KEY FIGURES

	2025 € million	2024 € million	2023 € million	2022 € million	2021 € million
Revenue*	**3,542.3**	3,913.9	4,059.0	4,341.9	3,675.1
Adjusted EBITDA*	**364.0**	550.4	619.5	728.2	674.4
% of revenue	**10.3%**	14.1%	15.3%	16.8%	18.3%
Adjusted EBIT*	**134.4**	342.3	441.6	573.4	537.2
% of revenue	**3.8%**	8.7%	10.9%	13.2%	14.6%
EBIT*	**-17.0**	221.6	421.2	560.9	612.4
% of revenue	**-0.5%**	5.7%	10.4%	12.9%	16.7%
Net profit / (loss) (Group share)	**-68.9**	108.4	322.2	369.4	397.8
Recurring net profit (Group share)	**48.8**	238.7	284.8	374.2	362.5
Capital expenditure* (incl. leasing)	**233.5**	405.8	420.7	390.6	175.5
% of depreciation and amortisation	**103%**	196%	237%	253%	129%
% of recurring EBITDA	**64%**	74%	68%	54%	26%
Total equity	**2,095**	2,470	2,398	2,230	1,924
Net financial debt*	**919**	969	754	742	99
Return on capital employed*	**-0.5%**	5.7%	11.3%	16.4%	21.5%
Return on equity (Group share)*	**-3.0%**	4.5%	14.0%	17.8%	23.9%
Average number of employees	**16,028**	15,945	15,857	15,212	14,442

	2025	2024	2023	2022	2021
Earnings					
Basic	**-0.88**	1.39	4.10	4.69	5.06
Diluted	**-0.88**	1.39	4.10	4.69	5.06
Gross dividend	**0.4730**	0.9460	0.9460	0.860	0.782
Net dividend	**0.3311**	0.6622	0.6622	0.602	0.5474
Payout ratio*	**-53.6%**	68.1%	23.1%	18.3%	15.5%
Recurring net profit payout ratio*	**75.7%**	30.9%	26.1%	18.1%	16.9%
Outstanding shares at 31 December (net of treasury shares)	**78,017,884**	78,055,384	78,094,084	78,685,288	78,681,987

* Defined in Glossary