



Mijn Evides verslag

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English summary

This is a summary of the 2014 annual report of Evides Waterbedrijf. It provides an overview of the company itself as well as an insight into its administrative and financial aspects.

Introduction to Evides

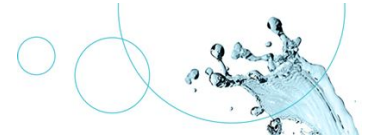
Evides is a versatile and experienced water company. We provide safe and clean drinking water all day, every day, to 2.5 million customers and businesses in three Dutch provinces: Zeeland, the southern part of Zuid-Holland and a part of west Brabant.

Evides also provides tailored water solutions to large industrial companies in the Netherlands, Belgium and Germany. This can vary from a temporary supply of industrial water to a partnership responsible for the entire implementation and operation of water treatment plants. Evides is also active in the treatment of waste water and the reuse of treated waste water for industrial and other purposes.

With this combination of drinking water, waste water and industrial water activities, Evides can focus on continually improving technologies to treat, distribute and – wherever possible – reuse water. In this way, we intend to contribute to the best use of the water cycle in the Netherlands and beyond.

In 2014, Evides provided a total of 177.2 million cubic metres of drinking water and 123.3 million cubic metres of industrial water via our pipeline network, which is nearly 14,000 kilometres long. Evides was also active in water treatment and processed 1,289,200 pollution equivalents, making us the second largest drinking water utility and the largest supplier of industrial water in the Netherlands.

Evides is a N.V. corporation, of which 50% is owned by B.V. Gemeenschappelijk Bezit Evides (municipalities in the Rotterdam area). The other 50% is owned by DELTA N.V., a utility owned by the provinces of Zeeland, Zuid-Holland and Noord-Brabant, as well as 13 municipalities in Zeeland, two Brabant municipalities and one municipality in Zuid Holland.



Letter from the Executive Board

Welcome to the annual report of Evides Waterbedrijf, which looks back on a very special year. In 2014, we celebrated our tenth anniversary as well as 140 years of supplying drinking water in Rotterdam and 130 years in Zeeland.

As a company with a central role in society, Evides fulfilled its core tasks successfully in 2014. We provided clean and reliable drinking water to our customers – the 2.5 million households and businesses we serve – and once again we did so with a very high security of supply and without increasing the price of drinking water. Our drinking water company delivered a net earning of €32.5 million. We are proud of the fact that we also expanded our industrial water activities in 2014 in line with our strategy of controlled growth, leading to a result of €24.1 million.

Thanks to these solid results we are in a position to continue to fund new investments and our shareholders – municipalities and regional government authorities – can count on the expected dividend. This will ensure that, with our products, we remain prepared for the future.

In this report, you can read about our activities over the past year. We worked on our treatment plants, process automation and the pipeline network. We also improved our position in the market as a sustainable water partner for industry, so that we can continue to extract, treat and deliver water to our customers, both now and in the future. In addition, we worked closely with our partners to secure the supply of drinking water in crisis situations. And then there is our involvement in various social projects such as the national programme Jongeren op Gezond Gewicht (Youth at a Healthy Weight), which seeks to prevent obesity among young people. Evides staff also participated in schemes to set up proper drinking water facilities in developing countries.

The Executive Board underwent a change in 2014 as well. On 1 November, I became CEO, following Peter Vermaat's decision to accept a new job earlier in the year. As planned, our Finance & Control Manager Peter Fransman acted as interim CEO while a successor was sought.

The commitment of our staff and joint venture partners was essential for us to achieve solid results and maintain the stability of our organisation. We will continue to rely on their commitment in the coming years to ensure reliable, sustainable and futureproof drinking and industrial water for our customers.

Annette Ottolini
Chief Executive Officer
Evides Waterbedrijf





Supervisory

The Supervisory Board monitors the policy conducted by the Executive Board and the general course of affairs. It also supports the Board by providing advice.

Composition and profile

The Supervisory Board consists of seven professionals who are appointed by the General Meeting of Shareholders. There is always at least one independent member, nominated by the Supervisory Board. Our shareholders, Delta and GBE, are both entitled to nominate two board members. Here, Evides deviates from the Dutch Corporate Governance Code, which it has voluntarily adopted. The Works Council has the right to recommend two board members. The chairman is an independent board member.

