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# Consolidated Balance Sheet as of December 31

in CHF mn		2003	2004	2005	2006	2007
<b>Balance sheet total</b>	<b>a</b>	1 726	1 694	2 610	3 064	<b>3 311</b>
<b>Current assets</b>	<b>b</b>	971	952	1 293	1 742	<b>1 916</b>
Cash, cash equivalents and securities		158	110	168	434	<b>444</b>
Accounts receivable	<b>c</b>	491	509	692	790	<b>861</b>
Inventories	<b>d</b>	258	273	371	413	<b>500</b>
Other current assets		64	60	62	106	<b>112</b>
<b>Non-current assets</b>	<b>e</b>	755	742	1 317	1 318	<b>1 396</b>
Property, plant and equipment		555	563	748	764	<b>831</b>
Financial assets		10	5	8	10	<b>34</b>
Intangible assets		143	127	495	486	<b>463</b>
Other = Employee benefit assets, other non-current assets, deferred taxes		47	47	66	57	<b>68</b>
<b>Assets held for sale</b>		0	0	0	4	<b>0</b>
<b>Current liabilities</b>	<b>f</b>	531	575	1 201	713	<b>742</b>
Bank overdrafts		20	18	540	34	<b>10</b>
Accounts payable	<b>g</b>	222	248	344	387	<b>439</b>
Other current liabilities		289	309	317	292	<b>294</b>
<b>Non-current liabilities</b>		339	176	313	1 076	<b>1 098</b>
Long-term debt <sup>1</sup>		11	7	24	20	<b>11</b>
Provisions, employee benefit liabilities <sup>2</sup>		150	143	220	237	<b>266</b>
Deferred taxes		28	26	69	54	<b>54</b>
Bonds		150	0	0	765	<b>767</b>
<b>Shareholders' equity</b>	<b>h</b>	856	942	1 096	1 274	<b>1 472</b>
Capital stock		152	114	72	23	<b>23</b>
Capital surplus		256	256	256	256	<b>256</b>
Treasury shares		-19	-1	-2	-2	<b>-65</b>
Currency translation differences		-136	-150	-110	-118	<b>-116</b>
Fluctuations in value of financial instruments		-4	-4	-2	-1	<b>-1</b>
Retained earnings		598	720	873	1 105	<b>1 372</b>
Minority interests		9	7	9	11	<b>3</b>

<sup>1</sup> Bank loans, mortgages and other long-term debt.

<sup>2</sup> "Provisions with a reversal within 12 months" are posted under current liabilities.

## Consolidated Income Statement from January 1 to December 31

in CHF mn	2003	2004	2005	2006	2007
<b>Net sales</b>	2268	2560	2917	3896	<b>4573</b>
<b>Operating revenue</b>	2269	2569	2924	3910	<b>4573</b>
Material expenses	904	1067	1298	1809	<b>2137</b>
<b>Gross result</b>	1365	1502	1626	2101	<b>2436</b>
Personnel expenses	590	629	687	845	<b>924</b>
Other operating expenses	507	552	587	741	<b>872</b>
<b>Operating profit before depreciation (EBITDA)</b>	268	321	352	515	<b>640</b>
Depreciation / amortization / impairment	96	111	107	143	<b>127</b>
<b>Operating profit (EBIT)</b>	i 172	210	245	371	<b>513</b>
Interest income / expense	14	11	5	18	<b>22</b>
Financial income / expense	5	7	6	19	<b>9</b>
<b>Consolidated net profit before taxes</b>	153	192	234	334	<b>482</b>
Income taxes	59	70	79	99	<b>136</b>
<b>Consolidated net profit</b>	94	122	155	235	<b>346</b>
Free cash flow	83	124	-249	146	<b>183</b>
Gross result as % of net sales	60.2	58.7	55.7	53.9	<b>53.3</b>
Operating profit (EBIT) as % of net sales	7.6	8.2	8.4	9.5	<b>11.2</b>
Consolidated net profit as % of net sales (ROS)	4.2	4.8	5.3	6.0	<b>7.6</b>
Consolidated net profit as % of shareholders' equity (ROE)	11.0	13.0	14.1	18.4	<b>23.5</b>

