

First half-year 2024 results

BAM reports €126 million adjusted EBITDA in first half-year

Royal BAM Group nv

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Key points first half-year 2024

BAM adjusted EBITDA to €126 million in first half-year, an increase of 6%

Revenue		Adjusted EBITDA	
€3,149m	2023 H1 €2,969m	€126.4m	2023 H1 €119.4m

Net result to shareholders		Adjusted EBITDA margin	
€54.9m	2023 H1 €60.2m	4.0%	2023 H1 4.0%

Earnings per share		TWC efficiency	
€0.20	2023 H1 €0.22	-11.3%	2023 FY -13.2%

Net cash position (before lease liabilities)		Order book	
€394m	2023 H1 €614m	€11.0bn	2023 FY €9.8bn

- Revenue increased by 6% versus H1 2023, mainly driven by division Netherlands
- Adjusted EBITDA was €126m, reflecting margin of 4.0%
- Net result of €55m, reflecting earnings per share of €0.20 (2023 H1: €0.22)
- Liquidity position remained solid at €453m (net cash position at €394m), while trade working capital efficiency normalised to -11.3% (FY 2023: -13.2%)
- Capital ratio improved to 24.5% (23.4% year-end 2023)
- Order book increased by 12% to €11 billion with continued focus on quality above volume

Division Netherlands



Performance division Netherlands

Adjusted EBITDA increased in first half-year 2024, despite impact of two schools in Denmark

(x € million)	H1 2024		H1 2023	
	Revenue	Result	Revenue	Result
Construction and Property	1,063	40.5	962	29.1
Civil engineering	446	29.0	400	28.5
Other, eliminations and miscellaneous	-15	0.4	-14	-2.5
Total division Netherlands	1,494	69.9	1,348	55.1
Trade working capital efficiency		-11.7%		-13.1%
Revenue growth		11%		-3%
Adjusted EBITDA margin		4.7		4.1%
	H1 2024		FY 2023	
Order book		5,081		4,917
Order book growth		3%		13%

- Revenue increased by 11% to €1.5bn
- Adjusted EBITDA €69.9m (H1 2023: €55.1m), reflecting margin of 4.7% (H1 2023: 4.1%)
- Strong contribution of residential construction and property, result includes negative financial impact of two schools in Denmark
- Home sales 832 (H1 2023: 577); sales of approximately 1,700 homes expected in full-year 2024 (in line with 2023)
- Continued solid operational performance civil engineering
- Order book increased by 3% to €5.1bn

Division United Kingdom and Ireland



Performance division United Kingdom and Ireland

Lower adjusted EBITDA in first half-year, solid performance of civil engineering, ventures and Ireland

(x € million)	H1 2024		H1 2023	
	Revenue	Result	Revenue	Result
Construction UK	468	-23.2	498	15.5
Civil engineering UK	758	42.8	648	16.9
Ventures UK (including property)	152	15.5	199	23.7
Ireland	258	15.3	246	9.2
Other, eliminations and miscellaneous	-49	0.7	-32	-2.4
Total division UK and Ireland	1,586	50.7	1,559	62.9
Trade working capital efficiency		-10.6		-16.4%
Revenue growth ¹		2%		1%
Adjusted EBITDA margin		3.2%		4.0%
		H1 2024		FY 2023
Order book		5,541		4,533
Order book growth		22%		-16%

- Revenue increased by 2%, supported by high activity levels in civil engineering
- Adjusted EBITDA €51m (H1 2023: €63m), reflecting margin of 3.2% (H1 2023 H1: 4.0%)
- Construction UK result impacted by Co-op Live
- Solid performance Civil engineering UK, supported by high activity level
- Ventures contributed well, comparator H1 2023 benefitted from divestment office building
- Strong performance Ireland, National Children's Hospital (NCH) is progressing
- Order book increased by 22%, mainly driven by civil engineering. Hesitation in non-residential construction

Financial review



Income statement

Adjusted EBITDA of €126 million (+6%), and net result of €55 million in first half-year 2024

