Annual Report
Samas NV
2007 2008

Contents

The words "Samas N.V.", "Samas NV", "Samas", "the Group", "the company", "we" and "our" all refer to Samas N.V. and its subsidiaries depending on the context.

This annual report is only available in English.

Company profile

Samas N.V. is one of Europe's leading office furnishing companies, with a broad range of top-quality products. Our core activities are sales and production of office chairs and furniture for the business-to-business market.

We are dedicated to providing office solutions which enhance employee productivity and satisfaction while reducing facility costs. Our products and office concepts have won many awards and numerous reference projects are evidence of its continued focus on innovation, ergonomics and design.

We market 12 international and local brands, each of which targets a distinguished product/market segment in either the office seating or the office furniture market. These strong brands offer our businesses leading market positions in the regions and specific market segments in which they operate. In the international office seating market we operate under brands such as Sitag, which targets the market for modern and contemporary office seating and Drabert which is marketed to the more classical mid and higher segments.
The office furniture market is more locally oriented, with larger differences in price, functionality and style per region than the office seating market. The office furniture brands therefore mainly target local markets. In the Benelux, we operate under brands such as Assenburg (mid-high segment) and Erco Interieurbouw (contemporary interior office solutions). In Germany, we have brands such as MBT (low-to-mid segment), Schärf (broad mid segment) and Fortschritt (exclusive segment), enabling us to service the entire German office furniture market from low-end to top-end. Falpro (broad mid segment) is our main brand in Eastern Europe. And in France, Roneo (low-to-mid segment) and Sansen (mid-to-high segment), are highly complementary leading brands. With our exclusive and internationally marketed MARTINSTOLL brand we target the top-end of the market with high-quality products for both office chairs and office furniture throughout Europe. In addition, our international sales outlets branded as Samas Office deliver products directly to end-users. The Samas Office sales organisation is supported by the Samas Dealer and Samas Partner preferred partnership initiatives for third party dealers. In this way, we can combine the strengths of our brands, offering national and multinational customers a complete range of products and services in office furnishing and total office layout concepts.

In the financial year 2007/2008 we posted an annual turnover of € 388.2 million and employed on average approximately 2,430 people on a full-time basis. Samas international headquarters in Houten (the Netherlands) are located in The Village Office, which serves as our European showroom and is home to all of Samas brands, plus a wide range of modern, efficient and innovative office concepts.

The tasks carried out at international headquarters are mainly strategic and finance-oriented, whereas operational responsibilities are now primarily placed in our country organisations. Multinational clients are serviced in direct coordination with our offices in the countries where they operate. There are Samas operating companies throughout Europe, including those in the Netherlands, Belgium, Germany, France, Switzerland and several countries in Eastern Europe. In 2007/2008 businesses outside of the Netherlands accounted for approximately 76% of turnover and employed approximately 85% of total staff. At the Group level, approximately two third of revenues were earned from direct sales to end-users, and approximately one third via third-party dealers.

Our roots go back to 1923 and a stationery store in the Dutch town of Zaandijk, where Aspa was incorporated. Aspa became a public limited company in 1932 and has subsequently been renamed several times, culminating in the change to Samas N.V. in September 2006. Samas shares have been traded on the Euronext Amsterdam stock exchange (as SAMNC) since 1986. The financial year runs from 1 April to 31 March.

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Foreword by the Chief Executive Officer

The past financial year (2007/2008) was challenging, tough and complicated. It started with the recovery from both operational and financial difficulties due to the implementation of new business processes and a new Group-wide IT platform in the Netherlands. It was a year of restoring stability and reducing complexities in our organisation. This meant getting back to basics, with a return to profitability and strengthening our financial position as top priorities. Simplicity, clarity and precision became key notions.

In June 2007 we concluded a refinancing exercise, including a renewal of the existing syndicated credit facility and a rights issue of € 32.4 million net, which provided us with sufficient financial flexibility to further restore our operational processes and further implement our corporate strategy.

By the start of the second half year we had stabilised the operational performance of our Dutch organisation and all systems throughout the entire Group were again running satisfactorily, ensuring that processes are consistently adhered to and delivering proper business support.

After my appointment as the new CEO in September, the effectively completely new Executive Board started a careful analysis of the company's status and corporate strategy. At the end of October we communicated revised priorities – including a new corporate plan of approach and we announced a study of strategic options designed in order to further assess the various potential possibilities for strengthening the Samas business activities.
We concluded that a Group-wide IT system, including harmonised processes, is not the magic formula for integration and that the ambition of becoming a fully integrated European company proved too ambitious and had to be abandoned. New priorities were set, designed to restore stability, strength and to increase the responsibilities of local operations. The business model needed to be simplified and daily execution had to be optimised in order to improve our customer service and enable a return to profitability. We took a pragmatic approach and opted to give our most important country organisations additional commercial, operational and financial responsibilities.
The new corporate plan of approach was supported by the outcome of the study of strategic options and by the improved performance in the second half of the financial year. So far we have seen a 10.2% increase in annual sales, a further improvement in our operational processes, resulting in a positive operating result, excluding non-recurring items, of € 2.9 million in the second half year.

Reviewing our financial position, the improvements during the year are encouraging; we achieved a positive net cashflow from operations, our solvency increased and our working capital has improved. We are now able to move into the new financial year with sufficient financial flexibility to further restore and improve our operational effectiveness and customer service and further implement our corporate strategy. But, as we ended the full year with a net loss of € 38.5 million, we consider these improvements as only a first step towards our top priority of returning to profitability. No more and no less.

Returning to net profitability will be neither quick nor easy, but the second half year showed already some positive financial developments, which is very encouraging.
We can look back on the past year as a time of hard work, in which we have cautiously, but also resolutely set the stage for future improvements in our performance. This required great effort and dedication from all of our staff as well as the commitment of our customers, dealers, suppliers, shareholders and other stakeholders. My gratitude goes to all of them who have once again remained committed to Samas in a challenging year.

Coen van der Bijl, Chief Executive Officer
Houten, 19 May 2008

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drabert
by samas

Hotspot
Design: Michael Schmidt

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sitag
by samas

SITAGWORLD
Design: Zooey Chu

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Information for shareholders

Listing and share capital

Samas N.V. is a public limited company. Samas ordinary shares are officially listed on Euronext Amsterdam under the symbol SAMNC.

Samas' authorised share capital amounts to € 90 million held in 45 million ordinary shares. As per year-end, 31 March 2008, Samas has only one class of shares outstanding. The total number of outstanding ordinary shares stood at 34,236,341. All shares have a nominal value of € 1.00 and carry full dividend rights if and when declared and from the date the holder acquires such rights. Each share entitles its holder to one vote at the Annual General Meeting of shareholders. All issued shares have been fully paid.

With a closing price of € 4.00 at year-end, the market capitalisation of Samas stood at € 136.9 million. During the financial year 2007/2008, an average of 53,777 ordinary shares were traded per day compared to 69,545 in 2006/2007.

Share capital and classification of share capital (numbers):

Share capital and classification of share capital (numbers)

Type of share	Authorised	Issued at 31 March 2008
Ordinary shares	45,000,000	34,236,341
Preference shares	45,000,000	0

Nominal value per share: € 1.00

K certificates

Since the decertification of all shares in November 2004, the (now liquidated) Stichting Administratiekantoor Samas only held 89 shares for which K certificates had been issued.

Shares of holders of the above-mentioned K certificates who did not hand in their securities before 1 April 2007 to N.V. Algemeen Nederlands Trustkantoor ANT ('ANT') in order to obtain shares by giro have been sold. The proceeds are available to holders of K certificates until 1 April 2027 at ANT, PO Box 11063, 1001 GB Amsterdam.

Management share option plan

Under the current management share option plan at the end of the financial year there were 565,143 options outstanding (representing 1.7% of total number of outstanding shares), with an average exercise price of € 5.94 and expiry dates up to 2015. As per year-end 2007/2008 a total of 6,325 share options were 'in the money'. The management share option plan for the coming period may result in a small increase in capital.
For more detailed information on the actual grants, please see page 92 of this report.

Key figures per share	2007/2008	2006/2007
Net income available to ordinary shareholders	-1.21	-1.25
Shareholders' equity	1.97	2.94
Dividend	0.00	0.00
Profit/dividend ratio	n.a.	n.a.
Highest price	7.62	10.69
Lowest price	3.40	7.18
Closing price	4.00	7.60
Total ordinary shares outstanding (x 1 million)	34.2	24.9
Average ordinary shares outstanding (x 1 million)	32.2	24.9

Capital holdings

Pursuant to the Financial Supervision Act (Wet op het financieel toezicht) all holdings exceeding 5% in a Dutch listed company must be reported to the Autoriteit Financiële Markten (AFM). As of the end of March 2008 (in addition to the potential 99% interest reported by Stichting Samas), the following reports in accordance with the above-mentioned Act (and the preceding Act on Disclosure of Major Holdings) had been received with regard to holders of more than 5%

in the share capital of Samas, representing approximately 48% of Samas' total issued share capital.

	%
ING Groep N.V.	16.0
Kempen Capital Management N.V.	9.8
Generali Holding Vienna A.G.	5.8
Aviva plc	5.6
Insinger de Beaufort Alchemy N.V.	5.3
ING Fund Management B.V.	5.1

Dividend policy

The general dividend policy is to pay dividend at levels consistent with maintaining a reasonable level of liquidity. Although we have expressed an intention to distribute approximately 50% of net profit, whereby this percentage may vary depending on internal financing requirements, management considers statements regarding future dividend payment not to be expedient.

Given the net loss incurred in the financial year under review and the need for Samas to strengthen its financial position, no proposal for payment of dividend will be made at the Annual General Meeting of shareholders.

Financial Calendar

Annual General Meeting of shareholders (AGM)	20 June 2008
Publication of half-year figures	5 November 2008
Analysts' meeting	5 November 2008

Insider trading regulations

Pursuant to the Financial Supervision Act (Wet op het financieel toezicht), Samas insiders are obliged to notify the AFM and/or the compliance officer if they carry out or cause to be carried out for their own account a transaction in Samas shares or in securities whose value is in part determined by the value of these shares. Samas managers and other relevant insiders are also subject to the Group's regulations to prevent insider trading in shares, including exercising Samas options.

These regulations apply to all members of the Supervisory Board, the Executive Board, and all Group Directors of Samas N.V.. A further 110 other officials fall under the regulations in their capacity as 'designated employees'. Hence, all the directors and officials mentioned above are, among other things, prohibited from trading in shares and exercising of options of Samas for two months previous to publication of the annual figures and for six weeks previous to publication of the half-year figures.

The company secretary acts as the compliance officer.

Resolutions of the General Meetings of shareholders

The following resolutions were taken at the Annual General Meeting of shareholders held on 7 June 2007:

- The annual accounts for the financial year 2006/2007 were adopted and the appropriation of the result for the year 2006/2007 was determined
- The members of the Executive Board were discharged for their management of affairs in the financial year 2006/2007 and the members of the Supervisory Board were discharged for the exercise of their duties during the financial year 2006/2007
- The Executive Board was authorised, with the approval of the Supervisory Board, to issue shares, in the following manner:

a with respect to ordinary shares to be issued in connection with the then proposed rights issue of € 35 million gross:
  i to issue such a number of ordinary shares in the company's capital as it shall deem necessary for the full repayment of the temporary credit facility, for partial repayment of the current credit facility and for general business purposes
  ii to grant the concomitant right to subscribe for shares, and
  iii to limit or exclude shareholders' statutory pre-emption rights, all subject to approval by the Supervisory Board.

b with respect to ordinary shares not covered by a) above: up to a nominal amount equal to 10% of the portion of the ordinary shares issued at such time and to limit or exclude shareholders' statutory pre-emption rights, all subject to approval by the Supervisory Board, and
c with respect to preference shares: up to the nominal amount of the preference shares not yet issued at such time
- PricewaterhouseCoopers was appointed to audit the annual accounts for the financial year 2007/2008
- Mr M.C. (Mark) van den Biggelaar was appointed as a member of the Executive Board (Chief Financial Officer) and Mr C.C. (Carl-Christoph) Held was appointed as a member of the Executive Board (Chief Operating Officer)
- The granting to Mr J.M.M. (Hans) van der Ven of 50,000 options, to Mr Van den Biggelaar of 60,000 options and to Mr Held of 40,000 options on ordinary shares in the company was approved
- The adoption of English as the official language of the annual and half-yearly reports, starting with the 2007/2008 annual report.

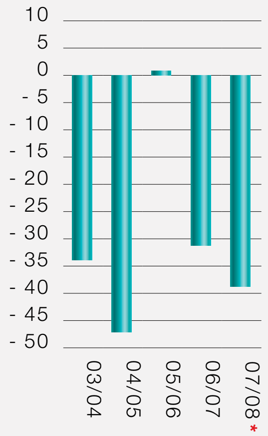
The following resolution was taken at the Extra-ordinary General Meeting of shareholders held on 20 September 2007:
- The appointment of Mr C.J. (Coen) van der Bijl as member of the Executive Board (Chief Executive Officer).

Investor Relations

For Samas, good relations with shareholders are a priority. To this end considerable effort is devoted to external communications. This requires the correct and timely provision of information to shareholders, including insights into all developments that are relevant to them, thus enabling them to form a well-founded opinion about the Samas share. The guiding principle is to provide the same information to everyone at the same time.

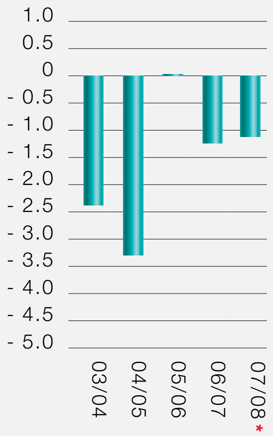
More information on the Samas capital structure is available via our corporate website www.samas.com and from E.J.R. Ingenegeren, Company Secretary (tel. +31(0)88 845 5105; fax: +31(0)88 845 5505; e-mail: Edo.Ingenegeren@samas.com).

Net profit
(in millions of euros)



* From the year 04/05 based on IFRS

Net profit per ordinary share
(in euros)



* From the year 04/05 based on IFRS

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Strategy and objectives

We have a clear vision on the future of work. There is a growing demand for office interiors that support new ways of working – thereby leading to higher productivity and greater staff satisfaction. Our business model focuses on two complementary core activities: office seating and office furniture.

Products and brands

Our office seating and furniture products are marketed under 12 different brands which are closely related, but also clearly differentiated and positioned, each of them targeting a clearly distinguished product/market segment. The Samas brand is increasingly used as an umbrella for these different product brands. With these strong international and local brands our businesses have leading market positions in the regions and specific market segments in which they operate.

The market for office seating is an international one in which the characteristics of the products play a more import role than the brands. On the other hand, the differentiation between office furnishing markets is evident in the types of furniture, price, quality, functionality and style that appeal in different countries. Office furniture brands therefore mainly target local markets. As a result, several individual office furnishing brands are mostly marketed in local markets, while others are marketed in just a small number of countries. For instance, whereas Fortschritt, Schärf and MBT are supplied mainly to the German market, and Roneo and Sansen are supplied mainly to the French market, chairs in the Sitag product line are marketed across Europe, as is the MARTINSTOLL product line.

All of these brands have a unified corporate identity that includes a Samas-style element which is designed to increase our visibility as well as cross-selling opportunities throughout the Group.

Current status and strategic progress

For several years now, average customer spend per employee has been declining due to factors such as the increased use of wireless communication, working from home and the more efficient use of office space. As a result, our markets have become more crowded with stronger price competition and suppliers being obliged to up-scale. This development has led to a number of casualties in the intermediate segment of medium-sized players with a low presence in international markets. After years of market decline and stabilisation at low levels, the office furnishing market started to grow again in 2006/2007. During the past financial year, we have succeeded in taking advantage and grew the top line across the board, despite the focus on internal issues from time to time. Following a recovery from previous operational and financial difficulties and a thorough analysis of the status of the company, in October 2007 we announced that we would move away from our earlier ambition to become a fully integrated European company.
A return to profitability was set as the top priority.

Against the background of a new organisational set up with a stronger focus on individual countries and awareness of the business logics of industry consolidation, we carried out a study to explore our strategic options. In this study, which was completed in March 2008, we assessed various options for strengthening our activities in order to establish a future with a sound return on capital invested and a lower risk profile. The outcome of the study proved that we are on the right track and that the chosen approach offers the greatest chance of success in the long term for all Samas stakeholders.

Based on the conclusions of this study, we have taken a further pragmatic approach to strengthening our country organisations at a faster rate. Within the 13 countries in which we operate, we will increasingly focus on areas which offer the best potential for profit growth and allocate available cash accordingly. In line with this, we will explore alternatives on changing the proportion the Swiss activities (currently delivering approximately 7% of Group sales) hold within the Group, including a potential divestment of these activities as well as some other business activities.

Current financial objectives

The initial priority continues to be to achieve a positive result from operations and a positive cash flow from operations. Without taking into account a market decline, we reiterate our aim to achieve an EBITDA margin of at least 7% within the next few

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years. The scope with respect to financing is to meet relevant debt service requirements and further reduce our net debt position. The aim is to achieve a net debt to EBITDA ratio of 2.

Overall vision and corporate strategy

As a major player in the fragmented European office furnishing market, we believe that consolidation within the industry will result in a small number of large players, plus a number of relatively small specialist businesses. We intend to be a part of the upcoming consolidation, although our current financial position may influence the role we are able to play initially.
Because customers increasingly want their office environment to reflect their distinct corporate culture and identity, ICT is becoming increasingly integrated into the workspace and concern about ergonomics is growing, we are putting great emphasis on product development and innovation in both the office seating and office furniture sectors. In addition to functionality and comfort, style and design currently play a far greater role. With our office seating business we meet international client demand fuelled by changing seating standards made by society as a whole. Health costs for society in all countries continue to rise significantly and in our most important markets, governments, trade unions, health insurers and others are increasingly focusing on employees' health. We are responding to this trend with sophisticated, innovative product development programmes designed to enhance the ergonomics of the chair. In our seating business elements such as comfort and functionality but also style and design, play a key role. Further expansion of European seating sales via existing distribution channels is a key component in our strategy. With our office furniture business we serve both national and international customers. As one of the largest players in Europe, we are currently one of the few in the market able to participate in major international tenders for central – often multi-year – master servicing contracts by multinational companies, which require both products and consultancy on the design of their office environments. We intend to further improve our position in this interesting segment of the office furnishing market. As mentioned above, there have been significant developments, such as health factors, the development of acoustics solutions for offices and the emergence of wireless communication, plus the increased mobility of staff, which have changed current thinking with regard to contemporary workspace design and office furnishing. Interest in such concepts and the influence they can have on a better physical, social office environment as well as the productivity benefits that can be achieved with efficient office design is growing.
We anticipate these changes and seek to further expand services associated with the sale of office chairs and furniture. Innovative contemporary office layout concepts, logistics services and planning are continually developed to serve all customers. Both end-users and independent distributors are increasingly using such services. We aim to strengthen our role as a service provider that is able to add value across Europe.

In order to remain competitive in the office furnishing market, a key part of our strategy focuses on achieving cost efficiencies, creating synergies between Samas businesses in aspects such as purchasing, production, logistics as well as sales.

We are exploring the potential for further reductions in the number of production locations and a partial shift of production activities to countries with lower production costs in order to further enhance the company's competitiveness. However, at the same time, we believe that production and assembly capacity should be maintained in our key markets in order to optimally serve customers locally. Sales support processes continue to be in our focus areas for new improvements. Notwithstanding the importance of good sales support, we anticipate staff reductions and restructuring projects in this field.

Our local product portfolios have been expanded with great new products, but we have not been sufficiently rigorous in removing older products and options from our range. We now place much greater emphasis on detailed sales analysis and make timelier product life-cycle-related decisions. Reducing our portfolios and colour/fabric options based on customer buying trends is a critical strategy, designed to bring down the level of complexity in our business. Geographi-

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cally, we focus on up-scaling our business through growth in our core markets, while combining the lowest possible costs with an optimal level of service. Further potential for growth is envisaged in markets in which we can support our international customers and in developing markets such as those in Eastern Europe, in which we currently have limited, but growing business. Moreover, we gradually adjust sales compensation systems to align incentives with gross margin and portfolio objectives.

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assenburg
by samas

Storage
Design: Marck Haans

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drabert
by samas

IOS
Design: Volker W. Eysing

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Risk management and risk control

The Executive Board of Samas is responsible for risk management and the systems used to manage and control risks within the organisation. These systems are developed and installed to manage risks that may prevent the company from achieving its objectives. However, they cannot provide absolute assurance regarding the non-existence of inaccuracies of material significance.

At Samas this responsibility includes:

- Systematic evaluation of the strategic risks and control systems within the organisation
- Determining activities and/or operating sections with the largest operational risk. Priority is given to implement risk management – and control systems as well as specific measures to these activities and/or operating sections
- Evaluating the effective functioning of the risk management and control systems
- Organising risk reporting and reporting on risks is incorporated in both regular and ad-hoc reports to the Executive Board, which are discussed at business review meetings
- Following up the outcomes of internal and external audits
- Overall risk management activities are discussed with the Audit Committee and the Supervisory Board, where joint conclusions are drawn.

Following company developments in the second half of the previous year, additional efforts to ensure adequate control have been required in the first months of this financial year. These efforts specifically refer to both the operational disturbances in the Netherlands following the implementation of new processes, a new IT platform and the Group's liquidity position. They included:

- Adding dedicated on-site intra-Group support from experienced key users and project managers to the Dutch organisation
- Implementing strict day-to-day cash-controls
- Scanning and, if possible eliminating, cash-consuming projects and activities
- Allocating extra manpower and management attention to accounts receivables management
- Direct monitoring on a bi-weekly basis by the Audit Committee, mainly in the first half year.

We have reviewed our systems for internal risk management and control, including the additional measures. In this respect, emphasis has been given to the financial control area. The management of Samas is of the opinion that these systems, in particular the financial reporting systems, are adequate and have functioned effectively.

During the past financial year, the Executive Board paid particular attention to the following areas of risk: being prepared for unfavourable general economic circumstances, the organisation of the finance function, the quality of the IT platform and services, committing key employees, improving financial flexibility and cash management.

The Executive Board also significantly intensified its business and financial reviews, and will continue to do so, in order to ensure improvements in the quality, firmness and clarity of both decision making and execution throughout the Group. Furthermore, this is intended to safeguard corporate objectives.

Risk factors

General

As stated above, it is Samas' policy to actively control, wherever possible, market, operational and financial risks.

Financing

Given the financial results of the past years, financing and its continuity are considered as important factors. Company funding is clearly in the focus of management. The company has met all debt services requirements in the current financial year.

