



ON THE MOVE TOGETHER

SHOULDER TO SHOULDER

In 2022, society was confronted with the war in Ukraine and its consequences. The influence of this on our market, projects and results remained manageable because we stayed in close dialogue with our colleagues, clients and partners.

Good cooperation with understanding for each other's interests is a structural theme at GMB. We have an appetite for it. It is clear to everyone what we want to stand for, which course we are following and that this will be successful for all parties.

This trend has continued in the increasing number of two-phase contracts. A development that was inevitable: it is in line with GMB's DNA to collaborate intensively with the client and to take responsibility for both the design and realisation phases. Two-stage contracts typically apply to larger and more complex projects. Even more than with traditional contract forms, this collaboration requires empathy,

open consultation and trust in each other. Our GMB Water Safety & Constructions and GMB Water Quality & Installations clusters united in 2022 with their contract partners.

Due to the new Environment Act and the Quality Assurance for Building Act (WKB), clients and contractors will soon be obliged to register detailed data about materials, processes and emissions. In anticipation of this, we have already started building databases and setting up platforms. With this we can also relieve the client when the time comes. After all, we are on the move together.

The challenge of working together shoulder to shoulder is not only

outward-looking but is also closer to home. Good internal cooperation between our employees and clusters requires awareness and leadership in order to see how it can be realised and to take initiatives. In 2022 we started programmes to define this collaborative culture. We will continue this route in 2023 and take on that challenge with confidence.

Gerrit-Jan van de Pol | Jan van Middelkoop





TRUST IN EACH OTHER

Looking back at 2022, we see a year with a lot of uncertainty both for people and business. Sometimes we wondered what consequences the geopolitical developments could have for GMB. The conclusion then was: 'Let's keep our guard up.'

Staying on guard; you do not do that by keeping difficult situations under the table but by making the circumstances negotiable and communicating openly about them. This way you keep each other alert and can continue in harmony. You are on the move together. Exactly that typifies GMB, enabling us to take great steps in the turbulent year 2022.

We extend our compliments for this to our employees, management, clients and partners.

Safety is a challenge that it requires constant attention. Working safely: GMB continues to coach and monitor this so that safety awareness in the organisation can climb a step higher. GMB's safety culture is thus becoming more and more mature. Nevertheless we note that, unfortunately, several accidents occurred in this year. So there is still improvement to be made.

Once again GMB delivered and harvested beautiful projects. Risk management is becoming increasingly effective in our projects. We are also seeing growth in the number of two-phase contracts. This form of contract has added value for both the customer and GMB. There are real possibilities to expand this in the future, alongside the three segments within GMB Civiel.

GMB performed well in this extraordinary year. Of course, it is important to stay alert together. We have every confidence in this due to our experience at GMB.

Frank Koote (chairman) | Daan Sperling | Lot van der Wal

MOSTLY POSITIVE

We can be satisfied with the figures. They have taken a step back compared to 2021, but this was to be expected. After all, 2021 was an exceptional year in which almost all positive developments coincided. Even in a turbulent 2022, all GMB clusters painted a satisfying annual picture. A great achievement, which we were also able to achieve thanks to the cooperative attitude of our clients.

Yet still more accidents

Safety is an essential theme that has our constant attention. We therefore see that safety awareness has increased within all clusters. Unfortunately, eleven accidents nevertheless occurred in 2022, four of which were serious. We will, of course, take appropriate action here.

Challenge unites

Disruptive. That sums up the year 2022 in one word. A year marked by the war in Ukraine, the energy crisis and global problems with the supply and availability of materials. We saw unprecedented price rises in energy and also so much uncertainty about its timely availability. Never before has our credo 'Challenge unites' taken on so much meaning.

Bizarre developments require unique measures; this awareness is widespread in the market. We had constructive discussions with clients in 2022; they were prepared to bear unforeseen higher prices and the inflation correction together with us. We are very grateful to them for this.

On track together

GMB Services realised a turnover comparable to 2021; the result declined somewhat. Due to the dynamics in the market, it was difficult at first to take on sufficient work and efficient project management was under pressure. GMB Sewage Techniques initially had some difficulty filling the teams due to accidents, illness and training. Fortunately, the situation improved during the year and the cluster finished with decent figures. The extreme energy prices have turned circumstances upside down, especially at GMB Bio Energy. This is all the more wry because the turnover was excellent. A reasonable result was nevertheless achieved thanks to benevolent assistance from water authorities. GMB Water Quality & Installations has the wind in its back.



In 2022, the predicted turnover was more than achieved, the result exceeded budget and the cluster can boast a large work stock. At GMB Water Safety & Constructions, two major works on dikes were carried out; two others progressed from planning phase 1 to 2 and will be realised in 2023. In 2022, the - albeit good - turnover and result fell slightly

short of the forecast. Due to the drying up of the large wind turbine projects and a reduced workforce (temporary colleagues returned to GMB Water Safety & Constructions), the turnover of GMB Harbour & Industry fell in 2022, but the result was excellent.

