











Results 2018

Amsterdam, 20 February 2019

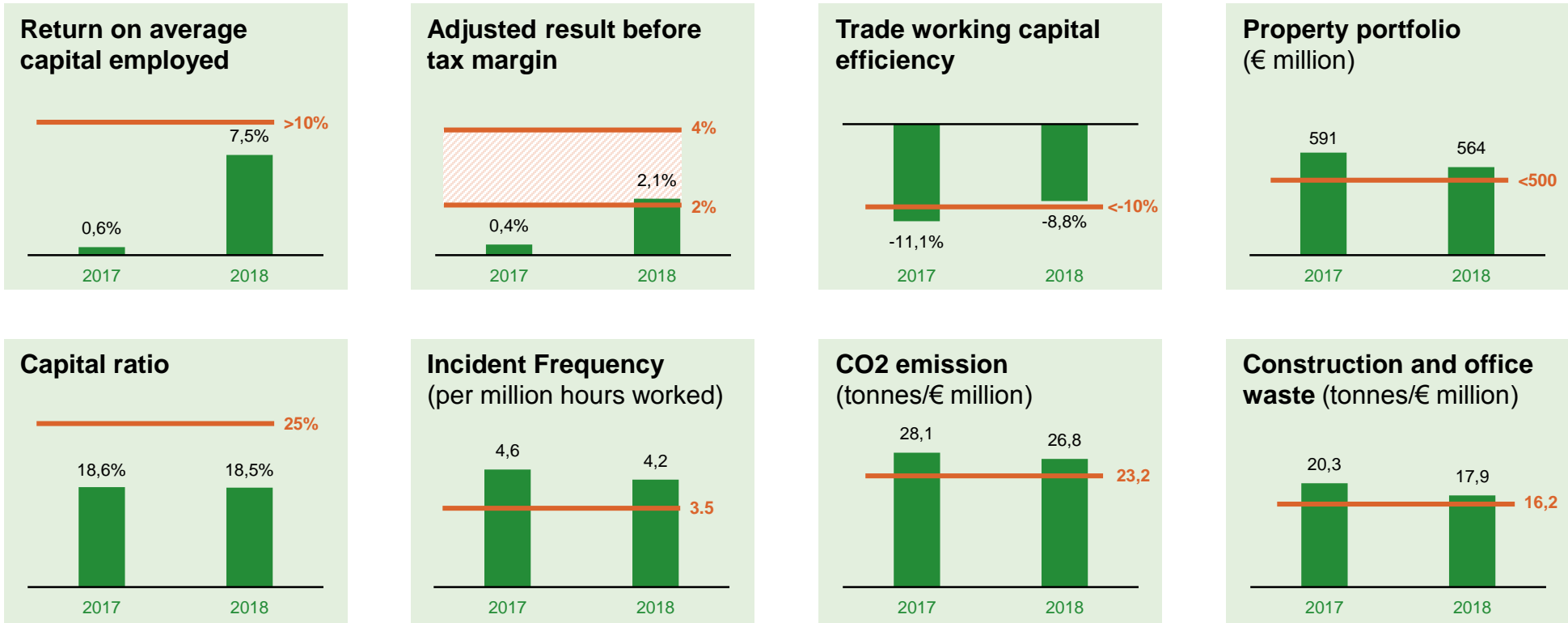


BAM delivers 2018 outlook with adjusted pre-tax result of €153.2 million

-  Adjusted pre-tax margin of 2.1% despite the impact of sea lock IJmuiden project (OpenIJ)
-  Construction and Property: good result benefitting from Dutch residential property, UK and Ireland
-  Civil engineering: strong performance in UK and Ireland, mainly offset by the Netherlands
-  PPP: solid performance from the existing portfolio
-  Order book growth driven by multi-year projects with firm focus on tender discipline
-  Positive cash flow with strong inflow in second half 2018
-  Non-cash impairments on Dutch regional property positions in Q3 and Dutch deferred tax asset in Q4
-  Dividend proposal of €0.14 (2017: €0.10) per share with scrip alternative and buy-back to offset dilution



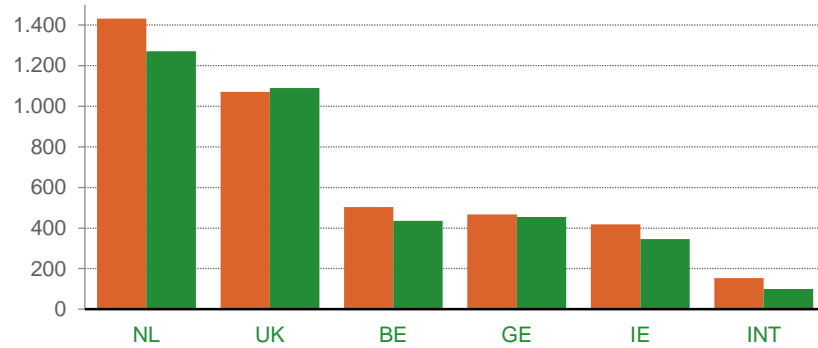
Targets 2020



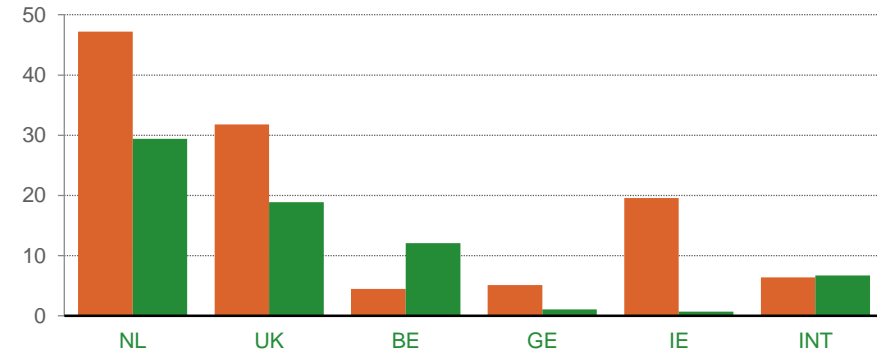
Construction and Property

(in € million)

