

The key figures are as follows:

(in millions of euros)	FY 2010	H1 2011	H2 2011	FY 2011	2011 / 2010
Revenues	8,697 (c. US\$11.5 billion)	4,756	4,937	9,693 (c. US\$13.5 billion)	+11.4%
Operating margin ⁽¹⁾	587 (c.US\$777M)	289	424	713 (c.US\$992M)	+ 21.5%
<i>as a % of revenues</i>	6.8%	<i>6.1%</i>	<i>8.6%</i>	7.4%	+0.6 point
Operating profit ⁽²⁾	489 (c.US\$648M)	240	355	595 (c.US\$828M)	+21.7%
Group profit for the period	280	127	277	404	+44.3%
<i>as a % of revenues</i>	(c.US\$371M) 3.2%	<i>2.7%</i>	<i>5.6%</i>	(c.US\$562M) 4.2%	+1 point
Net cash and cash equivalents	1,063 (c. US\$1.4 billion)	169	454	454 (c.US\$632M)	

⁽¹⁾ Operating margin is one of the Group's key performance indicators. It is defined as the difference between revenues and operating costs, these being equal to the cost of services rendered (expenses incurred during project delivery) plus selling and general and administrative expenses.

⁽²⁾ Operating profit incorporates non-recurring income and expenses (primarily goodwill impairment, capital gains and losses on disposals, restructuring costs and the cost of acquiring and integrating acquired companies), the charge relating to shares or stock options granted to employees and the impacts of curtailments and settlements relating to defined benefit pension plans.