

# Trading update Q1 2017



Royal BAM Group nv



Bunnik, 11 May 2017

# BAM records 1Q17 adjusted result of €4.9 million and further improved financial position



**Construction and Property: good results at Dutch property and turnaround in Germany**



**Civil engineering: result in Germany lower (strong 1Q16); held back by the Netherlands and oil & gas**



**PPP: steady result from existing portfolio**



**Order book: quality continues to improve; slightly higher level**



**Strong recourse net cash position reflecting ongoing progress in trade working capital efficiency**

## Revenue and results

<i>(in € million)</i>	Q1 2017		Q1 2016	
	Result	Revenue	Result	Revenue
Construction and Property	12.6	825	-5.3	920
Civil engineering	-11.4	591	1.4	619
PPP	3.5	32	4.0	61
Eliminations and other	-	-65	-	-58
Total sectors	4.7	1,383	0.1	1,542
Group overhead	0.1		8.3	
Group interest charge	0.1		-0.4	
Adjusted result before tax	4.9	0.4%	8.0	0.5%

# Outlook

For 2017, BAM expects the revenue to be slightly lower and the adjusted result before tax to be higher than the level of 2016. BAM anticipates a significantly lower restructuring charge compared to 2016.



# Annexes



**Updated strategy: 'Building the present, creating the future'**



**Property investments**



**PPP investments**

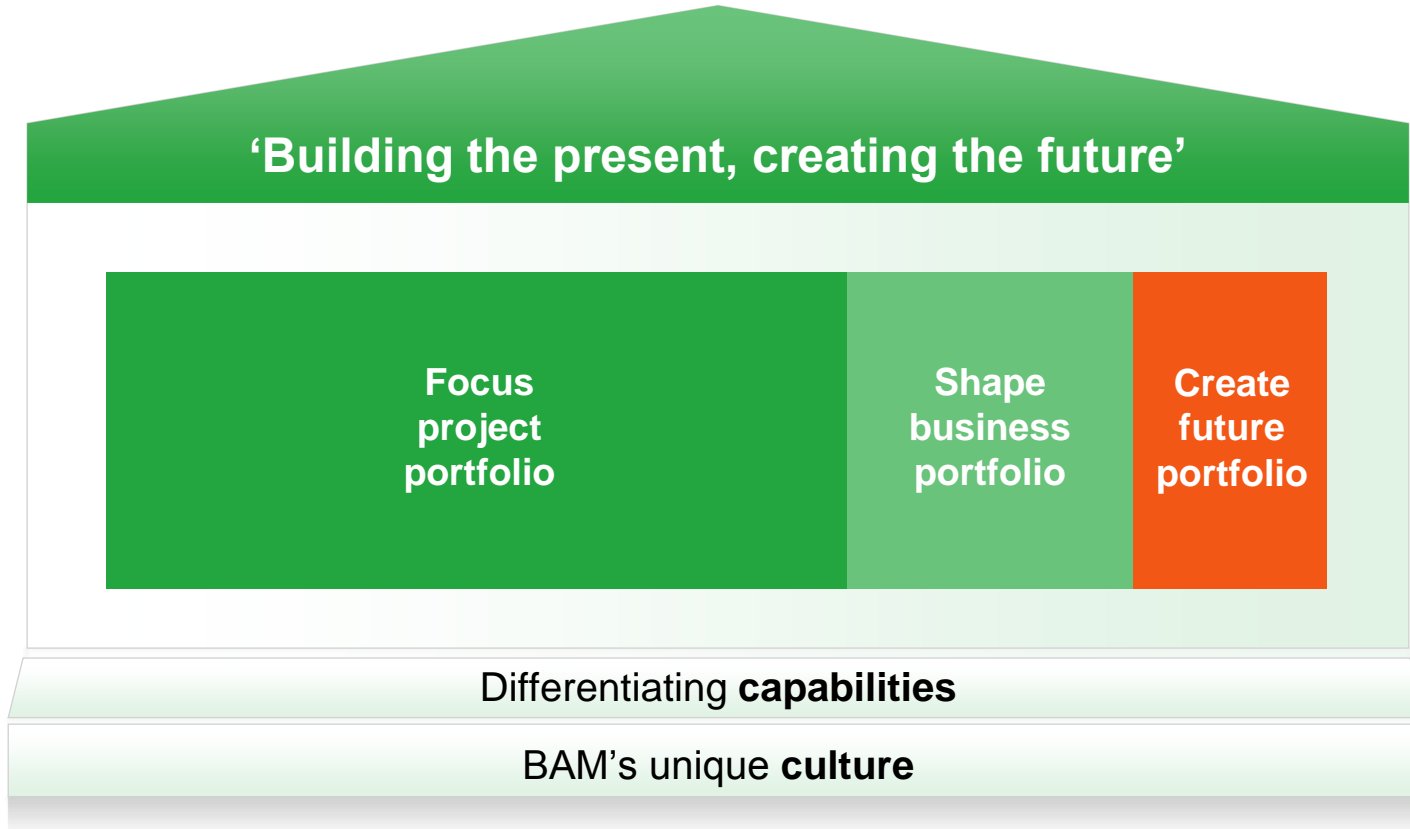


**Net cash analysis**



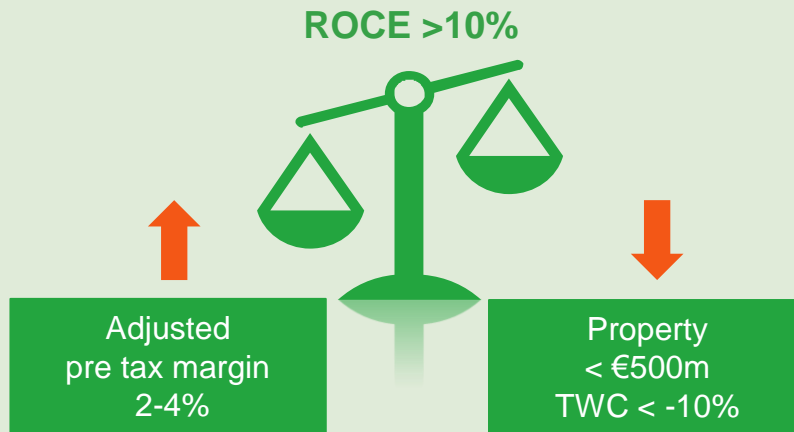
**Revenue sector/country**

# Strategy 2016-2020



# Targets 2020

## Profit



## People

Safety IF < 3.5



## Planet

Net positive impact



# Focusing project portfolio (1)

**Scale**

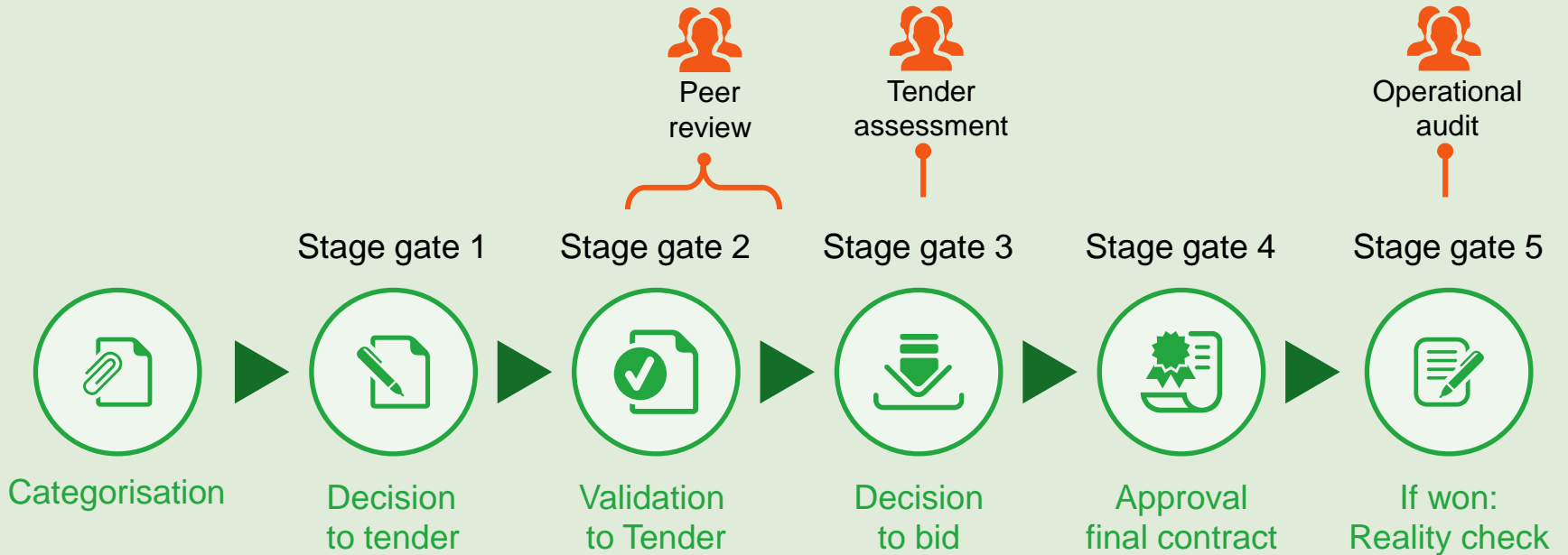


