



Press conference



30 March 2018



Agenda

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of the year

2 Financial
results 2017

|
A Group

|
B Business Lines

3 Key
developments

4 Key
projects

5 Outlook
2018

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Highlights of the year



Highlights 2017

Second record year...

for BESIX Group, demonstrating the success of the sector and geography-based diversification strategy:

- ▶ **Consolidated revenues** of €2,337.0 million
- ▶ **Consolidated net result** of €102.6 million

2017 marked by...

the pursuit of the **diversification strategy**, with the **acquisition** of:

- ▶ All the main Belgian subsidiaries of Heijmans
- ▶ Martello Group through Franki Foundations
- ▶ Larabo through Van den Berg
- ▶ Enrobage Stockem and Witriloc through Socogetra

and the acquisition of a stake in Energieconcepten through Vanhout. Following these operations, **1,000 new colleagues** have joined the Group in **2017**

Highlights 2017

Order Book

at the end of 2017: **€3.0 billion**
(vs €2.9 billion at the end of 2016)

A solid start to 2018 marked by...

- ▶ the signing of **key projects** such as the de **Waste-to-Energy** plant in Dubai (€700 million) and the pursuit of the sector-based diversification strategy with the BESIX's **co-investment in A-Stay**
- ▶ the launch of an **offer on 50% of the shares** not yet held by BESIX in **Watpac**

