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ACKERMANS & VAN HAAREN

Ackermans & van Haaren in 2019

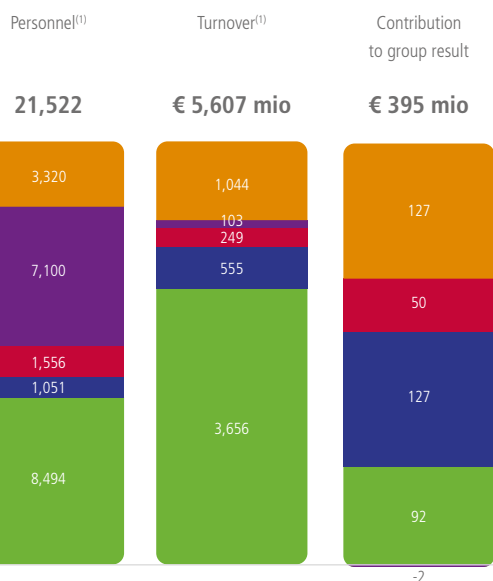
- Ackermans & van Haaren realized a record profit of 394.9 million euros over the full year 2019 (2018: 289.6 million euros), partly thanks to a substantial capital gain on the sale of Residalya. AvH achieves an 11.3% return on equity.
- Both DEME and CFE realized lower operating results on an approximately equal (high) turnover, partly due to certain non-recurring elements. New contracts kept their order backlogs at a high level.
- Both Delen Private Bank and Bank J.Van Breda & Co reported a strong year in 2019. With a profit contribution of 127.3 million euros, 2019 was the best year ever for 'Private Banking' in AvH's portfolio.
- 2019 was also a strong year for Extensa, Leasinvest Real Estate and Anima Care. Without taking into account the sale of Residalya, the recurring contribution from 'Real Estate & Senior Care' increased.
- 2019 was a bad year for SIPEF: low market prices for palm oil for most of the year, disappointing production volumes and the damage caused by three volcanic eruptions meant that 'Energy & Resources' contributed a loss to AvH in 2019.
- The good results of most of the participations in 'Growth Capital' were reflected in a profit contribution of 17.6 million euros. This markedly better result brought an end to six more difficult years.
- Capital gains increased to 112.9 million euros (including the 105.7 million euros on the sale of Residalya).
- Favourable financial markets had a positive impact on the results of 'AvH & subholdings'.

Breakdown of the consolidated net result (part of the group)

(€ million)	2019	2018
● Marine Engineering & Contracting	91.9	118.1
● Private Banking	127.3	121.3
● Real Estate & Senior Care	50.2	65.3
● Energy & Resources	-1.5	7.7
Contribution from core segments	267.9	312.4
Growth Capital	17.6	-6.9
AvH & subholdings	-3.5	-13.7
Net capital gains(losses) / impairments	112.9	-2.2
Consolidated net result	394.9	289.6

Key figures - consolidated balance sheet

(€ million)	31.12.2019	31.12.2018
Shareholders' equity (part of the group - before allocation of profit)	3,456.1	3,176.5
Net cash position of AvH	267.4	102.9



- Marine Engineering & Contracting
- Private Banking
- Real Estate & Senior Care
- Energy & Resources
- AvH & Growth Capital

⁽¹⁾ Based on consolidated numbers 2019, pro forma: all (exclusive) control interests incorporated in full, the other interest proportionally

ESG policy

Ackermans & van Haaren developed a new ESG policy and made its ESG approach more structured in 2019. This should give a better picture of its constant attention to sustainable growth.

Partners for sustainable growth

As an investment company, AvH concentrates on a limited number of strategic participations with significant potential for growth. AvH acts as a partner of its participations in the pursuit of sustainable growth, adopting a decentralized view of responsibility. In addition, AvH pursues an active (dis)investment policy where ESG aspects always form part of the evaluation and decision-making process. The group sees to it that the composition of the portfolio evolves in line with a number of sustainable social or economic trends.

AvH's corporate values and its baseline 'Partners for sustainable growth' reflect the group's attention to the broad spectrum of ESG and do not focus only on environmental issues. Constant attention goes to the main stakeholders, which include shareholders, participations, strategic partners, employees, government and local communities. Relevant socio-economic challenges such as climate change, energy transition, scarcity of raw materials, safeguarding of international free trade and population ageing are also monitored.

Materiality analysis

In 2019, AvH performed an analysis to determine its material ESG risks and opportunities. The materiality matrix revealed four themes that have a great impact on the group's business and at the same time are rated highly by the stakeholders.

- Responsible shareholding: interaction with the participations to increase the ESG impact
- Business ethics: compliance with the applicable laws and regulations (including the legal framework in the matter of anti-corruption), internal guidelines, group values such as human rights, integrity, partnership, teamwork, independence, entrepreneurship, sustainability and long-term vision
- Solvency and long-term profitability: focus on financially sustainable business models with appropriate balance sheet structures
- Corporate governance: organized control and monitoring of the strategy being pursued

Internationally recognized reference model

As of 2019, AvH uses the internationally recognized reference model 'Sustainable Development Goals' (SDG) of the United Nations for its sustainability reporting. On the basis of the aspects that were identified in the materiality analysis as being material to AvH as an investment company, the following specific SDGs were selected for AvH:

- 'SDG 3 Good Health and Well-being': well-trained and motivated employees
- 'SDG 8 Decent Work and Economic Growth': financially sustainable business models and strategies
- 'SDG 9 Industry, Innovation and Infrastructure': a sustainable policy supported by continuous innovation
- 'SDG 16 Peace, Justice and Strong Institutions': priority attention to business ethics, including the prevention policy

This is discussed in more detail in the sustainability report that forms part of the annual report.

AvH is a socially responsible investment company



AvH invests in sustainable activities through its participations

- 50% turnover in renewable energy and environment at DEME
- 100% responsible investment policy for own funds of Delen Private Bank (UN PRI rating: A+)
- 100% sustainable (RSPO) palm oil at SIPEF
- 50,000 m² office project with wooden constructions and geothermal energy at Tour & Taxis

Marine Engineering & Contracting

Contribution to the AvH consolidated net result

(€ million)	2019	2018
DEME	73.9	92.8
CFE	13.5	17.3
Rent-A-Port	0.5	5.3
Green Offshore	4.0	2.7
Total	91.9	118.1

DEME

DEME (AvH 60.91%) realized a turnover of 2,622 million euros in 2019, virtually equalling the high level of 2018 (2,645.8 million euros).

In its traditional dredging activity, DEME reported a turnover increase of approx. 10% to 1,084.5 million euros. DEME carried out maintenance dredging works on the river Scheldt and on the Belgian coast, started deepening works on the Elbe in Germany, and took part in several large-scale infrastructure projects in the Netherlands together with its infrastructure subsidiary DIMCO. Outside Europe, the large-scale TTP1 project in Singapore is steadily entering its final stage. Other major projects were carried out in Russia, Qatar and several locations in Africa.

The turnover of DEME Offshore decreased in 2019 to 1,141.1 million euros, which includes a substantial volume of procurement. With 44%

of DEME's total turnover, DEME Offshore is still the main segment. In Belgium, the installation of the MOG project (Modular Offshore Grid or 'plug at sea') was successfully finished, while the installation of the foundations for the Belgian offshore wind farm SeaMade was completed. In the United Kingdom, 101 of the 103 foundations for the Moray East wind farm were already installed, while the Hornsea One project was fully completed.

