

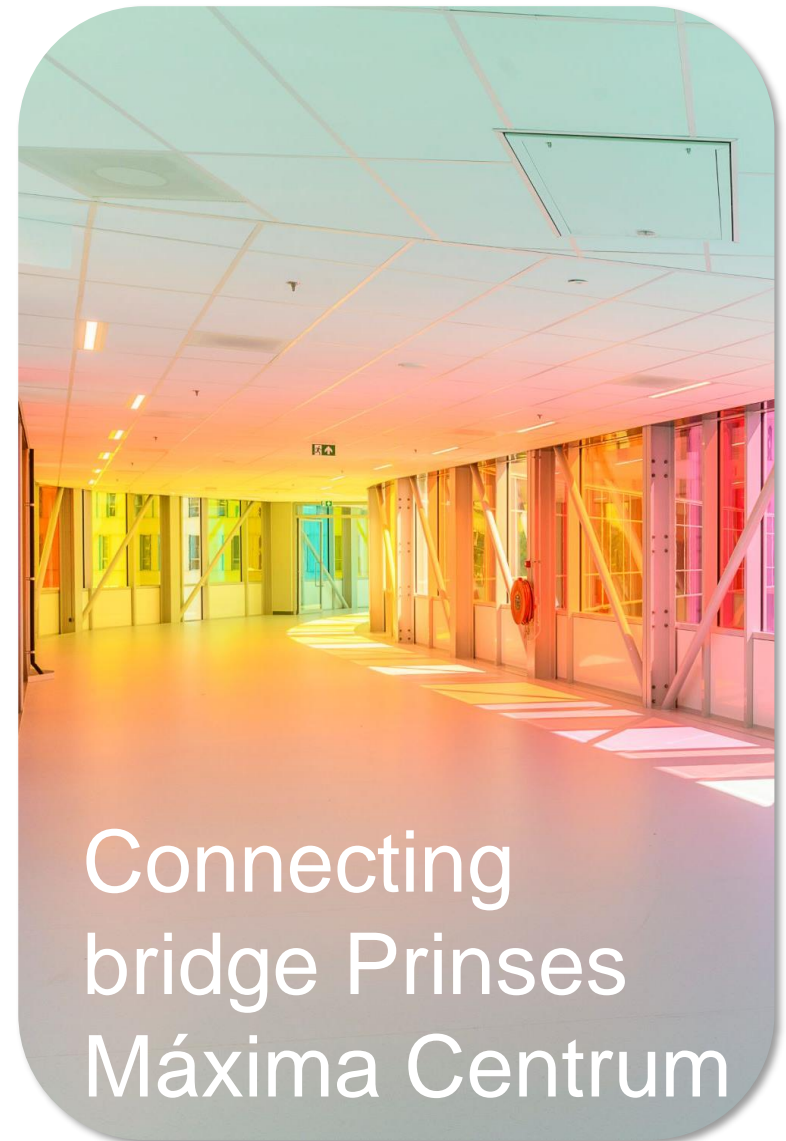


Annual Results 2018

28 February 2019

Content

- 🏗️ General Overview
- 🏗️ Operational Overview
- 🏗️ Sustainability
- 🏗️ Financial Overview
- 🏗️ Dividend and Outlook
- 🏗️ Appendix



Highlights

EBITDA including OpenIJ provision amounts € 251 million (-5.3%), in line with latest outlook

Net result attributable to shareholders amounts € 137 million (-2.1%)

Net cash position improved € 69 million to € 366 million

Order book at historical high of € 8,924 million (+10.3%)

ROCE of 20.1% (from 21.8%) and solvency ratio of 32.5% (from 31.5%)

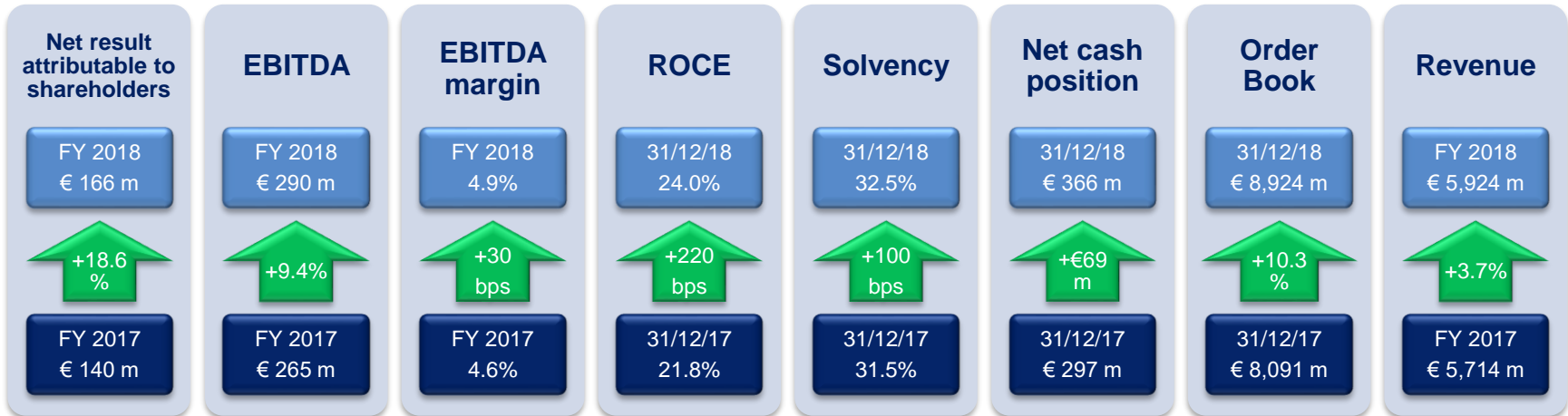
Revenue increased to € 5,924 million (+3.7%)

Proposed final dividend of € 0.77 per share (total dividend of € 1.05 per share)

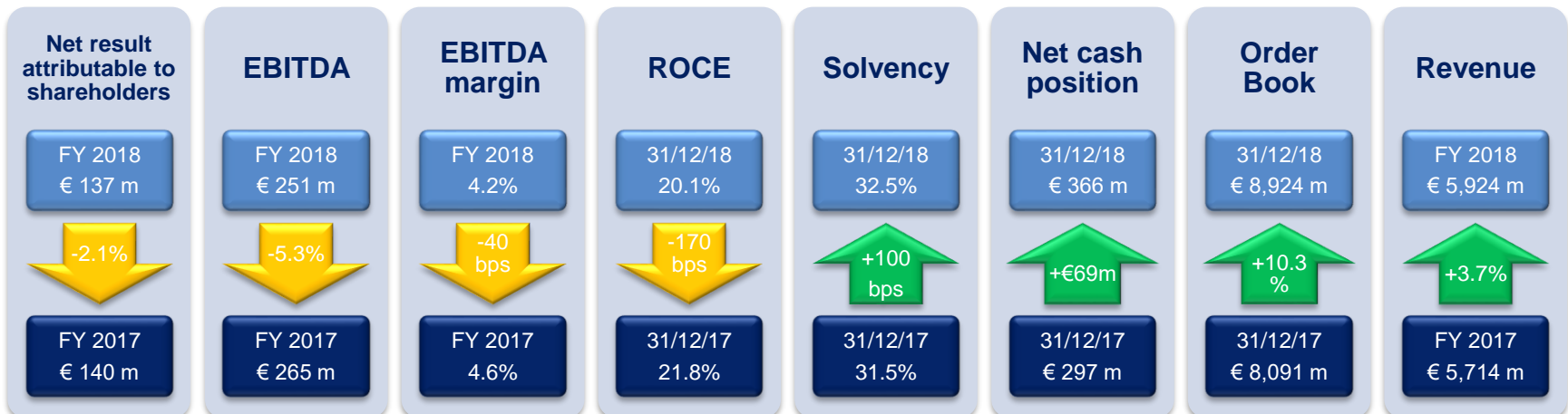
2019 EBITDA to increase, on track to meet medium term objectives

Performance FY 2018

Operational performance



Financial performance including 2018 provision OpenIJ



Revenue and EBITDA per Segment – FY 2018 vs FY 2017

<i>(€ million, unless stated otherwise)</i>	Revenue			EBITDA		
	FY 2018	FY 2017	Δ	FY 2018	FY 2017	Δ
NL – C&RED	2,105	2,043	3.0%	100	*93	7.5%
NL – Infrastructure	1,414	1,474	-4.1%	**61	52	17.3%
NL – Energy & Telecoms Infrastructure	751	674	11.4%	39	32	21.9%
United Kingdom	1,116	995	12.2%	39	33	18.2%
<i>Local currency GBP</i>	984	872	12.8%	34	29	17.2%
North America	350	351	-0.3%	47	55	-14.5%
<i>Local currency CAD</i>	538	515	4.5%	72	81	-11.1%
Germany	268	244	9.8%	16	17	-5.9%
Other/eliminations	-80	-67		-12	-17	
Total	5,924	5,714	3.7%	290	*265	9.4%
<i>OpenIJ provision 2018</i>				-39		
Total	5,924	5,714	3.7%	251	*265	-5.3%

High Quality Order Book with Good Visibility

Solid Growth in Order Book...