2022

**TURNOVER 194 MILLION EUROS
RESULT 11 MILLION EUROS
SERIOUS ACCIDENTS WEIGH HEAVILY
ON A POSITIVE FEELING ABOUT 2022**

RESULTS DIFFERENT CLUSTERS

-  GMB Services
-  GMB Sewage technology
-  GMB BioEnergy
-  GMB Water quality & installations
-  GMB Water safety & constructions
-  GMB Harbour & industry



UNDER ONE FLAG

The figures

For the first time in years, our figures are lagging the facts. The budgeted turnover of 37 million passed the mark at 34 million. The result also took a step back from the original estimate. This has various causes that can be traced back to both the market and internal organisation.

Lessons from tenders

We entered 2022 expecting to boost numbers again; partly due to our collaboration with GMB Water Quality & Installations. This collaboration focuses on smaller and medium-sized multi-technical projects. We combine the pragmatic and compact approach of GMB Services with the experience of design, contract knowledge and project management of GMB Water Quality & Installations. Using this collaboration we were able to tender successfully; the first projects have now been successfully completed. Some of GMB Services' projects were not yet implemented in 2022. As a result, our production lagged behind budget.

Market and growth

In 2022 we strengthened our electrical engineering department. This is also in

line with the urgent market demand for professionals. Drinking water companies reserve capacity through long-term framework contracts. We noticed this and concluded a framework agreement with the Hollandse Delta Water Authority for the next four years; together with GMB Water Quality & Installations we achieved this at the Limburg Water Authority for eight years. In 2023, our organisation will continue to anticipate the market development towards more construction teams.

Gas Techniques and Grondbereik

Speaking of supply and demand: in addition to its own projects, Gas Techniques is increasingly responding to the demands of our other disciplines. For example, we now offer multidisciplinary solutions in which we also integrate the gas component. We also look at water authorities that want to convert their biogas into green gas. Grondbereik also performed well in 2022. Our depots in Zutphen and Gorssel were again reliable locations for excavation works in their regions.



Stability and quality

In 2022 we spent a lot of time on learning points and training. That is where our main focus lies: to grow in stability and quality. Considering our present work stock, expected work from framework contracts and the collaboration with GMB Water Quality & Installations, we foresee a turnover of 36 million euros for 2023.

2022

CONSTRUCTION TEAM EXPERIENCE
EXPANSION OF GAS TECHNIQUES
FINE TUNING OF CONTROL



Safe, healthy and steadfast

Our main target for 2023 is a safe and healthy year without accidents. In terms of figures, we are assuming the same objectives as for the past year: a turnover of 35 million euros. The existing work stock, framework contracts and prospects point in that direction.

2022

SET BACK
EVERYTHING DIGITAL
INVESTING IN KNOWLEDGE

PULLING TOGETHER

The figures

A sudden storm under a clear blue sky: this is how we experienced 2022 in which the turnover of 32 million euros fell behind expectations due to various reasons. We did however, achieve the result we had budgeted for after correcting for inflation.

Unhappy

For GMB Sewage Techniques, 2022 will go down as an accident-prone year. Precisely now that we have paid a lot of attention to safety with the Care for Each Other programme, we were confronted with four serious accidents and a high absenteeism rate. Nevertheless, we reserved time and employees for the courses that had been left behind during the Corona period. Because of all this, it was initially more difficult to staff the teams which lead to stagnation in production. We were able to compensate for this later.

Digitisation and innovation

As a market leader, we owe it to our status to innovate. In 2022, we continued the digitisation process that we started a year earlier. After initial small-scale

trials, we have now rolled out digitisation across all teams. Design, calculation, work preparation, execution: this is now done more efficiently everywhere with the help of digitisation.

We started a study into the life cycle analysis (LCA) of glass reinforced polyester and needle felt liners with the Dutch Foundation for Trenchless Techniques (NSST). The insights help us make the best environmental and economic choices with our clients. Furthermore, we have started developing a training programme for our employees about relining with SOMA Bedrijfsopleidingen. In 2023 we want to roll out this course to our renovation operators

Sustainable locations

The construction of our new branch in Berkel en Rodenrijs went according to plan. The delivery will be at the end of March 2023; we are moving in on June 1st. Our location in Kampen was made gas-free in 2022 and now runs entirely on sustainable electricity.

FINDING EACH OTHER

The figures

Despite a good production rate in 2022 the sky-high energy prices threatened to drastically reduce the result. Thanks to proactive clients, we were still able to achieve a reasonable result on a turnover of 34 million euros.