Market demand development

The structural development of demand in the office furnishing market is determined by the need for expansion and replacement. The key factors affecting this are the number of office workstations, the investment required per workstation and product lifespan. The last two are strongly influenced by the development of functional, ergonomic and design factors around the products (e.g. the Dutch Arbo/

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Health & Safety Act and EU Directives). Increasing individualisation boosts the demand for variety and scale is required to enable a constant flow of competitive products into the market place.

Alongside the above-mentioned structural factors, economic developments are also important. Product sales in the office seating and furnishing markets are directly tied to corporate spending which is sensitive to cyclical movements in general economic activity and is subject to fluctuations in supply and demand, which are beyond the company's control. The office seating and furniture markets are particularly sensitive to general economic conditions because of the nature of our products and the high level of fixed costs associated with the industry. As a result, a downturn in economies in general has a marked effect on demand for our products, which can have significant adverse effects on our business, financial condition and results, as it is reasonably easy for customers to postpone replacement investments in office furnishings and wait for more favourable economic conditions. The spread of our activities throughout Europe is designed to partially compensate for these risks. Moreover, we intend to develop programmes for increasing the flexibility of our costs structure by using temporary employment contracts and out-sourcing production and services. Management considers a further reduction of complexities and a lower cost level, specifically fixed costs, to be required in this respect as well.

Geographical differences

Samas has operations in 13 countries throughout Europe. There can be significant differences in economic conditions and growth within countries or regions, which may have an impact on overall revenues. In addition, the results are affected by regional and industry economic conditions in Europe. These include the conditions in which our customers operate. These market conditions are influenced by a number of general economic factors, such as national economic conditions, employment levels, production levels and consumer spend.

Structural changes in the market place

Although the European market is still highly fragmented, the pressure of competition is increasing due to the early phase of consolidation. Moreover, major customers tender internationally and companies outside Europe also show an interest in this market. This increases pressure on margins, particularly in the large accounts sector.

Dependence on specific customers and suppliers

The current portfolio is broad enough to avoid any question of over-dependence on specific customers.

Cost of raw materials

Samas procures raw materials, which are not rare or unique to our industry, from a significant number of sources in Europe. Steel and other input costs, such as energy, have increased substantially in recent years due to changes in global supply and demand. Gross margins could be affected if these types of costs remain high or escalate further. In the short run, rapid changes in supply costs may be difficult to offset because of fixed price agreements Samas has entered into with our customers. In the longer run, Samas may not be successful in passing on a proportion of higher raw materials costs to our customers because of competitive pressures.

Acquisitions, divestments and reorganisations

Samas carries out acquisitions and divestments as part of a portfolio management that is integral to our strategy. Currently, as a follow up of the study to strategic options, Samas is exploring alternatives for possible divestment of operations in Switzerland as well as some other business activities. Furthermore, Samas may explore or be invited to explore other options to strengthen the future of any of its business activities and may feel obliged to carry out reorganisations.

Legal actions

Like any company, Samas may be confronted with legal actions. At present there are no legal actions other than those resulting from normal business activity. The outcome of these actions, insofar as the results are negative, has already been incorporated in the figures for the financial year 2007/2008 and will

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not result in any additional adverse material effect on the financial position of the operational results of the Group.

Health, environment and safety

Every operating activity involves risks – however small – to people and/or the environment. The company's pro-active environmental policy is designed to encourage the development of products and processes that reduce the burden on the environment. The emphasis on ensuring good working conditions will continue.

Information technology

Operations at Samas depend significantly on effective information and communications technology. If, for whatsoever reason, these systems work sub-optimally or there are serious problems related to the integration of existing systems or implementation of new systems, this will have a direct impact on operations.

Despite risk management, there were complications with the implementation of the new Group-wide IT platform in the Netherlands which had a negative impact on the business in the financial year under review, in particular during the first half year.

Having thoroughly reviewed the risks of business disturbances in France, Samas has decided to cancel the implementation of new processes and a new IT platform in the French organisation.

Together with the decision to terminate the implementation of a new IT platform for the French organisation, Samas has reviewed the anticipated business benefits of the Group-wide IT platform and processes harmonisation again but now against the background of our revised priorities as communicated in the press release dated 31 October 2007. This has led to an impairment of the intangibles linked to this project on the Samas balance sheet. This impairment was specifically triggered by the abandoned earlier ambition of becoming a fully integrated European player in the office furnishing market.

Insurance

Samas has taken out insurance cover for major risks to property, operating damage and liability. In 2007/2008 a programme commenced four years earlier to identify and improve existing risk situations and related cover was ended.

Redressement judiciaire Samas France (2004)

The activities of Samas France were subject to a so-called redressement judiciaire (moratorium of payments) for some months after December 2004. The redressement ended in 2005 with a so-called plan de continuation for Samas France, which is still in force until 2014. The plan de continuation today still presents constraints for managing the French operations such as the continuing reimbursement of 'old' creditors, the obligation to obtain French Court approval for e.g. major reorganisation and divestment decisions as well as limitations on intercompany financing.

Interest and currency management

Samas' financial statements are reported in euros and are therefore subject to movements in currency exchange rates on the translation of financial information from businesses which operate in other currencies. For instance, Samas operated in the United Kingdom (until the end of 2007) and Switzerland and accordingly fluctuations in exchange rates between the euro and the pound sterling and the Swiss franc, respectively, significantly affected reported results from year to year. In addition, the quotation of commodity prices in United States dollars exposes Samas to risks in relation to fluctuations in the exchange rates between the euro and the dollar. Furthermore, as a result of currency fluctuations, the value of the relevant subsidiary or subsidiaries operating in these markets could fluctuate and affect the balance sheet and equity position from year to year. In addition, some of Samas' subsidiaries may incur costs in currencies other than those in which revenues are earned. The relative movements between the exchange rates in the currencies in which costs are incurred and the currencies in which revenues are earned can affect the profits of those subsidiaries. This could have a material adverse effect on the business, finances and results.

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The policy on interest and currency management is set out on page 73 of these annual accounts under the heading ‘Financial risk management’.

Samas had hedged € 25 million in long-term debt by means of an interest swap with a maturity less than a year, effective 31 March 2008. The interest rate is fixed at 3.05% before credit charges.

In principle, the net results of the non-Dutch Group companies and participations – where these are stated in currencies other than the euro – are not hedged. Samas seeks to reduce the impact of exchange rate changes on the result using the ‘matching principle’.

In principle, the translation positions due to investments in, and loans to, Group companies and participations, are not hedged. Exchange rate differences on investments are accounted for in Samas shareholders’ equity.

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Report by the Executive Board

Review of operations

The year under review started with operational turmoil in our business in the Netherlands and a tight overall financial position. Early in the year, improvement teams were set up that were dedicated to taking control of the newly implemented business processes and the IT platform in the Netherlands. Clear signs of operational improvement became visible during the year and from September onwards, the operational performance was normalised.

A successful capital injection, including a rights issue of € 32.4 million net in the first half of the financial year, strict cash flow management throughout the year and a new back-to-basics strategy led to an encouraging second half-year performance improvement. Despite the sizeable net loss for the year, this allowed us to end the year with a more confident financial outlook backed by an increase in the Group's solvency.

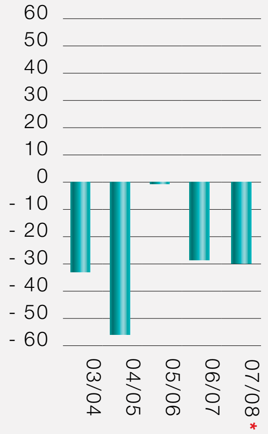
A study of strategic options which we conducted in the second half of 2007/2008, concluded that we are on the right track and that structural recovery is within reach if our focus on back to basics, simplicity, clarity and precision is maintained. We chose a pragmatic approach and opted to give the most important country organisations additional commercial, operational and financial responsibilities. The process of strengthening the positions of the individual countries has proved successful and will continue while new protocols for European cooperation will be developed.

The past year has been a time in which basic uncertainties were removed, creating a basis for focusing more closely on the market, generating profit and creating growth.

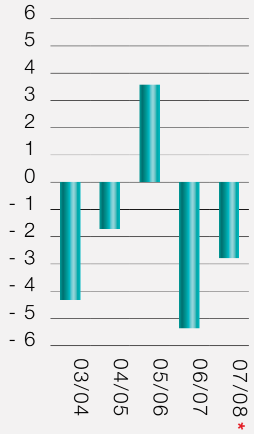
Market developments

From 2001 to 2005 the European office furnishing market first declined sharply, followed by stabilisation at low levels. This general downturn has had a direct impact on sales of office seating and furniture products. In addition, the office furnishing market has been changing rapidly. The customer spend per employee has declined due to factors such as increased use of wireless communication in the office environment, virtual office technologies for employment flexibility and optimisation of the office workspace. In 2006 the European office furnishing market returned to growth again, a trend which has continued through 2007 into the beginning of 2008.

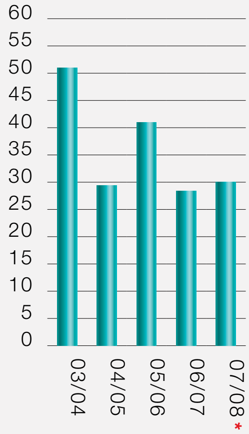
Operating profit
(in millions of euros)



Net debt / EBITDA



Solvency
(in %)



* From the year 04/05 based on IFRS

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Lower customer spend has been partially offset by significant changes in the concept of workspace design and office furnishing and the business priority that customers increasingly attach to the working environment. The perception of the office as a collection of desks and chairs in separate rooms or cubicles is fast becoming a thing of the past.

Our customers are becoming increasingly sensitive to the productivity benefits that can be achieved through efficient design of their offices. For instance, design elements can significantly enhance communication between employees who switch to open-plan workspaces that allow them to communicate on an ad hoc basis, as opposed to the scheduled or meeting-based communication that was a by-product of the traditional cellular office environment.

In addition, the importance of the office as a social and cultural environment in which the health and comfort of employees, as well as the productivity benefits these can generate, is receiving greater recognition. This recognition has elevated workspace design and office furnishing to become a business priority for management, rather than merely something to do with aesthetics as was previously the case. As a result, there is now more demand for consulting and design-related services, a greater variety of options for meeting and conference facilities, reception areas, relaxation and lounge areas, and a demand for flexible solutions to customers' specific requirements. For office seating and furnishing suppliers, product development and innovation are now extremely important.

There is increasing concern throughout Europe about reducing rising social costs of poor health. The need for healthy employees has led to optimisation of the office environment and the workstation. In addition to comfort and design, ergonomics plays an increasingly important role.
There was reasonable market growth across Europe in the past financial year, except for in France, where the market remained flat. On balance, we were able to take advantage of this market growth, with considerable increases in revenue in Germany, Switzerland and Eastern Europe. Sales in the Netherlands were tracking ahead of last year, although our performance was below average market growth rates due to the operational difficulties in the preceding period. The Dutch sales team has refocused on seeding the market with new business opportunities, combined with strengthening the indirect sales channel.

Strategic progress

This past year represented a change-over in strategies. At the beginning of the year Samas was in the last phase of implementing an Operational Excellence Programme which began in 2004. This plan included comprehensive restructuring and integration programmes designed to increase competitiveness in a market that has been undergoing structural change. Furthermore, the focus on product development increased, the brand portfolio was streamlined and corporate identity and the style of the various brands (which were renewed and unified during the past year) were further developed, giving for Samas greater visibility and name recognition as an office furnishing company with international operations.

This last phase of the strategic plan included Group-wide harmonisation of IT systems and optimisation of the overall process chain. In the Netherlands this implementation process led to significant disruptions to normal business operations, putting further pressure on the tight financial position of the company. As a consequence, a significant amount of capital was injected in the first three months of the financial year.

After the first half year we regained full control of the Dutch operations and systems. Since that time systems have been running satisfactorily; processes are consistently adhered to and are delivering advantages.

In September and October a thorough analysis of the company's position in the market and the financial situation was carried out under the supervision of the new Executive Board. This showed that complex projects over the years, production facility closures and multiple reorganisations have had a highly disruptive effect on day-to-day operations and had led to financial constraints. Our strategic priorities clearly needed to be revised.

Returning to profitability became the top priority. In order to do this effectively, we had to move away from the concept of a fully integrated European organisation. Instead a back-to-basics approach was adopted with three guiding principles: simplicity, clarity and precision.
Based on these realities we embarked on the following corporate plan of approach:

1 Stabilising the organisation
Although the new IT system offers benefits for the Netherlands, as well as for Germany and Switzerland, the overall project of a fully integrated Group-wide IT platform was too ambitious. The roll-out of the new IT system in France has been halted, which has enabled the French organisation to fully focus on providing services to clients, simplifying logistic processes and making a profit.

2 Simplifying the business model and reducing complexities
The tasks of head office have been mainly limited to strategy and finance and operational responsibilities are now primarily positioned with the individual country organisations, creating a greater focus on clients and more local accountability for business results. The Executive Board checks and challenges progress in monthly business review meetings.

Multinational clients are supported in direct coordination with the countries where they have operations and overheads have been reduced by making a total of 100 jobs redundant in Germany, France and the Netherlands. Product portfolios and colour/fabric options are being streamlined and increasingly based on customer buying trends, with product marketing teams putting greater emphasis on detailed sales analyses and timely product life-cycle decisions. In the years ahead, the Executive Board will stimulate and support new initiatives in this field.

3 Optimising daily execution
Day-to-day commercial and operational activities and processes have been improved. Investments in money and time over the past few years are now being converted into good performance, serving customers and generating structural profitability.

4 Study of strategic options
As consolidation of the office furnishing sector is expected to continue in Europe, particularly at the national level, the new setup with greater focus on country organisations could well open up new opportunities. Against this background, a study of strategic options was conducted in the last months of the financial year, concluding that we are on the right track and that structural recovery is within reach if the back-to-basics approach is continued. This confirmation allows the main country organisations to be supported by pan-European teams that are able to give their undivided attention to the task of increasing profitability.

Financial highlights

Net sales for the financial year 2007/2008 increased by 10.2% compared to the previous year, reflecting the advantage Samas has been taking of market growth in most European markets.

The first half year was primarily used to stabilise and normalise the organisation. This included starting to implement cost reductions and other improvement measures. Due to the continuing impact of business disruptions, Samas reported a half-year operating loss (excluding non-recurring items) of € 11.0 million.

As from the second half year, with operational improvements gradually materialising, operating results and cash flow both improved. In the second half the operating result (excluding non-recurring items) was € 2.9 million positive.

The impairment of intangible fixed assets within the ICT area and other non-recurring items had a negative impact on the Group's financial results by € 21.9 million.

So, although Samas ends the full financial year with a net loss of € 38.5 million, the second half of the financial year represented a clear business recovery and confirmation that we are on the path towards profitability.

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Financing and cash flow management

Improving the cash flow from operations as well as strengthening the company's financial position have been key priorities. At the beginning of the financial year we announced a rights issue, which has provided the Group with € 32.4 million of additional equity. In order to further strengthen the financial position of the Group, we have divested real estate worth € 21.7 million, whereby we have entered into a medium-term rental obligation for one of the locations. There has also been a marked improvement in working capital; current operational assets have been managed down by € 10.5 million, releasing funds which could be partly used to finance a targeted reduction of our accounts payable position. The strong overall focus on cash flow management also resulted in a positive net cash flow from operating activities (€ 5.9 million). Finally, in spite of the net loss for the year, and supported by the rights issue, solvency improved from 27.6% to 30.5%.

We will increasingly focus on those countries which offer the best potential for profit growth and will therefore allocate available cash for further strengthening accordingly. In line with this policy, we will explore alternatives on changing the proportion the Swiss activities hold within the Group, including a potential divestment of these activities as well as some other smaller business activities.

Business perspective

Despite all the difficulties in the recent past, our passion for truly understanding how people work and how technology and social trends lead to new ways of working is undiminished. We are committed to being a true office environment leader, with innovative insights that deliver true value to our customers. Combined with our innovative, contemporary products and services, we are determined to be the partner of choice for real-estate and facility executives as well as for architects and the design community.

Product development and innovation

Product development and innovation are key parts of our strategy. Individualisation and the desire of both companies and employees to create distinctive working environments, the integration of ICT technology and ergonomics play an ever increasing role in the modern office furnishing business. In addition, the role of offices is changing. In particular, people's perceptions and expectations of offices are evolving. Employees are now more mobile and employers increasingly appreciate the impact that the quality of the working environment can have on employee satisfaction and productivity.

The Village Office in Houten, which is our European showroom (and the international headquarters of Samas and of Samas Nederland), provides a wide ranging view of the many innovative options we offer, not just in office furniture and seating but also in total layout concepts for the modern office. Continuous product development and technological innovation are an essential part of our ambition to be a pioneer in this market.

We have a variety of collections and programmes for specific aspects of office furnishing. In addition to supplying desks and chairs for the workplace, we also respond to specific furnishing requirements for meeting and conference facilities, receptions, relaxation and lounge areas. Customers increasingly want these areas to reflect their distinct corporate culture and identity. Partly because of this, style and design play a far greater role nowadays and more and more of our customers receive tailored solutions.

Ergonomics is particularly important for office seating and in today's flexible offices, in which employees often no longer have their own desk, aspects such as seating comfort, seating posture and the possibility to adjust chairs to each individual employee play a much larger role. Recent innovations include user-friendly seating programmes that are to a large extent auto-adaptive (the chair adjusts to each user). Our revolutionary e-flex mechanism, which is applied in the ios chair, is setting new standards for office ergonomics.

The growing popularity of open plan offices has led to new product developments such as individually height-adjustable workbenches (team tables), desks with privacy panels and room dividers that enhance office acoustics. The acoustics laboratory at our location in Worms (Germany) developed effective office solutions in this area.

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The integration of technology into office furnishing is another continuing trend. Innovative solutions for built-in ICT infrastructure (power pools, hot spots) and presentation tools in furniture are much in demand. Another development is the steadily growing number of tables that are easily adjustable for sitting and standing. This underlines a growing interest in the impact of the working environment on healthy working practices, employee satisfaction and productivity.

In the financial year under review much attention has been paid to adaptation and innovation projects, the introduction of new office concepts as well as new office furniture and office seating collections.

We intend to operate close to our markets in order to respond to local trends in customer demand and to be able to react quickly and accurately to this demand both by developing new products and improving existing products. This involves frequent market research, both among dealers and end-users.

In addition to in-house development and innovation, we participate in initiatives in partnership with others. A good example of this is a series of projects related to wireless communication in the workplace. We currently anticipate to launch the first results of these initiatives in 2008/2009.

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Social responsibility & Sustainability

Our vision is to create a sustainable working environment for customers, to balance 'work' and 'life' in such a way as to positively influence the energy, creativity and productivity of employees. When it comes to long-term business success, we are convinced that this can only be achieved when there is a proper balance between commercial, social and environmental factors. These three aspects form the foundation for all decisions taken by a company.
This implies delivering sustainable products and services to society and dealing with natural resources and the environment in a responsible manner.

Environment

Samas influences the environment as does any other similar company. Samas feels morally and economically obliged to minimise any negative influences. For this reason, environmental management is taken very seriously by the management team and each member of staff is personally responsible for the environment in his or her direct surroundings.
Various projects were carried out in the past year to organise business processes so as to reduce the negative impact they might have on the environment. In all of the countries in which Samas operates there are concrete corporate social responsibility initiatives in place for each stage of the life cycle of products, including:

- Product development: the re-use of products / materials, using environmentally friendly materials and (steel) plate optimisation where waste is limited
- Process control: water filtration systems and durable powder varnish equipment
- Recycling:
  • re-use of existing furniture and segregated removal of waste to make recycling possible;
  • use of wooden material remains / wooden scraps to generate energy for the purpose of heating several product locations and offices
- Packaging: developing new packaging methods, reducing the volume of packaging materials by deploying transport carts, covers and suchlike and returning and even eliminating packaging materials
- Production process: prevention of air, water and soil pollution by:
  • developing and using less environmentally harmful raw materials, products and processes
  • subjecting new investments to environmental impact assessments
  • evaluating new techniques designed to reduce impact on the environment
  • providing information and training to employees to ensure that they are more environmentally aware.

These processes are integrated into our operational management, where continuing attention is given to reversing the harmful effects that our activities could have on the environment. Examples of these include:

- conducting product life cycle analyses on products to ascertain their impact on the environment
- reducing energy and raw material consumption through the more efficient use of materials
- requiring appropriate environmental management on the part of suppliers
- offering external information on environmental matters
- ensuring compliance with statutory provisions and agreements laid down in covenants.

Social policy

While striving to cause as little harm to the environment as possible, Samas is also determined to maintain safe and healthy working conditions.

As a company, Samas has a broader social commitment. Its products contribute to the well-being of many employees in companies and to employment in many countries. Our products are essential in the day-to-day lives of companies and employees, both in the workplace and at home. As part of the society in which we operate, we do our best to make a genuine contribution to the prosperity and well-being of all stakeholders.

During 2007/2008 Samas made a contribution through local initiatives designed to enhance the wellbeing of the elderly, prevent poverty, prevent drug misuse and promote health and well-being among young people. One of these initiatives was the auction of Samas Vuelo chairs for the Mentor Foundation, which focuses on the prevention of drug misuse in its efforts to promote the health and well-being of children and young people and to reduce damage to their lives. The Vuelo chairs, which were hand painted by the renowned artist Stefan Szczesny, were auctioned at a Royal Dinner as part of a Royal Table annual society event held in Germany that was hosted by Queen Silvia of Sweden.

Human resources

Our organisational structure includes a decentralised personnel policy designed to enable the various operating companies to make the most of the unique conditions in the specific market in which they operate. However, a number of issues are coordinated centrally. These include the appointment, development and remuneration of senior management of Samas and the operating companies. At Group level, operating companies cooperate in the fields of product development, marketing, procurement, international sales and IT.

The demands Samas makes on its employees are high. The quality of employees is crucial to the company's success. In a changing market, Samas expects employees at every level in the organisation to be able to anticipate and adapt to changes. This requires customer-oriented thinking and the ability to share knowledge. Training programmes, career and promotion opportunities as well as appropriate remuneration are important tools used to develop these competences.

Our policy focuses, among other things, on good recruitment and selection, adequate job performance assessment and personnel development, backed up by a highly competitive employment remuneration package. It includes substantial variable remuneration linked to profit targets and personal objectives, so that the quality of employees' performances is directly linked to the company's results and their own contribution to achieving these results. In this context, about 20 top Samas managers participate in a management option programme. For further details on this, please see page 92 of this report.

We are committed to continually developing employees' knowledge and skills, for example through education and training in both product and professional know-how. In Germany, France and the Netherlands, we have our own Academy, offering employees but also dealers and salespeople a range of training courses. In addition, a great deal of attention is devoted to developing management and other skills.

Skills development, such as those related to project management and leadership, were particularly important against a background of the changes that took place in the organisation in the past financial year.

