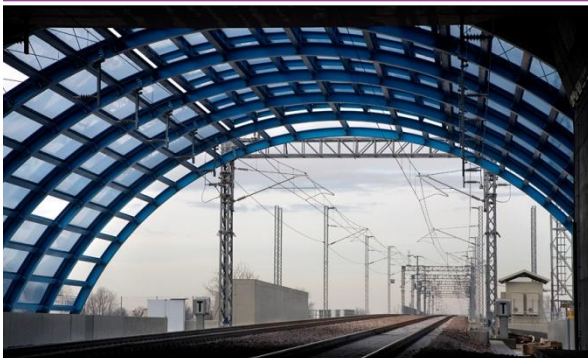


Balfour Beatty



Investor Day

9 June 2009



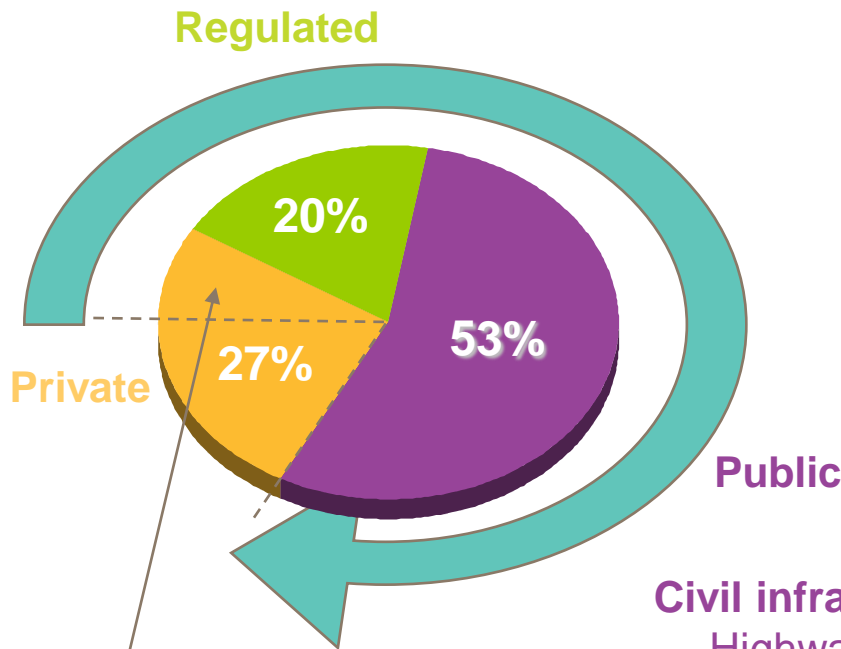
Balfour Beatty

UK/Rest of World

Andrew McNaughton

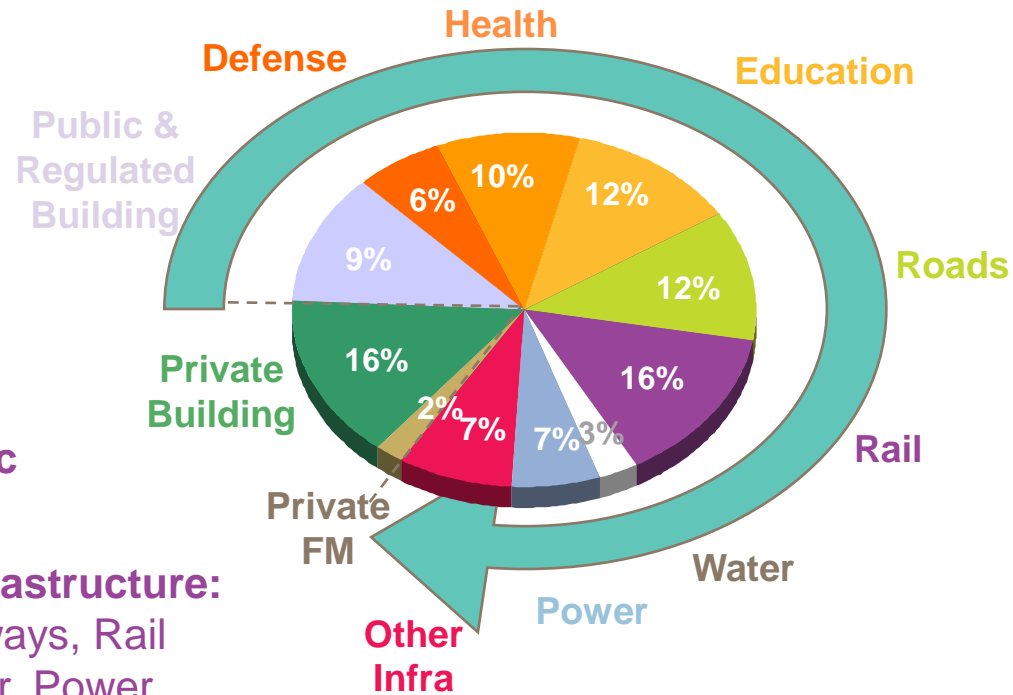
BB is focused on infrastructure

Revenue by Customer Sector



Includes:
 •Private education
 •Private hospitals

Revenue by Market Sector



Civil infrastructure:
 Highways, Rail
 Water, Power

Social infrastructure:
 Education, Health
 Security, Justice
 Social Housing
 Military Housing