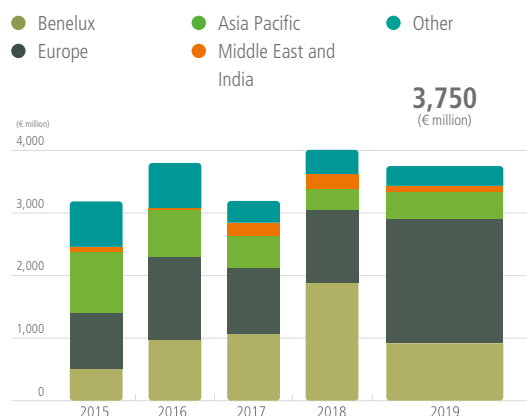
The three major infrastructure projects (Terneuzen lock, RijnlandRoute and Blankenburg connection) that DIMCO, DEME's infra subsidiary, is carrying out in the Netherlands produced a substantial turnover increase, while the environmental and other activities remained on about the same level.

Over the full year 2019, DEME achieved an EBITDA of 437.0 million euros, resulting in a margin of 16.7% (2018: 17.3%). Besides the changing composition of the turnover, this margin was also influenced by several factors. The increased competition in the activities of DEME Offshore led to lower margins, while, as had been announced earlier, the installation vessel Innovation was out of service for several months due to a (planned) major overhaul. Additionally, an impairment loss of 10.8 million euros was recognized due to the insolvency of Senvion, for which DEME Offshore carried out maintenance works on offshore wind farms, while in the dredging segment a technically complex project in India weighed on the profitability. Finally, all research and development costs (13.2 million euros) that were incurred in 2019 with regard to the deep-sea harvesting of minerals were expensed.

The following major dredging contracts were won during 2019:

- Ok Tedi river (Papua New Guinea): extension (for five years) of the long-term dredging contract,
- Elbe (Germany): deepening of the river (around 200 million euros), and
- Scheldt and the Belgian coast: extension of the maintenance dredging contract (2020-2021).

DEME: Order backlog



DEME

(€ million)	2019	2018
Turnover	2,622.0	2,645.8
EBITDA	437.0 ⁽¹⁾	458.9
Net result	125.0	155.6
Equity	1,435.5	1,401.4
Net financial position	-708.5 ⁽²⁾	-555.8

⁽¹⁾ Incl. IFRS16 effect of € 17.0 million

⁽²⁾ Incl. IFRS16 effect of € 86.1 million



1. DEME - Scheldt River - Elbe
2. DEME - Innovation
3. DEME - Apollo - Moray East

DEME also signed a large number of contracts for offshore wind farms across the world:

- Hornsea Two (UK): transport and installation of 165 foundations and turbines (more than 200 million euros),
- Saint-Nazaire (France, 480 MW): EPCI contract for the design, fabrication and installation of 80 foundations (in joint venture, total value of the contract: more than 500 million euros),
- Hai Long 2 and 3 (Taiwan): Preferred Bidder Agreement (PBA) for the first large-scale 'Balance of Plant (BOP)' project in Taiwan with EPCI for the foundations, inter-array cables, export cables and the transport and installation of the turbines,
- Zhong Neng (Taiwan, 300 MW): transport and installation of foundations, along with a Preferred Bidder Agreement (PBA) for the transport and installation of turbines, and
- Neart na Gaoithe (Scotland, 450 MW): EPCI contract for the inter-array cables and interconnectors.

DEME's order backlog amounted to 3,750 million euros at year-end 2019, compared to 4,010 million euros at year-end 2018. The Fehmarnbelt project (700 million euros) for the construction of the world's longest submerged road and rail tunnel between Denmark and Germany has not yet been included in this order backlog pending final permits; likewise, the aforementioned expected projects in Taiwan are not included either.

DEME continued to invest unabated in its fleet, investing 434.7 million euros in 2019 (2018: 441.3 million euros). In 2019, the new trailing suction hopper dredger Bonny River (15,000 m³) was put into operation. The vessel is equipped with a dual fuel engine that can run on both LNG and diesel. In addition to the major repair costs, in particular those for the jack-up vessel Innovation, the investments were primarily related to the four large vessels under construction, notably the Spartacus, the world's most powerful cutter suction dredger, the offshore installation vessel Orion, and the trailing suction hopper

dredgers Meuse River and River Thames. Due to delays incurred at the shipyards, a number of payments were postponed to 2020. The delays are relatively minor in the case of the Orion, Meuse River and River Thames, as delivery is still expected in the course of the first six months. Delivery of the mega cutter Spartacus was delayed for several more months (until the end of the third quarter of 2020) by the Dutch shipyard IHC, whose situation is closely monitored. As a result of the delays in 2019, the expected investment amount for 2020 will be roughly the same as in 2019.

In 2019, DEME also announced a new investment in an SOV (Service Operation Vessel). This catamaran is specially designed for the maintenance of offshore wind farms, and can carry and accommodate a crew of up to 24 people. Delivery of this vessel is expected in 2021. It will be chartered by Siemens Gamesa Renewable Energy as part of a long-term maintenance contract for the Rentel and SeaMade wind farms.

DEME's net financial debt amounted to 708.5 million euros at year-end 2019 (including an impact of 86.1 million euros from the first-time application of the new IFRS 16 accounting standard), compared to 555.8 million euros at year-end 2018. Compared with June 30, 2019, DEME's net financial position improved by approximately 100 million euros, partly thanks to substantial repayments of loans that had been granted to the companies developing the Merkur and Rentel offshore wind farms.

For DEME, permanent focus on innovation and sustainability is crucial. Various new initiatives were started up in 2019, such as the partnership with SABCA on the deployment of drones for the inspection of offshore wind turbines, the agreement with Equinor for a study of floating concrete substructures for the Hywind Tampen offshore wind farm, the expert consortium led by Tractebel on solar technology at sea, responsible deep-sea research through GSR, the project for the autonomous plastic collector on the river Scheldt, the Hyport green



1. CFE Contracting - Gare Maritime - Brussels

2. CFE - BPI - Livingstone (artist impression)

hydrogen plant in Ostend, and the project for the transport of hydrogen in Antwerp.

CFE

CFE (AvH 60.91%) topped the one billion euros mark in 2019 with a turnover of 1,002.8 million euros (2018: 994.9 million euros).

CFE Contracting reported a 7% turnover increase to 998.7 million euros (2018: 934.6 million euros). This is primarily attributable to construction activity in Flanders and Poland, multitechnics at VMA, and rail & infrastructure at Mobix. The main projects in progress are the Gare Maritime on the Tour & Taxis site, the residential complex Riva in Brussels, the ZNA hospital in Antwerp, and the underground depot for the Brussels metro. In Brussels, Wallonia and Luxembourg, difficult market conditions, characterized by a pressure on prices and higher subcontracting costs, had a negative impact on the turnover and operating result. Apart from a small project that is due for delivery in 2021, all projects in Tunisia are now finished. CFE Contracting achieved a net result of 9.5 million euros compared to 15.2 million euros in 2018. Its order book increased by 5% to 1,386 million euros. In December 2019, CFE Contracting won the contract worth more than 100 million euros for the design, construction and maintenance of the residential units for Shape (Wallonia).

In the Real Estate Development division, the real estate portfolio at year-end 2019 amounted to 143 million euros (2018: 139 million euros). BPI is currently developing some forty projects totalling 545,000 m² (group share), of which 103,000 m² are under construction. The main projects in progress are Ernest The Park, Erasmus Gardens, Les Hauts Prés, Park West and Renaissance (Belgium), Livingstone (Luxembourg) and four residential projects in Poland. The projects Voltaire and Zen Factory (Belgium) and Domaine de l'Europe in Fussbann (Luxembourg) were delivered in 2019. The net result increased to 11.6 million euros (2018: 9.3 million euros).

In the fourth quarter of 2019, CFE Contracting and BPI set up Wood Shapers for the realization of Design & Build projects and real estate developments (< 5,000 m²) in wood and sustainable prefabricated materials.

