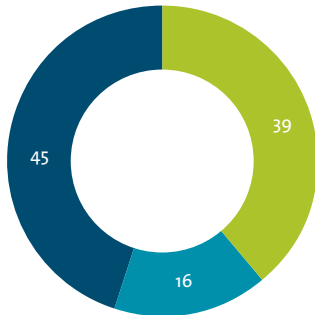
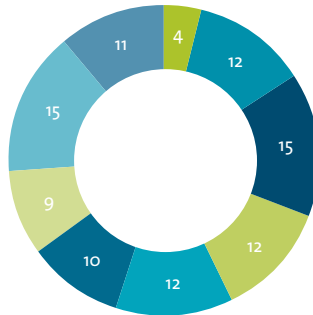


Turnover by client group (in %)



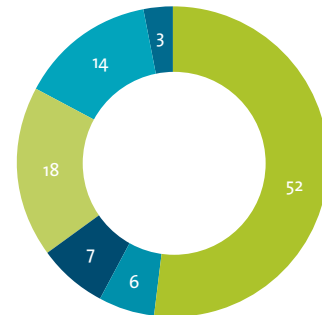
- Public services
- Semi Government
- Private clients

Turnover by market group (in %)



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

Turnover by region (in %)



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

Revenue

€ **702** million

Diversity

15% female management

Average workforce

7,100

Shareholders' equity

€ **124** million



Key figures 2012

(€ millions, unless stated otherwise)

	2012	2011
Revenue	701.5	737.1
Added Value	531.2	567.0
Results		
EBITA recurring	9.7	21.0
EBITA	(12.4)	12.8
Net result	(19.9)	4.3
Return on average shareholders' equity	-14.6%	2.9%
EBITA margin, recurring	1.4%	2.9%
Earnings per share (€)	(3.98)	0.86
Capital employed		
Total assets	333.2	356.1
Shareholders' equity	123.6	149.3
Group equity	128.1	152.4
Group equity as percentage of total assets	38.4%	42.8%
Financial Position		
Net working capital	33.2	29.6
Movement in net cash	(22.5)	7.1
Workforce		
Number of staff (ultimo)	6,905	7,312

Definitions

Added value	Revenue less cost of work subcontracted and other external charges
EBITA recurring	EBITA excluding non-operational items
EBITA margin	EBITA / Revenue
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)
Movement in net cash	Movement in cash and cash equivalents less amounts due to credit institutions