Value creation from an integrated approach

CONTRACTING

REAL ESTATE

CONCESSIONS & ASSETS







2

Financial
results 2017

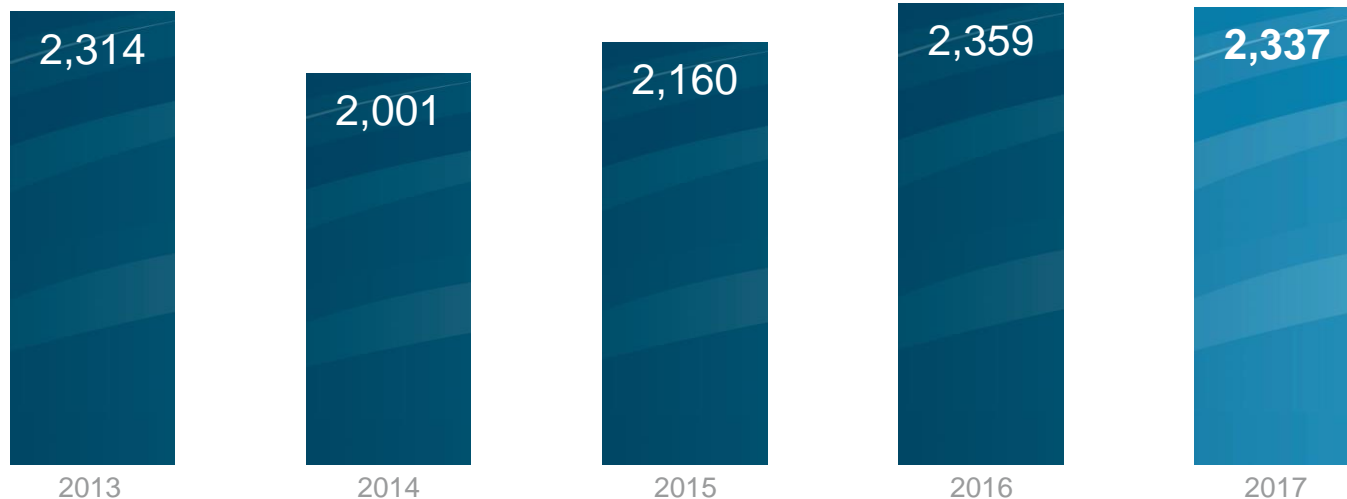
A Group

B Business Lines



BESIX Group - Revenues

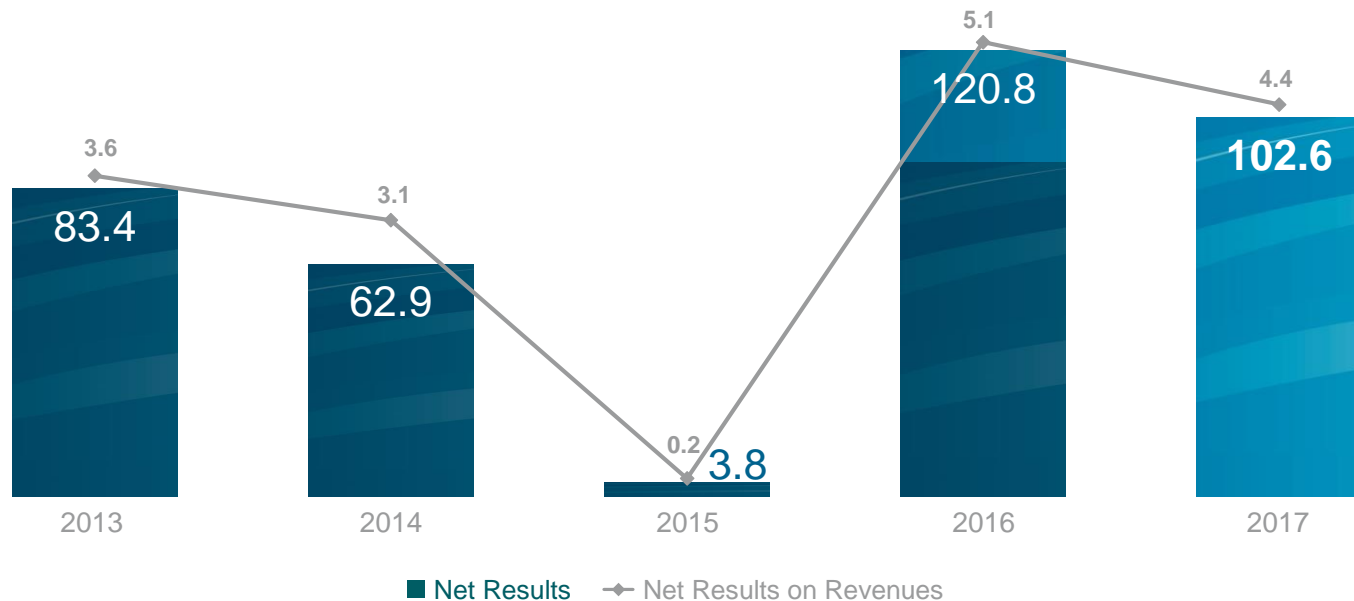
in million EUR



More than
€1 bn
generated
in Belgium

BESIX Group - Net Result & Net result/Revenues

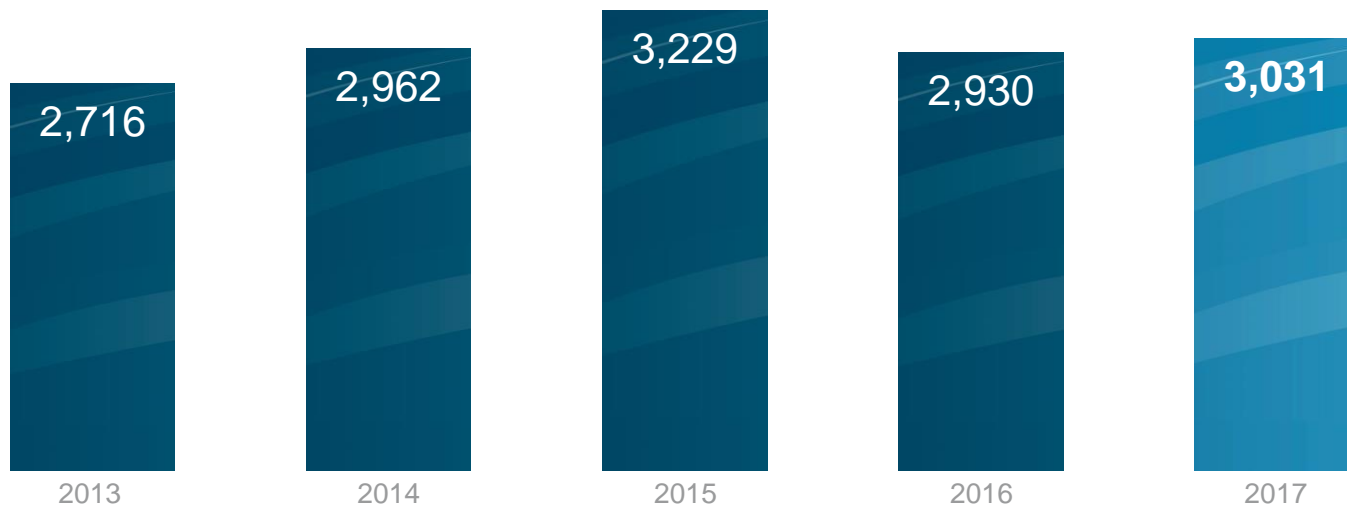
in million EUR & %age



Excellent
**bottom
line**
performance

BESIX Group - Order Book at 31/12/2017

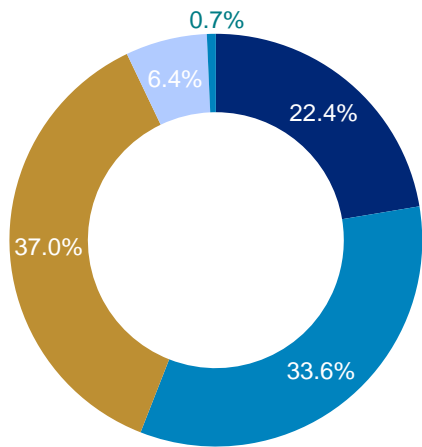
in million EUR



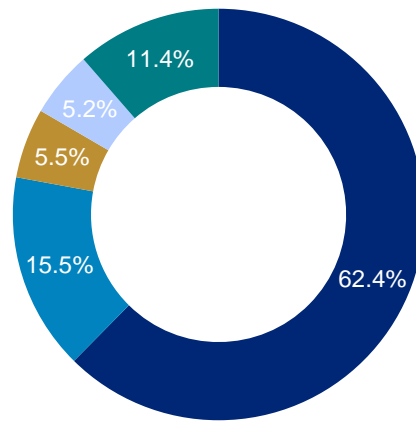
Order Book
reaches