The Supervisory Board has two subcommittees: the audit committee and the remuneration committee. A selection committee and appointment committee are set up on an ad hoc basis. The profile of the Supervisory Board reflects the principles for its composition. A balanced composition of the board is attempted in terms of experience and affinity with the company's nature and culture, as well as with diversity targets with regards to gender ratios as set out in the Management and Supervision Act.

In the Supervisory Board, professional knowledge is available in the following areas:

- Finance, risk management, treasury and audit
- Drinking water facilities and affinity with the water cycle
- Entrepreneurship in a capital-intensive sector and knowledge of domestic and international industrial water consumers, as well as of the related industrial services (including the treatment of waste water)
- Knowledge of and a professional network in public administration
- Customer and consumer interests
- Human resource management policy, business organisation and change management
- Corporate governance and legal affairs
- Corporate Social Responsibility (CSR)



Corporate Governance

Evides Waterbedrijf voluntarily applies the principles and best practices underlying the Dutch Corporate Governance Code. In this way, Evides aims to be clear and transparent regarding its governance and the way it manages its business. These principles and best practices are incorporated into the various rules and regulations that control the way Evides operates, or are used as the basis for guidelines that apply within the company.

Evides Waterbedrijf subsequently states where it deviates from the Code, in accordance with the 'comply or explain' principle:

- Regulations written expressly for stock exchange listed companies are not applied.
- The Executive Board of Evides Waterbedrijf is appointed for an indefinite period.
- Shareholders and groups of shareholders are entitled to nominate the members of the Supervisory Board, determine their term of office and to appoint the chairman. The vice chairmen jointly fulfill the role as prescribed by the Code.
- Due to the size of the company, Evides has not appointed an internal auditor. The audit committee supports this decision.
- The Evides website does not function as a communication channel for its shareholders because there is a direct shareholder relationship.
- For remuneration, Evides complies with the Dutch law for the standardisation of incomes for senior executives (Wet Normering Topinkomens).

Evides Waterbedrijf is a limited liability company. In accordance with the law, a number of important decisions are set aside for shareholders' approval, such as setting the price of drinking water and distribution of profit. The General Meeting of Shareholders also decides on the appointment, dismissal and remuneration policy of the Executive Board. The Supervisory Board sets the specific remuneration and the terms and conditions of employment.

The Supervisory Board comprises six members and an independent chairman. It has an audit committee, a remuneration committee, an ad hoc selection committee and appointment committee.

The General Meeting of Shareholders consists of a representative of 50% shareholder B.V. Gemeenschappelijk Bezit Evides, a partnership of municipalities in the southern part of Zuid-Holland, and a representative from DELTA N.V., a Dutch utility company that owns the other 50% of the shares.



Internal risk management and control systems

Reducing and managing risks is high on Evides' agenda, given its importance to society. In 2014, Evides continued to invest in its internal risk management and control systems. It further enhanced its compliance management system and drew up a Long-Term Asset Plan. Evides also made progress in its study of the biological stability of drinking water and implemented its code of conduct on integrity.

Risks are inherent to Evides' business activities. These arise in the areas of strategy, operations, finance and compliance.

The Executive Board is responsible for establishing and implementing an effective internal risk management and control system. This system focuses on timely awareness of the degree to which Evides achieves its strategic, operational and financial goals, as well as on safeguarding reliable financial reporting and acting in accordance with applicable laws and regulations.

Internal risk management and control system

Using its internal risk management and control system, Evides seeks to minimise the risk of errors, erroneous decisions and unforeseen circumstances as much as possible. However, it cannot guarantee total protection. Evides may be exposed to risks that are not yet known or are not yet considered important. No internal risk management and control system can absolutely assure corporate goals are achieved. Nor can it entirely prevent all errors, losses, fraud or legal or regulatory breaches.

Evides is an organisation in which steering, holding each other accountable for respective responsibilities and short lines of communication are paramount. This is also the core of the risk management and control system across the company. In this context, the following are important instruments for internal risk management and control at Evides:

Risk management

This involves identifying and analysing risks, along with implementing and monitoring control measures that reduce these risks. The risk management structure is partly based on the COSO Enterprise Risk Management-Integrated Framework (COSO-ERM). Managers are responsible for managing risks and they report on these every six months at the management team meeting. For projects there is a project risk management system.

Planning & control cycle

Evides uses annual multiple-year and year budgeting, quarterly reports (including annual forecasts and risk management) and monthly financial and operational management reports. Evides also compiles quarterly treasury reports for the Executive Board and the Supervisory Board.

