



2024 ANNUAL REPORT



TRUE.
BLUE.
TRANSITION.

2023 (in thousands of US\$)	Performance shares and RSU/Value Creation Stake	Matching shares	Total
Instruments granted	14,424	5,087	19,511
Total expenses 2023	14,424	5,087	19,511

Rules of conduct with regards to inside information are in place to ensure compliance with the Act on Financial Supervision. For example, these rules forbid the exercise of options or other financial instruments during certain periods, more specifically when an employee is in possession of price-sensitive information.

The movement in the outstanding number of shares which could potentially vest at a point in time under the Company share-based payment plans is illustrated in the following table.

in number of shares	2024	2023
Outstanding at 1 January	3,336,236	3,064,079
Granted	1,687,801	1,686,474
Vested	(1,258,810)	(1,064,211)
Cancelled or forfeited	(257,778)	(350,106)
Total movements	171,213	272,157
Outstanding at 31 December	3,507,449	3,336,236

REMUNERATION OF THE SUPERVISORY BOARD

The remuneration of the Supervisory Board amounted to EUR580 thousand (2023: EUR599 thousand) and can be specified as follows:

	2024			2023		
in thousands of EUR	Basic remuneration	Committees	Total	Basic remuneration	Committees	Total
Total	500	80	580	521	78	599

There are no share-based incentives granted to the members of the Supervisory Board. Nor are there any loans outstanding to the members of the Supervisory Board or guarantees given on behalf of members of the Supervisory Board.

NUMBER OF EMPLOYEES

Number of employees (by operating segment)

	2024		2023	
By operating segment:	Average	Year-end	Average	Year-end
Lease and Operate	3,061	3,455	2,420	2,667
Turnkey	2,112	2,188	2,129	2,036
Other	710	718	639	701
Total excluding employees working for JVs and associates	5,883	6,361	5,187	5,404
Employees working for JVs and associates	294	56	531	531
Total	6,176	6,417	5,717	5,935

Number of employees (by geographical area)

	2024		2023	
By geographical area:	Average	Year-end	Average	Year-end
the Netherlands	513	530	507	496
Worldwide	5,370	5,831	4,680	4,908
Total excluding employees working for JVs and associates	5,883	6,361	5,187	5,404
Employees working for JVs and associates	294	56	531	531
Total	6,176	6,417	5,717	5,935