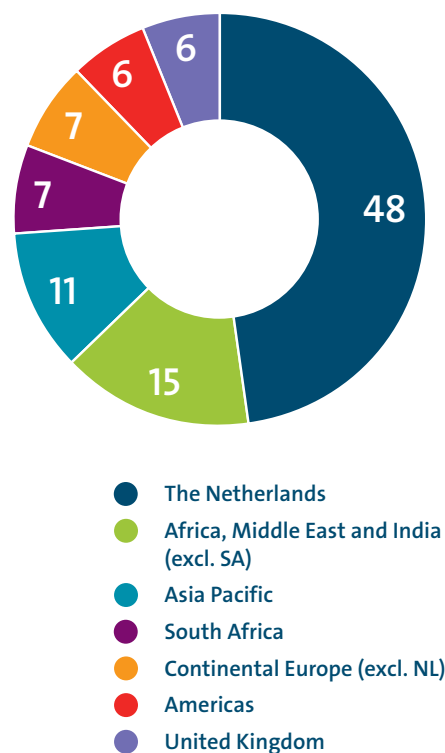


Key Figures

(€ MILLIONS, UNLESS STATED OTHERWISE)

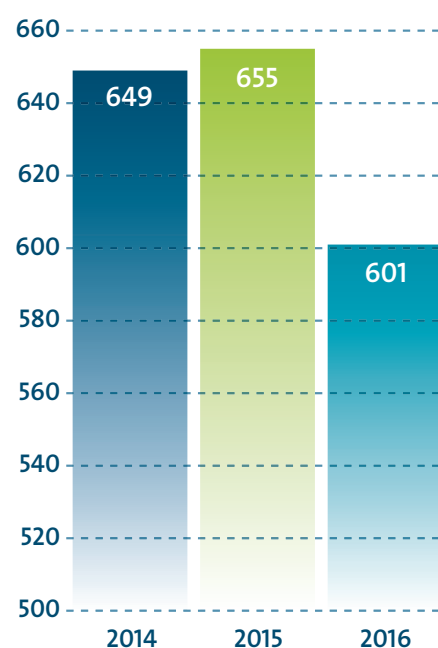
	2016	2015
Net turnover	621.3	667.0
Operating income	601.1	654.5
Added value	475.7	492.4
Results		
EBITA recurring	24.5	26.1
EBITA	22.0	30.5
Net result	12.1	11.8
Return on average shareholders' equity (%)	10.0	10.5
EBITA margin, recurring (%)	4.1	4.0
Earnings per share (€)	2.45	2.38
Balance Sheet		
Total assets	293.1	288.7
Shareholders' equity	122.3	118.9
Group equity	122.5	119.1
Group equity as percentage of total assets (%)	41.8	41.3
Financial Position		
Net working capital	35.5	16.1
Free cash flow	(2.2)	57.1

TURNOVER BY REGION %



Net turnover	Amounts invoiced to clients (excluding VAT), excluding invoiced in advance
Operating income	Net turnover adjusted for change in work in progress, including other operating income, excluding non-operational items
Added value	Operating income less cost of work subcontracted and other external charges
EBITA recurring	EBITA excluding non-operational items
Non-operational items	Restructuring costs and other one-off items
EBITA margin	EBITA / Operating income
Return on average shareholders' equity	Net result / Average shareholders' equity
Earnings per share	Net result / Number of ordinary shares issued
Net working capital	Current assets less current liabilities (excluding cash and cash equivalents less amounts owed to credit institutions)
Free cash flow	Cash flow from operating and investing activities

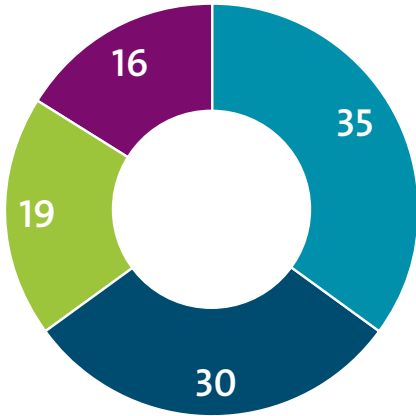
OPERATING INCOME (€ MILLION)



Operating income	Shareholders' equity	Average workforce
601 € million	122 € million	6,197