€3 bn
threshold

BESIX Group - Order Book at 31/12/2017

Breakdown by Business Unit & activity; in %age



- Europe
- Regional Contractors
- Middle East
- International
- Other



- Building
- Infrastructure
- Marine Works
- Environment
- Other

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Financial results 2017

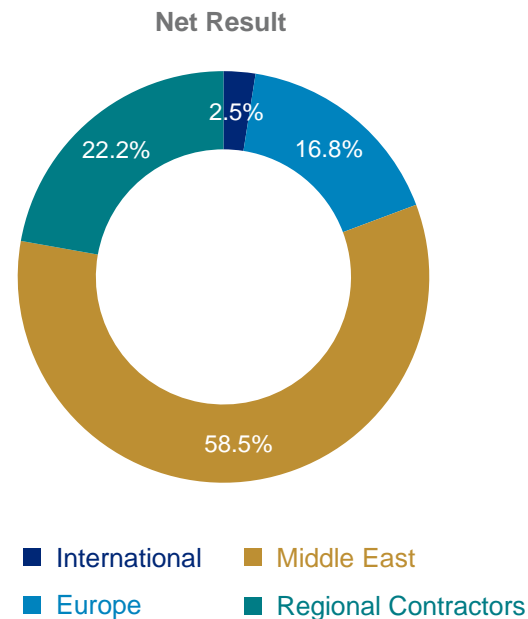
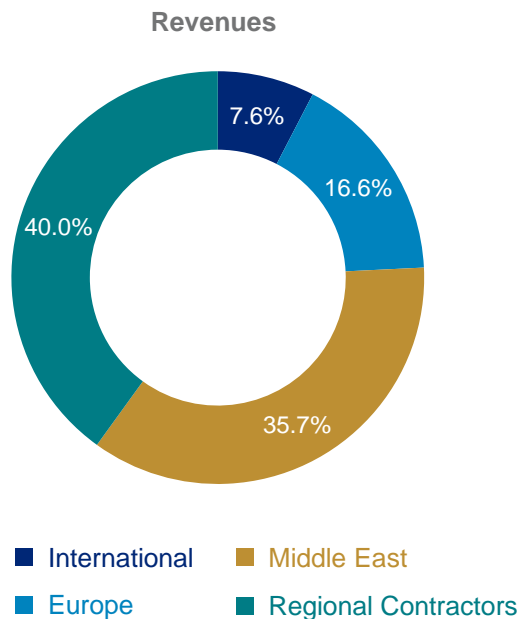
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A Group

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B Business Lines



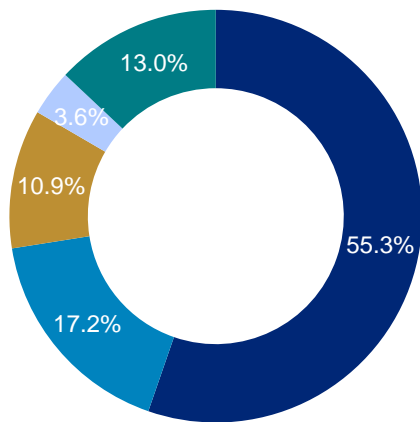
Contracting - Revenues & Net result in 2017