**Expertise**

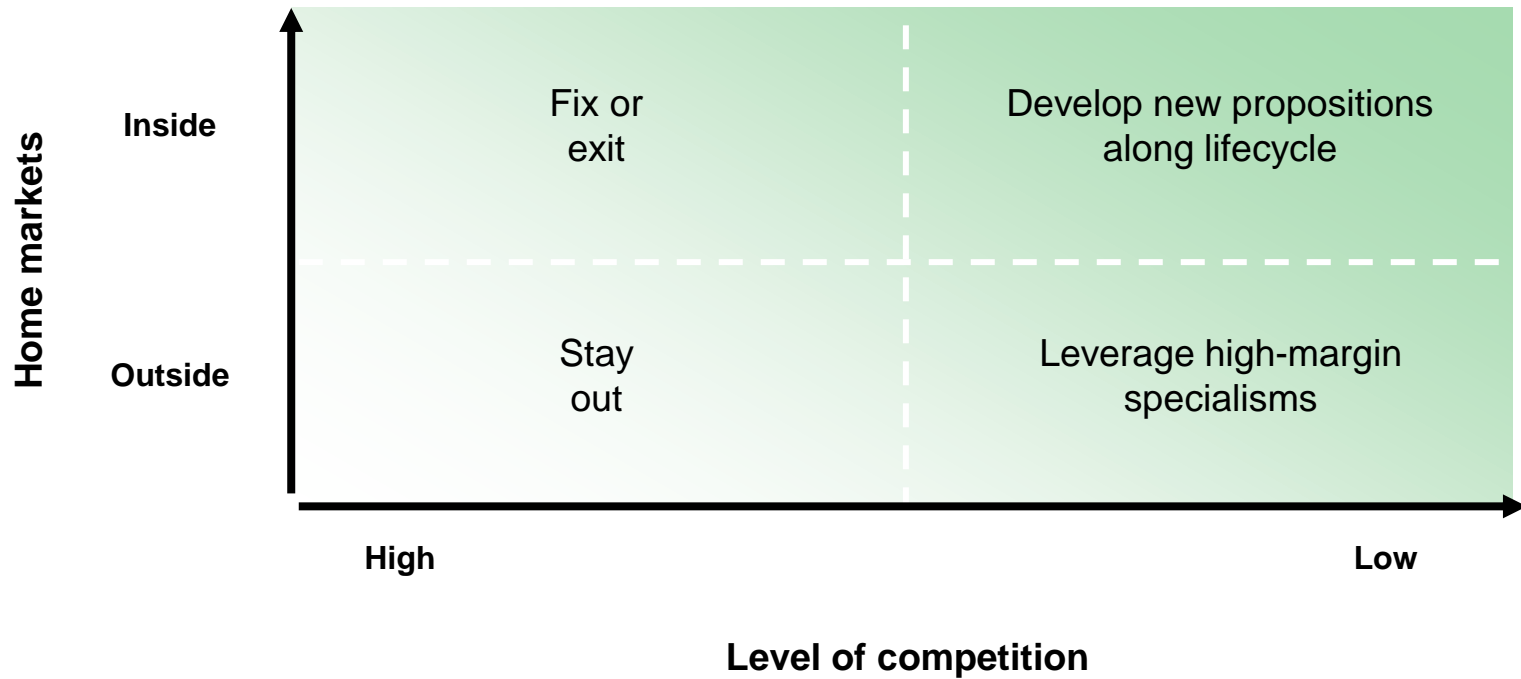




# Focus project portfolio (2)

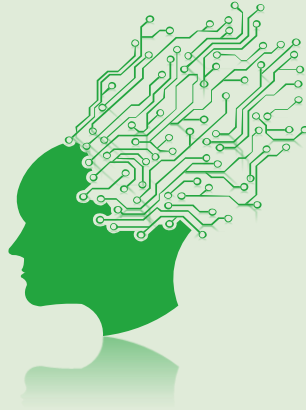


# Shape business portfolio



# Create future portfolio

## Digital construction process



## Digital built environment



# Culture

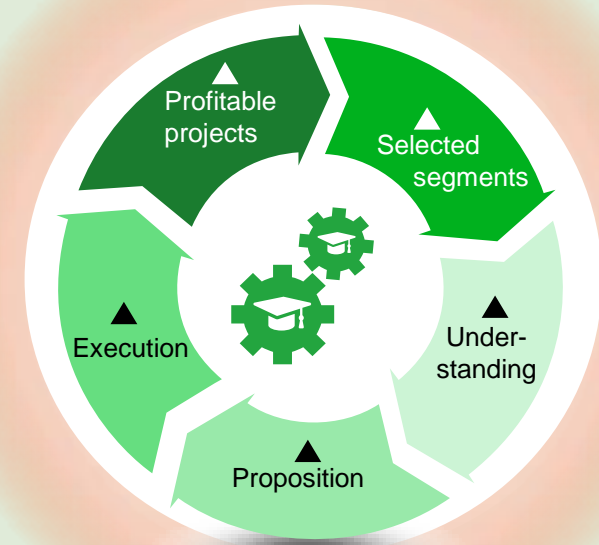
**Predictable performance**  
 "I deliver what I promise"

**Pro-active ownership**  
 "I take initiative to prevent rather than fix"



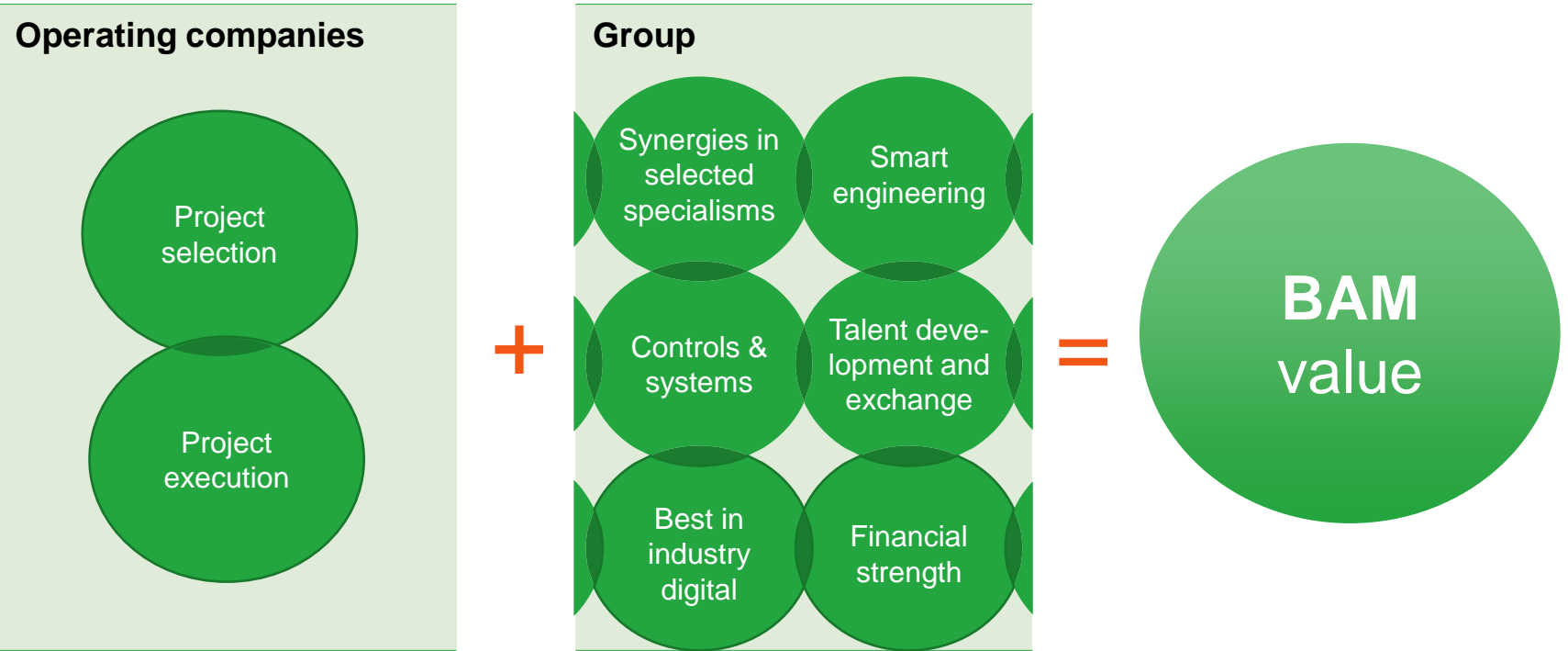
**Open collaboration**  
 "I share, so we all gain"