Stobhills Hospital



Birmingham Hospital

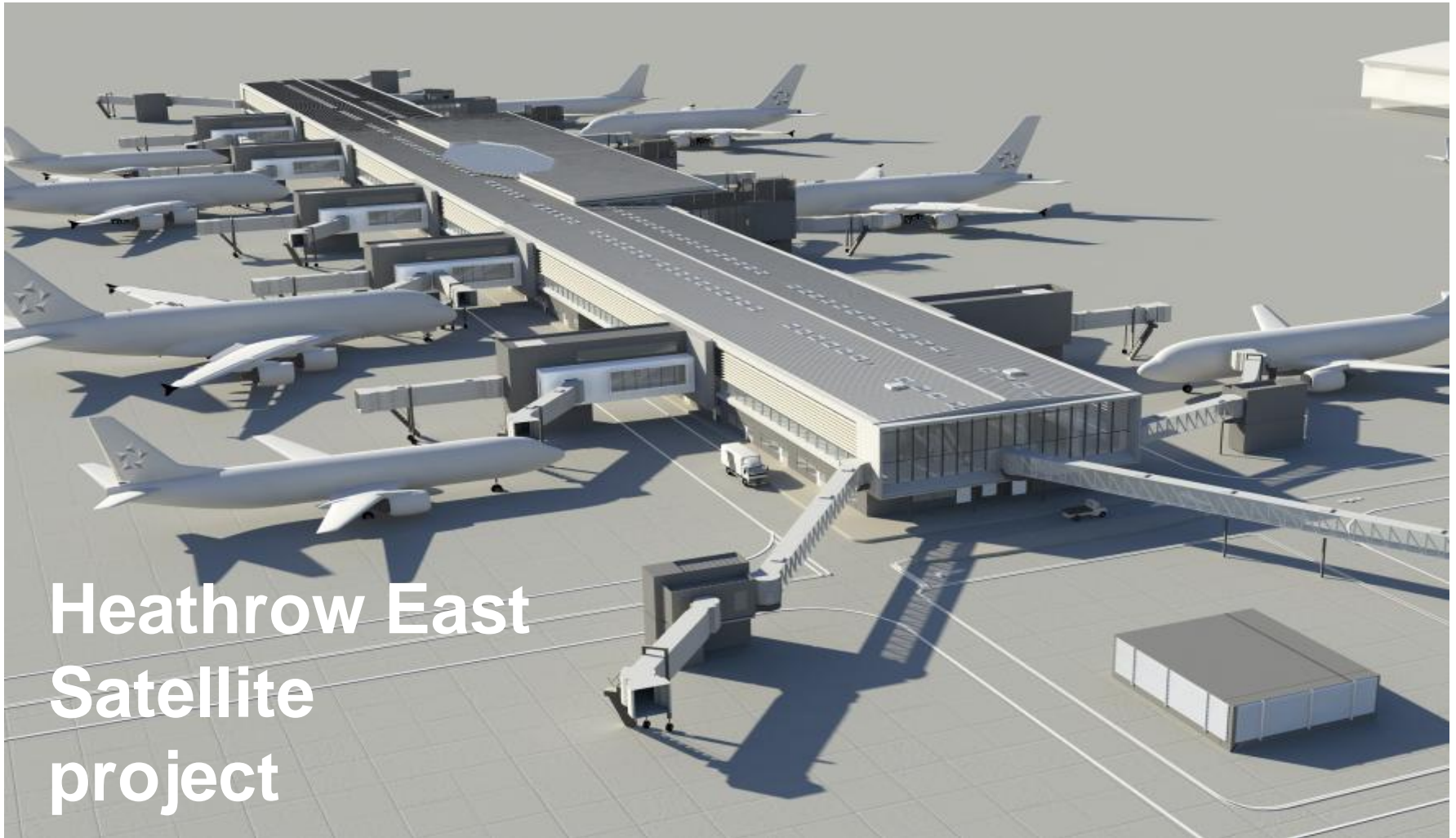


Strong Reputation for Quality and Certainty

Education in the Future



Growing Portfolio – Based on a Long-Term Investment



Heathrow East Satellite project

Confident in a Complex Environment

Modular Systems +

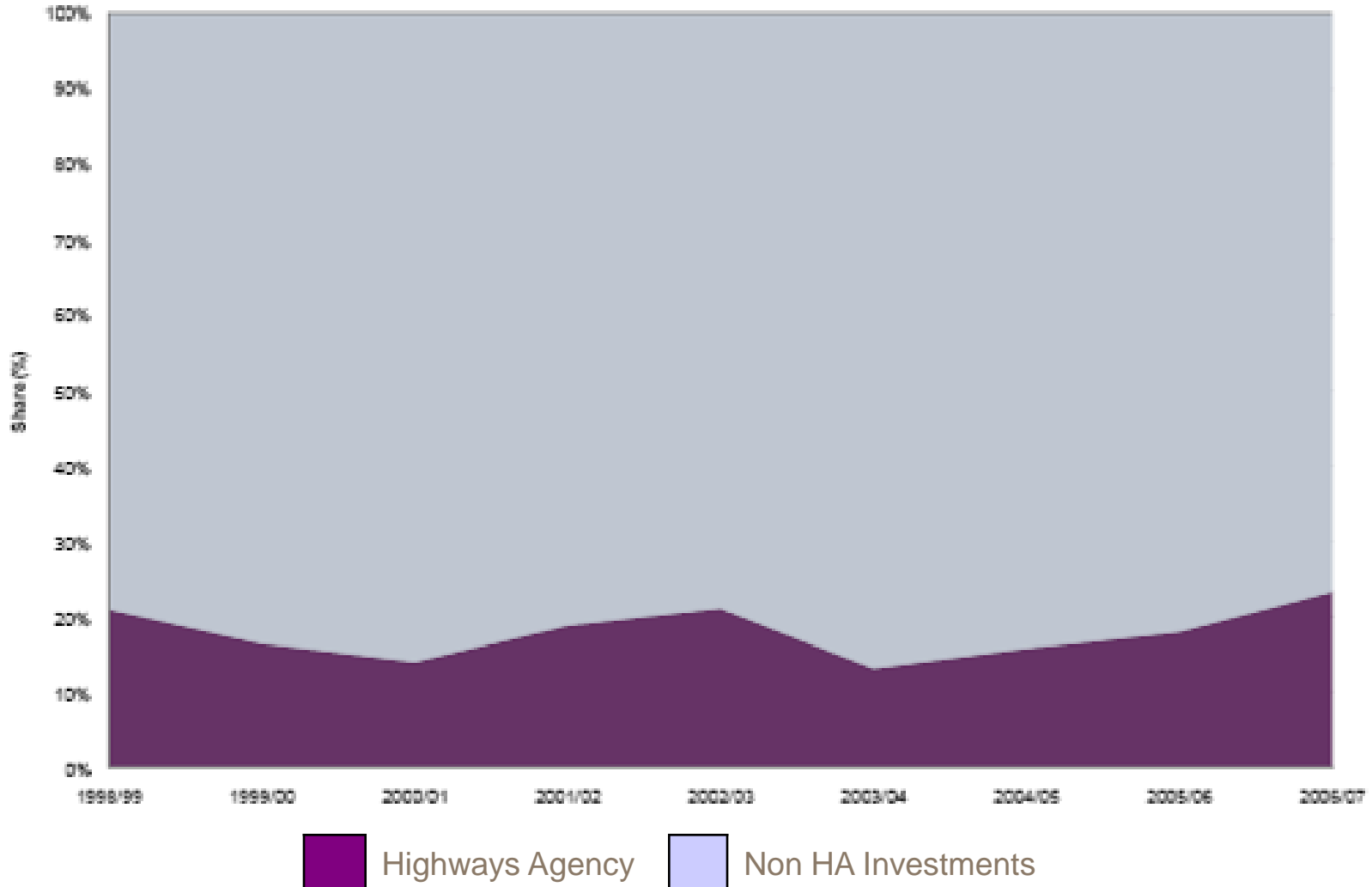


