

Ten Year Summary.

F.01

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|---------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|
| Amounts in millions of euros | | | | | | | | | | |
| From the statements of income | | | | | | | | | | |
| Revenue | 95,209 | 99,222 | 101,569 | 98,469 | 78,924 | 97,761 | 106,540 | 114,297 | 117,982 | 129,872 |
| Personnel expenses ^{1, 2} | 24,650 | 23,574 | 20,256 | 15,066 | 13,928 | 16,454 | 17,424 | 18,002 | 18,753 | 19,607 |
| Research and development expenditure ³ | 3,928 | 3,733 | 4,148 | 4,442 | 4,181 | 4,849 | 5,634 | 5,644 | 5,489 | 5,680 |
| thereof capitalized | 591 | 715 | 990 | 1,387 | 1,285 | 1,373 | 1,460 | 1,465 | 1,284 | 1,148 |
| Operating profit/EBIT ² | 2,873 | 4,992 | 8,710 | 2,730 | -1,513 | 7,274 | 8,755 | 8,820 | 10,815 | 10,752 |
| Operating margin (%) ² | 3.0 | 5.0 | 8.6 | 2.8 | -1.9 | 7.4 | 8.2 | 7.7 | 9.2 | 8.3 |
| Income/Profit (loss) before income taxes and extraordinary items ² | 2,426 | 4,902 | 9,181 | 2,795 | -2,298 | 6,628 | 8,449 | 8,116 | 10,139 | 10,173 |
| Net operating income/Net operating profit (loss) ² | 4,834 | 4,032 | 4,123 | 1,370 | -2,102 | 5,120 | 6,240 | 7,302 | 9,173 | 7,678 |
| as % of net assets (RONA) ² | 10.0 | 8.3 | 10.5 | 4.4 | -6.6 | 17.5 | 19.9 | 19.6 | 22.6 | 18.8 |
| Net income/Net profit (loss) ² | 4,215 | 3,783 | 3,985 | 1,414 | -2,644 | 4,674 | 6,029 | 6,830 | 8,720 | 7,290 |
| Net income per share (€)/Net profit (loss) per share (€) ² | 4.09 | 3.66 | 3.83 | 1.41 | -2.63 | 4.28 | 5.32 | 6.02 | 6.40 | 6.51 |
| Diluted net income per share (€)/Diluted net profit (loss) per share (€) ² | 4.08 | 3.64 | 3.80 | 1.40 | -2.63 | 4.28 | 5.31 | 6.02 | 6.40 | 6.51 |
| Total dividend | 1,527 | 1,542 | 1,928 | 556 | 0 | 1,971 | 2,346 | 2,349 | 2,407 | 2,621 |
| Dividend per share (€) | 1.50 | 1.50 | 2.00 | 0.60 | 0.00 | 1.85 | 2.20 | 2.20 | 2.25 | 2.45 |
| From the statements of financial position | | | | | | | | | | |
| Property, plant and equipment | 35,295 | 32,747 | 14,650 | 16,087 | 15,965 | 17,593 | 19,180 | 20,599 | 21,779 | 23,182 |
| Leased equipment | 34,236 | 36,949 | 19,638 | 18,672 | 18,532 | 19,925 | 22,811 | 26,058 | 28,160 | 33,050 |
| Other non-current assets ² | 76,200 | 67,507 | 39,686 | 42,077 | 40,044 | 41,309 | 45,023 | 48,947 | 48,138 | 56,258 |
| Inventories | 19,699 | 18,396 | 14,086 | 16,805 | 12,845 | 14,544 | 17,081 | 17,720 | 17,349 | 20,864 |
| Liquid assets | 8,063 | 8,409 | 15,631 | 6,912 | 9,800 | 10,903 | 9,576 | 10,996 | 11,053 | 9,667 |
| Other current assets | 54,519 | 53,626 | 31,403 | 31,672 | 31,635 | 31,556 | 34,461 | 38,742 | 42,039 | 46,614 |
| Total assets ² | 228,012 | 217,634 | 135,094 | 132,225 | 128,821 | 135,830 | 148,132 | 163,062 | 168,518 | 189,635 |
| Shareholders' equity ² | 35,957 | 37,346 | 38,230 | 32,730 | 31,827 | 37,953 | 41,337 | 39,330 | 43,363 | 44,584 |
| thereof share capital | 2,647 | 2,673 | 2,766 | 2,768 | 3,045 | 3,058 | 3,060 | 3,063 | 3,069 | 3,070 |
| Equity ratio Group (%) ² | 15.1 | 16.5 | 26.9 | 24.3 | 24.7 | 26.5 | 26.3 | 22.7 | 24.3 | 22.1 |
| Equity ratio industrial business (%) ² | 23.7 | 27.1 | 43.7 | 42.7 | 42.6 | 45.8 | 46.4 | 39.8 | 43.4 | 40.8 |
| Non-current liabilities ² | 96,823 | 90,452 | 47,998 | 47,313 | 49,456 | 44,738 | 51,940 | 65,016 | 66,047 | 78,077 |
| Current liabilities ² | 95,232 | 89,836 | 48,866 | 52,182 | 47,538 | 53,139 | 54,855 | 58,716 | 59,108 | 66,974 |
| Net liquidity industrial business | 8,016 | 9,861 | 12,912 | 3,106 | 7,285 | 11,938 | 11,981 | 11,508 | 13,834 | 16,953 |
| Net assets (average) ² | 48,313 | 48,584 | 39,187 | 31,466 | 31,778 | 29,338 | 31,426 | 37,521 | 40,648 | 40,779 |

