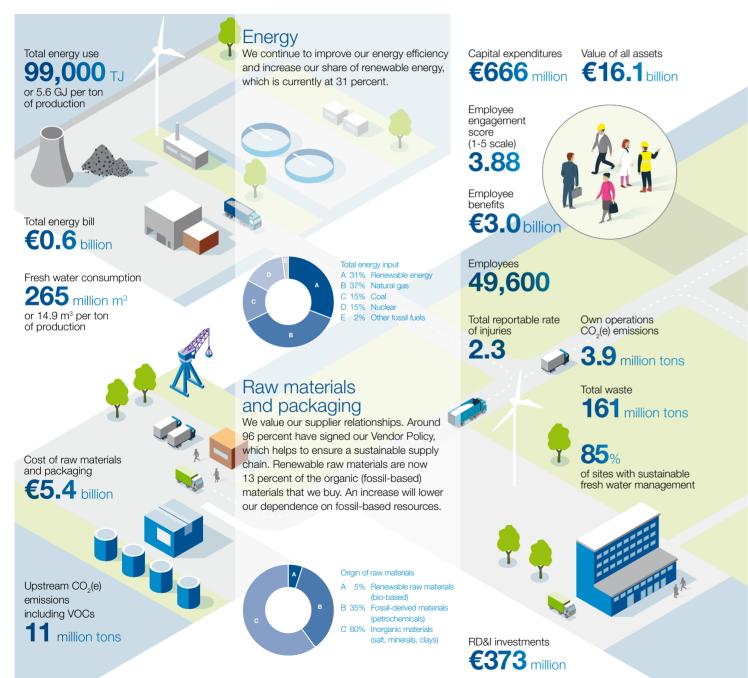
#### Input

### Our organization



## Asset value

The value of our assets is €16.1 billion. We invested €666 million in 2013 to keep our facilities in good shape, as well as expanding our manufacturing capability. We continue to improve process and product safety.

# Human value

Employee safety is a key priority and we are actively driving towards a reduction in the number of incidents. We highly value, and actively work on, improving employee engagement. We're investing in training and development and continue to work on a more diverse workforce.

# Environmental value

We continue to improve the environmental footprint of our operations by focusing on operational eco-efficiency.



## Innovation value

Innovation is vital for our current and future success. Currently, 18 percent of our revenue is derived from eco-premium solutions with customer benefits. We continue to work towards sustainable solutions that our customers expect from us.



#### Output

### Customer value

In 2013 we sold products to many thousands Buildings and Infrastructure of customers. We continue to improve our customer focus and develop products and solutions that help them to be successful in their markets.

is our largest end-user segment, with €6.4 billion of revenue.

## Financial value

With a ROS% of 6.6 percent, we are making progress towards achieving our 9 percent target for 2015, and with our ROI% of 9.6 percent, we are progressing towards our 14 percent target for 2015.



Revenue per end-user segment A 44% Buildings and Infrastructure 16% Transportation 16% Consumer Goods ) 24% Industrial

The Transportation end-user segment is generating €2.4 billion of revenue.

The Consumer Goods enduser segment is generating €2.3 billion of revenue.

€14.6 billion

Operating income €958 million

Earnings per share €3.00

# Community value

We contributed €1.0 million to community programs, 2,000 employees volunteered, and six million lives improved via our "Let's Colour" program. We also paid €230 million in taxes.

Downstream CO<sub>2</sub>(e) emissions including VOCs 12 million tons

The Industrial end-user segment is generating €3.5 billion of revenue