Manufacturing Innovation & Leadership



Record Order Book in Strategic Highways

Share of Highways Agency Investment in Roads 1998/99 to 2006/7



Crossrail



Core Market Opportunities Until 2017

Rail Group Contracts - UK



Rail Track Programme



East London Line



Heathrow Terminal 5



Track Renewal RT24



Airdrie-Bathgate



Committed Investment – Core Skills



Thameslink Programme

Committed Investment – Current Success – Future Potential

Infrastructure Services

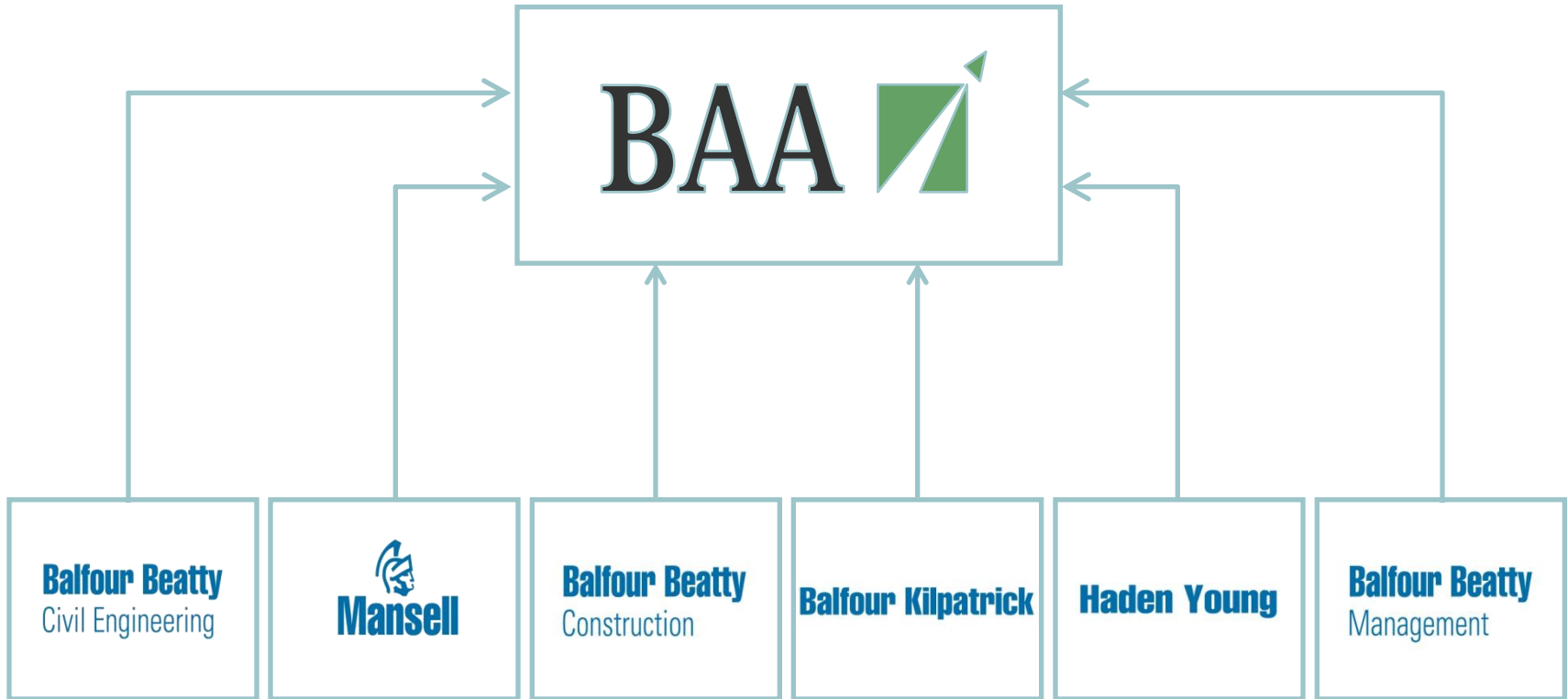
- Formed in 1996
- Highway Agency Term Maintenance and Managing Agent Contracts
- Local Authority Term Maintenance Contracts
- Professional Services
 - Incorporating Chris Britton Consultancy
- Street Lighting
- PFI - DBFO



