



# Trading update third quarter 2019

Bunnik, the Netherlands, 7 November 2019

## BAM reports adjusted pre-tax result of €20.5 million in first nine months, reiterates full year outlook



In Q3, adjusted pre-tax result of €47.7 million



Solid contributions from Construction and Property led by Dutch residential, and from PPP



Civil engineering recovered in the third quarter, except at BAM International



Order book lower due to focus on quality above quantity and some specific market developments



Positive momentum in trade working capital efficiency; further increase in cash position in Q3







## Outlook

For 2019, BAM expects an adjusted profit before tax margin of around 1 per cent, with revenue slightly higher than 2018

# Annexes

Strategy: Building the present, creating the future

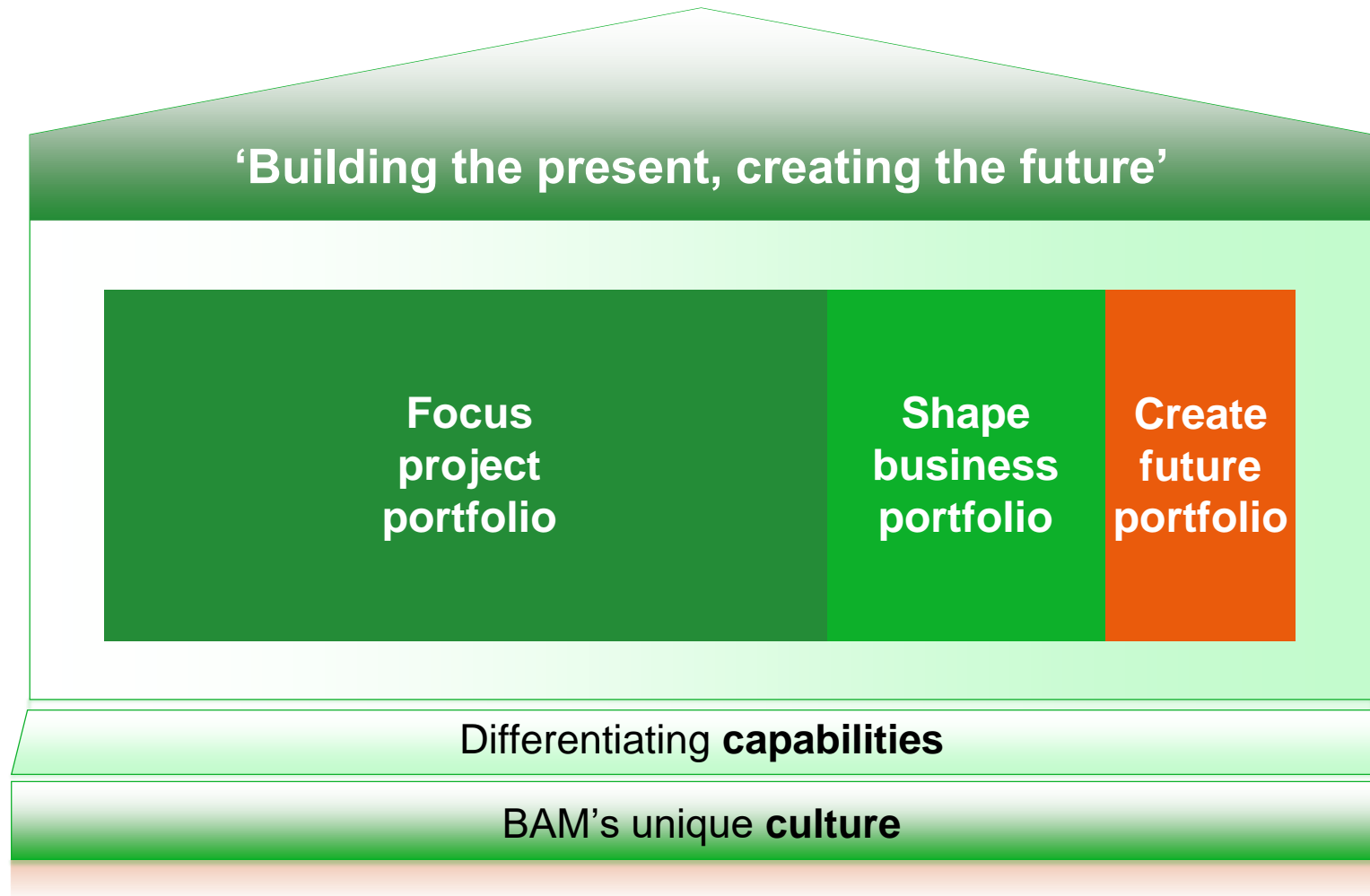
Property investments

PPP investments

Net cash analysis

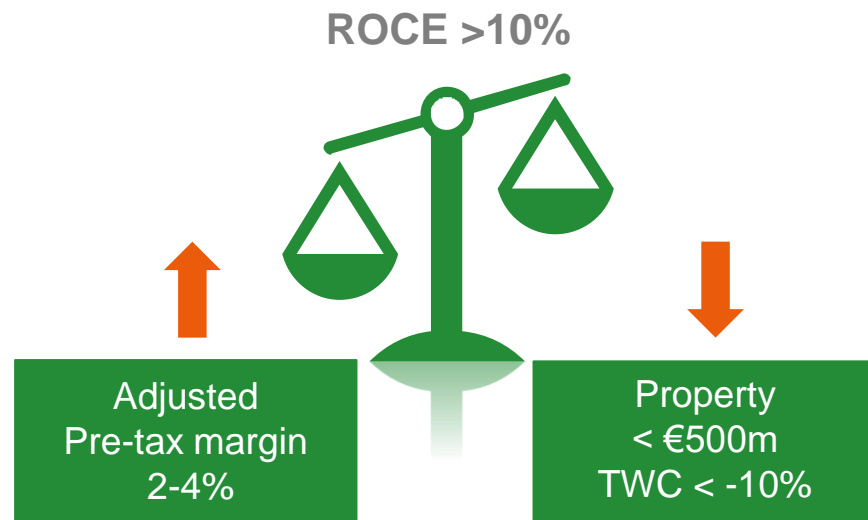
Revenue sector/country

# Strategy 2016-2020



# Targets 2020

## Profit



## People

Safety IF < 3.5

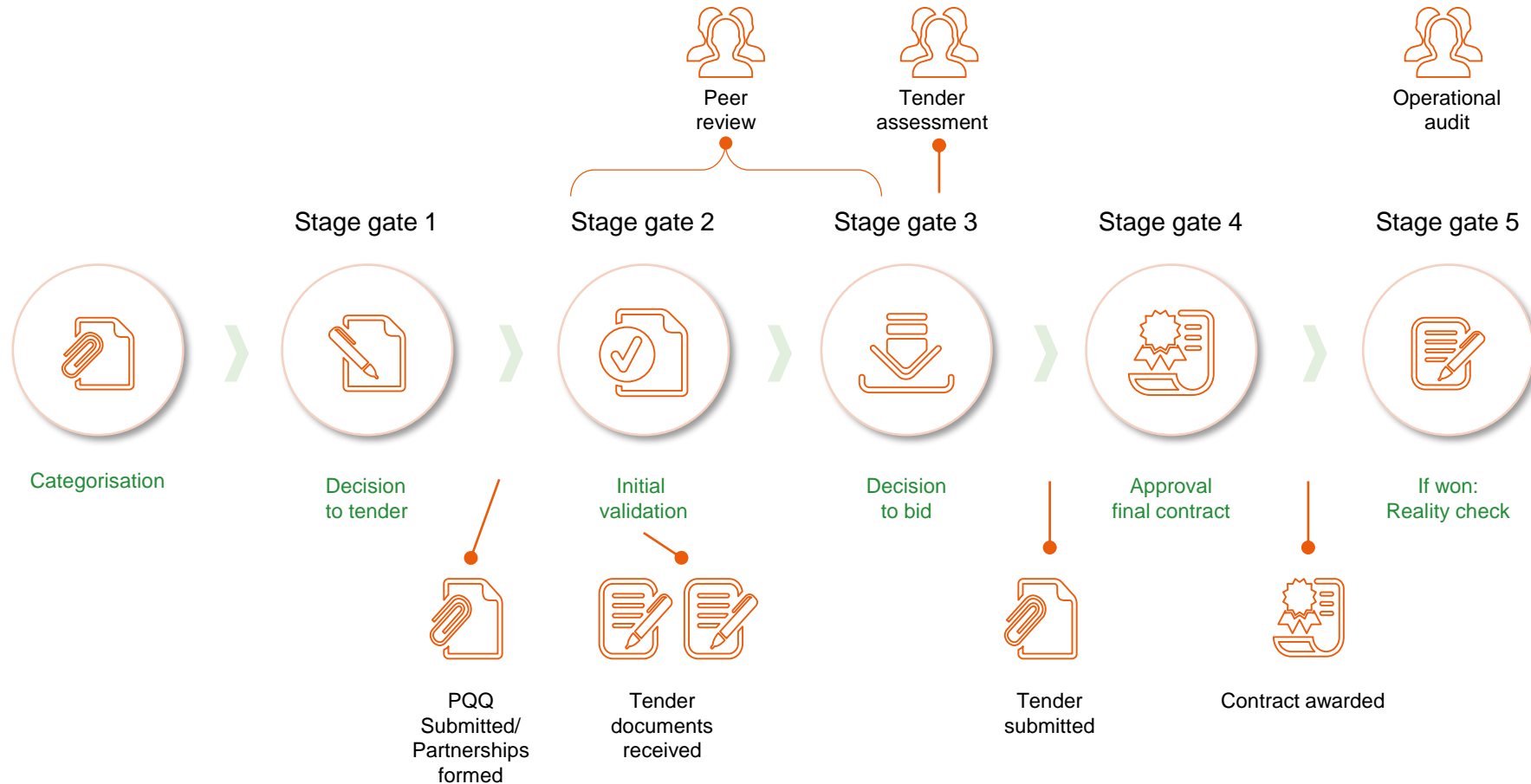


## Planet

Net positive impact

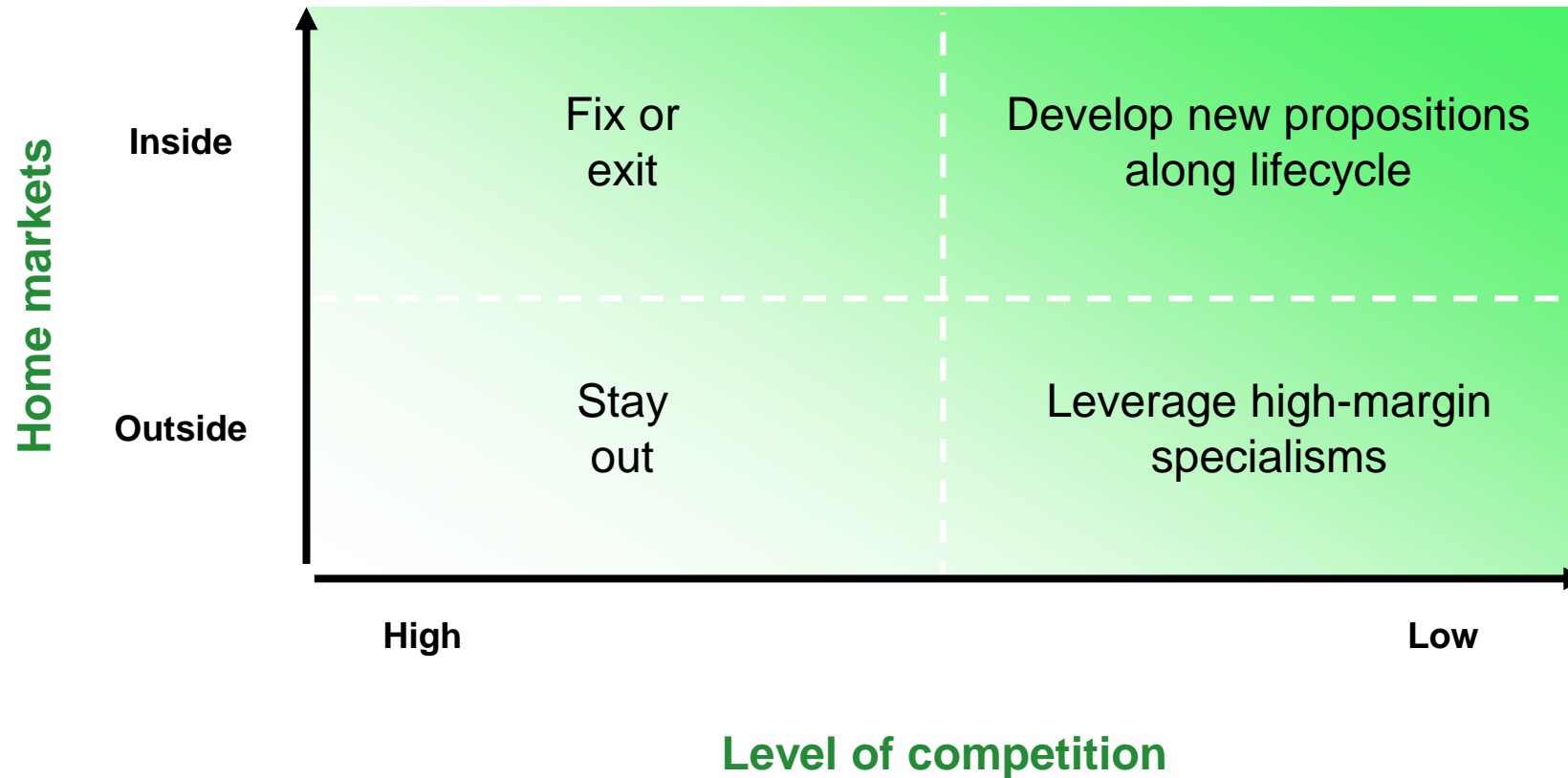


