

**Appendix to the press release 28 February 2014**  
**Full year 2013**

***Financial Highlights***  
***for the period ended 31 December (unaudited)***

	2013	2012	%
(x EUR 1,000)			
Revenue	1,283,364	1,236,529	4%
Gross profit	230,679	223,364	3%
Operating profit (EBIT)	72,282	69,954	3%
Group result after tax	49,949	44,477	12%
Minority interest	-424	-362	
Net income	49,525	44,115	12%
Gross profit as % of Revenue	18.0%	18.1%	
Net result as % of Revenue	3.9%	3.6%	

**Workforce**

Direct employees (average)	11,573	9,869	17%
Indirect employees (average)	1,500	1,350	11%
<b>Total</b>	<b>13,073</b>	<b>11,219</b>	<b>17%</b>
Direct employees (period end)	12,195	10,384	17%
Indirect employees (period end)	1,537	1,391	10%
<b>Total</b>	<b>13,732</b>	<b>11,775</b>	<b>17%</b>

**Earnings per share (in euro)**

Earnings per share for ordinary shareholders	2.04	1.85
Diluted earnings per share	2.03	1.85
Weighted average number of ordinary shares for the purpose of basic earnings per share	24,269,937	23,856,687
Weighted average number of ordinary shares for the purpose of diluted earnings per share	24,349,937	23,901,437

***Condensed consolidated profit & loss account  
for the period ended 31 December (unaudited)***

	2013	2012
(x EUR 1,000)		
Revenue	1,283,364	1,236,529
Direct personnel expenses	1,052,685	1,013,165
<b>Gross profit</b>	<b>230,679</b>	<b>223,364</b>
Indirect personnel expenses	98,863	95,953
Depreciation and amortisation	5,951	4,452
Other expenses	53,583	53,005
<b>Total operating costs</b>	<b>158,397</b>	<b>153,410</b>
<b>Operating profit</b>	<b>72,282</b>	<b>69,954</b>
Financial income and expense	183	-561
<b>Group result before tax</b>	<b>72,465</b>	<b>69,393</b>
Tax	22,516	24,916
<b>Net income</b>	<b>49,949</b>	<b>44,477</b>

**Attributable to :**

Net income for ordinary shareholders	49,525	44,115
Minority interests	424	362
<b>Net income</b>	<b>49,949</b>	<b>44,477</b>

***Condensed consolidated statement of comprehensive income  
for the period ended 31 December (unaudited)***

	2013	2012
(x EUR 1,000)		

**Net income** 49,949 44,477

**Other comprehensive income**

*Items that may be reclassified subsequently to profit or loss*

- Exchange differences arising on translation of foreign operations	-18,773	-1,801
- Income tax relating to components of other comprehensive income	<u>561</u>	<u>61</u>
Other comprehensive income (net of tax)	<u>-18,212</u>	<u>-1,740</u>
<b>Total comprehensive income</b>	<b><u>31,737</u></b>	<b><u>42,737</u></b>

**Attributable to:**

Ordinary shareholders	31,326	42,386
Minority interests	411	351
<b>Total comprehensive income</b>	<b><u>31,737</u></b>	<b><u>42,737</u></b>

**Condensed consolidated balance sheet  
(unaudited)**

	2013 31 December	2012 31 December
(x EUR 1,000)		
<b>Non-current assets</b>		
Goodwill	3,981	6,985
Other intangible assets	14,136	12,101
Property, plant and equipment	9,135	9,124
Deferred income tax assets	<u>8,778</u>	<u>9,497</u>
	36,030	37,707
<b>Current assets net of current liabilities</b>		
Trade and other receivables	304,613	277,610
Income tax receivables	8,137	5,588
Cash and cash equivalents	<u>89,671</u>	<u>98,628</u>
<b>Total current assets</b>	<b>402,421</b>	<b>381,826</b>
Current liabilities	143,217	147,465
Income tax payables	<u>13,089</u>	<u>6,216</u>
<b>Total current liabilities</b>	<b>156,306</b>	<b>153,681</b>
<b>Working capital</b>	<b>246,115</b>	<b>228,145</b>
<b>Non-current liabilities</b>		
Provisions	1,748	
Deferred income tax liabilities	1,598	1,692
Long term liabilities external	<u>706</u>	
	4,052	1,692
<b>Group equity</b>		
Shareholders' equity	277,706	263,853
Minority interest	<u>387</u>	<u>307</u>
	278,093	264,160
<b>Balance sheet total</b>	<b>438,451</b>	<b>419,533</b>

**Other balance sheet items / key figures**

Current assets / current liabilities	2.57	2.48
Shareholders' equity / Balance sheet Total	63.3%	62.9%
Issued ordinary shares (x 1,000)	24,358	24,182

**Condensed consolidated statement of changes in shareholders' equity  
(unaudited)**

(x EUR 1,000)	2013			2012		
	Shareholders' equity	Minority Interest	Group equity	Shareholders' equity	Minority Interest	Group equity
<b>Balance at 1 January</b>	<b>263,853</b>	<b>307</b>	<b>264,160</b>	<b>232,752</b>	<b>194</b>	<b>232,946</b>
Net income	49,525	424	49,949	44,115	362	44,477
Exchange differences arising on translation of foreign operations	-18,760	-13	-18,773	-1,790	-11	-1,801
Income tax relating to components of other comprehensive income	561		561	61		61
Total comprehensive income	31,326	411	31,737	42,386	351	42,737
Cash dividend	-24,270	-331	-24,601	-21,412	-238	-21,650
Share based payments	2,804		2,804	2,609		2,609
Option rights exercised	3,993		3,993	7,518		7,518
<b>Balance at 31 December</b>	<b>277,706</b>	<b>387</b>	<b>278,093</b>	<b>263,853</b>	<b>307</b>	<b>264,160</b>