(x € million)	H1 2024	H1 2023
Division Netherlands	69.9	55.1
Division United Kingdom and Ireland	50.7	62.9
Germany, Belgium and International	3.6	1.1
Inveisit ¹	0.0	3.1
Eliminations and miscellaneous	2.2	-2.8
Total adjusted EBITDA	126.4	119.4
Adjustment items ²	-4.3	-0.2
Depreciation and amortisation	-61.0	-54.4
Impairments	-0.1	0.3
Finance result	4.3	6.9
Result before tax	65.3	72.0
Income tax	-10.4	-11.9
Non-controlling interest	0.0	0.1
Net result attributable to shareholders	54.9	60.2

- Adjusted EBITDA of €126m reflects solid operational performance in H1 2024, despite negative impact from Co-op Live in UK and two schools in Denmark
- Inveisit: satisfactory underlying performance and awarded first fiber-to-the-home project in Germany
- Restructuring costs of €4m to adapt UK organisation to current market conditions
- Finance result of €4m (H1 2023: €7m) reflects normalisation of TWC and portfolio decisions
- Net result of €55m, reflecting earnings per share of €0.20 (H1 2023: €0.22)

Cash flow¹

Cash and cash equivalents of €453 million at end first half-year 2024

(x € million)	H1 2024	H1 2023
Cash flow from operations	111	113
Working capital	-224	-180
Provisions and pensions	-53	-26
Net cash flow from operating activities	-166	-93
Net cash flow from investing activities	-59	-37
Net cash flow from financing activities	-95	-67
Increase/decrease in cash position	-320	-197
Cash and cash equivalents beginning period	757	841
Exchange rate differences, other changes	16	17
Cash and cash equivalents	453	661

- Cash and cash equivalents totalled €453m
- Cash flow from operations of €111m
- Working capital development, followed the seasonal pattern
- Net cash flow from investing activities of -€59m relates to regular capital expenditure
- Net cash flow from financing activities of -€95m includes €26m for dividend and €27 million for share buyback

Financial position

Solid liquidity position and capital ratio further improved

(x € million)	H1 2024	FY 2023	H1 2023
Liquidity position	453	757	661
Interest-bearing debt	-60	-62	-47
Net cash position (excl. leases)	394	695	614
Lease liabilities (IFRS 16 impact)	-246	-234	-169
Net cash (incl. leases)	148	461	445
Trade working capital	-656	-822	-839
Trade working capital efficiency	-11.3	-13.2	-14.8%
Shareholders' equity	944	921	845
Balance sheet total	3,849	3,932	3,785
Capital ratio	24.5%	23.4%	22.3%
Return on average capital employed	12.5%	13.7%	14.0%

- Net cash position lower versus year-end 2023
 - Reflects normal seasonal pattern
- Trade working capital efficiency percentage increased to -11.3% (FY 2023: -13.2%)
- Shareholders' equity increased by €24m
- Capital ratio improved by 1.1% to 24.5% versus year-end 2023