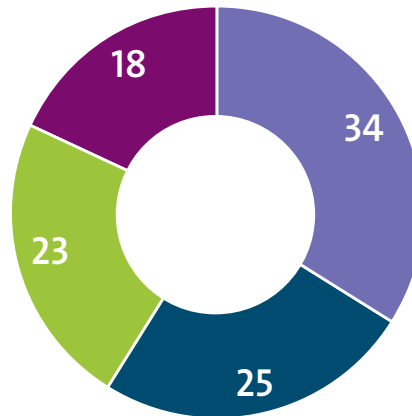
Key Figures

TURNOVER BY CLIENT GROUP %



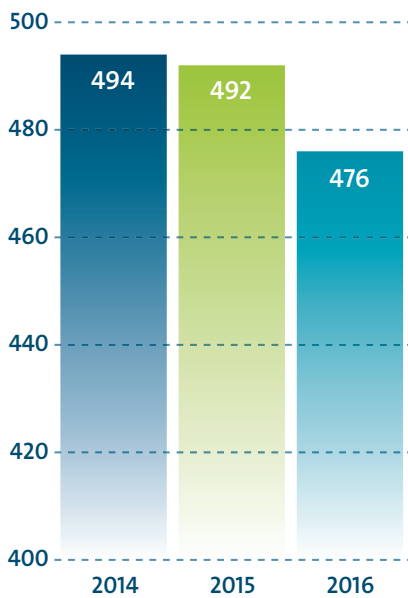
- Government & Society
- Infrastructure & Utilities
- Industry & Business
- Intermediates

TURNOVER BY MARKET GROUP %

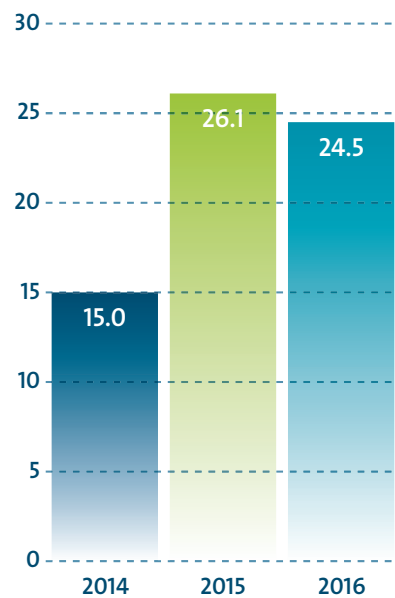


- Industry & Buildings
- Transport & Planning
- Maritime & Aviation
- Water

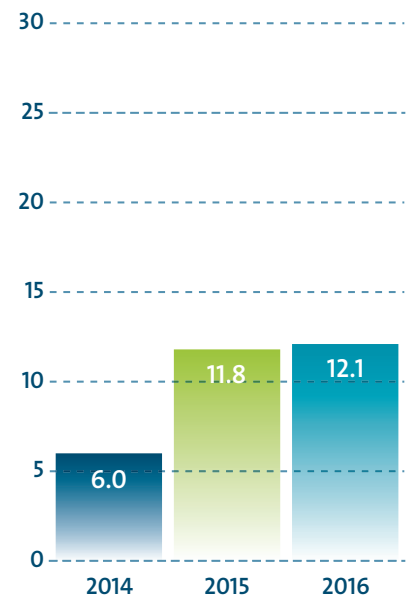
ADDED VALUE (€ MILLION)



EBITA RECURRING (€ MILLION)



NET RESULT (€ MILLION)



Key Figures

ACCIDENTS & INCIDENTS

Lost time injuries
(per 200,000 workable hours)

2016: **0.09**

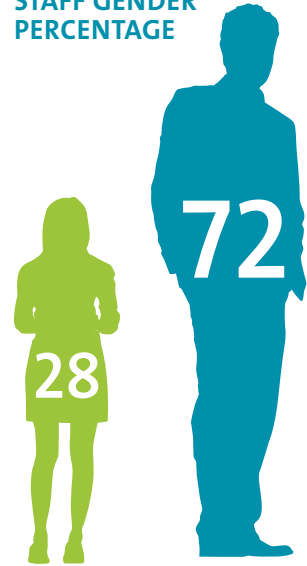
2015: **0.11**

Total recorded cases frequency
(per 200,000 workable hours)

2016: **2.2**

2015: **2.6**

STAFF GENDER PERCENTAGE



CARBON FOOTPRINT PER EMPLOYEE

2016	2015	2014	Trend (to 2013)	Domain
3.55	3.23	3.22	6.0	Tonnes CO ₂ -eq per employee (head count)
0.56	0.62	0.57	-18.0	Offices
1.77	1.66	1.54	2.9	Travel by car
1.22	0.95	1.12	21.4	Travel by air

CO₂ footprint
(tonnes CO₂ equivalent per employee)

2016: **3.55**

2015: **3.23**

2014: **3.22**

6.0%



CO₂ footprint in office buildings
(tonnes per employee)

2016: **0.56**

2015: **0.62**

2014: **0.57**

-18.0%



CO₂ footprint for business travel by car
(tonnes per employee)

2016: **1.77**

2015: **1.66**

2014: **1.54**

2.9%



CO₂ footprint for business travel by plane
(tonnes per employee)

2016: **1.22**

2015: **0.95**

2014: **1.12**

21.4%