Financial reporting

There is a structured financial month-end closing and year-end closing in operation. For audit purposes of the annual report, the external auditor evaluates the internal control measures with respect to financial reporting. The external auditor reports its findings in the annual management letter and auditor's report to the Executive Board, the audit committee and the Supervisory Board. Evides reports to the audit committee on its response to the auditor's recommendations.

Water quality and reliable distribution

Important factors here are quality systems for water distribution, systems for reliable distribution, safety and employee selection policy (including declarations of good conduct).

Security and crisis management

Measures such as a crisis management organisation, procedures, training and evaluating training.

Other

This includes a code of conduct and house rules, a whistleblower policy, the description of the administrative organisation and internal control of important financial processes, a treasury charter, a tax-control framework and a fraud framework.

Various improvements were made in 2014 to strengthen the existing risk management and control systems. The most important improvements are explained in the following paragraph. The essential components are regularly audited to test the effectiveness of the control mechanisms. The Executive Board is responsible for the structure and effective operation of the internal risk management and control system and reports on this to the audit committee and to the Supervisory Board.

Based on its evaluation and in accordance with best practice II.1.5 of the Dutch Corporate Governance Code, the Evides Executive Board believes the risk management and control system functioned properly throughout 2014 with respect to financial reporting risks and that this provides reasonable assurance that the 2014 annual accounts contain no material errors. The Executive Board is committed to further strengthening and professionalising its internal risk management and control system in 2015, while also continuing to pay attention to possible ways of improving efficiency in these processes.



Financial results 2014

General

Evides N.V. (ENV) owns 100% of the shares of Evides Drinkwater B.V. (EDW) and Evides Industriewater B.V. (EIW). For the purposes of financial transparency, Evides activities are subdivided into EDW and EIW. The respective services and costs of ENV and its subsidiaries EDW and EIW are established in service agreements. In these, agreements are also made about the associated rates (Internal Transfer Price) used for mutual settlement. The methodology and cost allocation have also been reviewed by specialised companies.

The Evides group uses consolidated annual accounts because of its corporate structure. The legal entities for which Evides N.V. can exercise direct or indirect decisive authority are consolidated in this.

The condensed balance sheet for EDW, EIW and ENV at the end of 2014 before the allocation of profit is as follows:

<i>(in € million)</i>	EDW	EIW	ENV	Consolidated
Assets				
Fixed assets				
Intangible fixed assets	0.0	12.9	0.0	12.9
Tangible fixed assets	112.6	85.8	720.2	918.6
Financial fixed assets *	1.8	105.0	282.7	111.1
Total fixed assets	114.4	203.7	1002.9	1042.6
Current assets				
Inventories	3.1	1.3	0.0	4.4
Receivables	1.5	21.3	24.7	47.5
Cash and cash equivalents	0.0	15.1	1.2	16.3
Total current assets	4.6	37.7	25.9	68.2
Total assets	119.0	241.4	1028.8	1110.8

<i>(in € millions)</i>	EDW	EIW	ENV	Consolidated
Liabilities				
Equity *	77.7	165.2	468.6	468.6
Minority interest	6.1	0.0	0.0	6.1
Provisions	0.0	2.1	3.2	5.3
Long-term debt *	35.5	7.2	445.0	452.2
Short-term debt	19.3	14.3	145.0	178.6
Inter company receivables and debts	-19.6	52.6	-33.0	0.0
Total liabilities	119.0	241.4	1028.8	1110.8

- In the consolidation, the value of the EDW and EIW participation stated by ENV is eliminated by equity. In addition, the mutual receivables and debts among ENV, EDW and EIW are eliminated.

Before allocation of profit, the solvency ratio for ENV's consolidated balance sheet is 42.2%. After allocation of the proposed 2014 dividend of € 21.5 million, the solvency ratio is 40.3%. The increase on 2013 (38.9% after allocation of profit) is the result of a temporary increase in the equity share related to pending investments.

