for the third quarter amounted to € 0.05, compared to € 0.50 in the third quarter of 2008.

Balance sheet and cash flow
The balance sheet total remained virtually the same in the third quarter. The working capital declined by € 66 million to a negative amount of -€ 51 million in the third quarter. Part of the decrease in the working capital, approximately € 35 million, can be attributed to the Dutch government measure allowing VAT to be paid quarterly rather than monthly. The net bank debt, excluding subordinated loans, decreased by € 77 million in the third quarter and amounted to € 256 million on 30 September, compared to € 333 million on 30 June. As a result the conditions for the bank covenants in our credit agreement were easily met. The senior leverage ratio, which may not exceed 3.0, came to 2.2 on 30 September and the interest coverage ratio, which must be at least 3.0, was 4.2. The working capital will decrease further in the fourth quarter due to an additional sale of trade receivables in the amount of approximately € 60 million.

The operational cash flow amounted to € 88 million in the third quarter (third quarter 2008: € 102 million), which allowed the net debt to decrease further. The total debt position, including € 152 million in subordinated loans, came to € 409 million on 30 September. Up to and including September, the debt was reduced by € 143 million in 2009.

Results per country

The Netherlands
In the third quarter we saw a change in the revenue trend in the Dutch staffing market. The gradual decrease in the year on year growth, which had been negative since the fourth quarter of 2007, showed initial recovery in the third quarter. The improvement was largely due to a recovery in the industrial segment. The decrease in volume continued in the administrative segment. USG People's revenue in the Netherlands fell by 26% in the third quarter compared to last year. The decline was somewhat larger than that of the market as a whole because of the relatively large position of USG People in the services segment and in the small and medium-sized enterprise segment. These segments usually recover somewhat later in the cycle.

At Start People revenue fell 24% compared to last year. The decline in revenue was less than in the preceding quarter, when this reached 26%. Specialist Staffing, including Content, Unique and Creyf's, still saw the decline increase, to 30%. The decline in revenue at Specialist staffing had reached 27% in the previous quarter.

Of the large agencies, which represent approximately 80% of Specialist Staffing, Creyf's, which is more oriented to the industrial sector, showed an initial improvement in the decline in revenue after stabilisation in the preceding quarter. Professionals booked a drop in revenue of 21% compared to the third quarter of last year. The divisions USG Energy and USG Restart achieved slight growth in the third quarter with respect to last year.

The gross margin fell somewhat further in the Netherlands compared to the second quarter due to a negative mix effect resulting from an increase in revenue at Start People accompanied by a decline in the specialist segments. There was fundamental stabilisation of the gross margin and the revenue from recruitment and selection fell to more or less the same degree as in the preceding quarter. The costs were further reduced in the third quarter, which resulted in a positive EBITA of € 11 million (third quarter 2008: € 42 million).

Belgium and Luxembourg
In Belgium the staffing market has shown slight improvement since May. Our group performed better than the market as a whole and realised a 22% decline in revenue in the third quarter. That is a substantial improvement with respect to the previous quarter when the decline reached 26%. At Start People, which is more oriented to the industry sector, revenue was down 22% from last year. In the preceding quarter the decline in revenue reached 29%. There has been a slightly rising trend since May. Specialist Staffing and Professionals, including Unique and USG Innotiv, also showed slight improvement with respect to the previous quarter.

The gross margin as a percentage of the revenue was somewhat lower in the third quarter as a result of mix and seasonal effects. The gross margin remained fundamentally at the same level. The operating expenses were 24% lower than in the third quarter of 2008. Expenses were reduced by 6% compared to the second quarter. The EBITA came to € 14 million and amounted to 8.1% of revenue, compared to 8.4% in the third quarter of 2008.

France
In France we saw improvement in the revenue trend for the second consecutive quarter. Revenue was down 18% in the third quarter from the same period last year. In the previous quarters the year on year decreases came to 32% and 30% consecutively. USG People performed better than the market as a whole in the third quarter, which was approximately 25% lower than in the same period last year. The improvement to the market conditions in France and the restructuring implemented in the organisation resulted in a positive EBITA result of € 2.6 million in the third quarter (third quarter 2008: € 3.4 million). In the second quarter, a break-even underlying result was achieved. An additional reorganisation – announced last quarter - will take place in France in the fourth quarter.

