

KEY FIGURES

(€ MILLIONS, UNLESS STATED OTHERWISE)

	2018	2017
Net turnover	598.5	584.9
Operating income	614.8	608.6
Added value	477.7	479.0
Results		
EBITA recurring	25.9	29.6
EBITA	22.6	24.9
Net result	12.7	12.8
Return on average shareholders' equity (%)	8.9	10.0
EBITA margin, recurring (%)	4.2	4.9
Earnings per share (€)	2.51	2.57
Balance Sheet		
Total assets	312.9	294.9
Shareholders' equity	149.6	134.2
Group equity	149.7	134.4
Group equity as percentage of total assets (%)	47.8	45.6
Financial Position		
Net working capital	14.0	18.0
Free cash flow	17.4	33.8

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 expenses
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

Operating income

615 € million

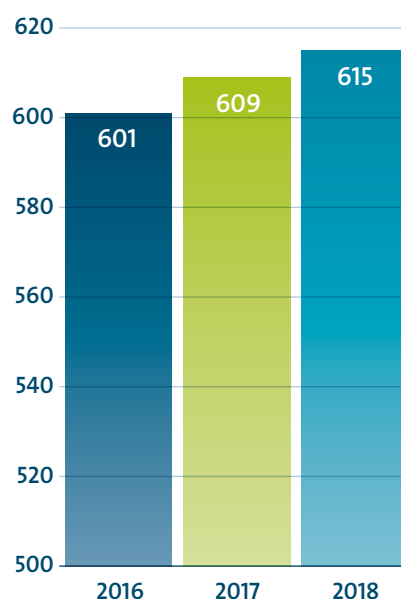
Average workforce

5,818

Shareholders' equity

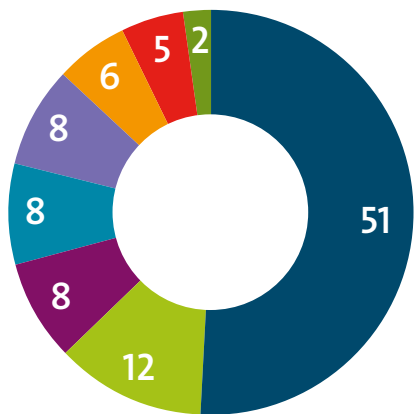
150 € million

OPERATING INCOME (€ MILLION)



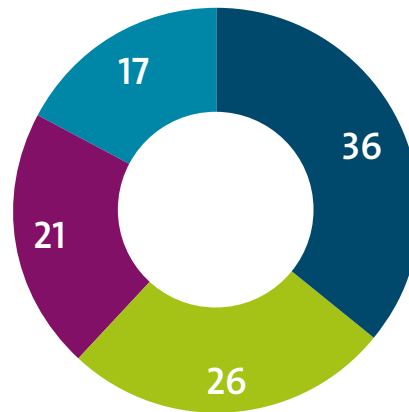
KEY FIGURES

TURNOVER BY REGION %



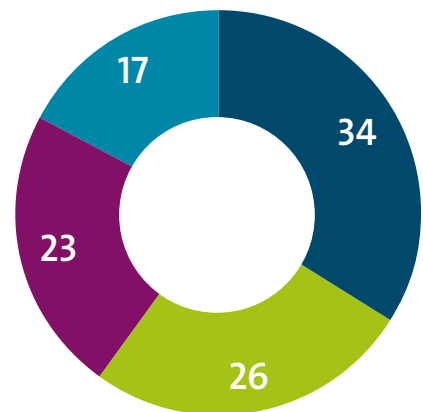
- Netherlands
- Africa, Middle East and India (excl. SA)
- Asia Pacific (excl. ID)
- South Africa
- United Kingdom
- Americas
- Continental Europe (excl. NL)
- Indonesia