EDW, EIW and ENV's condensed income statement for 2014 is as follows:

<i>(in € million)</i>	EDW	EIW	ENV**	Consolidated
Net sales*	216.4	99.4	0.0	298.2
Cost of sales*	19.5	30.1	0.0	32.0
Gross margin	196.9	69.3	0.0	266.2
Operating costs	149.6	48.1	0.0	197.7
Operating profit	47.3	21.2	0.0	68.5
Interest income and expense	-14.8	5.4	0.0	-9.4
Result from participations	0.0	-0.9	56.6	-0.9

Profit before taxes	32.5	25.7	56.6	58.2
Taxes	0.0	-1.6	0.0	-1.6
Net profit	32.5	24.1	56.6	56.6

1. In the consolidation, revenues related to intercompany transactions between EDW and EIW are eliminated together with the purchasing value of those intercompany transactions.
2. ENV recognises only profit from its participation in EDW and EIW. This profit is eliminated in the consolidated income statement.

Solvency ratio

Evides' EDW serves a bound customer market with an associated monopoly; EIW serves a competitive market of industrial customers. The share of industrial water turnover amounts to 91.6 million m³. This is 37% of total water sales. The risk profile for non-drinking water activities is higher than that of drinking water activities. The difference in risk profile is illustrated in the target solvency ratios of EIW and EDW: 55% and 30%, respectively, after allocation of profit. Based on the share of revenue for both activities, ENV's minimum solvency has been set at 38% after allocation of profit.



Outlook 2015

Evides expects the sales of drinking water and industrial water to remain stable in 2015. Drinking water rates will also remain the same and will not be increased in 2015 thanks to working cost-effectively. No major changes in terms of staff numbers are expected.

In 2015, we will continue to work on achieving our objectives for 2013-2017. These are to further improve our customer focus; be a frontrunner in managing processes for treating and supplying water; controlled growth; and integrating sustainability further into our business operations. This should lead to a slight increase in turnover and controlled growth. In 2015, we will continue to prepare for the implementation of corporate tax on our commercial activities from 1 January 2016.

Investments

We expect our investments in 2015 to amount to €97 million. This will be used for such things as replacing distribution pipelines, increasing distribution reliability in the central part of Zeeland province, replacing our process automation system and removing silt from our water basins in the Braakmanpolder in Zeeland. An investment budget of € 20 million has been set aside for industrial water in 2015. We expect to use this for the waste water treatment plant Botlek in the port of Rotterdam, to replace the pipes of our demineralised water network and to expand the waste water treatment plant AWZI Sloe in Zeeland.

We extended our long-term investment plan in 2014 (which includes investments through 2035) with detailed budgets for maintaining our infrastructure. It is clear that from 2020 we will have to consider investments in our water treatment plants, as well as intensifying investment in the pipeline network. We believe that with a well-planned maintenance schedule we can guarantee the reliable distribution of drinking water with a slight increase in drinking water rates from 2017.

Priorities

To realise our medium-term objectives, we will focus on the following priorities in 2015:

- Further improve our customer focus by capitalising on customers' needs and making a difference at key moments, whereby we strive to serve our customers right, first time ('First time right' principle);
- Implement various projects in our innovation-focused research programme H2020. We intend to intensify this research programme in 2015;
- Continue developing process automation and furthering our Waterkracht (Water Power) project to enhance the way we manage our infrastructure and resources (asset management);
- Execute the 'CSR Roadmap', which will further expand our activities in five sustainability focus areas;
- Enter into (collaborative) partnerships in the water chain to realise the objectives formulated in the Administrative Agreement on Water (Bestuursakkoord Water);
- Continue to deploy our employees at Vitens Evides International to support the supply of drinking water in developing countries.

Economic climate

Despite slight economic improvement, the European macro-economic situation remains uncertain. This has a direct impact on our industrial activities. Nevertheless, we expect to conclude new industrial water contracts in 2015. In particular, we see opportunities for growth in outsourced industrial tasks such as waste water treatment, especially outside of the Netherlands in emerging economies such as Vietnam and China. While Evides Industriewater aims for growth, it is always under conditions of stringent risk management and local partnerships.

In 2015, we continue to rely on the enthusiastic commitment of our employees to source, treat and distribute drinking and industrial water, so that we remain a reliable water supplier for households, companies and industries.



