



FULL YEAR RESULTS 2007

An exciting and positive year

Today's agenda

- Highlights
- Profile
- Objectives
- Financial review
- Operational developments
- The Aalberts Industries share
- Outlook
- Questions and answers



2007: exciting & positive

- Increase in **revenue** ▲18% to EUR 1.7 billion
- **Organic growth** ▲7% with consistent acquisition strategy
- **Operating profit** ▲15% to EUR 193.3 million
- **Net profit** ▲19% to EUR 128.0 million
- **Earnings per share** ▲16% to EUR 1.26
- **Dividend** ▲14% to EUR 0.32
- **Further expansion** in strategic growth markets
- **Integration activities** within Flow Control France and United Kingdom





Profile

Profile

AALBERTS INDUSTRIES N.V.

Decentralised structure
with significant operational management responsibilities
Small holding; 12 employees

Small team of group managers reporting to the holding

INDUSTRIAL SERVICES
30% of total revenue

Subcontracting of products &
processes for high-grade
industries

FLOW CONTROL
70% of total revenue

Products & systems to
connect, distribute and
regulate liquid and gas flows



Markets Industrial Services

Subcontracting of products & processes for high-grade industries

Aircraft industry

Semiconductor industry

Automotive industry

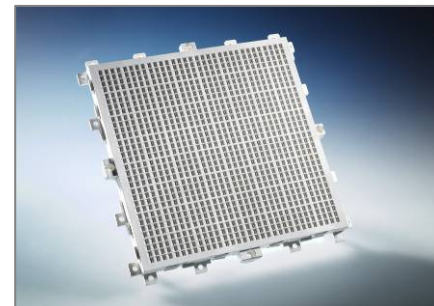
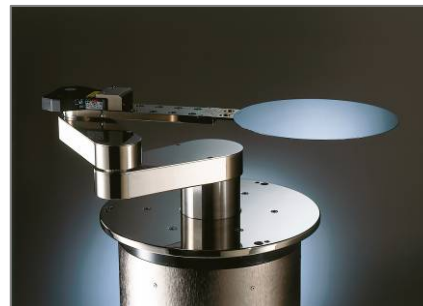
Defence industry

Medical industry

Precision engineering

Communication industry

And other.....



Markets Flow Control

Products & systems to connect, distribute and regulate liquid and gas flows

Construction

District heating

Automotive industry

Medical industry

Irrigation industry

And other



Operating companies

- Worldwide presence
- More than 150 own production locations including sales offices
- A few own “sales-only” offices





Objectives

Focus on growth

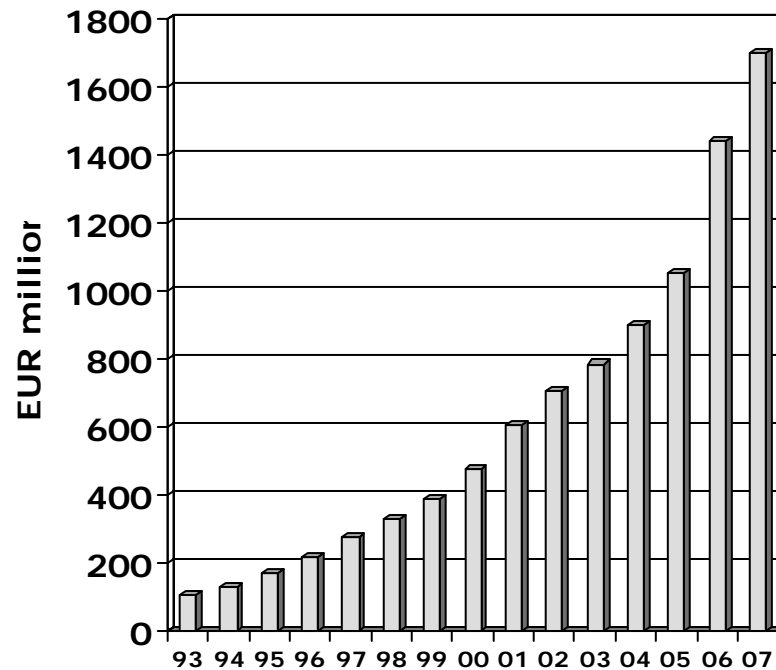
Objectives

- Stable growth in earnings per share
 - Average growth in past 10 years >17%
- Continuous growth in revenue
 - Organic growth and acquisitions
- Wide spread of results
 - Lowering risk for shareholders
- Leading market positions
 - One of the top 3 in all relevant markets
- Solid balance sheet ratios

