

Key figures

(x € million, unless otherwise stated)

	2016	2015	
	Profit		
	Continuing operations		
	Revenue	6,976	7,423
	Adjusted result before tax	102.7	88.2
	Result before tax	60.1	13.3
	Net result attributable to the shareholders of the Company	46.8	10.2
	Earnings per share (in €1)		
	Earnings per share	0.17	0.04
	Dividends per ordinary share (in €1)	0.09	0.02
	Dividend payout (in %)	50	50
	Number of shares as at 31 December (x 1,000)	270,622	270,394
	Share closing price as at 31 December (in €1)	4.39	5.13
	Equity attributable to the shareholders of the Company	834.3	902.1
	Capital base	946.7	1,026.5
	Total assets	4,812.1	4,852.2
	Order book	10,193	11,480
	Net investment in property, plant and equipment	45.1	41.7
	Depreciation charges	60.3	66.5
	Amortisation charges	4.1	4.0
	Impairment charges	50.7	39.1
	Cash flow before dividend	161.9	119.8
	Ratios		
	Adjusted result before tax as % of revenue	1.5	1.2
	Net result attributable to the shareholders of the Company as % of revenue	0.7	0.1
	Net result attributable to the shareholders of the Company as % of average equity	5.4	1.2
	Solvency ratios		
	ROCE (in %)	2.8	0.2
	Equity attributable to the shareholders of the Company as % of total assets	17.3	18.6
	Capital ratio (in %)	19.7	21.2
	People		
	Human resource		
	Average number of employees (in FTE)	20,370	21,916
	Number of employees as at 31 December (in FTE)	19,486	21,248
	Training costs per employee (in €1)	667	509
	Female/male (in %)	15/85	14/86
	Safety		
	Incident frequency (IF)	4.8	4.5
	Planet		
	Climate positive		
	CO ₂ emissions (in kilotonnes)	203	230
	CO ₂ emissions intensity (in tonnes per € million revenue)	29.1	30.9
	Energy (in terra joules)	3,000	3,356
	Resource positive		
	Waste (in million tonnes)	2.8	2.4
	Construction and office waste (in kilotonnes)	148	161
	Construction waste separation (in %)	25	29

For an explanation of the other terms, see the glossary on page 230.