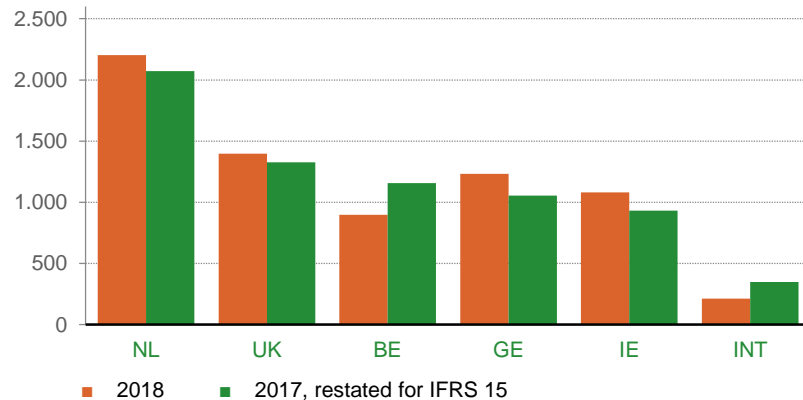
Revenue



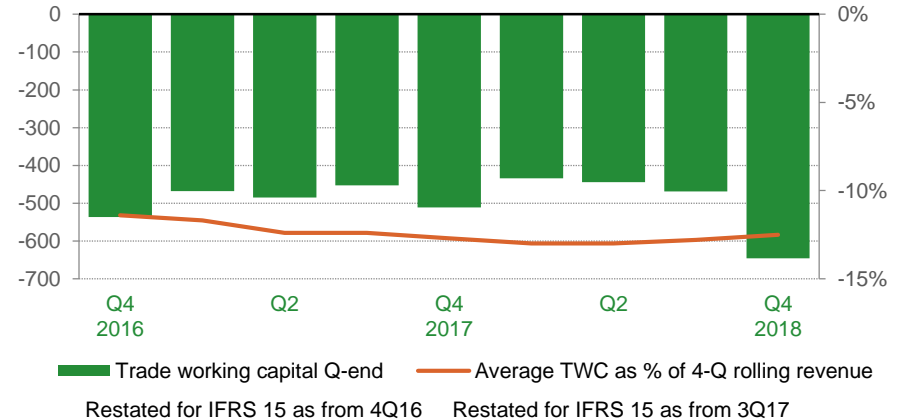
Result



Order book



TWC efficiency

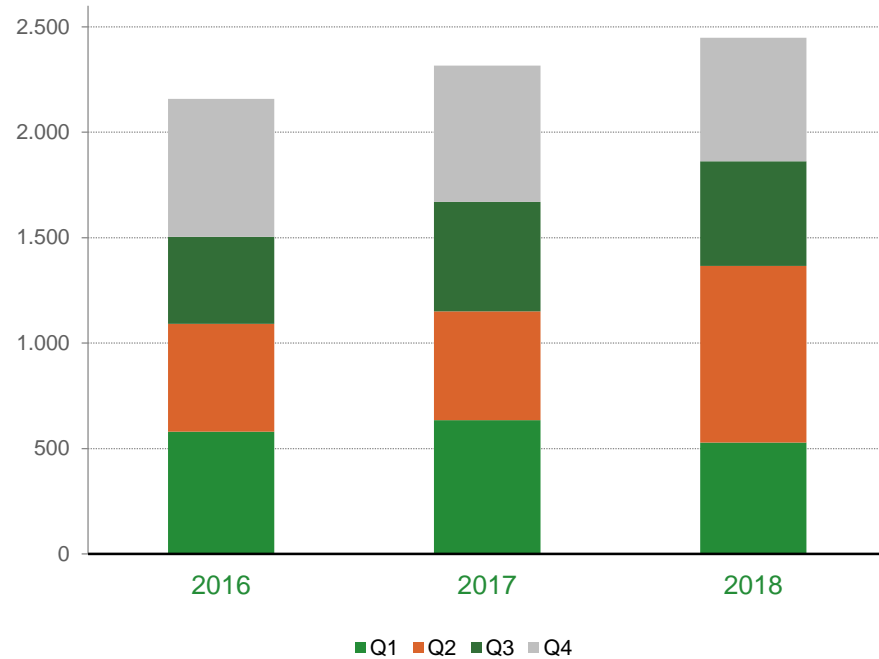




Construction and Property

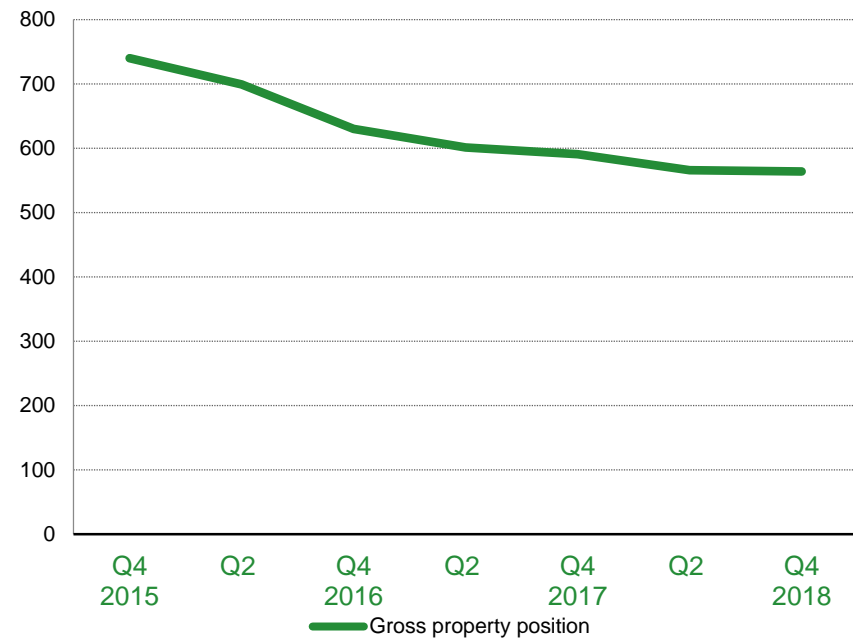
(in € million)

Dutch house sales



Gross property position

(in € million)





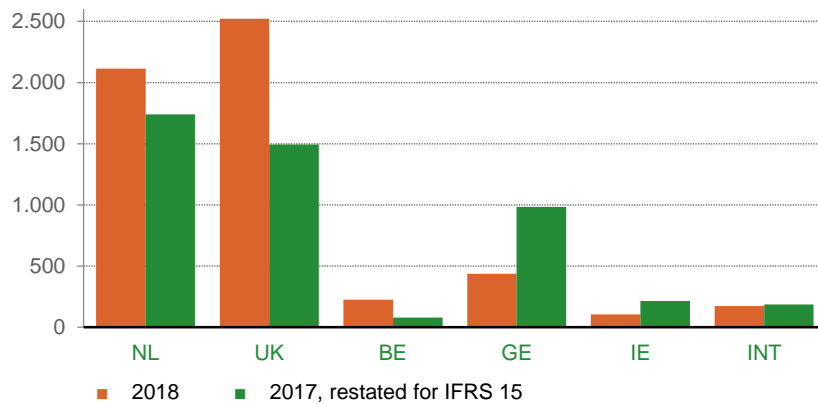
Civil engineering

(in € million)