The ability to respond to volume fluctuations in the office furnishing market requires flexible working hours and deployment of personnel at production facilities. We address these issues through our personnel policy, terms and conditions of employment, and by hiring temporary staff.

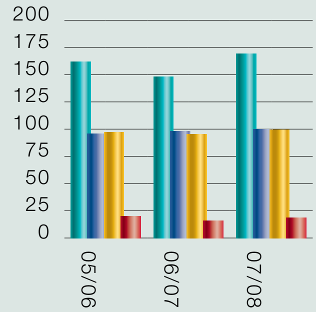
Management is aware of the fact that communication is crucial, especially in an organisation where so many changes are taking place. Country periodicals dealing with local news are published and information is shared through local intranets. The principal means of communication is direct consultation among colleagues, as well as departmental and other meetings, which aim to achieve the best possible mix between information and efficiency.

The developments in the past few years, in particular restructurings and the targeted implementation of new processes and a Group-wide IT platform have demanded great efforts on the part of employees, the vast majority of whom have shown enormous dedication, for which we are very grateful.

Compared to 2006/2007, the number of Full Time Equivalent employees (FTEs) has been managed down by 2.4% to 2,389 as per year-end 2007/2008. Following announced restructurings as well as possible subsequent steps to improve the Group profitability, FTE numbers will decrease further.

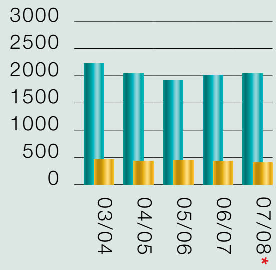
Total staff costs for the past financial year amounted to € 116.9 million (2006/2007: € 109.5 million). Staff costs as a percentage of sales decreased from 31.1% in 2006/2007 to 30.1% in 2007/2008, despite the effect of the restructuring projects.

Turnover by division
(in millions of euros)



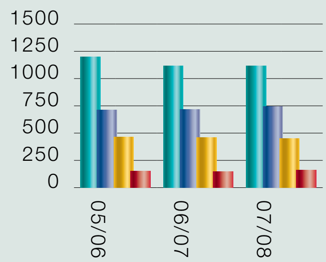
Germany / Eastern Europe
France
Benelux
Switzerland

Staff in The Netherlands and outside The Netherlands
(fulltime basis)



Outside The Netherlands
The Netherlands

Number of staff by division
(fulltime basis)



Germany / Eastern Europe
France
Benelux
Switzerland

* From the year 04/05 based on IFRS

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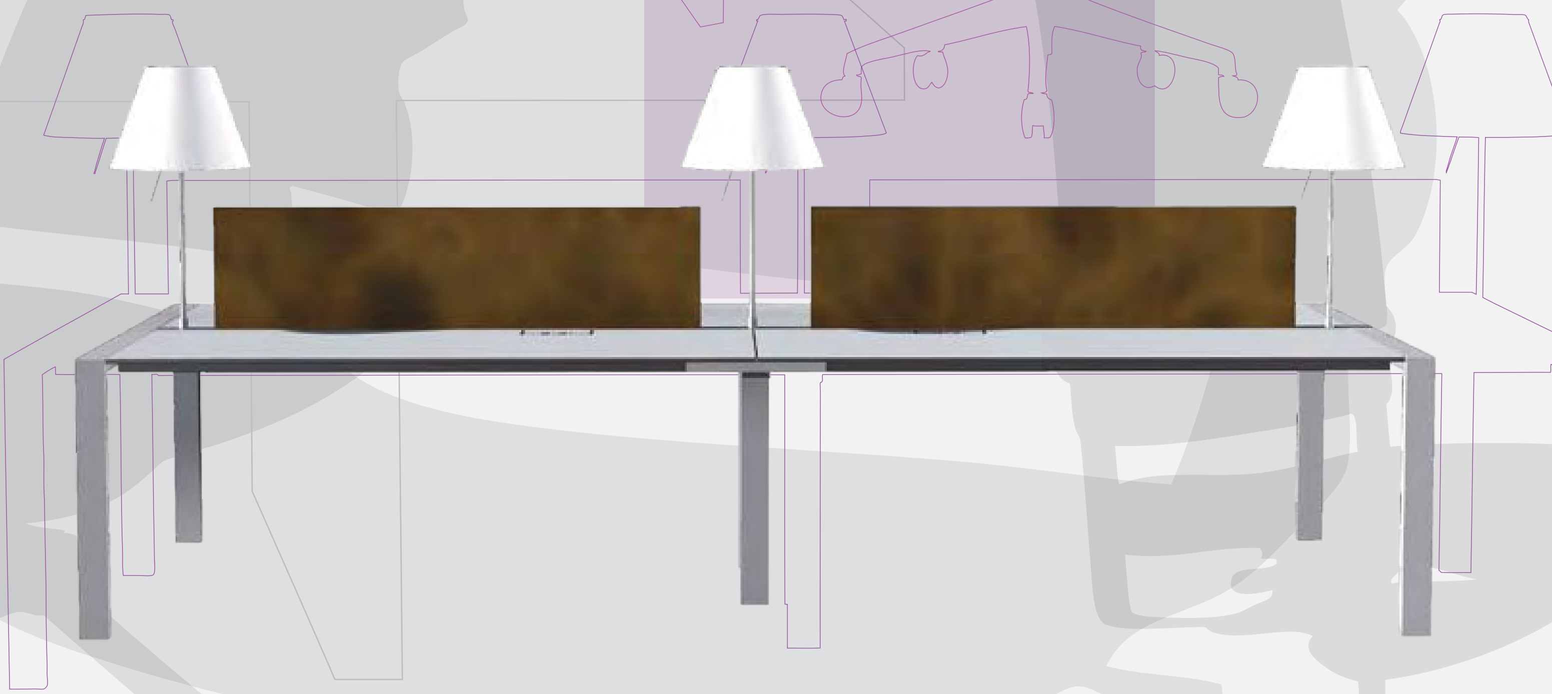
assenburg
by samas

Portal Workbench
Design: Marck Haans



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MARTINSTOLL

Collection 3D
Design: Daniel Figueroa

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Group results

Focus areas

At the beginning of this financial year the operational and financial status of the company could be described as tough and complicated. Therefore the Executive Board concentrated on some specific focus areas to improve the Group's results. This approach, which was accelerated after the new CEO was appointed, contained the following :

- Stabilising the organisation, specifically in the Netherlands, and increasing responsibilities at the country level, including an improvement of financial controls
- Improving cash flow, with a firm commitment to meet debt service requirements
- Maintaining and improving revenues using sound market conditions to ensure appropriate commercial margins.

Net turnover and order intake

Net revenue for 2007/2008 was €388.2 million, a 10.2% increase compared to €352.4 million the year before. The year-on-year revenue increase in the first half year was 13%, a growth figure also helped by higher sales invoiced in the Netherlands as a result of planned reduction in the order backlog. Net turnover in the second half year came in 7.7% higher than the comparable period of the previous financial year.

The impact of the exchange rate of the Swiss franc and British pound sterling versus the euro on net turnover for the year was nearly neutral.

Turnover per region is as follows (in millions of euros):

	Benelux UK	Germany / Eastern Europe	France	Switzerland
2007/2008	99.6	170.2	99.6	18.8
2006/2007	95.6	142.4	98.1	16.3

Revenue development in Germany and Eastern Europe was excellent throughout the year with sales growth of 19.5%. The German sales growth was driven by higher sales in the key account segment as well as the impact of several large projects with corporate accounts. Furthermore, sales performance of our German organisation (18.3%) provided clear evidence that the restructuring of the sales division during the previous year is paying off.

Sales in Eastern Europe increased by 33.3% compared to 2006/2007, with sound performance by all local operations and most new business developed with international customers. Benelux revenues rose 4.2% year-on-year, reflecting the first half year with double digit sales growth (+19%) mainly caused by a planned reduction of the order backlog, whereas there was negative sales growth in the second half (-/-6%). Throughout the year, order development was (temporarily) negatively affected by tangible and intangible effects in the aftermath of the operational difficulties caused by the implementation of a new IT platform and new processes. This is also the main reason for the less favourable sales development in the Benelux in the second half of the financial year. Revenues in France rose by 1.5% to €99.6 million, with a somewhat better top-line performance in the second half of the year.

The order intake for the financial year was 4% higher than in the previous year, despite the fact that this figure was negatively impacted by relatively weak order intake during the last month of the financial year. In general it should be noted that order development in the office furniture business has an irregular character throughout the year due to the impact and timing of projects.

Gross margin

At €210.4 million, the gross profit was 10.9% higher in 2007/2008 than in the previous year. As a percentage of net turnover, the gross margin increased from 53.8% to 54.2%. Normalised for the previous year's €2.5 million non-recurring impact (due to the difficulties related to the implementation of the new IT platform in the Dutch organisation), gross margin declined slightly by 0.3%-point. The exchange rate impact on gross margin was nearly neutral.

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Margins increased in France, while in Benelux margins recovered strongly as a result of improved operational processes. Gross margins in Germany and Eastern Europe fell by 1.6%-point as a result of the impact of some larger projects as well as the competitive environment, particularly in Germany. We aim to improve our gross margins in the near future by implementing more operational pricing controls as well as achieving benefits in this area from planned product portfolio reductions. At the same time, market demand for the various Samas products and services continues to improve the overall margin by changes in the sales mix. In particular own products versus trade products.

Operating costs

For the full year total operating costs went up by € 22.4 million to € 240.5 million. However, this increase was largely caused by non-recurring items, which had a net impact of € 21.9 million in 2007/2008. In the previous year the impact of non-recurring items included in the operating costs amounted to € 10 million net. Normalised for non-recurring items, operating expenses rose by € 10.5 million or 5%, whereby the cost level declined from € 109.7 million in the first half year to € 108.4 million in the second half. As a percentage of revenues, on a normalised basis, costs declined from 59.0% in 2006/2007 to 56.3% in the financial year under review. In absolute terms, the cost increase was largely due to higher staff costs, mainly following market wage increases, higher logistics expenses related to the higher activity level and higher energy and other accommodation expenses. Sales and marketing expenses, which peaked in 2006/2007, were reduced in 2007/2008. Restructuring measures announced and carried out during the second half year of 2007/2008 are expected to deliver full benefits in the current year, although some of the anticipated benefits became slightly visible at the end of the financial year under review.

Despite a sales increase of 10.2% using annual averages, the number of Full Time Equivalents employees (FTEs) only increased from 2,410 in 2006/2007 to 2,433 in 2007/2008 (1.0%). At year-end the number of FTEs amounted to 2,389 whereas FTE numbers where lower compared to the previous year in all areas.

Depreciation / amortisation

With € 12.8 million, depreciation (before book profits from the sale of real estate) was 6% below 2006/2007. On 31 March 2008 capitalised IT expenses amounted to € 20.2 million versus € 17.9 million on 31 March 2007 (these expenses are amortised over a 5-year period from October 2007).

Non-recurring items: IT platform impairment and other issues

The total negative impact of non-recurring items on the operating result was € 21.9 million versus a negative impact of € 12.5 million net in the previous year. The main item was the impairment of the intangible assets linked to the Group-wide IT platform, accounted for in September 2007. The revised strategic priorities for Samas, as announced in October 2007 and mentioned in the new corporate plan of approach, imply a different view on the size and timing of business benefits from the integrated processes and the role of one unified IT platform. After careful analysis, we concluded that a new Group-wide IT platform, the harmonised processes and a unified data model throughout Europe have a significantly lower importance and value for Samas and the targeted strategy than had earlier been assumed. Samas therefore accounted for a write-down of the associated intangible fixed assets of € 14.2 million to an asset value of € 6 million (depreciated as from October 2007 over five years).

In addition to the IT platform impairment, Samas accounted for an impairment of a long-term receivable (€ 3.1 million) related to the Maiden Lane property in Crayford (UK) as new information indicated that mainly flood risks have reduced the opportunities to benefit from proceeds related to the development of this property. Net book profits on divested real estate, mainly the Freiburg (Germany) property, previously reported as assets held for sale, accounted for a positive impact worth € 5.1 million.

Furthermore, restructuring expenses related to staff cost € 4.6 million and charges related to the reduction in the product portfolio € 1.5 million. The non-recurring items also included advisory costs related to strategic subjects such as a study on strategic options

(€ 1.0 million) and a € 2.5 million impairment of the Sennwald property following an updated valuation report.

In 2006/2007, non-recurring direct and indirect expenses had an adverse effect of € 12.5 million net on the operating loss, of which € 2.5 million was gross profit and € 10 million operating costs. € 7 million were non-recurring expenses, directly or indirectly related to the implementation of the new IT platform in the Netherlands, of which approximately € 2.5 million were direct expenses that affected the gross margin.

Operating results

The operating loss for the full year amounted to € 30.0 million, which is almost the same as the operating loss in 2006/2007 (€ 28.3 million). The operating result excluding non-recurring items improved from € 15.8 million negative to € 8.1 million negative, while Samas achieved a positive operating result excluding non-recurring items of € 2.9 million in the second half of 2007/2008. Samas realised a full year cash result, excluding non-recurring items, expressed in EBITDA as € 4.8 million positive compared with € 2.1 million negative in 2006/2007. The associates' share of profit was € 0.4 million.

Finance costs

Finance costs amounted to € 6.9 million, an increase of € 1.9 million compared to the previous financial year, of which € 5.0 million should be considered as interest on outstanding interest-bearing debt. € 0.9 million were paid as fees to credit institutions linked to the bridge financing used to front the rights issue. € 1.0 million can be attributed to exchange rate differences as well as revaluation of the French payables position (which arose from the redressement judiciaire). The average interest rate rose from 5.4% in 2006/2007 to 6.9% in 2007/2008.

Income tax expenses

The negative income tax of € 1.9 million is largely due to a revaluation of German tax assets, triggered by a change in the applicable tax rate and to the situation in Switzerland where we pay income tax on our taxable profits.

Annual loss

The net loss for the year amounted to € 38.5 million, compared to a net loss of € 31.1 million in 2006/2007. Net earnings per share were accordingly negative at € 1.21. There will not be a proposal to pay out a dividend. The appropriation of the result is as follows:

(in millions of euros)	**2007/2008**	2006/2007
Dividend distributed on ordinary shares	**0.0**	0.0
Amount written off / added to other reserves	**(38.9)**	(31.1)
Result for the year	**(38.5)**	(31.1)

Financing and rights issue

To strengthen its financial position Samas announced (on 5 April 2007) a renewal of its existing syndicated credit facility up to and including 31 March 2010, as well as its intention to launch a rights issue of approximately € 35 million. Linked to this it was agreed with the lending banks that until the time of the rights issue, Samas would have a bridge facility of € 15 million at its disposal. In June 2007 the intended rights issue was completed whereby 9,337,182 new shares were placed for € 3.75 each with a rights issue that provided existing shareholders with a preferred position. Net of expenses directly linked to this transaction, Samas raised € 32.4 million in fresh equity.

As per 31 March 2008, the existing syndicated credit facility amounted to € 47.5 million. Compared to the position of this credit arrangement at the beginning of the financial year, the syndicated facility has been reduced by € 21.0 million in relation to divestments of real estate, following debt service requirements. Subsequent to the rights issue the facility has been reduced by a total of € 17.5 million, including the provided bridge facility to front this capital market transaction. In the course of the second half of the year, the syndicated facility was increased by € 3.0 million (specifically for funding restructuring payments). Samas has operated in compliance with debt service requirements, including the agreed financial covenants with the lending syndicate.

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Alongside this syndicated credit facility a separate factoring arrangement provides working capital financing to our French activities, which have been financed on a strictly stand-alone basis since the financial restructuring of Samas France in 2005.

As per 31 March 2008 shareholders' equity was €64 million, a reduction of €9.3 million compared to the position at the end of the previous year. Shareholders' equity increased as a result of the rights issue in June 2007, but was impacted negatively by the net loss for the year.

Balance sheet

(in millions of euros)	31 March 2008	31 March 2007
Assets		
Non-current assets	**100.8**	145.1
Current assets		
Inventories	**36.6**	37.9
Trade and other receivables	**71.0**	80.2
Cash & short-term deposits	**1.6**	2.8
Total assets	**210.0**	266.0

Property, plant, equipment and intangible assets

The value of property, plant, equipment and intangible assets fell by €35.3 million to €89.7 million. In line with our focus areas, capital expenditure (at €10.7 million) was well below 2006/2007 when we invested €21.2 million. Although, the over-all investment level was impacted by commitments and decisions made before the financial year under review. Investments were made in property, plant and equipment (€6.1 million), the development of new products (€1.7 million), and in the IT area, including the Harmony project (€2.9 million).

We have impaired intangible fixed assets directly linked to the Harmony project (€14.2 million) and an amount of €2.5 million on the Sennwald property following a new external valuation. The same external valuation led to the conclusion that the actual market values of properties in Germany and Benelux are in total over €10 million higher than the current book values. Non-core assets were disposed of for a total of €16.8 million. The total depreciation in 2007/2008, before book profits, amounted to €12.8 million.

Working capital

The working capital position improved considerably during the year. Inventories and receivables were reduced by €10.5 million (or 9% compared to the end of the previous financial year). This relates both to improvements in average days for sales outstanding and stock turnover as well as specific efforts to eliminate the reported €10 million higher than normal balance sheet positions in inventories and receivables at year-end 2006/2007. The velocity of inventory turnover was 4.8 in 2007/2008, compared to 4.4 in 2006/2007. On average, trade receivables were outstanding for 46 days, which is 10 days less than in the previous financial year.

Current liabilities excluding borrowings declined from €72.8 million to €64.5 million. Compared to the more tense position at the end of March 2007, trade payables were reduced by €12.0 million to €32.5 million, which is considered a normal level given average payment terms among other issues. Other non-current liabilities including tax increased by €3.7 million.

Operating working capital – the balance of current assets and current liabilities, exclusive of cash and borrowings – improved by €2.2 million.

A total of €9.2 million in current liabilities (in France) has been reclassified as non-current liabilities in both 2006/2007 and 2007/2008 (€8.2 million), including €4.0 million previously accounted for as trade payable and €5.2 million as payables related to taxes and social security, given the nature of these positions.

(in millions of euros)	31 March 2008	31 March 2007
Shareholders' equity	**63.3**	73.2
Minority interests	**0.7**	0.1
Group equity	**64.0**	73.3
Non-current		
Liabilities	**32.0**	36.5
Interest bearing loans and borrowings	**49.5**	83.3
Other current liabilities	**64.5**	71.9
Total equity and liabilities	**210.0**	266.0
Solvency	30.5%	27.6%

Borrowings

The total amount of current and non-current borrowings fell by €33.8 million or 41%, from €83.3 million at the end of 2006/ 2007 to €49.5 million at 31 March 2008. The average finance costs of these loans rose to 6.9%, compared to 5.4% in 2006/2007.

Solvency

The balance sheet total on 31 March 2008 was €210 million, reflecting a significant decline of €55 million compared to 31 March 2007. This was mainly due to divestments, impairments of assets as well as a managed reduction in current assets and liabilities. Solvency or gearing (total equity as a percentage of the balance sheet total) therefore improved from 27.6% to 30.5% at the end of the financial year, as this ratio was affected by all the developments mentioned above, including the rights issue.

Investments / cash flow

(in millions of euros)	2007/2008	2006/2007
Operating profit	**(30.0)**	(28.4)
Depreciation / amortisation	**12.8**	13.6
Non-recurring depreciation / amortisation	**20.3**	0.0
EBITDA	**3.1**	(14.8)
Provisions	**(3.5)**	(7.3)
Tax expense	**3.9**	4.6
Movement in working capital	**(3.2)**	(3.0)
Other movements in current assets and liabilities	**5.6**	9.0
Net cash flow from operating activities	**5.9**	(11.5)
Additions to non-current and intangible assets	**(10.7)**	(21,2)
Share in operating profits (losses) of associates and deconsolidation of associates	**0.0**	(0.1)
Disposals of non-current and intangible assets	**16.6**	8.8
Net cash flow from investing activities	**5.9**	(12.5)
Issue of ordinary shares	**32.4**	0.3
Other movements in equity	**(4.1)**	(1.0)
Movements of non-current borrowings	**(17.7)**	41.3
Movements of current borrowings	**(17.2)**	(16.0)
Finance costs net of finance income	**(6.5)**	(4.9)
Paid to minority interests	**0.2**	0.0
Net cash flow from financing activities	**(12.9)**	19.7
Movements in cash and cash equivalents	**(1.1)**	(4.3)

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With reference to our focus areas, improving cash flow has been given top priority by the Executive Board. Samas realised a positive net cash income from operating activities amounting to € 5.9 million, mainly as a result of a positive EBITDA of € 3.1 million, reflecting the fact that most of the non-recurring items in the profit and loss account did not have a cash impact during the financial year. Net cash flow from investments activities delivered a positive cash contribution of € 5.9 million as a result of asset disposals being higher than investments. Consequently, net cash flow before financing activities is € 11 million positive, compared to net cash outflow before financing of € 24 million in the previous year.

At the end of the financial year, the restructuring provision to cover the costs of planned reorganisations in the Netherlands and Germany amounted to € 4.7 million.

Pension liabilities

Samas in the Netherlands has a defined contribution plan. Pension contributions in the Netherlands amount to 18.0% of the total payroll per annum. Moreover, we have undertaken to contribute an additional € 1.0 million to the pension fund annually for six years, effective 1 January 2005. This amount has been increased to € 1.2 million per annum for the remaining years to cover a one-off issue which arose from the final administrative disentanglement of the pension administration.