Breakdown by Business Unit; in %age

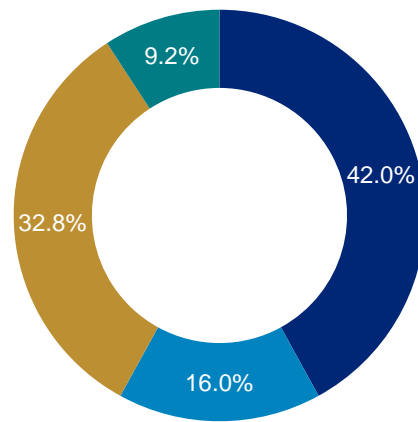


Contracting - Revenues in 2017

Breakdown by activity and region; in %age



- Building
- Infrastructure
- Marine Works
- Environment
- Other

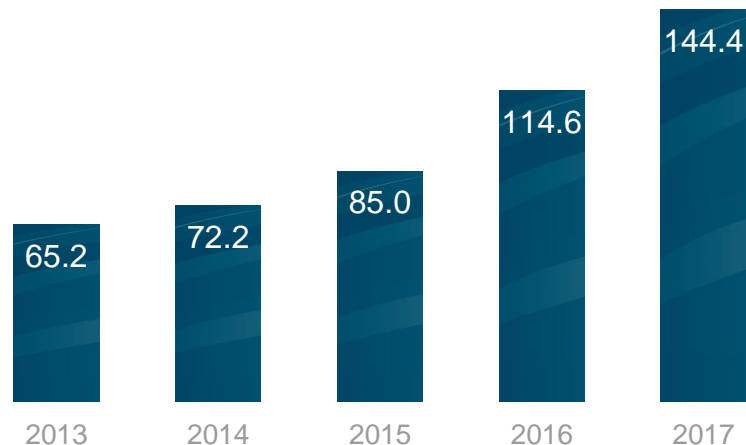


- Belgium
- Netherlands, Luxembourg & France
- Middle East
- Rest of the World

