

Millions d'euros	2019	2018	2017	2016	2015
Sales	8 738	8 816	8 326	7 535	7 683
EBITDA	1 457	1 474	1 391	1 189	1 057
<i>EBITDA Margin</i>	16,7%	16,7%	16,7%	15,8%	13,8%
Depreciation and amortization	531	448	449	455	456
Recurring operating income	926	1 026	942	734	604
Operating income	806	928	845	717	488
Adjusted net income	625	725	592	418	312
Net income, Group share	543	70	576	427	285
Dividend per share (in euros) <sup>(1)</sup>	2,70	2,50	2,30	2,05	1,90
Net income per share (in euros)	6,45	8,84	7,17	5,24	3,87
Net debt	1 631	1 006	1 056	1 482	1 379
Cash flow from operating activities	1 300	1 029	1 008	821	858
Free cash flow <sup>(2)</sup>	667	499	565	426	442
Capital expenditure	607	561	431	423	431
Employees	20.507	20 010	19 800	19 637	18 912

<sup>(1)</sup> For 2019, dividend which will be proposed to the annual general meeting of 19 May 2020

<sup>(2)</sup> Free cash flow from operating and investing activities, excluding the impact of acquisitions and divestments.