## CONTENTS

ABOUT US	4
Performance highlights	ć
Key figures	8
l Profile	9
EXECUTIVE BOARD REPORT	12
Message from the board	14
External analysis	20
Our strategy	24
Review of business	28
Corporate social responsibility	40
Future outlook	43
CORPORATE GOVERNANCE	46
Risk Management	48
Codes & standards	55
SUPERVISORY BOARD REPORT	58
annual accounts	64
Consolidated balance sheet as per 31 December	67
Consolidated income statement	69
I Consolidated statement of comprehensive income	70
l Consolidated statement of changes in	171
shareholders' equity	
Consolidated statement of cash flows	73
Notes to the consolidated annual accounts	74
. ,	118
. , .	120
Notes to the company annual accounts	121
OTHER INFORMATION	132
GLOSSARY	138

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

income								
Comprehensive	-	-	-37.0	90.9	38.0	91.9		93.6
Acquisitions	-	-	-	-	-	-	1.7	1.7
previous year	-	-	-	90.9	-90.9	-	-	-
translation reserve Allocation result				90.9	-90.9			
hedging reserve  Movements in	-	-	-43.8	-	-	-43.8		-43.8
Movements in	-	-	6.8	-	-	6.8	-	6.8
Indirect result after taxes	-	-	-	-	43.5	43.5	-	43.5
Direct result after taxes	-	-	-	-	85.4	85.4	-	85.4
31 December 2015	499.3	626.7	-43.1	111.8	90.9	1,285.6	-	1,285.6
income								
Comprehensive .	-	-	39.4	-227.5	318.6	130.5	-	130.5
Other movements	-	-	-	0.2	-	0.2	-	0.2
Allocation result previous year	-	-	-	-227.7	227.7	-	-	-
Movements in translation reserve	-	-	16.4	-	-	16.4	-	16.4
Movements in hedging reserve	-	-	23.0	-	-	23.0	-	23.0
Indirect result after taxes	-	-	-	-	0.1	0.1	-	0.1
Direct result after taxes	-	-	-	-	90.8	90.8	-	90.8
1 January 2015	499.3	626.7	-82.5	339.3	-227.7	1,155.1	-	1,155.1
(x EUR million)	capital	premium	n reserve	reserves	Net result	equity	g interests	equity
	Share	Share	and translatio	Other		Sharehol ders'	Non- controllin	Total