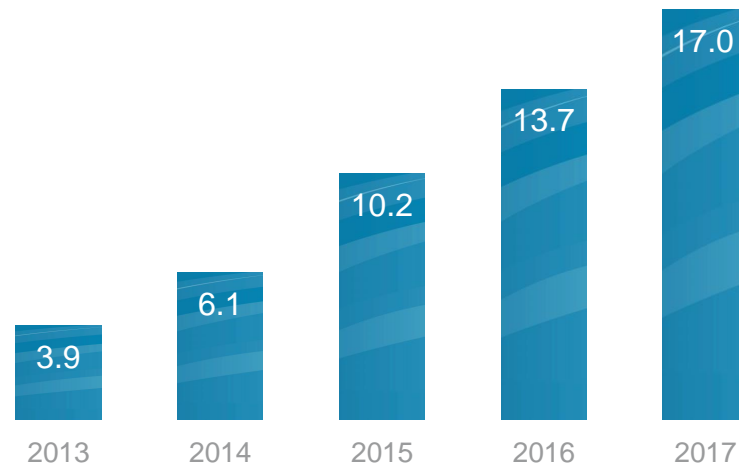
BESIX RED - Revenues & Net Result

in million EUR

Revenues



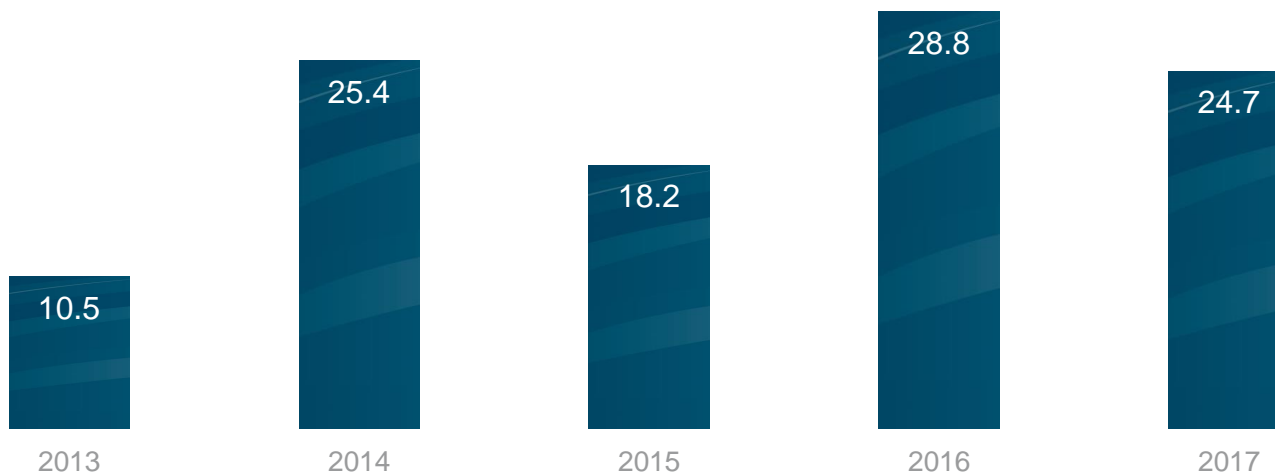
Net Result



Concessions & Assets - Net Result

in million EUR

Net Result



2

Financial results 2017

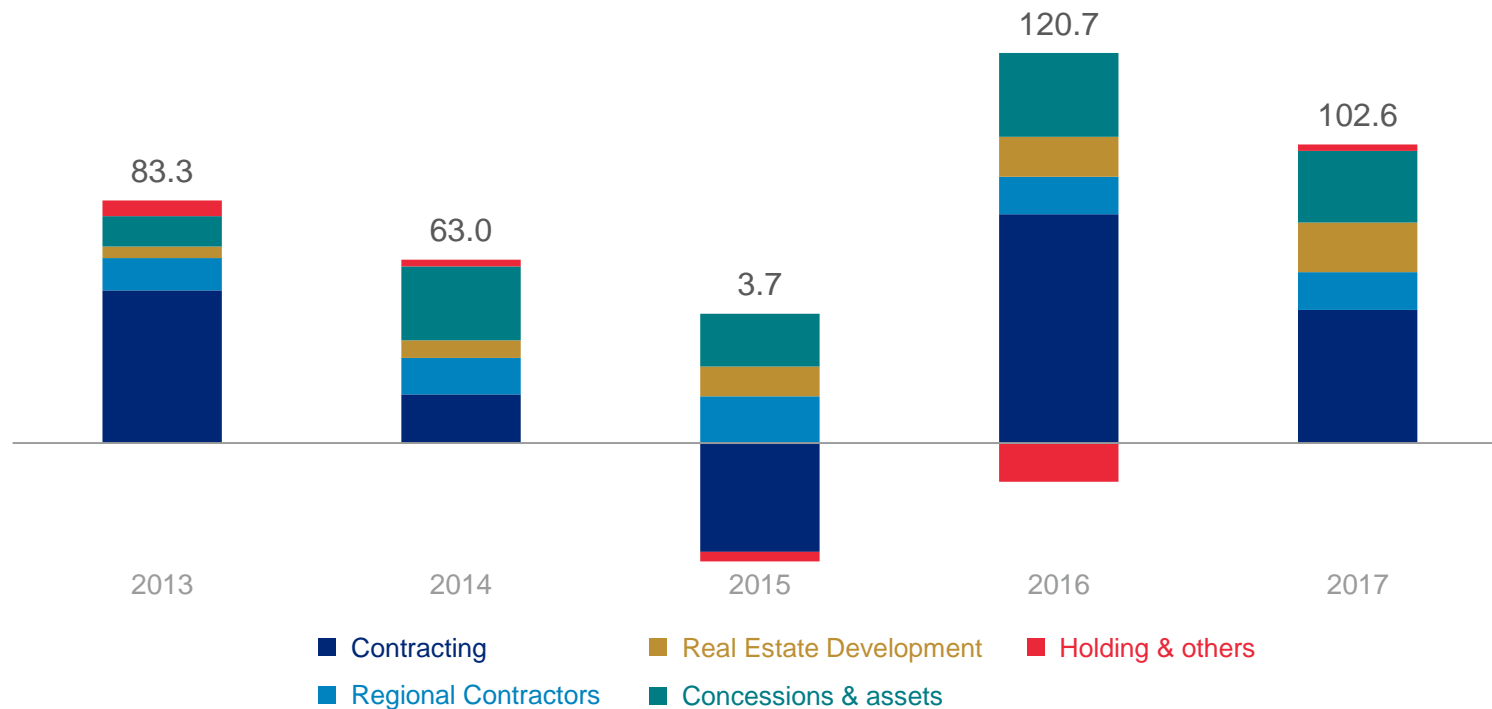
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A Group

