

The image features two flags waving against a teal background. The flags are primarily green with a yellow section at the bottom. The word 'bam' is printed in white on the green sections of both flags. The top flag is more prominent and shows the full 'bam' logo, including a stylized 'b' with a double arrow pointing right. The bottom flag is partially visible and also shows the 'bam' text.

# BAM in brief

[www.bamcontractors.ie](http://www.bamcontractors.ie)

## Our profile

From its origins in 1869 as a carpentry workshop in the heart of the Netherlands, BAM has become a successful group of companies with activities in numerous European countries and worldwide.

Royal BAM Group nv operates in the construction, property, civil engineering, public-private partnerships, mechanical and electrical contracting and consultancy and engineering sectors.

With around 28,000 employees, BAM is responsible for the implementation of thousands of projects every year. Some are spectacular (due to their size or technical complexity), but many others are more modest construction contracts. Although BAM is a large company, we will consider construction projects irrespective of size. Our regional network gives us the flexibility to get close to our customers and to deal with local schemes.

### Facts and figures (2007)

- Turnover: €9 billion
- Net result: €349 million
- Capital base: €1.3 billion
- Order book: €13.8 billion at year-end 2007
- 27,578 employees

## Our shareholders

The shares of Royal BAM Group have been listed on the Euronext Amsterdam stock exchange since March 1959. More than 136 million shares have been issued. Information provided by custodian banks reveals that more than ninety percent of the shares are held by institutional investors in the Netherlands, the United Kingdom, elsewhere in Europe and the United States. Approximately eight percent of the shares are in the hands of (primarily Dutch) private investors. The stock exchange value (market capitalisation) of BAM was approximately €2.2 billion at year-end 2007.

As far as possible, Royal BAM Group's corporate governance has been brought into line with the Dutch corporate governance code. Compliance with this code is discussed in detail in Royal BAM Group's annual report, as well as on the website at [www.bamgroup.org](http://www.bamgroup.org).

## Powerful European player

Royal BAM Group ranks among the largest construction companies in Europe. BAM is market leader in the Netherlands and is strongly placed in the markets in the United Kingdom, Ireland, Belgium and Germany.

BAM is currently undertaking projects in more than thirty countries all over the world. The approximate geographical breakdown in 2007 of turnover and of the average number of employees is as follows:

### United Kingdom

€2.4 billion / 5,500  
Ranked in top 3  
in construction,  
property and civil  
engineering

### Netherlands

€3.8 billion / 12,200  
Ranked number 1 in  
construction,  
property and civil  
engineering

### Ireland

€475 million / 1,000  
Largest public works  
contractor and  
ranked in the top  
five construction  
companies

### Belgium

€620 million / 1,800  
One of the  
leading players in  
construction, property  
and civil engineering

### Rest of the world

€430 million / 5,100

### Germany

€820 million / 1,500  
Major player in  
construction,  
property and civil  
engineering

Europe

## Our sectors

**Construction** In the construction sector, BAM operates in the Netherlands, Belgium, Germany, the United Kingdom and Ireland. In these markets, our operating companies focus on general, residential and industrial construction.

(x € million)	2007	2006
Turnover	3,791	3,393
Result before corporation tax	88.3	-39.7
Margin (% turnover)	2.3%	-1.2%
Order book	5,512	4,747

**Property** In the property sector, BAM operates in the Netherlands, Belgium, the United Kingdom and – on a modest scale – in Ireland and Germany.

(x € million)	2007	2006
Turnover	1,304	1,376
Result before corporation tax	95.8	93.6
Margin (% turnover)	7.3%	6.8%
Order book	3,125	3,208

**Civil engineering** In the civil engineering sector, BAM operates in the Dutch, Belgian, UK, Irish and German markets. Interbeton undertakes construction and civil engineering projects all over the world.

(x € million)	2007	2006
Turnover	3,512	3,346
Result before corporation tax	111.4	119.7
Margin (% turnover)	3.2%	3.6%
Order book	5,003	4,616

**Public private partnerships** At year-end 2007, BAM PPP had 27 PPS projects in its portfolio in its five European domestic markets. Twenty of these contracts are operational.

(x € million)	2007	2006
Turnover	73	70
Result before corporation tax	29.2	2.2
Margin (% turnover)	39.8%	3.1%
Order book	513	388

Mechanical and electrical contracting BAM Techniek, a multidisciplinary technical services provider, is one of the leading companies in the Netherlands in the field of technical installations, technical management, energy systems and clean room technology.

