

**Appendix to the press release 4 March 2016  
Full year 2015**

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

|                              | 2015      | 2014      | %      |
|------------------------------|-----------|-----------|--------|
| (x EUR 1,000)                |           |           |        |
| Revenue                      | 1,228,948 | 1,386,585 | -11.4% |
| Gross profit                 | 230,009   | 249,038   | -7.6%  |
| Operating profit (EBIT)      | 56,119    | 74,711    | -24.9% |
| Result after tax             | 37,604    | 48,927    | -23.1% |
| Minority interest            | -482      | -503      |        |
| Net income                   | 37,122    | 48,424    | -23.3% |
| Gross profit as % of Revenue | 18.7%     | 18.0%     | 0.7    |
| Net result as % of Revenue   | 3.0%      | 3.5%      | -0.5   |

**Workforce**

|                                 |               |               |               |
|---------------------------------|---------------|---------------|---------------|
| Direct employees (average)      | 10,894        | 12,101        | -10.0%        |
| Indirect employees (average)    | 1,601         | 1,624         | -1.4%         |
| <b>Total</b>                    | <b>12,495</b> | <b>13,725</b> | <b>-9.0%</b>  |
| Direct employees (period end)   | 10,051        | 11,881        | -15.4%        |
| Indirect employees (period end) | 1,503         | 1,668         | -9.9%         |
| <b>Total</b>                    | <b>11,554</b> | <b>13,549</b> | <b>-14.7%</b> |

**Earnings per share (in euro)**

|  |      |      |
|--|------|------|
| Earnings per share for ordinary shareholders | 0.75 | 0.99 |
| Diluted earnings per share                   | 0.74 | 0.98 |

|  |            |            |
|--|------------|------------|
| Weighted average number of ordinary shares for the purpose of basic earnings per share | 49,682,124 | 49,056,124 |
|--|------------|------------|

|  |            |            |
|--|------------|------------|
| Weighted average number of ordinary shares for the purpose of diluted earnings per share | 50,003,124 | 49,506,124 |
|--|------------|------------|

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

|  | 2015           | 2014           |
|--|----------------|----------------|
| (x EUR 1,000)  |                |                |
| Revenue  | 1,228,948      | 1,386,585      |
| Direct personnel expenses  | 998,939        | 1,137,547      |
| <b>Gross profit</b>  | <b>230,009</b> | <b>249,038</b> |
| Indirect personnel expenses  | 107,833        | 109,720        |
| Depreciation and amortisation  | 8,417          | 7,750          |
| Other general and administrative expenses                            | 57,640         | 56,857         |
| <b>Total operating costs</b>   | <b>173,890</b> | <b>174,327</b> |
| <b>Operating profit</b>  | <b>56,119</b>  | <b>74,711</b>  |
| Financial income and expense   | 1,473          | 550            |
| Share of profit of investments accounted for using the equity method | -928           | 110            |
| <b>Group result before tax</b>                                       | <b>56,664</b>  | <b>75,371</b>  |
| Tax  | 19,060         | 26,444         |
| <b>Net income</b>  | <b>37,604</b>  | <b>48,927</b>  |
| <br><b><u>Attributable to :</u></b>                                  |                |                |
| Net income for ordinary shareholders                                 | 37,122         | 48,424         |
| Minority interests   | 482            | 503            |
| <b>Net income</b>  | <b>37,604</b>  | <b>48,927</b>  |

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

|  | 2015          | 2014          |
|--|---------------|---------------|
| (x EUR 1,000)  |               |               |
| <b>Net income</b>  | <b>37,604</b> | <b>48,927</b> |
| <b>Other comprehensive income</b>                                    |               |               |
| <i>Items that may be reclassified subsequently to profit or loss</i> |               |               |
| Exchange differences arising on translation of foreign operations    | 9,397         | 15,303        |
| Income tax relating to components of other comprehensive income      | -825          | -207          |
| Other comprehensive income (net of tax)                              | 8,572         | 15,096        |
| <b>Total comprehensive income</b>                                    | <b>46,176</b> | <b>64,023</b> |
| <b><u>Attributable to:</u></b>                                       |               |               |
| Ordinary shareholders  | 45,630        | 63,517        |
| Minority interests   | 546           | 506           |
| <b>Total comprehensive income</b>                                    | <b>46,176</b> | <b>64,023</b> |