BB WorkPlace

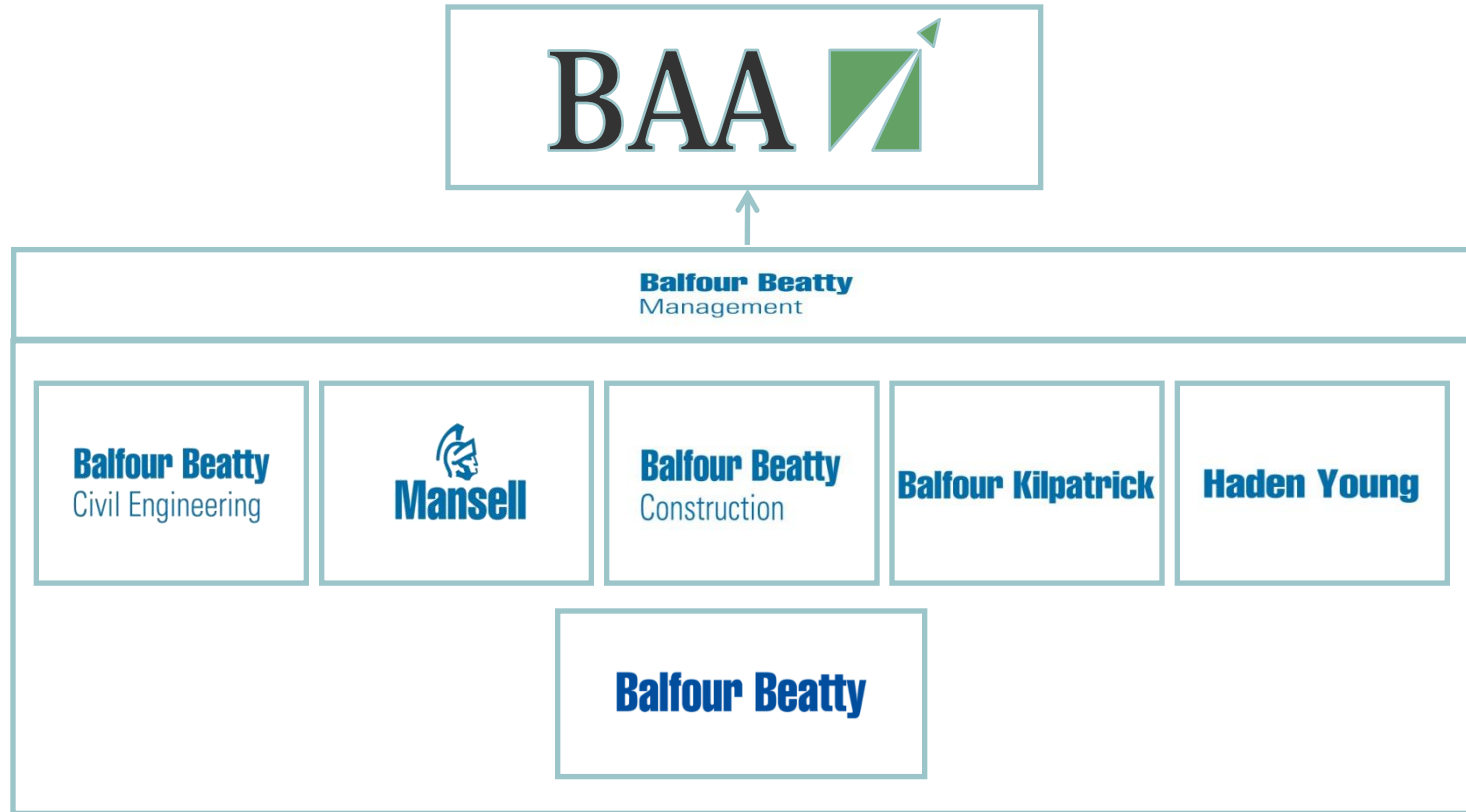
- Facilities services from single service to Total Facilities Management (TFM)
- Professional Services and Estate Management
- FM Provider to In-house PFI Concessions - Healthcare, Education
- Joint Ventures with Monteray (BT) and Romec (Royal Mail)
- Business Services Outsourcing – Dept Work & Pensions, Metropolitan Police
- Emerging Market in Local Authority Outsourcing