Rest of Europe
In the remaining countries USG People achieved revenue of € 159 million in the third quarter. As such the collective revenue declined by 39% with respect to the same period last year (revenue in third quarter 2008: € 259 million). In the preceding quarter the decline still amounted to 45%. The collective EBITA amounted to € 0.4 million in the third quarter. The market conditions in the other countries also showed slight improvement in the third quarter. The declines in revenue in Spain, Germany and Italy were lower than in the previous quarter.

Strategic initiatives

International brand policy
A policy was set out for USG People's brand portfolio after the takeover of Solvus in 2005. The most important starting point in this policy was USG People's multibrand strategy with an effective mix of generalist and specialist brands. In the past years a number of operating companies have been re-branded for this purpose; consequently the number of brands has been reduced. USG People has decided to further optimise its brand policy by merging a number of brands, which will reinforce market positions and increase international brand recognition. The starting points described above will remain fully in force. The number of brands will be reduced as a result of the optimisation, while brand recognition on the market, on the part of customers, candidates and the company's own personnel, will be reinforced. This will give the brands a powerful market position and increase their efficiency and appeal, which will in turn strengthen our competitive position. As a first step the following optimisations will be carried out in the coming two years:

General Staffing:
- Proflex will be re-branded as Start People In-house Services

Specialist Staffing:
- Content and Receptel will be merged with the international brand Unique
- Starjob will be merged with the international brand for management assistants Secretary Plus
- ASA Student and AdRem will be merged in the brand ASA Student

For the sake of this optimisation, a provision will be included in the fourth quarter for redundancy expenses and costs for shutting down branches. The provision is expected to amount to € 6 million. The budgeted investment for re-branding integrated brands, which will take place in the 2010 and 2011 period, will amount to approximately € 8 million. This investment will be written off over a period of 8 years. The brand rights in question, which have a current book value of € 10 million, will be amortised in an accelerated fashion in 2010 and 2011. This results in an increase to the annual amortisation of approximately € 3 million. The optimisation will result in savings of € 12 million on an annual basis.

Sale of activities in Czech Republic and Slovakia
As a result of the adjustments to our strategic plans, it was decided to discontinue USG People's activities in Czech Republic and Slovakia. These activities have been sold in October via management buy-outs. A buy-back option was agreed with the buyers which USG People may exercise on terms and conditions agreed in advance.

Outlook for 2009

Future economic scenarios for the European countries have increasingly undergone positive adjustment by economics and statistics institutes recently. This is a promising development since economic growth is an important foundation for the staffing industry.

In a few staffing markets the first signs of recovery are indeed gradually becoming visible, after stabilisation in the previous quarter. Initial cautious improvement became visible in the early cyclical industries and regions.

On the basis of the aforementioned developments, for the rest of 2009 we anticipate a stable situation and in some cases a slight improvement. We expect a cautious recovery in the industrial sector and decline in the late cyclical services sector and in small and medium-sized enterprises will continue to level off. Forecasts cannot be made with any reliable degree of certainty however, as such we cannot issue any concrete profit prognosis for the fourth quarter.

For more information, please contact:
Rob Zandbergen, interim CEO
Phone: +31 (0)36 529 95 20
E-mail: rzandbergen@usgpeople.com

Financial calendar

3 March 2010	Publication of 2009 fourth-quarter and full-year results (before market opens) Analysts' meeting and press conference on fourth-quarter and full-year results
21 April 2010	Publication of 2010 first-quarter results (before market opens) Analysts' conference call on first-quarter results General Meeting of Shareholders
24 July 2010	Publication of 2010 second-quarter results (before market opens) Analysts' meeting and press conference on second-quarter results

