## Key figures | Economic key figures

| Amounts x € 1,000   | 2014      | as a % of<br>turnover | 2015 <sub>1)</sub> | as a % of<br>turnover | 2016      | as a % of<br>turnover | 2017      | as a % of<br>turnover | 2018      | as a % of<br>turnover |
|---|-----------|-----------------------|--------------------|-----------------------|-----------|-----------------------|-----------|-----------------------|-----------|-----------------------|
| OPERATING INCOME  | 1,029,863 | 100%                  | 1,198,278          | 100%                  | 1,291,734 | 100%                  | 1,242,956 | 100%                  | 1,263,938 | 100%                  |
| Operating expenses exclusive of amortisation of intangible assets | 999,752   | 97.1%                 | 1,184,838          | 98.9%                 | 1,261,114 | 97.6%                 | 1,214,309 | 97.7%                 | 1,246,925 | 98.7%                 |
| EBITA   | 30,111    | <b>2.9%</b>           | 13,440             | 1.1%                  | 30,620    | 2.4%                  | 28,647    | 2.3%                  | 17,012    | 1.3%                  |
| Amortisation of intangible assets                                 |           |                       | 1,302              |                       | 2,977     |                       | 3,315     |                       | 2,637     |                       |
| Impairment of goodwill  |           |                       | 2,474              |                       | 1,065     |                       | 652       |                       | 512       |                       |
| EBIT  | 30,111    | 0.9%                  | 9,664              | 0.8%                  | 26,578    | 2.1%                  | 24,680    | 2.0%                  | 13,864    | 1.1%                  |
| Financial result  | 1,478     |                       | 166                |                       | -409      |                       | -1,268    |                       | -798      |                       |
| Results from participating interests                              | 1,002     |                       | 493                |                       | 1,153     |                       | 10,301    |                       | 1,230     |                       |
| GROUP RESULT BEFORE TAXATION                                      | 32,591    | 3.2%                  | 10,323             | 0.9%                  | 27,322    | 2.1%                  | 33,713    | 2.7%                  | 14,296    | 1.1%                  |
| Share of third parties  | -391      |                       | 2,452              |                       | -206      |                       | -1,924    |                       | -702      |                       |
| RESULT BEFORE TAXATION  | 32,200    | 3.1%                  | 12,775             | 1.1%                  | 27,116    | 2.1%                  | 31,789    | 2.6%                  | 13,594    | 1.1%                  |
| Taxation  | 8,805     |                       | 4,869              |                       | 9,013     |                       | 8,980     |                       | 6,055     |                       |
| NET PROFIT  | 23,395    | 2.3%                  | 7,906              | 0.7%                  | 18,103    | 1.4%                  | 22,809    | 1.8%                  | 7,539     | 0.6%                  |
| Average number of employees in permanent employment               | 28,045    |                       | 29,915             |                       | 30,777    |                       | 28,093    |                       | 27,218    |                       |
| Balance sheet total   | 480,172   |                       | 537,114            |                       | 553,582   |                       | 508,396   |                       | 504,617   |                       |
| Group equity  | 222,006   |                       | 235,918            |                       | 242,008   |                       | 206,595   |                       | 204,222   |                       |
| Shareholders' equity and subordinated loans                       | 233,852   |                       | 247,876            |                       | 253,641   |                       | 214,757   |                       | 213,794   |                       |
| Operating capital   | 98,703    |                       | 82,093             |                       | 71,160    |                       | 67,519    |                       | 70,437    |                       |
| Current ratio   | 1.4       |                       | 1.3                |                       | 1.3       |                       | 1.3       |                       | 1.3       |                       |
| Solvency as a %   | 46.2      |                       | 43.9               |                       | 43.7      |                       | 40.6      |                       | 40.5      |                       |

1) the comparative figures for 2015 were adjusted to reflect the initial recognition of 31.25% in Albron B.V.