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sitag
by samas

SITAGPRIME

Design: Johannes Bayer & Kai Riedesser

reddot design award
honourable mention 2008

In Switzerland this product
is branded Sitag Prime,
international as Martin Stoll Prime

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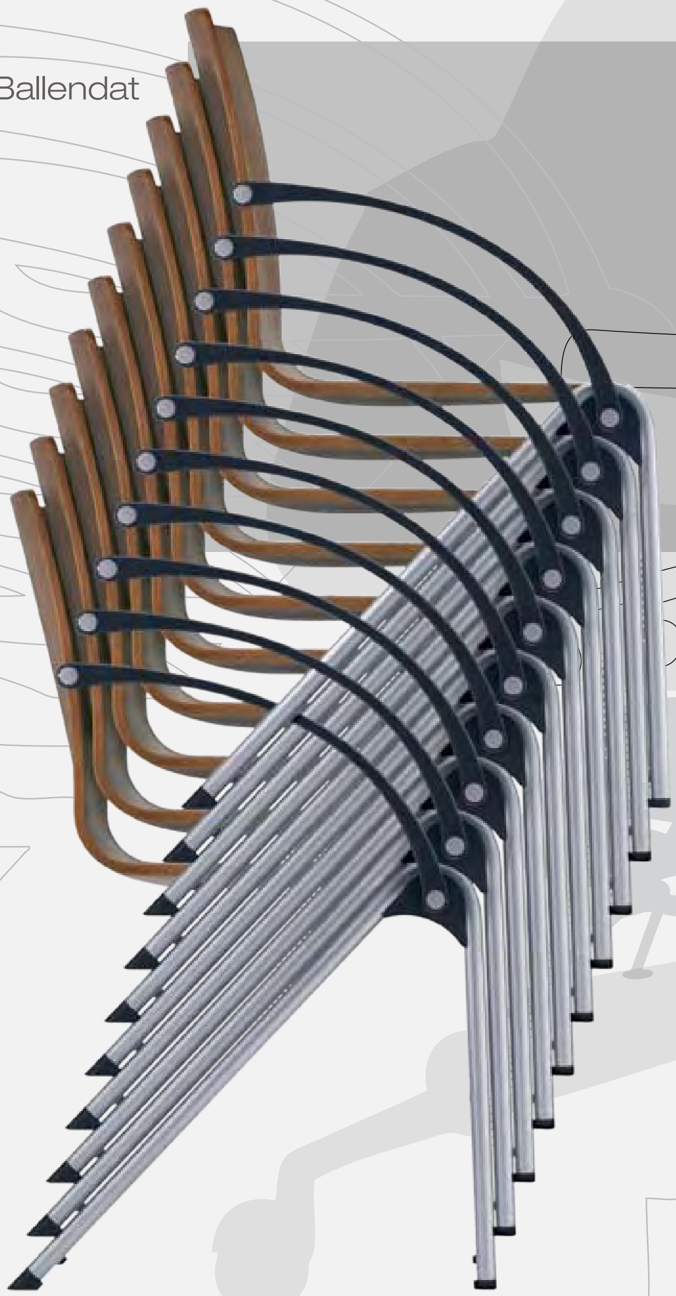
drabert
by samas

Vuelo
Design: Martin Ballendat



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Progress report per key region

Benelux

Samas provides complete office furniture solutions for the Benelux market through a number of operating companies: Samas B.V. (formerly Assenburg B.V.), Samas Office B.V. (formerly Aspa Kantoorinrichting B.V.), Erco Interieurbouw and Samas België.

Desk and storage products (mainly steel) are developed, manufactured and assembled at the Tilburg production location. Erco Interieurbouw designs and produces high-quality wood-finished interiors.

Products and services are available through an extensive network of direct sales offices, Samas Partners and Samas dealers. With brands representing distinct market segments and a complete range of services, we have solutions for virtually any conceivable office furniture requirement.

Benelux
(in thousands of euros)

	2007/2008	2006/2007
Sales*	**100,645**	95,896
Gross Profit	**42,678**	37,310
EBIT	**-3,375**	-14,134
EBIT normalised**	**-4,602**	-6,734
FTE	**431**	434

* Revenues include inter-segment revenues
** EBIT normalised: EBIT exclusive of non-recurring items

The Benelux market continued to grow as in the previous year. Samas realised sales growth of 5.0% of total revenues, including revenues from Group companies. External sales growth was 4.2% and below general growth rates in the market. Samas maintained its solid position in the Benelux market.

At the start of the 2007/2008 financial year, Samas Netherlands was suffering from the aftermath of implementing new business processes and a new IT platform. The efforts of various improvement teams resulted in a return to acceptable service levels during the summer period. Customer service improved substantially in the course of the year. The Dutch sales team has refocused on canvassing the market for new business. The first promising results were visible in the last months of the financial year. Although the full year operating result (€4.6 million negative) was far below our target levels, the comparison with the previous year shows that substantial progress has been made. This is further supported by the fact that Samas Benelux reported an operating result very close to break-even in the second half of the year.

To improve our performance in the market Samas Netherlands sharpened its commercial business model. Firstly, we have decided to strengthen the position of the Samas Partners (dealer distribution) channel in order to be able to successfully cover the market for small to mid-sized companies and thus create further leverage for distribution of the full Samas product portfolio in the Netherlands. Samas Office (our direct distribution channel) will focus on servicing larger customers directly. Samas Netherlands concluded a number of strategic contracts in the financial and professional services industry.

New product lines for furniture and chairs have been developed and successfully launched during the reporting year. Good examples are the introduction of the Portal team table, a new line of storage products, ‘What’ workstations and the Prime management programme. New seating products include Vuelo, Tiempo and Sitag World. To streamline the product range the number of products has been reduced to improve delivery times and decrease complexity. The operations team embarked on implementing lean manufacturing principles and started to use value stream mapping techniques to find more effective ways of raising the level of service delivered to customers.

Erco Interieurbouw continued to perform well in a competitive market. The success of Erco was also based on selling projects in close cooperation with the Samas sales organisation. The Erco real estate in Valkenswaard was sold in 2007. The Village Office in

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Houten, our European showroom in which all Samas brands are displayed, continued to generate great interest among customers old and new, as well as with prospects from all over Europe. The Village Office has positioned Samas as an innovative, trendsetting company in the office furnishing world and has generated consultancy assignments with customers wishing to implement a similar working environment. As our Benelux operations move into the next financial year, the focus will be on commercial growth, improving operation effectiveness and customer service, while reducing complexity.

During the past financial year a management buy-out of the Samas UK sales unit was carried out. Developments in the UK made an independent Samas Partner set up more applicable, providing a better balance between short-term smaller projects and long-term larger projects.

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Germany & Eastern Europe

In Germany and Eastern Europe a number of Samas brands are marketed. Fortschritt targets the exclusive segment of wood and office furniture, including those with a high-quality veneer finish. Schärf focuses on the wide-ranging medium-priced segment for wooden furniture, including acoustics solutions, which are provided by several brands marketed by Samas. MBT serves the lower to mid-priced segment of the wooden office furnishing market. All three mainly supply the German market. Nick is the internal supplier of metal parts for these three German furniture brands, for Drabert and partly for Samas Netherlands. Drabert specifically targets the mid to higher segment of the market for office seating with traditional, classical features, ergonomics and customised solutions.

In Germany, we have a single combined sales organisation for the dealer market, which in addition to the five brands mentioned above, also supplies MARTINSTOLL, the Samas brand for exclusive products in both seating and furniture.

The branches of Samas Office and the key account team are responsible for direct sales activities. Offering mainly Samas products through our own branches, with accompanying extensive services, allows Samas to position itself more securely in the European market.

In Hungary Samas is engaged in sales and production for the local market and production of filing systems for the German market, in the Czech Republic with sales and production for the local market and sewing and upholstery for the European market, and in Uzbekistan through a 60% interest in Tus-Buero. In Poland, Slovakia and Romania we have our own sales organisation.

Germany / Eastern Europe
(in thousands of euros)

	2007/2008	2006/2007
Sales*	**190,748**	160,177
Gross Profit	**93,383**	81,114
EBIT	**1,881**	-9,551
EBIT normalised**	**513**	-7,551
FTE	**1,105**	1,104

* Revenues include inter-segment revenues
** EBIT normalised: EBIT exclusive of non-recurring items

The past year was a positive one for Samas in Germany and Eastern Europe. After several years of slow growth, reorganisations and production location closures, we posted a strong turnover and made the transfer to positive operating results in this area. Normalised operating results improved by €8.1 million to deliver an operating profit of €0.5 million.

Total turnover of Samas Germany, including revenues from Group companies grew by 17.3% compared to the previous year. Noting that external sales grew by 18.3%, we assume to have outperformed the market. Our innovative office layout concepts, combined with contemporary themes in such fields as colour, light, acoustics and climate, have led to several new DAX-quoted clients, higher average project turnover and consequently higher sales. The development of innovative acoustics solutions in the office space, which was started three years ago, further showcased our market leadership in effective and contemporary office concepts specifically designed for this purpose. This unique capability was further applied, resulting in numerous new projects.

Samas Germany concentrated on capitalising on the investments made in the past few years. With integrated production in the facility at Minden, it was well positioned to take advantage of favourable market conditions. In addition, cooperation with Samas Partners was intensified during the financial year, offering further growth potential. As German market leader, Samas was able to increase its market share.

In addition to fine-tuning the newly implemented IT system, further attention was paid to optimising the newly integrated production locations, logistics processes were outsourced and back-office operations integrated. Reducing costs and achieving efficiencies has been given continued attention within the German organisation. The inactive real estate in Freiburg (Germany) was sold as planned.

Consistent with the new corporate plan of approach, Samas Germany has made initial efforts to reduce complexity by optimising its product portfolio. Several product lines, product configurations and colour/fabric options were removed from the product portfolio and subsequent steps will follow. Professional product lifecycle processes have been put in place to allow more timely decisions on product additions and deletions. Our Eastern European business grew substantially (year-on-year) and increased segment diversification (growth in non-government business) with full year annual revenues now at €18.4 million. Good progress is being made in cross-production between Germany and Eastern Europe.

Overall, customer demand is becoming increasingly international in character, especially with companies shifting operations towards Eastern European countries.

As Samas Germany & Eastern Europe move into the next financial year, key issues will be further commercial growth, supply-chain performance and reducing complexity. Furthermore, management will continue to focus on improvements in the overall conversion of top-line performance into bottom-line results.

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Switzerland

Under the SITAG brand Samas is a leading Swiss player in the office chair sector. SITAG develops and produces both office seating and furniture. SITAG is the only company in Switzerland that produces chairs and furniture in low, mid and high-end markets. It is renowned for its strong brand name and recognised for its high-quality office seating designs and ergonomics. Revenues are generated through direct sales outlets and official dealers in Switzerland and Austria as well as through a wide network of partners in Germany, the Netherlands and other European countries.

Switzerland
(in thousands of euros)

	2007/2008	2006/2007
Sales*	**28,814**	24,915
Gross Profit	**15,572**	13,800
EBIT	**807**	1,598
EBIT normalised**	**3,327**	1,598
FTE	**149**	139

* Revenues include inter-segment revenues
** EBIT normalised: EBIT exclusive of non-recurring items

The Swiss operations currently represent approximately 7% of Samas Group sales and deliver above-average industry margins. For SITAG, 2007/2008 was a year of strong growth and improved profitability. The Swiss operations posted a net turnover growth of 15.6% in euros, whereas the revenue growth in constant currency is even 4%-point higher. Following the implementation of the new IT platform in 2006, more emphasis has been put on achieving operational efficiencies in the financial year under review. With about the same level of indirect expenses, SITAG was able to produce and distribute higher revenues, which contributed strongly to an EBIT before non-recurring items that doubled to €3.3 million from €1.6 million in the previous year. Currency movements had a negative impact on EBIT of approximately €0.1 million. At the end of 2007/2008 the Swiss operations employed 151 FTEs.

Consistent with the new corporate plan of approach, the Swiss operations has sought to reduce complexity by optimising its product portfolio. In addition, SITAG initiated the development of two innovative contemporary office chairs. These promising products are expected to become available within 18 months. Moreover, in this financial year we saw the first financial benefits from the successfully introduced SITAG World chair. This chair – one of the first corporate developments – is now being successfully produced, distributed and supported by SITAG, but effectively sold throughout Samas. Finally, the new executive furniture product line SITAG Prime has been introduced to the market and initial results look promising.

Although Switzerland remains an attractive market with high margins and a sound growth outlook, Samas has announced that – following the outcome of the study to strategic options – it will explore alternatives on changing the proportion of the Swiss activities within the Group, including a potential divestment of these activities.

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France

In France Samas is active with the brands Roneo, Sansen and MARTINSTOLL. All of the brands of Samas France SA are sold on the French market through dealers, external partners and through direct sales channels, under the name Samas Office. Roneo is focused more on the low to mid-market segment, while Sansen targets the mid to high segment. MARTINSTOLL is exclusively aimed at the very high quality segment.

France (in thousands of euros)	2007/2008	2006/2007
Sales*	**99,620**	98,196
Gross Profit	**58,795**	57,451
EBIT	**-3,054**	-2,086
EBIT normalised**	**-2,544**	-2,286
FTE	**703**	713

* Revenues include inter-segment revenues
** EBIT normalised: EBIT exclusive of non-recurring items

Unlike other European markets, the French market only recovered slightly from the previous years of decline. It is therefore not surprising that Samas France posted only a slight revenue increase compared to the previous year. Moreover, Samas France continues to focus on turnover that will generate higher profits, which makes it difficult to increase market share in a market experiencing marginal growth. Total turnover including revenues from Group companies increased by 1.5% to €99.6 million, representing 26% of the Group turnover of Samas.

Samas France won several large contracts this past year, confirming its leading position in the French market place. It achieved good growth in the public sector, but there has been a decline in the utility services and insurance sector compared to last year. The small to mid-sized market segment and regional sales figures delivered good progress. Much emphasis is placed on streamlining the product range and sales model in order to better capitalise on the Parisian market. The commercial strategy of the French organisation is to attract medium-sized to large orders from both national as well as multinational companies. The latter is often done in cooperation with the international key account team of Samas. This strategy has delivered results in the past year. Nevertheless, concrete action plans are being carried out to strengthen the organisation, processes and tactics in the direct sales area, which represents approximately 80% of the business. Specifically this means that the products and services, market approach and pricing strategy will be better adapted to each major market segment in which Samas France competes. Furthermore, programmes have been implemented in the indirect channel, where there are good growth opportunities in many regional markets.

Much has been accomplished in the past year and the effects are visible at the start of the new financial year. In the two years following the redressement judiciaire (moratorium of payments), and the merger of all the French companies into one company, Samas France improved its results each year. Samas France is overcoming remaining historic complexities and major past issues. An important indicator is the fact that productivity has improved by more than 5% per year for the last three years. Also, during the 2007/2008 financial year, Samas France again improved its gross margin by 0.5%-point. Although the normalised operating result for Samas France was positive in the second half of the financial year, the full year operating result on a normalised basis deteriorated by €0.3 million to €2.5 million negative. The Group-wide IT system has received much attention in the past year. Even though a substantial part of the preparations for this project were completed, it was decided to halt its implementation. Professional processes for operations, supply chain and sales are being implemented with the goal of reducing complexities and enhancing the business model to ensure stronger operational performance, enhanced commercial success and improved customer service.

As Samas France moves into the next financial year, it will continue to focus its efforts on commercial growth, supply-chain performance, lowering its break-even point and reducing complexity. In addition, while the French head office is being relocated, we will be looking at opportunities to apply the concept of the Village Office in France and will increase our market visibility in the Paris area.

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samas
france

Figure
Design: Emmanuel Dietrich

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MARTINSTOLL

Executive Office
Design: Albert Holz

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Prospects

Samas is in a much more stable situation at the beginning of 2008/2009 compared to a year earlier. Nevertheless, a return to profitability has the highest priority. The aim is to achieve this through a back-to-basics approach reflecting an additional simplification of the business model and fewer complexities. The study exploring strategic options which was undertaken in the second half of the financial year supports our view that this focus currently offers the greatest chances of success in the long run for all stakeholders. In this respect we will consider divesting our Swiss activities in order to be able to use free cash more effectively to strengthen other business areas with relatively high profit improvement opportunities, noting that cooperation with SITAG in Germany and the Netherlands will continue.

Furthermore, given the perception of the current momentum in the economic cycle, Samas will focus on using additional favourable periods in its markets and at the same time seriously starting to prepare the company for an economic downturn which may occur in the near future.

This also implies that Samas will consider further steps in downsizing its industrial footprint, initiate actions to make its cost structure more flexible, and examine efforts to reduce personnel expenses.

Consequently, for 2008/2009 the initial priority continues to be to achieve a positive result and a positive cash flow from operations. Without taking into account a possible market decline Samas reiterates its aim to achieve an EBITDA margin of at least 7% in the next few years. This objective may need to be adjusted if a divestment such as the possible spin-off of SITAG takes place. With respect to financing, the scope is to meet all relevant debt service requirements and further reduce the net debt position. Our aim is to achieve a net debt to EBITDA ratio of 2.

It should be noted that ongoing restructuring efforts, as explained above, may lead to additional expenses in each of the next few years.

Executive Board

C.J. van der Bijl, *CEO*
M.C. van den Biggelaar, *CFO*
C.C. Held, *COO*

Houten, 19 May 2008

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Report by the Supervisory Board

To the shareholders of Samas N.V.,

Annual accounts 2007/2008

We hereby submit the annual accounts and report for the financial year 2007/2008 as presented by the Executive Board. These accounts comprise the following:

- Consolidated balance sheet as at 31 March 2008
- Consolidated profit and loss account for the financial year-ended 31 March 2008
- Consolidated statement of cash flow for the financial year-ended 31 March 2008
- Company balance sheet as at 31 March 2008
- Company profit and loss account for the financial year-ended 31 March 2008
- Notes to the accounts.

These annual accounts have been examined by PricewaterhouseCoopers Accountants N.V. which have given their auditors report (see page 101). At the Annual General Meeting of shareholders to be held on 20 June 2008 we will propose adoption of the annual accounts accordingly.

Dividend

Given the significant net loss and the need for Samas to strengthen its financial position, Samas will not distribute a dividend over the financial year under review. We consider statements regarding future dividend payment not expedient at the current time.

Supervision and advice by the Supervisory Board

In the context of its supervisory and advisory function, the Supervisory Board met thirteen times during the past year, either in person or by teleconference. The Supervisory Board also met without the presence of the Executive Board. Particularly in the first half year, special efforts were undertaken by the Supervisory Board and more intensively by its Audit Committee to improve cash flow and financing as well as stabilisation of the operational performance of the Group. Having experienced serious problems with the implementation of the new processes and the new IT platform in the Netherlands and after a new review of related risks, it was decided not to implement the IT system in France.

Furthermore, the agenda featured regular items such as strategic policy, financing of the company, the operational plan, acquisitions and divestments, risk analysis and risk management and control systems, market developments and progress reports, the annual accounts and corporate governance.

In addition, there were further discussions relating to Group strategy including methods to introduce increased outsourcing and the policy on marketing and product development. Furthermore, considerable attention was paid to policy relating to management development. With regard to the latter, among other issues, the composition, evaluation and employment conditions of the Executive Board were discussed.

Refinancing and rights issue

In the 2006/2007 financial year the company had experienced severe business disruptions, which arose in the last few months, following the introduction of new business processes and the new IT platform in the Netherlands as part of the implementation of a Group-wide Harmony project. This caused a rapid deterioration of operating results and working capital, raising various financing issues and the conclusion that refinancing and a rights issue (designed to strengthen the financial position of Samas and enable a further roll out of its strategy in the years to come), were essential. The existing credit facility was extended for a period of three years up to March 2010 and a rights issue of € 32.4 million net was approved by shareholders and put into effect in the summer of 2007.

Changes in the composition of the Executive Board

With the aim of attracting and retaining experienced directors with an international outlook, Mr Carl-Christoph Held and Mr Mark van den Biggelaar, who are already in charge as nominal directors, were appointed as members of the Executive Board, effective 7 June 2007, as Chief Operating Officer and Chief Financial Officer, respectively.

In the course of the year under review, the Chief Executive Officer Mr Hans van der Ven, who had carried out a great deal of work during the past years, stepped down as Chief Executive Officer, effective 1 September 2007. His departure was due to a difference in insights with regard to the execution of the

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strategic roadmap. The Supervisory Board would like to thank Mr Van der Ven for his dedication during the more than four years he worked for Samas.

Mr Coen van der Bijl, who was appointed as Chief Executive Officer, effective 1 September 2007, was also appointed as a statutory director and member of the Executive Board on 20 September 2007. At the same time the Supervisory Board requested the Executive Board to speed up implementation of the operational plans.

Plan of approach and review of strategic options

With the appointment of Mr Van der Bijl the situation of the company was again analysed which led to setting revised priorities. These were worked out in a plan of approach by the Executive Board, adopted by the Supervisory Board and announced on 31 October 2007, aimed primarily at returning the company to profitability. Key components were stabilisation of the organisation, reduced complexity and optimised daily execution ('back to basics').

Simultaneously a study of strategic options was started. The outcome was that the above-mentioned approach had the greatest chance of success in the long term for all of Samas' stakeholders. This conclusion was supported by the improved performance in the second half year. It was decided to boost and accelerate the strategy, focusing on national organisations, with a focus on the larger countries. It was also decided to look into the possibilities of changing the proportion of the Swiss activities (approximately 7% of Group sales) within the Group, including a potential divestment of these activities.

Composition, independence and changes in the Supervisory Board

The Profile of the Supervisory Board specifies, among other issues, the preferred size and composition of the Board. The Board should represent well-balanced expertise in the fields of strategic and financial decision making in an international sales and production environment. During the financial year 2007/2008 there were no changes in regard to the composition of the Supervisory Board.

The Supervisory Board declares that its members meet the criteria of independence set by the Dutch Corporate Governance Code, with the exception of one person, namely Mr R.G.C. van den Brink, who at the time of his appointment to the Supervisory Board was a member of the Executive Board of a bank with which the company had – and has – a significant and long-lasting relationship.

During the year regular evaluations of the profile, composition and competencies of the Supervisory Board, as well as the functioning of the Board and its members, were considered.

For the details of the current members of the Supervisory Board (as required by the Code) please see page 55 of this report.

On 31 October 2007 it was announced that the Supervisory Board unanimously concluded that, with Samas starting a new chapter, it would make good sense to appoint new members to the Supervisory Board and that the members of the Supervisory Board would step down in stages. As subsequently announced in May 2008 and as a first step in this process Messrs. R.G.C. Van den Brink and J.F. van Duyne will step down as members of the Supervisory Board. At the Annual General Meeting of shareholders on 20 June 2008, it will be proposed to appoint Messrs. M.D. van Doornik and Th.J. van der Raadt as members of the Supervisory Board.

Supervisory Board Committees

The Supervisory Board has two committees, the Audit Committee and the Remuneration and Appointments Committee.

These committees were formed on a voluntary basis, given that the Code only requires these committees for supervisory boards comprising five or more members, whereas the Supervisory Board of Samas totals four members.

Both committees are made up of two members of the Supervisory Board and each considers decisions on behalf of this Board.

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Audit Committee

The Audit Committee has two members, Mr J.F. van Duyne (chairman) and Mr A.A. Olijslager. The Audit Committee met twelve times in 2007/2008 in the presence of the Chief Executive Officer and the Chief Financial Officer. The external auditors also attended several meetings.

Topics included the auditor's report for the financial year 2006/2007, the first half-year result for 2007/2008, refinancing, internal controls and changes in the IT infrastructure (related to the implementation of the Group-wide IT platform).

In the first few months of the financial year, as described above, special attention was devoted to the business disruptions related to the implementation of the Group-wide IT platform in the Netherlands and the implications for Samas' financial position and working capital in particular.

Remuneration and Appointments Committee

The Remuneration and Appointments Committee has two members, Mr R.G.C. van den Brink (chairman) and Mr J.A.J. Vink. This committee had four meetings during the financial year.