Total Order Book End of Year / Revenue for the Year

1.3x

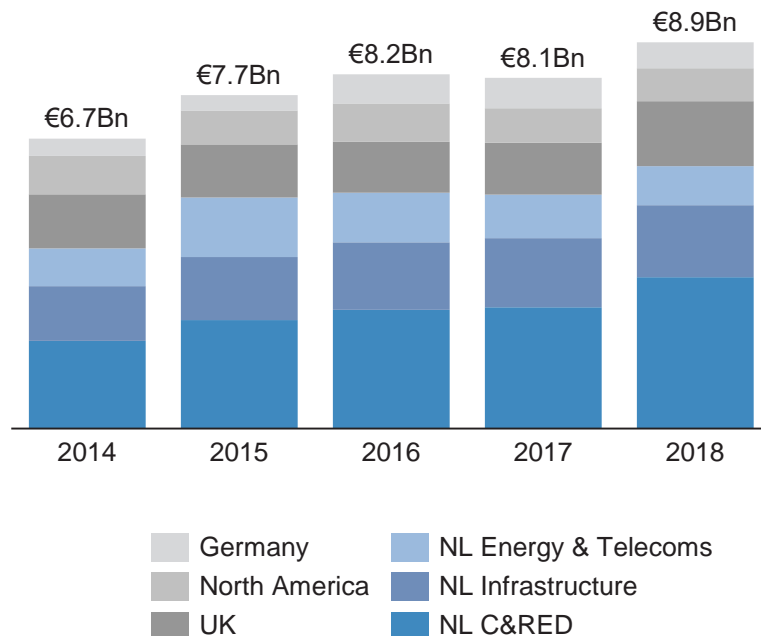
1.5x

1.5x

1.4x

1.5x

Breakdown Order Book End of Period



...with Good Visibility of This Year's Revenue

- Signed and secured orders are included in the Order Book
- Expected additional work from current projects, not yet agreed upon, is not included in Order Book
- Framework agreements are only included in Order Book for secured (signed) volumes

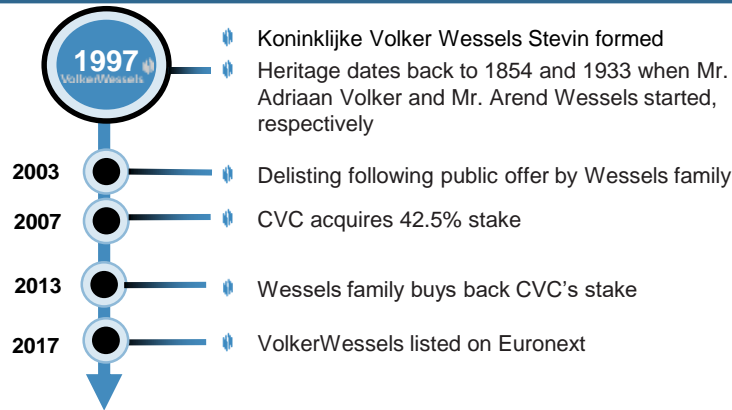
Order Book Development

- Order Book at historic high of € 8.9 billion
- NL-C&RED increased € 662 million
- NL-Infrastructure increased € 92 million
- NL-E&T Infrastructure decreased € 73 million due to delivery production volume on a fixed long-term contract
- United Kingdom increased € 315 million
- North America decreased € 64 million due to the utilization of the long term highways contract, this excludes the highway maintenance contracts of ~€ 200 million announced in February 2019
- Germany decreased € 89 million

Medium-Term Management Objective for Organic Revenue Growth at 3 - 4%

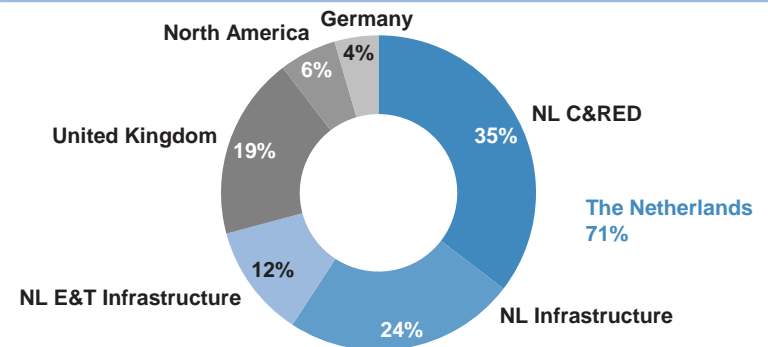
Summary Overview of VolkerWessels Today

VolkerWessels' Key Milestones

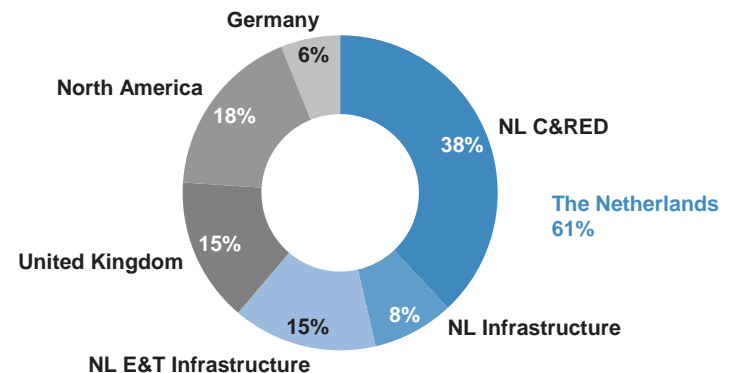


Diversified Portfolio in Terms of Geography and Product Mix

Revenue FY 2018*



EBITDA FY 2018*



VolkerWessels Today

- Market-leading, multi-branded, listed construction company in the Netherlands
- Active internationally with attractive positions in the UK and niche markets in North America and Germany
- Operating ~25,000 projects for ~7,000+ clients across diverse end-markets per year
- ~16,600 skilled employees across 120+ operating companies
- Focus on core values of sustainability, safety, integrity and prudent risk management and governance

* Breakdown excludes Other/Eliminations, NL-E&T Infrastructure includes the activities in Belgium

Leading Positions in Each Local Market Segment

Leader Across Segments in the Netherlands



Leader in Construction & Real Estate Development



Leader in general Infrastructure



Leader in Energy & Telecoms Infrastructure

Construction & Real Estate Development

- Strong relationships with local developers / clients
- Strategic positions across supply chain
- Strategic land bank positions and development rights

Infrastructure

- Knowledge, expertise and design capabilities
- Key player in smaller scale projects and national coverage
- Disciplined approach to large scale projects

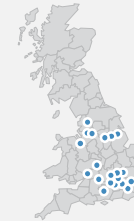
Energy & Telecoms Infrastructure

- Specialised services focusing on long-term contracts
- Key player in fibre optics, mobile roll-out & energy transition
- Strategic equipment

Leading Position in Attractive International Markets



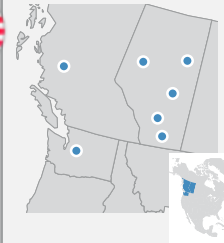
United Kingdom



- Leading positions in rail and marine infrastructure
- Strong positions in highway, airport, energy, water and environmental infrastructure
- Focus on Greater London and M60 corridor



North America



Canada

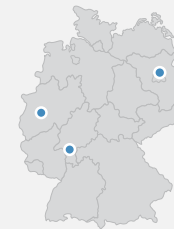
- Market-leading road maintenance and construction company in Alberta and British Columbia
- Strategic logistics and supply chain positions
- Long-term maintenance contracts

United States

- Leading infrastructure construction company in Greater Seattle area
- Flood defence and underground structures



Germany



- Combined construction and real estate development activities
- Exclusive focus on prime cities marked by elevated growth through urbanisation and immigration

Content

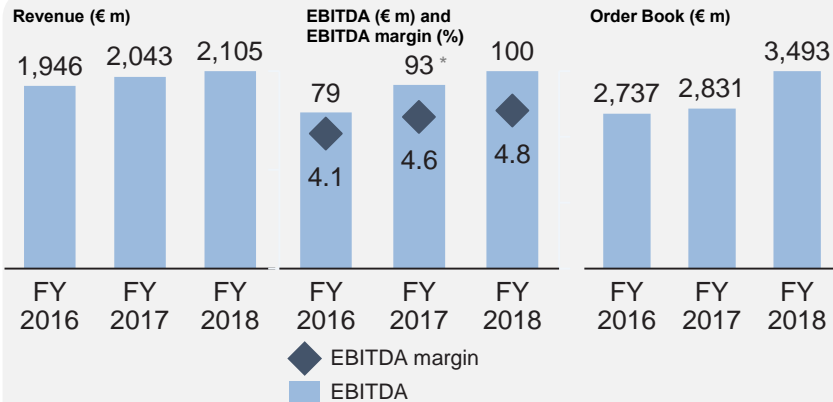
- 🔌 General Overview
- 🔌 Operational Overview
- 🔌 Sustainability
- 🔌 Financial Overview
- 🔌 Dividend and Outlook
- 🔌 Appendix