This new entity has been set up as part of the group's sustainable development strategy.

CFE's 'non-transferred' activity is essentially confined to the construction of the Brussels-South wastewater treatment plant. The project will be delivered in the first quarter of 2021.

In accordance with IFRS 9, all outstanding receivables from the Chadian government have been written off. This accounting treatment does not alter CFE's decision to obtain the settlement of those receivables. Negotiations with the Afreximbank and the Chadian government on this matter are still ongoing.

CFE: Breakdown by division (excl. DEME)

(€ million)	Turnover		Net result ⁽¹⁾	
	2019	2018	2019	2018
Construction	733.5	692.5		
Multitechnics	179.6	170.6		
Rail Infra	85.6	71.5		
Contracting	998.7	934.6	9.5	15.2
Real Estate Development	59.1	94.7	11.6	9.3
Holding, non-transferred items and eliminations	-55.0	-34.4	-9.1	-6.6
Total	1,002.8	994.9	12.0	17.9

⁽¹⁾ Including contribution from Rent-A-Port and Green Offshore



1. Rent-A-Port - Dinh Vu
2. Green Offshore - SeaMade
3. Green Offshore
4. DEME - Green Offshore

Rent-A-Port

Rent-A-Port (AvH 80.46%) in 2019 refocused on its developments in Vietnam, more particularly the DEEP C Industrial Zones in Haiphong. The land in the first industrial zone, the Dinh Vu Industrial Zone, has already been largely developed and sold. The industrial zones could be further developed partly thanks to the financial support of its shareholders. At the same time, strong partners were sought for the two industrial zones in Quang Ninh to help support and speed up the development process. As a result of this, along with certain geopolitical developments, a significant increase in land sales is expected for next year.

In February 2019, a new shareholder agreement was concluded with regard to Infra Asia Investments Ltd (IAI), the company which is developing the industrial zones in the port of Haiphong in Vietnam and in which Rent-A-Port holds a 60% stake. Consequently, IAI and its main subsidiaries are fully consolidated as from 2019.

In August 2019, Rent-A-Port transferred its subsidiaries managing its developments in Oman to DEME Concessions.

AvH and CFE both increased their stakes in Rent-A-Port from 45% to 50% at the beginning of 2019. As a result, including the indirect participation through CFE, AvH's beneficial interest in Rent-A-Port amounted to 80.46% on December 31, 2019.

Green Offshore

Green Offshore (AvH 80,46%) holds stakes in the Belgian offshore wind farms Rental (12.5%) and SeaMade (8.75%), as well as a participating interest in the umbrella company Otary (12.5%). AvH has a beneficial interest (direct and indirect participation through CFE) of 80.46% in Green Offshore.

The Rental offshore wind farm, with a capacity of 309 MW, generated almost one TWh green energy in 2019.

Construction work on the SeaMade offshore wind farm is in full progress. In 2019, all 60 monopile foundations were installed and the export cables laid. In 2020, two offshore substations, which will be connected to the Elia Modular Offshore Grid, will be installed on those foundations, along with 58 wind turbines of 8.4 MW. SeaMade is expected to be fully operational by the end of 2020. With a total capacity of 487 MW, it will be the largest offshore wind farm in Belgium.

Together, Rental and SeaMade will supply renewable energy to more than 700,000 households, resulting in an annual reduction of 1,200,000 tonnes of CO₂ emissions.

In addition to Green Offshore, DEME Concessions also owns participations of respectively 18.89% in Rental and 13.22% in SeaMade, as mentioned above. These participations are included in the consolidated financial statements of DEME. When SeaMade will be operational (before the end of 2020), the total direct and indirect participation of AvH in Rental and SeaMade will provide, from an economic perspective, a production capacity of 140 MW of renewable energy.

Private Banking

Contribution to the AvH consolidated net result

(€ million)	2019	2018
FinAx	-0.2	-0.4
Delen Private Bank	93.4	88.5
Bank J.Van Breda & C°	34.1	33.2
Total	127.3	121.3

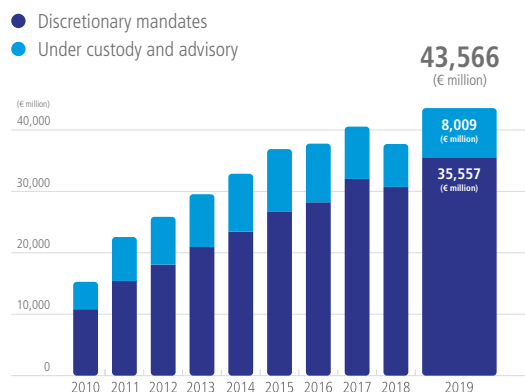
Thanks to strong commercial volumes, the combined assets entrusted by the clients of Delen Private Bank and Bank J.Van Breda & C° increased to 51.9 billion euros at December 31, 2019 compared with 45.4 billion euros at December 31, 2018 (+14%).

Delen Private Bank

The assets under management of Delen Private Bank (AvH 78.75%) at the consolidated level (Delen Private Bank, JM Finn, Oyens & Van Eeghen) attained a record level of 43,566 million euros at year-end 2019 (year-end 2018: 37,713 million euros).

The increase in assets under management in 2019 is primarily explained by the value increase of the underlying assets. The volatility of the financial markets at the end of 2018 and the beginning of 2019 contributed to a wait-and-see attitude on the part of investors. The gross inflow of assets under management was still considerable, albeit

Delen Private Bank: Consolidated assets under management



less than the record level of the last two years. The currency evolution of the pound sterling against the euro (+5.1%) and the acquisition of Nobel Vermogensbeheer also contributed to this increase.

Delen Private Bank: Assets under management

(€ million)	2019	2018
Delen Private Bank	31,489	27,673
JM Finn	11,448	9,563
Oyens & Van Eeghen	629	476
Total	43,566	37,713

The inflow of assets at Delen Private Bank - from both existing and new clients - consisted almost exclusively of discretionary asset management. The bank applies its criteria of responsible investment, i.e. investing in companies that attach importance to climate, people and good governance as well as to financial return, to 100% of the assets under discretionary management. This policy earned Delen Private Bank the highest A+ rating from UN PRI in 2019.

In September 2019, Delen Private Bank acquired in an asset deal certain assets from Nobel Vermogensbeheer, an independent asset manager in the Netherlands. On August 31, 2019, the assets under management at Nobel Vermogensbeheer amounted to more than 260 million euros. On December 31, 2019, about half the assets of clients of Nobel Vermogensbeheer had already been transferred to Oyens & Van Eeghen according to plan.

The average assets under management at Delen Private Bank over 2019 lay slightly above the average of 2018. Consequently, the consolidated gross revenues slightly increased to 388.6 million euros

Delen Private Bank

(€ million)	2019	2018
Gross revenues	388.6	384.3
Net result	118.6	112.4
Equity	809.6	742.9
Assets under management	43,566	37,713
Core Tier1 capital ratio (%)	32.0	30.9
Cost-income ratio (%)	55.3	55.3



Delen Private Bank - Ghent



Bank J. Van Breda & C° - Antwerp

(384.3 million euros in 2018). The operating expenses increased only slightly by 0.3%, thanks to a focus on the curtailment of costs at Delen Private Bank in Belgium. The cost-income ratio decreased to 55.3% (43.5% at Delen Private Bank, 85.5% at JM Finn), which is a good figure compared to the competition. The net profit increased in 2019 to 118.6 million euros (compared to 112.4 million euros in 2018), which includes the contribution from JM Finn of 7.8 million euros and a negative contribution from Oyens & Van Eeghen.

The consolidated equity of Delen Private Bank amounted to 809.6 million euros on December 31, 2019 (compared to 742.9 million euros at year-end 2018). The Core Tier1 capital ratio of 32.0% is well above the industry average.