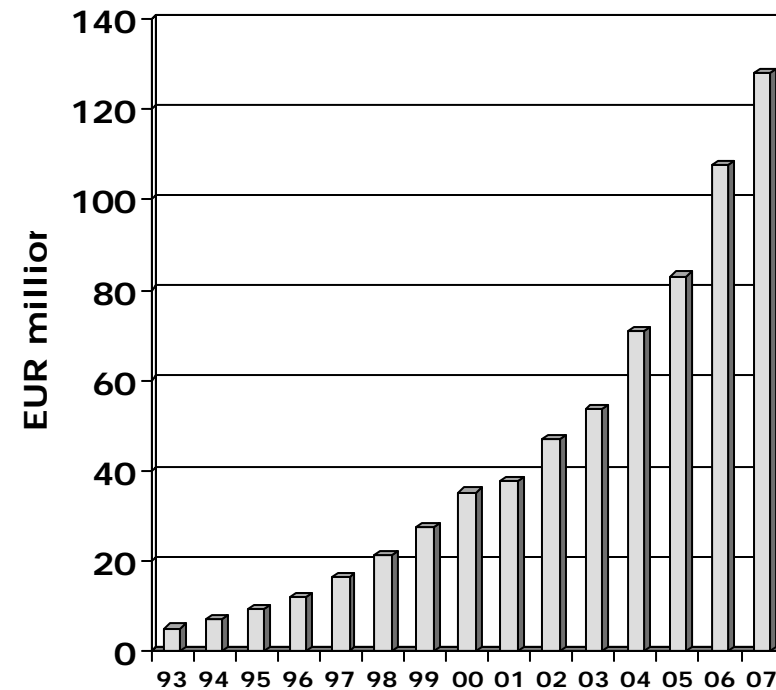


One of its kind

Revenue



Net profit





Financial Review

Financial highlights

- Cash flow from operations ▲24%
- Net working capital ▲7%, in line with organic revenue growth
- Capital expenditure ▲ to EUR 108.8 million
- Capital base ▲ to 38.2%
- Gearing ▼ to 1.0
- Tax rate ▼ from 25% to 22%
- Impact USD, GBP and interest rates



Income statement

In EUR x million	2007	2006	Change	
Revenue	1,702.5	1,440.3	▲	18%
Operating profit (EBITA)	193.3	168.1	▲	15%
Amortisation	9.3	7.4	▲	26%
Operating profit (EBIT)	184.0	160.7	▲	14%
Net finance cost	30.2	26.0	▲	5%
Taxes	33.8	33.7	▲	
Minority interest	1.3	1.0	▲	
Net profit before amortisation	128.0	107.5	▲	19%



Balance sheet

ASSETS In EUR x million	31-12-2007	31-12-2006
Goodwill	308.8	270.4
Other intangible assets	101.4	69.7
Property, plant and equipment	444.9	378.0
Deferred tax assets	16.3	12.3
Non-current assets	871.4	730.4
Inventories	328.2	314.2
Trade receivables	205.4	213.2
Other current assets	29.4	21.0
Cash and cash equivalents	0.1	0.1
Current assets	563.1	548.5
TOTAL ASSETS	1,434.5	1,278.9



Balance sheet

EQUITY AND LIABILITIES In EUR x million	31-12-2007	31-12-2006
Total equity	538.2	387.5
Non-current borrowings	350.8	334.3
Cumulative preference shares	10.2	20.4
Employee benefit plans	32.3	34.2
Deferred tax liabilities	23.5	12.5
Other provisions	7.1	7.0
Non-current liabilities	423.9	408.4
Current borrowings	164.0	178.3
Trade and other payables	190.3	189.9
Other current liabilities	118.1	114.8
Current liabilities	472.4	483.0
TOTAL EQUITY AND LIABILITIES	1,434.5	1,278.9