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
|-------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|
| Amounts in millions of euros | | | | | | | | | | |
| From the statements of cash flows ¹ | | | | | | | | | | |
| Investments in property, plant and equipment | 6,480 | 5,874 | 4,247 | 3,559 | 2,423 | 3,653 | 4,158 | 4,827 | 4,975 | 4,844 |
| Depreciation and amortization | 7,363 | 7,169 | 4,146 | 3,023 | 3,264 | 3,364 | 3,575 | 4,067 | 4,368 | 4,999 |
| Cash provided by (used for) operating activities | 11,032 | 14,337 | 7,146 | -786 | 10,961 | 8,544 | -696 | -1,100 | 3,285 | -1,274 |
| investing activities | -10,237 | -15,857 | 26,479 | -4,812 | -8,950 | -313 | -6,537 | -8,864 | -6,829 | -2,709 |
| financing activities | -1,284 | 2,396 | -25,204 | -2,915 | 1,057 | -7,551 | 5,842 | 11,506 | 3,855 | 2,274 |
| Free cash flow of the industrial business | 2,423 | 2,679 | 7,637 | -3,915 | 2,706 | 5,432 | 989 | 1,452 | 4,842 | 5,479 |
| From the stock exchanges | | | | | | | | | | |
| Share price at year-end (€) | 43.14 | 46.80 | 66.50 | 26.70 | 37.23 | 50.73 | 33.92 | 41.32 | 62.90 | 68.97 |
| Average shares outstanding (in millions) | 1,014.7 | 1,022.1 | 1,037.8 | 957.7 | 1,003.8 | 1,050.8 | 1,066.0 | 1,066.8 | 1,068.8 | 1,069.8 |
| Average diluted shares outstanding (in millions) | 1,017.7 | 1,027.3 | 1,047.3 | 959.9 | 1,003.8 | 1,051.5 | 1,067.1 | 1,067.1 | 1,069.1 | 1,069.8 |
| Ratings | | | | | | | | | | |
| Credit rating, long-term | | | | | | | | | | |
| Standard & Poor's | BBB | BBB | BBB+ | A- | BBB+ | BBB+ | BBB+ | A- | A- | A- |
| Moody's | A3 | Baa1 | A3 | A3 | A3 | A3 | A3 | A3 | A3 | A3 |
| Fitch | BBB+ | BBB+ | A- | A- | BBB+ | BBB+ | A- | A- | A- | A- |
| DBRS | A (low) | A (low) | A (low) | A (low) | A (low) | A (low) | A (low) | A (low) | A (low) | A (low) |
| Average annual number of employees | 296,109 | 277,771 | 271,704 | 274,330 | 258,628 | 258,120 | 267,274 | 274,605 | 275,384 | 279,857 |

1 Until August 3, 2007, including Chrysler.

2 For the year 2012, the figures have been adjusted, primarily for effects arising from application of the amended version of IAS 19.

3 The figure for 2013 has been adjusted due to reclassifications within functional costs.