Bank J. Van Breda & C°

Bank J. Van Breda & C° also closed 2019 with a record result. Thanks to a strong commercial performance both in banking services for entrepreneurs and liberal professionals and at Van Breda Car Finance, the consolidated net profit increased by 3% to 43.4 million euros (42.2 million euros in 2018).

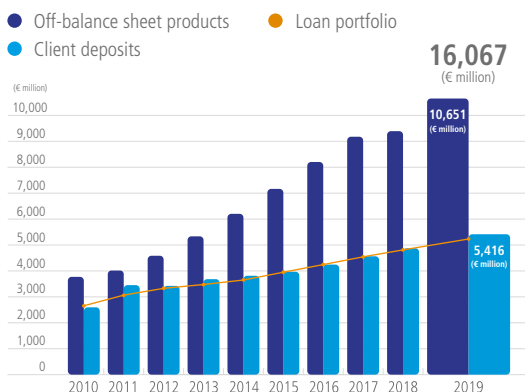
Buoyed by the favourable stock market climate, assets invested by clients increased by 1.8 billion euros (13%) to 16.1 billion euros, of which 10.7 billion euros consisted of off-balance sheet products (+13%) and 5.4 billion euros of client deposits (+11%). For the first time, the off-balance sheet products amounted to more than 10 billion

euros. Delen Private Bank had 6.5 billion euros under management of the assets brought in by the network of Bank J. Van Breda & C°. The total loan portfolio increased by 9% to 5.2 billion euros. Impairment losses on loans amounted to just 0.03% of the average loan portfolio, or 1.4 million euros.

The consolidated bank product increased by 4% to 150 million euros, of which 51% interest income and 46% fee income. This result is almost entirely commercially driven. The costs increased by 4% to 91.7 million euros. The investment path of recent years has been pursued unabated in terms of digitalization, commercial strength and the refurbishment and upgrading of branches. The cost-income ratio, however, remained stable at 61%. This makes Bank J. Van Breda & C° still one of the better performing Belgian banks.

The equity (group share) increased from 550 million euros at year-end 2018 to 573 million euros at year-end 2019. The Core Tier 1 capital ratio of 13.1% should be seen in light of the high solvency ratio expressed as equity to assets (leverage ratio) of 8.5%. This is a multiple of the required 3% that will become binding upon publication of the Capital Requirements Regulation 2 (CRR2).

Bank J. Van Breda & C°: Invested by clients



Bank J. Van Breda & C°

(€ million)	2019	2018
Bank product	149.6	143.8
Net result	43.4	42.2
Equity	573.3	549.8
Off-balance sheet products	10,651	9,392
Client deposits	5,416	4,877
Loan portfolio	5,233	4,797
Core Tier1 capital ratio (%)	13.1	13.6
Cost-income ratio (%)	61.3	61.0

Real Estate & Senior Care

10

Key figures 2019

Contribution to the AvH consolidated net result

(€ million)	2019	2018
Leasinvest Real Estate	15.7	11.9
Extensa Group	29.5	27.2
Anima Care	5.0	4.7
HPA	-	21.5
Total	50.2	65.3

Leasinvest Real Estate

The results of Leasinvest Real Estate (LRE, AvH 30.0%) showed a marked increase compared to 2018, partly because the 84 million euros that was raised during the capital increase of October 2018 had already been fully invested shortly afterwards. The net result for 2019 amounted to 49.9 million euros compared to 38.2 million euros in 2018.

At year-end 2019, the fair value of the consolidated real estate portfolio, including project developments, amounted to 1.1 billion euros (compared to 1.0 billion euros at year-end 2018). In 2019, the following properties were added to the portfolio:

- Two important retail properties (Retailpark SCS and Retailpark Pittarello) near Shopping City Süd in Vösendorf, near Vienna (an investment of 71.8 million euros).
- Buildings B and E in the EBBC Business Park in Luxembourg (purchase price: 47.3 million euros), making LRE the current owner of five of the six buildings on the site.

Including the participation in REIT Retail Estates NV, the fair value of the portfolio reached 1.2 billion euros at the end of 2019.

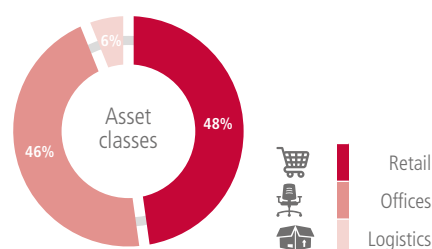
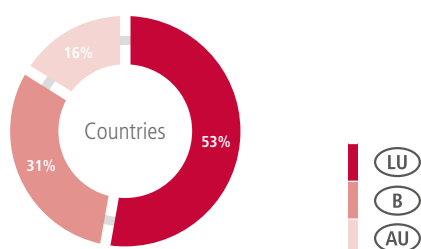
The rental yield amounted to 5.84% at the end of 2019, compared to 6.45% at the end of 2018. The rental income increased sharply to 65.3 million euros (2018: 56.2 million euros), driven by Montoyer 63 and Treesquare which were brought into use during 2018 and contributed for a full year in 2019, the full letting of De Mot, and the properties acquired in 2018 and 2019. The occupancy rate decreased to 90.5% (year-end 2018: 94.3%).

The finance cost decreased from 2.59% at the end of December 2018 to 2.14% at year-end 2019. This is the result of the various restructuring operations in the derivatives portfolio and the cheaper refinancing of the retail bond that matured in October. In November, LRE closed the private placement of bonds with seven-year maturity for an amount of 100 million euros, in replacement of the earlier bond of 75 million euros which matured in October.

LRE: Real estate portfolio

	2019	2018
Real estate portfolio fair value (€ mio)	1,110.2	1,037.1
Rental yield (%)	5.84	6.45
Occupancy rate (%)	90.46	94.26

LRE: Real estate portfolio (% based on fair value)





Extensa - Tour & Taxis - Gare Maritime - Brussels



Anima Care - Alegria - Anderlecht

Extensa

Extensa Group (AvH 100%) reported a net result of 29.5 million euros over the 2019 financial year, compared to 27.2 million euros in 2018.

On the Tour & Taxis site in Brussels, 50,000 m² office and retail space is being built in the former Gare Maritime freight station, divided over ten wooden modules that harmonize with the historical structure. Not only does the property comply with the latest environmental standards, the project is also an example of circular construction. In October 2019 the first of these modules was brought into use by the tenant Accenture. The other tenants will move in during the course of 2020.

The new underground car park (908 parking places) will open in the second quarter of 2020. Anima Care acquired the right to build a residential care centre (197 beds) above this car park. Extensa also started off-plan sales and construction of the next phase of the residential project Park Lane (319 apartments). The available apartments in the Riva project (139 units) are all sold and will be delivered in the first half of 2020.

On the Cloche d'Or site (Luxembourg), the first residential phase 'îlot A' (72,500 m², 909 apartments) is almost completely sold. Delivery of the last apartments is scheduled for 2020. In the new residential development 'îlot D' (26,800 m²), off-plan sales have started of 'îlot D Sud' (151 apartments), and construction has already begun. The new office building for Deloitte Luxembourg was delivered in the first quarter of 2019 and sold to institutional investors. Several other office projects, such as 'Bijou', 'Spaces' and 'Banca Intesa Sanpaolo', are under development (totalling approximately 30,000 m²).