Cash flow statement

In EUR x million	2007	2006
Operating profit (EBIT)	184.0	160.7
Depreciation	60.9	54.0
Amortisation	9.3	7.4
EBITDA	254.2	222.1
Result on sale of equipment	(0.6)	-
Provisions & direct equity movements	(16.5)	0.8
Changes in working capital	(7.0)	(36.9)
Cash flow from operations	230.1	186.0



Cash flow statement

In EUR x million	2007	2006
Net finance cost	(27.1)	(27.7)
Taxes	(31.7)	(29.7)
Acquisitions	(107.1)	(124.3)
Capital expenditure (net of disposals)	(100.5)	(73.5)
Issue of share capital	54.6	0.2
Long-term debt contracted	97.4	137.1
Repayments on long-term debt	(76.1)	(78.6)
Dividend paid	(12.6)	(12.1)
Other movements	(2.0)	(6.7)
Net cash flow	25.0	(29.3)

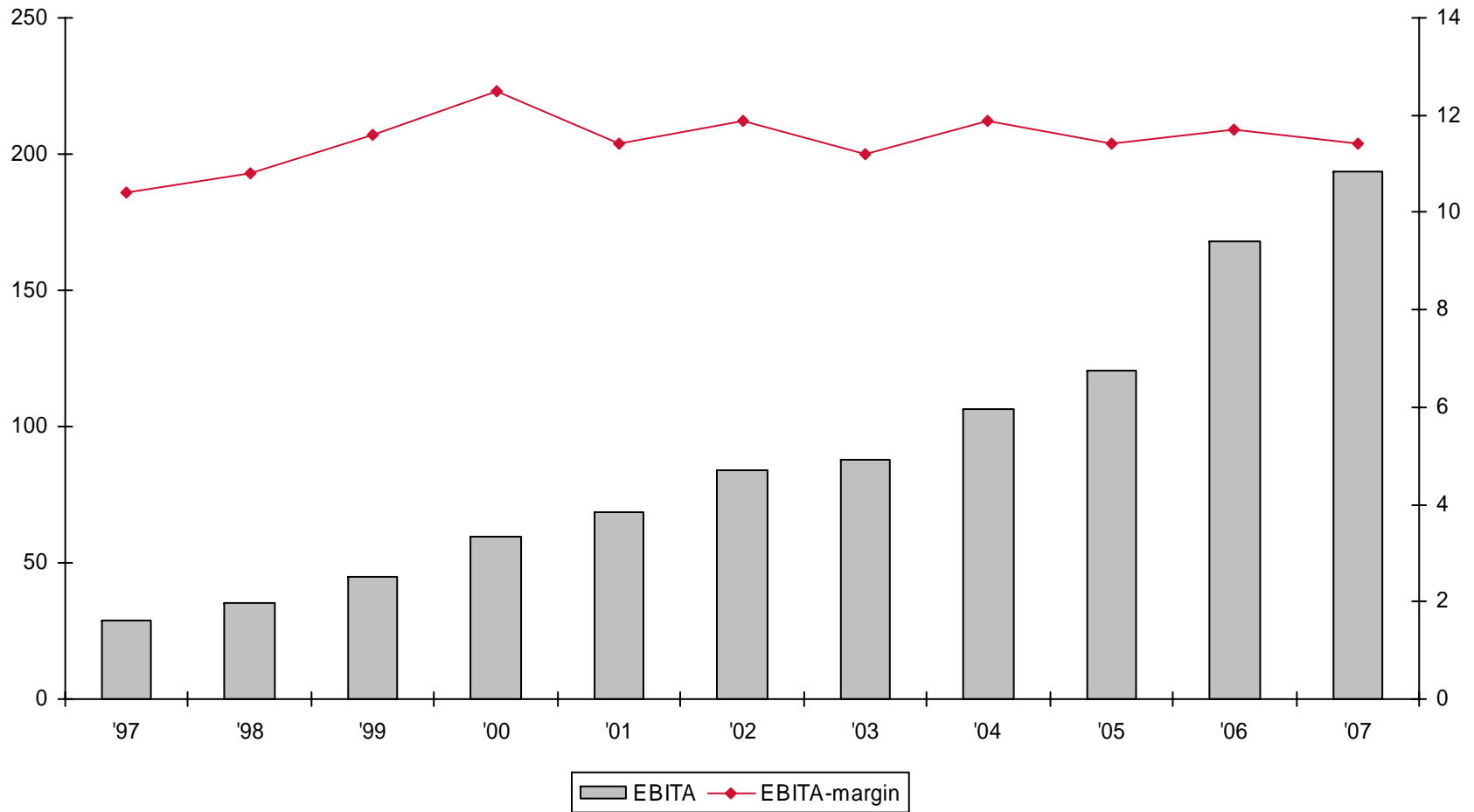


Key figures

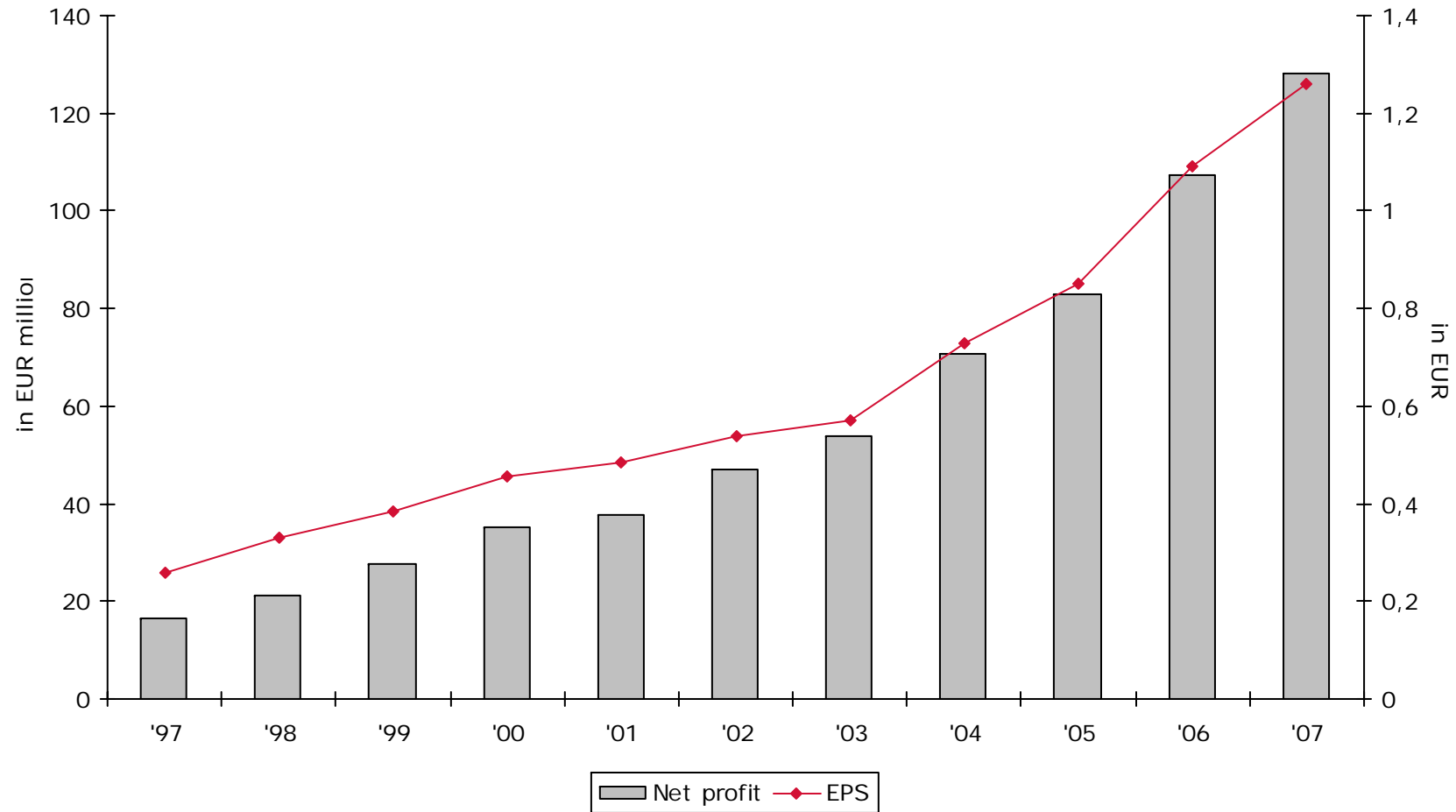
In EUR x million	2007	2006	Change
Operating profit as a % of revenue	11.4	11.7	▼
Tax rate in %	22.0	25.0	▼
Earnings per share (EUR x 1)	1.26	1.09	▲ 16%
Average number of shares issued	101.7	98.2	▲ 3%
Number of employees (x 1)	10,918	9,370	▲ 17%
Capital expenditure	108.8	77.3	▲ 41%
Interest cover (EBITA / Net finance cost)	6.4	6.5	▼
Total equity	538.2	387.6	▲ 39%
Capital base as a % of total assets	38.2	31.9	▲
Net debt (including preference shares)	525.0	533.0	▼ (1%)
Net debt / Total equity (Gearing)	1.0	1.4	▼