(x € million)	2007	2006
Turnover	206	191
Result before corporation tax	11.6	8.0
Margin (% turnover)	5.6%	4.2%
Order book	275	213

Consultancy and engineering Tebodin, Consultants & Engineers is an independent, multidisciplinary consultancy and engineering firm that operates on a worldwide basis. Tebodin has about fifty offices located throughout Western, Central and Eastern Europe, the Middle East and Asia.

(x € million)	2007	2006
Turnover	219	204
Result before corporation tax	28.4	24.2
Margin (% turnover)	13.0%	11.8%
Order book	111	86

## Sustainability

Royal BAM Group is conscious of the part it plays in society. Along with many other organisations, BAM makes a contribution to society's development. BAM places an increasing emphasis on corporate social responsibility, with a focus on the environment, social and ethical issues and results that meet the expectations of stakeholders in the enterprise.

In order to report as transparently as possible about such issues as sustainability and corporate social responsibility, Royal BAM Group publishes a sustainability report (see [www.bamgroup.org](http://www.bamgroup.org)) alongside its regular annual report.

While BAM has long been a pioneer in certain areas, such as in the important field of safety, the Group's corporate social responsibility policy still continues to develop. Operating companies and BAM employees nonetheless put the principles of corporate social responsibility into practice on a daily basis in a wide range of areas. BAM's efforts are focused on playing a pre-eminent role in the sector, and its wish is to continue to strengthen this position in future.

The importance that the Executive Board attaches to corporate social responsibility is partly reflected in a strict safety and integrity policy and a transparent organisation. Operating company management teams pay special attention to safety and environmental management in this context. These responsibilities are increasingly being shifted to the constructing party or parties in infrastructure and construction projects.

Open communication with local residents and other interested parties in relation to possible inconvenience and the measures taken by BAM generate understanding and involvement, and therefore social control of building sites. The award-winning experiences of the British operating companies BAM Construct UK and BAM Nuttall are an example and inspiration in this area for their sister companies.

BAM has carried out a CSR stocktaking exercise in respect of the issues most relevant to the Group's activities. These were: safety, community relations, education and training, waste, energy transition and climate change, sustainable procurement, air quality, innovation, customer-oriented construction and mobility/accessibility. These topics, as well as such important issues as integrity and diversity, are looked at in detail in the BAM sustainability report.

## Our employees

Construction involves: relying on people. After all, the qualities of BAM employees determine the quality of the projects. That is why BAM pursues an active human resources policy to retain and continually develop its 'human capital'.

BAM has had a strict safety policy for many years. This policy is focused, for example, on preventing any form of personal injury or damage to health during any of the company's operations. BAM is endeavouring to further improve its good safety performance record, by such means as education and training, improved procedures, personal protective equipment, awareness campaigns and safety awareness audits.

For Royal BAM Group it is essential that clients, shareholders and construction partners can have complete faith in the company. Therefore employees naturally adhere to generally accepted standards and values and comply with local laws and regulations, in particular those relating to acquiring and performing contracts. Every employee is required to act with integrity in respect of clients and business partners such as suppliers and subcontractors, to honour agreements made and to act carefully and prudently. Royal BAM Group has embedded the integrity of operational management at all levels in the company, for example by introducing an integrity code of conduct for all employees.

BAM's business activities comply with national legislation, as well as with all relevant guidelines and recommendations issued by ILO (International Labour Organisation). These include the right of all employees to be a member of a trade union, a ban on child labour and promoting healthy and safe working conditions.

### Number of Royal BAM Group employees at year-end

2007 – 27,578
2006 – 30,338
2005 – 27,190
2004 – 26,651
2003 – 26,837
2002 – 30,588
2001 – 13,248
2000 – 12,824
1999 – 6,360
1998 – 5,598



## Our organisation

Construction	Property	Civil engineering	PPP
			BAM PPP
Netherlands			
BAM Utiliteitsbouw		BAM Civiel	Mechanical and electrical contracting
	BAM Vastgoed	BAM Infratechniek	BAM Techniek
BAM Woningbouw		BAM Rail	
Fort Unitbouw		BAM Wegen	
Hellijgers			
Pennings			
Belgium			
		Betonac	
CEI-De Meyer	Immo BAM	CEI-De Meyer	
Galère		Galère	
Interbuild	Kaïros		
United Kingdom			
BAM Construction*	BAM Properties*	BAM Nuttall	
Ireland			
BAM Building**	BAM Property**	BAM Civil**	
Germany			
BAM Deutschland	W&F Projektentwicklung	W&F Ingenieurbau	
Worldwide			
BAM International		BAM International	Consultancy and engineering
			Tebodin
	AM (51%)	Van Oord (21,5%)	

Operating company \*BAM Construct UK  
Active in this sector \*\*BAM Contractors

Associated company



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