**Condensed consolidated balance sheet  
(unaudited)**

| (x EUR 1,000)                        | 31 December<br>2015   | 31 December<br>2014   |
|--------------------------------------|-----------------------|-----------------------|
| <b>Non-current assets</b>            |                       |                       |
| Goodwill                             | 4,218                 | 4,104                 |
| Other intangible assets              | 13,043                | 15,219                |
| Property, plant and equipment        | 10,729                | 9,570                 |
| Financial Assets                     | -                     | 160                   |
| Deferred income tax assets           | <u>12,729</u>         | <u>12,348</u>         |
|                                      | <b>40,719</b>         | <b>41,401</b>         |
| <b>Current assets</b>                |                       |                       |
| Trade and other receivables          | 253,627               | 323,956               |
| Income tax receivables               | 5,010                 | 2,145                 |
| Cash and cash equivalents            | <u>180,037</u>        | <u>125,070</u>        |
| <b>Total current assets</b>          | <b>438,674</b>        | <b>451,171</b>        |
| <b>Total assets</b>                  | <b>479,393</b>        | <b>492,572</b>        |
| <b>Non-current liabilities</b>       |                       |                       |
| Provisions                           | 712                   | 856                   |
| Deferred income tax liabilities      | 1,561                 | 2,338                 |
| Long term liabilities external       | 1,074                 | 753                   |
| <b>Total non-current liabilities</b> | <b>3,347</b>          | <b>3,947</b>          |
| <b>Current liabilities</b>           |                       |                       |
| Current liabilities                  | 124,932               | 152,333               |
| Income tax payables                  | <u>3,387</u>          | <u>8,023</u>          |
| <b>Total current liabilities</b>     | <b>128,319</b>        | <b>160,356</b>        |
| <b>Total liabilities</b>             | <b>131,666</b>        | <b>164,303</b>        |
| <b>Net assets</b>                    | <b>347,727</b>        | <b>328,269</b>        |
| <b>Group equity</b>                  |                       |                       |
| Share capital                        | 1,499                 | 1,481                 |
| Share premium                        | 76,765                | 68,654                |
| Reserves                             | 231,885               | 209,244               |
| Unappropriated result                | 37,122                | 48,424                |
| Non-controlling interest             | 456                   | 466                   |
| <b>Total equity</b>                  | <u><b>347,727</b></u> | <u><b>328,269</b></u> |

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

| (x EUR 1,000)   | 2015                 |                   |                | 2014                 |                   |                |
|---|----------------------|-------------------|----------------|----------------------|-------------------|----------------|
|   | Shareholders' equity | Minority Interest | Group equity   | Shareholders' equity | Minority Interest | Group equity   |
| <b>Balance at 1 January</b>                                       | <b>327,803</b>       | <b>466</b>        | <b>328,269</b> | <b>277,706</b>       | <b>387</b>        | <b>278,093</b> |
| Net income  | 37,122               | 482               | 37,604         | 48,424               | 503               | 48,927         |
| Exchange differences arising on translation of foreign operations | 9,333                | 64                | 9,397          | 15,300               | 3                 | 15,303         |
| Income tax relating to components of other comprehensive income   | -825                 | -                 | -825           | -207                 | -                 | -207           |
| Total comprehensive income  | 45,630               | 546               | 46,176         | 63,517               | 506               | 64,023         |
| Cash dividend   | -34,884              | -556              | -35,440        | -27,138              | -427              | -27,565        |
| Appropriation of result   |                      |                   |                |                      |                   |                |
| Modification of share based payment scheme                        | -1,383               | -                 | -1,383         | -                    | -                 | -              |
| Share based payments  | 1,976                | -                 | 1,976          | 3,299                | -                 | 3,299          |
| Option rights exercised   | 8,129                | -                 | 8,129          | 10,419               | -                 | 10,419         |
| <b>Balance at 31 December</b>                                     | <b>347,271</b>       | <b>456</b>        | <b>347,727</b> | <b>327,803</b>       | <b>466</b>        | <b>328,269</b> |