EBITA and EBITA margin



Net profit and EPS





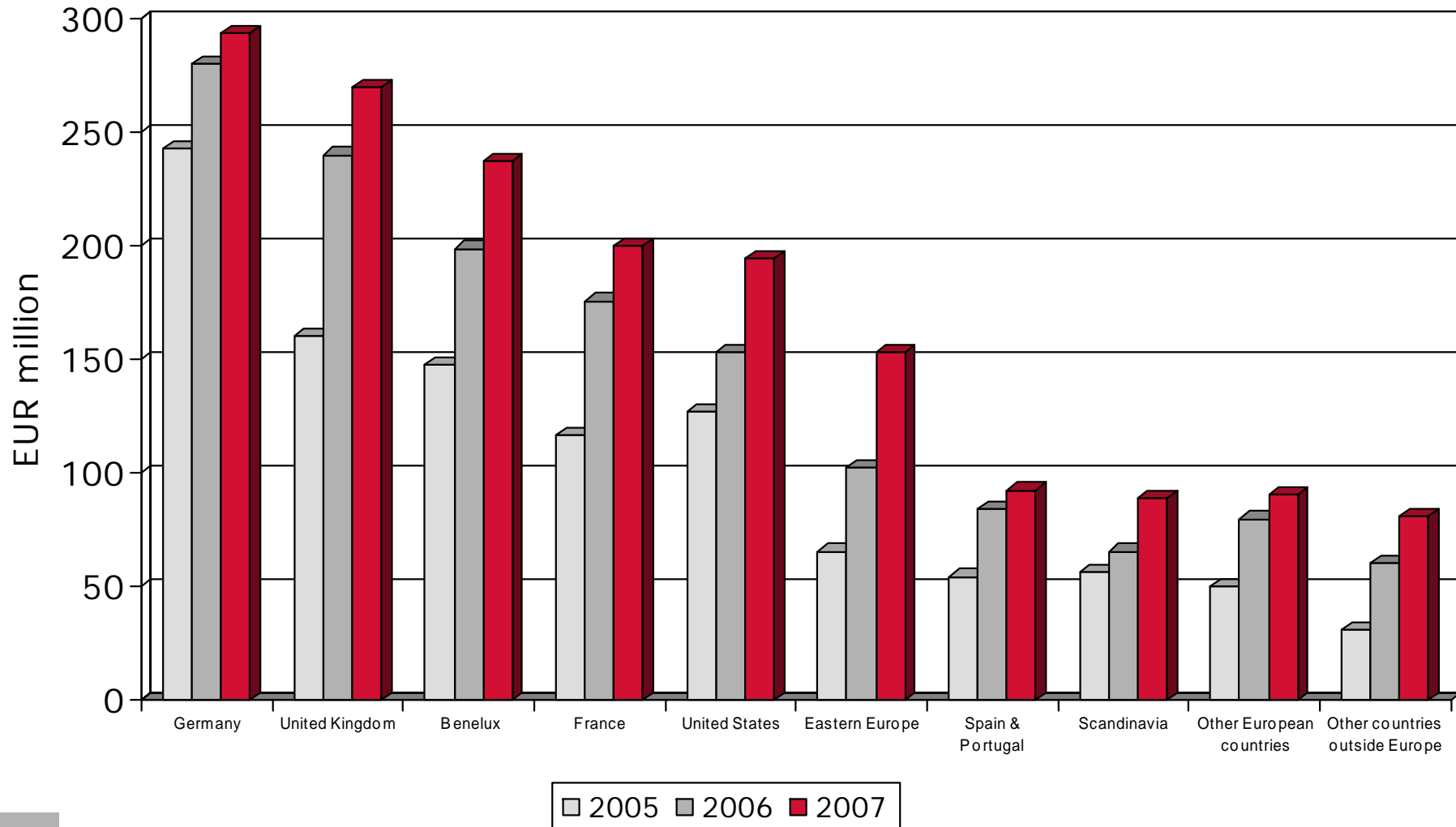
Operational Developments

Overall positive....