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B Business Lines

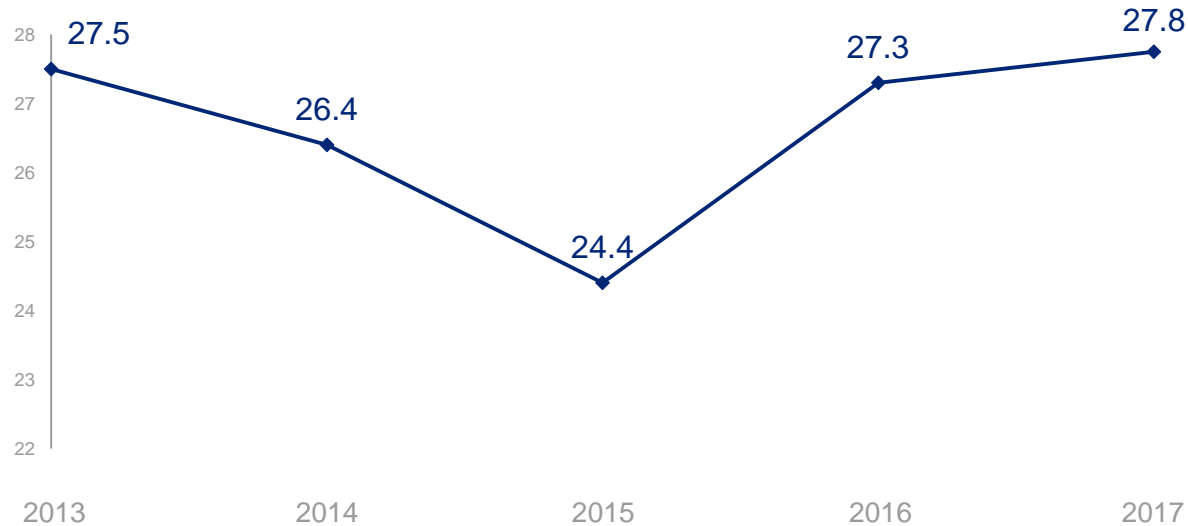


BESIX Group - Profitability

Breakdown by Business Unit; in million EUR



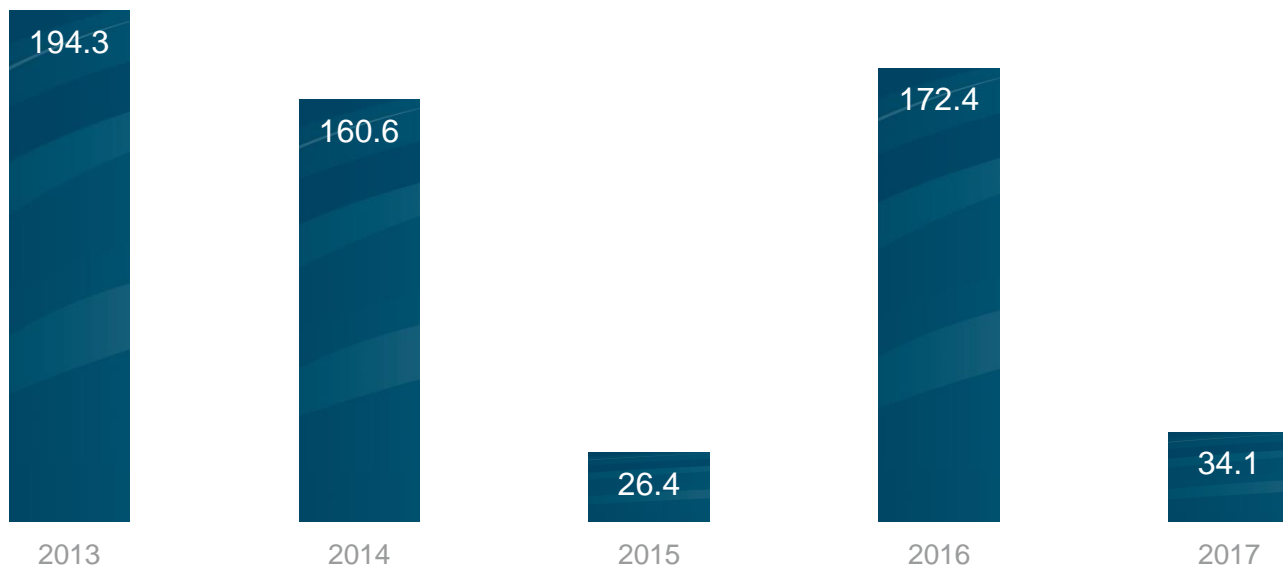
BESIX Group - Solvency ratio in %age