Anima Care

Anima Care (AvH 92.5%) realized a turnover of 89.3 million euros in 2019. The increase by 5 million euros (+6%) compared to 2018 is a.o. due to the residential care centres in Aalst and Berlare, which have returned to full capacity utilization following extension and renovation works. Villa 34 and Le Rossignol (both in Braine-l'Alleud, together 125 nursing home beds), which were acquired in October 2019, only contributed to the consolidated results in the last quarter. The improved results of the existing operations were partly offset by the start-up costs of the new-build projects. The EBITDA and net profit in 2019 amounted to 19.5 million euros including an IFRS16 effect of 2.0 million euros (2018: 16.2 million euros) and 5.4 million euros (2018: 5.1 million euros) respectively.

Three high-quality new-build projects were completed in 2019. Efforts were made during the realization of those projects to minimize the environmental impact of the development and operation of those care centres, for instance by installing photovoltaic cells, a sun protection system and a building management system.

- In September, 57 residents moved into Kristallijn (Bilzen). In the first quarter of 2020, 49 additional residential units will be brought into use.
- Ravelijn (Zoutleeuw) was also brought into use in September. The centre can accommodate 43 nursing home and short-stay residents, and also has 30 convalescence beds and 20 service flats.
- Alegria (Anderlecht), with a capacity of 159 nursing home beds and 34 service flats, opened on the Erasmus Gardens site at the end of October.

Nuance (Vorst), with a capacity of 121 nursing home beds, was completed at the beginning of 2020. The first residents moved mid-January 2020 to this new-build residence.

In 2019, agreements were signed for the construction of new care centres in Oudenaarde and Putte with a capacity of 64 and 98 nursing home beds respectively, along with some twenty service flats at each site. A planning application was also filed for a new care centre on the Parc de l'Alliance site in Braine-l'Alleud with a capacity of 129 nursing home beds and 32 service flats. In February 2020, construction work began on a residential care centre with a capacity of 197 beds on the Tour & Taxis site in Brussels.

At December 31, 2019, Anima Care had 2,353 beds in operation, of which 1,957 nursing home beds, 137 convalescence beds and 259 service flats, spread over 22 care centres (9 in Flanders, 7 in Brussels, 6 in Wallonia).

HPA

At the end of June, AvH finalized the sale of its participation (71.72%) in HPA, the parent company of Residalya, to DomusVi. This transaction provided AvH with cash proceeds of 165 million euros and a capital gain of 105.7 million euros.

Energy & Resources

12

Key figures 2019

Contribution to the AvH consolidated net result





(€ million)	2019	2018
SIPEF	-2.3	7.8
Sagar Cements	0.8	-0.1
Total	-1.5	7.7

SIPEF

SIPEF (AvH 32.33%) produces sustainable and traceable palm oil that is certified according to the RSPO regulations. The other products of SIPEF (rubber, bananas and tea) are certified by The Rainforest Alliance. By purchasing shares on the stock exchange, AvH increased its participation from 31.59% at the beginning of the year to 32.33% at the end of the year.

SIPEF's total palm oil production decreased in 2019 by 11.2% to 312,514 tonnes (2018: 351,757 tonnes). The decrease of the production volumes in Papua New Guinea with 26.9% is primarily the result of a wet rainy season, followed later in the year by three volcanic eruptions of Mount Ulawun. Almost half of the planted hectares were damaged. The oil palm plantations gradually recover, but it will take at least two years for them to return to their optimal production conditions. Besides this, the Indonesian plantations also saw a general production decrease (-0.7%).

SIPEF: Production

(Tonne) ⁽¹⁾	2019	2018
	312,514	351,757
	6,326	7,982
	2,331	2,422
	32,849	27,788

⁽¹⁾ Own + outgrowers

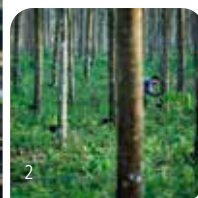
Despite a sharp increase in the palm oil price in the fourth quarter, the average world market price for crude palm oil in 2019 was 566 USD per tonne CIF Rotterdam, which is 32 USD per tonne or 5% lower than in 2018. Due to a combination of these lower production volumes and the lower palm oil price, the turnover of palm oil decreased by 12.4%. There was also a decrease in turnover for rubber and tea, while higher production volumes led to an increase in turnover for bananas. The total turnover decreased to 248 million USD (-9.8% compared with 2018). After tax and a negative contribution from the participation in Verdant Bioscience (research activities), the net result amounted to -8.0 million USD, compared to a profit of 30.1 million USD in 2018 (including the capital gain of 7.4 million USD on the sale of BDM-Asco).

The total investments remained virtually unchanged (66.7 million USD), while the expansion of the activities in South Sumatra continued steadily. As a result, the planted hectares at the end of 2019 increased by 2,427 hectares to 82,967 hectares (of which 76,302 hectares share of the group).

SIPEF

(USD million)	2019	2018
Turnover	248.3	275.3
EBIT	4.9	50.1
Net result	-8.0	30.1
Equity	628.7	644.5
Net cash position	-164.6	-121.4

1. SIPEF - Immature palms
2. SIPEF - Rubber plantation
3. SIPEF - Immature palms
4. SIPEF - Mature palms
5. Sagar Cements
6. SIPEF - Immature palms



Sagar Cements

Sagar Cements (AvH 19.86%) increased its turnover over 2019 by 8% (in INR), from 11.5 billion INR (142 million euros) in 2018 to 12.4 billion INR (157 million euros) in 2019. This turnover increase is primarily the result of the capacity expansion of the grinding facility in Vizag (from 0.3 million tonnes to 1.5 million tonnes). Sagar also succeeded in slightly reducing its costs/tonne by taking measures to improve energy efficiency and reduce average transportation distances. Sagar's net result amounted to 5.6 million euros (2018: -0.1 million euros).

In January 2019, Sagar announced its plans to further expand its cement production capacity to 8.25 million tonnes per year through the construction of a 1.5 million tonnes grinding station in East India (Orissa) and a 1 million tonnes cement factory in Central India (Madhya Pradesh). This is in line with Sagar Cements' strategy of increasing its capacity to 10 million tonnes by 2025, and of further expanding its market reach into regions with a strong potential for growth.

This expansion will be financed by a mix of debts and the preferential allocation of convertible warrants for an amount of 2.26 billion INR (28 million euros). AvH is participating in the preferential allocation on a 50/50 basis, together with the Reddy family, and has exercised half of its warrants in 2019. As a result, its interest increased to 19.86%. After the second tranche is exercised (scheduled in May 2020), AvH's interest will increase to 21.85%. The entire operation represents an investment of 14 million euros for AvH.

AvH & Growth Capital

Contribution to the AvH consolidated net result

(€ million)	2019	2018
Contribution of participations	17.6	-6.9
AvH & subholdings	-3.5	-13.7
Capital gains(losses)/ impairments	112.9	-2.2
AvH & Growth Capital	127.0	-22.8

Agidens (AvH 86.2%, incl. indirect participation through AXE Investments) reported a strong year in all its divisions. The group closed 2019 with a turnover of 92.9 million euros and a net profit of 1.3 million euros (2018: -6.2 million euros). The order book remains well-filled, amounting to approximately 50 million euros. With its '20/20 Vision', Agidens maintains a strong focus on product innovation, recurring operations and the opening up of new markets and customers.

At **AXE Investments** (AvH 48.3%), the results of the participation in Xylos and the rental income from the Ahlers building together determined the annual result (-0.1 million euros) of this investment company.

In February 2019, AvH acquired a 60% participation in **Bioelectric Group**, alongside the founder and CEO, Philippe Jans. Bioelectric is the market leader in the production and sale of compact biogas installations (11 to 74 kW) intended for cattle and pig farms and water purification stations. Thanks to the anaerobic digestion technique, methane gas from manure and sludge is converted into sustainable electricity and heat, avoiding the emission of harmful greenhouse gases. Bioelectric sold 56 installations in 2019 (more than 50% increase compared to 2018) and realized a turnover of 5.8 million euros. Besides selling installations to farmers, Bioelectric has started offering maintenance contracts and setting up installations at farms while retaining ownership of the installations. 2019 was a transition year for Bioelectric. Bioelectric incurred a limited loss (-0.1 million euros) due to the acquisition process and the costs associated with the significant strengthening of its production and sales team.