Co-operative

We do not attribute the turnover to just production control at our sites but also to the resilient cooperation agreements with a number of water authorities and other clients. Partnership comes from both sides. While we offer the water authorities the certainty of long-term sludge processing, they helped by considering financial compensation for the kind of unforeseen circumstances we were confronted with. Our gratitude for that.

Perform and innovate

'From good to better and even better' is and remains the common thread of GMB Bio Energy. The new air treatment system in Zutphen is performing as promised: we received no odour complaints in the last months of 2022. We are now

going to work on optimising composting through data analysis. In Tiel, sustainable biological drying 2.0 is being finalised, after which it will be fully operational. The BIR in Lichtenvoorde is preparing for the upgrade of biogas to green gas.

Challenges

Working well and safely together brings challenges. In 2022 we organised training sessions in collaboration and leadership. Our other challenges are more market-related. In 2023, we will focus on additional sales guarantees for, among other things, our biogranulate. We will also focus on purchasing sufficient wood chips for our composting tunnels. Due to the energy crisis, availability of virgin wood chips is declining.



Exciting stability

The long-term agreements with water authorities will also ensure sufficient supply of sludge in 2023. Production at our sites is stable and the demand for biofuels covers the sales of our biogranulate. As a result, we expect a turnover of 39 million euros. Coping with volatile energy prices remains a huge challenge.

2022

CRISIS UNITES
STRONG PRODUCTIVITY
FOCUS ON COLLABORATION



Stable on schedule

Our scenario of achieving success in one out of every two tenders is on schedule. In addition to the De Hooze Boom and Beemster projects in progress, the construction teams for the WWTPs Beverwijk and Boxtel and the Andijk pumping station are now running. Added to the current framework contracts, we expect a turnover of 40 million for 2023.

2022

PROJECT MANAGEMENT
A DYNAMIC MARKET
MULTI-YEAR PORTFOLIO

CHALLENGING TEAMWORK

The figures

Urgent challenges in our market are driving up the figures. In 2022, we were able to amply exceed our budget of 37 million: we reached 39 million after correction for inflation. The result also finished well above the forecast due to good project management.

Easing the burden

Clients demand integrated solutions that make their involvement easier. Their requests are dealt with in construction teams, which are increasingly linked to long-term framework contracts. This trend is in line with our strategy. Both independently and together with GMB Services, we take on projects from design and realisation to maintenance. We involve clients in digitisation and data management: in this way we can clearly explain and control design, planning, budget, implementation and asset management.

Sustainable and circular

In addition to technical and organisational management, sustainability and circularity also apply to our market. Sustainable materials and energy-efficient solutions

are standard items in our expenditure book. We installed emission-free constructors' accommodation at the new De Hooze Boom water treatment plant in Kamerik. At WWTP Beemster we reused a treatment tank as an electrical installation room. Utilising more emission-free electrical equipment is one of the many examples. And there are many more examples.

Challenges and opportunities

On October 26, 2022, the European Commission presented proposals for better protection of water quality. The standards for nitrogen, phosphate, medicine residues and PFAS, among other things, were tightened. In addition, the groundwater table is dropping; drinking water companies will be making more use of surface water. In short, plenty of challenges and opportunities. In 2023, we will move into an office in Heemskerk together with GMB Services. Being closer to our clients there means we can give a boost to our growth in the west of the Netherlands.

GETTING DOWN TO WORK

The figures

We achieved good figures: Which comes from the two major dyke reinforcement works that were started in 2022. Due to the longer start-up periods than anticipated, the turnover of 36 million fell slightly short of the forecast. The result followed the same pattern.

Large projects, tight management

After we invested in the planning studies in 2021, we were able to roll up our sleeves in 2022 for the Wolferen-Sprok and Gorinchem- Waardenburg projects. Within the integral two-phase contract, we dotted all the i's in the start-up phase to avoid running into drawbacks during realisation enabling us to work as predicted. The start-up took longer than we had estimated. As a result, production time was lost in the 2022 financial year but profit is more important: the realisation of both works is running without any hitches.

Water, land and nature

On the move together: this is of upmost importance within our two-phase contracts in construction teams. Together with consortium partner Heijmans, we started with the planning

study for the Lauwersmeerdijk reinforcement in 2022. We took the same step with Heijmans and De Vries & van de Wiel for Sterke Lekdijk near Amerongen. Due to the Porthos ruling, we now make the Aerius calculations and appropriate assessments for these projects to provide insight into the impact on the environment. Projects from the HWBP are often located in or near Natura 2000 areas. We are successful in these projects because we apply our progressive commitment to emission-free and low-emission equipment (also via the Emission-free Network Infra) and ecological area enrichment.

Investing in collaborators

Collaboration starts with yourself. With insight into your own talents and shortcomings. Courage and initiative to work together. In 2022 we caught up with training and courses in these and other areas, as had fallen behind in both previous years due to corona.