Healthy
**financial
position**
above sector
standard

BESIX Group - Net Cash Position

in million EUR

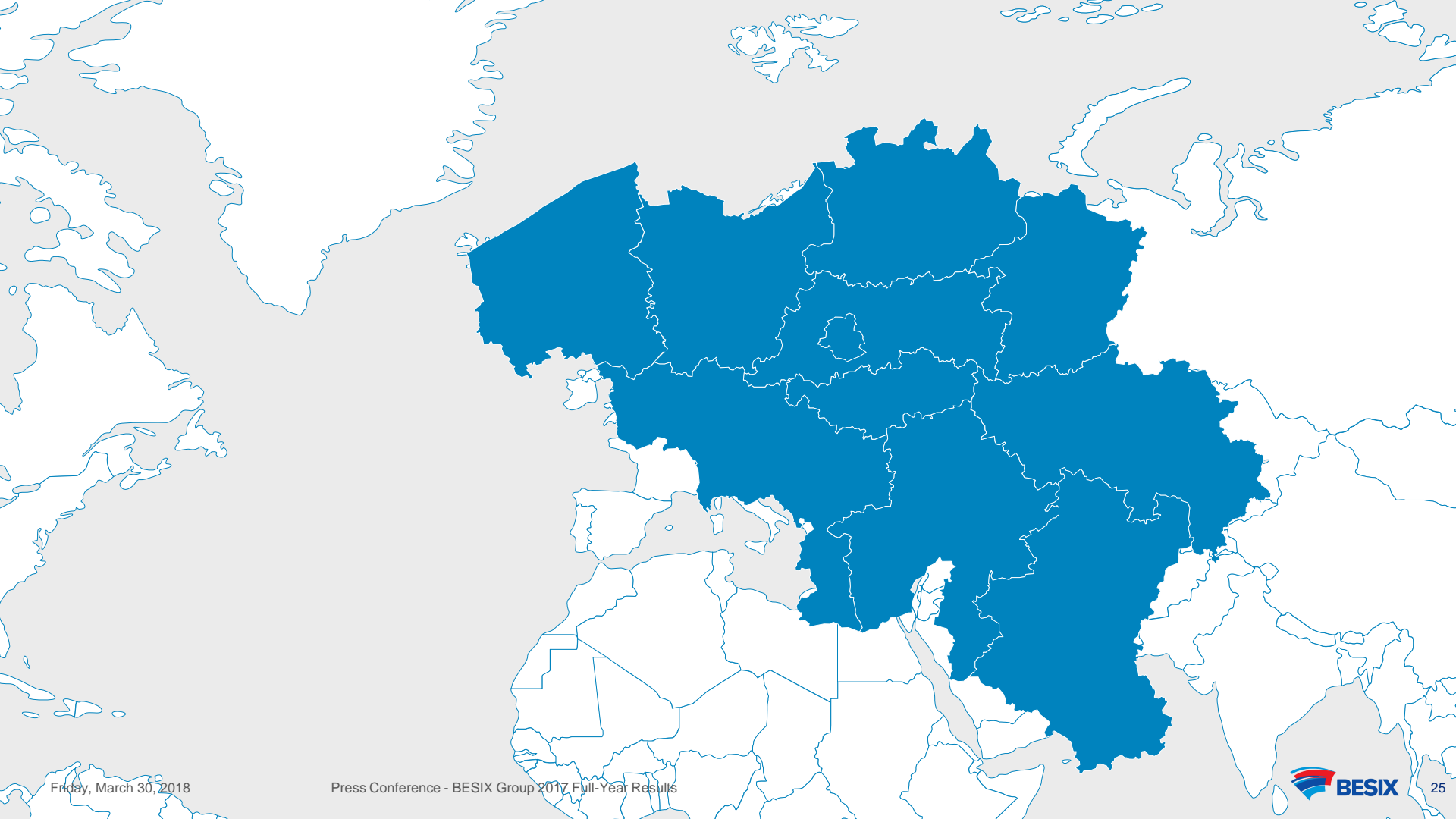


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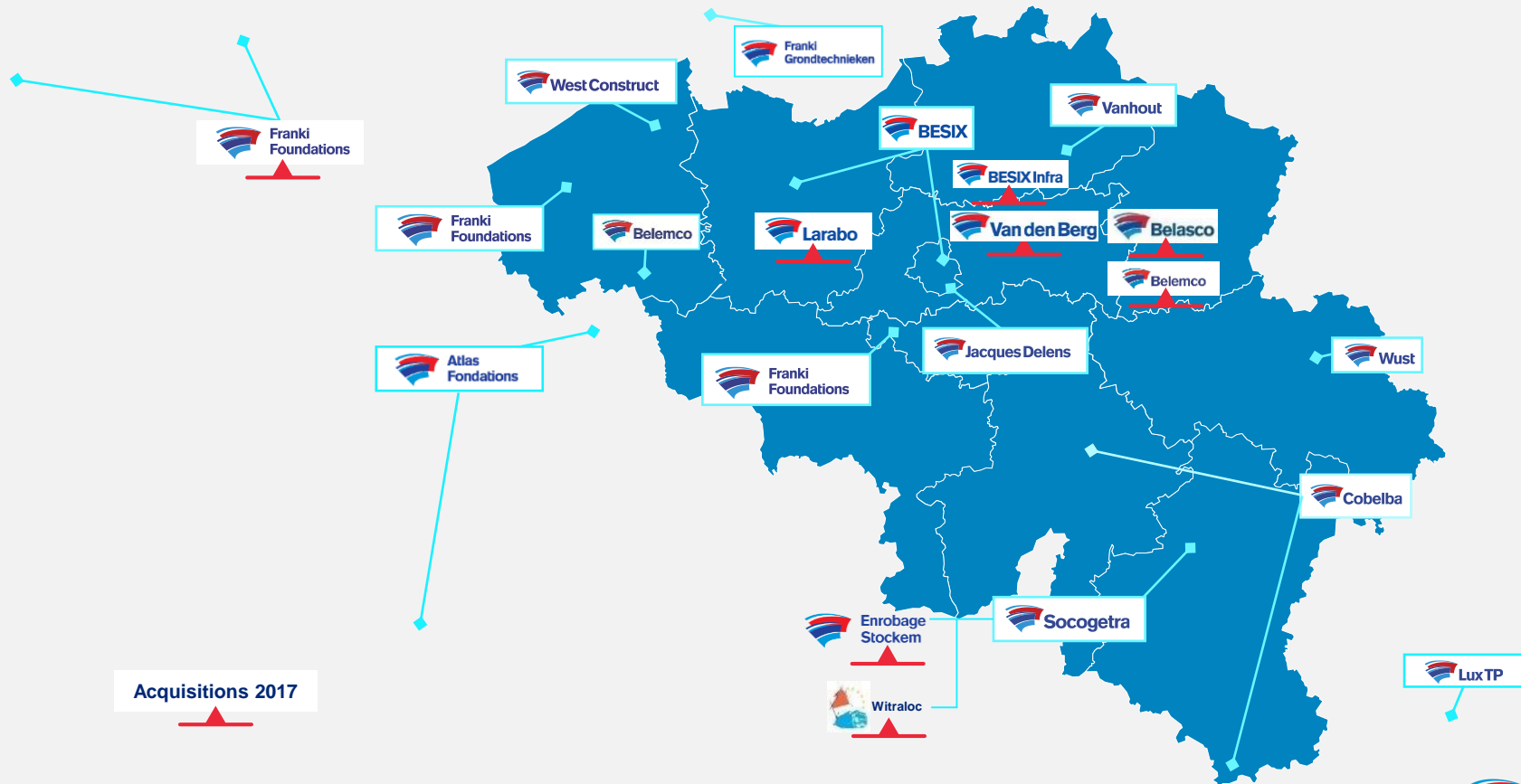
Key developments