# Focusing project portfolio



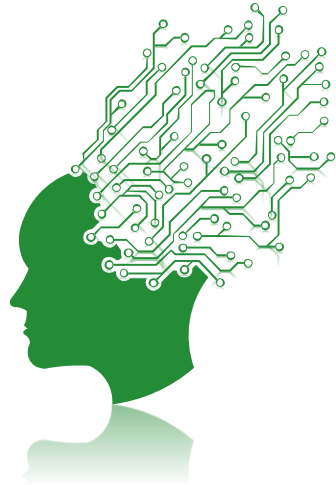


# Shape business portfolio



# Create future portfolio





## Digital construction process

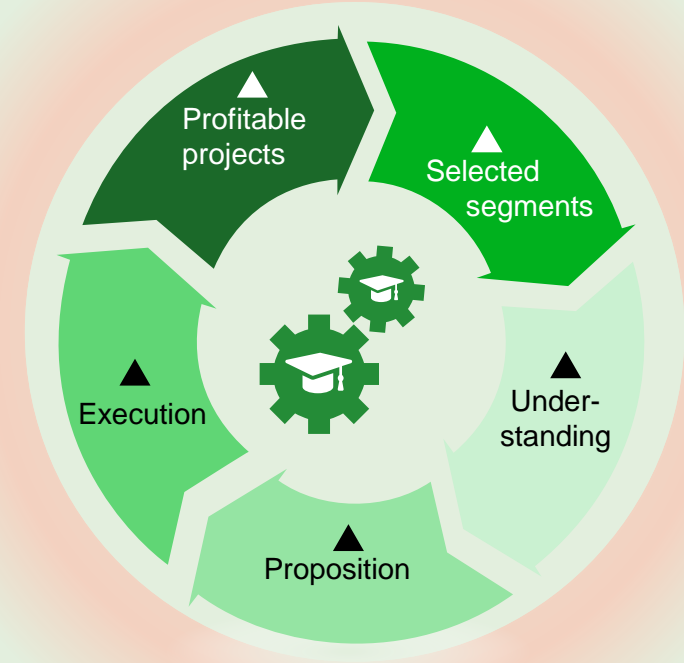


## Digital built environment



# Culture

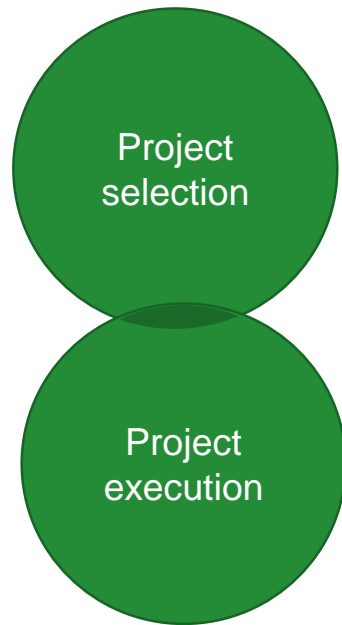
-  Predictable performance
-  Proactive ownership
-  Open collaboration
-  Scalable Learning



