

Annual results 2006: results significantly improved



2006: another very good year

- Result before tax + 36% (€ 38 million; 2005: € 28 million). This is 9% higher than the expectation announced earlier
- Net result more than doubled : € 44 million (2005: € 20 million)
- Revenue + 9% (€ 1.3 billion; 2005: € 1.2 billion)
- Provision of € 5 million for European Commission bitumen fine
- Forecast: unchanged operating result in 2007, due to timing effect of major real estate projects, followed by further improvement
- Dividend increased further: € 1.34 (2005: € 1.02)

Key figures

<i>x € 1 000 000</i>	2006	2005
Revenue	1 310	1 206
Operating result	42	38
Result before tax	38	28
Net result	44	20

Revenue

<i>x € 1 000 000</i>	2006	2005	2004
Infrastructure	676	541	522
Building and Development	622	658	524

EBIT

<i>x € 1 000 000</i>	2006	2005	2004
Infrastructure	16	14	11
Building and Development	36	35	21

Infrastructure: higher revenue and higher results

- Revenue € 676 million (+ 25%)
- EBIT € 16 million (+ 14%)
- Clearly noticeable improvement in price levels, but still too low
- Selective acquisition of large, longer term projects in the public tendering market
- Raw materials and prefab concrete: further improvement of results
- Order book € 572 million (2005: € 557 million)
- Flying start for Ballast Nedam Concessions: present in tender procedures for five large PPP contracts

New Power Plant, Amsterdam



Wind energy

- Offshore wind farm North Sea completed successfully
- Tender procedures for new farms in Europe ongoing
- Up to 2015, 76 farms in preparation (31,000 MW)
- Co-operation with Evelop for development of farms in the North Sea
- Svanen will not be operational in 2007

Offshore Wind Farm North Sea, Svanen



Building & Development: again excellent results

- Revenue € 622 million (2005: € 658 million including sale of head office)
- EBIT € 36 million. Already very good results 2005 were exceeded (€ 35 million)
- 1,384 houses delivered (+ 300)
- Number of houses resulting from in-house development + 30%
- Land bank 654 ha (+ 11%)
- Development potential 12,700 houses (+ 21%)
- Order book € 525 million (2005: € 503 million).
Large projects in the pipeline. Good prospects in both house building and in general building

New Babylon, The Hague



- Renovation and extension of existing office buildings
- 2 towers: 100m and 140m high

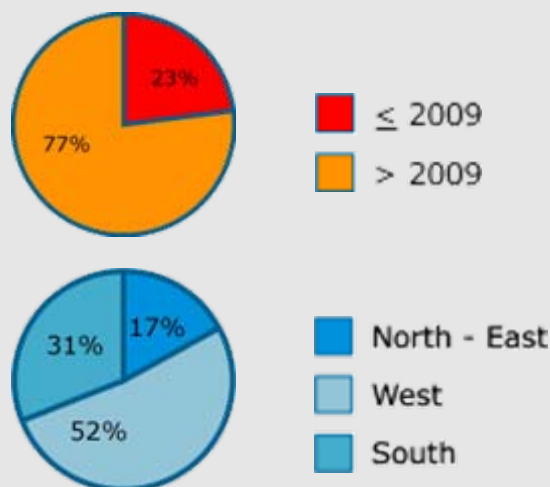
Residential market: good prospects

- Strong demand in the market
- 2006-2010: 450.000 houses to be built (2006: 72.000)
- Number of permits for new houses increased in 2006: +19%
- Ballast Nedam: 2000 houses under construction; 37% from own development
- Policy: further expansion of landbank as well as acquisition of property development companies

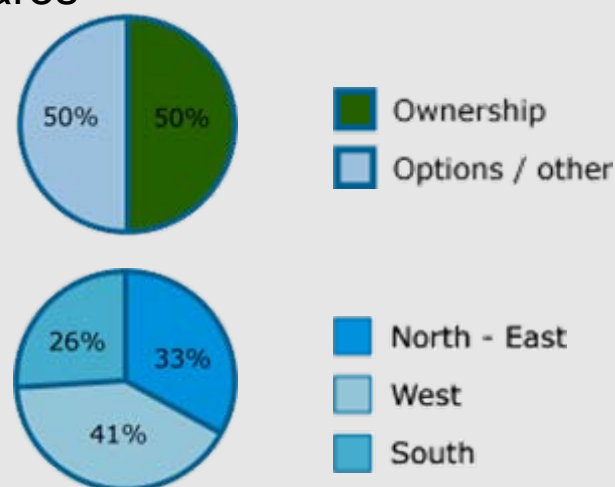
Landbank

- 654 ha (1523 acres) in ownership / options: +11%
- Book value approx. € 96 mln (year-end 2005: € 75 mln)
- Development potential: + 18%
 - 12,700 houses: +21%
 - 500,000 m² (H1 2005: same) offices / commercial premises
 - Average duration of positions in ownership approx. 6 years