Solid ground, healthy expectations

The prospects for the coming years are just as solid as the dykes we worked on. In addition to existing works in progress and two ongoing tenders, we also took on the Neder-Betuwe dyke improvement in 2022. Along with a number of smaller works we estimate a turnover of 48 million.

2022

**WORK IN PROGRESS
NITROGEN SLOWS THINGS DOWN
EXCELLENT PROSPECTS**

COMING AND GOING

The figures

Although the turnover of 20 million is a meagre comparison to that of previous years, it is in line with the forecast. This is because colleagues from GMB Water Safety & Constructions, who had supplemented our team for years, are now taking on the dyke works that were being carried out. The result for 2022 is well above expectations.

Challenging year

In 2022, the market was more obstinate than we are used to. This was due to price rises, which have an inhibiting effect on municipal and provincial projects and stagnating housing construction. Contractors who are usually active in these markets are now looking elsewhere for their turnover. As a result, competition is increasing and price levels are under pressure in some areas. This meant for us that we selected our projects critically in 2022.

Wind turbines and masts

In the summer the flag was hoisted at the Zeewolde Windpark. This project was completed with the exception of some minor residual work. We still have a number of wind farms in our portfolio before 2023 and a number will certainly

come onto the market, but the era of large wind farms seems to be closing for the time being. Long EIA procedures and nitrogen problems put the signals on 'wait'. To compensate this, we applied for the shortlist at Tennet. When new high-voltage lines are built, we will carry out the above-ground infrastructure work and possibly build foundations for the masts.

Dynamic Harbour

The container terminals in the Port of Rotterdam are bursting at the seams with activity. This resulted in a major project for us on the Waalhavenweg: the complete reconstruction of Pier 6. Furthermore we were awarded the new construction and maintenance of several storage and transshipment sites plus a number of sheds. Circularity and sustainability are becoming increasingly important in award processes; perfectly suited for us. We also helped build Europe's first underground hydrogen filling station in Dordrecht, something we are proud to have contributed to. Simultaneously we are in the race for Porthos; but this project has of course also been delayed as a result of the aforementioned ruling by the Council of State.

Stable undertow

While the storm around large wind turbine projects is dying down, the pressure on the harbour area continues. Pier 6 will continue in 2023 and we are confident of getting some of the many opportunities. A turnover of 20 million in 2023 therefore seems feasible.

2022

**DOWNSIZING
NEW CHANCES
EXCELLENT RESULT**

ACCIDENTS

In 2022, we received 945 reports of unsafe situations and 389 reports of safe situations. That input allowed us to eliminate a large number of hazardous conditions by taking appropriate action. Despite the ever-improving safety awareness, eleven accidents still occurred in 2022, four of which were serious. The causes vary from inattention to the lack of proper regulations and measures.

We took appropriate action, such as:

- Getting a grip on the design and inspection process of work equipment (e.g. CE and machine directive)
- Focussing on continuous information, instructions, training and education
- Taking risk management to a higher level.

Safety in the learning platform

In 2022, GMB launched its digital learning platform in which safety was also included; employees can make a start with this via e-learning, workshops and training courses. We will be adding to this in 2023.

Safety ladder

Following the audits for recertification at step 3, we made it clear per cluster where the biggest areas for development lie within step 3 of the Safety Culture Ladder. The three segments within GMB

Civil will advance to step 4 in 2023.

The other clusters will assess this year whether they also agree with this ambition on the basis of the results of the internal and external surveys.

Zó Veilig

Within the Zó Veilig programme, the topic of safety was included in the onboarding programme for new employees. As part of this, experienced employees share their insights. In addition, we now also include subcontractors in our Zó Veilig guidelines. We also organise project-specific safety workshops for everyone involved in the project.

Our Zó Veilig app was supplemented with new content, including various instructional videos and manuals (videos) for new employees.



Taking care of each other

The GMB Sewage Techniques safety programme 'Care for Each Other' was continued in 2022. All employees were trained specifically for their own position.

Exchanging

Clients recognise GMB's progressive safety policy and ask us to share our experiences and insights so we also learn from them. We also notice our clusters cooperating more when it comes to safety



IF-index

2021
3,3

2022
9,8

CERTIFICATIONS



2021 was the first year in the three-year cycle of recertification for ISO 2015: 9001 and 14001. We received a number of points for improvement in that year; we implemented or commenced with implementing those in 2022.

In the footsteps of the certified GMB Water Quality & Installations, GMB Services made a start in 2022 to also obtain the CKB certificate. The necessary processes and training of employees to enable certification have now been set in motion.

The audits for VCA, VCA-P and CO₂ Performance Ladder step 5 had no significant obstacles.