Safety day

Construction & Real Estate Development Netherlands

Actual



Highlights

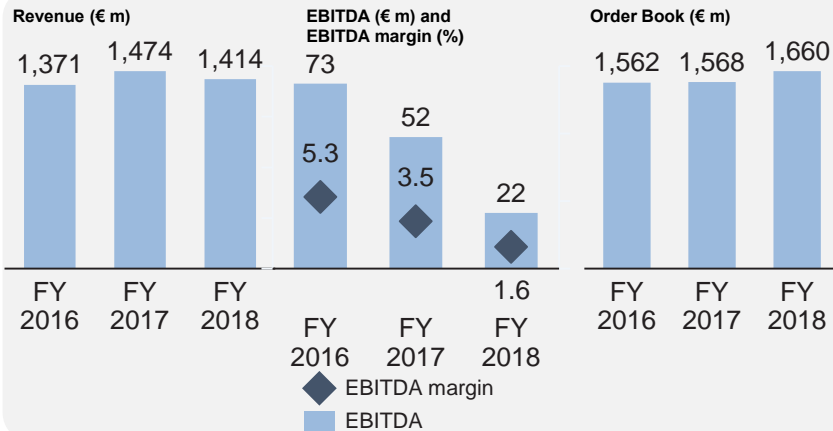
- ◆ Revenue increased by 3.0%, or € 62 million, to € 2,105 million in 2018, mainly as a result of the continuing strong market conditions especially in the residential construction market
- ◆ New homes sold decreased to 2,140 coming from 3,083 in 2017
- ◆ EBITDA increased € 7 million to € 100 million, up 7.5%
- ◆ EBITDA margin improving by 20 basis points to 4.8%
- ◆ The result is negatively impacted by a provision of € 10 million for an arbitration claim, we are appealing the decision
- ◆ Order book increased over 23% to € 3.5 billion
- ◆ Additions to our order book: the Holendrecht Community Campus and Wonderwoods in Utrecht



* EBITDA FY 2017 excluding € 13 million third party result

Infrastructure Netherlands

Actual



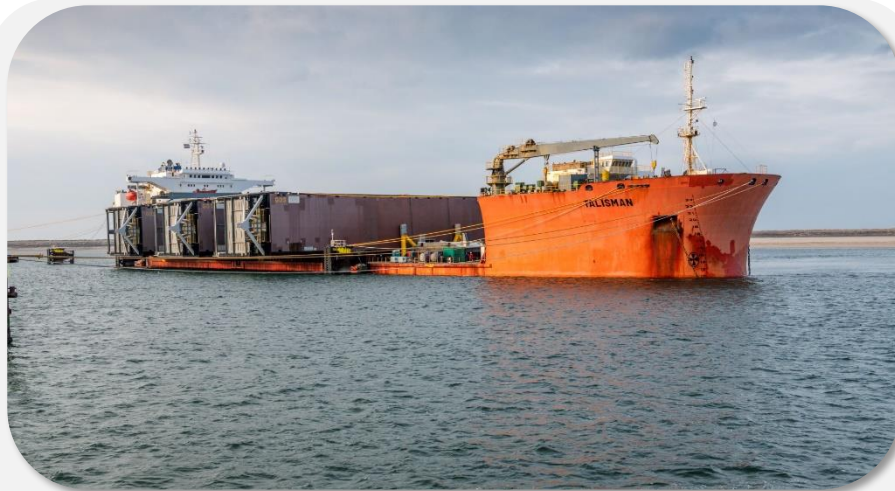
Highlights

- Revenue decreased by 4.1% or € 60 million to € 1,414 million in 2018 mainly caused by the finalization of a few large rail projects in 2017
- Excluding the provision for OpenJ, EBITDA increased by € 9 million to € 61 million. Taken into account the additional provision for OpenJ, EBITDA is € 22 million.
- Orderbook increased with 5.9% to € 1.7 billion at year end 2018
- The market for local and regional infrastructure projects is solid
- Important tenders won in 2018 include NoorderSpoort Zwolle and the maintenance of the N200 Motorway.



OpenIJ, sea lock project in IJmuiden

OpenIJ in IJmuiden



- Completion of the project stands at 65% at 31 December 2018
- The first caisson immersed into final position
- The three lock doors arrived in the Netherlands on 6 December 2018
- The additional provision for OpenIJ amounts € 39 million in 2018, total provision amounts to € 107 million
- OpenIJ finalised the discussion with its banking syndicate regarding the rescheduling of the financing of OpenIJ on 21 February. OpenIJ can resume drawing from its banking facilities in line with the agreed new schedule with immediate effect

First caisson immersed successfully

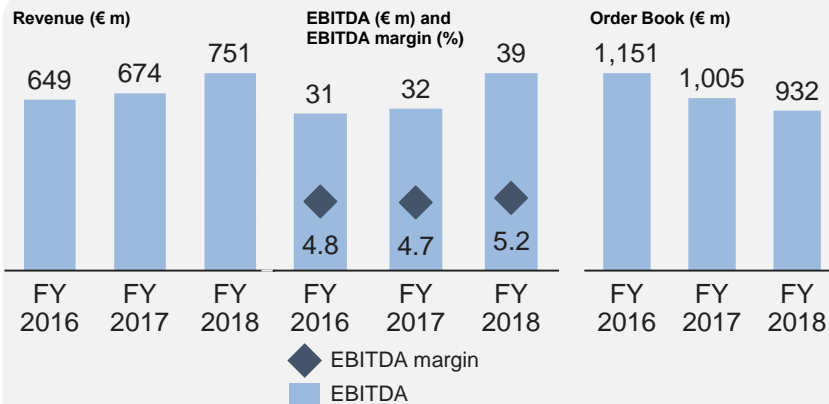


First lock door arrives in IJmuiden



Energy & Telecoms Infrastructure Netherlands

Actual



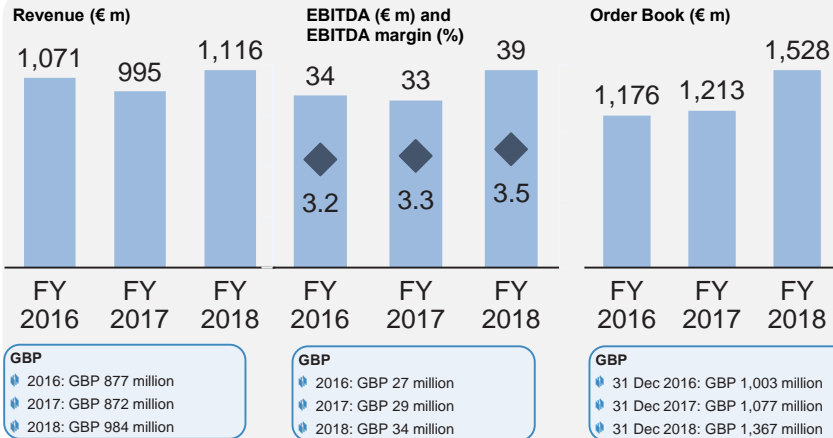
Highlights

- Revenue increased by 11.4%, or € 77 million, to € 751 million, mainly due to favourable market conditions caused by the transition to sustainable energy sources in the energy infrastructure market and the ongoing digital transformation in the telecoms market
- EBITDA increased with € 7 million to € 39 million in 2018
- EBITDA margin for the segment was 5.2% in 2018 compared to 4.7% in 2017
- The improved result came from all three parts in this segment, VolkerWessels Telecom, Visser & Smit Hanab and our Belgian E&T activities
- The order book decreased due to the 2018 production volume delivered on a long-term contract that was included in our order book since December 2015. Excluding this, our order book increased significantly, partly due to the acquisition of Joulz Energy Solutions (JES)



United Kingdom

Actual



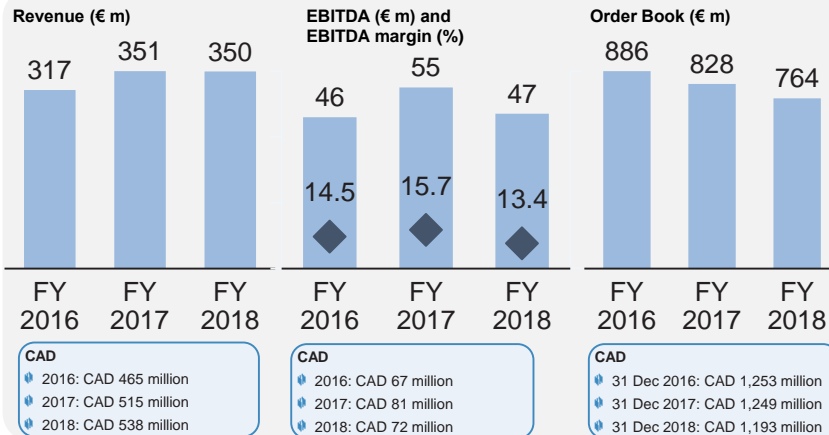
Highlights

- Revenue in 2018 increased 12.2% to € 1,116 million following positive developments across all market sectors where we are active
- EBITDA improved by € 6 million to € 39 million with the EBITDA margin improving 20 basis points to 3.5%
- In GBP terms the increase in revenue and EBITDA shows the same change as in EUR terms
- The order book increased by 26% to € 1,528 million which is a reflection of the increased planned investments of the British Government
- In the period under review we strengthened our market position by securing, extending and renewing a number of long-term contracts
- Acquisition of PJ Davidson, a slip form concrete contractor in the UK.