Topics discussed included the composition of the Executive Board, the functioning and remuneration of the Executive Board and granting of management stock options to members of the Executive Board. Much attention was dedicated to the function of the Chief Executive Officer, as referred to earlier in this report.

As reported above, the position of the members of the Supervisory Board was also discussed during the year.

For further information, please see the Remuneration policy chapter on page 54 of this report. In addition, for details of the remuneration of Executive Board members, please see page 90 of this report.

Remuneration of the Supervisory Board

The remuneration of the Supervisory Board for the financial year 2007/2008 consists of a fixed payment and a variable payment for each committee meeting which has not changed compared to the previous financial year.

Thanks to the personnel

Despite the disappointing net loss during the financial year 2007/2008 and the continuing challenging circumstances, we express our particular appreciation for the great commitment of management and personnel to the interests of the Group during the financial year under review.

Supervisory Board

Mr J.A.J. Vink, chairman
Mr R.G.C. van den Brink
Mr J.F. van Duyne
Mr A.A. Olijslager

Houten, 19 May 2008

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Corporate governance

General

Samas defines its corporate governance as the management of the company, supervising and reporting thereon and the manner in which stakeholders can influence decision-making. Integrity and transparency in the dealings of the Executive Board as well as its supervision by the Supervisory Board – including accounting for such supervision – are crucial preconditions for the confidence of stakeholders in the Executive Board and the supervision thereof.

To this end Samas seeks meaningful communication with all of its stakeholders. Their interests are taken into account and duly considered in decision-making.

Management and supervision

The Executive Board is responsible for the management of the company and the Supervisory Board monitors and advises the Executive Board. Hence, there is a separation between management and supervision thereof.

The Executive Board and the Supervisory Board are responsible for the corporate governance structure of Samas and are accountable for this to the General Meeting of shareholders. Substantial changes to the corporate governance structure are laid before the General Meeting of shareholders.

Executive Board

The Executive Board, acting as a college, is responsible for management of the company. Tasks and practices are set out in Executive Board regulations that are approved by the Supervisory Board. Members of the Executive Board are appointed, suspended and dismissed by the General Meeting of shareholders. New members are appointed for a period of four years, with a possibility for reappointment. The Supervisory Board is empowered to make a binding recommendation to the General Meeting of shareholders. The General Meeting of shareholders may remove the binding nature of such recommendation by means of a resolution taken by a strict majority of votes, representing more than one third of capital outstanding.
The Supervisory Board establishes the remuneration of the individual members of the Executive Board in accordance with a remuneration policy which has been adopted by the General Meeting of shareholders at the proposal of the Supervisory Board. The objective of the remuneration policy is to provide a compensation programme that makes it possible to attract, retain and motivate members of the Executive Board who are believed to have the character traits, skills and background needed to lead and manage the company successfully and to reward the members based on both the individual's and the company's performance.
Any proposal of the Supervisory Board to grant the members of the Executive Board ordinary shares or options to purchase ordinary shares must be submitted for approval to the General Meeting of shareholders. Such proposal must specify the number to be granted and, if applicable, any conditions to the granting or exercise of such options. For further information please see the Remuneration policy chapter on page 54 of this report and the company website www.samas.com. In addition, for more details of the remuneration of Executive Board members, please see page 90 of this report.

Supervisory Board

The Supervisory Board, acting as a college, is responsible for supervising and advising the Executive Board. With certain permitted exceptions, members of the Supervisory Board are independent, and in carrying out their task they focus on the interests of Samas and its associated companies. Members of the Supervisory Board are appointed, suspended and dismissed by the General Meeting of shareholders. In line with the Supervisory Board Regulations, a member of the Supervisory Board is appointed for a maximum of four years. The Supervisory Board is authorised to make a binding recommendation for the appointment of Supervisory Board members. The General Meeting of shareholders may remove the binding nature of such a recommendation by means of a resolution taken by a strict majority of votes representing more than one third of capital outstanding.

The Profile of the Supervisory Board sets out requirements for the Board and for individual members. At present there are no former Executive Directors on the Supervisory Board.

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The Supervisory Board currently has four members and two committees: the Audit Committee and the Remuneration and Appointments Committee. The Chairman of the Supervisory Board does not chair either committee.

The Audit Committee discusses financial information and related publications, internal control systems and the auditor's report. The Remuneration and Appointments Committee deals with the appointment of members of the Executive and Supervisory Boards and their remuneration.

Members of the Supervisory Board receive a fixed fee determined by the General Meeting of shareholders, a fee for each Supervisory Board committee meeting attended, together with an expense allowance. Among the Supervisory Board's most important powers, by law and the articles of association, are determining the number of members of the Executive Board, drafting a binding recommendation to the General Meeting of shareholders for the appointment of members of the Executive Board, the suspension of members of the Executive Board and the appointment of the Chairman of the Executive Board, alongside approval of important decisions by the Executive Board.

The Supervisory Board has established regulations setting out tasks and methods. Separate regulations have been drawn up for the two committees.

General Meeting of shareholders

At present the most important powers of the General Meeting of shareholders of Samas, based on law and the articles of association, are:

- adoption of the annual accounts and determination of results
- determination of dividend
- discharge of the Executive Board for its management and the Supervisory Board for its supervision
- decisions on (authorisation of the Executive Board for) issue of shares and granting rights for taking up shares and limiting the related pre-emption rights
- authorisation of the Executive Board for the purchase of Samas shares
- appointment of the external auditor
- appointment, suspension and dismissal of members of the Supervisory Board
- determination of the remuneration policy of members of the Supervisory Board
- appointment, suspension and dismissal of members of the Executive Board
- determination of the remuneration policy of members of the Executive Board
- decisions on amendment of the articles of association
- decisions on legal merger or separation of the Group
- decisions on important changes to the identity or the character of the company or the business.

The articles of association contain two categories of shares: ordinary shares and preference shares. All holders of ordinary shares are entitled to speak and to vote at the General Meeting of shareholders whereby each share gives the right to one vote.

The Dutch Corporate Governance Code ('the Code')

The Executive Board and the Supervisory Board are very aware of developments in regard to the changing position of the General Meeting of shareholders under the Dutch Corporate Governance Code. Samas believes that it meets the requirements of the Code, with a limited number of exceptions set out below. During the financial year under review only item 2 has been (slightly) changed compared to former deviations (in each case the relevant section of the Code is shown in brackets).

1 The Supervisory Board has two committees: the Audit Committee and the Remuneration and Appointments Committee. The recommendations relating to these committees do not apply in terms of the composition of the core committees as set out in principle III.5, as the number of Supervisory Board members is four.
2 The Board diverged from the recommendations in regard to the four-year term in office of Executive Directors (II.1.1) and their remuneration (II.2) as well as the recommendations relating to the compensation for involuntary termination of employment (II.2.7) in recommendations that diverge from:
a the contract of the current CEO, in that the appointment is temporary and a long-term variable incentive has not been agreed upon;
b the contract with the current COO, in that in case

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of termination by Samas, the underlying German labour agreement will revive.
The Code's recommendation does apply to new members joining the Executive Board.

3 There is no regulation covering private investment by members of the Executive Board (II.2.6) or members of the Supervisory Board (III.7.3). Members of both boards are already subject to general legislation and regulations and monitoring private investment is considered to be unnecessarily bureaucratic.
4 The company does not have a registration date for the Annual General Meeting of shareholders in view of the practical problems this would cause (IV.1.7).
5 In view of the costs involved in positioning webcams and/or other technical equipment for third parties to follow analysts' and other meetings and for shareholders to participate in meetings (IV.3.1), in the short term no initiative will be taken to enable this.

Regulations

The regulations, together with the Profile of the Supervisory Board, can be viewed on the company website www.samas.com.

Protective measures

Stichting Samas has an irrevocable right to future issues of preference shares in the capital of Samas N.V. to be issued for that purpose, so that said preference shares would represent such an amount as required by the Stichting but not exceeding 99% of the nominal amount of ordinary share capital issued to third parties, at the time of exercise of the above option. The company has been granted permission to issue that same number of shares to the Stichting.

For the Report by Stichting Samas, please see page 105 of this report.

Significant agreements pursuant to article 1 sub j of the Decree Article 10 EU Takeover Directive

Samas has one agreement pursuant to article 1 sub j of the Decree Article 10 EU Takeover Directive. This pertains to the credit facility as described on page 83 and elsewhere in this report. In the event of any change in the direct or indirect control in Samas, which would qualify as a merger within the meaning of the Dutch Merger Code (SER-besluit Fusiegedragsregels 2000), regardless of the applicability of said Code, the credit providers can terminate the facility prematurely and claim all outstanding amounts immediately.

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Remuneration policy

Executive Board members will be appointed in compliance with the Code. Among other factors the period of appointment will, in principle, be four years and an eventual severance payment will not exceed the agreed remuneration in respect of one year. Furthermore, the policy seeks to ensure that conditions of employment remain in line with market values in terms of both components and the aggregate. In this context Samas takes note of developments in quoted international companies with complex production and sales structures.

The remuneration package comprises a fixed component (a fixed base salary), a short-term variable incentive (an annual cash bonus) and a long-term variable incentive (share options), dependent on clearly defined and measurable targets.

The composition of the remuneration package is such that total income is directly dependent on the company's results and that underlying criteria are crucial to the generation of value for the company and its shareholders.

The fixed base salary is based on assessments by an independent advisor and will periodically be reviewed.

The short-term variable incentive may provide a maximum of 50% of the fixed salary. In this context the performance criteria applicable are profit, cash flow and personal objectives. At the start of every financial year the relevant targets are set by the Supervisory Board, whereby each performance criterion is weighted at around one third of the total.

The long-term variable incentive is based on the senior management share option plan in which the Executive Board participates. The underlying value of options to be granted reflects a maximum of 50% of the fixed salary. These options may be exercised where:

a the person involved continues to be employed by the company
b at least three years have passed since the options were granted and
c the stock market price at any given time in the three years exceeded the price if the options were granted by a pre-determined percentage. This percentage has been set at 25% for the next several years.

The remuneration of the members of the Executive Board is determined by the Supervisory Board based upon the recommendations of the Remuneration and Appointments Committee of the Supervisory Board. Each year the Remuneration and Appointments Committee evaluates the performance of the members of the Executive Board, based upon their pre-defined personal and corporate objectives and considers annually the need for changes to their conditions of employment with reference to external organisations specialising in director remuneration.

More details of the remuneration of the Executive Board can be found on page 90 of this report.

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Corporate officers

Supervisory Board

The Supervisory Board of Samas in the financial year 2007/2008 consisted of four members. All also serve on either the Audit or the Remuneration and Appointments Committee. The Supervisory Board consists of the following members:

Mr J.A.J. Vink (1947), Chairman
Mr R.G.C. van den Brink (1948)
Mr J.F. van Duyne (1942)
Mr A.A. Olijslager (1944)

Information with regard to the Supervisory Board

Mr J.A.J. Vink
Dutch nationality.
First appointment in 2005,
appointed until AGM in 2009.
Former Chairman of the Executive Board of CSM N.V. and currently holds the following positions (among others):
- Chairman Supervisory Board Aegon Nederland N.V.
- Vice-Chairman Supervisory Board Vion N.V.
- Member Supervisory Board Koninklijke Wegener N.V.
- Member Supervisory Board Nutreco Holding N.V.
- Member Supervisory Board Schuitema N.V.
- Member Supervisory Board Cargill B.V.

Mr R.G.C. van den Brink
Dutch nationality.
First appointment in 2001,
appointed until AGM in 2009*
Former member of the Managing Board of ABN AMRO Bank N.V. and currently holds the following positions (among others):
- Chairman Supervisory Board Center Parcs Europe N.V.
- Member Supervisory Board Akzo Nobel N.V.

Mr J.F. van Duyne
Dutch nationality.
First appointment in 2001,
appointed until AGM in 2008*
Former CEO of Corus Group PLC and currently holds the following positions (among others):
- Chairman Supervisory Board OPG Groep N.V.
- Chairman Supervisory Board Gamma Holding N.V.
- Chairman Supervisory Board De Nederlandsche Bank N.V.
- Crown Member Sociaal-Economische Raad

Mr A.A. Olijslager
Dutch nationality.
First appointment in 2005,
appointed until AGM in 2009.
Former Group Chairman of the Board of Royal Friesland Foods N.V. and currently holds the following positions (among others):
- Vice-Chairman Supervisory Board AVEBE
- Vice-Chairman Supervisory Board ABN AMRO Holding N.V.
- Member Supervisory Board Center Parcs Europe N.V.
- Non-executive Director Tourism Real Estate Property Holding SE

The Profile of the Supervisory Board is available from the Company Secretary at the offices of the company and downloadable at www.samas.com.

Executive Board

In the financial year 2007/2008 the Executive Board of Samas consisted of three members: the Chief Executive Officer, the Chief Financial Officer and the Chief Operating Officer.

Chief Executive Officer

Mr J.M.M. van der Ven (1953)
Mr C.J. van der Bijl (1947)
Mr Van der Ven stepped down as a member of the Executive Board on 1 September 2007.
Mr Van der Bijl was nominated as a nominal director on 1 September 2007 and was appointed as a statutory member of the Executive Board on 20 September 2007.

Chief Financial Officer

Mr M.C. van den Biggelaar (1968)
Mr Van den Biggelaar was nominated as a nominal director on 1 March 2007 and was appointed as a statutory member of the Executive Board on 7 June 2007.

Chief Operating Officer

Mr C.C. Held (1966)
Mr Held was nominated as nominal director on 1 January 2007 and was appointed as a statutory member of the Executive Board on 7 June 2007.

Other

Mr E.J.R. Ingenegeren (Company Secretary, 1958)
Mr R. Rösler (Group Controller, 1965)

* These members have announced the intention to step down (and not to be re-eligible) at the 2008 Annual General Meeting of shareholders.

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Financial Statements Samas NV 2007 2008

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1 Consolidated balance sheet

as at March 31, 2008 (in thousands of euros)

	Notes	**2007/2008**	2006/2007
Assets			
Property, plant and equipment	10	**79,374**	100,923
Intangible assets	11	**10,283**	24,051
Investments in associates	12	**397**	409
Long-term receivables	13	**2,793**	6,495
Deferred tax assets	14	**8,000**	13,231
Non-current assets		**100,847**	145,109
Inventories	15	**36,571**	37,838
Trade and other receivables	16	**70,954**	80,224
Cash and cash equivalents	17	**1,642**	2,791
Current assets		**109,167**	120,853
Total assets		**210,014**	265,962

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	Notes	**2007/2008**	2006/2007
Equity and liabilities			
Share capital	18	**34,236**	24,899
Other reserves	18	**67,973**	79,444
Results for the year	44	**-38,946**	-31,134
Capital and reserves attributable to the shareholders of the company		**63,263**	73,209
Minority interests		**711**	86
Total equity		**63,974**	73,295
Long-term borrowings	19	**42,746**	59,394
Other non-current liabilities	20	**8,203**	9,197
Deferred tax liabilities	14	**4,071**	9,199
Pension provision	21	**15,063**	15,995
Provisions for other liabilities	21	**4,691**	2,145
Non-current liabilities		**74,774**	95,930
Trade payables	22	**32,467**	44,464
Taxes and social security premiums	22	**9,476**	8,834
Borrowings	19	**6,750**	23,913
Other current liabilities	22	**22,573**	19,526
Current liabilities		**71,266**	96,737
Total equity and liabilities		**210,014**	265,962

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2 Consolidated income statement

for the year ending March 31, 2008 (in thousands of euros)

	Notes	2007/2008	2006/2007
Revenue		388,210	352,432
Cost of auxiliary and raw materials		177,782	162,757
Gross profit		**210,428**	**189,675**
Staff costs	23	116,897	109,489
Other operating expenses	24	96,061	94,935
Depreciation and amortisation	25	7,707	13,610
Impairment of non-current assets	26	19,803	-
Operating costs		**240,468**	**218,034**
Operating profit		**-30,040**	**-28,359**
Share in profit of associates	27	434	150
Interest income		363	364
Interest expense		-7,313	-5,385
Net finance costs	27	-6,950	-5,021
Profit before income tax		**-36,556**	**-33,230**
Income tax	28	-1,924	2,180
Profit for the year		**-38,480**	**-31,050**
Attributable to:			
Minority interests		467	84
Shareholders of the company		-38,946	-31,134
Total		**-38,480**	**-31,050**
Earnings per share	29	**-1.21**	**-1.25**

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3 Consolidated statement of changes in equity

for the year ending March 31, 2008 (in thousands of euros)

			Reserves						
Equity	Issued capital	Share premium	Legal reserves	Result for the year	Currency translation differences	Retained earnings	**Total group equity**	Minority interests	**Total equity**
Balance as at April 1, 2006	**24,839**	**20,003**	**4,869**	**739**	**-497**	**55,180**	**105,133**	**34**	**105,167**
Issue of ordinary shares	60	201					261		**261**
Transfers			1,248	-739		-509	0		**0**
Profit / (loss) for the year				-31,134			-31,134	84	**-31,050**
Foreign currency translation differences and other movements					-421	-630	-1,051	-32	**-1,083**
Balance as at March 31, 2007	**24,899**	**20,204**	**6,117**	**-31,134**	**-918**	**54,041**	**73,209**	**86**	**73,295**
Issue of ordinary shares	9,337	23,033					32,370		**32,370**
Transfers			-1,157	31.134		-29.977	0		**0**
Profit / (loss) for the year				-38,946			-38,946	467	**-38,480**
Foreign currency translation differences and other movements					579	-3,949	-3,370	158	**-3,211**
Balance as at March 31, 2008	**34,236**	**43,237**	**4,960**	**-38,946**	**-339**	**20,115**	**63,263**	**711**	**63,974**

The position of the management option reserve under equity as at 31 March 2008 was € 0.8 million.

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4 Consolidated cash flow statement

for the year ending March 31, 2008 (in thousands of euros)

	Notes	2007/2008	2006/2007
Operating result	2	**-30,040**	**-28,359**
Depreciation/amortisation and impairment	2	33,125	13,610
Provisions	14-21	-3,514	-7,287
Taxes received / paid		3,949	4,574
Movement in working capital		-3,179	-2,983
Other non-cash movements		5,538	8,982
Net cash flow from operating activities		**5,879**	**-11,463**
Additions to non-current and intangible assets	10-11	-10,733	-21,290
Disposals of non-current and intangible assets and other movements	10-11	16,634	8,837
Share in operating profits / (losses) of associates and deconsolidation of associates	1	12	-86
Net cash flow from investing activities		**5,913**	**-12,539**
Issue of ordinary shares	3	32,370	261
Other movements in equity	3	-4,148	-1,051
Movements of non-current borrowings and liabilities	1	-17,642	41,328
Movements of current borrowings	1	-17,163	-15,975
Finance costs net of finance income	2	-6,516	-4,871
Paid to minority interests	3	158	-32
Net cash flow from financing activities		**-12,941**	**19,660**
Movements in cash and cash equivalents		**-1,149**	**-4,342**
Cash and cash equivalents as at April 1		**2,791**	**7,133**
Movements in cash and cash equivalents		-1,149	-4,342
Cash and cash equivalents as at March 31		**1,642**	**2,791**

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(in thousands of euros, unless stated otherwise)

5 General information

Samas N.V. (Samas) is a public limited company incorporated under the laws of the Netherlands, whose registered office is in Utrecht, the Netherlands, and which is listed on the Amsterdam Euronext Stock Exchange.

Its registered office address is:
Samas N.V.
Elzenkade 1
3992 AD Houten
The Netherlands

The activities of Samas N.V. and its Group companies (hereinafter “the Group”) consist mainly of the trade in and the manufacture of office products in the broadest sense of the words, as well as providing services and consultancy in the field of office administration and management.

All amounts shown in these financial statements are in thousands of euros. The company’s financial year runs from 1 April to 31 March.

These financial statements were signed and authorised for publication by the Executive Board and Supervisory Board on 19 May 2008. The adoption of the financial statements and the appropriation of the results are the prerogative of the Annual General Meeting of shareholders to be held on 20 June 2008.

6 Summary of significant accounting policies

Significant accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied, unless otherwise stated.

Standards, amendments and interpretations effective in 2007/2008
IFRS 7, Financial Instruments: Disclosures, and the complementary amendments to IAS 1, Presentation of Financial Statements: Capital Disclosures (effective from 1 january 2007) introduces new disclosures relating to financial instruments and does not have any impact on the classification and valuation of the Group’s financial instruments, or the disclosures relating to taxation, and trade and other payables.
IFRS 8, Operating Segments (effective from 1 January 2009). IFRS 8 replaces IAS 14. The new standard requires a ‘management approach’, under which segment information is presented on the same basis as used for internal reporting purposes.
Samas will further assess its impact in 2008, but given the fact Samas has already based its segment information on the internal reporting, no important impact is expected.
IFRIC 10, Interim Financial Reporting and Impairment prohibits the impairment losses recognised in an interim period on goodwill and investments in equity instruments and in financial assets carried at cost to be reversed at a subsequent balance sheet date.
This standard does not have any impact on the Samas Group’s financial statements.
IFRIC 11, Group and Treasury share transactions, will be assessed during 2008 and Samas will apply IFRIC 11 from the beginning of 2008/2009.

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The standards IFRIC 7 (Applying the restatement approach under IAS 29, Financial reporting in Hyperinflationary Economies), IFRIC 9 (Re-assessment of Embedded Derivaties), IFRIC 12 (Service Concession Arrangements) and IFRIC 14 are not relevant for Samas Group's operations.

6.1 Basis of preparation

The consolidated financial statements of the Group companies have been prepared in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union.

Unless otherwise stated, all amounts in these financial statements are in thousands of euros. The financial statements are prepared under the historical cost convention, modified for fair value adjustments.

6.2 Funding

In the first quarter of the financial year the company has obtained the additional funding which was required to strengthen the financial position of the company and to safeguard continuity of the Group.

During the financial year subsequent improvements of the financial position by achieving a positive net cashflow from operations and improving our working capital were realised. Effectively, solvency increased as well. Therefore, despite the net loss for the full year, the mentioned results from our actions provide a more solid basis for continuity of the Groups' funding.

6.3 Consolidation policies

1 Group companies -The consolidated financial statements include the accounts of Samas N.V. and its Group companies. Group companies are legal entities in which Samas N.V. can exercise control, either directly or indirectly. Group companies are fully consolidated from the date of acquisition, being the date on which the Group obtains control, and continue to be consolidated until the date that such control ceases. Minority interests are presented separately within equity and in the income statement.

Investments in associates in which significant influence can be exercised on operating and financial policies are recognised in accordance with the equity method of accounting. The net asset value is calculated in accordance with the policies applied in these financial statements. Where insufficient information relating to investments in associates is available to be able to adjust their net asset value in accordance with these policies, the financial statements of the associate concerned are used as a basis. Where the net asset value of an associate is in deficit, its carrying value will be recognised as zero. If in this situation the investing entity is liable for the debts of the associate, a provision is formed.