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

| (x EUR 1,000)                                | 2015           | 2014           |
|--|----------------|----------------|
| <b>Cash flow from operational activities</b> |                |                |
| Result before tax                            | 56,664         | 75,371         |
| <i>Adjustments for:</i>                      |                |                |
| Depreciation and amortisation                | 8,417          | 7,750          |
| Interest income                              | -333           | -513           |
| Interest expense                             | 641            | 937            |
| Share of loss /(profit from associates)      | 928            | -110           |
| Other non cash expenses                      | 2,266          | 284            |
| Share based payments                         | 593            | 3,299          |
| <i>Changes in:</i>                           |                |                |
| Receivables                                  | 78,287         | 95             |
| Provisions                                   | -144           | -878           |
| Long term liabilities                        | 321            | -              |
| Current liabilities                          | -31,307        | -1,061         |
|  | <b>116,333</b> | <b>85,174</b>  |
| Income tax paid                              | -28,376        | -28,867        |
| Interest paid                                | -641           | -937           |
| Interest received                            | 333            | 513            |
| <b>Cash flow from operational activities</b> | <b>87,649</b>  | <b>55,883</b>  |
| <b>Cash flow from investing activities</b>   |                |                |
| Additions to property, plant and equipment   | -4,125         | -3,064         |
| Additions to software                        | -3,362         | -5,974         |
| Disposals of property, plant and equipment   | 271            | -              |
| Additions to financial fixed assets          | -              | -50            |
|  | <b>-7,216</b>  | <b>-9,088</b>  |
| <b>Cash flow from financing activities</b>   |                |                |
| Issue of new shares                          | 8,129          | 10,419         |
| Dividend non-controlling interest            | -556           | -427           |
| Dividend ordinary shareholders               | -34,884        | -27,138        |
|  | <b>-27,311</b> | <b>-17,146</b> |
| <b>Total cash flow</b>                       | <b>53,122</b>  | <b>29,649</b>  |

## Segment reporting (unaudited)

### Reportable segments

|                            | Revenue          |                  | Operating profit |               | Total Assets   |                |
|----------------------------|------------------|------------------|------------------|---------------|----------------|----------------|
|                            | 2015             | 2014             | 2015             | 2014          | 2015           | 2014           |
| (x EUR 1,000)              |                  |                  |                  |               |                |                |
| <b>Oil &amp; Gas</b>       |                  |                  |                  |               |                |                |
| Energy                     | 696,648          | 806,040          | 20,711           | 36,555        | 274,467        | 312,620        |
| Projects                   | 117,048          | 175,643          | 8,329            | 12,962        | 28,018         | 43,208         |
| <b>Total Oil &amp; Gas</b> | <b>813,696</b>   | <b>981,683</b>   | <b>29,040</b>    | <b>49,517</b> | <b>302,485</b> | <b>355,828</b> |
| <b>Europe</b>              |                  |                  |                  |               |                |                |
| Germany                    | 196,412          | 201,707          | 19,434           | 24,079        | 56,858         | 52,643         |
| Netherlands                | 188,437          | 175,372          | 15,444           | 11,812        | 61,600         | 53,045         |
| Other regions              | 30,403           | 27,823           | -525             | -459          | 58,450         | 31,056         |
| <b>Total Europe</b>        | <b>415,252</b>   | <b>404,902</b>   | <b>34,353</b>    | <b>35,432</b> | <b>176,908</b> | <b>136,744</b> |
| Unallocated                | -                | -                | -7,274           | -10,238       | -              | -              |
|                            | <b>1,228,948</b> | <b>1,386,585</b> | <b>56,119</b>    | <b>74,711</b> | <b>479,393</b> | <b>492,572</b> |

\* Including in Energy revenue is EUR 17.5 million (2014: EUR 24.7 million) revenue generated in The Netherlands.