## Key balance sheet data

in CHF mn	Calculation <sup>1</sup>	2003	2004	2005	2006	2007
Current ratio in %	(b : f)	183	166	108	244	258
Net working capital	(c+d-g)	527	534	719	816	922
Net working capital as % of net sales		23	21	25	21	20
Non-current assets as % of balance sheet total	(e : a)	44	44	50	43	42
Shareholders' equity as % of non-current assets	(h : e)	113	127	83	97	105
Net debt <sup>2</sup>	j	172	58	480	389	352
Leverage in %	(j : h)	20	6	44	31	24
Equity ratio in %	(h : a)	50	56	42	42	44

<sup>1</sup> See page 124 and 125, Five-year reviews: Balance Sheet and income statement

<sup>2</sup> Net debt: Interest-bearing indebtedness (short and long-term bank debt + bonds) /. interest-bearing current assets (cash, cash equivalents and securities) /. capital investments

## Value-based key data

in CHF mn	Calculation <sup>1</sup>	2003	2004	2005	2006	2007
Capital employed <sup>1</sup>		1 149	1 125	1 792	1 884	2 041
Annual average of capital employed	k	1 134	1 137	1 459	1 838	1 963
EBIT	i	172	210	245	371	513
Return on capital employed (ROCE) in %	(i : k)	15	18	17	20	26

<sup>1</sup> Capital employed=Operating assets./.cash./.non interest bearing short term liabilities

## Consolidated Net Sales by Geographic Area

in CHF mn (consolidated)	2003	2004	2005	2006	2007
<b>Net sales by geographic area / country</b>					
<b>Europe North</b>	774	851	1 106	1 439	<b>1 713</b>
Switzerland	187	203	228	347	<b>332</b>
Germany	439	430	396	516	<b>644</b>
<b>Europe South</b>	808	930	846	947	<b>1 101</b>
France	191	204	220	253	<b>293</b>
<b>North America</b>	300	316	376	637	<b>681</b>
USA	266	281	333	576	<b>606</b>
<b>Latin America</b>	148	177	235	302	<b>377</b>
Brazil	27	30	42	50	<b>66</b>
<b>IMEA<sup>1</sup></b>				164	<b>223</b>
<b>Asia / Pacific</b>	238	286	354	407	<b>478</b>
Japan	61	79	89	84	<b>79</b>
<b>Consolidated net sales</b>	<b>2 268</b>	<b>2 560</b>	<b>2 917</b>	<b>3 896</b>	<b>4 573</b>

<sup>1</sup> India, Middle East, Africa (IMEA). Regional reporting for IMEA has been established on January 1, 2007.

## Segment Information by Division

in CHF mn	Construction								Industry									
	2003	%	2004	%	2005	%	2006	%	2007	%	2003	%	2004	%	2005	%	2006	%
<b>Balance sheet</b>																		
<b>Assets</b>																		
Current assets	599	54.1	624	55.7	871	50.7	1 115	54.3	<b>1 268</b>	<b>56.4</b>	285	55.4	294	57.2	338	55.6	330	57.7
Non-current assets	509	45.9	497	44.3	848	49.3	939	45.7	<b>979</b>	<b>43.6</b>	229	44.6	220	42.8	270	44.4	242	42.3
<b>Total Assets</b>	<b>1 108</b>	<b>100</b>	<b>1 121</b>	<b>100</b>	<b>1 719</b>	<b>100</b>	<b>2 054</b>	<b>100</b>	<b>2 247</b>	<b>100</b>	<b>514</b>	<b>100</b>	<b>514</b>	<b>100</b>	<b>608</b>	<b>100</b>	<b>572</b>	<b>100</b>
Total liabilities			377		606		705		<b>725</b>				182		212		198	
Capital expenditures			67		67		101		<b>132</b>				29		30		30	
<b>Income statement</b>																		
Consolidated net sales	1 699	100	1 909	100	2 177	100	3 042	100	<b>3 600</b>	<b>100</b>	569	100	651	100	740	100	855	100
EBITDA	192	11.8	225	11.8	254	11.7	420	13.8	<b>530</b>	<b>14.7</b>	98	17.2	120	18.4	128	17.3	127	14.9
Depreciation/amortization			66	3.5	59	2.7	95	3.1	<b>90</b>	<b>2.5</b>			19	2.9	23	3.1	23	2.7
Impairment			14	0.7	11	0.5	10	0.3	<b>0</b>	<b>0.0</b>			9	1.4	9	1.2	1	0.1
EBIT	131	7.7	145	7.6	184	8.5	316	10.4	<b>440</b>	<b>12.2</b>	72	12.7	93	14.3	97	13.1	103	12.1
Segment profit	92	5.4	103	5.4	132	6.1	247	8.1	<b>341</b>	<b>9.5</b>	48	8.4	65	10.0	72	9.7	81	9.5

