

KEY FIGURES

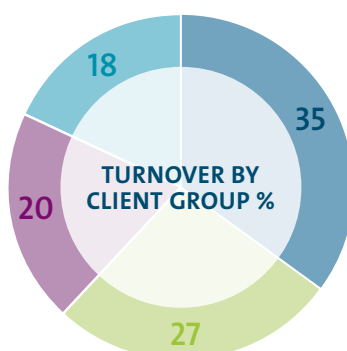
(€ MILLIONS, UNLESS STATED OTHERWISE)

	2019	2018
Net turnover	649.7	598.5
Operating income	637.2	614.8
Added value	502.7	477.7
Results		
EBITA recurring	26.9	25.9
EBITA	24.6	22.6
Net result	9.2	12.7
Return on average shareholders' equity (%)	6.0	8.9
EBITA margin, recurring (%)	4.2	4.2
Earnings per share (€)	1.80	2.51
Balance Sheet		
Total assets	327.7	312.9
Shareholders' equity	158.1	149.6
Group equity	157.9	149.7
Group equity as percentage of total assets (%)	48.2	47.8
Financial Position		
Net working capital	17.4	14.0
Free cash flow	2.0	17.4

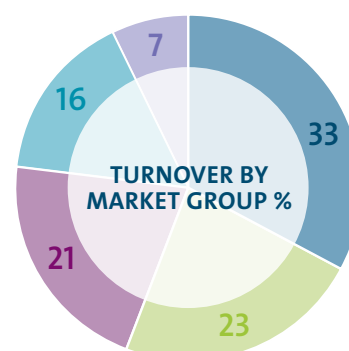
Net turnover	Amounts invoiced to clients (excluding VAT), excluding invoiced in advance
Operating income	Net turnover adjusted for change in work in progress, including other operating income, excluding non-operational items
Added value	Operating income less cost of work subcontracted and other external charges
EBITA recurring	EBITA excluding non-operational items
Non-operational items	Restructuring costs and other one-off items
EBITA margin	EBITA recurring / 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



- Netherlands
- Africa, Middle East and India (excl. SA)
- United Kingdom
- Asia Pacific (excl. ID)
- Americas
- Continental Europe (excl. NL)
- South Africa
- Indonesia



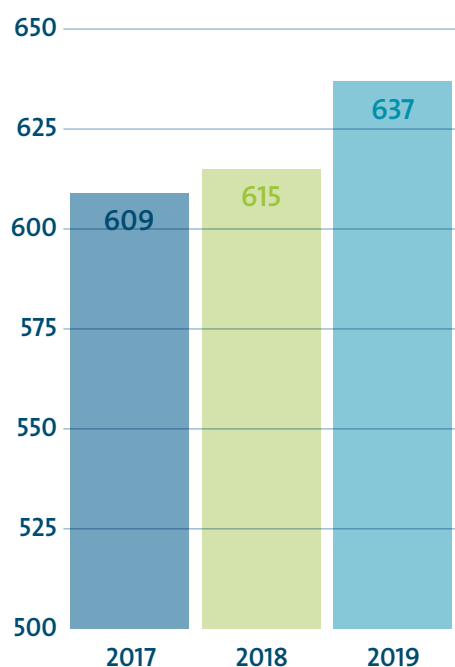
- Government & Society
- Industry & Business
- Infrastructure & Utilities
- Intermediates



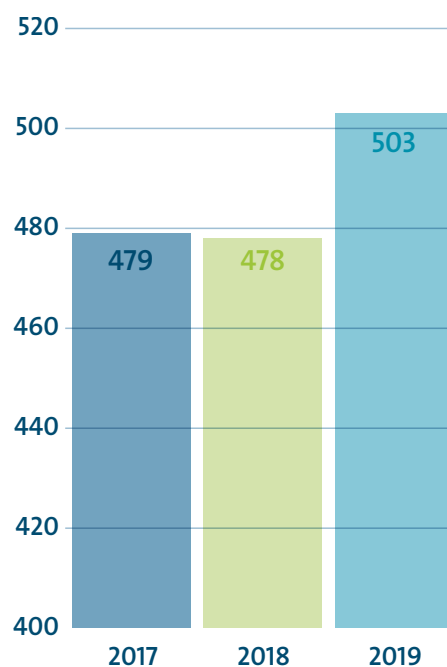
- Industry & Buildings
- Transport & Planning
- Maritime & Aviation
- Water
- Southern Africa

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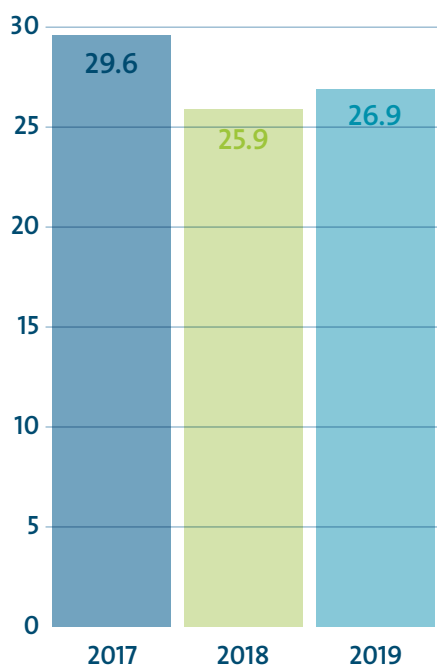
OPERATING INCOME (€ MILLION)



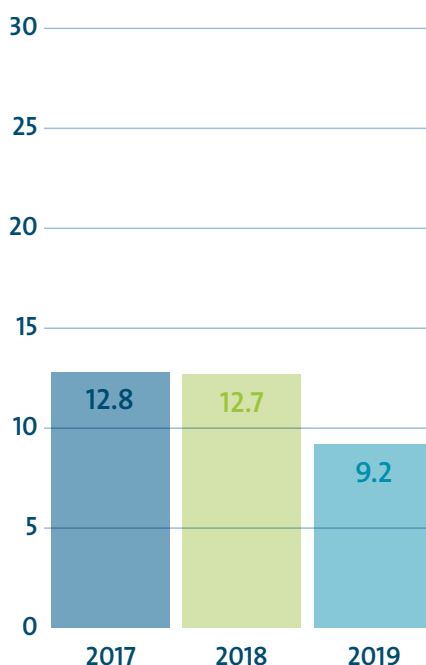
ADDED VALUE (€ MILLION)



EBITA RECURRING (€ MILLION)



NET RESULT (€ MILLION)



Operating income

637 € million



Shareholders' equity

158 € million



Average workforce

5,862

KEY FIGURES

ACCIDENTS & INCIDENTS

Lost time injuries
(per 200,000 workable hours)

2019: 0.17
2018: 0.07

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

2019: 2.39
2018: 1.92

STAFF GENDER PERCENTAGE



2019: 73 & 27
2018: 72 & 28

CARBON FOOTPRINT PER EMPLOYEE



CO₂ footprint
(tonnes CO₂ equivalent per employee)

2019: 2.37
2018: 2.72
2017: 3.10

-27.9%*



CO₂ footprint in office buildings
(tonnes CO₂ equivalent per employee)

2019: 0.26
2018: 0.29
2017: 0.39

-52.9%*



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

2019: 1.10
2018: 1.46
2017: 1.68

-37.7%*



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

2019: 1.00
2018: 0.97
2017: 1.03

4.9%*

* Trend (to 2016)