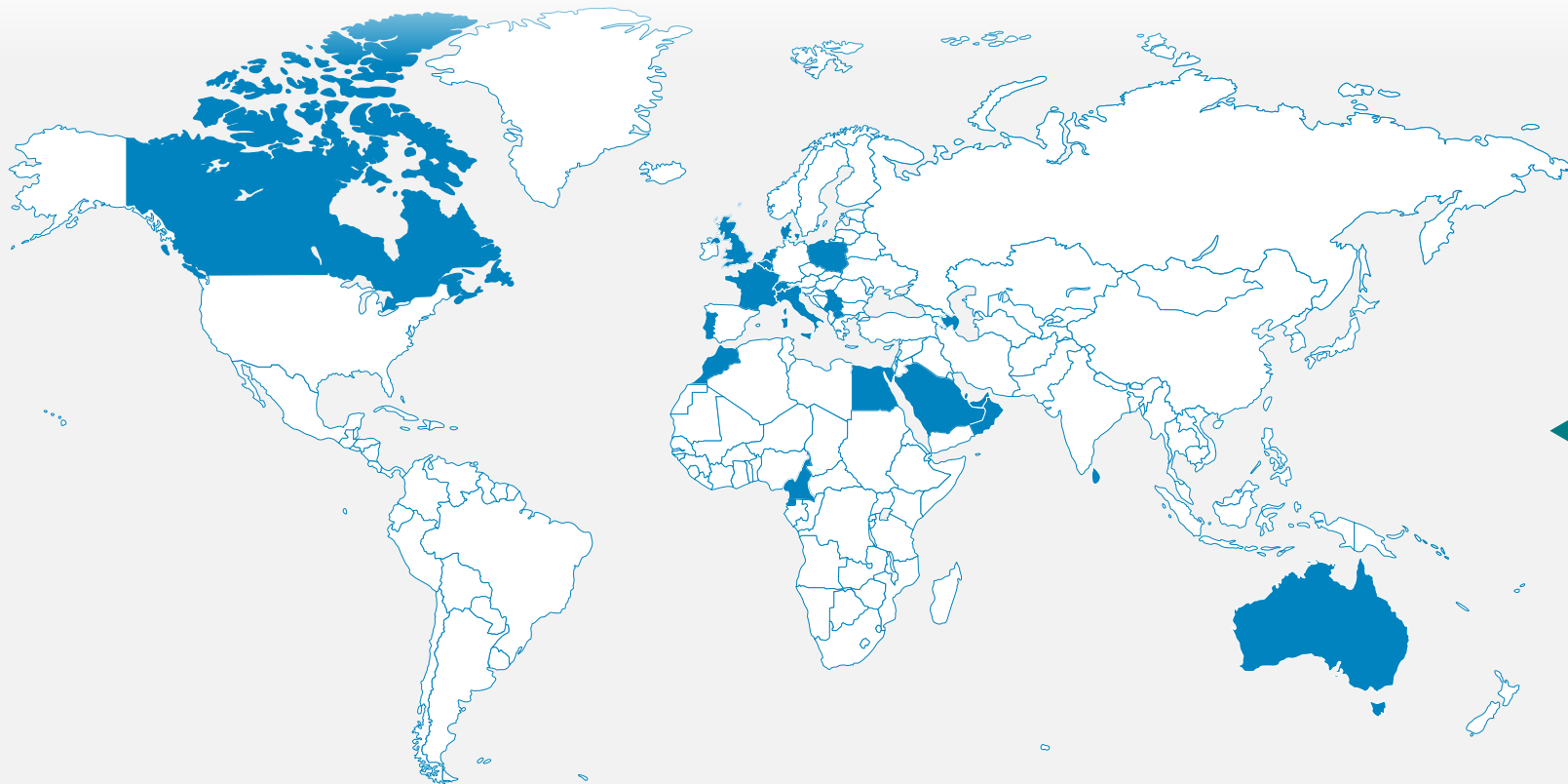




Regional Contractors - Strategic acquisitions



BESIX Group operates in 22 countries



Belgium
The Netherlands
France
Luxembourg
Denmark
United Kingdom
Montenegro
Poland
Italy
Egypt
Equatorial Guinea
Cameroon
Sri Lanka
Saudi Arabia
Qatar
United Arab Emirate
Oman
Bahrain
Australia
Canada
Portugal
Switzerland

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Key Projects



Herstal Viaducts

Herstal - Belgium



Post X

Antwerp - Belgium



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Press Conference - BESIX Group 2017 Full-Year Results

Stuifduin Crematorium

Lommel - Belgium



Lammermarkt Parking

Leiden - The Netherlands



SAFI Water Reuse Station

Ajman - United Arab Emirates



Bluewaters Bridge

Dubai - United Arab Emirates



Ain Sokhna Product Hub

Gulf of Suez - Egypt



Luštica Bay Marine Village

Luštica - Montenegro



Canal District (RED)

Brussels - Belgium



Kons (RED) Luxembourg

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Manhattan

Brussels - Belgium



Persgroep Head Office

Antwerp - Belgium



Terraced Tower

Rotterdam - The Netherlands



Port Hedland Tug Facilities

Port Hedland - Australia



Port of Duqm

Duqm - Oman



Dubai Creek Harbour Development - The Tower Pile Cap

Dubai - United Arab Emirates



Cours Saint-Michel (RED)

Brussels - Belgium



Sluishuis (RED)

Amsterdam - The Netherlands



Ferrero Headquarters

Luxembourg



Other Key Events



In **November 2017**, signing of a 5-year sponsorship contract with the **Royal Belgian Football Association**



In **December 2017**, BESIX becomes Belgium's first construction company to obtain a **BIM Level 2 certification**.



In **December 2017**, signing of an **international framework agreement on fair labour standards**,

with Ambet Yuson, General Secretary of Building & Wood Workers' International (BWI) and Guy Winandy, Secretary of the European Works Council (EWC) of BESIX Group.

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Outlook 2018

Friday, March 30, 2018

Press Conference - BESIX Group 2017 Full-Year Results



THERE ARE CHALLENGES AHEAD





OUR PURPOSE

Our commitment to excellence



Our purpose

Excel in creating sustainable solutions for a better world.

Our vision

As BESIX Group we develop multiple services **to create value for our clients**, whilst incorporating the evolving expectations of the end users and building on **strong partnership** with all stakeholders.

Our strategic drivers

1. Leveraging on our **customer centricity**
2. Promoting a **great place to work**
3. Developing a "**one-stop-shop**" solution
4. Being a leader in **open innovation**
5. Synergizing **our ways of working**
6. Promoting **openness towards** new ventures & activities for business

Our values



Léopold II Tunnel

Brussels - Belgium



Quatuor

Brussels - Belgium



A16

Rotterdam - The Netherlands



Theemswegtracé

Rotterdam - The Netherlands



Waste to Energy

Dubai - United Arab Emirates



Grand Egyptian Museum

Cairo - Egypt



Limmel Lock

Maastricht - The Netherlands



Hospital Center Marc Jacquet

Melun - France



New in 2018

At the end of February, BESIX announced its intention to acquire a further 35.95% of the issued capital of **Watpac** Ltd, an Australian construction, civil engineering works and mining services company, listed on the Australian Stock Exchange. Since acquiring an initial 15% stake in April 2013, BESIX has gradually increased its holding to 28.1%. BESIX's offer relates precisely to the additional acquisition of the 50% of Watpac's issued shares that it does not yet hold. It will finance this acquisition through existing cash reserves, leaving it with comfortable headroom through its existing banking facilities. BESIX's offer must still be submitted to Watpac's shareholders at the end of May 2018. The Scheme of Arrangement will be implemented immediately afterwards.

The Watpac logo is displayed on a dark blue wall. It features a stylized icon of a building or structure to the left of the word "WATPAC" in a bold, white, sans-serif font.

New in 2018



A-STAY

On 13 March BESIX Group announced the signing of a 50/50 co-investment partnership with A-Star Group in **A-Stay**, a new urban housing concept for expatriates, young people, business travellers and tourists. A-Star and BESIX plan to jointly develop 7,000 studio apartments in 35 countries worldwide in the next five years. With this partnership, BESIX reinforces its diversification strategy and shows its intention to develop innovative projects. In addition, A-Stay plunges BESIX head first into the sector of smart building.

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Q&A





Thank you for your attention