North America

Actual



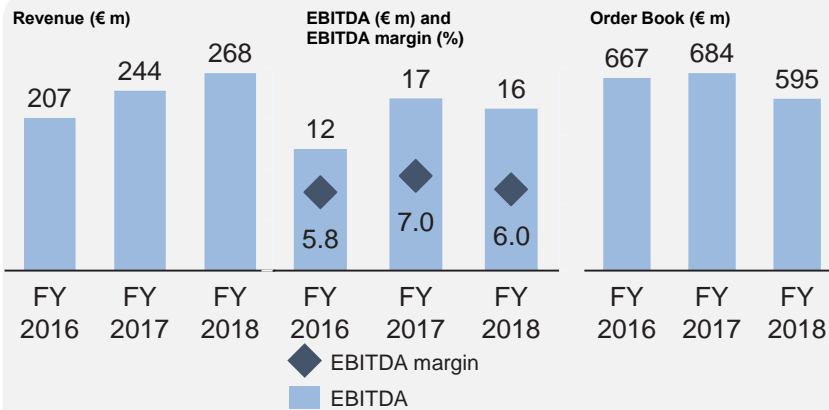
Highlights

- Revenue was stable at € 350 million
- EBITDA decreased € 8 million to € 47 million, the decrease is largely due to the unusual weather pattern in 2018, the relatively late start and early closure of the production season in some regions in the Province of Alberta in Canada
- Recovery of Fort McMurray took longer than anticipated after the wildfires in 2016
- In the US, revenue increased due to the booming local economy in the Seattle region
- The order book decreased to € 764 million (-8% compared to 31 December 2017) as a result of the execution of contracts under our long term framework agreements
- We were awarded with three highway maintenance contracts with a total value of CAD 300 million in February 2019



Germany

Actual



Highlights

- Revenue increased by 10%, or € 24 million, to € 268 million mainly in our construction companies
- EBITDA is in line with the level reached last year
- The order book declined to € 595 million (-13% versus 31 December 2017), which is still exceptionally strong and amounts to 2.2 times the revenue over 2018, the decrease mainly relates to some delays in the start of new development projects
- In 2018, we constructed and delivered a total of 746 houses (2017: 1,191). The number of houses sold from VolkerWessels' own development in Germany in 2018 was 537 (2017: 89)



Acquisitions and divestments in 2018

Acquisitions

- ▶ In the third quarter, Visser & Smit Hanab reached agreement with Stedin Group to acquire Joulz Energy Solutions (JES). JES is a market leading player in design, construction and maintenance of complex medium and high voltage infrastructure and installations. JES is one of the few players in the market capable of offering integrated electrification solutions to its clients
- ▶ VolkerWessels UK acquired PJ Davidson on 30 November 2018. PJ Davidson is a specialist slipform concrete contractor and the UK's largest installer of Rigid Concrete Barrier on the strategic road network. This bolt-on acquisition is complementary to VolkerWessels UK's current activities in the highways, ports and airports sectors.



PJ Davidson(UK)

Divestments

- ▶ BBGI acquired a 49% interest in Participatiemaatschappij VolkerInfra PPP, an (indirect) subsidiary of VolkerWessels
- ▶ VolkerWessels divested part of its financial interest in three operational DBFM(O) projects in the Netherlands, being A1 / A6 Diemen-Almere Havendreef, N18 Varsseveld-Enschede and Gemeentehuis Westland.
- ▶ The transaction is consistent with the medium-term objective to further improve strategic working capital and the strategy of divestment and reduction of equity in operational DBFM(O) projects
- ▶ VolkerWessels remains responsible for the long-term maintenance of these projects and, in the case of Westland Town Hall, for operations during the term of the contract.



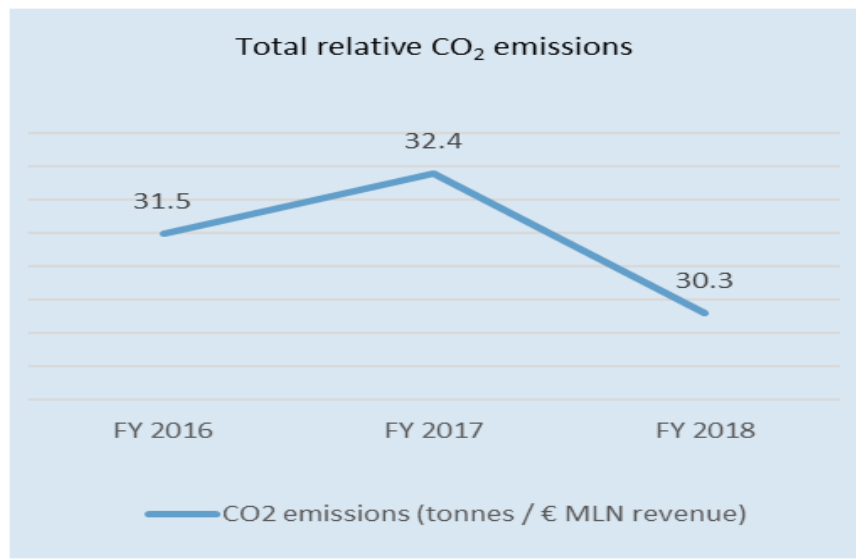
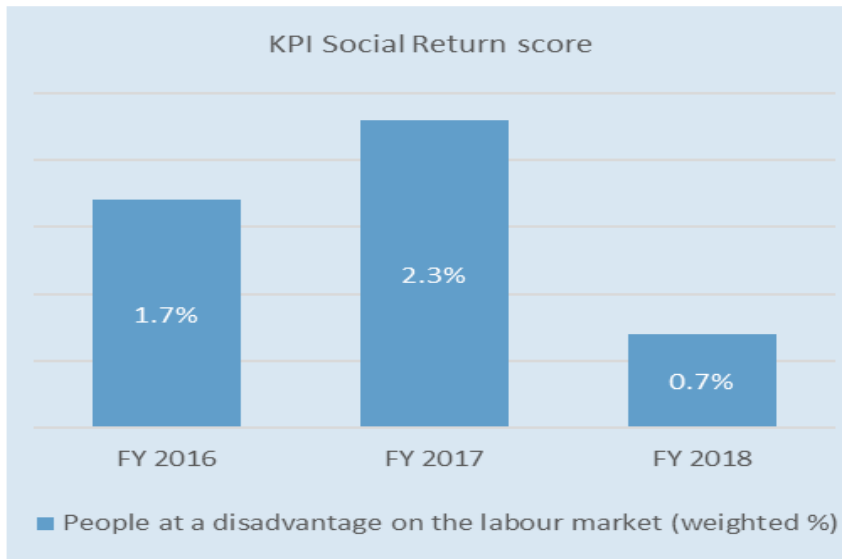
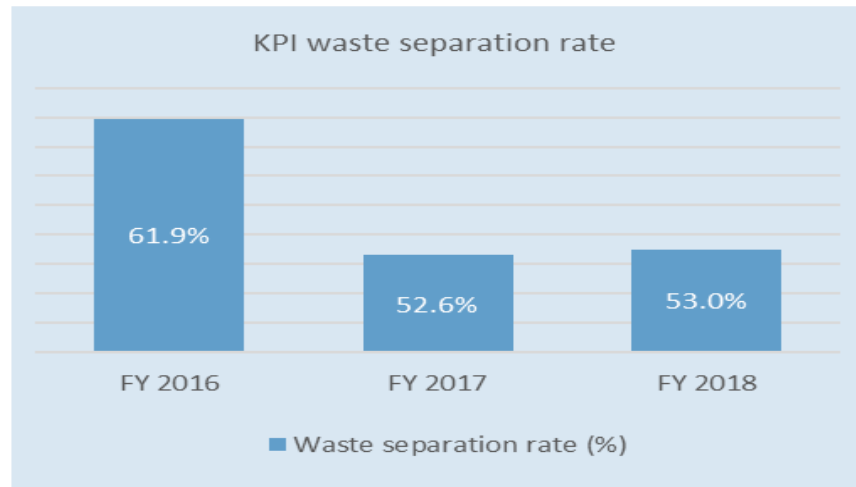
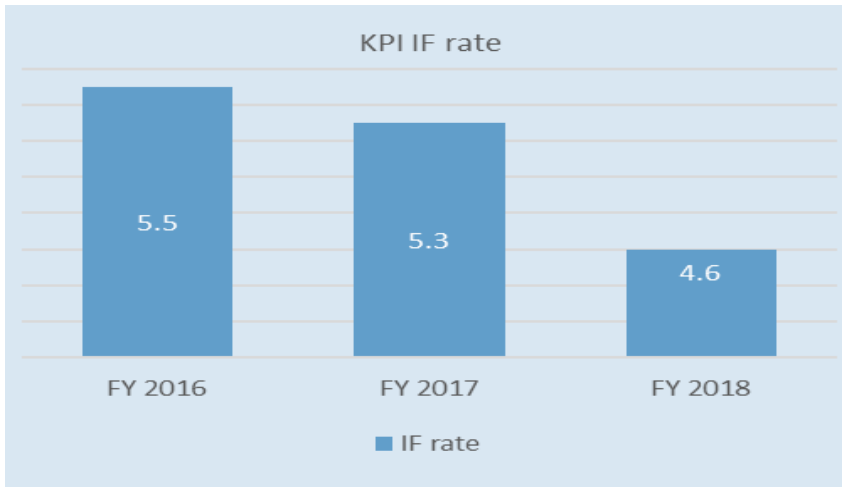
Westland Town Hall

Content

- ▣ General Overview
- ▣ Operational Overview
- ▣ Sustainability
- ▣ Financial Overview
- ▣ Dividend and Outlook
- ▣ Appendix



Sustainability



Focus on six KPIs

To speed up our transition to a more sustainable organisation, we will focus on six key performance indicators for our sustainability efforts in 2019 and beyond. The six KPI's are split into two categories: *the basics*, by improving our own sustainable performance, and *increasing our impact*, by developing new concepts, approaches and solutions that measurably and significantly contribute to quality of life.