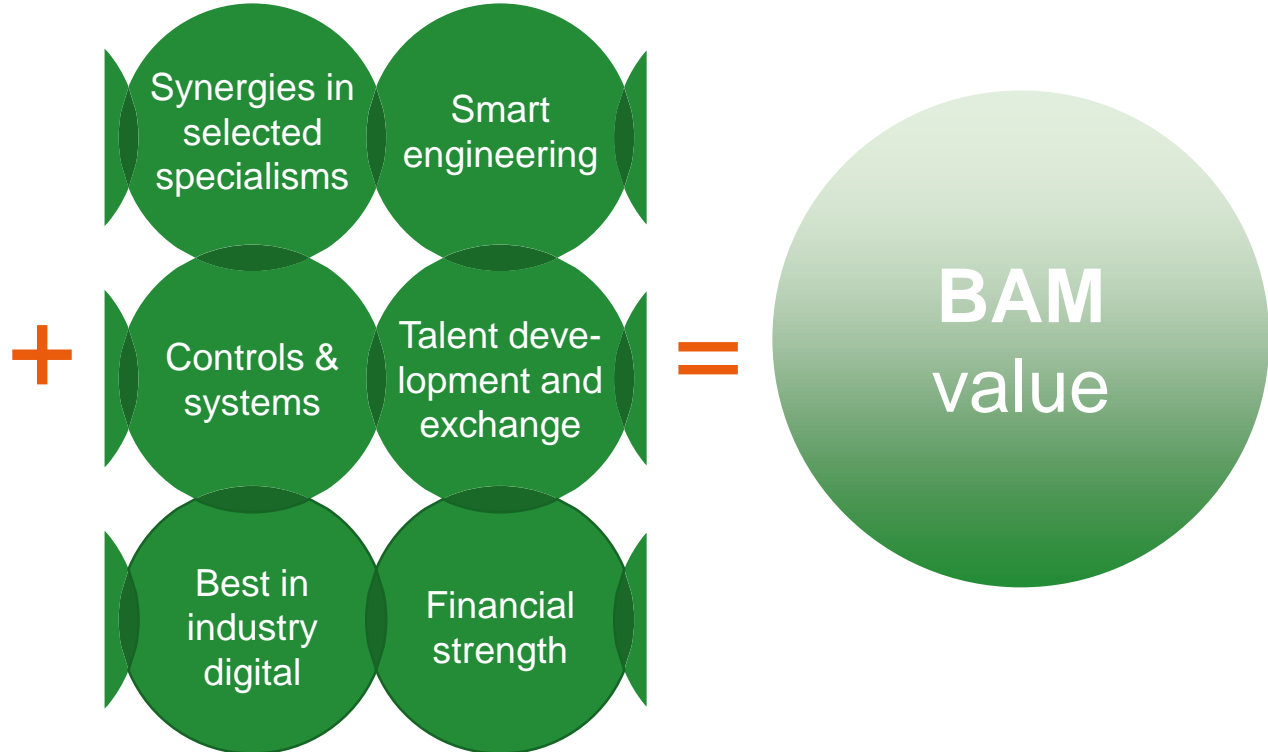
**Innovation**

# Capabilities

Operating companies



Group



## Property investments

<i>(in € million, unless stated otherwise)</i>	30 June 2019	31 December 2018
Land and building rights	348	354
Property development	184	210
<b>Total investments (a)</b>	<b>533</b>	<b>564</b>
Non-recourse loans	48	79
Recourse loans	56	53
<b>Total loans (b)</b>	<b>104</b>	<b>132</b>
Property associates/JV/AHFS (c)	141	118
<b>Net investments (a)–(b)+(c)</b>	<b>570</b>	<b>550</b>



# PPP investments

<i>(in € million, unless stated otherwise)</i>	30 June 2019	31 December 2018
Invested equity <sup>1)</sup>	78	75
Committed equity <sup>2)</sup>	142	145
Total invested & committed equity	219	220
Of which committed equity by PGGM	109	105
Estimated unrealised value based on cash flows	78	75

