

## ANNEX 3: CONSOLIDATED BALANCE SHEET

	9M11	Dec10	Variation
	€M	€M	€M
Property, plant and equipment	160.4	148.2	12.1
Intangible assets	252.4	219.9	32.5
Investment in associates and other investments	126.3	50.5	75.8
Goodwill	473.4	456.3	17.1
Deferred tax assets	55.8	50.3	5.5
<b>Non-current assets</b>	<b>1,068.3</b>	<b>925.2</b>	<b>143.1</b>
Assets held for sale	0.2	0.2	0.0
Operating current assets	1,910.1	1,830.7	79.4
Other current assets	135.4	89.6	45.9
Short term financial investment	1.2	1.2	0.0
Cash and cash equivalents	47.0	129.0	(82.0)
<b>Current assets</b>	<b>2,094.0</b>	<b>2,050.7</b>	<b>43.3</b>
<b>TOTAL ASSETS</b>	<b>3,162.3</b>	<b>2,975.9</b>	<b>186.4</b>
Share capital and reserves	1,023.9	1,009.6	14.3
Treasury stock	(33.6)	(18.6)	(15.0)
<b>Equity attributable to parent company</b>	<b>990.3</b>	<b>991.0</b>	<b>(0.7)</b>
Minority interests	20.6	23.0	(2.5)
<b>TOTAL EQUITY</b>	<b>1,010.8</b>	<b>1,014.0</b>	<b>(3.2)</b>
Provisions for liabilities and charges	26.2	19.8	6.4
Long term borrowings	365.5	248.2	117.3
Other financial liabilities	4.0	1.0	3.1
Deferred tax liabilities	52.3	50.7	1.6
Other non-current liabilities	147.3	58.1	89.2
<b>Non-current liabilities</b>	<b>595.3</b>	<b>377.7</b>	<b>217.6</b>
Current borrowings	165.8	155.6	10.2
Operating current liabilities	1,148.3	1,176.8	(28.5)
Other current liabilities	242.1	251.7	(9.6)
<b>Current liabilities</b>	<b>1,556.2</b>	<b>1,584.1</b>	<b>(27.9)</b>
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>3,162.3</b>	<b>2,975.9</b>	<b>186.4</b>
<b>Net debt position</b>	<b>484.3</b>	<b>274.9</b>	<b>209.5</b>

Figures not audited.