2007	%	Corporate								Total											
		2003	%	2004	%	2005	%	2006	%	2007	%	2003	%	2004	%	2005	%	2006	%	2007	%
<b>402</b>	<b>59.7</b>	87	83.7	34	57.6	84	29.8	297	68.4	<b>246</b>	<b>62.9</b>	971	56.3	952	56.2	1293	49.6	1742	56.9	<b>1916</b>	<b>57.9</b>
<b>271</b>	<b>40.3</b>	17	16.3	25	42.4	198	70.2	137	31.6	<b>145</b>	<b>37.1</b>	755	43.7	742	43.8	1316	50.4	1318	43.1	<b>1395</b>	<b>42.1</b>
<b>673</b>	<b>100</b>	104	100	59	100	282	100	434	100	<b>391</b>	<b>100</b>	1726	100	1694	100	2609	100	3060	100	<b>3311</b>	<b>100</b>
<b>218</b>				192		696		887		<b>897</b>				751		1514		1790		<b>1840</b>	
<b>46</b>				12		17		9		<b>8</b>				108		114		140		<b>186</b>	
<b>973</b>	<b>100</b>											2268	100	2560	100	2917	100	3896	100	<b>4573</b>	<b>100</b>
<b>169</b>	<b>17.4</b>	-24		-24		-30		-32		<b>-59</b>		268	11.8	321	12.5	352	12.1	515	13.2	<b>640</b>	<b>14.0</b>
<b>28</b>	<b>2.9</b>			4		6		15		<b>10</b>				89	3.5	88	3.0	133	3.4	<b>128</b>	<b>2.8</b>
<b>-1</b>	<b>-0.1</b>			0		0		0		<b>0</b>				23	0.8	20	0.7	11	0.3	<b>-1</b>	<b>-0.0</b>
<b>143</b>	<b>14.7</b>	-31		-28		-36		-48		<b>-70</b>		172	7.6	210	8.2	245	8.4	371	9.5	<b>513</b>	<b>11.2</b>
<b>120</b>	<b>12.3</b>	-46		-46		-49		-93		<b>-115</b>		94	4.1	122	4.8	155	5.3	235	6.0	<b>346</b>	<b>7.6</b>

## Segment Information by Region

in CHF mn	Europe North								Europe South									
	2003	%	2004	%	2005	%	2006	%	2007	%	2003	%	2004	%	2005	%	2006	%
<b>Balance sheet</b>																		
<b>Assets</b>																		
Current assets	358	51.0	313	49.3	377	36.3	494	45.3	<b>551</b>	<b>51.3</b>	287	64.1	325	65.3	405	69.2	421	72.8
Non-current assets	344	49.0	322	50.7	662	63.7	597	54.7	<b>523</b>	<b>48.7</b>	161	35.9	173	34.7	180	30.8	157	27.2
Total Assets	702	100	635	100	1 039	100	1 091	100	<b>1 074</b>	<b>100</b>	448	100	498	100	585	100	578	100
Total liabilities	247		223		301		349		<b>337</b>		157		181		216		237	
Capital expenditures			35		37		39		<b>78</b>				30		26		17	
<b>Income statement</b>																		
Consolidated net sales	774	100	851	100	1 106	100	1 439	100	<b>1 713</b>	<b>100</b>	808	100	930	100	846	100	947	100
Construction	621	80.2	649	76.3	777	70.3	1 061	73.7	<b>1 268</b>	<b>74.0</b>	630	78.0	729	78.4	727	85.9	818	86.4
Industry	153	19.8	202	23.7	329	29.7	378	26.3	<b>445</b>	<b>26.0</b>	178	22.0	201	21.6	119	14.1	129	13.6
EBITDA	92	11.9	133	15.6	145	13.1	210	14.6	<b>278</b>	<b>16.2</b>	103	12.7	111	11.9	116	13.7	148	15.6
Depreciation/amortization			17	2.0	31	2.8	49	3.4	<b>50</b>	<b>2.9</b>			20		19		21	2.2
Impairment			37	4.3	0	0.0	6	0.4	<b>-1</b>	<b>-0.1</b>			4		7		0	0.0
EBIT	54	7.0	79	9.3	114	10.3	155	10.8	<b>229</b>	<b>13.4</b>	82	10.1	87	9.4	90	10.6	127	13.4
Segment profit	33	4.3	54	6.3	81	7.3	125	8.7	<b>182</b>	<b>10.6</b>	57	7.1	60	6.5	64	7.6	92	9.7