Basics

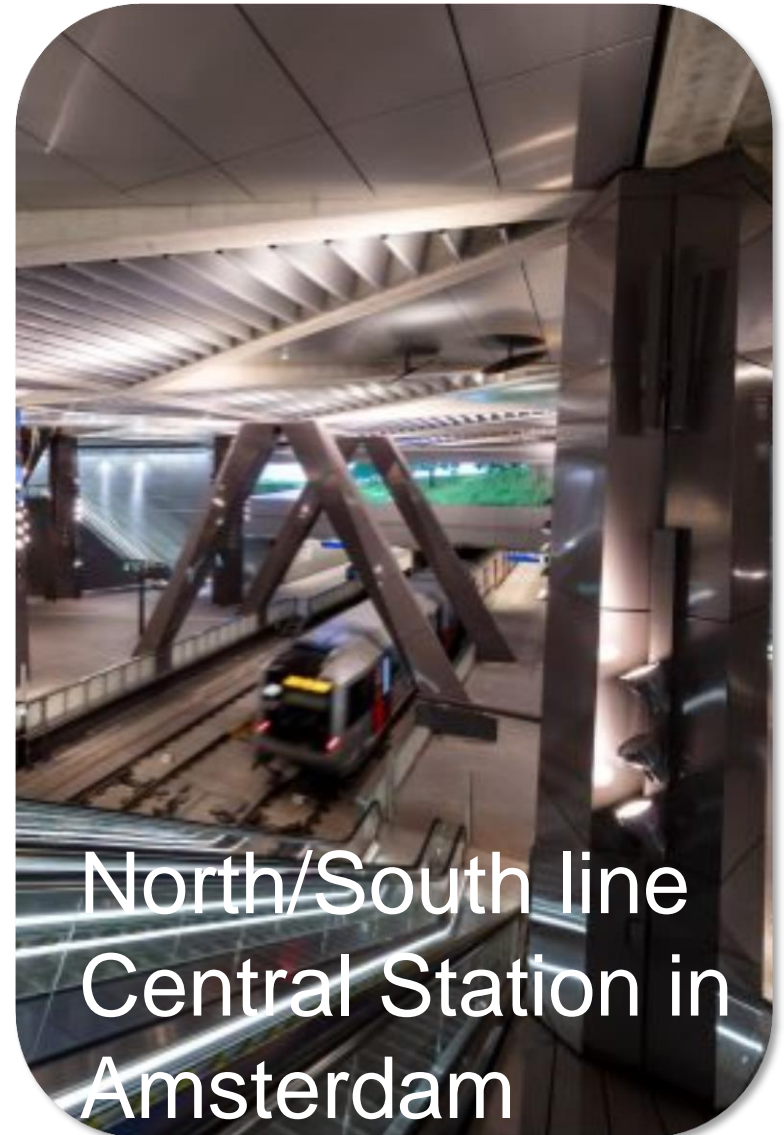
- % waste separation
- Own car fleet CO₂ reduction
- Employ more people who are at a disadvantage to the labour market (“PSO score”)

Increasing our impact

- Increase the use of circular design concepts
- CO₂ reduction in asphalt and concrete production
- CO₂ reduction of our building equipment and machinery

Content

- ▀ General Overview
- ▀ Operational Overview
- ▀ Sustainability
- ▀ Financial Overview
- ▀ Dividend and Outlook
- ▀ Appendix



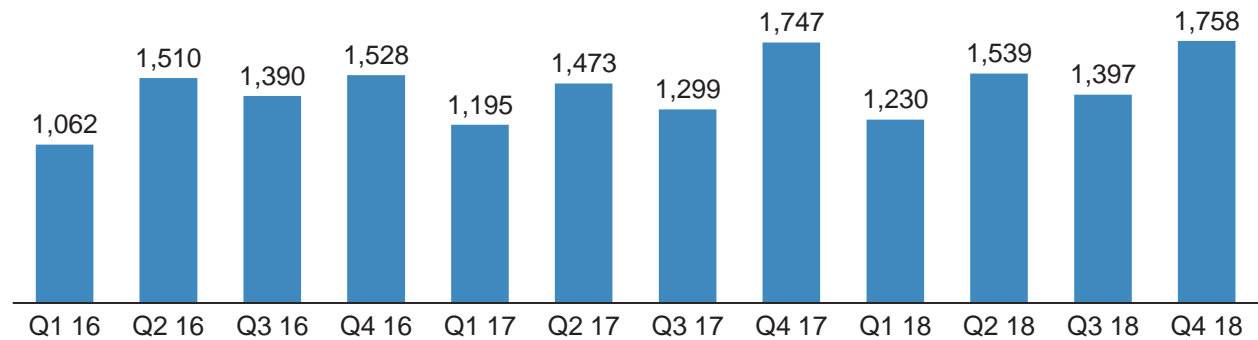
North/South line
Central Station in
Amsterdam

Seasonality Revenue and Earnings

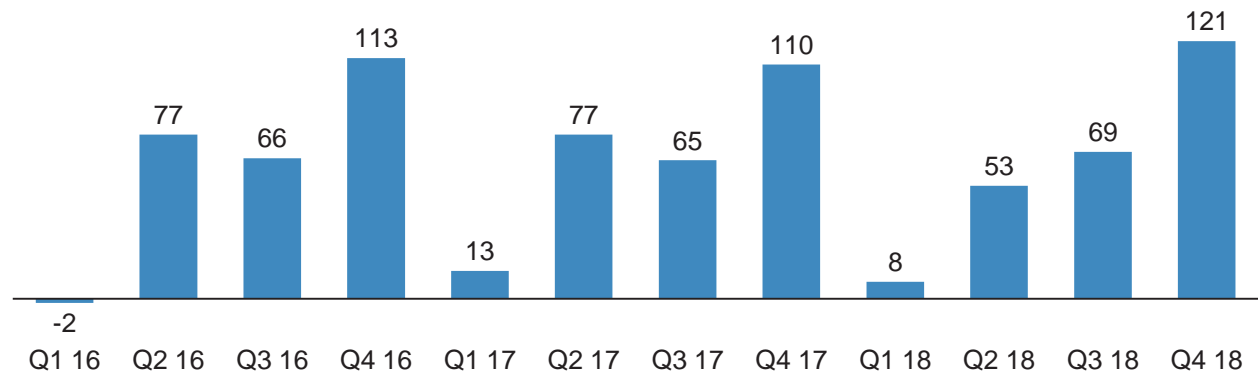
Highlights

- Typical seasonal pattern during the first quarter as a result of frost, snow and heavy rain in the winter
- Consequently, revenue and EBITDA are typically lowest in Q1
- Q3 activity typically impacted by reduced construction activities due to summer holidays
- Highest activity and earnings typically during Q4, largely driven by increased demand from public sector clients completing projects before year-end

Quarterly Revenue Development (€ million)