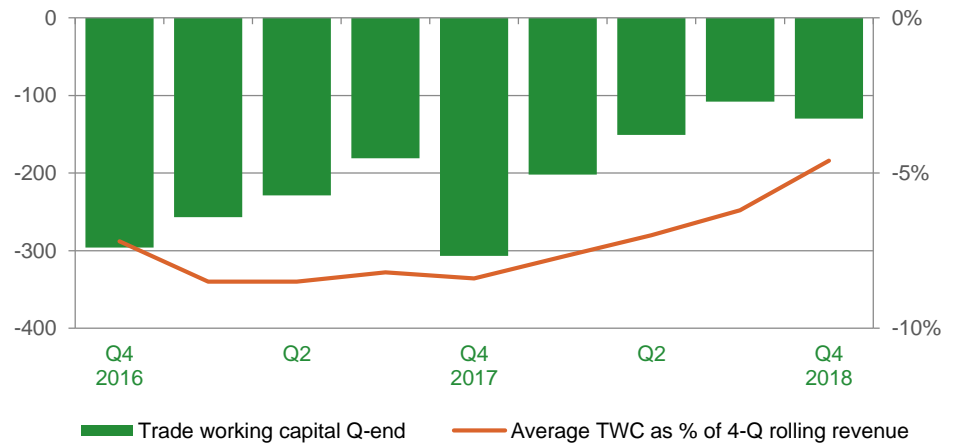
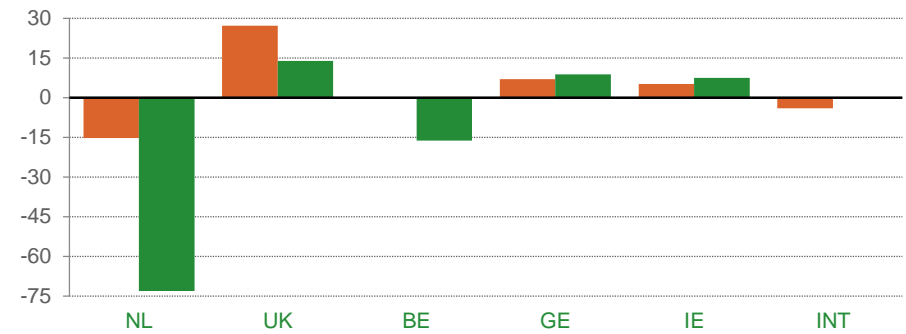
Revenue



Order book



Result



Restated for IFRS 15 as from 4Q16 Restated for IFRS 15 as from 3Q17



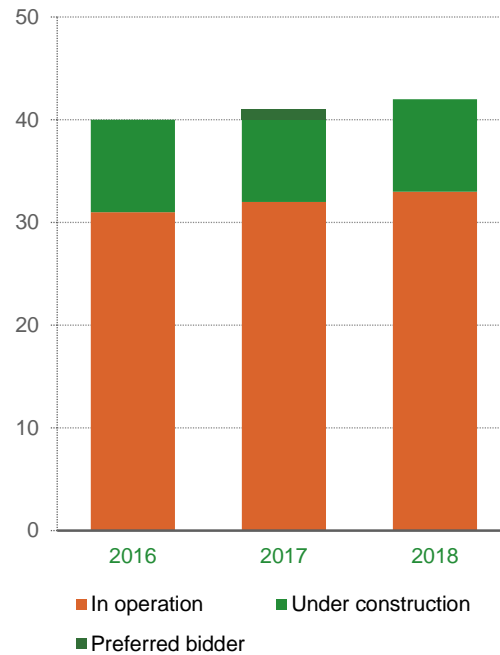


PPP

(in € million)

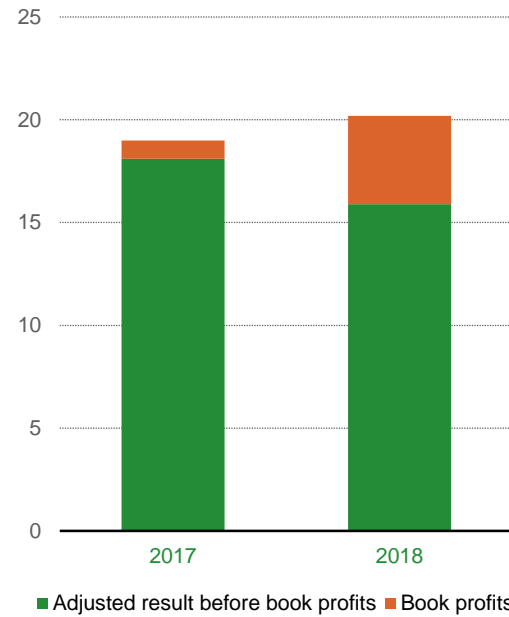
Portfolio

(number)



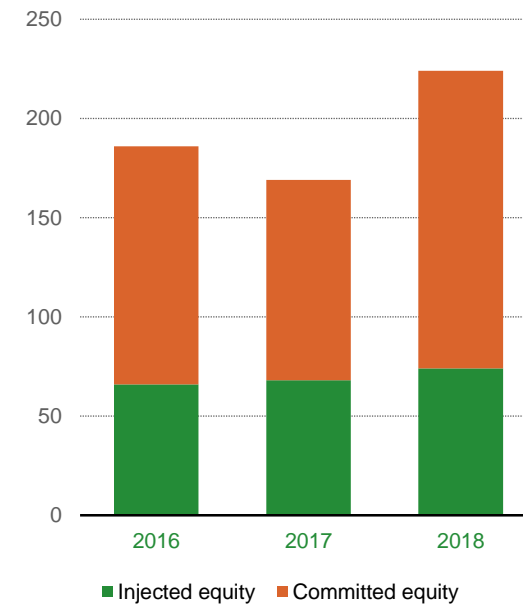
Results*

(in € million)



Investment

(in € million)





Accounting changes

- **IFRS 15: Revenue recognition**
- **IFRS 11: Joint arrangements – German Argen**
- **IFRS 16: Leases**

Income statement

(in € million, unless stated otherwise)