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

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

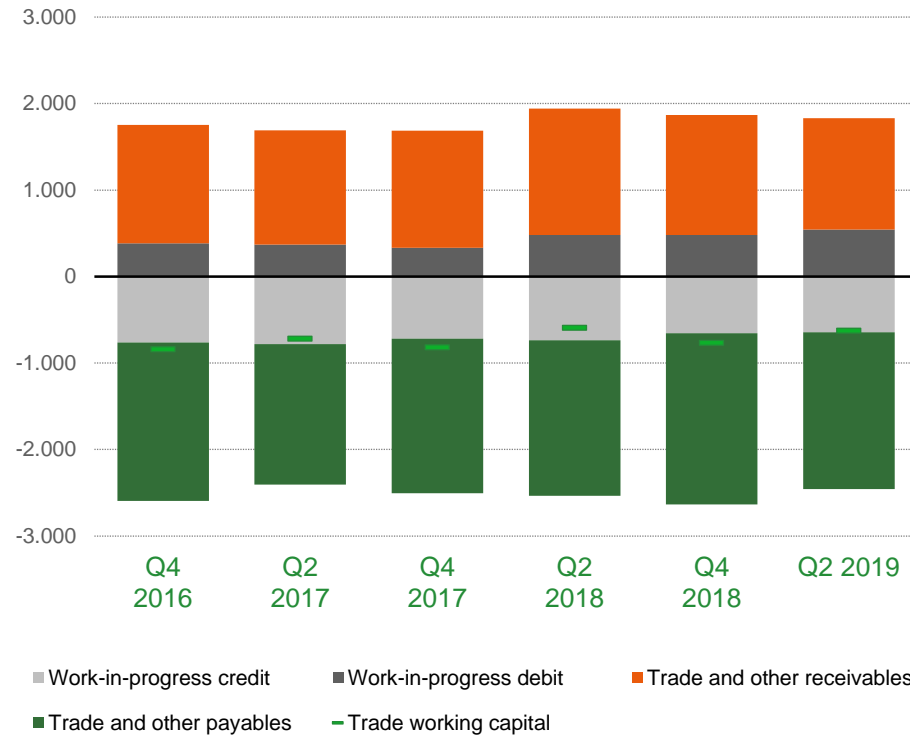
## Net cash analysis

<i>(in € million, unless stated otherwise)</i>	30 June 2019	31 December 2018
Non-recourse PPP loans	41	43
Non-recourse project financing	52	84
Other project financing	70	67
<b>Total 'project related'</b>	<b>163</b>	194
Subordinated convertible bonds	119	118
Financial lease liabilities		25
Bank overdrafts and other loans	6	6
<b>Total interest-bearing debts</b>	<b>288</b>	343
Less: cash	449	744
<b>Net (debt) cash position (before IFRS 16 leases)</b>	<b>161</b>	401
Lease Liabilities (IFRS 16)	<b>283</b>	
<b>Net (debt) cash after IFRS 16 leases</b>	<b>-122</b>	

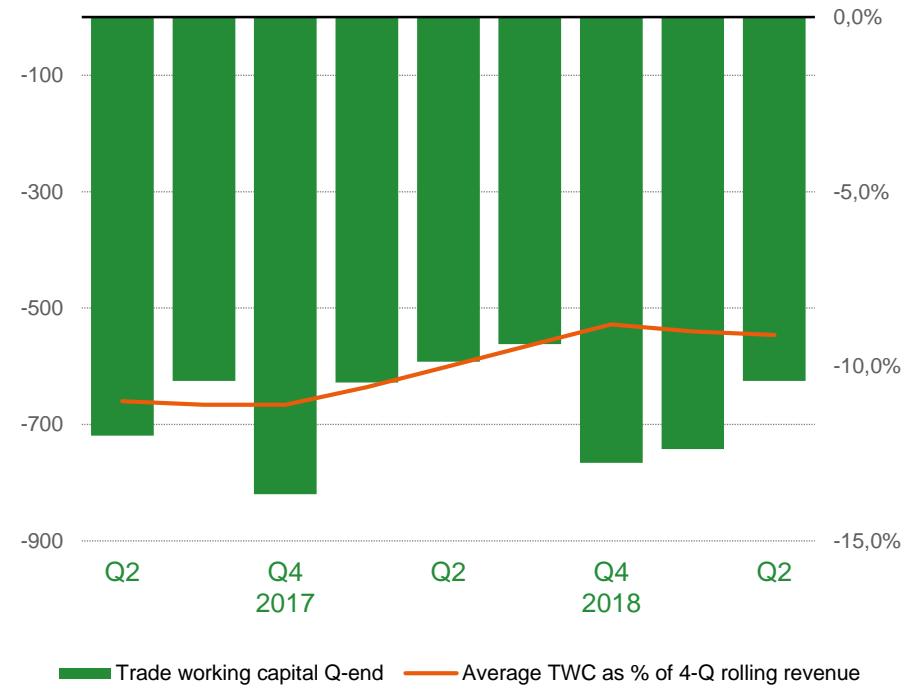
Note, BAM adopted IFRS 16 from 1 January 2019, 2018 not restated

# Trade working capital

**Trade working capital**  
(in € million)



**Trade working capital**  
(in € million and TWC as %)



## Revenue sector/country

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

Revenue per sector/country 2018 as a percentage of gross total revenue 2018



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