**Consolidated cash flow statement**  
**for the period ended 31 December (unaudited)**

(x EUR 1,000)	2013	2012
<b>Cash flow from operational activities</b>		
Group result before tax	72,465	69,393
<i>Adjustments for:</i>		
Depreciation and amortisation	5,951	4,452
Interest income	-176	-962
Interest expense	226	703
Other non-cash expenses	1,744	1,117
Share based payments	2,804	2,609
<i>Changes in:</i>		
Receivables	-37,841	-27,304
Provisions	1,748	
Long term liabilities	706	
Current liabilities	-3,572	15,557
	<b>44,055</b>	<b>65,565</b>
Income tax paid	-16,045	-31,225
<b>Cash flow from operational activities</b>	<b>28,010</b>	<b>34,340</b>
<b>Cash flow from investing activities</b>		
Additions to property, plant and equipment	-2,633	-2,814
Additions to software	-5,660	-4,568
Disposals of property, plant and equipment	52	10
Interest paid	-226	-703
Interest received	176	962
	<b>-8,291</b>	<b>-7,113</b>
<b>Cash flow from financing activities</b>		
Issue of new shares	3,993	7,518
Dividend minority interest	-331	-238
Dividend ordinary shareholders	-24,270	-21,412
	<b>-20,608</b>	<b>-14,132</b>
<b>Net cash flow</b>	<b>-889</b>	<b>13,095</b>
Cash position at 1 January	98,628	86,034
Exchange rate fluctuations	-8,068	-501
<b>Cash position at 31 December</b>	<b>89,671</b>	<b>98,628</b>

**Segment reporting  
(unaudited)**

**Reportable segments**

	Revenue		Operating profit		Total assets	
	(x EUR 1,000)	FY 2013	FY 2012	FY 2013	2012	FY 2013
The Netherlands	160,062	161,894	15,079	19,476	53,319	55,693
Germany	201,527	183,697	27,917	21,992	55,721	50,296
Energy *	755,689	589,945	31,863	19,845	276,550	217,146
Projects	138,694	269,314	8,034	18,731	35,781	72,794
Other regions	27,392	31,679	(798)	(601)	17,080	23,604
Unallocated			(9,813)	(9,489)		
	<b>1,283,364</b>	<b>1,236,529</b>	<b>72,282</b>	<b>69,954</b>	<b>438,451</b>	<b>419,533</b>

\* Including in Energy revenue is EUR 15.4 mln (2012: EUR 10.7 mln) revenue generated in The Netherlands.

**Employees**

The total number of direct and indirect employees with the group companies is set out below:

**Average workforce**

	2013		2012	
	Direct	Indirect	Direct	Indirect
The Netherlands	1,830	319	1,810	326
Germany	2,194	399	2,035	384
Energy	6,741	670	4,875	495
Projects	472	32	762	28
Other regions	336	80	387	117
	<b>11,573</b>	<b>1,500</b>	<b>9,869</b>	<b>1,350</b>
<b>Total workforce</b>	<b>13,073</b>		<b>11,219</b>	

**Workforce at 31 December**

	2013		2012	
	Direct	Indirect	Direct	Indirect
The Netherlands	1,968	327	1,823	312
Germany	2,209	403	2,198	406
Energy	7,065	699	5,381	528
Projects	626	31	588	29
Other regions	327	77	394	116
	<b>12,195</b>	<b>1,537</b>	<b>10,384</b>	<b>1,391</b>
<b>Total workforce</b>	<b>13,732</b>		<b>11,775</b>	

**Segment reporting**  
(unaudited)

**Other segment information**

	Revenue	Operating profit	
(x EUR 1,000)	FY 2013	FY 2012	FY 2013
Engineering	297,372	288,510	37,248
Energy	894,383	858,621	39,897
ICT	45,951	46,836	3,761
Unallocated	45,658	42,562	(8,624)
	<b>1,283,364</b>	<b>1,236,529</b>	<b>72,282</b>
			<b>69,954</b>

**Employees**

The total number of direct and indirect employees with the group companies is set out below:

**Average workforce**

	FY 2013		FY 2012	
	Direct	Indirect	Direct	Indirect
Engineering	3,350	511	3,231	562
Energy	7,213	702	5,637	523
ICT	529	75	530	75
Unallocated	481	212	471	190
	<b>11,573</b>	<b>1,500</b>	<b>9,869</b>	<b>1,350</b>
<b>Total workforce</b>	<b>13,073</b>		<b>11,219</b>	

**Workforce at 31 December**

	FY 2013		FY 2012	
	Direct	Indirect	Direct	Indirect
Engineering	3,361	509	3,407	580
Energy	7,691	730	5,969	557
ICT	547	77	539	67
Unallocated	596	221	469	187
	<b>12,195</b>	<b>1,537</b>	<b>10,384</b>	<b>1,391</b>
<b>Total workforce</b>	<b>13,732</b>		<b>11,775</b>	