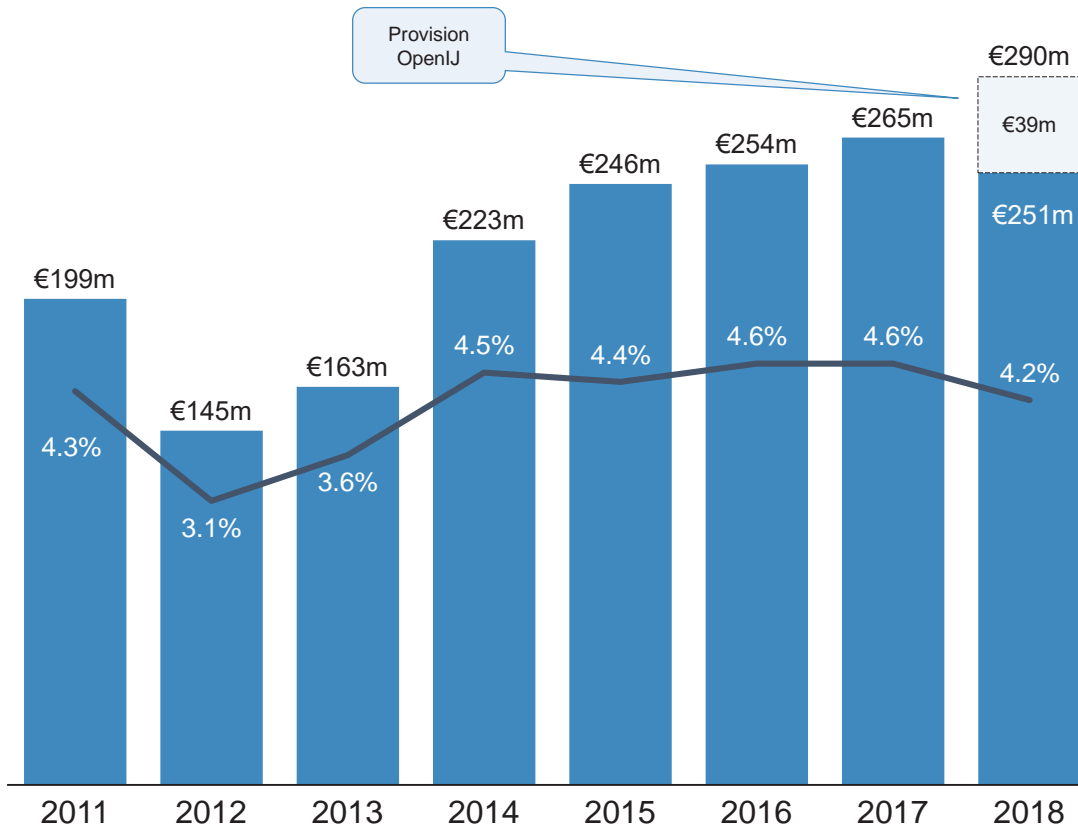
Quarterly EBITDA Development* (€ million)



* Overall EBITDA 2017 excl. € 13 million third party result and share incentive charge of € 5 million / 2018: € 6 million

Continue to Deliver Sustainable Margins and EBITDA

VolkerWessels' EBITDA Across the Cycle, period end numbers



VolkerWessels' EBITDA and EBITDA margin FY 2018

- EBITDA (excluding OpenJ provision) increased to € 290 million, including OpenJ provision EBITDA decreased to € 251 million (-5.3%).
- EBITDA margin (excluding OpenJ provision) increased to 4.9% (2017: 4.6%), including OpenJ provision EBITDA margin decreased to 4.2%.

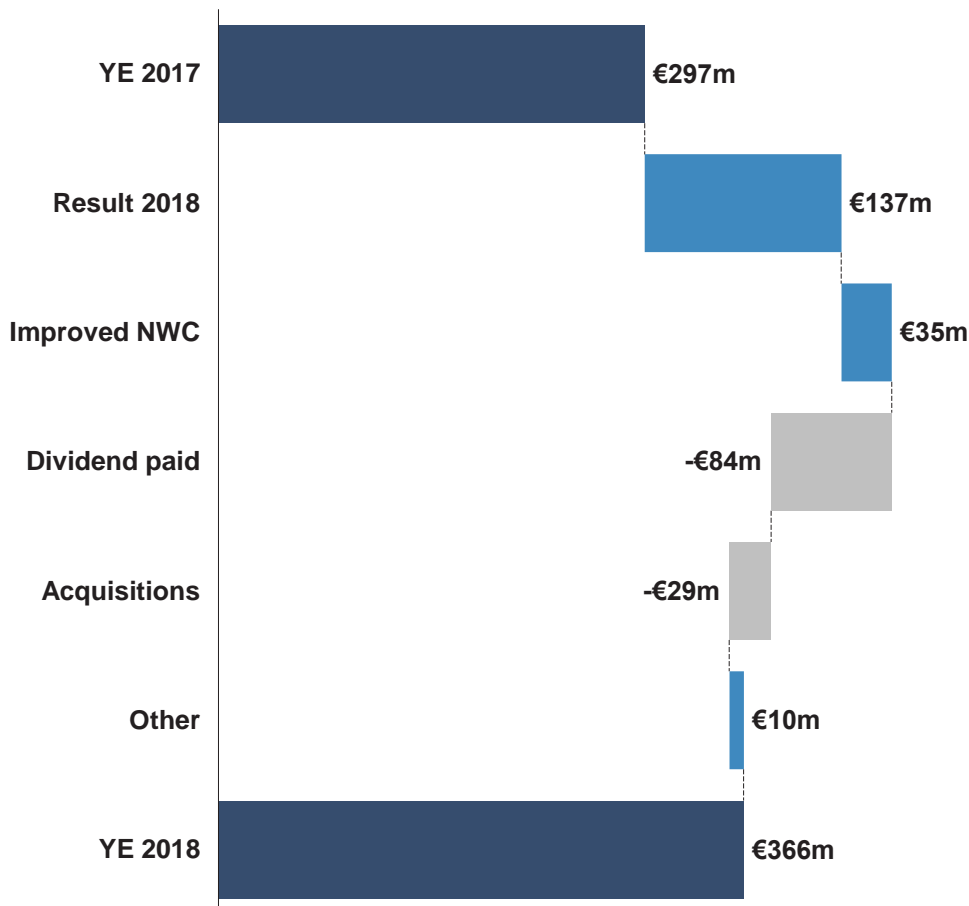
Medium-Term Management Objective for Growth EBITDA in Absolute Terms and for EBITDA Margin of 4.5 – 5.5%

* EBITDA FY 2017 excluding € 13 million third party result

Strong Cash and Working Capital performance

Net cash Improved by € 69 million to € 366 million

Traditional Working Capital and Strategic Working Capital

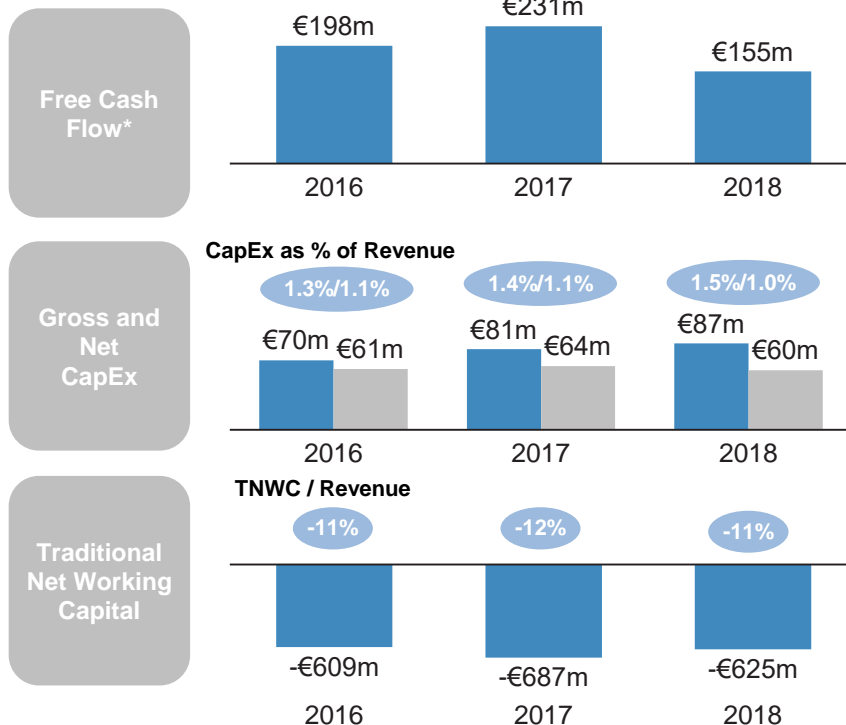


(€ million)	FY 2018	FY 2017
Inventories (excluding property development)	76	66
Contract Balances (including provision onerous contracts)	-28	-75
Trade and other receivables (excluding receivables from associates and JVs and current third party loans)	839	820
Trade and other payables (excl. amounts owed to associates and JVs)	-1,497	-1,480
Net taxes	-15	-18
Traditional WC	-625	-687
Land	184	193
Property development	81	175
Property held for sale	42	69
Associates and JVs (less provisions)	133	113
Non-current receivables from associates and JVs	71	51
Net receivables on participations	101	107
Strategic WC	611	708
Net Working Capital	-14	21

Medium-Term Management Objectives for Further Efficiency Improvement in “Strategic” Working Capital by ~€200m, ROCE > 18.0%, and to Focus Land Bank on Actionable Development