• Houses



• Hectares



Recent events 2007

- New financing facilities: five year loan of € 50 million; extra guarantee and short-term loan facilities for € 260 million and € 60 million, respectively
- Navitas 5% shareholder
- Contract GETZ entertainment centre Amsterdam (€ 100 million Ballast Nedam share): high quality cultural and entertainment facilities including an events hall for 15,000 visitors

GETZ, Amsterdam



Strategy

- Strengthening front and back end of the building chain: project development and engineering as well as maintenance, operations and concessions
 - A structurally higher margin by shifting the mix of activities
 - Front end: land bank growth, takeover of project developer(s), expanding integrated spatial development
 - Back end: organic growth on the strength of the existing activities
- Operational excellence
- Active portfolio management
- Belief in own strength as a self-reliant company, but independence is no dogma

Composition workforce

	2006	2002
Hourly paid personnel	46%	53%
Technical and administrative personnel, staff and management	54%	47%

Outlook 2007

- Infrastructure: higher operational result in gradually improving market. Recently the Dutch government decided to increase the budget for the coming four years by €6 bln.
- Building & Development: fundamentally sound organisation with good prospects. However, no certainty as to how many of the large real estate projects will start in 2007. Based on the current planning: the excellent 2006 results can not be fully matched.
- Ballast Nedam as a whole: operating result approximately the same
- Following years: further growth of results
- Confidence in the future

Board of Management appointments

- Theo Bruijninx (45) new chairman Board of Management
- Ruud Jacobs (51), Managing Director division Building & Development
- Romeo Malizia (50), Managing Director division Infrastructure

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x € 1 000 000

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EBIT	42	38
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Net result	44	20
Orderbook	1 093	1 064
Shareholders' equity	158	124
Capital ratio	20%	15%
Net financing position	23	68

Revenue

<i>x € 1 000 000</i>	2006	2005	2004
Infrastructure	676	541	522
Building and Development	622	658	524
	1 298	1 199	1 046
Other	12	7	118
Total	1 310	1 206	1 164

The Ballast Nedam share

<i>x € 1</i>	2006	2005	2004
Net result per average number outstanding shares	4.44	2.05	1.36
Dividend proposal	1.34	1.02	-

EBIT

<i>x € 1 000 000</i>	2006	2005	2004
Infrastructure	16	14	11
Building and Development	36	35	21
	<hr/>	<hr/>	<hr/>
	52	49	32
Other	(10)	(11)	3 *)
	<hr/>	<hr/>	<hr/>
Total	42	38	35

*) + 10 mln euros of the amended pension scheme

Margin

	2006	2005	2004
Infrastructure	2.4%	2.6%	2.0%
Building and Development	5.8%	5.3%	4.0%
Total	3.2%	3.2%	3.0%

Order book

<i>x € 1 000 000</i>	2006	2005
Infrastructure	572	557
Building and Development	525	503
	<hr/>	<hr/>
	1 097	1 060
Other	(4)	4
	<hr/>	<hr/>
Total	1 093	1 064

Consolidated balance sheet

Consolidated balance sheet

x € 1 000 000

	31 December 2006	31 December 2005
Non-current assets	253	211
Current assets	541	636
Current liabilities	(555)	(644)
Working capital	(14)	(8)
	239	203
Long-term loans		
Loans	36	54
Deferred tax liability	4	4
Employee benefits	5	6
Provisions	36	13
	81	77
Group equity		
Minority interests	-	2
Equity attributable to shareholders	158	124
Total shareholders' equity	158	126
	239	203

Shareholders' equity

<i>x € 1 000 000</i>	2006	2005
Issued share capital	60	60
Share premium	55	55
Other reserves	9	(14)
Opening balance	124	101
unrealised result	-	-
Exchange differences	(2)	3
Results recognised directly in equity	(2)	3
Net result	44	20
Dividend	(10)	-
Others	2	-
Closing balance	158	124

Consolidated cash flow statement

<i>x€ 1 000 000</i>	2006	2005
Cash flow statement		
Net cash, 1 January	129	160
Net cash flow operating activities	17	(26)
Net cash flow investing activities	(54)	39
Net cash flow from financing activities	(30)	(44)
Net cash, 31 December	62	129
Net cash		
Cash and cash equivalents	95	175
Bank loans	(33)	(46)
	62	129
Unrestricted cash balances	42	99
Proportionately consolidated	20	30
	62	129
Net financing position		
Net cash	62	129
Current portion of long-term loan	(3)	(7)
Long-term loans	(36)	(54)
	23	68

Ballast Nedam in brief

- Founded in 1877, (re)listed in 1994
- Excellent reputation
- In the 1980's and 1990's predominantly internationally active
- In 2000/2001 international business in tough times; UK company (acquired in 1995) continued to be a bleeder



International Court of Justice – The Hague

Reorganisation 2001-2004 resulted in turnaround

- Six divisions brought down to two
- From 8,000 to 4,000 employees now
- Turnover 2005: € 1.2 bln (in 2001: € 2.3 bln)
- Loss making international activities ended or cut off; UK company ended operations in 2003
- Focus on The Netherlands (and international niches)
- Dividend resumed in 2006