A Clear MZS

The Management Care System (MZS) is the backbone of GMB-wide quality care. A clear and accessible MZS is a great asset; in 2022 the system was further harmonised across all clusters. We restructured and synchronised process descriptions. Parts were cleaned up, updated and given uniform names. This is noticeably appreciated; our employees use the MZS sooner and quicker.

House of Quality

In 2022, we said goodbye to the distant term 'Programme quality awareness' and introduced the appealing House of Quality. This programme currently only relates to GMB Civiel, but the principles apply to all clusters. The House of Quality has four rooms: communication, ownership, time and work pressure management and availability of information. These four rooms contain our challenges to improve quality. The composition of the four rooms makes it clear at a glance that we are on the move together!

Environmental Act and WKB

Currently, the new Environment and Planning Act (including the Quality Assurance Act) will come into effect on

1 July 2023: all laws and regulations for a living environment (building, environment, water, spatial planning and nature) in one. The purpose of this is for contractors to demonstrate that their construction material meets legal technical requirements. In the event of omissions, the contractor is liable for repairs and any consequential damage. It is therefore crucial that the quality we have supplied is demonstrated upon delivery. Two external quality assurance officers assess our current working method to determine any necessary action. This allows us to revise processes where necessary.

We have made additional agreements with BMD Advies in 2022 to support us in ensuring that we continue to comply with the laws and regulations.

HELPING PEOPLE FURTHER

Education

After corona had clamped down on many courses, we are now catching up. Our new digital Learning Square was given a boost by putting it live on air. At the Learning Square, GMB employees can see what the qualifications are for their positions: what do I need to know and be able to do? In addition to the many function-oriented training courses, cluster-oriented programmes were also included; such as 'Successful Collaboration' at GMB Bio Energy and 'Care for Each Other' at GMB Sewage Techniques.

Leadership and collaboration

Leadership goes beyond leading; it stimulates understanding, cooperation, job satisfaction, efficiency and progress. It helps us and our customers when we take steps together as GMB. A start has already been made. In 2023, we want to have learning lines for leadership ready from clear and unambiguous GMB frameworks. On the move together!

Technology Day

On Friday, September 23, we received about 300 students from various technical courses in Opheusden. They experienced GMB's first

Technology Day: a great success. In addition, we appeared at schools during company days, with guest lectures and excursions to our projects.

Traineeships and Intern Day

At the beginning of 2022, three HBO students started their two-year traineeship within GMB Civiel and GMB Services. In addition, three new trainees will start in September 2023. Our Intern Day is also new: all our interns went out together for a day and visited GMB Bio Energy in Zutphen.

Recruiting & selection

GMB grew with 24 new colleagues to 528 employees. Relatively more and more new employees know how to find GMB directly; a great development in this challenging labour market. We will be expanding the introduction programme for new employees and also familiarise them with themes such as safety and sustainability while getting to know several branches.

Binding & captivating

At the end of 2022, we conducted an employee engagement survey for the first time in years. The results outline how employees experience the GMB culture, relationships on the shop floor, terms of employment and involvement in strategy, etc. We can be proud of the very high response - and even more so of the results. We achieved a Net Promoter Score (NPS) of 60 and an average ranking of 8.1 on all questions. The research did not yield specific points for attention, but this does not

alter the fact that we want to continue to improve. In 2023, the themes of leadership and personal development will be central.

On the 1st September, Samen Actief went live: an initiative of GMB employees to organise all kinds of sporting events. The first was a hiking and mountain biking clinic. The project group registers how much our employees run, walk, cycle or hike via Strava. For every kilometre travelled, an amount is donated to the Disabled Sports Fund.

Social responsibility

GMB was certified for step 1 of the PSO ladder. The GMB Study Fund also started in 2022, with which we support children of employees who are studying: a great success. Our employees received 150 euros net for five months long as compensation for high energy costs. We also made the Together Green Budget available. Employees could spend 500 euros net per year on sustainable initiatives at home.

Absenteeism

Due to many long-term cases of illness and by also including non-sick quarantine cases, the absenteeism rate amounts to 5.7%.





GMB will be fully circular in 2030. With this goal in mind, we pursue a targeted policy on closed raw material cycles, the environmental impact of our activities and the energy transition. In 2022, our agenda was largely filled by five topics.



Biodiverse terrains

Biodiversity is essential for a healthy nature. That is why we also included an extensive ecological opportunity map in our guideline for the sustainable construction site. Outside our projects, we also involve ourselves in these

opportunities. At the GMB Bio Energy site in Zutphen, eight thousand square meters of business premises were ecologically upgraded. We enriched the biotope and created scattered microclimates for flora and fauna. We also set up an ecological strip at GMB Sewage Techniques in

COMPLETELY CIRCULAR

Kampen. We are taking these experiences with us to other GMB branches.