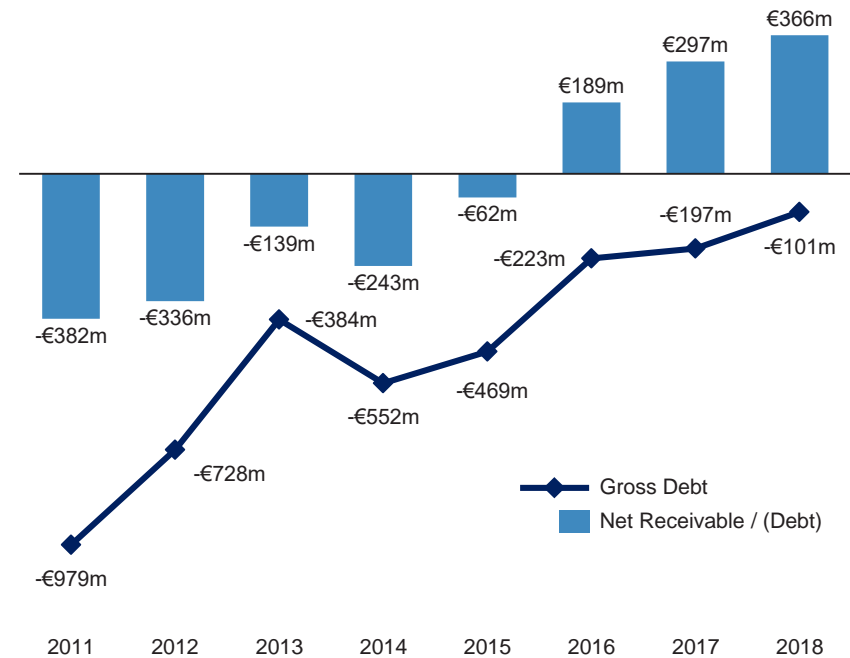
Disciplined Cash Flow Management and Strong Balance Sheet

Focus on Cash Management Provides Stable Footing for Future Investments and Shareholder Return



⚙️ We are targeting a free cash flow that is, on average, in line with our net result. Free cash flow was € 155 million in 2018, 1.1 times net result attributable to shareholders

Deleveraging Profile VolkerWessels



⚙️ Despite the funding of the OpenIJ project with € 98 million, our net cash position improved by € 69 million, resulting in a net cash position of € 366 million at 31 December 2018.

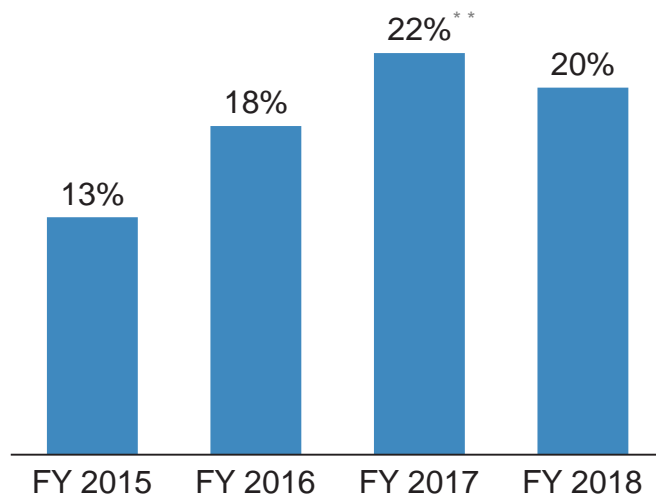
Medium-Term Management Objective for Capex at ~1.3% of Net Revenue and for Trade Working Capital to Develop in Line With Revenue

* 2018 net cash flow from continuing operating activities (€ 242 million) plus net cash flow from continuing investment activities (-€ 117 million) excluding acquisitions (€ 29 million) = € 155 million

ROCE and Solvency

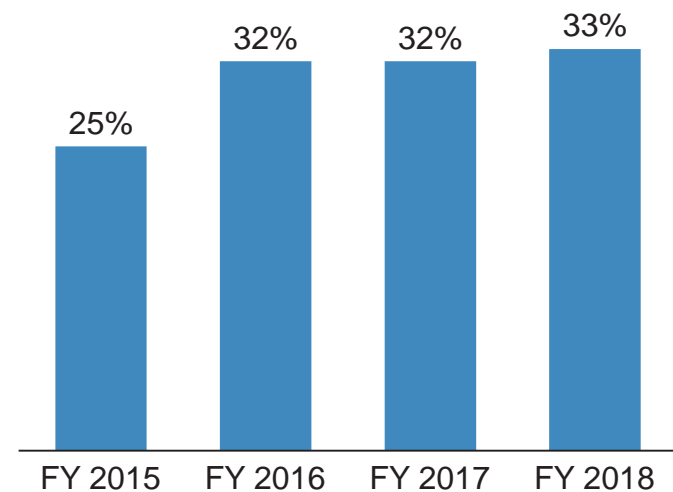
ROCE

Development of Return on Capital Employed (%)*
end of period



Solvency

Development of Solvency (%)
end of period



ROCE and Solvency at Solid Stable Level

Medium-Term Management Objective Full Year for ROCE > 18.0%

* Return on Capital Employed (ROCE) as EBIT / Capital employed (Group equity +/- Net receivable)

** FY 2017 excluding € 13 million third party result

Content

- ▀ General Overview
- ▀ Operational Overview
- ▀ Sustainability
- ▀ Financial Overview
- ▀ Dividend and Outlook
- ▀ Appendix



2nd Plastic Road
in Giethoorn

Dividend and Outlook

Final Dividend

Proposed final dividend of € 0.77 per share (total dividend of € 1.05 per share)
in line with 2017

Outlook

Our current expectations are for our 2019 EBITDA to increase and we confirm that we are on track to meet our medium-term objectives

Content

- General Overview
- Operational Overview
- Sustainability
- Financial Overview
- Dividend and Outlook
- Appendix



Medium-Term Management Objectives: On track

Key Metric	Medium-Term Objective	Average / total 2017-2018
1 EBITDA	<ul style="list-style-type: none"> Generally improved market conditions in Dutch construction & real estate development segment Operational efficiency programme implementation across all segments Focus on further reduction of failure costs across all segments Maintain historic track record of resilient margins throughout construction cycles Margin 4.5 - 5.5% 	Average <ul style="list-style-type: none"> EBITDA Margin: 4.4%
2 Revenue Growth	<ul style="list-style-type: none"> Leverage leading position to capture growth opportunities from recovery in Dutch construction market Focus on selected international niche markets Key management focus on profitable growth over market volume growth in each of the markets Good visibility on profitable growth from prudent and conservative Order Book development and composition CAGR 3 - 4% (From 2016 normalised base) 	Average <ul style="list-style-type: none"> CAGR 4.6%
3 Capex	<ul style="list-style-type: none"> Maintain well invested asset base with capex levels continuing at around ~1.3% of revenue 	Average <ul style="list-style-type: none"> 1.4% (gross) 1.1% (net)
4 Working Capital	<ul style="list-style-type: none"> Trade working capital development in line with revenue development By June 2018 we had already reduced our strategic working capital close to € 100 million, therefore we changed our MTO to improve SWC by ~€ 200 million Focus land bank on actionable development 	Total <ul style="list-style-type: none"> SWC € 140 million decrease
5 Tax	<ul style="list-style-type: none"> Losses carried forward of €40m to be fully utilised in the medium-term 	Total <ul style="list-style-type: none"> € 37 million utilised in 2017 and 2018
6 Capital Allocation	<ul style="list-style-type: none"> Focus on efficient use of employed capital, targeting ROCE >18.0% 	Average <ul style="list-style-type: none"> ROCE: 21.0%
7 Dividend	<ul style="list-style-type: none"> Pay-out ratio of 50 - 70% of results for the year, DPS expected to grow in line with results for the year 	Average <ul style="list-style-type: none"> 60.5% pay out

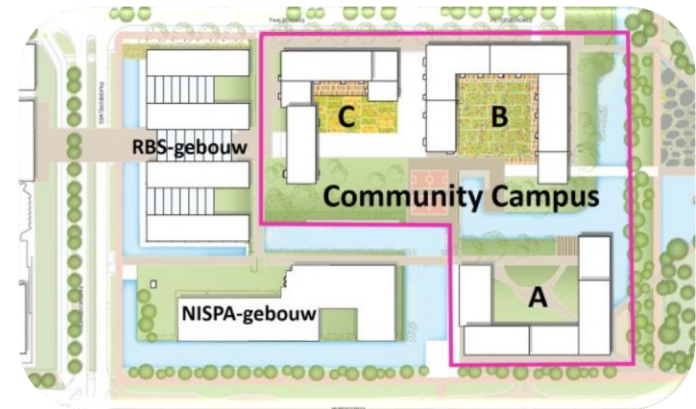
Holendrecht Community Campus Amsterdam

Campus



- VolkerWessels will construct Holendrecht Community Campus
 - 1,557 apartments
 - total leasable area 96,000 m²
 - landscaping ca. 15,000 m²
 - highest point around 67 metres
- The campus will include 3 buildings (A, B and C) and underneath the apartments of building B and C there will be an underground parking garage with 400 parking places and commercial area
- The community Campus is located near station Holendrecht / Meibergdreefweg and the Paalbergweg

Location



Kabeldistrict Delft



- ❖ Kabeldistrict Delft is the multi-year area redevelopment of a centrally located industrial site, which is part of Schieoevers-Noord, in Delft
- ❖ The project is located right in the middle of (and within walking or biking distance) the train station Delft-Zuid, the city centre and the TU Delft.
- ❖ The total land size is 12 ha, with potential construction of 350.000 m² to build 3,000 homes and 2,000 jobs
- ❖ Current status: plan/design phase
- ❖ VolkerWessels owns 37.5% of the project and will construct 100%
- ❖ 50% of the residential program consists of rental homes, which will be acquired by our partner Amvest