Summary financial statements 2014

Consolidated balance sheet 31 December 2014

(before allocation of profit)

<i>(in € million)</i>	31 December 2014		31 December 2013	
ASSETS				
Fixed assets				
Intangible fixed assets	12.9		13.8	
Tangible fixed assets	918.6		910.8	
Financial fixed assets	111.1		120.9	
Total fixed assets		1,042.6		1,045.5
Current assets				
Inventories	3.4		3.1	
Projects in progress	1.0		1.1	
Receivables	47.5		53.4	
Cash and cash equivalents	16.3		10.4	
Total current assets		68.2		68.0
Total assets		1,110.8		1,113.5

LIABILITIES				
Equity		468.6		456.9
Third-party minority interests		6.1		6.1
Provisions		5.3		4.8
Long-term debt		452.2		491.8
Short-term debt		178.6		153.9
Total liabilities		1,110.8		1,113.5

Consolidated profit and loss account for 2014

<i>(in € million)</i>	2014		2013	
Sales				
Water	283.9		281.4	
Other revenues	14.3		15.5	
Total net sales		298.2		296.9
Cost of sales				
Raw materials and supplies	27.5		29.4	
Cost of other revenues	4.5		6.6	
Total cost of sales		32.0		36.0
Gross margin		266.2		260.9
OPERATING COSTS				
Personnel costs	50.0		48.9	
Other operating costs	77.3		77.9	

Depreciation	70.4		66.3	
Total operating costs		197.7		193.1
OPERATING PROFIT		68.5		67.8
FINANCIAL INCOME AND EXPENSES				
Interest income and expense		-9.4		-9.8
Profit before taxes		59.1		58.0
Income taxes		1.6		1.3
Result from participations		-0.9		-1.3
PROFIT AFTER TAXES		56.6		55.4
Result from third parties		0.0		0.0
NET PROFIT AFTER TAXES		56.6		55.4

Consolidated cash flow statement for 2014

<i>(in € million)</i>	2014		2013	
Cash flow from operating activities				
Operating profit		68.5		67.8
Adjustments for:				
Depreciation		70.4		66.3
Changes to provisions		0.5		-0.9
Change in working capital:				
change in receivables	5.9		-7.1	
change in inventories	-0.3		0.4	
change in projects in progress	0.1		-1.1	
change in short-term debt	0.7		6.2	
		6.4		-1.6
Cash flow from company operations		145.8		131.6
Interest income and expense	-11.9		-7.0	
Dividend received	2.0		0.0	
Income taxes	-0.6		-0.8	
		-10.5		-7.8
Cash flow from investing activities		135.3		123.8
Cash flow from investing activities				
Investments in financial tangible assets	-0.7		0.0	
Repayments received	7.6		7.2	
Investments in tangible fixed assets	-77.4		-77.7	
Cash flow from investing activities		-70.5		-70.5
Cash flow from financing activities				
Dividend paid	-44.8		-47.1	
Receipts from long-term debt	35.0		295.0	
Repayments of long-term debt	-81.0		-92.2	
Cash flow from financing activities		-90.8		155.7
Increase / decrease in cash and cash equivalents*		-26.0		209.0

- Including the change in short-term bank debts.

Movement in cash and cash equivalents is as follows:

	2014	2013
Position as of 1 January	-1.3	-210.3
Change during the financial year	-26.0	209.0
Position as of 31 December	-27.3	-1.3

The decrease in cash and cash equivalents was mainly caused by the fact that, following the creation of a new loan facility in December 2014, it was no longer possible to withdraw from this facility in 2014. The first withdrawal of € 25 million was made in January 2015.

Cash and cash equivalents are presented in the cash flow as follows:

	2014	2013
Cash and cash equivalents	16.3	10.4
Short-term bank debt	-43.6	-11.7
Total	-27.3	-1.3



Appendix 1: Key figures

		Unit	2014	2013	2012	2011
Financial						
1.	Liquidity ratio	%	38.2	44.2	17.4	21.8
2.	Solvency ratio	%	42.2	41.0	40.7	41.0
3.	Average credit term receivables	days	25.9	26.6	27.1	27.4
4.	Net working capital	€ million	-110.4	-85.9	-280.1	-207.1
5.	Return on equity	%	6.0	5.8	6.0	7.6
6.	Cash flow	€ million	127.0	121.7	122.5	135.7
7.	Cash flow ratio	%	19.6	18.4	18.8	20.6
8.	Internal financing ratio	x 1	0.6	0.6	0.6	0.7
9.	Purchase of drinking water	million m ³	8.9	10.3	10.4	8.7
10.	Sales of drinking water	million m ³	155.0	154.7	155.3	156.2
11.	Sales of industry water	million m ³	91.6	87.4	92.3	92.7
12.	Treatment of waste water	p.e. ¹ x 1.000	1,289.2	1,259.3	61.0	65.1
13.	Revenue	€ miljoen	298.2	296.9	272.9	309.5
Operating assets						
14.	Number of consumer addresses	x 1	1,031,878	1,027,554	1,028,181	1,019,684
15.	Number of water meters	x 1	982,079	979,425	973,489	965,803
16.	Length of transport and distribution pipes	km	13,152	13,118	13,066	13,013
17.	Length of desti pipes	km	68	68	68	67
18.	Length of source/raw/industrial water pipes	km	873	872	845	844
19.	Number of disruptions	x 1	8,098	8,980	9,774	9,599
20.	Number of qualitative complaints	x 1	219	253 ²	142	146
Personnel						
21.	Number of employees (as at year-end)	x 1 FTE	688.1	659.5	636,7 ³	583.6
22.	Average wage costs per employee	x € 1.000	77.9	77.8	75.2	71.4
23.	Sickness absence	%	4.0	3.5	3.8	3.2