Spread of revenue

	2007 in EUR million	Change relative to 2006	2007 as a % of revenue	2006 as a % of revenue
Germany	293.7	▲ 5%	17	19
United Kingdom	270.2	▲ 13%	16	17
Benelux	237.7	▲ 20%	14	14
France	200.1	▲ 14%	12	12
United States	194.5	▲ 27%	12	11
Eastern Europe	153.3	▲ 49%	9	7
Spain & Portugal	92.4	▲ 9%	5	6
Scandinavia	89.1	▲ 36%	5	4
Other European countries	90.7	▲ 14%	5	6
Other countries outside Europe	80.8	▲ 34%	5	4
TOTAL	1,702.5	▲ 18%	100	100

Spread of revenue



Events after balance sheet date

Acquisitions:



- Revenue: EUR 32 million
- DEU/USA/JAP
- 1 January 2008



- Revenue: EUR 7 million
- CHE/DEU
- 1 January 2008

**COTTERLAZ**

- Revenue: EUR 16 million
- FRA/CHN/SLV
- 1 January 2008



Industrial Services

Industrial Services highlights

- Organic growth ▲ 8%
- Overall positive organic developments
- Improvement of EBITA margin
- Acquisitions in Material Technology (DEU) and Metalis Group (FRA)
- Capital expenditure ▲ 59% to EUR 52.5 million



Industrial Services

In EUR x million	2007	2006	Change
Revenue	506.0	449.5	▲ 13%
Operating profit (EBITA)	58.3	49.9	▲ 17%
EBITA as a % of revenue	11.5	11.1	▲
Capital expenditure	52.5	33.1	▲ 59%
Depreciation	29.6	27.2	▲ 9%
Average number of employees (x1)	4,368	4,136	▲ 6%





Flow Control

Flow Control highlights

- Organic growth ▲7%
- Integration activities in France and the UK
- Construction market ▼ in US and Germany
- Acquisition of KAN (POL) and LASCO Fittings (USA)
- Capital expenditure ▲27% to EUR 56.3 million



Flow Control

In EUR x million	2007	2006	Change
Revenue	1.196.5	990.8	▲ 21%
Operating profit (EBITA)	135.0	118.2	▲ 14%
EBITA as a % of revenue	11.3	11.9	▼
Capital expenditure	56.3	44.2	▲ 27%
Depreciation	31.3	26.8	▲ 17%
Average number of employees (x 1)	6,303	5,033	▲ 25%





The Aalberts Industries share

The Aalberts Industries share

	FY 2007	FY 2006	FY 2005	FY 2004	FY 2003	FY 2002
	IFRS				Dutch GAAP	
Average trading volume <i>(in EUR million)</i>	8.324	4.908	2.384	1.743	0.565	0.666
Closing share price* <i>(in EUR)</i>	13.60	16.38	11.21	8.93	5.13	3.70
Earnings per share* <i>(in EUR)</i>	1.26	1.09	0.85	0.73	0.57	0.54
Share price / Earnings per share	10.8	14.9	13.2	12.2	9.1	6.9
Shares in issue <i>(in million)</i>	102.0	98.2	97.6	96.9	95.0	92.8
Dividend* <i>(in EUR)</i>	0.32	0.28	0.21	0.18	0.14	0.13
Market capitalisation <i>(in EUR billion)</i>	1.387	1.609	1.095	0.865	0.488	0.344

*rounded after ordinary share split 4:1 May 2007

Share price development





Outlook

Starting points for 2008

- Well placed to maintain the consistent organic growth strategy
- A sound financial basis
- Continuation of the acquisition policy



Outlook 2008

Given Aalberts Industries' position in the various markets, the Management Board anticipates – barring unforeseen circumstances – achieving a further increase in the earnings per share.





Questions and Answers