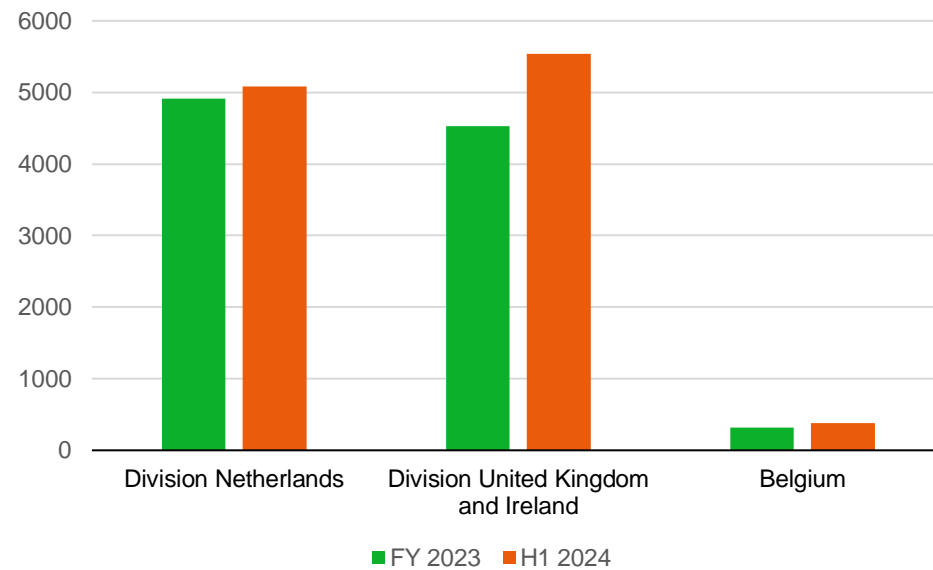
Looking ahead



Order book and market trends

Strong order intake in first half-year 2024, continued focus on quality above volume

Order book development



- Total order backlog €11.0bn, 12% increase versus year-end 2023
- Market conditions are becoming more favorable, except for non-residential where investment decisions are being delayed
- Netherlands: residential market further improved. For medium to longer term there remains strong rationale for essential investments in energy transition, infrastructure and sustainable and affordable homes
- UK: civil engineering activities are expected to benefit from governmental plans for energy security. Construction market will be more challenging on short-term
- Ireland: good level of opportunity in construction and infrastructure markets, notwithstanding traditionally competitive environment

Outlook 2024

- BAM expects to deliver an adjusted EBITDA margin between 4% to 5%



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Net result to shareholders €54.9m 2023 H1 €60.2m	Adjusted EBITDA margin 4.0% 2023 H1 4.0%
Earnings per share €0.20 2023 H1 €0.22	TWC efficiency -11.3% 2023 FY -13.2%
Net cash position (before lease liabilities) €394m 2023 H1 €614m	Order book €11.0bn 2023 FY €9.8bn

- Revenue increased by 6% versus H1 2023, mainly driven by division Netherlands
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Annexes

Strategy: roadmap 2024-2026

A nighttime photograph of a modern building with a prominent glass facade. In the foreground, a curved walkway is bordered by a railing with colorful, illuminated glass panels in shades of blue, green, yellow, and red. The building's windows are lit up, and a construction crane with a red light is visible in the background against a dark sky.

BAM is ready for
the next phase in
**Building a
sustainable
tomorrow**

Building a sustainable tomorrow

Strategy 2024-2026

Focus

Focus on selected markets with favourable risk-reward profile and sustainable impact

Transform

Transform in markets through differentiation on sustainable and industrialised products and services

Expand

Expand in growth markets that are aligned with our sustainability values

Focus



Differentiate on process capability in economic core

Non-residential NL
Zalmhaven, Rotterdam



Focus on framework agreements

Non-residential and infrastructure
UK&I Network Rail Sea Wall,
Dawlish



Focus on <€150m infrastructure projects

Infrastructure NL
Quay walls, Amsterdam



Focus on selective multi-asset clients UK&I and NL

Non-residential NL
Schiphol Airport, Amsterdam

Transform



**Industrialise housing
through Flow concept**

Residential NL
BAM Wood Concepts, NL



**Transform education and
health through standardised
designs**

Non-residential UK&I
Weldon Village Academy, UK&I



**Innovate roads through
sustainable asphalt**

Infrastructure NL
BAM Infra NL



**Unlock advantages through
cross segment collaboration**

Non-residential UK&I
Sunderland station, UK&I

Expand



Expand in grids and EV charging

Infrastructure NL
Transform station Wijk aan Zee



Expand in green infra rail and grids

Infrastructure UK&I
Iarnród Éireann



Expand in housing renovations

Residential NL
Residential renovation Prinsenbeek



Expand in commercial renovation and retrofitting

Non-residential UK&I
Space House, London

Financial targets 2024-2026

BAM aims to deliver:

- Predictable performance on >€6 billion revenue
- Strong capital ratio: ~25 per cent
- Adjusted EBITDA margin: 4-6 per cent
- Return to shareholders: 30-50 per cent of net income from operations for dividend, potentially additional cash returns via share buybacks