Disclaimer
The predictions and forecasts made in this press release are provided without any form of guarantee as to their future realisation. This press release comprises or refers to forward-looking statements regarding the intentions, opinions or current expectations of USG People and its board or other management with respect to USG People and its business. In general, terms and concepts such as "may", "shall", "expect", "intend", "estimate", "foresee", "believe", "plan", "attempt", "continue" and similar refer to forward-looking statements. Forward-looking statements of this nature are no guarantee of future performance. They are based on current views and assumptions, and are subject to known and unknown risks, uncertainties and other factors which are largely outside USG People's control, as a result of which actual results or developments can be materially different from the future results or developments as set out implicitly or explicitly in these forward-looking statements. USG People assumes no liability whatsoever with respect to the updating or amending of forward-looking statements on the basis of new information or future events or for any other reason whatsoever, other than insofar it is required to do so under relevant legislation and regulations or on the authority of a competent regulatory body.

About USG People
USG People is active through a large number of strong brands that jointly provide one-stop solutions in the field of staffing, secondment and HR and customer care services. With annual revenue exceeding € 4 billion in 2008, USG People ranks fourth in Europe in HR services. Headquartered in the Dutch city of Almere, the group is active in a large number of European countries including the Netherlands, Belgium, Luxembourg, Germany, Austria, Switzerland, the Czech Republic, Slovakia, Poland, France, Italy and Spain.

The brand portfolio of USG People comprises Proflex and Start People (general staffing) - Ad Rem Young Professionals, ASA Student, Content, Creyf's, Express Medical, Geko Zeitarbeit, Receptel, Secretary Plus, StarJob, Technicum and Unique (specialist staffing) - Legal Forces, USG Capacity, USG Energy, USG Financial Forces, USG HR Forces, USG Innotiv, USG Juristen and USG Restart (professionals) - Call-IT (other services).

USG People is listed on the NYSE Euronext Amsterdam stock exchange and is included in the Amsterdam Midcap Index (AMX).

For more information on USG People or any of its operating companies, please visit our website at www.usgpeople.com.

Appendix 1: breakdown by segment
Appendix 2: breakdown by geography
Appendix 3: consolidated interim income statement
Appendix 4: consolidated interim statement of comprehensive income
Appendix 5: consolidated interim balance sheet
Appendix 6: consolidated interim statement of changes in equity
Appendix 7: consolidated interim cash flow statement
Appendix 8: key figures

Appendix 1: breakdown by segment (unaudited)

Consolidated (x € million)	3rd quarter 2009	3rd quarter 2008	Growth	Organic growth
Revenue				
General Staffing	491.8	681.1	-28%	-28%
Specialist Staffing	209.3	288.9	-28%	-28%
Professionals	71.7	92.7	-23%	-23%
Other	6.0	6.5	-8%	-8%
Group total	**778.9**	**1,069.2**	**-27%**	**-27%**
EBITA				
General Staffing	14.4	31.4	-54%	-54%
Specialist Staffing	10.3	32.9	-69%	-69%
Professionals	3.3	10.1	-67%	-67%
Other	0.3	0.7	-57%	-57%
Corporate	-6.0	-6.7	10%	10%
Group total	**22.4**	**68.4**	**-67%**	**-67%**

Consolidated (x € million)	nine months ended 30 September 2009	2008	Growth	Organic growth
Revenue				
General Staffing	1,355.4	1,918.0	-29%	-30%
Specialist Staffing	644.9	849.4	-24%	-24%
Professionals	235.6	287.3	-18%	-18%
Other	19.7	18.8	5%	5%
Group total	**2,255.6**	**3,073.5**	**-27%**	**-27%**
EBITA				
General Staffing	-6.0	82.5	-107%	-106%
Specialist Staffing	26.9	90.6	-70%	-70%
Professionals	10.6	26.5	-60%	-60%
Other	1.5	1.8	-17%	-17%
Corporate	-17.0	-17.6	3%	3%
Group total	**16.0**	**183.7**	**-91%**	**-91%**

Appendix 2: breakdown by geography (unaudited)