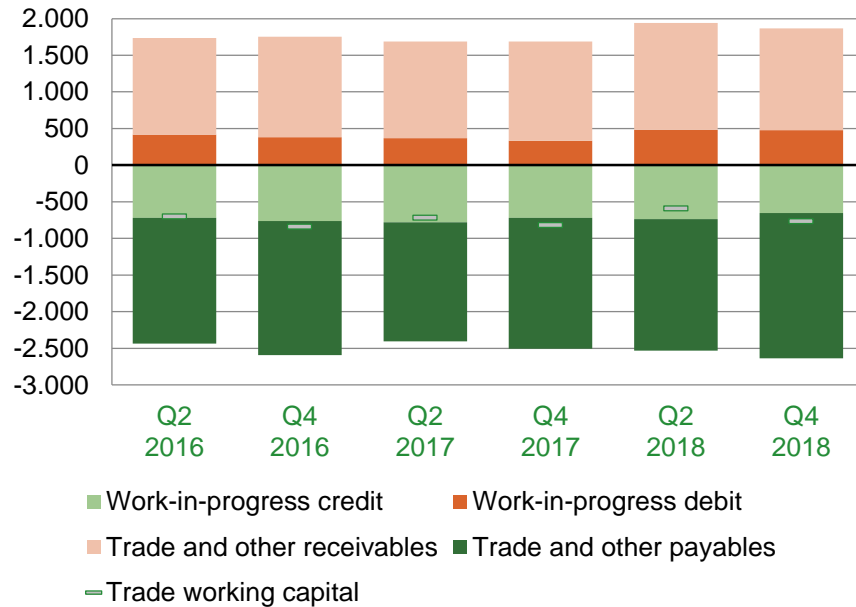
	2018	Margin	2017*	Margin
Total sectors	154.2	2.1 %	29.3	0,4 %
Group overhead	2.0		-3.5	
Group interest charge	-3.0		-0.9	
Adjusted result before tax	153.2	2.1%	24.9	0.4%
Restructuring	-3.8		-0.1	
Impairments	-23.8		-4.8	
Pension one-off	-11.1		-	
Result before tax	114.5		20.0	
Income tax	-90.1		-32.9	
Non-controlling interest	-0.6		-0.9	
Net result	23.8	0.3%	-13.8	Neg.

* Restated for IFRS 15, where applicable

Trade working capital

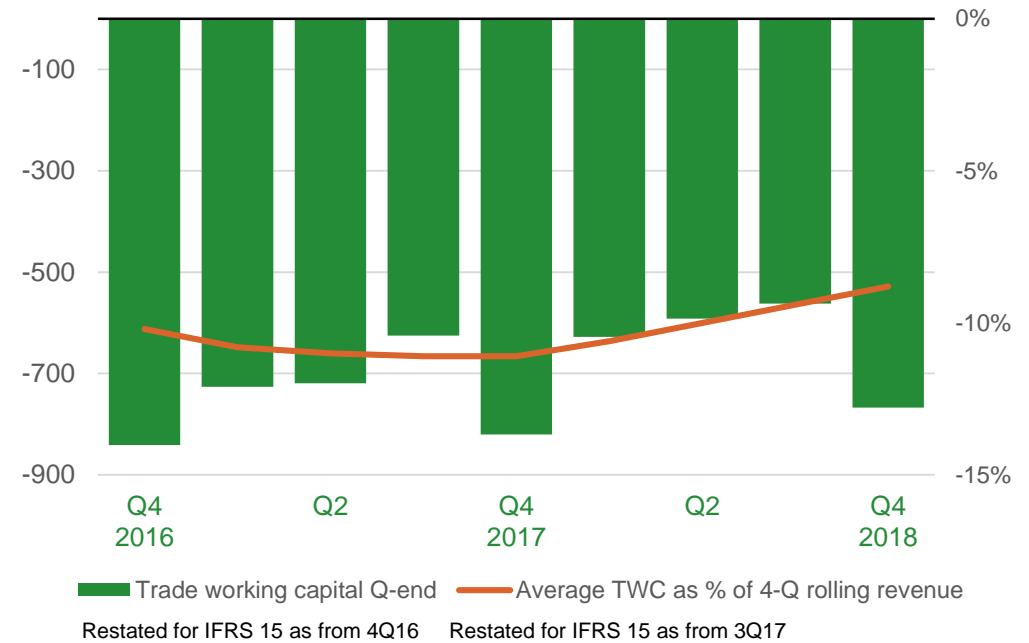
Trade working capital

(in € million)



Trade working capital

(in € million and TWC as %)



Cash flow

(in € million, unless stated otherwise)

	2018	2017*
Net cash result	171	78
Investments (I)TFA	-71	-83
Δ Trade working capital	-60	-39
Net investment Property	6	80
Net investment PPP	6	1
Δ Other working capital	47	-24
Business cash flow	99	13
Dividend	-11	-7
Restructuring	-11	-25
Pensions (additional)	-12	-12
Other	-17	-12
Δ Cash position	48	-43

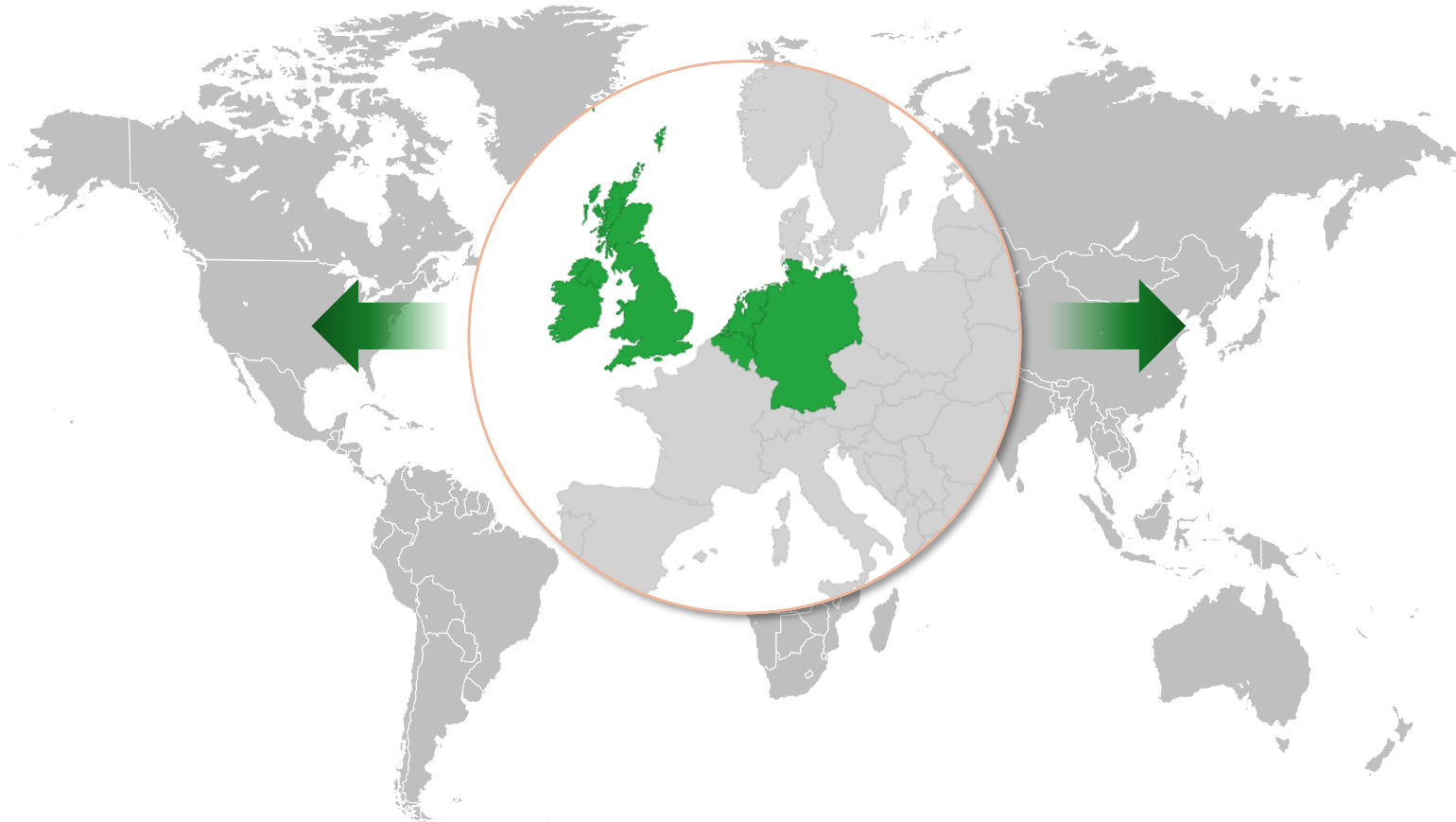
* Restated for IFRS 15, where applicable