Sustainability targets 2026 and 2030

Social value

2026
UK&I 35% Social Value for projects
NL deliver 5% Social Value on top of the
required obligations

2023
UK&I 20% Social Value for projects

Incident frequency

2023
IF BAM and IF Total ≤ 3.0

Gender diversity

2030
30% female representation senior leadership

2026
25% female representation senior leadership

2023
22% female representation senior leadership

2030
Score > 71 (Gold)

2026
Score > 60 (Silver)

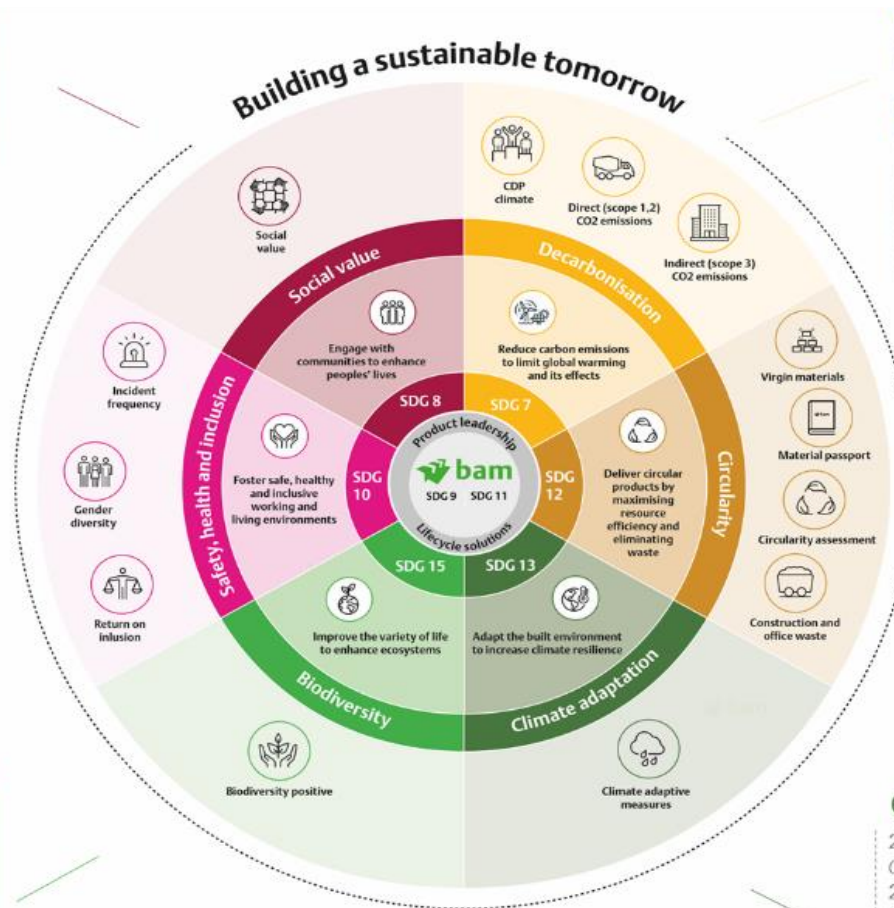
2023
Set division ROI baselines and score > 51 (Silver)