Consolidated (x € million)	3rd quarter 2009	3rd quarter 2008	Growth	Organic growth
Revenue				
Netherlands	326.3	441.9	-26%	-26%
General Staffing	133.7	176.9	-24%	-24%
Specialist Staffing	136.5	195.0	-30%	-30%
Professionals	50.1	63.5	-21%	-21%
Other	6.0	6.5	-8%	-8%
Belgium / Luxembourg	172.0	219.8	-22%	-22%
General Staffing	104.6	133.8	-22%	-22%
Specialist Staffing	53.8	67.6	-20%	-20%
Professionals	13.6	18.3	-26%	-26%
France	121.9	149.0	-18%	-18%
General Staffing	119.2	144.9	-18%	-18%
Specialist Staffing	0.4	0.3	33%	33%
Professionals	2.3	3.9	-41%	-41%
Spain / Portugal	53.7	94.6	-43%	-43%
General Staffing	34.7	69.9	-50%	-50%
Specialist Staffing	13.3	17.6	-24%	-24%
Professionals	5.7	7.0	-19%	-19%
Germany	56.0	93.2	-40%	-40%
General Staffing	50.6	84.8	-40%	-40%
Specialist Staffing	5.3	8.4	-37%	-37%
Italy	25.3	37.2	-32%	-32%
Other countries	23.8	33.5	-29%	-29%
Group total	**778.9**	**1,069.2**	**-27%**	**-27%**
EBITA				
Netherlands	11.4	41.9	-73%	-73%
Belgium / Luxembourg	14.0	18.4	-24%	-24%
France	2.6	3.4	-24%	-24%
Spain / Portugal	-0.8	1.0	-180%	-180%
Germany	1.5	9.2	-84%	-84%
Italy	-0.2	1.6	-113%	-113%
Other countries	-0.1	-0.3	67%	67%
Corporate	-6.0	-6.7	10%	10%
Group total	**22.4**	**68.4**	**-67%**	**-67%**

Consolidated	Nine months ended 30 September			Organic
(x € million)	2009	2008	Growth	growth
Revenue				
Netherlands	1,016.3	1,298.7	-22%	-22%
General Staffing	399.3	515.3	-23%	-23%
Specialist Staffing	432.4	571.8	-24%	-24%
Professionals	164.9	192.8	-14%	-14%
Other	19.7	18.8	5%	5%
Belgium / Luxembourg	489.2	627.8	-22%	-22%
General Staffing	282.0	371.0	-24%	-24%
Specialist Staffing	160.5	195.7	-18%	-18%
Professionals	46.7	61.0	-23%	-23%
France	314.3	427.9	-27%	-27%
General Staffing	304.7	412.7	-26%	-26%
Specialist Staffing	1.3	1.4	-7%	-7%
Professionals	8.4	13.8	-39%	-39%
Spain / Portugal	141.8	273.6	-48%	-48%
General Staffing	89.9	197.4	-54%	-54%
Specialist Staffing	36.3	56.5	-36%	-36%
Professionals	15.6	19.8	-21%	-21%
Germany	157.2	234.4	-33%	-41%
General Staffing	142.7	210.3	-32%	-41%
Specialist Staffing	14.5	24.0	-40%	-40%
Italy	76.1	117.0	-35%	-35%
Other countries	60.6	94.2	-36%	-36%
Group total	**2,255.6**	**3,073.5**	**-27%**	**-27%**
EBITA				
Netherlands	39.4	123.3	-68%	-68%
Belgium / Luxembourg	26.0	45.6	-43%	-43%
France	-8.1	6.9	-217%	-217%
Spain / Portugal	-12.4	2.8	-543%	-543%
Germany	-6.2	17.2	-136%	-130%
Italy	-1.5	6.5	-123%	-123%
Other countries	-4.1	-1.1	-273%	-273%
Corporate	-17.0	-17.6	3%	3%
Group total	**16.0**	**183.7**	**-91%**	**-91%**

Appendix 3: consolidated interim income statement (unaudited)