Euro Media Group (EMG, AvH 22.5%) was able, in an uneven year without major sporting events, to realize a higher turnover (337.5 million euros compared to 306.6 million euros in 2018) thanks to its acquisitions. In 2019, EMG acquired Telegenic in the United Kingdom and Global Production in Italy. The net result decreased to -9.6 million euros (2018: 0.8 million euros), of which 5.6 million euros attributable to non-recurring expenses and 8.3 million euros non-cash interest on convertible obligations.

At **Manuchar** (AvH 30.0%), the operational results were good despite political and economic instability in the emerging markets that had an impact on the turnover. Virtually all group companies made a positive contribution to the net result. The favourable outcome of a dispute in Brazil also had a beneficial impact on the result. Consequently, Manuchar closed the year with a record result of 28.5 million USD (2018: -10.6 million USD). In 2019, the remaining production activities in Mexico (sodium sulphate production) and France (wood activities) were deconsolidated or sold, allowing Manuchar to focus more on its core activities of chemical distribution and international trade in emerging markets.

Mediahuis (AvH 13.5%) reported a consolidated turnover of 857.9 million euros in 2019 and, despite significant non-recurring costs as a result of reorganisations and acquisitions, a net result of 14.7 million euros (2018: 28.3 million euros). 2019 was a year of further international development for Mediahuis. With the acquisition of the Irish Independent News & Media (a.o. The Irish Independent, The Sunday Independent and the Belfast Telegraph), Mediahuis took its first steps in the English-speaking market. Mediahuis continued in 2019 to focus on the digital transformation of its news brands, resulting for the first time in many years to an increase in the number of paying readers. This digitalization also meant that an accelerated restructuring of the print business was necessary in order to restore profitability.

Telemond Group (AvH 50.0%) realized a turnover increase of 7% to 98.6 million euros in 2019. This increase was driven by a larger market share and the further diversification of the customer base. Telemond was able to increase its margins thanks to its persistent focus on innovation and process optimization and the powerful effects of expansion. All segments made a positive contribution to the doubling of the net result to 8.2 million euros (2018: 4.1 million euros).

Turbo's Hoet Groep (THG, AvH 50.0%) achieved a significant increase in its turnover to 602.0 million euros in 2019 (2018: 532.6 million euros), primarily thanks to the acquisition of 50% of EVW Holding, which with more than 400 employees is the only DAF dealer in Romania (11 sites) and Moldavia (1 site). For THG this transaction was the largest acquisition since its inception in 2006. In Minsk, Belarus, a state-of-the-art new-build service point opened in November. The net result remained virtually stable at 10.0 million euros, compared to 10.1 million euros in 2018.



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3



4

1. Biotalys
2. Turbo's Hoet Groep - Minsk
3. Manuchar
4. Telemond

Non-consolidated participations

In July 2019, AvH announced the investment of 10 million euros in **Biotalys** as part of a capital-raising round totalling 35 million euros. As a result, AvH acquired a 14.6% stake in the capital. Biotalys, founded in 2013 under the name AgroSavfe as a spin-off of the Flemish Institute for Biotechnology, is a fast-growing food and crop protection firm that has developed a unique and versatile technological platform designed for the development of biocontrols. Biocontrols are new protein-based agents that provide a safe, sustainable and efficient protection for food and crops. Biotalys is expected to launch its first fungicide on the American market in 2022. AvH strongly believes in making the food and agricultural sector more sustainable.

In November 2019, AvH subscribed to the capital increase of **Medikabazaar**, thereby acquiring a direct participation of 5.4% and a beneficial interest of 8.6%, taking into account its participation in the HealthQuad I fund (AvH 36.3%). Medikabazaar is the market leader in the supply of medical equipment and consumables to hospitals in India via an online model, and has achieved strong and consistent growth. Medikabazaar realizes run-rate revenues of 50 million USD per annum.

OncoDNA (AvH 12.26%) reached several milestones in 2019, such as an international partnership agreement with an American pharmaceutical company for one of their phase 3 clinical trials and the large-scale rollout of OncoKDM, the SaaS platform for cancer data interpretation. In February 2020, OncoDNA implemented a capital increase, as a result of which AvH's shareholding percentage comes to 11.96% (fully diluted).

Net capital gains/losses and impairments

At the end of June, AvH finalized the sale of its participation (71.72%) in **HPA**, the parent company of Residalya, to DomusVi. This transaction provided AvH with cash proceeds of 165 million euros and a capital gain of 105.7 million euros.

AvH also sold its participation in Henschel Engineering (owner of real estate in Wilrijk that was previously used for industrial purposes by the Telemond group) in the course of 2019. An additional gain was realized on the sale of the participation in Ogeda (transaction of 2017).

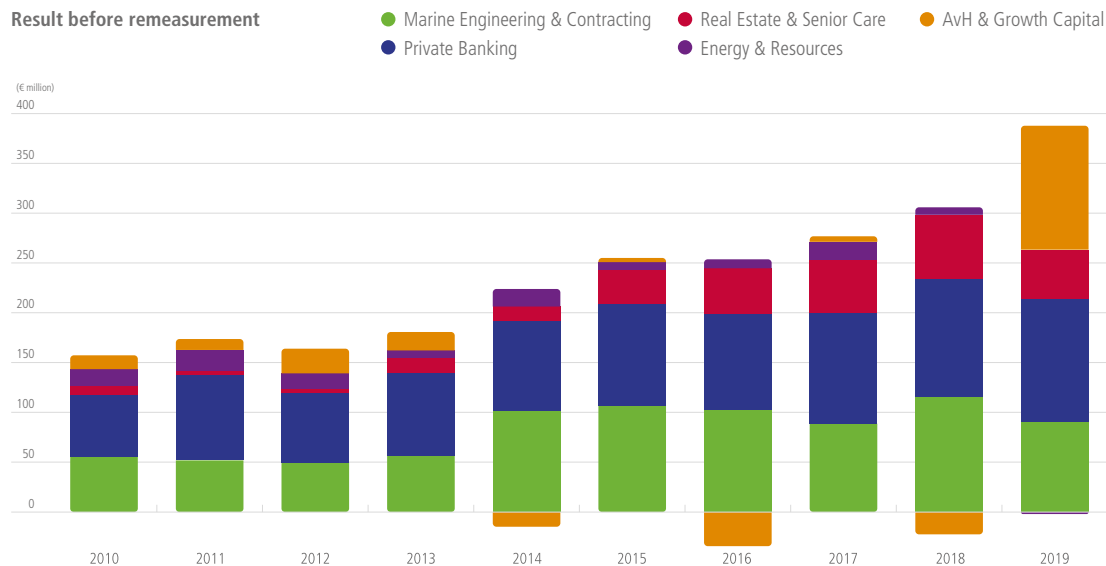
Post balance sheet events

In February 2020, Ackermans & van Haaren participated in a capital increase of **MRM Health**. With its contribution of 4 million euros, AvH acquires a stake in excess of 15%. MRM Health, established in the Ghent biotech cluster, develops innovative human microbiome-based medicines. The first product is designed to treat inflammatory bowel disease (colitis ulcerosa and Crohn's disease) and will enter the clinical phase at the end of 2020. The treatment of spondyloarthritis (rheumatic diseases), diabetes and the development of certain probiotics are also being investigated.