2007	%	North America								Latin America												
		2003	%	2004	%	2005	%	2006	%	2007	%	2003	%	2004	%	2005	%	2006	%	2007	%	
<b>508</b>	<b>64.5</b>	73	38.0	76	41.3	143	40.3	159	38.5	<b>168</b>	<b>40.6</b>	55	56.7	65	61.9	98	65.8	109	67.3	<b>129</b>	<b>68.6</b>	
<b>279</b>	<b>35.5</b>	119	62.0	108	58.7	212	59.7	254	61.5	<b>246</b>	<b>59.4</b>	42	43.3	40	38.1	51	34.2	53	32.7	<b>59</b>	<b>31.4</b>	
<b>787</b>	<b>100</b>	192	100	184	100	355	100	413	100	<b>414</b>	<b>100</b>	97	100	105	100	149	100	162	100	<b>188</b>	<b>100</b>	
<b>277</b>				40		121		115		<b>119</b>				28		46		52		<b>66</b>		
<b>27</b>				14		15		36		<b>28</b>				5		8		9		<b>12</b>		
<b>1101</b>	<b>100</b>	300	100	316	100	376	100	637	100	<b>681</b>	<b>100</b>	148	100	177	100	235	100	302	100	<b>377</b>	<b>100</b>	
<b>951</b>	<b>86.4</b>	133	44.3	157	49.7	195	51.9	439	68.9	<b>485</b>	<b>71.2</b>	121	81.8	146	82.5	193	82.1	254	84.1	<b>320</b>	<b>84.9</b>	
<b>150</b>	<b>13.6</b>	167	55.7	159	50.3	181	48.1	198	31.1	<b>196</b>	<b>28.8</b>	27	18.2	31	17.5	42	17.9	48	15.9	<b>57</b>	<b>15.1</b>	
<b>189</b>	<b>17.2</b>	42	14.0	36	11.4	40	10.6	76	11.9	<b>90</b>	<b>13.2</b>	19	12.8	26	14.7	34	14.5	41	13.6	<b>56</b>	<b>14.9</b>	
<b>21</b>	<b>1.9</b>			16		18		30	4.7	<b>26</b>	<b>3.8</b>			4		5		6	2.0	<b>6</b>	<b>1.6</b>	
<b>0</b>	<b>0.0</b>			0		3		1	0.2	<b>0</b>	<b>0.0</b>			0		0		0	0.0	<b>0</b>	<b>0.0</b>	
<b>168</b>	<b>15.2</b>	25	8.3	20	6.3	19	5.1	45	7.1	<b>64</b>	<b>9.4</b>	15	10.1	22	12.4	29	12.3	35	11.6	<b>50</b>	<b>13.3</b>	
<b>132</b>	<b>12.0</b>	17	5.7	16	5.1	18	4.8	40	6.3	<b>53</b>	<b>7.8</b>	12	8.1	16	9.0	21	8.9	29	9.6	<b>39</b>	<b>10.3</b>	