Financial position

(in € million, unless stated otherwise)

	2018	2017*
Cash position	744	696
Interest-bearing debt	-343	-503
Net cash position	401	193
Recourse net cash position	528	458
Capital ratio	18.5%	18.6%
Return on average capital employed	7.5%	0.6%

Market conditions



Order book

(in € million, unless stated otherwise)

	2018	2017
Construction and Property	7,025	6,895
Civil engineering	5,577	4,694
PPP	202	210
Eliminations and other	-104	-199
Total sectors	12,700	11,600



Outlook

For 2019, BAM expects the revenue to be around €7 billion and aims to further improve the adjusted result before tax margin within the strategic target range of 2 to 4%.



Dividend 2018

BAM proposes a dividend of 14 euro cents per ordinary share. This equates to a payout ratio of 40% of net result after adjustment for the non-operational and non-cash impairment of the deferred tax asset.

The dividend will be paid in cash, with a scrip alternative. BAM will repurchase shares to offset the dilution.



Annexes

Strategy: Building the present, creating the future

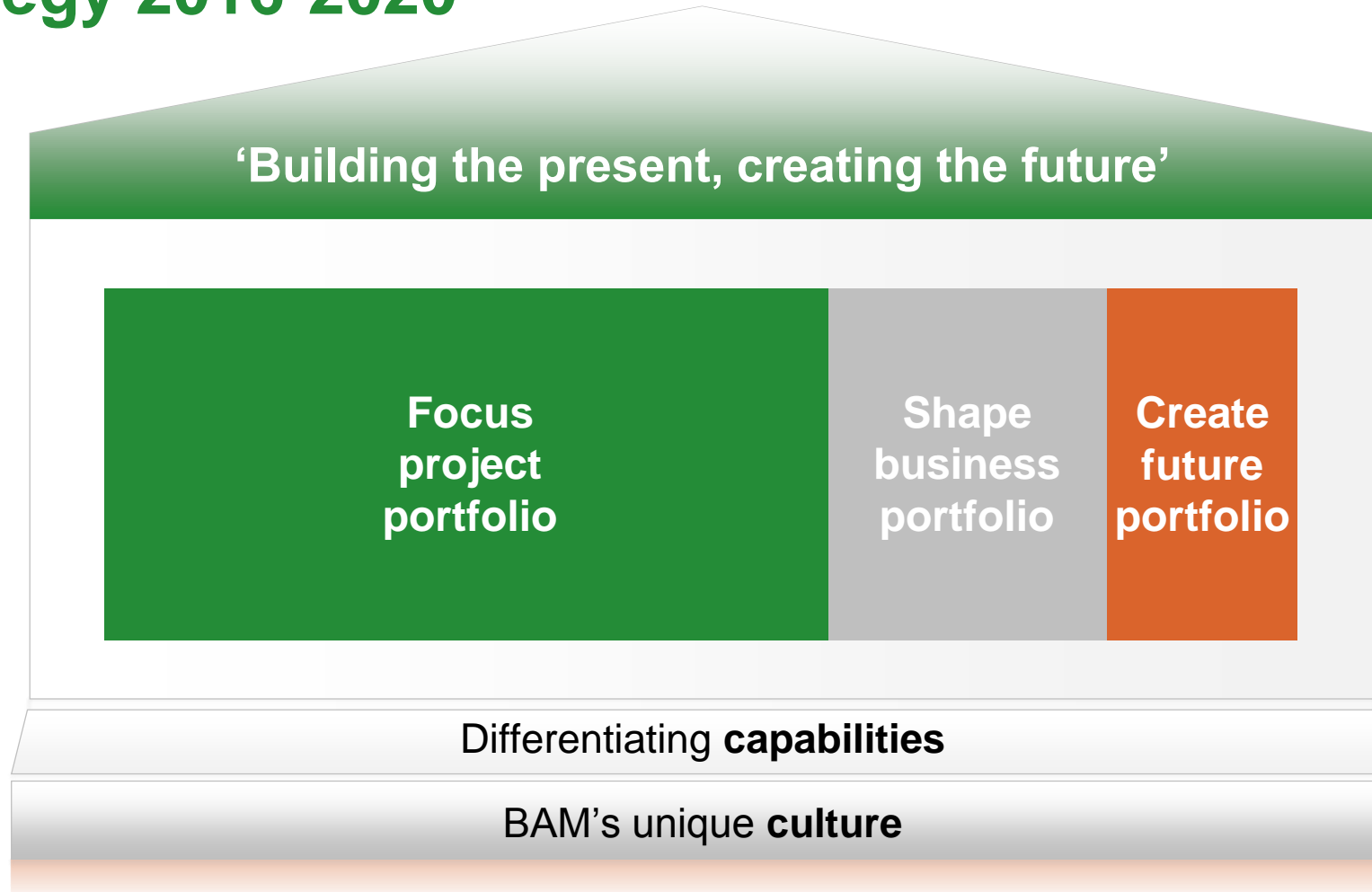
Property investments

PPP investments

Net cash analysis

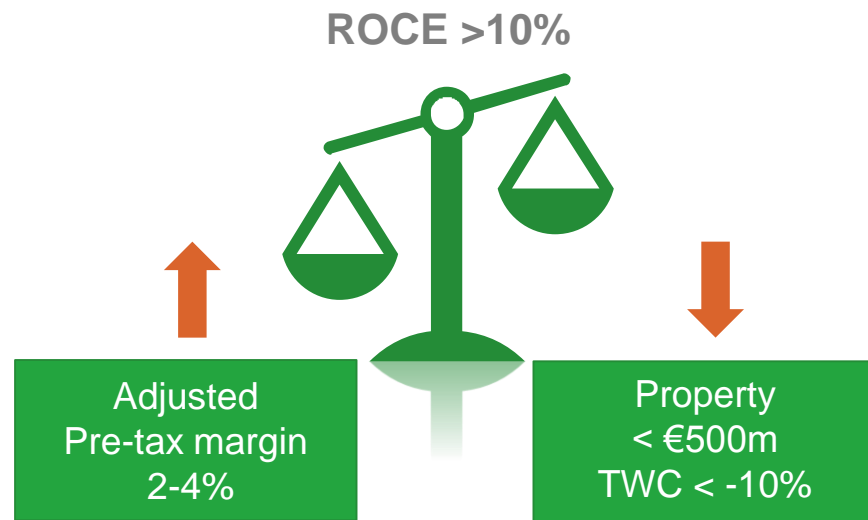