Complex Infrastructure Delivery – Heathrow Terminal 5



Comprehensive Skills

Complex Infrastructure Delivery – Heathrow East



Bringing Value through Integration

Power Generation



The UK's Long-Term Challenge



New Nuclear Programme

BB/Areva/Vinci – Combined Skills to Lead the Market

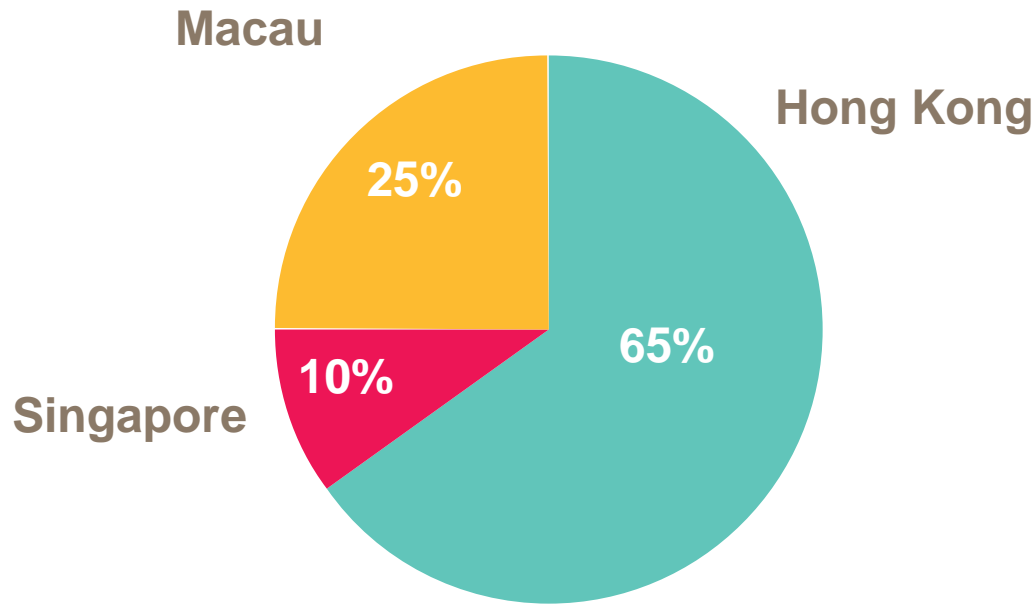
About Gammon

- Market leader in Hong Kong
- Headquartered here over 50 years
- Active throughout Mainland China & Singapore since 1980
- Over 2,500 monthly paid employees
- Over 10,000 workforce
- Turnover US\$1,100 million
- Jointly owned by Jardines and Balfour Beatty



Current Key Projects

Geographical Spread 2008



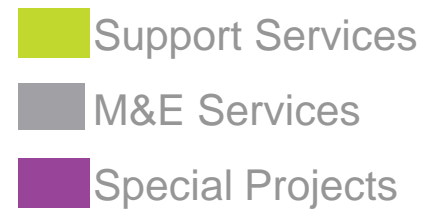
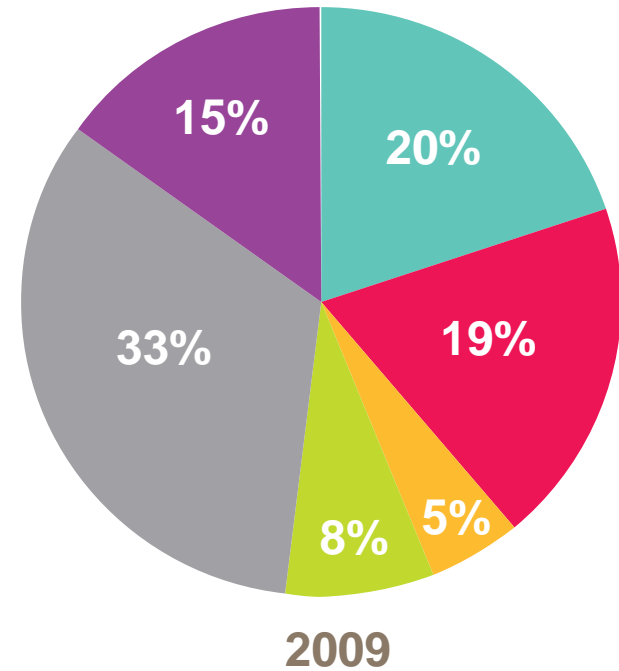
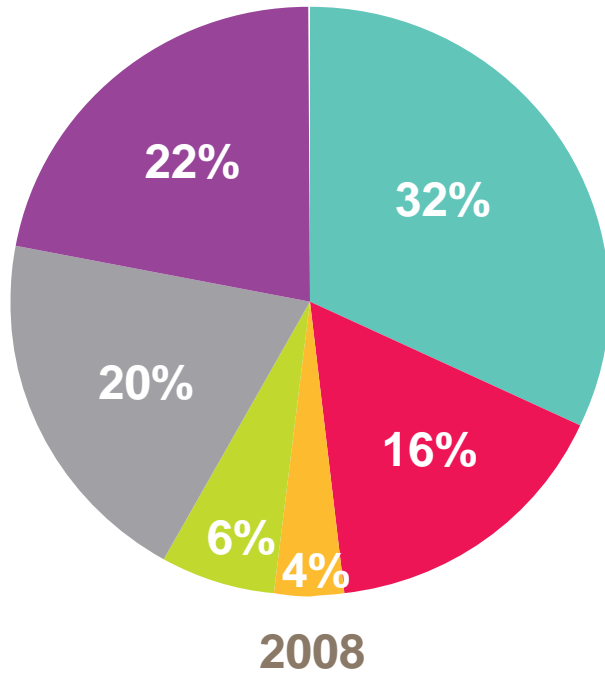
Major Infrastructure Projects (Hong Kong)

