

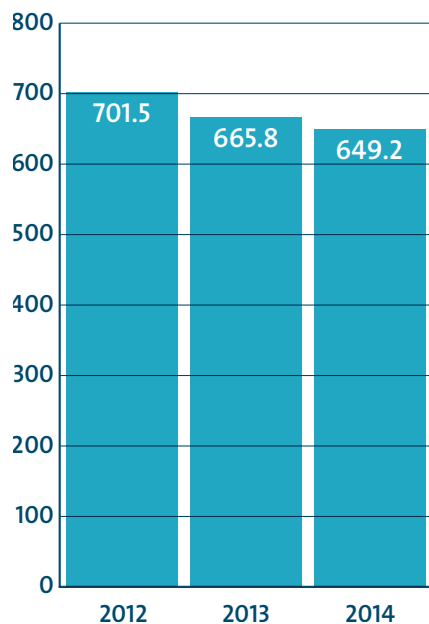
Key figures 2014

TURNOVER	2014	2013 RESTATED	DEFINITIONS
Net turnover	654.7	650.1	Net turnover Amounts invoiced to clients (excluding VAT)
Operating income	649.2	665.8	Operating income Net turnover adjusted for change in work in progress
Added value	493.5	507.0	Added value Revenue less cost of work subcontracted and other external charges
RESULTS			
EBITA recurring	14.7	14.8	EBITA recurring EBITA excluding non-operational items
EBITA	12.9	4.8	EBITA margin EBITA / Operating income
Net result	6.3	(3.4)	Earnings per share Net result / Number of ordinary shares issued
Return on average shareholders' equity (%)	6.0	(3.2)	
EBITA margin, recurring (%)	2.3	2.2	
BALANCE SHEET			
Total assets	272.0	284.8	Net working capital Current assets less current liabilities (excluding cash and cash equivalents less amounts owed to credit institutions)
Shareholders' equity	106.6	103.6	
Group equity	106.9	104.3	
Group equity as percentage of total assets (%)	39.3	36.6	Free cash flow Cash flow from operating and investing activities
FINANCIAL POSITION			
Net working capital	24.7	34.5	
Free cash flow	25.6	(16.9)	
WORKFORCE			
Number of staff (headcount per ultimo)*	6,836	7,064	

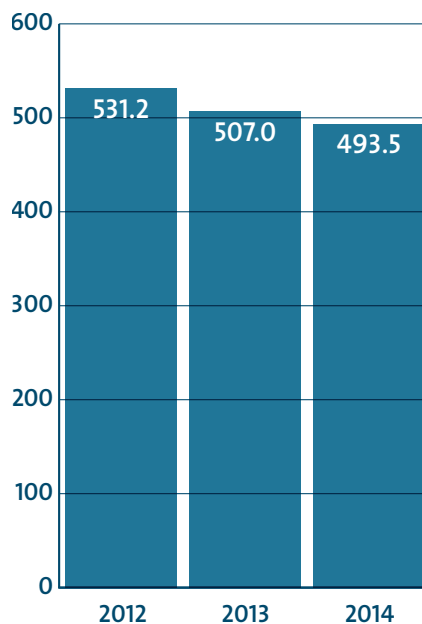
* This number includes flexible workforce and staff of all Royal HaskoningDHV Group managed companies worldwide

Key figures 2014

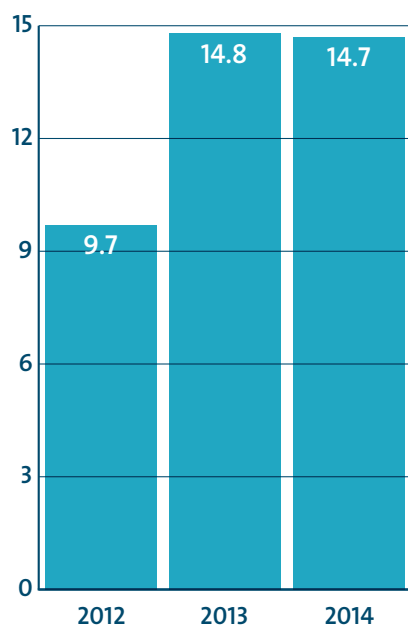
OPERATING INCOME (€MILLION)