Revenue sector/country

Strategy 2016-2020



Targets 2020

Profit



People

Safety IF < 3.5

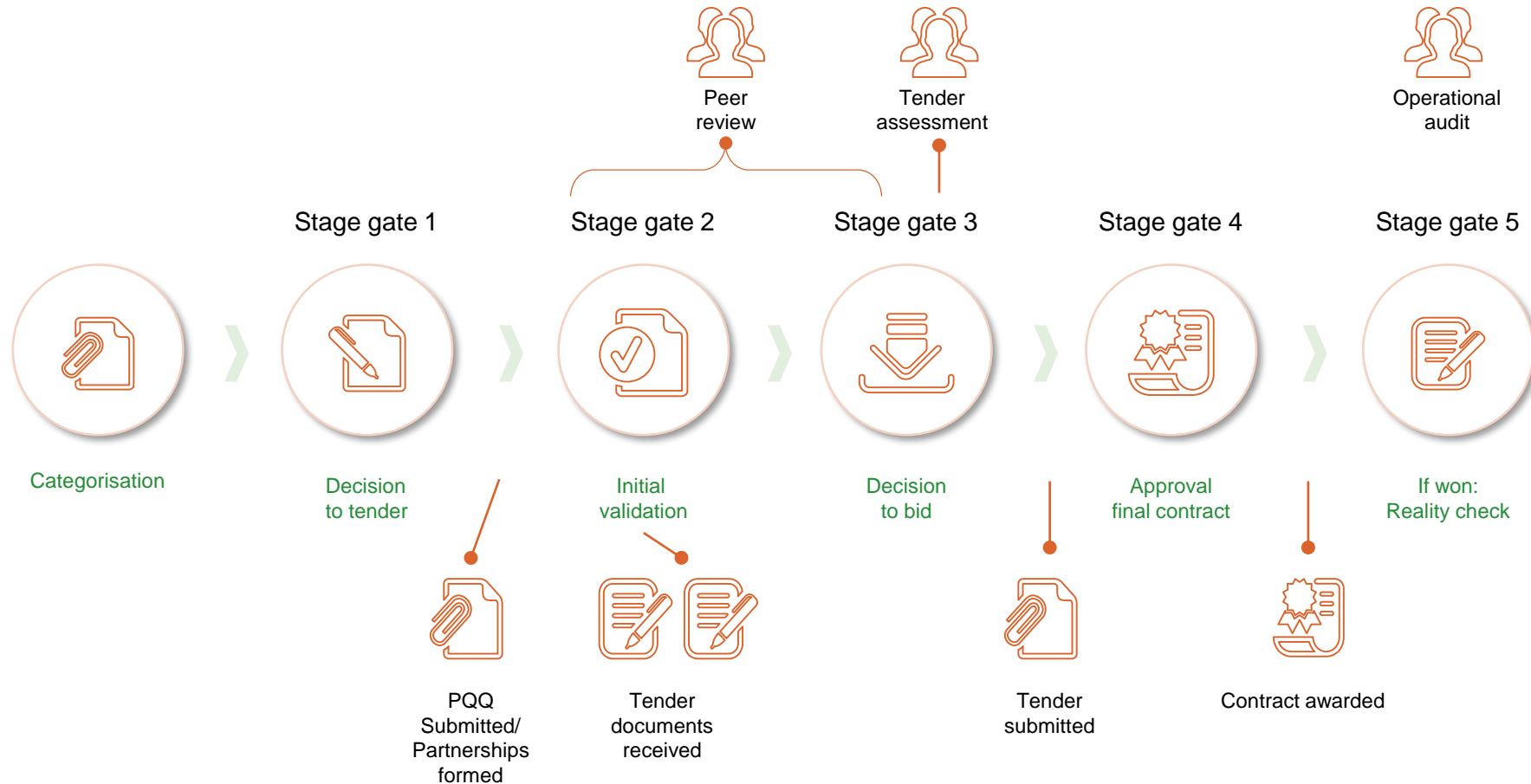


Planet

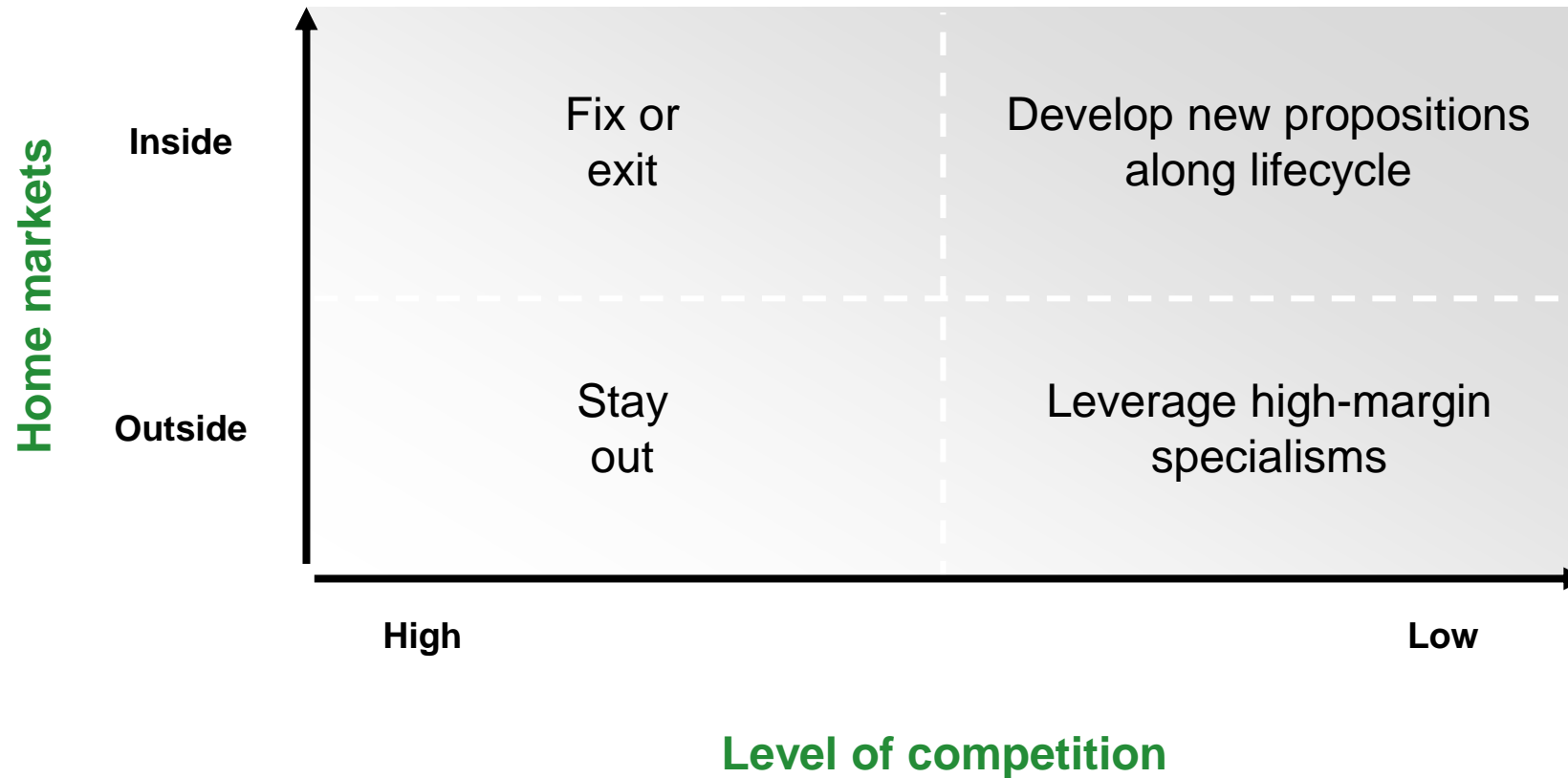
Net positive impact



Focusing project portfolio

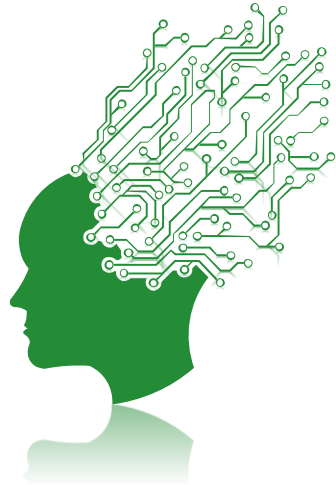


Shape business portfolio



Create future portfolio





Digital construction process

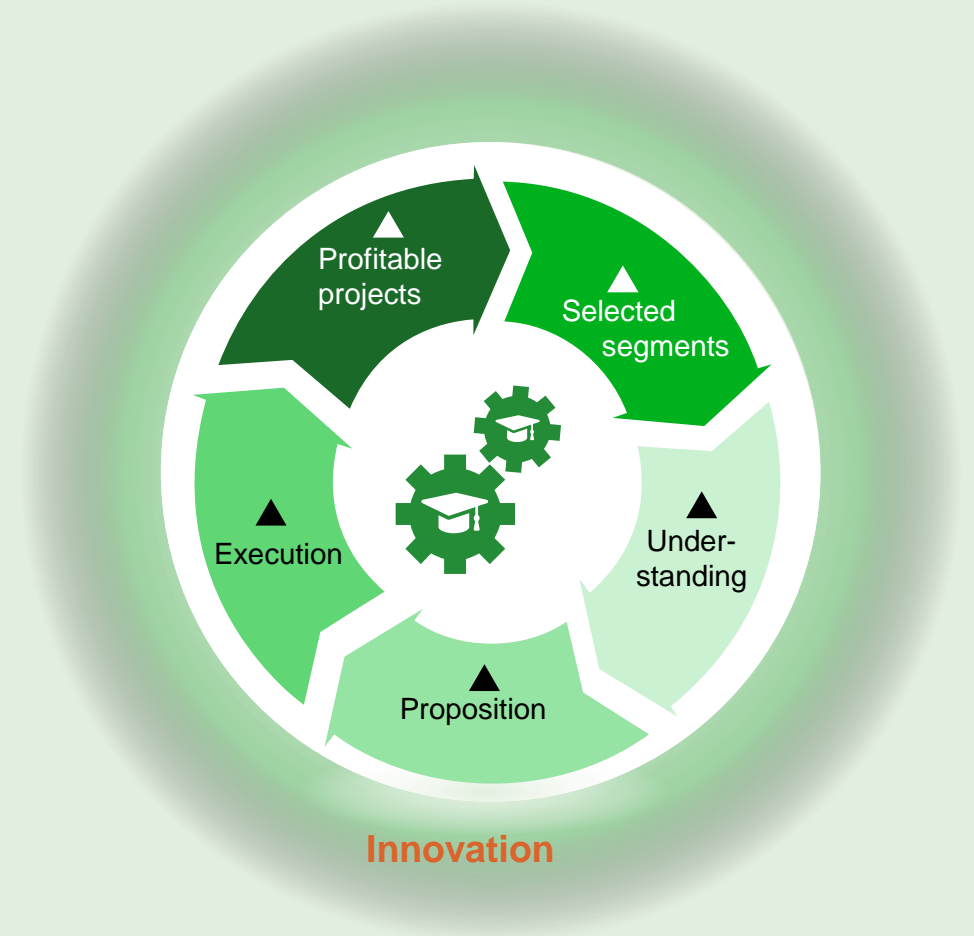


Digital built environment



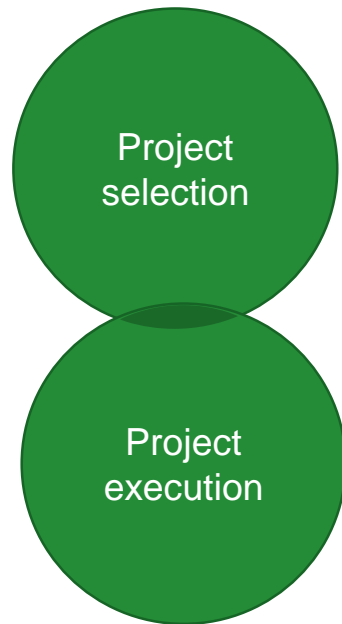
Culture

-  Predictable performance
-  Proactive ownership
-  Open collaboration
-  Scalable Learning