Group balances and income and expenses arising from intra-Group transactions are eliminated, as are any unrealised gains from these transactions. Unrealised losses are eliminated but are seen as impairment indicator for the underlying assets.

All companies are wholly owned unless stated otherwise.

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Major subsidiaries (100%)

Netherlands
Samas Nederland B.V., Houten
Samas International B.V., Utrecht
Samas Office B.V., Houten
Samas B.V., Houten
Samas Innovation B.V., Houten
Wagemans Maastricht B.V., Maastricht
Erco Interieurbouw B.V., Valkenswaard
Erco Meubel B.V., Valkenswaard

France
Samas France SA, Paris

Belgium
Samas België N.V., Brussels

Luxembourg
Samas Luxembourg SA, Luxembourg

United Kingdom
Samas UK Ltd, London (divested per 1 January 2008)

Republic of Ireland
Samas Ireland I Ltd., Dublin

Germany
Samas Deutschland GmbH, Worms
Samas GmbH & Co. KG, Worms and subsidiaries
Metallbau Nick GmbH, Lampertheim (61%)

Switzerland
Sitag AG, Sennwald

Eastern Europe
Samas Polska sp. z o.o., Warsaw
Samas Ceská Republika spol. s.r.o., Krouna
Samas Slovakia spol. s.r.o., Poprad
Samas Hungaria Irodabútor kft., Sopron

2 **Associates** are entities over which the Group has significant influence but not control, generally accompanying a shareholding comprising between 20% and 50% of the voting rights. Investments in associates are accounted for by the equity method of accounting and are initially recognised at cost. The Group's share of its associates' post-acquisition profits or losses is recognised in the income statement, and its share of post-acquisition movements in reserves is recognised in reserves.

Major associates

Uzbekistan
Tus-Buero, Tashkent (60%, but limited voting rights)

6.4 Segmental reporting

Geographical segments are seen as our primary segment. A geographical segment is a distinguishable component of the Group that is engaged in providing services within a particular economic environment. The geographical segments are the Benelux/UK, Germany/ Eastern Europe, Switzerland and France. The secondary segment is not applicable as we consider the whole group to be a business segment.

6.5 Foreign currency translation

Samas operates in countries with different currencies. The reporting currency is the euro. The financial statements of non-Dutch Group companies are translated into the reporting currency in accordance with the functional currency method. All companies have the local currency of the country in which they operate, this being their primary economic environment, as their functional currency. The functional currency of the parent company and that of most of its Group companies is the euro.

Foreign currency transactions are translated into the functional currency using the exchange rate prevailing at the dates of the transactions (spot rate). Foreign exchange gains and losses resulting from the settlement of financial transactions and from the translation at year-end exchange rates of borrowings and cash denominated in foreign currencies are recognised in the income statement as finance cost. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to euros at foreign exchange rates effective at the date the values were determined. A summary of the main currency exchange rates applied in the year under review and the preceding year reads as follows:

Exchange rates	2007/2008	2006/2007
Closing rates at the balance sheet date		
Swiss franc	**1.57**	1.62
Pound sterling	**0.80**	0.68
Average exchange rates		
Swiss franc	**1.64**	1.59
Pound sterling	**0.68**	0.68

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The results and financial position of all the Group entities that have a functional currency result different from the presentation currency are translated into the presentation currency as follows:

- Assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet.
- Income and expenses for each income statement are translated at average exchange rates. All resulting exchange differences are recognised as a separate component of equity.

6.6 Property, plant and equipment

1 **Land and buildings** consist mainly of factories, retail outlets and offices and are recognised at cost. Buildings currently in use are depreciated on a straight-line basis in accordance with their expected useful life. Land is not depreciated.

2 **Machinery and equipment** are stated at historical cost net of depreciation based on an asset's useful economic life. Historical cost includes expenses directly attributable to the acquisition of an asset. Significant renovations are included in an asset's carrying value only when it is likely that future economic benefits associated with the asset will exceed the initially recognised value. Maintenance, repairs and minor renovations are mostly expensed in the period in which they occur.

Depreciation, allowing for a residual value, is based on cost using the straight-line method and taking into account estimated useful life as follows:

	Expected useful life
Land	infinite
Buildings	25-35 years
Plant and machinery	5-10 years
Office furniture and equipment	5 years
Computer hardware	3-5 years
Product tooling	3-5 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

3 **Assets not used in the Group's operations** are recognised at the lower of carrying amount and fair value less costs to sell if their carrying amount is recovered principally through a sale transaction rather than a continuing use.

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6.7 Intangible assets

1 **Other software:** purchased software (licenses) and software developed in-house are stated at cost less accumulated amortisation and impairment losses.

Expenditure incurred on the development of identifiable and unique software used by the Group that is likely to generate economic benefits for longer than one year, is recognised as an intangible asset and amortised over its estimated useful life.
Software is amortised on a straight-line basis chargeable to the income statement over its estimated useful life.

2 **Development costs and patents** with finite useful lives are stated at cost less accumulated amortisation and impairment losses. Development costs include R&D Department costs and associated overheads.

Amortisation of other intangible assets is charged to the income statement on a straight line basis over their estimated useful lives.

Intangible assets	**Expected useful life**
Development costs	5 years
Licences	3-4 years
Software	3-5 years
Patents	3-5 years

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. A gain or loss on the sale of an asset is recognised in the income statement.

6.8 Impairment of non-financial assets

Assets that have an indefinite useful life, for example land, are not subject to amortisation and are tested on a regular basis for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

6.9 Financial assets

The Group classifies its financial assets in the following categories: at fair value through profit or loss, loans and receivables, and available-for-sale financial assets.
The classification depends on the purpose for which the financial assets were acquired. Management classifies financial assets at initial recognition and reviews this decision annually.

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Financial assets at fair value through profit or loss are financial assets for trading. A financial asset is classified as held for trading if it was acquired mainly with the intention of selling it in the short term. Derivatives are classified as held for trading unless they are designated as hedges.

Loans and receivables are non-derivative financial assets with fixed or determinable payments which are not quoted on an active market. They arise when the Group provides money, goods or services directly to a debtor without any intention of trading the receivable. They are included in current assets, except for those maturing more than 12 months after the balance sheet date. The latter are classified as non-current assets.

Loans, long-term receivables and liabilities are initially recognised at fair value net of transaction expenses, and thereafter at amortised cost using the effective interest method.

Available-for-sale financial assets are non-derivatives assigned to this category or not included in any of the other categories. They are recognised as non-current assets, unless management intends disposing of them within 12 months of the balance sheet date.

Impairment of financial assets takes place at each balance sheet date whether there is objective evidence that a financial asset or a group of financial assets is impaired. In the case of equity securities classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is considered an indicator that the securities are impaired. If any such evidence exists for available-for-sale financial assets, the cumulative loss – measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss – is removed from equity and recognised in the income statement. Impairment losses recognised in the income statement on equity instruments are not reversed through the income statement. Impairment testing of trade receivables is described in note 6.11.

6.10 Inventories

Goods for resale, auxiliary and raw materials are carried at the lower of standard cost, based on the FIFO method, and net realisable value. The net realisable value is the estimated selling price in the course of ordinary business operations, less estimated completion and distribution costs. Semi-manufactured goods, work in progress and finished goods are carried at the lower of standard cost and market value.

Standard cost includes materials, direct production costs, depreciation and production overhead costs. Inventories are net of a consistently calculated provision for obsolescence. Any impairment to net realisable value is recognised as an expense in the period in which it occurs. The costs of provisions formed are charged to the income statement as costs of auxiliary and raw materials.

6.11 Trade and other receivables

Trade and other receivables are presented initially at fair value and subsequently at amortised cost using the effective interest method. A provision for impairment of trade and other receivables is formed when it is more likely than not that the Group will be unable to collect the amounts receivable. The amount of the provision is equal to the difference between the asset's carrying amount and the present value of future cash flows discounted at the original effective interest rate. Impairment losses are charged to the income statement as 'Other operating expenses'.

6.12 Cash and cash equivalents

Cash and cash equivalents are made up of cash at bank and in hand, time deposits and other funds withdrawable on demand.

6.13 Deferred tax assets and liabilities

The tax rates and rules used are those that are applicable according to local tax law as per balance sheet date in the jurisdictions in which Samas operates.

Income tax expense represents the sum of current and deferred tax. Income tax is recognised in the income statement except to the extent that it relates to items recognised directly in equity, in which case the income tax is recognised in equity.

Taxes on income are accrued in the same period as the revenues and expenses to which they relate. Current tax receivables and payables at balance sheet date are valued at the amount expected to be recovered from or paid to the local tax authorities.

Current tax expense is based on the best estimate of taxable income for the year, using tax rates that are applicable at balance sheet date, and adjustments for current tax payable or receivable for previous years. Deferred taxes are recorded for temporary differences between the amounts of assets and liabilities for financial purposes and the corresponding tax basis used in the computation of taxable income. Deferred tax assets and liabilities are generally recognised for all taxable temporary differences except to the extent that a deferred tax liability arises from the initial recognition of goodwill. Deferred taxes are calculated at the (substantially) enacted tax rates that are expected to apply in the period when the liability is settled or the asset is realised.

Deferred tax assets, including deferred tax assets for tax loss carry forward positions and tax credit carry forward positions, are recognised to the extent that it is probable that future taxable income will be available against which deductible temporary differences can be utilised and deferred tax assets realised. The recoverable amount of deferred tax assets is reviewed at each balance sheet date and reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are offset in the consolidated balance sheet when there is a legally enforceable right to offset current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority.

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The ultimate tax effects of certain transactions can be uncertain for a considerable period of time. This requires management to estimate the related current and deferred tax positions. Liabilities for uncertain tax positions will be recognised when it is more likely than not that additional tax will be due.

6.14 Equity

Ordinary shares are classified as share capital. The distribution of dividend on ordinary shares is recognised as a liability in the period in which the dividend is declared by the company's shareholders. In the event of a new share issue, the proceeds less directly attributable costs are recognised as issued capital and, where applicable, share premium. When acquiring shares in the company's own share capital forming part of shareholders' equity, the consideration paid including directly attributable costs, is recognised as a movement in shareholders' equity. Purchased own shares are classified as treasury shares and deducted from shareholders' equity.

6.15 Borrowings

Borrowings are recognised initially at fair value, net of transaction costs and thereafter at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption obligation is recognised in the income statement over the term of the borrowing using the effective interest method.

6.16 Employee benefits

1 **Pension plans** - Group companies operate various pension plans, which are mostly funded through payments to insurance companies or pension funds, as determined by periodic actuarial calculations. The Group has both defined benefit and defined contribution plans.

A defined benefit plan is a pension plan that defines an amount of pension benefit an employee will receive on retirement and which usually depends on one or more factors such as age, years of service and remuneration.

A defined contribution plan is a pension plan under which the Group pays fixed contributions to a separate legal entity. The Group has no legal or deemed obligations to pay any further contributions if the fund does not have sufficient resources to pay all employees the pension benefits relating to their current and past years of service.

The liability recognised in respect of defined benefit pension plans is the present value of the defined benefit obligation at the balance sheet date less the fair value of the plan's investment portfolio, together with adjustments for actuarial gains or losses that have not yet been recognised. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is calculated using corporate bond rates whose currency and term to maturity approximate to those of the pension obligation.

For defined contribution plans, the Group pays contributions to publicly or privately administered pension funds on a mandatory, contractual or voluntary basis. Once the contributions have been paid, the Group has no further payment obligations. The contributions are recognised as staff costs as and when due. Prepaid contributions are recognised as an asset, provided they can be set off or are refundable.

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2 **Share-based compensation** - For an explanation of the share-based compensation we refer to note 35.

6.17 Provisions

Provisions are recognised in respect of legally enforceable or constructive obligations resulting from a past event which is likely to trigger an outflow of funds whose amount can be reliably estimated.

Provisions for restructuring are formed when a detailed formal restructuring plan has been approved and made public to those involved, or has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement that plan or announcing its main features to those affected by it. Restructuring provisions mainly comprise staff costs. The provisions are based on the present value of the expected future outlay.

6.18 Recognition of revenue and expenses

Sales and other operating revenue are accounted for when the service has been provided or the goods delivered. Operating expenses are recognised in the year to which they relate.

Gross profit is defined as the difference between revenue and the cost of auxiliary and raw materials. Other direct and indirect production costs are part of the operating costs. This is in line with the internal reporting policy.

Revenue consists of the fair value of the sale of goods and services, net of value added tax, discounts and the like, and after eliminating intra-group sales. The revenue from services is recognised in the accounting period in which the services are provided, pro-rata to the total services to be rendered. Finance income is recognised on an accrual basis using the effective interest method.

6.19 Leasing

Lease contracts in which substantially all the risks and rewards inherent to ownership are not vested in the Group are classified as operating leases. Operating lease costs are included in the income statement on a straight-line basis over the term of the lease.

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7 Financial risk management

7.1 Financial risk factors

The Group's activities expose it to a variety of financial risks: market risk (including currency, interest rate and price risks), credit and liquidity risks. The Group's overall risk management activities focuses on the unpredictability of financial markets and seeks to minimise potentially adverse effects on the Group's financial performance. Risk is managed by a central treasury officer (Group Treasury) under the direct responsibility of the Executive Board. Group Treasury identifies, evaluates and reviews financial risks, and if necessary hedges them in close co-operation with the Group's operating companies.

1 Foreign exchange risks arise from future commercial transactions, specific assets and liabilities and net investments in non-Dutch associates. To manage their foreign exchange risk arising from future commercial transactions and specific assets and liabilities, Group operating companies can use forward contracts, transacted with Group Treasury. Foreign exchange risk arises when future commercial transactions and specific assets and liabilities are denominated in a currency other than the operating company's functional currency. Group Treasury, responsible for managing and monitoring the net position in each foreign currency, may use external forward currency contracts as and when appropriate. External foreign exchange contracts are entered into by the Group as net hedges on the commercial transactions and specific assets and liabilities.

The Group has certain investments in operating companies abroad denominated mainly in CHF and GBP whose net assets are exposed to foreign currency translation risk due to exchange rate fluctuations between the local currency and the Group's functional currency. Exchange rate fluctuations arising from this translation risk are not hedged.

2 Liquidity risk - Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents and committed credit facilities. Due to the dynamic nature of the underlying transactions, Group Treasury aims to maintain flexibility in funding by keeping committed credit lines available. In note 19, more details regarding the liquidity risks are stated.

3 Market risk

3.1 Cash flow and fair value interest rate risk - As the Group has no significant interest-bearing assets, its cash flows from revenue and operating activities are substantially immune to changes in market interest rates. The Group's interest-rate risk arises from structural short to mid-term borrowings. Borrowings issued at variable short-term rates expose the Group to cash flow interest-rate risk. The Group's policy is to maintain approximately a serious part of its structural short to mid-term borrowings at fixed interest rates. At year-end 50% of the total net debt position was funded at fixed rates although the maturity is less than a year.
The Group manages its cash flow interest-rate risk mainly by using floating-to-fixed interest-rate swaps.
If the interest rate had been 0.5% higher/lower, the profit before income tax would have been € 0.4 million lower/higher.

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3.1 Other price risk - Main raw materials for Samas group are steel and wood. General policy is that important price increases in steel and wood will be recharged to the customers. If the price of steel would have been 5% higher/lower, and we would not have changed our prices to the customer, the gross profit would have been 1.0-1.5% lower/higher. If the price of wood would have been 5% lower/higher, and we would not have changed our prices to the customer, the gross profit would have been 0.5-1.0% higher/lower. Subsequent analysis will be made in the course of next year.

7.2 Hedging activities

Derivatives are initially recognised at market value on the date the contracts are entered into. Thereafter they are continuously revaluated at fair value. Since hedge accounting is currently not applied by the Group, the resulting gains/losses on revaluation are recognised in the income statement in the period in which they occur.

As from the date of the underlying transaction and the date of the derivative contract entered into, the Group documents the relationship between the derivative and the underlying transaction.

7.3 Fair value estimation

The fair value of financial instruments traded in active markets (such as publicly traded derivatives) is based on quoted market prices at the balance sheet date. The fair value of financial instruments that are not traded in an active market (such as over-the-counter derivatives) is determined using different valuation techniques based on a combination of quoted market prices, dealer quotes and present value computation techniques.

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8 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions for the future. The resulting accounting outcomes will, by definition, seldom equal the actual results. Estimates and assumptions involving a significant risk of material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

1 Impairment of non-current assets

Following triggering events and at least annually, the Group tests whether assets have suffered any impairment. For non cash generating units the direct realisable or fair values have been determined, based upon surveyor reports and market quotations. This can lead to impairments if the surveyor reports and/or quotations show materially different fair values.

The recoverable amounts of cash generating units are determined using value-in-use and other calculations. These require the use of estimates. Based on these tests, impairment losses are deemed to have been reported. Should the actual performance of these cash-generating units be materially worse, however, impairment losses could arise or vary from the reported impairment losses. Such impairment losses or variances could have a material effect on the carrying amounts of the intangible assets.

2 Provisions

A provision is by its nature an estimate and/or a judgement. The actual outcome of these uncertain factors may be materially different from the estimates. Hence, the differences between actual outcomes and the recorded provisions can impact on the results for the period concerned. Similar uncertainties apply to the timing of the outflow of funds required to pay for these obligations.

3 Income tax

The Group is subject to corporate income tax in various jurisdictions. Assumptions play a significant role in determining the total provision for income tax. There are many transactions and calculations whose ultimate tax effect on the ordinary course of business operations is uncertain. The Group recognises liabilities arising from potential tax audit issues based on estimates of whether additional taxes may be due. Where the final tax outcome of these matters is different from the initial estimates, such differences will affect the income tax charge in the income statement, and the tax liabilities in the period in which these variances occur.

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9 Segmental information

Geographical segments are seen as our primary segment. A geographical segment is a distinguishable component of the Group that is engaged in providing services within a particular economic environment. The geographical segments are the Benelux/UK, Germany/ Eastern Europe, Switzerland and France. The secondary segment is not applicable as we consider the whole Group to be a business segment.
The results by segment for the year ending 31 March 2008 are as follows:

Information by geographical area (primary segment)	Benelux/UK	Germany/ Eastern Europe	Switzerland	France	Holding / Unallocated	**Total**
Total segment revenue	**100,645**	**190,748**	**28,814**	**99,620**		**419,827**
Inter-segment revenue	-1,024	-20,587	-10,006	0		-31,617
Revenue	**99,621**	**170,161**	**18,808**	**99,620**		**388,210**
Cost of goods sold	57,967	97,365	13,242	40,825	-31,617	177,782
Gross profit	**42,678**	**93,383**	**15,572**	**58,795**		**210,428**
Operating profit	**-3,375**	**1,881**	**807**	**-3,054**	**-26,299***	**-30,040**
Net Finance costs						-6,516
Profit before income tax						**-36,556**
Depreciation and amortisation	3,279	4,416	1,534	1,931	1,600	12,760
Book results disposals non-current assets	-2,470	-2,583	0	0	0	-5,053
	809	**1,833**	**1,534**	**1,931**	**1,600**	**7,707**
Total assets	**34,722**	**102,379**	**24,571**	**48,605**	**-263**	**210,014**
Liabilities	**18,317**	**61,842**	**13,480**	**47,037**	**5,364**	**146,040**
Capital expenditure	**727**	**4,468**	**198**	**1,538**	**3,802**	**10,733**
Employees (average FTEs)	431	1,105	149	703	45	2,433

* The negative operating result for the Holding/unallocated reflects mainly the financial consequences of the revised strategic priorities, such as the impairment for the 'Harmony project' (reference is made to note 11) and the impairment for the long-term receivable. As such, these expenses are not allocated to geographical segments.

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The results by segment for the year ending 31 March 2007 are as follows:

Information by geographical area (primary segment)	Benelux	Germany/ Eastern Europe	Switzerland	France	Holding / Unallocated	Total
Total segment revenue	**95,893**	**160,177**	**24,915**	**98,196**		**379,181**
Inter-segment revenue	-260	-17,798	-8,606	-85		-26,749
Revenue	**95,633**	**142,379**	**16,309**	**98,111**		**352,432**
Cost of goods sold	58,583	79,063	11,115	40,745	-26,749	162,757
Gross Profit	**37,310**	**81,114**	**13,800**	**57,451**		**189,675**
Employees (average FTEs)	434	1,104	139	713	20	2,410

10 Property, plant and equipment

	Land and buildings	Machinery, equipment and other	Construction in progress	Down payments	Total
Cost or valuation	166,994	218,654	10,250	450	396,348
Accumulated depreciation	-88,652	-186,104	330	0	-275,086
Net book amount as at April 1, 2006	**78,342**	**32,550**	**9,920**	**450**	**121,262**
Additions	1,370	8,842	0	1,079	11,291
Disposals	-5,865	-1,984	0	0	-7,849
Depreciation	-2,700	-9,711	0	0	-12,411
Transfers	0	-1,178	-8,489	-1,313	-10,980
Translation differences	-358	-35	3	0	-390
Net book amount as at March 31, 2007	**70,789**	**28,484**	**1,434**	**216**	**100,923**
Cost or valuation	153,617	211,080	1,764	216	366,677
Accumulated depreciation	-82,828	-182,596	330	0	-265,754
Net book amount as at March 31, 2007	**70,789**	**28,484**	**1,434**	**216**	**100,923**
Additions	496	4,882	820	-82	6,116
Impairment	-2,520	0	-425	0	-2,945
Disposals	-15,433	-1,044	0	0	-16,477
Depreciation	-2,486	-8,617	0	0	-11,103
Transfers	1,554	1,478	-661	-135	2,236
Translation differences	619	1	3	1	624
Net book amount as at March 31, 2008	**53,019**	**25,184**	**1,171**	**0**	**79,374**
Cost or valuation	114,980	166,187	1,171	0	282,338
Accumulated depreciation	-61,961	-141,003	0	0	-202,964
Net book amount as at March 31, 2008	**53,019**	**25,184**	**1,171**	**0**	**79,374**

The disposals mainly relate to the disposal of the buildings in Freiburg and Valkenswaard.