Amounts in thousands of euros	three months ended		nine months ended	
	30 Sep 2009	**30 Sep 2008**	**30 Sep 2009**	**30 Sep 2008**
Revenue	778,899	1,069,236	2,255,594	3,073,494
Cost of sales	608,172	811,705	1,746,221	2,321,119
Gross Profit	170,727	257,531	509,373	752,375
Selling expenses	129,337	163,659	430,559	493,071
General and administrative expenses	25,262	32,157	81,009	92,656
Other income and expense	-81	44	-705	271
Operating income	16,047	61,759	-2,900	166,919
Financial expenses	-11,384	14,381	-30,013	-31,229
Financial income	59	342	1,253	945
Income before tax	4,722	47,720	-31,660	136,635
Income tax expenses	2,221	-14,321	10,374	-41,800
Net Income	2,501	33,399	-21,286	94,835
Attributable to:				
Owners of the company	2,534	32,729	-21,397	93,602
Non-controlling interests	-33	670	111	1,233
	2,501	33,399	-21,286	94,835
Earnings per share attributable to the owners of the company (in euros, per share of € 0.50 nominal)				
Basic	€ 0.04	€ 0.50	- € 0.31	€ 1.46
Diluted	€ 0.04	€ 0.47	- € 0.26	€ 1.35

Appendix 4: consolidated interim statement of comprehensive income[1] (unaudited)

Amounts in thousands of euros	three months ended 30 September		nine months ended 30 September	
	2009	**2008**	**2009**	**2008**
Net income	2,501	33,399	-21,286	94,835
Other comprehensive income, after tax:				
Currency translation differences	217	-2	-67	292
Other comprehensive income, after tax	217	-2	-67	292
Total comprehensive income	2,718	33,397	-21,353	95,127
Attributable to:				
Owners of the company	2,751	32,727	-21,464	93,894
Non-controlling interests	-33	670	111	1,233
	2,718	33,397	-21,353	95,127

[1] This statement has been added due to the application of changes in IAS 1 'Presentation of Financial Statements'. The statement gives the results that have been recognized in equity. For the reported period this only relates to currency translation differences.

Appendix 5: consolidated interim balance sheet (unaudited)

Amounts in thousands of euros	30 September 2009	31 December 2008
Non-current assets		
Property, plant and equipment	62,855	72,782
Goodwill	921,892	922,813
Other intangible assets	124,621	140,319
Financial assets	7,608	7,946
Deferred income taxes	65,059	50,721
Other non-current assets	5,534	5,534
	1,187,569	1,200,115
Current assets		
Trade and other receivables	508,951	680,820
Current income tax receivables	3,554	3,579
Cash and cash equivalents	94,719	82,713
	607,224	767,112
Total assets	1,794,793	1,967,227
Equity attributable to owners of the company		
Share capital	321,509	321,244
Other reserves	15,760	16,071
Retained earnings	311,065	332,462
	648,334	669,777
Non-controlling interests	501	1,402
Total equity	648,835	671,179
Non-current liabilities		
Borrowings	413,257	486,534
Retirement benefit obligations	1,673	1,733
Other provisions	9,908	16,899
Deferred income tax liabilities	45,367	50,491
	470,205	555,657
Current liabilities		
Borrowings	90,533	147,061
Trade and other payables	491,652	511,419
Current income tax liabilities	45,942	43,353
Derivative financial instruments	21,782	15,385
Other provisions	25,844	23,173
	675,753	740,391
Total liabilities	1,145,958	1,296,048
Total equity and liabilities	1,794,793	1,967,227

Appendix 6: Consolidated interim statement of changes in equity (unaudited)

Amounts in thousands of euros	Attributable to owners of the company				
	Share capital	**Other reserves**	**Retained earnings**	**Non-controlling interests**	**Total equity**
Balance per 1 January 2008	321,095	15,881	347,708	1,028	685,712
Changes 2008:					
Share plan	-	1,704	-	-	1,704
Repurchase of shares		-496			-496
Exercised option rights	149	-	-	-	149
Trough acquisition of subsidiaries	-	-	-	1,355	1,355
Dividends relating to 2007	-	-	-32,358	-	-32,358
Dividends paid to minority interests holders	-	-	-	-164	-164
Total comprehensive income 9 months ended 30 September 2008	-	292	93,602	1,233	95,127
	149	1,500	61,244	2,424	65,317
Balance per 30 September 2008	321,244	17,381	408,952	3,452	751,029
Balance per 1 January 2009	321,244	16,071	332,462	1,402	671,179
Changes 2009:					
Share plan	-	-244	-	-	-244
Exercised option rights	265	-	-	-	265
Dividends paid to minority interests holders	-	-	-	-147	-147
Acquisition non-controlling interests	-	-	-	-865	-865
Total comprehensive income 9 months ended 30 September 2009	-	-67	-21,397	111	-21,353
	265	-311	-21,397	-901	-22,344
Balance per 30 September 2009	321,509	15,760	311,065	501	648,835