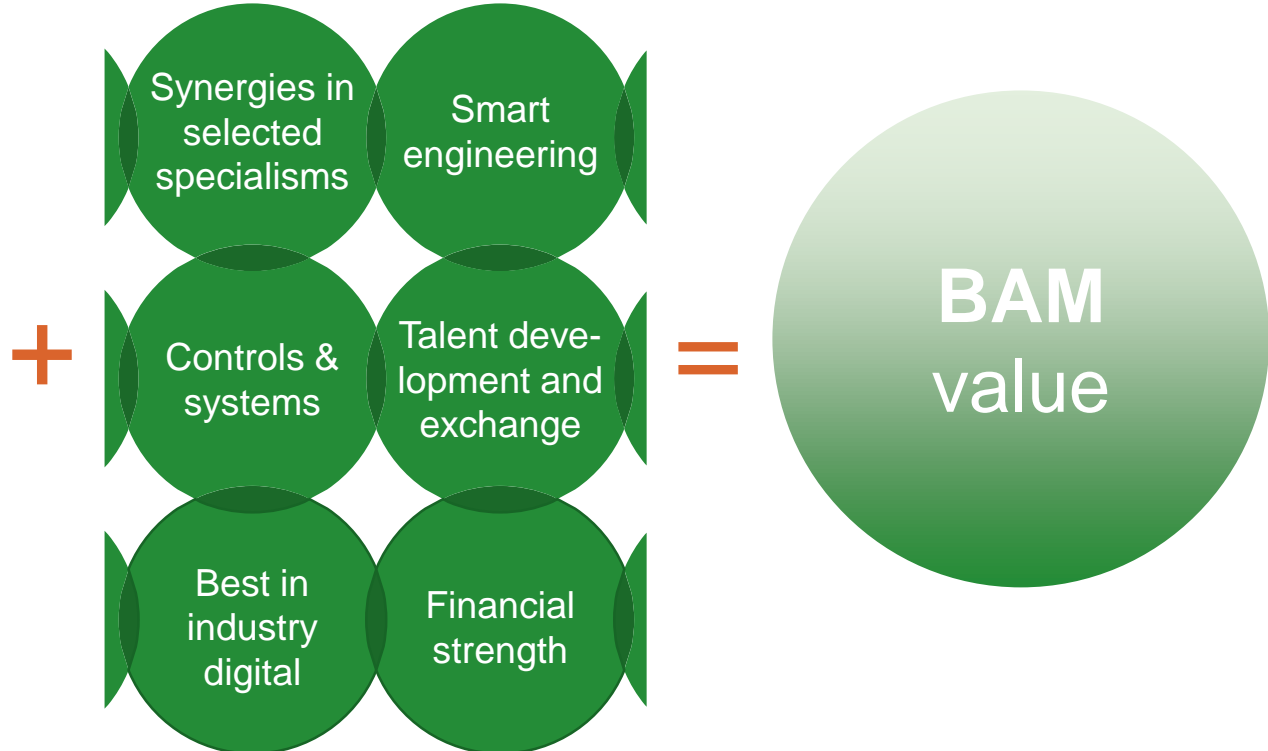


Capabilities

Operating companies



Group

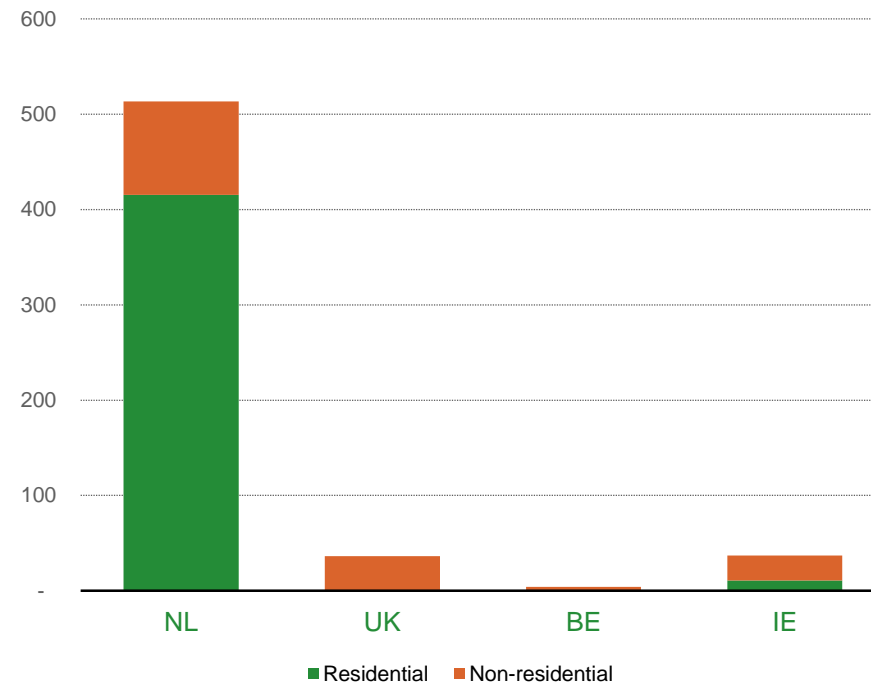


Property investments

(in € million, unless stated otherwise)

	2018	2017
Land and building rights	354	416
Property development	210	175
Total investments (a)	564	591
Non-recourse loans	79	69
Recourse loans	53	75
Total loans (b)	132	144
Property associates/JV/AHFS (c)	118	113
Net investments (a)–(b)+(c)	550	560

Total investments
(in € million)



PPP investments

(in € million, unless stated otherwise)

	2018	2017
Invested equity ¹⁾	75	68
Committed equity ²⁾	145	101
Total invested & committed equity	220	169
Of which committed equity by PGGM	105	70
Estimated unrealised value based on cash flows	75	75

Net cash analysis

(in € million, unless stated otherwise)

	2018	2017
Non-recourse PPP loans	43	190
Non-recourse project financing	84	75
Other project financing	67	105
Total 'project related'	194	370
Subordinated convertible bonds	118	115
Financial lease liabilities	25	13
Bank overdrafts and other loans	6	5
Total interest-bearing debts	343	503
Less: cash	744	696
Net cash position	401	193

Revenue sector/country

(in € million)

	Construction and Property	Civil engineering	PPP	Total
Netherlands	19%	19%	0%	38%
United Kingdom	15%	13%	0%	28%
Belgium/Luxembourg	7%	3%	0%	10%
Germany/Swiss	6%	6%	0%	12%
Ireland	6%	1%	0%	7%
International	2%	3%	-	5%
Total	55%	45%	0%	100%



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