## Segment Information by Region

in CHF mn	IMEA					Asia / Pacific				
	2003	% 2004	% 2005	% 2006	% 2007	2003	% 2004	% 2005	% 2006	% 2007
<b>Balance sheet</b>										
Assets										
Current assets				70 70.7	<b>99 69.7</b>	110 60.1	139 65.6	185 63.8	192 67.8	
Non-current assets				29 29.3	<b>43 30.3</b>	73 39.9	73 34.4	105 36.2	91 32.2	
Total Assets				99 100	<b>142 100</b>	183 100	212 100	290 100	283 100	
Total liabilities				29	<b>40</b>	69	88	126	121	
Capital expenditures				7	<b>12</b>		12	13	23	
<b>Income statement</b>										
Consolidated net sales				164 100	<b>223 100</b>	238 100	286 100	354 100	407 100	
Construction				137 83.5	<b>186 83.4</b>	188 79.0	228 79.7	285 80.5	333 81.8	
Industry				27 16.5	<b>37 16.6</b>	50 21.0	58 20.3	69 19.5	74 18.2	
EBITDA				23 14.0	<b>29 13.0</b>	35 14.7	39 13.6	47 13.3	49 12.0	
Depreciation / amortization				2 1.2	<b>2 0.9</b>		8	9	10 2.5	
Impairment				1 0.6	<b>-1 -0.4</b>		2	9	3 0.7	
EBIT				20 12.2	<b>29 13.0</b>	28 11.8	29 10.1	29 8.2	36 8.8	
Segment profit				17 10.4	<b>24 10.8</b>	21 8.8	22 7.7	20 5.6	25 6.1	

The region IMEA comprises India, the Middle East and the eastern countries of Africa (see the world map in the Report cover). Separate reporting for this region was introduced as of January 1, 2007. Data for 2006 have been adjusted accordingly.

2007	%	Corporate								Total											
		2003	%	2004	%	2005	%	2006	%	2007	%	2003	%	2004	%	2005	%	2006	%	2007	%
<b>215</b>	<b>68.3</b>	87	83.7	34	57.6	84	29.8	297	68.4	<b>246</b>	<b>62.9</b>	970	56.2	952	56.2	1292	47.9	1742	56.9	<b>1916</b>	<b>57.9</b>
<b>100</b>	<b>31.7</b>	17	16.3	25	42.4	198	70.2	137	31.6	<b>145</b>	<b>37.1</b>	756	43.8	741	43.8	1408	52.1	1318	43.1	<b>1395</b>	<b>42.1</b>
<b>315</b>	<b>100</b>	104	100	59	100	282	100	434	100	<b>391</b>	<b>100</b>	1726	100	1693	100	2700	100	3060	100	<b>3311</b>	<b>100</b>
<b>104</b>		334		192		696		887		<b>897</b>		807		752		1506		1790		<b>1840</b>	
<b>21</b>				12		17		8		<b>8</b>		0		108		116		140		<b>186</b>	
<b>478</b>	<b>100</b>											2268	100	2560	100	2917	100	3896	100	<b>4573</b>	<b>100.0</b>
<b>389</b>	<b>81.4</b>											1693	11.8	1909	75.0	2177	74.6	3042	78.1	<b>3600</b>	<b>78.7</b>
<b>89</b>	<b>18.6</b>											575	25.0	651	25.0	740	25.4	854	21.9	<b>973</b>	<b>21.3</b>
<b>57</b>	<b>11.9</b>	-22		-24		-30		-59		<b>-59</b>		269	11.8	321	12.5	352	12.1	515	13.2	<b>640</b>	<b>14.0</b>
<b>13</b>	<b>2.7</b>			4		6		10		<b>10</b>				89	3.5	88	3.0	133	3.4	<b>128</b>	<b>2.8</b>
<b>1</b>	<b>0.2</b>			0		0		0		<b>0</b>				23	0.8	20	0.7	11	0.3	<b>-1</b>	<b>-0.0</b>
<b>43</b>	<b>9.0</b>	-31		-28		-36		-48		<b>-70</b>		172	7.6	209	8.2	245	8.4	371	9.5	<b>513</b>	<b>11.2</b>
<b>31</b>	<b>6.5</b>	-46		-46		-49		-115		<b>-115</b>		94	4.1	122	4.8	155	5.3	235	6.0	<b>346</b>	<b>7.6</b>