1. p.e. = pollution equivalents

2. The increase in 2013 was caused by more work activities taking place – including underground mains and flushing. This led to more particulates being discharged into the distribution network, including around Spijkenisse in Zuid-Holland.

3. The 2012 increase includes the addition of 49.3 FTE from the takeover of Delfluent Services B.V. at end-2012.

Explanation key figures

1. Liquidity ratio = (current assets : current liabilities) x 100%
2. Solvency ratio = (equity capital : total assets) x 100%
3. Average credit term receivables = (receivables : turnover) x 365 days
4. Net working capital = current assets - current liabilities
5. Return on equity = (profits + interest) : totale equity x 100%
6. Cash flow = profits + depreciations
7. Cash flow ratio = (cash flow : loan capital) x 100%
8. Internal financing ratio = investments : cash flow



Appendix 2: Organisational structure



Click on image to enlarge.



Appendix 3: Participating interests

Evides N.V. is the holding company for the Evides businesses. The main activities are conducted by businesses grouped into the two main divisions: Evides Drinkwater B.V. and Evides Industriewater B.V.

Evides Drinkwater B.V. is responsible for all activities related to the sourcing, production and distribution of drinking water. The subsidiaries under Evides Industriewater B.V. focus on the sourcing, production and distribution of industrial water and on waste water treatment. The Evides group has various locations in the Netherlands and is headquartered in Rotterdam.

Evides N.V. participations

In addition to wholly owning Evides Drinkwater B.V. and Evides Industriewater B.V., Evides N.V. also has interests in:

Facturatie B.V.

A 50/50 joint venture between Evides and Vitens that focuses on the invoicing and collection of water bills for households and small business water customers. For Evides, this concerns customers in the Rijnmond area in the province of Zuid-Holland. This participation can be viewed as a cost centre and is a non-profit organisation.

KWH Water B.V.

Through KWH Water Evides gains access to research and development around drinking and other water, particularly research commissioned in the context of Vewin, the association of Dutch drinking water companies. Evides has a shareholding of 12.4%.

Reststoffenuie Waterleidingbedrijven B.V.

The waste substance union (Reststoffenuie) was established by Dutch drinking water companies in order to search collectively for appropriate destinations for the substances released during the production of drinking water. Evides has a shareholding of 12.6%.

Evides Drinkwater B.V. participations

Evides Drinkwater B.V. is a shareholder of:

N.V. Waterwinningbedrijf Brabantse Biesbosch (WBB)

WBB owns the storage basins where water from the Maas River is pre-treated before it is transported to Evides' treatment plants. This water is the most important source of drinking and industrial water for the Evides distribution area. Evides is by far WBB's largest customer (97%) and performs the operation of WBB under the terms of a multiple-year contract. Evides owns 60% of WBB; the remaining 40% is owned by Brabant Water N.V. This participation can be viewed as a cost centre and is non-profit organisation.

Aqualab Zuid B.V.

Aqualab Zuid is an accredited laboratory that conducts water analyses for shareholders and external customers. 50% of Aqualab Zuid is owned by Evides, 32.5% by Brabant Water N.V. and 17.5% by N.V. Waterleiding Maatschappij Limburg.

Vitens Evides International B.V.

Evides participates in this 50/50 joint venture with Vitens. Vitens Evides International focuses on the acquisition and execution of international projects for purposes of knowledge and transferring skills concerning drinking water processes. In this way, Evides contributes to the United Nations' Millenium Goal to halve the number of people without access to clean drinking water and sanitary facilities by 2015. This participation can be viewed as a cost centre and is non-profit organisation.