West Island Line	3km rail extension	US\$1,986 million	2009 – 2013/14
Central Wanchai Bypass Phase 2	4.5km bypass	US\$3,612 million	2009 - 2017
The Guangzhou-Shenzhen-Hong Kong Express Rail Link	142km high speed rail link	US\$5,095 million (Hong Kong Section)	2009 – 2014/15
West Kowloon Cultural District	Two phases development including 15 performing art venues	US\$2,786 million	2009 – 2014/15 (primarily construction period)
Hong Kong - Zhuhai - Macao Bridge	29.6km dual 3-lane carriageway	US\$5,490 million	2009 - 2015/16
Kai Tak Cruise Terminal	Part of the Kai Tak Development Plan (a 3- phase plan including railway station, commercial and residential development)	US\$928 million (cruise terminal)	2009 - 2013
The Sha Tin to Central Link	17km in total	US\$4,824 million	2010 - 2019

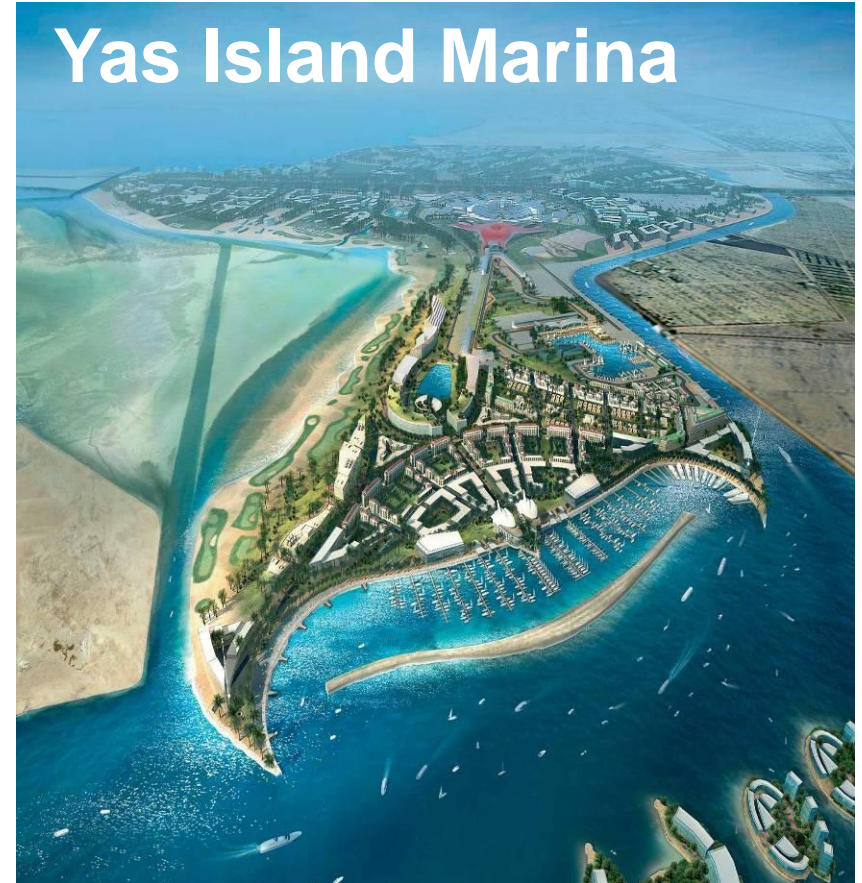
Transport Infrastructure Projects (Singapore)