## Employees

in CHF mn	2003	2004	2005	2006	2007
<b>Employees by region / country (as of December 31)</b>					
<b>Europe North</b>	3 280	3 327	3 417	4 151	<b>4 248</b>
Switzerland	1 192	1 235	1 333	1 773	<b>1 792</b>
Germany	1 411	1 260	1 167	1 375	<b>1 302</b>
<b>Europe South</b>	1 611	1 692	1 709	1 869	<b>1 922</b>
France	626	631	643	651	<b>664</b>
<b>North America</b>	996	1 049	1 099	1 330	<b>1 319</b>
USA	887	943	983	1 192	<b>1 155</b>
<b>Latin America</b>	1 031	1 172	1 248	1 365	<b>1 539</b>
Brazil	147	155	159	169	<b>188</b>
<b>Africa / IMEA<sup>1</sup></b>	271	402	465	496	<b>789</b>
<b>Asia / Pacific</b>	1 449	1 576	1 764	2 098	<b>1 906</b>
Japan	150	236	239	210	<b>211</b>
<b>Total</b>	<b>8 638</b>	<b>9 218</b>	<b>9 702</b>	<b>11 309</b>	<b>11 723</b>
<b>Employees by division</b>					
Construction	6 545	7 182	7 514	8 898	<b>9 241</b>
Industry	2 093	2 036	2 188	2 411	<b>2 482</b>
<b>Total</b>	<b>8 638</b>	<b>9 218</b>	<b>9 702</b>	<b>11 309</b>	<b>11 723</b>
<b>Personnel expenses (in CHF mn)</b>					
Wages and salaries	472	504	548	678	<b>746.4</b>
Social charges, other	118	125	138	167	<b>177.6</b>
<b>Total personnel expenses</b>	<b>590</b>	<b>629</b>	<b>686</b>	<b>845</b>	<b>924</b>
<b>Personnel expenses as % of net sales</b>	<b>26</b>	<b>25</b>	<b>24</b>	<b>22</b>	<b>20</b>
<b>Key data per employee (in CHF 1 000)</b>					
Net sales	263	287	308	352	<b>397</b>
Contribution	158	168	172	190	<b>241</b>
Net value-added <sup>2</sup>	89	94	98	110	<b>125</b>

<sup>1</sup> India, Middle East, Africa (IMEA). Regional reporting for IMEA has been established on January 1, 2007.

<sup>2</sup> See page 135, Five-year reviews, Value-Added Statement

## Value-Added Statement

in CHF mn	2003	2004	2005	2006	2007
<b>Source of value-added</b>					
Corporate performance (Net sales)	2 268	2 560	2 917	3 896	<b>4 573</b>
Intermediate inputs	-1 397	-1 611	-1 873	-2 524	<b>-2 982</b>
<b>Gross value-added</b>	<b>871</b>	<b>949</b>	<b>1 044</b>	<b>1 372</b>	<b>1 591</b>
Expenses not affecting liquidity					
Depreciation and amortization	-96	-112	-108	-143	<b>-127</b>
Change in provisions	-13	2	-5	-12	<b>-27</b>
<b>Net value-added</b>	<b>762</b>	<b>839</b>	<b>931</b>	<b>1 217</b>	<b>1 437</b>
<b>Distribution of value-added</b>					
To employees					
Wages and salaries	472	504	548	678	<b>746</b>
Social charges	118	125	138	167	<b>178</b>
To governments (capital and income taxes)	59	70	79	99	<b>136</b>
To lenders (financial expenses)	19	18	11	38	<b>31</b>
To shareholders (dividend payout, incl. minority interests)	36	38	43	49	<b>79</b>
To the company					
Net profit for the year	94	122	155	235	<b>346</b>
less dividend payout	-36	-38	-43	-49	<b>-79</b>
<b>Net value-added</b>	<b>762</b>	<b>839</b>	<b>931</b>	<b>1 217</b>	<b>1 437</b>
<b>Number of employees</b>					
End of year	8 638	9 218	9 702	11 309	<b>11 723</b>
Annual average	8 573	8 928	9 460	11 080	<b>11 516</b>
<b>Net value-added per employee (in CHF 1 000)</b>	<b>89</b>	<b>94</b>	<b>98</b>	<b>110</b>	<b>125</b>

### Net Value-Added 2007