Evides Industriewater B.V. participations

Evides Industriewater B.V. is a shareholder of:

Evides Afvalwater B.V.

Evides Afvalwater treats waste water for customers connected to AWZI Sloe and AWZI Schiphol (WWTP, Waste Water Treatment Plant). Evides Industriewater owns 100% of this company.

Delfluent Services B.V. (DSBV)

The DSBV operating company manages AWZI's Houtrust and Harnaspolder has a 30-year maintenance contract (until 2033) from Delfluent B.V. Since the end of 2012, Evides Afvalwater B.V. has held a 100% participation in this.

Delfluent B.V. (DBV)

The DBV consortium acquired the DBFO (design, build, finance, operate) contract from water board Hoogheemraadschap van Delfland for the construction of AWZI Harnaschpolder, changes to the existing AWZI Houtrust and for the operation of both plants for a period of 30 years until 2033. DBV is owned by Evides (54.5%), DIF Infrastructure II (35.5%) and Strukton Finance (10%).

Brielse Meer water B.V.

Water from the lake Brielse Meer that is made available via Brielse Meer water B.V. is an important source for providing industrial water to the Rotterdam harbour region. Evides Industriewater owns 100% of this company.

Evides Terneuzen Water B.V.

Evides Terneuzen supplies Dow Terneuzen with industrial water via local installations. Evides Industriewater owns 100% of this company.

Evident Industriewater B.V.

Evident Industriewater conducts activities for acquiring and operating projects in the market for process water and waste water in the provinces of Flevoland, Utrecht, Overijssel, Gelderland and Friesland. Evides Industriewater owns 100% of this company.

North Water B.V.

Evides cooperates with Waterbedrijf Groningen in the joint venture North Water B.V. The objective is to join forces to acquire and operate projects and activities related to industrial water and waste water in the northern provinces. Evides has a 50% participation in North Water B.V.

North Water Afvalwater B.V.

North Water Afvalwater B.V. is a 100% subsidiary of North Water B.V. and focuses specifically on the construction and operation of water treatment plants in the northern provinces.

Evilim Industriewater B.V.

Evides has set up the joint venture Evilim B.V. together with N.V. Waterleiding Maatschappij Limburg. The objective is to join forces to acquire and operate projects in the market for process water and waste water in the southern part of the Netherlands. Evides has a 50% participation in Evilim B.V.

Sloewarmte B.V.

In 2014, Evides Industriewater B.V. set up the joint venture Sloewarmte B.V. with Zeeland Seaports Beheer B.V. and Martens Havenontvangstinstallatie Vlissingen B.V. with the aim of jointly developing sustainable residual heat systems in the area of Vlissingen. Evides Industriewater B.V. has a 33.33% participation in Sloewarmte B.V.

Other participations

Evides wholly owns the following subsidiaries for participating in foreign industry water projects: Evides Stade Wasserbetrieb GmbH, Evides Antwerpen Water BVBA and Evides China Water Treatment Ltd in Hong Kong and Beijing and Evides (Beijing) Water Treatment Technical Service Co. Ltd.

To serve the Chinese and Vietnamese market, EIW set up the following private limited liability companies in 2014. They do not have any activities yet, but will in due course act as entities at which these activities will take place.

EvidEx Holding B.V.

- 100% Evides Industriewater

- Director: Evides N.V.

EvidEx China Water Treatment Services B.V.

- 100% EvidEx Holding B.V.

- Director: Evides N.V.

EvidEx Xinneng Water Treatment Services B.V.

- 100% China Water Treatment Services B.V.

- Director: Evides N.V.

EvidEx Vietnam Water Treatment Services B.V.

- 100% EvidEx Holding B.V.

- Director: Evides N.V.



Appendix 4: Supervisory Board and Executive Board members

The members of the Supervisory Board and the Executive Board of Evides Waterbedrijf are set out below.