### Employees

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

### Average workforce

|                            | 2015          |              | 2014          |              |
|----------------------------|---------------|--------------|---------------|--------------|
|                            | Direct        | Indirect     | Direct        | Indirect     |
| <b>Oil &amp; Gas</b>       |               |              |               |              |
| Energy                     | 5,905         | 683          | 7,013         | 745          |
| Projects                   | 428           | 24           | 611           | 26           |
| <b>Total Oil &amp; Gas</b> | <b>6,333</b>  | <b>707</b>   | <b>7,624</b>  | <b>771</b>   |
| <b>Europe</b>              |               |              |               |              |
| Germany                    | 2,074         | 439          | 2,171         | 428          |
| Netherlands                | 2,143         | 370          | 1,978         | 348          |
| Other regions              | 344           | 85           | 328           | 77           |
| <b>Total Europe</b>        | <b>4,561</b>  | <b>894</b>   | <b>4,477</b>  | <b>853</b>   |
|                            | <b>10,894</b> | <b>1,601</b> | <b>12,101</b> | <b>1,624</b> |
| <b>Total workforce</b>     | <b>12,495</b> |              | <b>13,725</b> |              |

## Workforce at 31 December

|                            | 2015          |               | 2014          |               |
|----------------------------|---------------|---------------|---------------|---------------|
|                            | Direct        | Indirect      | Direct        | Indirect      |
| <b>Oil &amp; Gas</b>       |               |               |               |               |
| Energy                     | 5,046         | 595           | 6,806         | 756           |
| Projects                   | 202           | 19            | 511           | 28            |
| <b>Total Oil &amp; Gas</b> | <b>5,248</b>  | <b>614</b>    | <b>7,317</b>  | <b>784</b>    |
| <b>Europe</b>              |               |               |               |               |
| Germany                    | 2,139         | 426           | 2,146         | 454           |
| Netherlands                | 2,334         | 377           | 2,072         | 356           |
| Other regions              | 330           | 86            | 346           | 74            |
| <b>Total Europe</b>        | <b>4,803</b>  | <b>889</b>    | <b>4,564</b>  | <b>884</b>    |
|                            | <b>10,051</b> | <b>1,503</b>  | <b>11,881</b> | <b>1,668</b>  |
| <b>Total workforce</b>     |               | <b>11,554</b> |               | <b>13,549</b> |

## Other segment information

|               | Revenue          |                  | Operating profit |               |
|---------------|------------------|------------------|------------------|---------------|
|               | 2015             | 2014             | 2015             | 2014          |
| (x EUR 1,000) |                  |                  |                  |               |
| Engineering   | 290,860          | 297,626          | 26,121           | 31,079        |
| Oil & Gas     | 813,696          | 981,683          | 29,040           | 49,517        |
| ICT           | 58,188           | 50,653           | 4,233            | 3,349         |
| Unallocated   | 66,204           | 56,623           | -3,275           | -9,234        |
|               | <b>1,228,948</b> | <b>1,386,585</b> | <b>56,119</b>    | <b>74,711</b> |

## Employees

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

## Average workforce

|                        | 2015          |               | 2014          |               |
|------------------------|---------------|---------------|---------------|---------------|
|                        | Direct        | Indirect      | Direct        | Indirect      |
| Engineering            | 3,101         | 598           | 3,190         | 525           |
| Oil & Gas              | 6,333         | 707           | 7,624         | 771           |
| ICT                    | 660           | 102           | 579           | 83            |
| Unallocated            | 800           | 194           | 708           | 245           |
|                        | <b>10,894</b> | <b>1,601</b>  | <b>12,101</b> | <b>1,624</b>  |
| <b>Total workforce</b> |               | <b>12,495</b> |               | <b>13,725</b> |



| <b>Workforce at 31 December</b> | <b>2015</b>   |                 | <b>2014</b>   |                 |
|---------------------------------|---------------|-----------------|---------------|-----------------|
|                                 | <b>Direct</b> | <b>Indirect</b> | <b>Direct</b> | <b>Indirect</b> |
| Engineering                     | 3,155         | 585             | 3,141         | 549             |
| Oil & Gas                       | 5,248         | 614             | 7,317         | 784             |
| ICT                             | 739           | 107             | 606           | 89              |
| Unallocated                     | 909           | 197             | 817           | 246             |
|                                 | <b>10,051</b> | <b>1,503</b>    | <b>11,881</b> | <b>1,668</b>    |
| <b>Total workforce</b>          | <b>11,554</b> |                 | <b>13,549</b> |                 |