11 Intangible assets

	Development costs	Other	Total
Cost or valuation	2,997	5,673	8,670
Accumulated amortisation	-1,304	-2,497	-3,801
Net book amount as at March 31, 2006	**1,693**	**3,176**	**4,869**
Additions	2,117	7,512	9,629
Disposals	0	0	0
Amortisation	-248	-1,136	-1,384
Transfers	0	10,980	10,980
Translation differences	0	-43	-43
Net book amount as at March 31, 2007	**3,562**	**20,489**	**24,051**
Cost or valuation	5,114	24,122	29,236
Accumulated amortisation	-1,552	-3,633	-5,185
Net book amount as at March 31, 2007	**3,562**	**20,489**	**24,051**
Additions	1,751	2,866	4,617
Impairment	0	-14,208	-14,208
Disposals	-303	0	-303
Amortisation	-428	-1,229	-1,657
Transfers	-1,870	-366	-2,236
Translation differences	0	19	19
Net book amount as at March 31, 2008	**2,712**	**7,571**	**10,283**
Cost or valuation	4,553	11,304	15,857
Accumulated amortisation	-1,841	-3,733	-5,574
Net book amount as at March 31, 2008	**2,712**	**7,571**	**10,283**

Other intangible assets comprised mainly product development costs, patents and ICT (mainly Group-wide IT platform). Total capitalised expenses on this IT platform amounted to € 20.2 million (previous year: € 17.9 million). The revised strategic priorities for Samas as announced in October 2007 and mentioned in the new corporate plan of approach imply a different view on the size and timing of business benefits coming from the integrated processes and the role of one unified IT platform. After careful analysis it was concluded that a new Group-wide IT platform, the harmonised processes and a unified data model on a European scale (‘Harmony project’) would have a significantly lower importance and value for Samas and the targeted strategy than earlier assumed. Therefore, Samas accounted for a write-down of € 14.2 million to an asset value of € 6.0 million, which is depreciated as from October 2007 in five years.

12 Associates

Investment in associates	Total
Book value as at April 1, 2006	**323**
Result	24
Other movements	62
Book value as at March 31, 2007	**409**
Result	33
Other movements	-45
Book value as at March 31, 2008	**397**

13 Long-term receivables

	2007/2008	2006/2007
Real estate	**0**	3,499
Mortgages, etc.	**2,793**	2,996
Total	**2,793**	6,495

The long-term receivable related to real estate (Maiden Lane) has been impaired, due to new information that indicated that mainly flood risks have firmly reduced opportunities to benefit from proceeds related to the development of this property.
The other long-term receivables relates for an amount of € 1.8 million (previous year € 1.7 million) to housing facilities to employees in France. An amount of € 0.1 million will be received within 1 year; an amount of € 1.2 million has a duration of 5 – 20 years.

14 Deferred tax asset and liabilities

Deferred income tax assets and liabilities reflect the tax effects of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for income tax purposes.
Deferred income tax assets and liabilities are offset in the consolidated balance sheet when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income taxes are levied by the same fiscal authority.
The deferred tax assets and liabilities are presented as non current assets and liabilities in the consolidated balance sheet. The significant components of deferred income tax assets and liabilities as at 31 March 2008 and 31 March 2007 are as follows:

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	March 31, 2008	March 31, 2007
Deferred tax assets		
Employee benefits	**765**	3,847
Development costs/goodwill	**3,522**	7,783
Other timing differences	**531**	-
Tax losses carry forward	**58,989**	53,358
Total gross deferred tax assets	**63,807**	64,988
Unrecognised deferred tax assets	**54,097**	50,803
Total gross deferred tax assets (before netting)	**9,710**	14,185
Netting	**-1,710**	-954
Total recognised deferred tax assets	**8,000**	13,231
Deferred tax liabilities		
Land and buildings	**4,662**	6,480
Other tangible fixed assets	**375**	949
Patents and licenses	**388**	826
Other intangible fixed assets	**-**	318
Other timing differences	**356**	1,580
Total gross deferred tax liabilities (before netting)	**5,781**	10,153
Netting	**-1,710**	-954
Total recognised deferred tax liabilities	**4,071**	9,199
Net deferred tax assets	**3,929**	4,032

The movement in the deferred tax assets and liabilities during the financial year can be explained as follows:

	Temporary Differences	Tax losses Carry forward	Total
Deferred tax assets			
Gross value as at March 31, 2007	10,676	53,358	64,034
Not recognised	(7,545)	(43,258)	(50,803)
Net value as at March 31, 2007	**3,131**	**10,100**	**13,231**
Additional losses 2007/2008	-	9,434	9,434
Usage of unrecognised losses	-	(1,279)	(1,279)
Other movements charged/released to the income statement	(6,133)	-	(6,133)
Adjustment opening balance due to change in tax rate	(679)	(2,525)	(3,204)
Movement not recognised deferred tax	3,659	(6,952)	(3,293)
Movement in netting amount	22	(778)	(756)
Gross value as at 31 March 2008	3,855	58,211	62,096
Not recognised	(3,855)	(50,211)	(54,096)
Net value as at March 31, 2008	**-**	**8,000**	**8,000**

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	Temporary Differences	Other	Total
Deferred tax liabilities			
Gross value as at March 31, 2007	**9,199**	**-**	**9,199**
Adjustments opening balance	-1,675		-1,675
Movement timing differences charged or released to the income statement	-2,698	-	-2,698
Other movements	-755	-	-755
Net value as at March 31, 2008	**4,071**	**-**	**4,071**

Tax losses carry forward

As per 31 March 2008 Samas had tax losses carry forward of a total amount of € 202,157 (as per 31 March 2007: € 159,258). According to current local tax law the duration of using the tax losses carry forward are for an amount of € 137,074 (as per 31 March 2007: € 120,993) infinite. For the remaining losses the maximum duration of using the losses to offset against future profit is 8 years.

Tax losses carry forward related to one jurisdiction can not be used to offset profit in other jurisdictions. Specific judgment is required in determining whether deferred tax assets. Samas determines this on the basis of budgets, cash flow- and other forecasts. When it is not likely deferred tax assets will be utilised the deferred tax assets are not recognised.

15 Inventories

	2007/2008	2006/2007
Auxiliary and raw materials	**17,432**	19,615
Work in progress	**7,971**	9,523
Finished goods and goods for resale	**11,168**	8,700
Total	**36,571**	37,838

16 Trade and other receivables

	2007/2008	2006/2007
Trade debtors	**63,531**	71,082
Prepaid expenses	**3,757**	4,335
Other receivables	**3,666**	4,807
Total	**70,954**	80,224

The book value of these receivables is equal to their fair value. The provision for impairment amounts to € 3,974 (previous year: € 3,927).

Trade debtors with specific risks are considered impaired. Trade debtors without specific risks that are less than three months past due are not considered impaired. It was assessed that a part of the other receivables past due needed to be impaired.
The ageing analysis of the trade debtors is as follows:

	2007/2008	2006/2007
Trade debtors not past due	**47,679**	50,217
Trade debtors past due		
Up to 1 month	**10,471**	10,514
1 to 2 month	**3,922**	3,990
2 to 3 month	**350**	2,351
Over 3 month	**5,083**	7,937
Total trade debtors past due	**19,826**	24,792
Total trade debtors	**67,505**	75,009

Samas France transferred receivable balances amounting to € 15.0 million to a bank in exchange for cash during the year ending 31 March 2008 (previous year € 17.7 million). The transaction has been accounted for as a drawing under Factoring Arrangement, and the receivables are still on the balance sheet.

17 Cash and cash equivalents

	2007/2008	2006/2007
Cash at bank and in hand	**1,642**	2,791
Total	**1,642**	2,791

18 Equity

Issued share capital
The authorised capital amounts to € 90 million, made up of 45 million ordinary shares and 45 million preference shares, each having a nominal value of € 1.
The paid-up capital comprises 34,236,341 ordinary shares (previous year: 24,899,159).

Legal reserves
The legal reserve relates to product- and development cost. This reserve is non-distributable and amounts to 4,960 (previous year: 6,117).

19 Borrowings

	2007/2008	2006/2007
Non-current borrowings		
Drawings under Factoring Arrangement	**15,047**	17,651
Syndicated revolving credit facility	**27,650**	41,743
Other non-current borrowings	**49**	0
Current borrowings		
Drawings on syndicated credit facility	**6,750**	23,100
Other current borrowings	**0**	813
Total	**49,496**	83,307

Repayment obligations due within 12 months are included under current liabilities.

The borrowings consist of loans from credit institutions bearing an average rate of interest of 6.9% (previous year 5.4%). All loans are denominated in euros.

In the course of the financial year 2007/2008 the committed Revolving Credit Facility (RCF) has been modified to an amount of € 47.5 million which is also the agreed size of the RCF as per year end. Compared to the situation as per the beginning of the financial year, more specifically after the renewal of RCF as signed at April 5, 2007, the RCF has been adjusted as follows:

- A reduction of € 17.5 million in June 2008 following the share issue
- Some downward adjustments for a total amount of € 21.0 million linked to proceeds with respect to real estate
- An increase of € 3.0 million specifically for restructuring purposes in the second half of the financial year.

Repayments had a mandatory character. Proceeds on real estate refer mainly to Valkenswaard (August 2007) and Freiburg (December 2007) properties. The RCF is partly secured on the fixed assets (68,441 – previous year 89,567) and partly on the receivables and inventories (59,441 – previous year 63,750). Final maturity date of the RCF is 31 March 2010 whereas contractual obligations imply a further reduction of the facility to an amount of € 40.8 million towards 31 December 2008.

In the financial year 2007/2008 Samas has operated within the agreed financial covenants. During the first three quarters of the financial year the sole financial covenant was an absolute EBITDA figure per quarter. As from 1 January 2008 EBITDA-levels based on a 12 month rolling base as well as a solvency-rate have been agreed as the applicable financial covenants for the subsequent five quarters. New covenants and/or applicable covenant levels will be determined in the third quarter of the year 2008/2009 whereas the loan documentation basically contains the following covenants:

- Net Debt : EBITDA
- Solvency ratio
- Interest coverage (EBITDA/interest)
- EBITDA on a 12 month rolling base

Drawings under Factoring Arrangement refer to Samas France whereas since the redressement judiciaire in 2005 intercompany financing to Samas France is subject to restrictions from the RCF and therefore locally financed using factoring.

20 Other non-current liabilities

	2007/2008	2006/2007
Redressement judiciaire	**8,203**	9,197

The repayments following the redressement judiciaire in France are as of this year stated in the other non-current liabilities. The comparable figures from 2006/2007 are also restated. Payments with durations of less than 1 year are part of the current liabilities. Repayments will take place yearly until 2014.

21 Pension and restructuring provisions

	Pensions, etc.	Restructuring	Total
Balance as at March 31, 2007	**15,995**	**2,145**	**18,140**
Additions charged to the income statement	645	4,375	5,020
Released to income statement/ withdrawals	-1,577	-1,829	-3,406
Balance as at March 31, 2008	**15,063**	**4,691**	**19,754**

21.1 Pension provisions

Pension provisions relate to the following:

	2007/2008	2006/2007
Defined benefit pension plans	**11,006**	10,277
Other pension plans	**4,057**	5,718
Total	**15,063**	15,995

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Defined benefit pension plan

The breakdown of the defined benefit pension plans is as follows:

	Total		Germany		France	
	2007/2008	2006/2007	2007/2008	2006/2007	2007/2008	2006/2007
Benefit obligations	**11,755**	11,991	**9,663**	9,780	**2,092**	2,211
Fair value of plan assets	**893**	755	**893**	755	**-**	-
Funded status	**10,862**	11,236	**8,770**	9,052	**2,092**	2,211
Unrecognised net actuarial gain/(loss)	**144**	-959	**307**	-536	**-163**	-422
Liability as at March 31	**11,006**	10,277	**9,077**	8,488	**1,929**	1,789

The amounts recognised in the income statement are:

	Total		Germany		France	
	2007/2008	2006/2007	2007/2008	2006/2007	2007/2008	2006/2007
Current service costs	**134**	140	**21**	22	**113**	117
Interest costs	**567**	500	**466**	405	**101**	95
Expected return on plan assets	**-36**	-27	**-36**	-27	**-**	-
Amortisation of net (gain)/loss	**-20**	34	**-33**	16	**13**	18
Total	**645**	648	**418**	417	**227**	231

The changes in the present value of the defined benefit pension plans are as follows:

	Total		Germany		France	
	2007/2008	2006/2007	2007/2008	2006/2007	2007/2008	2006/2007
Benefit obligations as at April 1	**11,991**	12,599	**9,780**	10,480	**2,211**	2,119
First time consolidation	**958**	-	**958**	-	-	-
Current service costs	**134**	140	**21**	22	**113**	117
Interest expense due to passage of time	**567**	500	**466**	405	**101**	95
Actual distributions during the year	**-814**	-740	**-727**	-688	**-87**	-52
Actuarial (gain)/losses	**-1,081**	-508	**-835**	-440	**-246**	-68
Balance as at March 31	11,755	11,991	9,663	9,780	2,092	2,211

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The changes in the fair value of the defined benefit pension plans' assets are:

	Total		Germany	
	2007/2008	2006/2007	2007/2008	2006/2007
Balance as at April 1	**755**	621	**755**	621
Expected return on plan assets	**36**	27	**36**	27
Employee contributions	**817**	785	**817**	785
Benefits paid	**-727**	-688	**-727**	-688
Actuarial gains / (losses) on plan assets	**13**	10	**13**	10
Balance as at March 31	**893**	755	**893**	755

The plan assets are managed by external insurance partners and are part of their total asset position. Therefore it is not possible to specify the total plan assets in the different instruments. The principal actuarial assumptions in respect of defined benefit pension plans are:

	Germany		France	
	2007/2008	2006/2007	2007/2008	2006/2007
Discounting rate	**5.30%**	4.50%	**5.75%**	4.60%
Expected return on plan assets	**5.30%**	4.50%	**0.00%**	0.00%
Expected salary increase	**0.00%**	0.00%	**2.00%**	2.00%
Expected inflation rate	**1.50%**	1.50%	**2.00%**	2.30%

Mortality rate
Assumptions regarding future mortality experience are set based on advice in accordance with published statistics and experience in each territory.

Other provisions
The other pension provision of 4,057 (previous year: 5,718) relates for an amount of 2,750 (previous year 4,083) to the defined contribution plan in the Netherlands as a result of an agreement with Stichting Pensioenfonds Samas Groep as of January 1, 2005 and mainly to an early retirement plan in Germany amounting to 1,150 (previous year: 1,718).

22 Trade payables, and other current liabilities

	2007/2008	2006/2007
Trade payables	**32,467**	44,464
Taxes and social security premiums	**9,476**	8,834
Other current liabilities	**22,573**	19,526
Total	**64,516**	72,824

The maturity date of the trade payables is less than 1 year.

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	2007/2008	2006/2007
Other current liabilities		
Accrued holiday pay	**4,673**	3,378
Other	**17,900**	16,148
	22,573	19,526

23 Staff costs

	2007/2008	2006/2007
Wages and salaries	**93,507**	85,217
Pension costs	**5,179**	3,847
Social security premiums	**18,211**	20,425
Staff Costs	**116,897**	109,489

The staff costs include an amount of € 4.3 million which relates to restructuring costs and an amount of € 0.8 million regarding the share based compensation.

24 Other operating costs

	2007/2008	2006/2007
Transport & warehouse expenses	**28,302**	25,394
Other expenses	**67,759**	69,001
Other operating costs	**96,061**	94,935

25 Depreciation and amortisation

	2007/2008	2006/2007
Depreciation and amortisation	**12,760**	13,610
Book profits selling property	**-5,053**	-
	7,707	13,610

The book profits refer mainly to the selling of the properties in Freiburg and Valkenswaard.

26 Impairment of (in)tangible fixed assets

	2007/2008	2006/2007
Impairment of non-current assets	**19,803**	-

The impairment of non-current assets mainly concerns the 'Harmony project' (€ 14.2 million, see note 11), the building in Sennwald (€ 2.5 million) and the long-term receivable (€ 3.1 million).

27 Finance costs

	2007/2008	2006/2007
Share in profit of associates	**434**	150
Net finance costs	**-6,950**	-5,021
Finance costs	**-6,516**	-4,871

In the net finance costs an amount of € 0.9 million is charged related to the upfront bridge facility.

28 Income tax

The effective tax rate in the consolidated statements differ from the overall expected tax rate (the weighted average statutory tax rate based on the result before tax of each subsidiary). This difference arises due to the following:

	2007/2008	2006/2007
Result before tax	**(36,555)**	(33,231)
Expected tax rate	**25.86%**	30.44%
Expected tax profit	**9,453**	10,115
Adjustments tax calculations previous years	**(1,474)**	2,407
Differences local tax rates and the expected tax rate (including applicable tax rulings)	**1,252**	2,630
Non deductible expenses/additional tax profit	**(1,124)**	(77)
Unrecognised tax losses	**(11,378)**	(12,809)
Usage of unrecognised tax loses	**1,278**	-
Other permanent differences	**69**	(86)
Effective tax profit/(loss)	**(1,924)**	2,180

Samas' subsidiaries are subject to income taxes in various countries between 12.5% and 33.33%. The expected tax profit for the Group has changed compared to last year due to changes in some of the local tax rates and due to changes in the relative weighting of the subsidiaries as a consequence of different individual results of the subsidiaries compared to previous year.

29 Earnings per share

	2007/2008	2006/2007
Profit / (loss) for the year	**-38,946**	-31,134
Number of ordinary shares (average)	**32,161,412**	24,899,159
Basic earnings per ordinary share	**-1.21**	-1.25
Share options outstanding	**565,143**	549,928
Number of shares before diluted earnings per share	**32,726,555**	25,449,087

30 Long-term commitments

Long-term commitments mainly consist of lease and rental contracts.

	up to 1 year	1 to 5 years	more than 5 years	**Total**
Rent of buildings	9,149	10,842	2,678	22,669
Future minimum lease payments	2,464	4,586	4,579	11,629
Total	**11,613**	**15,428**	**7,257**	**34,298**

The most important commitment is the rent of the Village Office in Houten. Remaining duration of the rental contract is 7 years and the total commitment is € 7 million.
Bank guarantees amounting to 2,898 (previous year: 2,408) were mainly issued to customers of Group companies.

31 Related party transactions

Related parties are members of the Executive Board and Group companies of Samas N.V. No material transactions took place with related parties other than those arising out of ordinary business operations.

32 Notes to the consolidated cash flow statement

The indirect method is used. The profit for the year is adjusted for (1) transactions not involving any cash inflow or outflow, (2) provisions (both long and short-term) for past or future cash payments or receipts, and (3) revenue and expenses relating to cash flows from investing and financing activities.

33 Remuneration of Supervisory Board members

Supervisory Board members' emoluments, which are fixed and not affected by the results of the Group, are set by the shareholders in general meeting. The current yearly emoluments of Supervisory Board members were set at € 18 per member and € 25 for the chairman by the Annual General Meeting of shareholders held on 16 August 2005. The Annual General Meeting

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of shareholders held on August 16, 2005 further resolved that Supervisory Board members who sit on the Audit Committee and Remuneration and Appointments Committee are entitled to additional emoluments of € 1.7 and € 1.5 respectively per committee meeting. Members of the Supervisory Board do not have any other business relationship with the company.

In this financial year the Audit Committee have had 12 meetings, mainly in the first half of the year. Main topics were the share issue and the consequences of the business disruptions, especially in the Netherlands.

During the 2007/2008 financial year, the following emoluments (including expense allowances, excluding VAT) paid to the members of the Supervisory Board were borne by the company:

	2007/2008	2006/2007
J.A.J. Vink, chairman	**30**	31
R.G.C. van den Brink	**22**	23
J.F. van Duyne	**38**	28
A.A. Olijslager	**42**	31
	132	113

34 Remuneration of Executive Board members

The total remuneration of the three (previous year: three) members and one (previous year: one) former member of the Executive Board was € 2,370 (previous year: € 961).

The remuneration of Executive Board members is set by the Supervisory Board based upon the recommendations of the Remuneration and Appointments Committee.

Each year the Remuneration and Appointments Committee reviews the performance of Executive Board members, based in part on agreed individual and collective objectives, and annually considers the need for changes in their conditions of employment, among other factors, based on the advice of specialised consultants.

The remuneration of the Executive Board's current members comprises fixed and variable components. Noting that the assignment of Mr Van der Bijl is arranged using a service agreement with an agency for executive management, his fixed compensation amounts to € 2.5 per working day. The variable component of all Board members consists of a bonus (maximum 50% of the fixed base salary) that is linked to quantitative and qualitative individual and collective objectives.

As per 1 March 2008 the employment agreement with the former CEO Mr Hans van der Ven was terminated. As announced earlier a severance payment of € 600 was made.

The objectives of the members of the Executive Board for the financial year 2007/2008 were based on results (1/3), cash flow (1/3) and personal objectives (1/3).

The details of the achievement of the objectives of the members of the Executive Board for the financial year 2007/2008 are as follows:

	results (1/3)	cashflow (1/3)	personal objectives (1/3)
C.J. van der Bijl	achieved	partially achieved	partially achieved
M.C. van den Biggelaar	not achieved	achieved	achieved
C.C. Held	not achieved	achieved	achieved

The outcome of the above will result in the payment of € 115 to Mr Van der Bijl, of € 94 to Mr Van den Biggelaar and of € 87 to Mr Held. Given the fact that Mr Van den Biggelaar entered the company as per 1 March 2007, contractually the bonus of this financial year is based on a 13 months period. Mr Van der Ven has not received nor will receive any variable component over 2007/2008. The bonus payments to the members of the Executive Board will take place in the financial year 2008/2009.

Pensions are based upon the average pay system. While Executive Board members retire at age 65, they may opt to have their pension entitlements recalculated at age 62 and retire at that age if they wish. This is not applicable for Mr Van der Bijl, with whom no pension arrangements have been agreed upon.

The table set out below shows the fixed, periodically paid remuneration (including social security contributions) of Executive Board members, the remuneration payable over time (pension) and incentive bonuses, and any payments due on termination of their employment with the company that were borne by the company in the 2007/2008 financial year.

	Fixed remuneration (including social security costs)	Severance payment	Bonuses	Pensions	Share based expenses	Total 2007/2008	Total 2006/2007
J.M.M. van der Ven (up to February 2008)	355	600	0	107	0	1,062	496
C.J. van der Bijl (as from 1-9-2007)	355	0	115	0	0	470	0
M.C. van den Biggelaar	267	0	94	35	47	443	23
C.C. Held	260	0	87	0	48	395	183
Total	**1,237**	**600**	**296**	**142**	**95**	**2,370**	**702**

The table shows the bonuses for the year under review.
Executive Board members participate in the management share option plan, which is described in more detail on page 92. The number of options granted to Executive Board members is shown on page 93. Mr Van der Bijl receives no options.

The options granted to the Executive Board in 2006/2007 are not included in the table above. Samas N.V. shares held by Executive and Supervisory Board members at the end of the year under review was nil.