Location



VolkerWessels UK – marine civil engineering

Dover Western Docks revival project



- VolkerStevin - and collaboration with VolkerFitzpatrick, VolkerHighways and VolkerLaser
- Client: the Port of Dover
- One of the largest port development projects to be constructed in the UK
- Relocate and develop cargo business; create more Eastern dock space for ferries; regenerate waterfront
- Dredging works and land reclamation
- Quay walls and new concrete apron
- New marina pier
- Two new berths – for reefer vessels and container and cruise ships
- Deep Wellington cut navigation channel
- Bascule bridge across channel
- Innovative walking piling gate
- Use of off site fabrication/precast concrete to de-risk the project

Key facts

- Contract value (VolkerStevin) of £94m
- 25,000m² of concrete apron
- 550m marina pier
- 25,000t piles driven
- Navigation channel 120m x 20m x 18m
- 120t bascule bridge



Windpark Fryslan wind farm

Project



- In the spring of 2019 Visser & Smit Hanab will start work at the Afsluitdijk
- Lay 25 kilometres of cable to connect the high-voltage grid to a new, 'green' energy source: Windpark Fryslân wind farm
- The future wind farm is located in the part of the IJsselmeer lake, which is part of the northern Dutch province of Friesland
- With a total capacity of 320 MW, the park's 89 turbines will be able to supply electricity to over 340,000 homes and reduce CO₂ emissions by an estimated 687,000 tonnes
- Visser & Smit Hanab will be responsible for the project's 'aorta': two 110KV cable circuits from the middle of the Afsluitdijk to the city of Bolsward in Friesland

Location



Shipdock Amsterdam, an example of a multi-year area development

Shipdock



- Shipdock is the redevelopment of a ship repair yard at the Northern shore of the IJ-river in Amsterdam, near the Central Station.
- The project has two parts, the shipdock and the Melissa pier with in total 650 metres directly located on the waterfront
- The project is directly located next to the existing development of NDSM wharf (VolkerWessels project) and opposite the development of the Houthavens
- Total land size approx. 200,000 m² , potential construction between 600,000 and 1,000,000 m² with a focus on residential
- Current status: plan / design phase
- VolkerWessels owns 18% of the project and will construct 100%
- Examples of multi-year area developments of VolkerWessels: Strijp-S in Eindhoven and NDSM wharf in Amsterdam

Location



Breakdown Provisions

€ million	2018	2017
Employee benefits	40	44
Provisions for associates and JVs	16	11
Other provisions*	138	89
Deferred tax liabilities	31	41
Total non-current provisions	225	185
Employee benefits	19	19
Provisions for associates and JVs	3	2
Other provisions*	98	40
Total current provisions	120	61
Total provisions	345	246

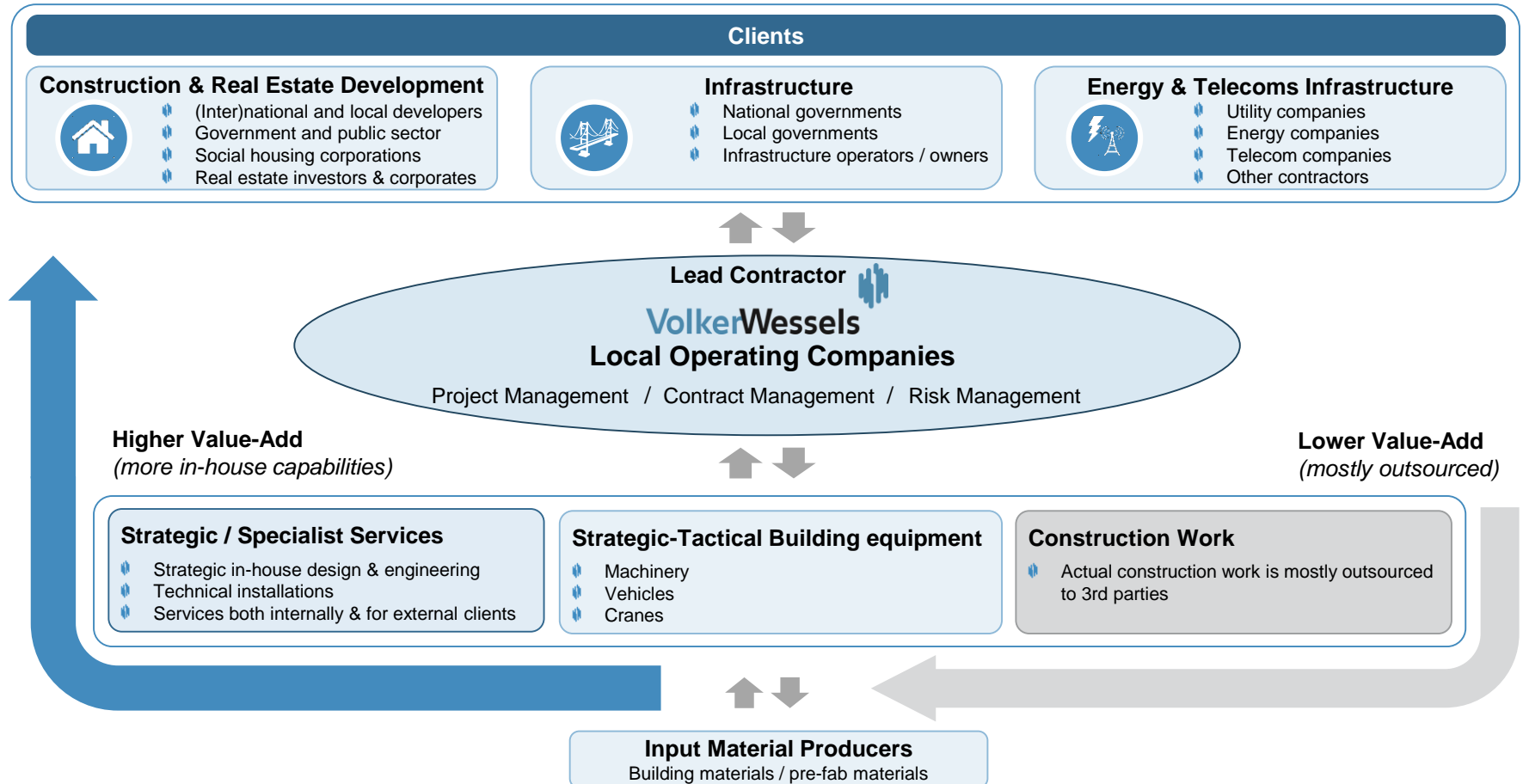
* 2018 including provisions for onerous construction contracts

Movement Other Provisions (current and non-current)

€ million	Guaran- tees	Restruc- turing	Environmen- tal and remediation costs	Onerous contracts	Other	Total
As at 31 December 2017	70	7	5	0	47	129
Impact of change in accounting policy	0	0	0	121	0	121
Acquisitions	0	0	0	12	0	12
Addition *	18	4	0	28	10	60
Withdrawal	-14	-5	0	-34	0	-53
Release *	-7	-3	-1	-12	-8	-31
Other	1	0	0	12	-15	-2
As at 31 December 2018	68	3	4	127	34	236
Non-current	50	0	4	61	23	138
Current	18	3	0	66	11	98

* Net impact of movement other provisions on EBITDA: 2018: - € 29 million

VolkerWessels is Focused on High Value-Add Activities



VolkerWessels Primarily Acts as Lead Contractor: ~50% of Total Costs Relate to Subcontracted Work

Diversified Project Portfolio Skewed Towards Smaller Projects

Most Revenues Arise From Smaller Projects...

...With Capabilities Across the Full Spectrum...

Project Size (based on revenue 2018)

Typical Approach

Large Projects
(€>150m)

~4%

Medium Projects
(€>50m < 150 m)

~11%

Small Projects
(<€50m)

~85%



Larger
Projects

- Involvement of divisional management
- Involvement of regional expert OpCos (Visser & Smit Bouw, Boele & Van Eesteren, Wessels Zeist)
- Involvement of multiple OpCos
- Leverage internal supply chain positions
- Consortia with partners such as OVG Real Estate
- Higher proportion of non-residential real estate

Smaller
Projects

- Individual OpCos
- Sourcing based on personal relationships
- Local partnerships
- Internal and external sourcing of input materials
- Limited involvement of divisional management
- Mostly residential

Financial calendar and contact details

Event	Date
Annual results 2018 (before trading)	28 February 2019
Annual report 2018 available	4 March 2019
Annual General Meeting of shareholders	18 April 2019
Payment date (final dividend 2018)	2 May 2019
First quarter 2019 trading update (before trading)	16 May 2019
Half year results 2019 (before trading)	29 August 2019
Nine months trading update 2019 and interim dividend 2019 announcement (before trading)	14 November 2019
Payment date (interim dividend 2019)	27 November 2019

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Important information

This document is intended to provide financial and general information about Royal VolkerWessels and its group companies in respect of its most recent financial results and, as such, is solely informative.

This document must be read in connection with the relevant financial documents it refers to and such financial documents are leading in case of any inconsistency with the information as provided herein.

This document contains forward-looking statements which are based on the current expectations, estimates and projections of Royal VolkerWessels' management and information available at the date of publication of this document. These forward-looking-statements are subject to uncertainties and cannot be relied upon.

VolkerWessels does not assume any obligation to update or revise forward-looking-statements after the date of publication of this document.