Appendix 7: Consolidated interim cash flow statement (unaudited)

Amounts in thousands of euros	nine months ended 30 September	
	2009	**2008**
Cash flow from operating activities		
Income before tax	-31,660	136,635
Adjusted for:		
Depreciation and amortisation of tangible and intangible assets	39,438	38,245
Result on disposal of tangible and intangible assets	34	49
Result on sale subsidiaries	-256	-
Financial costs	30,013	31,229
Financial income	-1.253	-945
Amortisation of capitalised borrowing costs	-3,478	-3,033
Share plan expenses processed via equity	-244	1,704
Currency translation differences	-62	197
Change in pension-related liabilities and other provisions	-4,379	-1,511
Change in other non-current assets	-	-43
Changes in working capital:		
- trade and other receivables	170,455	-2,832
- trade and other payables	-18,812	-2,325
Cash flow from operating activities	179,796	197,370
Income tax paid	-6,996	-26,326
Net cash flow from operating activities	172,800	171,044
Cash flow from financing activities		
Acquisition subsidiaries	56	-83,837
Net investment in property, plant and equipment	-4,820	-18,276
Net investment in intangible assets	-9,124	-7,004
Disposal of subsidiaries	-741	-
Proceeds from borrowings and guarantee deposits	338	402
Net cash flow from investment activities	-14,291	-108,715
Cash flow from financing activities		
Proceeds from issuance of shares	265	149
Repurchase of shares	-	-496
Payment on derivatives	-6,190	-2,480
Proceeds from borrowings	248	77,220
Repayments of borrowings	-141,319	-72,284
Dividends paid	-	-32,358
Dividends paid to minority interest holders	-147	-164
Interest paid	-11,978	-23,500
Interest received	1,354	912
Net cash flow from financing activities	-157,767	-53,001
Increase in cash and cash equivalents	742	9,328
Change in cash and cash equivalents		
Cash and cash equivalents per 1 January	81,719	43,532
Increase in cash and cash equivalents	742	9.328
Cash and cash equivalents per 30 September	82,461	52,860
Cash and cash equivalents		
Cash and cash equivalents as stated on the balance sheet	94,719	64,295
Bank overdrafts	-12,258	-11,435
	82,461	52,860

Appendix 8: key figures

	nine months ended 30 September	
	2009	**2008**
Growth in percentage		
Revenue	-26.6%	6.8%
Operating income	-101.7%	-3.5%
Net income	-122.9%	-10.1%
Ratios		
Operating income/ revenue	-0.1%	5.4%
Net income/ revenue	-0.9%	3.0%
Equity/ total equity and liabilities	36.1%	34.8%
Current assets/ current liabilities	0.90	1.08
Bank covenants		
Senior leverage ratio (Net financial debt/ Ebitda)	2.2	1.6
Interest coverage ratio (Ebitda/ adjusted financial result)	4.2	10.2
Information on shares(x 1,000)		
Number of shares outstanding at 30 September	70,682	64,980
Average number of outstanding shares	68,322	64,301
Diluted number of shares outstanding (including options)	68,322	64,353
Fully diluted number of shares outstanding (including options and subordinated convertible bond)	74,931	70,773
Per share based on the number of shares outstanding		
Net income	- € 0.30	€ 1.44
Equity	€ 9.17	€ 11.50
Per share based on the average number of shares outstanding		
Net income	- € 0.31	€ 1.46
Equity	- € 9.49	€ 11.63
Per share based on the number of diluted shares (including options) outstanding		
Net income	- € 0.31	€ 1.45
Per share based on the number of diluted shares (including options and subordinated convertible bond) outstanding		
Net income	- € 0.26	€ 1.35