Downtown Line Phase 2	C917-Stations & tunnel	US\$414 million	2009-2015
Downtown Line Phase 2	C937B Depot	US\$131 million	2009-2014
NS Extension	C156 Marina Bay Station & Overrun tunnel	US\$414 million	2009-2014
Tuas Extension	5 Stations, 14km guideway	US\$414 million	2010-2014
DTL3	15 stations, 19km tunnel	US\$3,455 million	2010-2016
Thomson Line	18 stations, 27 km	US\$4,835 million	2012-2018
Eastern Region Line	12 stations, 12 km	US\$2,072 million	2014-2020

Dubai Business Mix



Harnessing 30 Years of Knowledge



To deliver the Vision of 2030

Rail & Power – International Markets



High-Speed Nuremburg-Ingolstadt



Hamburg-Travemuende (EHLT)



Bothnia Line Track



High-Speed Milan-Bologna



Overhead Line Upgrade (USA)



High-Speed Bologna-Florence

Expanding our Footprint in Worldwide Markets

Summary

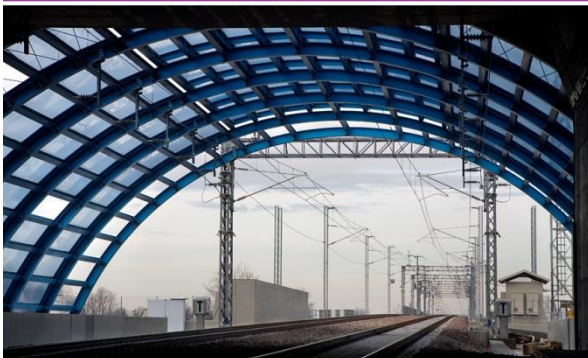
- Diversified model with resilience across sectors
- Market-leading strength with a long-term pipeline
- Establishing leadership in emerging markets
- Positioned to benefit from worldwide infrastructure demand
- Value through unique combination of diverse skills

Balfour Beatty



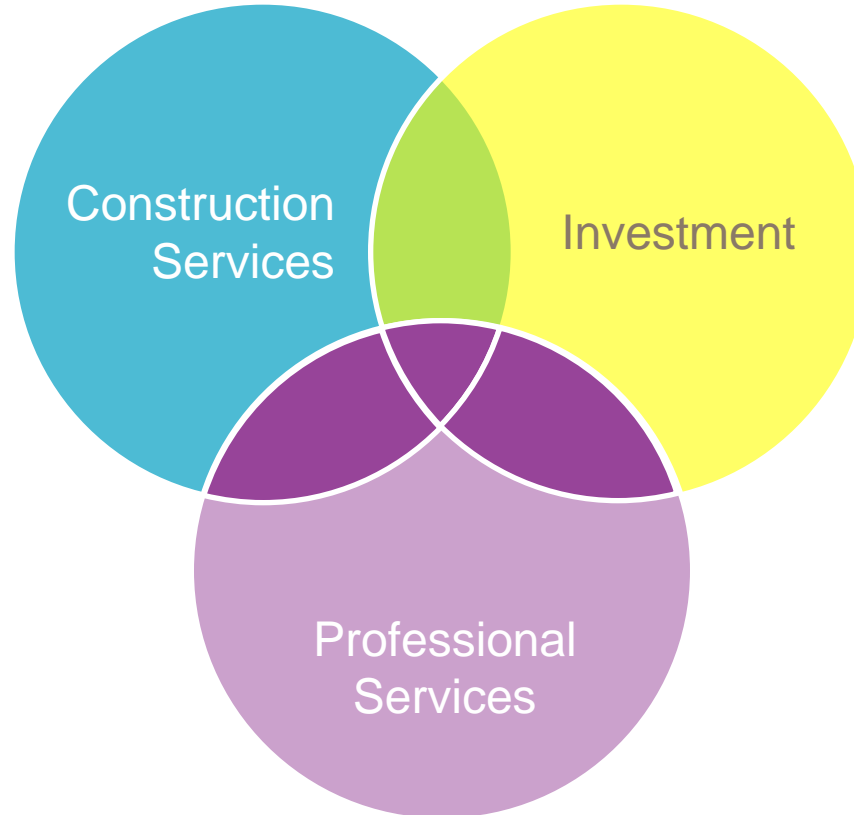
Investor Day

9 June 2009



BB business model and emerging strategic themes

Group Head Office



UK

South East Asia/Middle East

US

Balfour Beatty



Investor Day

9 June 2009

