
Our performance

reflects the increasing
success of our
business strategy

Strong growth in profits* and earnings*

Strong operating cash performance

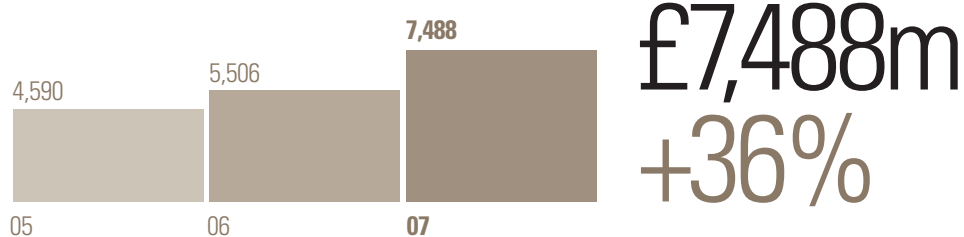
Good progress in strategic acquisition
and investment programme

Record order book and future workflows

Dividend increase of 26%

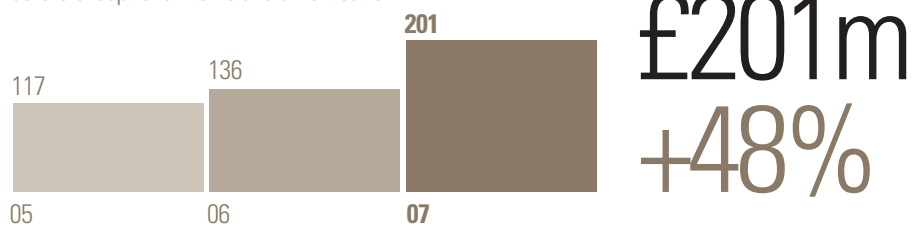
*Before exceptional items and amortisation, and including the pre-exceptional results of discontinued operations in adjusted earnings per share.

Revenue including joint ventures and associates



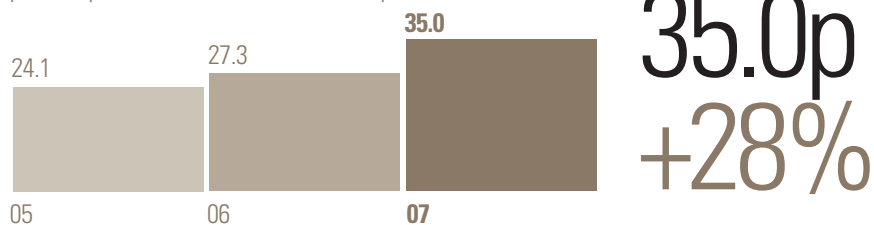
Pre-tax profit from continuing operations

before exceptional items and amortisation

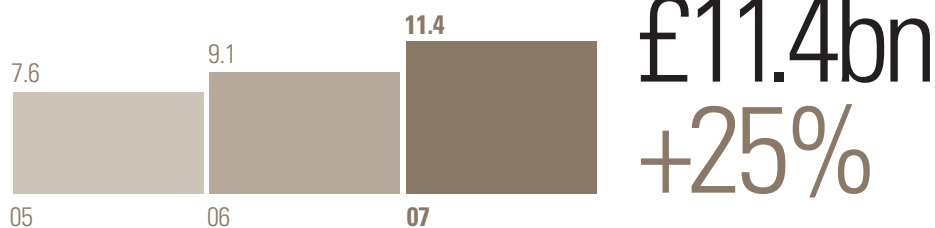


Adjusted earnings per share

before exceptional items and including the pre-exceptional results of discontinued operations

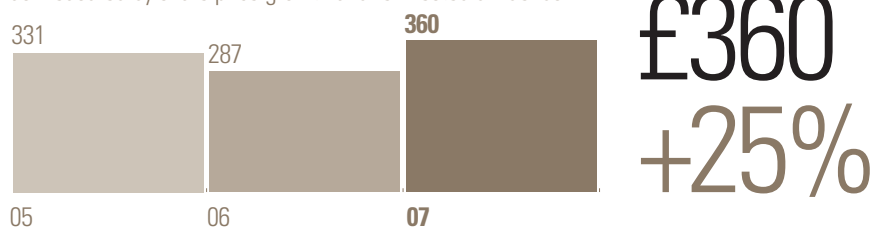


Order book



Total shareholder return

value at year-end of £100 investment made five years previously, as measured by share price growth and reinvested dividends



Overview

Balfour Beatty had a very good year in 2007. Achieving a 48% improvement in pre-tax profits from continuing operations and a 28% increase in adjusted earnings clearly demonstrates the all-round health of the business and the strength of our many long-term, blue-chip customer relationships. Our results reflect great credit on people at all levels and locations across the Group.



Ian Tyler Chief Executive