

Innovation Scorecard

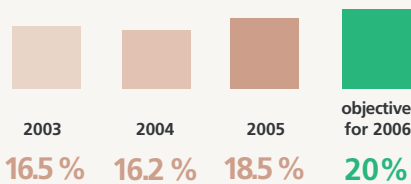
Green lights all along the line

DEVELOPMENT OF THE THREE CHALLENGES BETWEEN 2003 AND 2005

NEW PRODUCTS $\frac{1}{5}$

1/5 of our revenue should come from products, markets and applications developed over the past five years.

PERCENTAGE OF SALES GENERATED BY NEW PRODUCTS

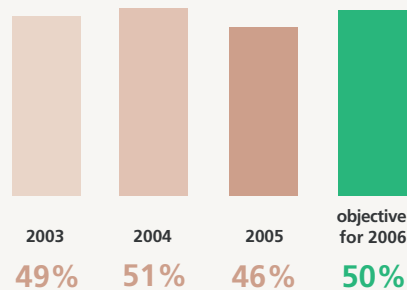


Upward progression at Group level, despite application of a stricter definition in 2005.

PARTNERSHIP $\frac{1}{2}$

One innovative project in two should be generated in close collaboration with external partners, such as customers, universities, public authorities...

PERCENTAGE OF INNOVATIVE PROJECTS BEING UNDERTAKEN IN PARTNERSHIP

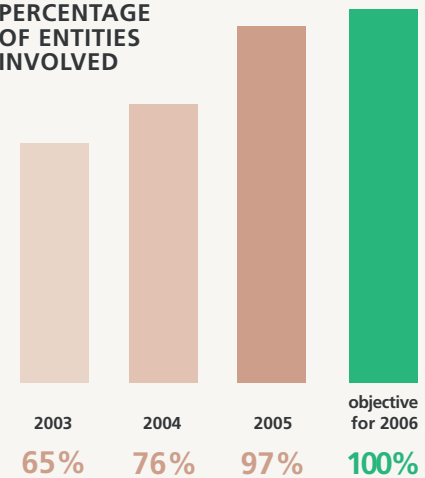


This indicator is necessarily a fluctuating one, oscillating between 46% and 51%.

COMMITMENT $\frac{1}{1}$

Every Group entity should be involved in at least one officially recognized innovative project.

PERCENTAGE OF ENTITIES INVOLVED

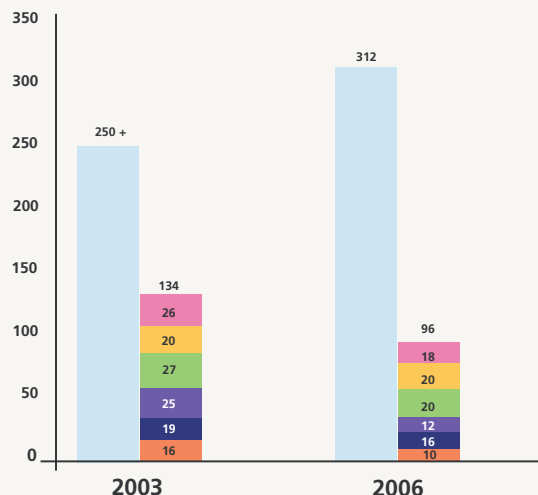


Whilst the definition of "entity" can vary, commitment is clearly on an uptrend.

2006, AN EXCELLENT HARVEST!

Between 2003 and 2006, the number of projects collected has risen remarkably.

Quantity and Quality: of the 312 projects collected, involving 1 381 employees, after hotly-disputed elimination rounds, just 96 (after a second pre-selection round) are competing in the six categories of the 2006 Trophy.



THE SIX CATEGORIES

- New business
- Customer oriented projects
- Performance improvement
- Management improvement
- Sustainable development and citizenship
- Replicated innovations