Biodiversity positive

2030
Aggregated Biodiversity positive

2026
Biodiversity positive alternatives offered in
all A,B,C tenders and developments with
design in scope.

2026
Evidenced biodiversity balanced on all
projects (UK&I)



CDP Climate

A-ranking for CDP Climate

Direct (scope 1,2) CO₂ emissions

2026
-80% emissions intensity vs. 2015

2023
-50% emissions intensity vs. 2015

Indirect (Scope 3) CO₂ emissions

2030
-50% absolute emissions vs. 2019

2023
Improved measurement

Virgin materials

2030
-50% non biobased virgin materials vs 2019

Circularity assessment

2030
A,B,C and industrialised projects with design in scope use circularity assessment

Construction and office waste

2030
-75% construction & office waste intensity vs. 2015

Climate adaptive measures

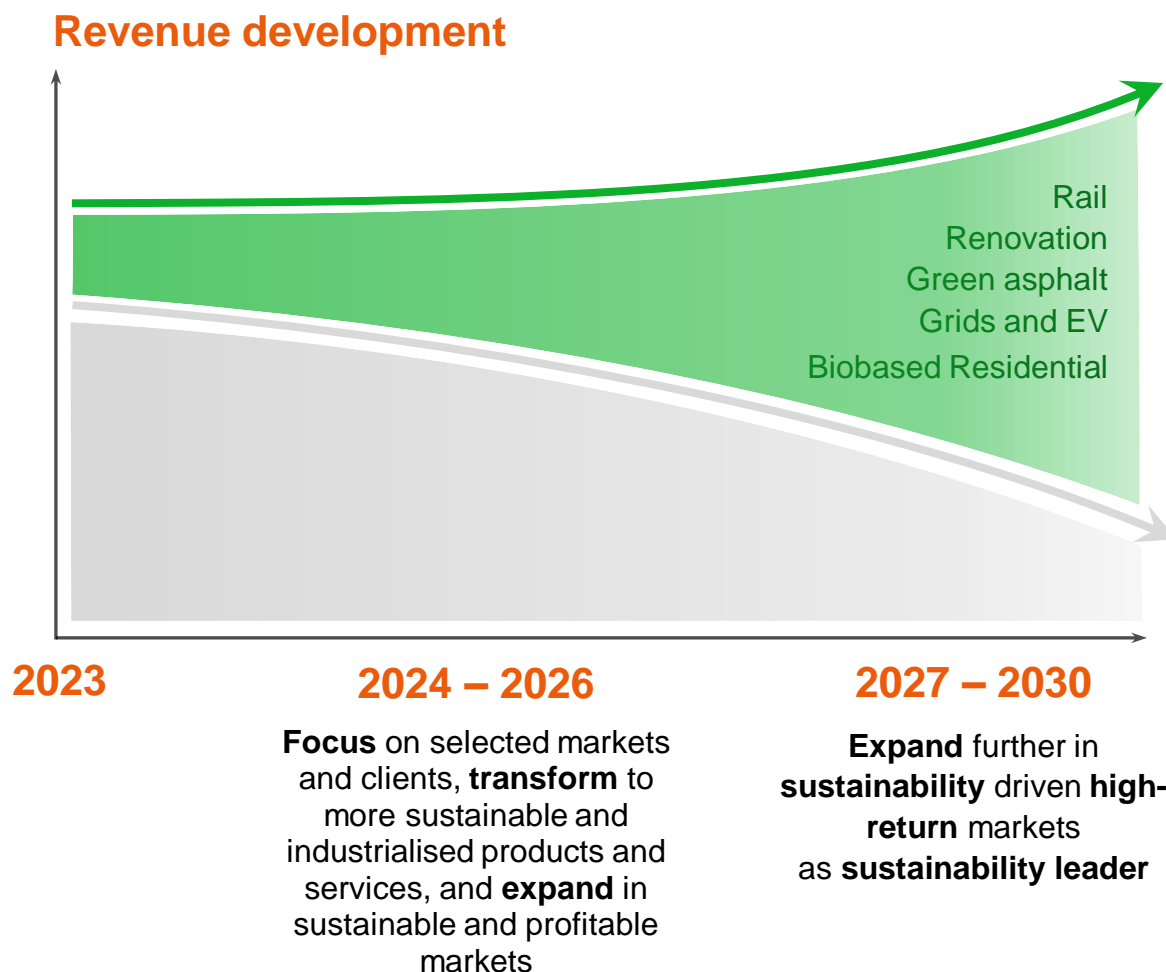
2030
Climate adaptive measures integrated in all projects

2026
Climate adaptive measures integrated in all own developments

2026
Offer climate adaptive measures in all A, B & C tenders with a design scope.

Building a sustainable tomorrow

2024-2026 and beyond



BAM in 2030

Leading construction company in selected markets that are **sustainable** and **profitable**

Driven by high performance organisation with **highly engaged people**

Strong **financial** and **sustainability performance**



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