**Scalable learning**  
 "I ask, listen, and support, so that we learn collectively"



**Innovation**

# Capabilities

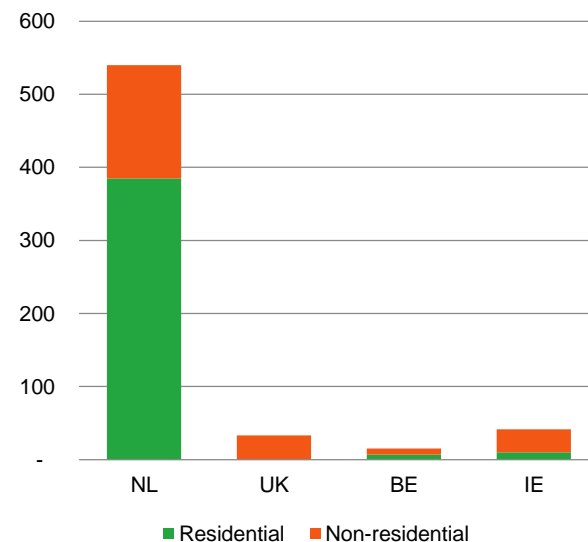


# Property investments

<i>(in € million, unless stated otherwise)</i>	Q4 2016	Q4 2015
Land and building rights	<b>387</b>	429
Property development	<b>243</b>	311
<b>Total investments (a)</b>	<b>630</b>	740
Non-recourse loans	<b>86</b>	116
Recourse loans	<b>69</b>	80
<b>Total loans (b)</b>	<b>155</b>	196
Property associates/JV/AHFS (c)	<b>146</b>	100
<b>Net investments (a)–(b)+(c)</b>	<b>621</b>	644

*(in € million)*

## Total investments (Q4 2016)



# PPP investments

<i>(in € million, unless stated otherwise)</i>	Q4 2016	Q4 2015
Investment equity <sup>1)</sup>	66	72
Committed equity <sup>2)</sup>	120	114
Total invested & committed equity	186	186
NPV Total invested & committed equity (A)	165	162
NPV Future equity cash inflows (B)	238	239
Estimated unrealised value (B) – (A)	73	77

<sup>1)</sup> BAM share invested in equity of PPP contracts

<sup>2)</sup> Excluding contracts in preferred bidder stage

## Net cash analysis

	2016	2015
Non recourse PPP loans	274	195
Non recourse project financing	94	124
Other project financing	119	133
<b>Total 'project related'</b>	<b>487</b>	<b>452</b>
Subordinated bank loan	-	124
Subordinated convertible bonds	113	-
Financial lease liabilities	7	14
Bank overdrafts and other loans	5	7
<b>Total interest-bearing debts</b>	<b>612</b>	<b>597</b>
Less: cash	739	637
<b>Net cash position</b>	<b>127</b>	<b>40</b>
<b>Recourse net cash position</b>	<b>495</b>	<b>359</b>



## Revenue sector/country

	Construction and Property	Civil engineering	PPP	Total
Netherlands	20%	17%	2%	<b>39%</b>
United Kingdom	18%	11%	0%	<b>29%</b>
Belgium/L'bourg	7%	4%	0%	<b>11%</b>
Germany/Swiss	6%	5%	1%	<b>12%</b>
Ireland	4%	1%	0%	<b>5%</b>
International	2%	2%	-	<b>4%</b>
<b>Total</b>	<b>57%</b>	<b>40%</b>	<b>3%</b>	<b>100%</b>
Revenue per sector/country 2016 as a percentage of gross total revenue 2016				

# Contact details

## BAM Investor Relations



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