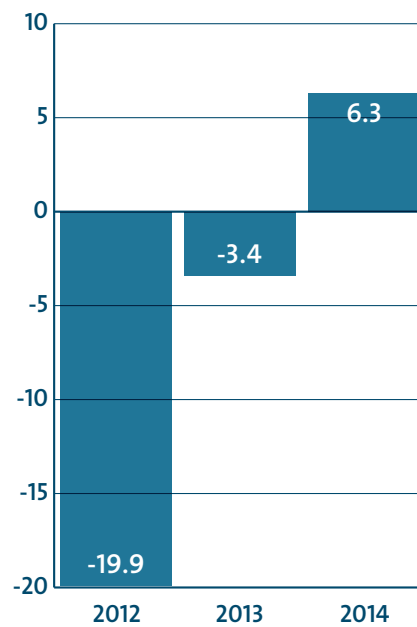
ADDED VALUE (€MILLION)



EBITA RECURRING (€MILLION)

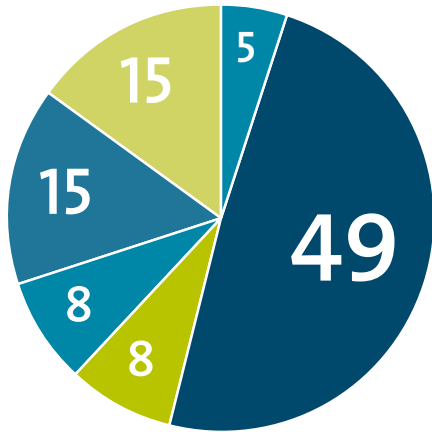


NET RESULT (€MILLION)



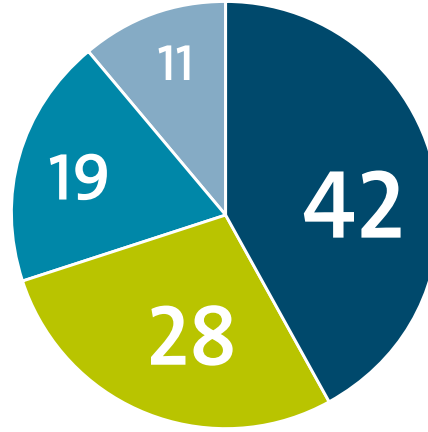
Key figures 2014

TURNOVER BY REGION (PERCENT)



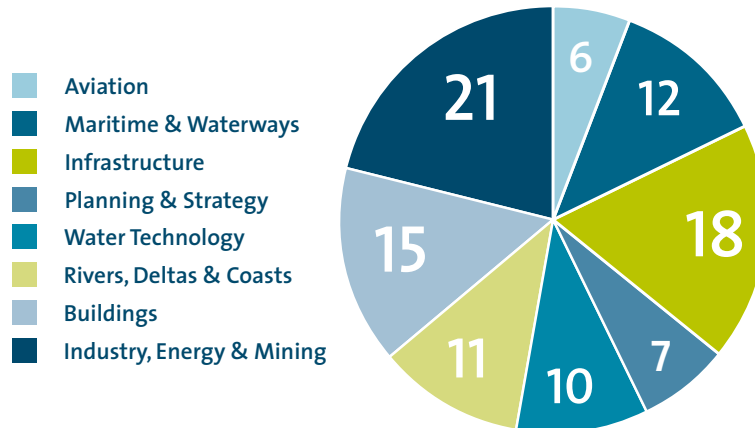
- The Netherlands
- United Kingdom
- Europe (other)
- Africa
- Asia
- Americas

TURNOVER BY CLIENT GROUP (PERCENT)



- Government & Society
- Industry & Business
- Infrastructure & Utilities
- Intermediates

TURNOVER BY MARKET GROUP (PERCENT)



- Aviation
- Maritime & Waterways
- Infrastructure
- Planning & Strategy
- Water Technology
- Rivers, Deltas & Coasts
- Buildings
- Industry, Energy & Mining