Nitrogen impact

Nature conservation is also the driving force behind the national nitrogen agenda. After the first nitrogen ruling in 2019, we immediately started investing in the electrification of our strategic equipment. In 2022, we reviewed our investment agendas up to 2030 to identify how and with whom we can make the greatest nitrogen impact together. As a partner within the Zero-Emission Network Infra (ENI), we shared our reports, experiences and insights with the market and issued public advice on the safe conversion of machines to zero-emission. Together with the ENI, we held constructive consultations with, among others, the trade association of importers and machine builders and policy makers in The Hague.

Dismantling ZZS

Nitrogen is one of the many substances that affect nature. Substances of Very High Concern (ZZS) form a separate group that are harmful to humans and the environment. In 2022 we listed the global databases of ZZS. In addition to the challenge of limiting the risks to health and the environment, it is only a

matter of time before legislation bans the use of many of these substances. Within our purchasing policy, we are scaling down products containing these substances as quickly as possible. We hope to be able to replace them with fully-fledged alternatives in consultation with customers and manufacturers.

Preparation CSRD

In November 2021, we knew that the Corporate Sustainability Reporting Directive (CSRD) would apply to GMB. This new directive requires companies of a certain size to report from 2025 on the impact of their activities on people and the environment. In preparation for this, we carried out the necessary analyses. In 2023 we will set up the process to obtain the correct information from suppliers and record it in a database.

Circular platforms

The closed raw material cycle was also explicitly on the agenda in 2022. We created an internal digital platform in which we can record the residual flows released by our projects. In this way we ensure more reuse of materials and raw materials. We also joined an external market place.

SOCIAL SUPPORT FUND

GMB employees, clients and partners propose projects that the FMO can support. This year we invested time, energy and resources in the Social Square in Tiel. We also supported various other projects.

Social Square Tiel

In the renovated former reformed church, the Stichting Sociale Plein Tiel offers shelter to eighteen social foundations, including the Toon Hermans Huis, Humanitas, the Inloophuis and the RIBW with day activity centre De Dolfijn.

In addition, the former Ds. van 't Hof Mavo in Tiel was converted into Social Square 2. With this, the foundation hopes to meet the great needs of people living below the poverty line in particular. For example, the Food Bank, the Clothing Bank, Schulphulpmaatje and Stichting Leergeld were given their own space within Social Square 2.

The Food Bank and the Clothing Bank have received a rental contribution

from the FMO for three years. The surroundings of the former school were refurbished. This was partly funded by the FMO. In addition, GMB relations gave discounts on materials and labour. In January 2023, Social Square 2 was officially opened by the Minister for Poverty Policy, Carola Schouten.

Betuwe Wereldwijd

Stichting Betuwe Wereldwijd repairs used tools, sewing machines, computers and bicycles for schools and the poorest people in developing countries. The FMO calls for material in our network and we also once again provided handyman services.



Samen actief

In 2022, GMB started the healthy exercise project Samen Actief. For every employee who participates in an activity, one euro goes to the Fonds Gehandicaptensport. An amount also goes to this fund for every kilometre they cover in sport, with which we as GMB will further strengthen the ties.