TURNOVER BY CLIENT GROUP %



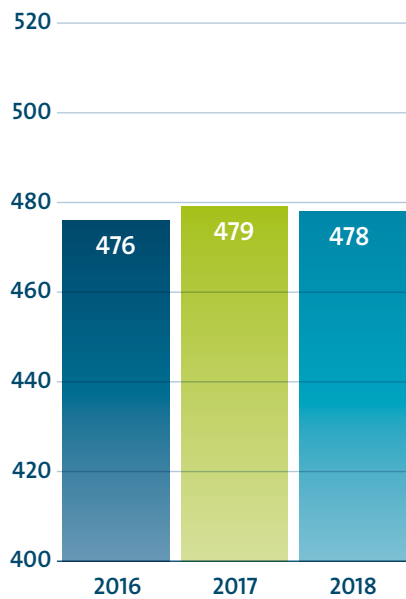
- Government & Society
- Industry & Business
- Infrastructure & Utilities
- Intermediates

TURNOVER BY MARKET GROUP %

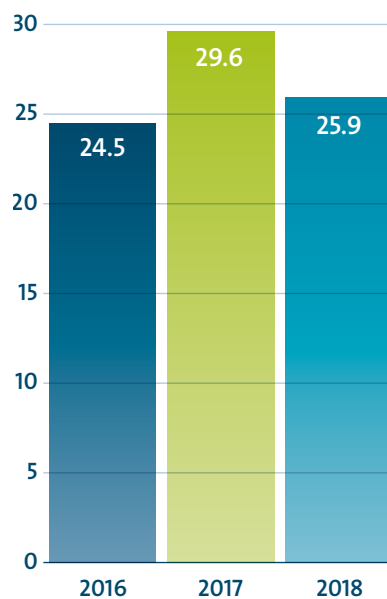


- Industry & Buildings
- Transport & Planning
- Maritime & Aviation
- Water

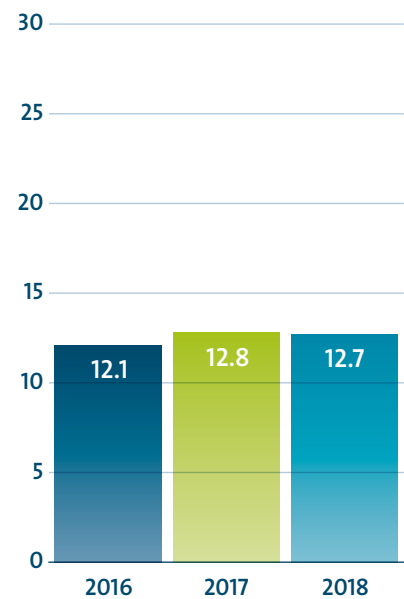
ADDED VALUE (€ MILLION)



EBITA RECURRING (€ MILLION)



NET RESULT (€ MILLION)



KEY FIGURES

ACCIDENTS & INCIDENTS

Lost time injuries
(per 200,000 workable hours)

2018:	0.07
2017:	0.23

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

2018:	1.92
2017:	2.84

STAFF GENDER PERCENTAGE



CARBON FOOTPRINT PER EMPLOYEE

CO₂ footprint
(tonnes CO₂ equivalent per employee)

2018:	2.72	-17.1%*
2017:	3.10	
2016:	3.28	



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

2018:	0.29	-48.1%*
2017:	0.39	
2016:	0.56	



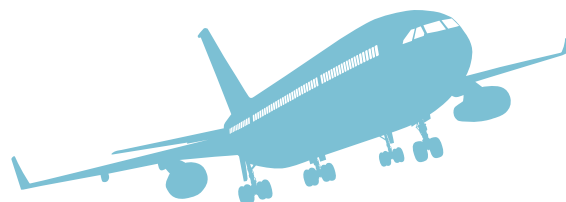
CO₂ footprint for business travel by car
(tonnes CO₂ equivalent per employee)

2018:	1.46	-17.6%*
2017:	1.68	
2016:	1.77	



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

2018:	0.97	1.9%*
2017:	1.03	
2016:	0.95	



* Trend (to 2016)