35 Share based compensation

The Group operates a management share option plan, under which share options are granted to managers. The share option plan can be seen as an equity settled share based payment arrangement. Other than in exceptional circumstances, rewards are subject to the conditions that the manager remains in employment at the time of exercise. The fair value of the option grants are calculated using the Black & Scholes-Merton formula and calculated on their grant date. The fair value is recognised in the income statement over the vesting period, typically 3 years. The numbers as calculated in the table below are calculated on the basis that 100% of the options will vest. For the determination of the fair values as set out below, the lapsed portion, of the non-vested options, as per March 31, 2007 is not taken into account.

Share option grants	Options granted	Outstanding	Fair value per option granted	Total fair value (* € 1,000)	P&L charge 07/08 (* € 1,000)
series 2007	241,000	181,000	€ 2.71	€ 517	€ 140
series 2006	174,500	69,000	€ 4.36	€ 414	€ 100
series 2005	125,000	82,000	€ 2.94	€ 291	€ 80

The main assumptions used to determine the fair values are set out below:

Assumption option grants	Series 2007	Series 2006	Series 2005
Share price at date of grant	€ 5.30	€ 8.38	€ 5.74
Adjusted exercise price after rights issue	€ 4.68	€ 7.40	€ 5.07
Expected share price volatility	37%	40%	41%
Option life	8 years	8 years	8 years
Expected dividend yield	0%	0%	0%
Risk free interest rate	4.5%	4.1%	3.4%

Expected share price volatility has been estimated based on relevant historic share price dates in respect of the Samas N.V. ordinary shares.

When the options are exercised, the proceeds received net of any transaction costs directly attributable are added to share capital (at nominal value) and to share premium. When options lapse, either at the end of the exercise period, or due to applicability of other regulations of the share option plan, the provision under equity, the management option reserve, will be adjusted accordingly and transferred to the free reserves.
The position of the management option reserve under equity as at 31 March 2008 was € 775. As options granted before 7 November 2002 are not accounted for according to IFRS 2, there was a further contingent liability as at 31 March 2008 of € 654 for the series granted before this date.

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During the financial year under review option rights to 241,000 ordinary shares of a nominal value of € 1 each were granted to senior managers. The members of the Executive Board were granted option rights to 150,000 shares. Options granted in the period 2000 to 2007 may be exercised during a (maximum) term varying between sixty-two months and ninety-six months, depending on the year in which they were granted and the conditions selected.
Of the granted options during the financial year 60,000 option rights lapsed.

At the end of the year under review there were a total of 565,143 options outstanding.
The share-based compensation rewards outstanding as per 31 March 2008 are set out below.

	2007/08	2006/07	2005/06	2004/05	2003/04	2002/03	2001/02	2000/01
Issued to members of the Executive Board	**150,000**	70,000	40,000	46,992	58,000	43,750	77,143	111,429
Issued to other employees	**91,000**	104,500	85,000	93,000	31,650	47,375	65,394	85,984
Options granted	**241,000**	174,500	125,000	139,992	89,650	91,125	142,537	197,413
Exercised/lapsed options:								
- to 31-3- 2007	**-**	-32,500	-19,000	-40,797	-82,075	-33,150	-83,696	-156,271
- in 2007-2008	**-60,000**	-73,000	-24,000	-19,000	-1,250	-3,750	-7,585	-
Outstanding as at 31 March	**181,000**	69,000	82,000	80,195	6,325	54,225	51,256	41,142
Exercise price in euros	**5.30**	8.38	5.74	5.32	4.00	8.50	9.33	9.72
Exercise price in euros after redenomination	**4.68**	7.40	5.07	4.70	3.53	7.51	8.24	8.58
Exercise period up to and including	**22-5-15**	23-5-14	24-5-13	2-6-12	3-9-11	27-6-10	27-6-09	28-6-08

As of the end of 2007/2008, current and former members of the Executive Board held the following options:

	Options as at March 31, 2007	Granted in 2007/2008	Exercise price in euros	Expiry date of options 2007/2008	Exercised in 2007/2008	Lapsed in 2007/2008	Outstanding options as at March 31, 2008	Lowest/ highest/ exersice price in euro
J.M.M. van der Ven *	92,195	50,000	4.68	Lapsed		90,000	52,195	4.70/5.07
M.C. van den Biggelaar	0	60,000	4.68	22-05-15			60,000	4.68
C.C. Held	22,250	40,000	4.68	22-05-15			62,250	4.68/7.51
J.C. de Mos **	151,428					30,000	121,428	7.51/8.58

* For Mr Van der Ven, 52,195 options rights will expire on 30 June 2008
** Options to Mr. De Mos will expire on 27 June 2010.

The exercise prices shown above are those following the redenomination following the rights issue in June 2007. As a rule, new ordinary shares are issued in respect of exercised options. No shares were acquired to cover the options granted.

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36 Company balance sheet as at March 31, 2008 (after appropriation of net result)

Amounts in thousands of euros

	Notes	**2007/2008**	2006/2007
Assets			
Property, plant and equipment	39	2,242	2,555
Intangible assets	39	5,155	17,934
Investments in subsidiaries	38	108,933	0
Deferred tax assets		402	413
Non-current assets		**116,732**	**20,902**
Receivables from Group companies		0	212,119
Other receivables		1,503	1,085
Cash and cash equivalents		0	0
Current assets		**1,503**	**213,204**
Total assets		**118,235**	**234,106**

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	Notes	**2007/2008**	2006/2007
Equity and liabilities			
Issued share capital		34,236	24,899
Share premium		43,237	20,204
Statutory reserve		4,960	6,117
Retained earnings		-19,170	21,989
Total equity	40	**63,263**	**73,209**
Long term borrowings	41	750	17,780
Deferred tax liability		402	413
Provision for subsidiaries	38	0	113,384
Other provisions	21	4,548	4,697
Non-current liabilities		**5,700**	**136,274**
Liabilities to Group companies		33,221	0
Trade and other payables	42	2,787	6,825
Borrowings	41	10,059	12,677
Other current liabilities	42	3,205	5,121
Current liabilities		**49,272**	**24,623**
Total equity and liabilities		**118,235**	**234,106**

37 Company income statement for the year ending March 31, 2008

Income statement	**2007/2008**	2006/2007
Subsidiaries' result for the year	**-35,707**	-49,966
Other revenue and expenses	**-3,239**	18,832
Profit for the year	**-38,946**	-31,134

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38 Accounting policies

The financial statements of Samas N.V. are prepared in accordance with accounting policies generally accepted in the Netherlands (Dutch GAAP) and in compliance with the legal requirements of Part 9, Book 2 of the Netherlands Civil Code. Samas N.V. prepares consolidated financial statements in accordance with the International Financial Reporting Standards (IFRS) as adopted by the European Union.

The company has exercised the option to prepare company financial statements using the same accounting policies as those applied in the preparation of the consolidated financial statements. These policies have been used from 1 April, 2004 onwards. Adjustments arising from this change in accounting policies are recognised in equity. The company income statement has been prepared taking advantage of the exemption in pursuance of section 402, Book 2 of the Netherlands Civil Code.

Investments in Group companies are carried in accordance with the company's share in their net asset value determined in accordance with the accounting policies used in these financial statements. To the extent that Samas has incurred legal or constructive obligations or made payments on behalf of the subsidiary, and the net asset value is reduced to zero, additional losses are provided for and a liability is recognised. Since the Group company's net asset value as at 31 March 2007 is in deficit, a provision has been formed to this effect, so that the carrying value as at 31 March 2007 of these companies was set at nil. Due to the transfer of receivables into equity during 2007/2008, the net asset value as at 31 March 2008 is positive.

Pursuant to the provisions of section 403, sub-section 1, Book 2 of the Netherlands Civil Code, the company has assumed joint and several liability for the debts of all the Dutch Group companies arising from their juristic acts (rechtshandelingen as defined under the civil-law applicable in the Netherlands). The written joint and several liability undertaking is available for public inspection at the Utrecht Trade Registry.

Investment in subsidiaries

The movement in the net asset value of the investment in subsidiaries is as follows:

Financial assets	**2007/2008**	2006/2007
Balance as at April 1	**-113,384**	-61,737
Profit / (loss) for the year	**-35,707**	-49,966
Transfer receivables into equity	**262,017**	0
Direct movements in equity	**-3,993**	-1,681
Balance as at March 31	**108,933**	-113,384

39 Non-current assets

Movements in non-current assets were as follows:

	2007/2008	2006/2007
As at April 1		
At cost	**22,047**	13,525
Depreciation	**-1,558**	-856
	20,489	12,669
Movements		
- additions	**2,530**	8,522
- impairment	**-14,208**	-
- depreciation	**-1,414**	-702
Total movements	**-13,092**	7,820
As at March 31		
- cumulative cost	**24,577**	22,047
- accumulated depreciation	**-17,180**	-1,558
Carrying value	**7,397**	20,489

40 Equity

Reference is made to note 18 of the consolidated financial statements.

41 Long and short term borrowings

	2007/2008	2006/2007
Non-current borrowings		
Drawings on syndicated credit facility	750	17,780
Current borrowings		
Drawings on syndicated credit facility	10,059	12,677
Total	**10,809**	30,457

Reference is made to note 19 of the consolidated financial statements as all terms of the borrowing agreement are also applicable for Samas N.V..

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42 Trade and other payables and other current liabilities

	2007/2008	2006/2007
Trade payables	**2,787**	6,825
Taxes and social security premiums	**64**	590
Other current liabilities	**3,141**	4,531
Total	**5,992**	5,841
Other current liabilities		
Accrued holiday pay	**152**	228
Other	**2,989**	4,303
	3,141	4,531

43 Remuneration of the Executive Board members

Reference is made to note 34, as the Executive Board of Samas N.V. is equal to the Executive Board of Samas Group.

Samas N.V.
Supervisory Board
J.A.J. Vink, *chairman*
R.G.C. van den Brink
J.F. van Duyne
A.A. Olijslager

Executive Board
C.J. van der Bijl, *CEO*
M.C. van den Biggelaar, *CFO*
C.C. Held, *COO*

Houten, 19 May 2008

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44 Treatment of the loss

In view of the loss incurred, no dividend distribution proposal will be tabled at the Annual General Meeting of shareholders, which will instead be asked to approve that the loss be charged to general reserves.

45 Events after the balance sheet date

No significant events occured after the balance sheet date.

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46 Independent auditor's report to the shareholders of Samas N.V.

To the General Meeting of shareholders of Samas N.V.

Auditor's report

Report on the financial statements

We have audited the accompanying financial statements for the period from 1 April 2007 to 31 March 2008 of Samas N.V. , Utrecht, as set out on page 58 to 100. The financial statements consist of the consolidated financial statements and the company financial statements. The consolidated financial statements comprise the consolidated balance sheet as at 31 March 2008, the income statement, statement of changes in equity and cash flow statement for the period from 1 April 2007 to 31 March 2008, and a summary of significant accounting policies and other explanatory notes. The company financial statements comprise the company balance sheet as at 31 March 2008, the company income statement for the period from 1 April 2007 to 31 March 2008 and the notes.

The Management Board's responsibility

The Management Board of the company is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards as adopted by the European Union and with Part 9 of Book 2 of the Netherlands Civil Code, and for the preparation of the Management Board report in accordance with Part 9 of Book 2 of the Netherlands Civil Code. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Management Board, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion with respect to the consolidated financial statements

In our opinion, the consolidated financial statements give a true and fair view of the financial position of Samas N.V. as at 31 March 2008, and of its results and its cash flows for the period from 1 April 2007 to 31 March 2008 in accordance with International Financial Reporting Standards as adopted by the European Union and with Part 9 of Book 2 of the Netherlands Civil Code.

Opinion with respect to the company financial statements

In our opinion, the company financial statements give a true and fair view of the financial position of Samas N.V. as at 31 March 2008, and of its results for the period from 1 April 2007 to 31 March 2008 in accordance with Part 9 of Book 2 of the Netherlands Civil Code.

Report on other legal and regulatory requirements

Pursuant to the legal requirement under 2:393 sub 5 part e of the Netherlands Civil Code, we report, to the extent of our competence, that the Management Board report is consistent with the financial statements as required by 2:391 sub 4 of the Netherlands Civil Code.

Utrecht, 19 May 2008
PricewaterhouseCoopers Accountants N.V.

P. Tieleman RA

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Supplementary information

Statutory conditions for appropriation of profit

Conditions for appropriation of profit, as laid down in Article 29, paras 1 and 4 of the Articles of Association are as follows:

Article 29, para 1

From the profit in each financial year, a preference share allocation shall, whenever possible, in the first instance be made amounting to a percentage, to be specified below, of the obligatory amount due to be deposited for these shares at the beginning of the financial year over which profit is appropriated. The percentage referred to above shall be equal to the average EURIBOR interest rate for loans with a term of one year, assessed according to the number of days on which this rate held, for the financial year over which profit is appropriated, increased by maximum four percentage points; the latter increase is repeatedly set for five years by the Executive Board with the approval of the Supervisory Board.

In the event that publication of the said rate shall cease, the Executive Board, with the approval of the Supervisory Board, shall be authorised to determine a different interest percentage for the next issue of preference shares, whereby said percentage shall – in the opinion of the Executive Board – match best with the above mentioned rate. In such an event the Executive Board is authorised to determine that the percentage to be paid out on the preference shares shall be increased by a mark-up to be determined by the Executive Board with the approval of the Supervisory Board.

Where, in the financial year for which the above designated payment occurs, the sum required to be paid for preference shares is decreased, or increased due to a decision for further payment, the payout shall be reduced, or where possible increased, by an amount equal to the above designated percentage of the amount of the reduction or increase, calculated as from the time of the reduction or the time at which further payment was required.

In the event of any issue of preference shares during a given financial year, the dividend on preference shares in that financial year shall be reduced pro rata up to the date of said issue, whereby a part of a month shall be counted as a full month.

In the event that profit is insufficient to make a full payout as designated in this para, the deficit shall be paid out from the reserves.

Article 29, para 4

After due application of the previous stipulations in this article, the Executive Board, with approval of the Supervisory Board, is authorised to reserve all or part of profit remaining.

Insofar as profit is not reserved in line with the stipulations of the previous sentence, it shall be at the free disposal of the Annual General Meeting of shareholders, with the understanding that there shall be no further dividend payout on preference shares.

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Report by Stichting Samas

Stichting Samas aims to ensure the continuity and maintenance of the identity of Samas N.V. and the companies which it and the companies associated with it in a group maintains.

The Stichting attempts to achieve this goal mainly by obtaining preference shares in the company's capital and by exercising all the rights associated with those preference shares. In order to enable the immediate issue of said shares by Samas N.V. to the Stichting, a share option agreement has been concluded. Pursuant to this agreement the Stichting is entitled to take preference share up to 99% of the issued and paid up ordinary share capital. In that same agreement, the company has been granted permission to issue that same number of shares to the Stichting. The Stichting is obliged to pay at least 25% of the nominal amount upon issue.

During the period under review, the Stichting has carried out no activities other than those to which it is bound under its articles of association.

Mr Land stood down from his position during the period under review. As his successor was appointed Mr A.W. Veenman, who successively stood down as scheduled and was reappointed for a period of four years.

The Board of Stichting Samas now comprises the following persons:
Mr M.W. den Boogert, *Chairman*
Mr M. Arentsen
Mr R.B. Lenterman
Mr A.W. Veenman

The Stichting is independent from the company as intended in Art. 5.71 section 1 sub c Financial Supervision Act (Wet op het financieel toezicht).

Houten, 19 May 2008

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Ten year Samas-Groep in figures

(in millions of euros, unless otherwise stated)

	IFRS				Dutch GAAP						
	2007/2008	2006/2007	2005/2006	2004/2005**	2004/2005	2003/2004	2002/2003	2001/2002	2000/2001	1999/2000	1998/1999
Balance sheet											
Fixed assets	**100.8**	145.1	145.6	157.7	145.3	173.8	202.2	217.6	255.5	256.8	238.6
Inventories	**36.6**	37.8	31.8	34.3	34.3	35.7	48.3	57.6	71.0	95.6	89.8
Receivables	**71.0**	80.2	69.4	76.1	76.1	63.9	102.2	157.8	461.3	216.4	191.1
Cash at banks and in hand	**1.6**	2.8	7.1	8.1	8.1	8.3	1.5	1.3	1.1	2.7	4.1
Shareholders' equity	**63.3**	73.2	105.1	77.4	99.4	144.0	179.6	213.2	319.8	111.5	148.9
Group equity	**64.0**	73.3	105.2	77.4	99.4	144.0	181.0	216.2	323.4	117.4	165.7
Share capital	**34.2**	24.9	24.8	14.3	18.9	18.9	18.9	18.9	21.3	16.8	16.5
Subordinated loans	**–**	–	–	14.2	–	–	–	–	20.0	25.0	25.0
Guaranteed capital	**64.0**	73.3	105.2	91.6	99.4	144.0	181.0	216.2	343.3	142.4	190.7
Capital invested	**113.5**	156.6	162.8	166.8	174.6	199.8	244.1	264.1	549.0	337.3	316.7
Provisions	**23.8**	27.3	34.6	44.0	24.1	38.3	51.6	85.9	129.5	68.2	57.9
Long-term liabilities	**50.9**	68.6	16.8	38.4	38.4	47.3	5.9	5.8	32.6	44.9	46.3
Current liabilities	**71.3**	96.7	97.3	102.1	101.8	52.1	115.8	126.4	303.4	341.1	253.7
Balance sheet total	**210.0**	266.0	253.9	276.0	263.7	281.7	354.3	434.3	788.9	571.5	523.6
Turnover and results											
Net turnover	**388.2**	352.4	355.6	354.1	354.1	361.2	439.9	530.0	1,002.0	929.6	884.3
Turnover growth (in %)	**10**	-1	0	-2	-2	-18	-17	-47	8	5	8
Gross profit	**210.4**	189.7	190.7	190.6	190.6	198.6	246.0	309.2	457.1	433.1	418.2
Operating profit	**-30.0**	-28.4	-0.4	-56.0	-57.0	- 33.0	-35.6	19.7	61.5	63.4	57.4
Net group profit	**-38.5**	-31.1	0.8	-47.1	-44.8	- 33.9	-31.5	20.0	34.7	34.3	31.8
Net profit	**-38.9**	-31.1	0.7	-47.1	-44.8	- 33.9	-31.4	19.5	33.9	33.3	25.8
Net profit after extraordinary income	**–**	–	–	–	–	–	–	–	158.0	_	_
Dividend (incl. preference dividend)	**0**	0	0	0	0	0	0	10.2	13.2	13.8	11.2
Capital expenditure and financing											
Capital expenditure in fixed assets	**10.7**	21.3	17.2	12.4	12.3	17.2	14.7	22.4	32.8	25.8	24.7
Divestments	**16.6**	8.7	15.8	9.7	9.7	17.6	5.0	4.7	10.1	1.7	10.7
Depreciation *	**12.8**	13.8	14.8	32.2	32.7	21.9	22.7	21.7	26.2	23.6	25.2
Cash flow after investments	**11.8**	-24.0	7.1	-15.0	-15.0	14.1	-15.0	305.4	1.4	-61.3	-1.9
Numbers employed											
Total (full-time basis) as of 31 March	**2,389**	2,447	2,367	2,486	2,486	2,682	3,125	3,539	5,393	5,315	5,299
Ratio (as %)											
Gross profit/net turnover	**54**	54	54	54	54	55	56	58	46	47	47
Operating profit/net turnover	**-7.7**	-8.1	-0.1	-15.8	-16.1	-9.1	-8.1	3.7	6.1	6.8	6.5
Net Group profit/net turnover	**-9.9**	-8.8	0.2	-13.3	-12.7	-9.4	-7.2	3.8	3.5	3.7	3.6
Net Group profit/av. Group equity	**-56.1**	-34.8	0.8	-53.3	-36.8	-20.9	-15.9	7.1	27	24	20
Net profit/av. Shareholders' equity	**-57.0**	-34.9	0.8	-53.3	-36.8	-21.0	-16.0	7.0	27	26	20
Operating profit/av. capital invested	**-22.2**	-17.8	-0.2	-32.8	-30.4	-14.9	-14.0	8.6	17	19	18
Payout (in %)	**0**	0	0	0	0	0	0	45	32	32	35
Group equity/balance sheet total	**30**	28	41	28	38	51	51	50	41	21	32
Guaranteed capital/ balance sheet total	**30**	28	41	33	38	51	51	50	44	25	36

* from ordinary activities

** the year 2004/2005 is recalculated according to IFRS

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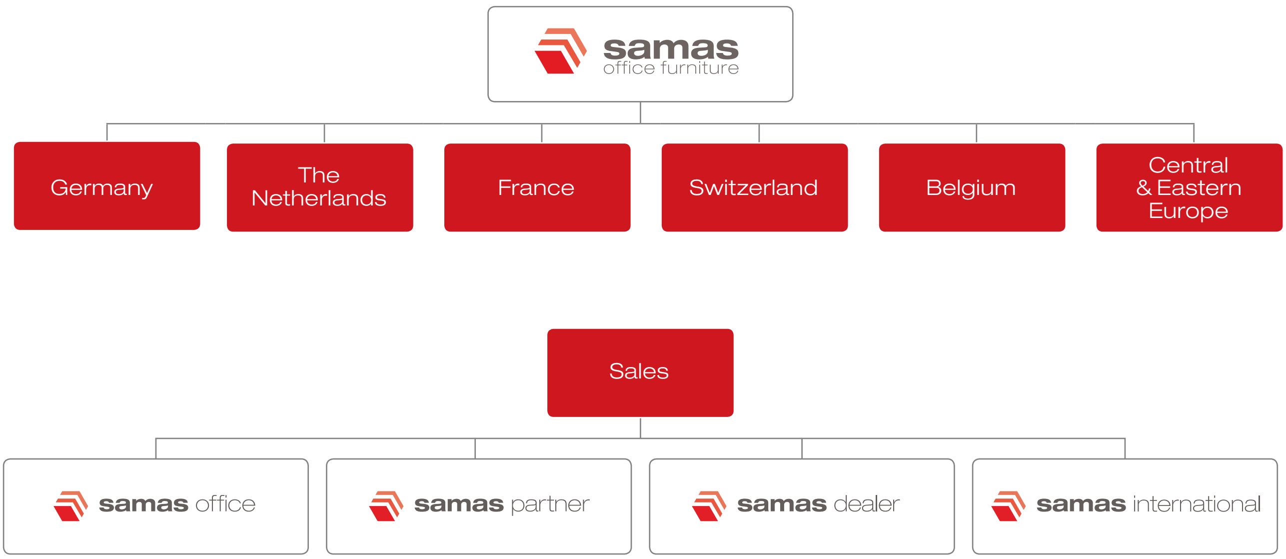
Samas organisation and brands



samas office

samas partner

samas dealer

samas international

samas innovation

samas services

erco interieurbouw

assenburg by samas

drabert by samas

falpro by samas

fortschritt by samas

mbt by samas

sansen by samas

schärf by samas

sitag by samas

roneo by samas

MARTINSTOLL

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