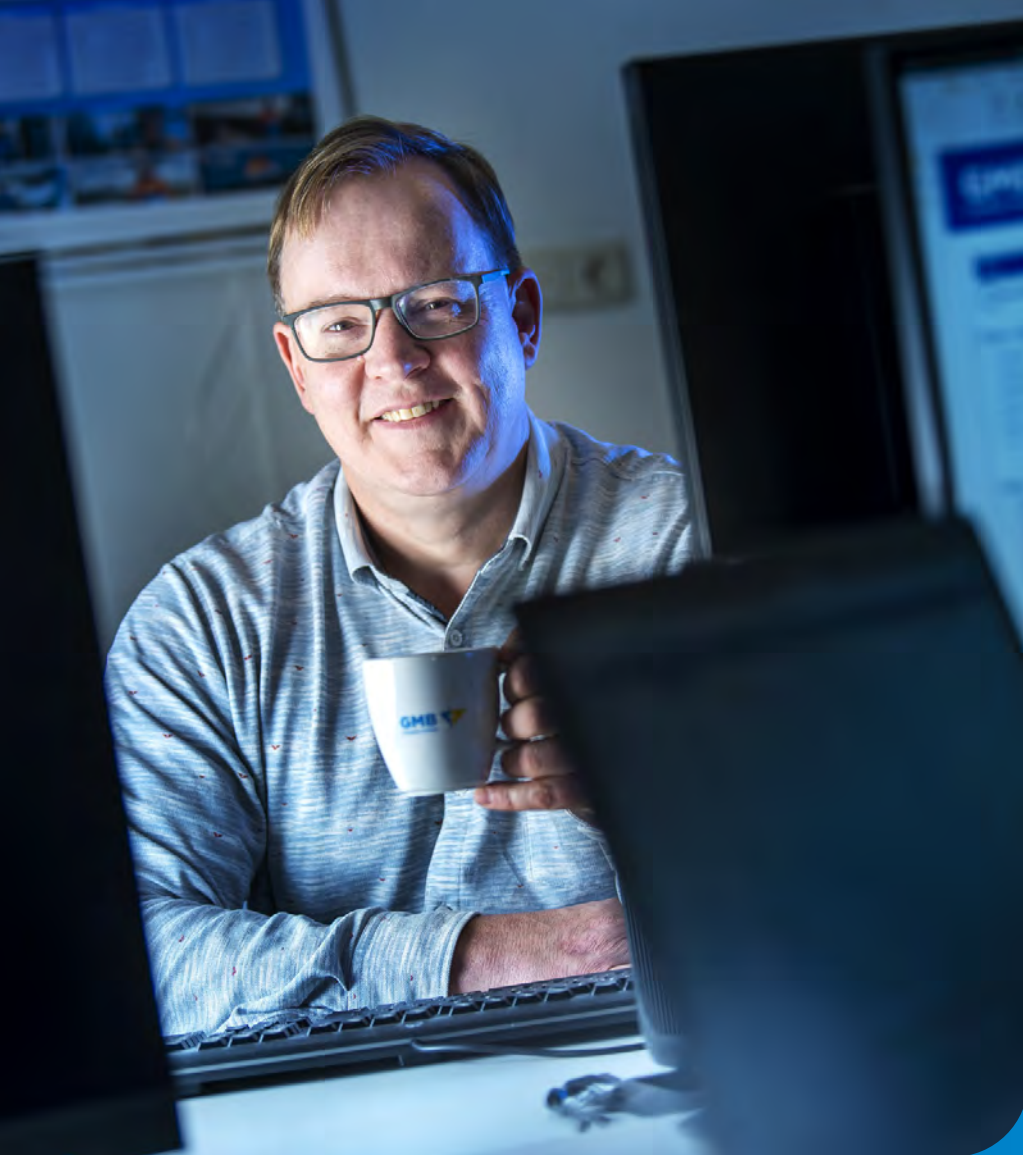
What else did the FMO do?

Here is a selection: we sponsored the AktieFix Foundation, which organises weekends for children with a disability. For the GAiN foundation we paid for the transport of relief goods to Ukraine and we held fundraising campaigns for Ukraine among GMB employees as well as sponsoring the Little People's Association (BVKM) on their way to their global sports week in 2023

Requests approved:

2021
32

2022
53



Parallel to the growth of GMB, is the growth of the ICT department. The number of ICT queries from within the organisation is increasing. At the same time, digitisation and data management demand more and more focused attention. As a result, the department grew to a team of eight people

PRACTICAL AND SAFE

ERP and OBS

Due to growth and the increasing role of digitisation and data use, we are ready for a new ERP system. We are currently making an inventory of user requirements and wishes. Based on this, we will map out the demand in the market in 2023. Depending on the choice of the ERP system, we will decide whether to replace the Maintenance Management System (OBS).

External cyber security

Cyber threats are becoming more acute, attacks are becoming more sophisticated. Following the far-reaching security measures we had already taken, we started proactively monitoring our ICT system by our permanent security partner in 2022. They monitor and secure the GMB system on an advanced Microsoft Sentinel dashboard. They perform a penetration test every week, so that nothing can enter our system that does not belong there.

Disaster Recovery Plan

In 2022, we started compiling our Disaster Recovery Plan (DRP). This sets out how we prevent damage if cyber criminals unexpectedly encrypt our system or files. We first drew up the Incident Response Plan: the step-by-step plan with how, who, what, where

and when to respond to encryption.

As the next part of the DRP in 2023 we will, among other things, set up a physical fallback environment.

Digitisation

We gave shape to a number of digitisation projects from the Strategic Business Plan. One of them is dashboard composting from GMB Bio Energy. Another is the GMB-wide sustainability dashboard, which provides insight into our sustainability performance at any time.

Projects

We started using the Autodesk Construction Cloud, with which we create a single source of truth for our 3D models. This way, all users have access to the same data in the most recent version. In addition, we have rolled out several initiatives that take reality capturing to the next level. By scanning underground infrastructure directly with an iPad and sharing it through 3D scans, everyone within the project has a view of reality through a form of Google Streetview and how the new models fit into it.