Supervisory Board

Professor J.A. van Manen (1950), Chairman

Nationality: Dutch
Profession/main role: Partner Strategic Management Centre Laren
Date of first appointment: 28 June 2012
Term of current appointment: until 28 June 2016



Ancillary positions:

- Professor of Corporate Governance (Groningen University)
- Chairman of the Monitoring Committee on Corporate Governance Code
- Supervisory Board member of Stichting de Nationale Sporttotalisator (the Lottery)
- Supervisory Board member of De Nederlandsche Bank (Dutch central bank)
- Board member of Stichting Maatschappij en Veiligheid (Foundation Society and Safety)
- Chairman of the Advisory Group on Administrative Issues of the VTW (Association of supervisors of housing associations)
- Board member of Stichting Globetrotter
- Board member of Stichting Endowment Museum Boijmans Van Beuningen
- Co-founder of Boardresearch.org

Work experience includes:

- Partner at PriceWaterhouseCoopers

Mr H.G. Bouwman LL M (1952)

Nationality: Dutch
Profession/main role: Director of legal advice office
Date of first appointment: 30 September 2012
Term of current appointment: until 30 September 2016



Ancillary positions:

- Supervisory Board member of LindeGas
- Board member of Wolters-Kluwer Preferential Share Foundation
- Advisory Board member of The Waste Transformers

Work experience includes:

- Board member of Sara Lee International
- Senior Vice President of Legal Affairs for Royal Dutch Papierfabriek N.V.

Mr D.A. van Doorn (1950)

Nationality: Dutch

Profession / main role: Director/owner of Van Doorn Consultancy

Date of first appointment: 28 June 2012

Term of current appointment: until 28 June 2016



Ancillary positions:

- Chairman of Delta Port Donatiefonds (donation fund)
- Chairman of Dry Bulk Experts Group

Work experience includes:

- CEO of Europees Massagoed Overslagbedrijf (EMO) and Erts en Kolen Overslagbedrijf Maasvlakte (EKOM)
- Board member of Van Ommeren Nederland B.V.
- Managing director of Van Ommeren Binnentankvaart B.V.

Mr C.H. van Dalen (1952)

Nationality: Dutch

Profession/main role: Director/owner of Avenue Business Consultancy BV

Date of first appointment: 28 June 2014

Term of current appointment: until 28 June 2018



Ancillary positions:

- Chairman of the Supervisory Board of Macintosh Retail Group
- Supervisory Board member of Rabobank
- Supervisory Board member of the Brabant Development Agency (BOM)
- Supervisory Board member of Erasmus MC
- Supervisory Board member of AVEBE (potato starch cooperative)
- Supervisory Board member of Metro Cash and Carry Russia

Work experience includes:

- CFO and board member of VimpelCom LTD
- CFO and board member of TNT
- CFO and board member of DSM

Mrs A.G. Nijhof MBA (1966)

Nationality: Dutch

Profession / main role: Chairman of the Management Board of Tauw Group BV

Date of first appointment: 30 September 2012

Term of current appointment: until 30 September 2016



Ancillary positions:

- Board member of the Council for the Environment and Infrastructure
- Member of the Centrale Plan Commissie (Central Planning Committee)
- Supervisory Board member of ARK
- Board member of NLingenieurs
- Advisory Board member of Imares
- Chairman of Partos

Work experience includes:

- Board member of Grontmij
- Director-General Water of the Ministry of Infrastructure and Environment

Mrs C.M.M. Schönknecht-Vermeulen (1954)

Nationality: Dutch

Profession / main role: Provincial executive for the Province of Zeeland

Date of first appointment: 31 March 2013

Term of current appointment: until 31 March 2017

Ancillary positions:

- Chairman of the Gemeenschappelijke Regeling Zeeland Seaports (Joint agreement Zeeland Seaports)

Work experience includes:

- Director of VVV (tourist offices) for the Walcheren and Noord-Beveland region
- Director of Zeeland Delta Promotion



Mr F. Verhagen RA (1961)

Nationality: Dutch

Profession/main role: CFO of DELTA N.V.

Date of first appointment: 24 June 2009

Term of current appointment: until 24 June 2017

Ancillary positions:

- Supervisory Board member of DELTA Netwerkbetrijf
- Vice-chairman of the Management Board of Indaver N.V.
- Supervisory Board member of Admiraal de Ruyter Ziekenhuis (hospital)
- Supervisory Board member of Hogeschool Zeeland

Work experience includes:

- CFO of Essent Trading International SA
- CFO of various Reed-Elsevier divisions



Executive Board

Mrs A.M. Ottolini (1958)

Nationality: Dutch

Position: CEO of Evides Waterbedrijf

Date of appointment: 1 November 2014

Ancillary positions:

- Supervisory Board member of Delfluent B.V.
- Board member of Water for Life Foundation
- Supervisory Board member of Spaarnelanden N.V.
- Supervisory Board member of housing association Ons Doel
- Member of the council of members of Rabobank Leiden – Katwijk