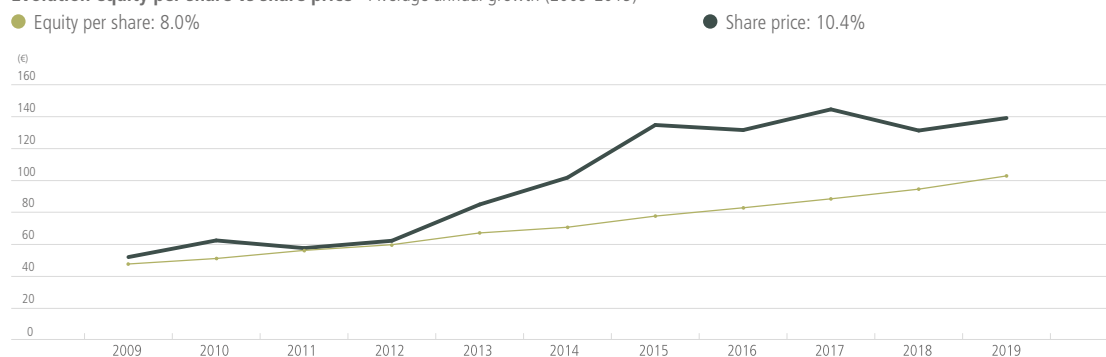
At the end of February 2020, AvH transferred its 50% participation in the Indian company **Oriental Quarries & Mines**, which was included in 'held for sale', to the co-shareholder, resulting in a capital gain of 3.0 million euros.

On March 31, 2020, **Ackermans & van Haaren** announced, taking into account the uncertainty caused by the COVID-19 crisis, to withdraw the previously formulated dividend proposal of 2.5 euros per share and to fully reserve the profit for the financial year 2019. The board of directors will evaluate the possibility of an interim dividend by the fourth quarter of 2020 at the latest.

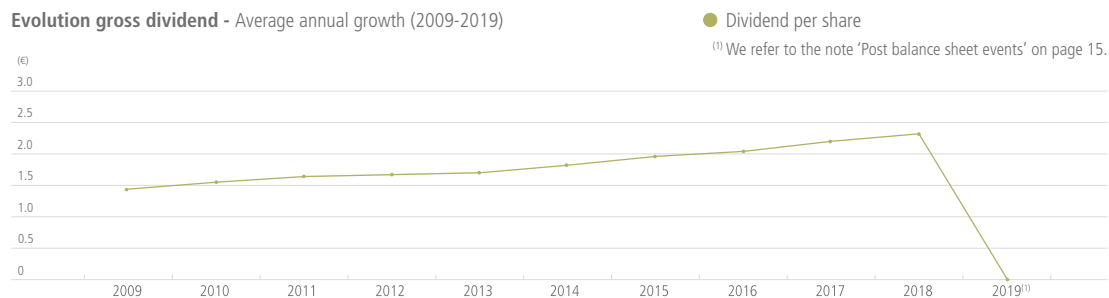
Result before remeasurement



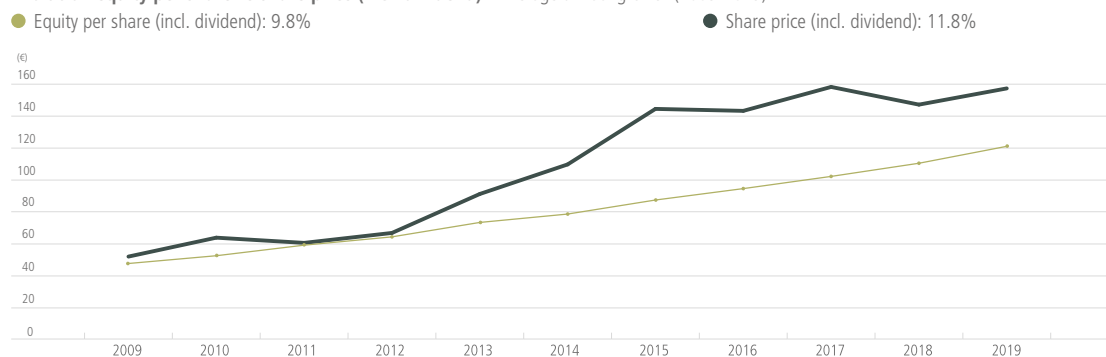
Evolution equity per share vs share price - Average annual growth (2009-2019)



Evolution gross dividend - Average annual growth (2009-2019)



Evolution equity per share vs share price (incl. dividend) - Average annual growth (2009-2019)



The AvH share

	2019	2018	2017	2016	2015
Number of shares					
Number of shares	33,496,904	33,496,904	33,496,904	33,496,904	33,496,904
Net result and dividend per share (€)					
Net result					
Basic	11.92	8.74	9.13	6.77	8.58
Diluted	11.89	8.71	9.09	6.74	8.54
Dividend					
Bruto	-(1)	2.3200	2.2000	2.0400	1.9600
Netto	-(1)	1.6240	1.5400	1.4280	1.4308
Shareholder's equity per share (€)					
Shareholders' equity (group share)	103.18	94.83	88.73	83.08	77.84
Share price (€)					
Highest	144.9	160.5	156.20	132.10	144.40
Lowest	125.2	127.7	125.75	100.50	100.80
Closing (December 31)	139.7	131.8	145.15	132.10	135.30
Market capitalization (December 31) (€ million)	4,680	4,415	4,862	4,425	4,532
Liquidity of the share					
Average daily volume	25,534	29,252	29,091	40,945	37,949
Free float velocity (definition BEL20)	27.89%	31.30%	32.06%	44.45%	41.91%

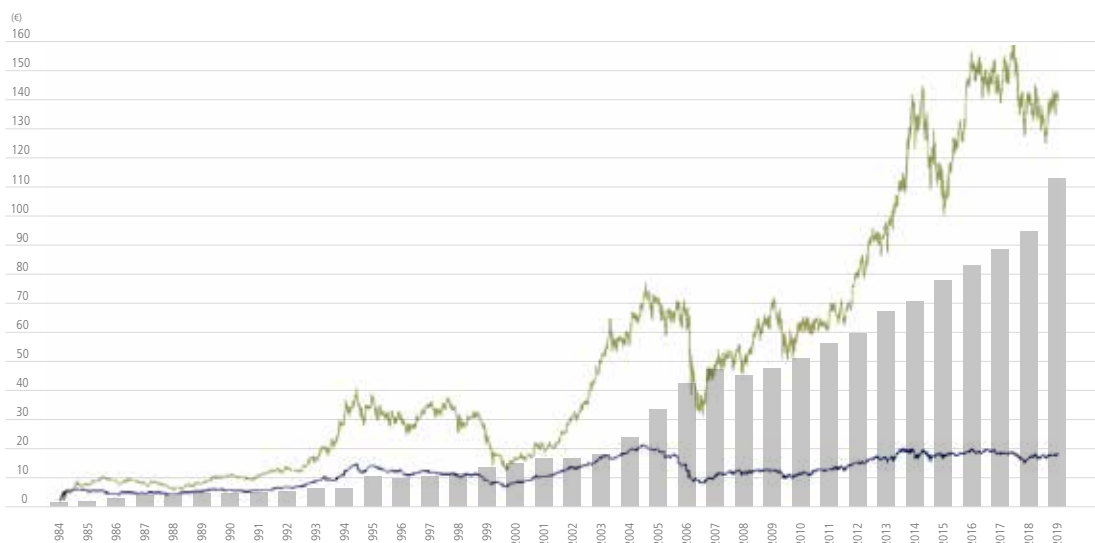
(1) We refer to the note 'Post balance sheet events' on page 15.

Evolution share price AvH and equity compared to Bel All-Share index (excl. dividend)

Bel All-Share index rebased to AvH share price on 20/06/1984

Average annual growth (1984-2019)

- Share price AvH: 12.8%
- Equity per share: 12.5%
- Bel All-Share index: 6.4%



Ackermans & van Haaren is a diversified group, listed on Euronext Brussels, which is part of the BEL20, the Private Equity NXT and the European DJ Stoxx 600.