BALANCE SHEET

FIGURES

Assets (rounded off x 1,000 in euros)	2022	2021	2020
Intangible fixed assets	698	788	879
Tangible fixed assets	74.428	65.659	61.462
Financial fixed assets	452	151	2.626
Inventory	8.929	8.006	7.980
Accounts receivable	20.919	17.924	19.633
Liquid assets	37.188	41.099	21.509
Total assets	142.614	133.627	114.089

Liabilities (rounded off x 1,000 in euros)	2022	2021	2020
Group equity	58.848	54.147	49.722
Provisions	3.353	3.446	3.311
Long term liabilities	19.662	16.168	15.051
Construction work in progress	22.980	24.142	14.228
Short term liabilities	37.771	35.724	31.777
Total liabilities	142.614	133.627	114.089

2022

9.347



2021

12.023

2022

41,26



2021

40,52

Net group result (x 1.000 in euros)

Solvability in %

Revenue and expenditure (rounded off x 1,000 in euro's)	2022		2021	
Net turnover	193.174		194.558	
Other operating income	398		383	
Total operating income		193.572		194.941
Costs of raw materials and consumables, subcontracted outsourcers work, and other external charges	102.934		106.331	
Personnel expenses	44.894		41.495	
Depreciations	7.657		6.995	
Other operating expenses	26.381		23.985	
Total operating expenses		181.866		178.806
Operating result		11.706		16.135
Financial revenue and expenses		-401		-375
Result before taxes		11.305		15.760
Taxes		-2.157		-3.697
Result of participating interests		199		-40
Net group performance		9.347		12.023

	2022	2021	2020	2019*	2018*
Turnover*	193.572	194.942	186.079	136.041	108.718
Turnover ratio TP	1,36	1,46	1,63	1,37	1,24
Profit margin	6,05%	8,28%	5,65%	3,79%	5,71%
Net group performance*	9.347	12.023	8.163	4.232	5.379
Profitability TP	8,2%	12,1%	9,2%	6,2%	8,2%
Balance sheet total	142.613.835	133.627.517	114.089.026	99.523.526	87.518.443
Solvency	41,26%	40,52%	43,58%	43,17%	48,37%

* Rounded off x 1.000 in euros. Numbers 2019 and earlier excluding combinations.

Rounded off x 1,000 in euro)	2022	2021	2020	2019	2018
GMB Civil	94.640	99.855	102.621	82.056	67.174
GMB BioEnergy	33.515	29.447	27.765	26.660	24.345
GMB Services	34.100	33.852	25.004	19.140	16.341
GMB Sewage technology	32.634	33.556	32.052	18.567	17.134
Other including eliminations	-1.317	-1.769	-1.363	-393	-869
Total including combinations	193.572	194.941	186.079	146.030	124.125

	2022	2021	2020	2019	2018
GMB Civil	49%	51%	55%	56%	54%
GMB BioEnergy	17%	15%	15%	18%	19%
GMB Services	17%	17%	13%	13%	13%
GMB Sewage technology	17%	17%	17%	13%	14%
Total	100%	100%	100%	100%	100%
Total including combinations	193,6	194,9	186,1	146,0	124,1



GOOD WORK STOCK

De macro-economische vooruitzichten zijn waarschijnlijk anders dan die voor GMB. Een eventuele (bescheiden) recessie zal onze markt niet direct raken, omdat we ons vooral richten op de energietransitie en klimaatadaptie. Sterker; onze werkvoorraad is beter dan ooit.

The macroeconomic outlook is likely to be different from that of GMB. A possible (modest) recession will not directly affect our market because we are mainly focusing on the energy transition and climate adaptation. In fact, our work stock is better than ever.

The number of projects related to climate adaptation is increasing sharply. GMB Civiel has traditionally been a prominent player in the field of water safety. In addition to the water authorities, we have noticed that drinking water companies are now also investing more.

According to the European standards of the Water Framework Directive, Dutch drinking water is too polluted. Causes include groundwater pollution from agriculture and pollution from medicine residues. In addition, availability is under threat due to drought, while salinisation plays a role in the west of the Netherlands. In short, clear growth prospects for GMB Water Quality & Installations and GMB Services. Thanks to their cooperation on medium-sized projects, we now also serve part of the market in which we were not active before 2022.

And now: the nitrogen problem and in particular the Porthos ruling. The latter has a clear impact on our sector. Recalculations push projects back. The clouds also have a golden lining: they accelerate the deployment of emission-free equipment. Together with the Emissionless Network Infra (ENI), GMB is a forerunner in the market. We have for some time been using equipment that has been developed in recent years; and are also well advanced in registering emissions. These kinds of developments are favourable for our position in the market.

Security and cooperation are, and will remain, important themes for GMB. Especially now that we are doing more and more in construction teams and two-phase contracts and also because GMB Water Quality & Installations and GMB Services are tackling projects together in one construction team. In 2023 and beyond, we will therefore continue to invest in training courses with the themes of leadership and cooperation.

In this, we are also on the move together.



-  GMB Services
-  GMB Sewage technology
-  GMB BioEnergy
-  GMB Water quality & installations
-  GMB Water safety & constructions
-  GMB Harbour & industry