Euronext symbol ACKB
 SRW-code (shares) 3764-78
 ISIN-code (shares) BE 0003764785
 SRW-code (VPR-strips) 5562-33
 ISIN-code (VPR-strips) BE 0005562336



Consolidated group result

(€ million)	2019	2018	2017	2016
Marine Engineering & Contracting				
DEME	73.9	92.8	94.5	93.9
CFE	13.5	17.3	17.4	7.2
Rent-A-Port	0.5	5.3	-4.3	6.9
Green Offshore	4.0	2.7	-0.2	-0.3
Van Laere	-	-	-16.8	-2.5
	91.9	118.1	90.6	105.2
Private Banking				
FinAx	-0.2	-0.4	-0.9	-1.0
Delen Private Bank	93.4	88.5	83.3	69.2
Bank J.Van Breda & C°	34.1	33.2	30.8	29.7
BDM-Asco	-	-	0.7	0.6
	127.3	121.3	113.9	98.5
Real Estate & Senior Care				
Extensa Group	29.5	27.2	29.9	30.4
Leasinvest Real Estate	15.7	11.9	14.9	10.1
Anima Care	5.0	4.7	4.4	3.6
HPA	-	21.5	5.1	2.1
Holding Groupe Duval	-	-	-	-
Cobelguard	-	-	-	-
	50.2	65.3	54.3	46.2
Energy & Resources				
SIPEF	-2.3	7.8	15.9	10.0
Sagar Cements	0.8	-0.1	0.4	0.4
NMP	-	-	2.1	1.9
Others	-	-	-0.2	-3.1
	-1.5	7.7	18.2	9.2
Contribution from core segments	267.9	312.4	277.0	259.1
Growth Capital				
AvH & subholdings	17.6	-6.9	-1.3	2.7
Net capital gains(losses) / impairments	-3.5	-13.7	-10.6	-10.8
	112.9	-2.2	17.6	-26.8
Result before remeasurement	394.9	289.6	282.7	224.2
Remeasurement ⁽¹⁾	-	-	19.8	-
Consolidated net result	394.9	289.6	302.5	224.2

Consolidated balance sheet data

(€ million)	2019	2018	2017	2016
Shareholders' equity				
Total	4,681.8	4,358.0	4,195.3	3,916.3
Share of the group	3,456.1	3,176.5	2,972.2	2,783.1
Net cash position ⁽²⁾	267.4	102.9	80.2	68.3

Data per share

(€)	2019	2018	2017	2016
Shareholders' equity (share of the group)	103.18	94.83	88.73	83.08
Consolidated net profit	11.92	8.74	9.13	6.77
Gross dividend	— ⁽³⁾	2.32	2.20	2.04

2015	2014	2013	2012	2011	2010
121.6	103.0	53.7	44.7	52.1	58.3
-13.4	-3.4	-	-	-	-
1.0	4.3	3.8	4.8	-0.8	-1.5
-2.0	-0.2	-	-	-	-
2.1	0.9	0.7	1.2	1.7	0.5
109.2	104.5	58.2	50.7	53.0	57.2
-0.8	-0.6	-0.4	-0.2	-0.2	-0.3
72.8	63.6	59.9	49.3	45.0	42.7
31.9	28.0	24.8	21.8	43.1	20.2
0.1	0.4	0.2	0.5	0.2	0.9
104.0	91.4	84.5	71.5	88.1	63.6
31.0	3.4	4.5	-5.4	-2.8	1.2
9.9	10.3	8.6	6.5	4.2	5.0
1.1	0.5	0.6	0.6	0.4	0.0
1.6	-	-	-	-	-
-8.0	0.6	2.0	1.8	2.6	1.4
-	-	-	-	0.1	1.0
35.6	14.8	15.8	3.6	4.5	8.6
4.6	9.9	11.2	14.1	16.9	14.3
1.2	6.0	-3.7	0.3	1.4	0.0
1.6	1.7	1.5	1.0	1.5	1.5
0.0	0.3	-1.8	1.0	0.8	1.3
7.4	18.0	7.2	16.4	20.6	17.1
256.2	228.6	165.6	142.2	166.3	146.6
8.9	-2.1	-0.7	8.4	9.3	14.7
-9.8	-9.9	-10.0	-5.2	-1.6	-0.6
5.2	-2.9	29.6	22.1	3.6	0.1
260.5	213.6	184.5	167.5	177.5	160.8
23.5	-	109.4	-	-	-
284.1	213.6	293.9	167.5	177.5	160.8

⁽¹⁾ Mainly remeasurement on SIPEF in 2017, on Tour & Taxis in 2015 and on contribution of 50% DEME to CFE in 2013.

2015	2014	2013	2012	2011	2010
3,815.6	3,469.2	3,277.4	2,514.2	2,365.0	2,153.4
2,607.3	2,372.1	2,251.5	2,003.3	1,882.6	1,711.4
76.3	21.3	-3.1	87.9	73.0	77.7

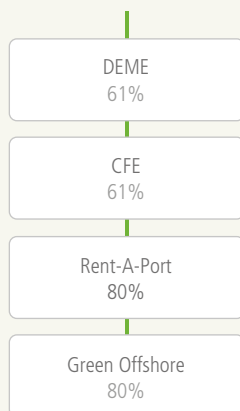
⁽²⁾ We refer to the note 'Segment information' of the annual report for more details regarding the net cash position.

2015	2014	2013	2012	2011	2010
77.84	70.81	67.22	59.80	56.20	51.09
8.58	6.45	8.87	5.05	5.36	4.86
1.96	1.82	1.70	1.67	1.64	1.55

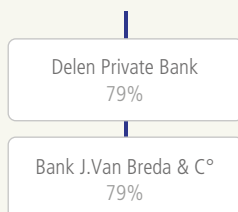
⁽³⁾ We refer to the note 'Post balance sheet events' on page 15.

Ackermans & van Haaren

Marine Engineering & Contracting



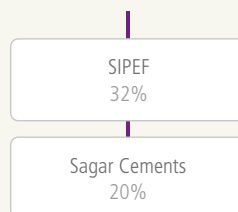
Private Banking



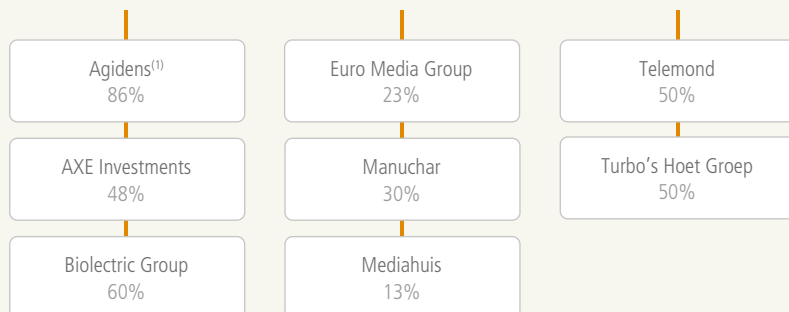
Real Estate & Senior Care



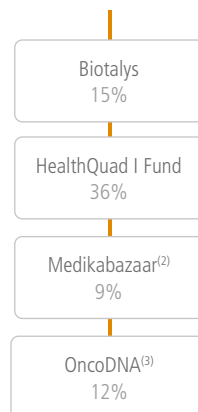
Energy & Resources



AvH & Growth Capital



Not consolidated



(1) Incl. participation via AXE Investments
 (2) Incl. participation via HealthQuad I Fund
 (3) Fully diluted

31/12/2019



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