

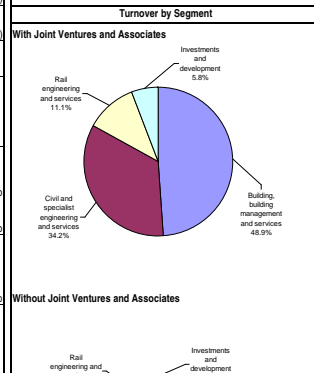
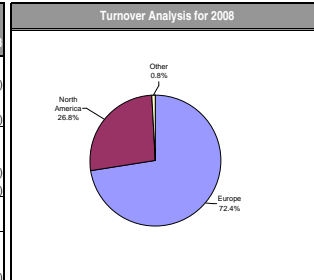
Company Overview		Performance		Co.		FTSE 250	
<b>Activities</b>							
Balfour Beatty is the largest fixed rail infrastructure contractor in the world. Balfour Beatty serves the international markets for rail, road and utility systems, buildings and complex structures.							
<b>Share Data</b>							
Market Cap (£m)	1,848	1 day	%	(2.6%)			(2.1%)
Ticker	BBY LN	1 w	%	0.3%			(0.6%)
Shares in issue	685m	1 m	%	(6.2%)			(2.6%)
		3 m	%	(9.3%)			8.3%
		6 m	%	(13.0%)			23.0%
		1 yr	%	9.9%			65.6%
Dividend Yield	% 4.7	52 wk high	GBP	346.18			9,590.51
Dividend per share	12.8p	52 wk low	GBP	239.49			5,491.29
		52 wk high	%	77.9%			96.3%
		52 wk low	%	112.7%			168.2%
<b>Financial Ratios for 2008</b>							
Return on equity	%	22.66%					
Return on capital	%	14.47%					
EBITDA as a % of sales	%	3.62%					
EBIT as a % of sales	%	2.65%					

Key P&L Data (£m)	2006	2007	2008
<b>Revenue</b>			
Building, building management and services	2,030	3,527	4,498
Civil and specialist engineering and services	1,677	2,112	2,587
Rail engineering and services	766	775	1,016
Investments and development	14	51	160
<b>Total*</b>	<b>4,487</b>	<b>6,466</b>	<b>8,261</b>
* Figure for 2007 includes corporate costs of £ 1m			
<b>Ordinary operating results</b>			
Building, building management and services	42	70	84
Civil and specialist engineering and services	47	59	85
Rail engineering and services	35	39	39
Investments and development	(19)	(25)	(19)
Corporate costs, assets and liabilities	(24)	(30)	(34)
<b>Total</b>	<b>81</b>	<b>113</b>	<b>155</b>

Key Balance Sheet Data (£m)	2005	2006	2007	2008
Working capital	(104)	(221)	(478)	(643)
Net capital employed	864	978	1,194	1,735
Net financial position	6	33	30	(61)
Shareholders' equity	292	387	483	865
Cash flow from operating activities	139	193	253	279
Free cash flow	4	21	89	(155)
Surplus/(deficit)	(93)	(2)	63	2

Cash Flow and NFP for 2008 (£m)	
Net CF from operating activities	279
Net CF from investing activities	(434)
<b>Free cash flow</b>	<b>(155)</b>
Proceeds/buyback of shares	173
Proceeds/repayment of loans	63
Financial lease repayment	(2)
Dividend paid	(65)
Others	(12)
<b>Surplus/(deficit)</b>	<b>2</b>
Total financial assets	211
Total financial liabilities	(272)
<b>Net financial position</b>	<b>(61)</b>

Profit Analysis: Year End 31-December (£m)	IFRS				
	2004	2005	2006	2007	2008
<b>Revenue including share of joint ventures and associates</b>	4,239	4,938	5,506	7,488	9,486
Share of revenue of joint ventures and associates	(749)	(1,101)	(1,019)	(1,022)	(1,225)
<b>Group revenue</b>	<b>3,490</b>	<b>3,837</b>	<b>4,487</b>	<b>6,466</b>	<b>8,261</b>
Cost of sales	(3,192)	(3,542)	(4,121)	(5,992)	(7,628)
<b>Gross profit</b>	<b>298</b>	<b>295</b>	<b>366</b>	<b>474</b>	<b>633</b>
Net operating expenses					
- amortization of intangible assets	-	-	(1)	(9)	(27)
- other	(242)	(237)	(305)	(400)	(427)
<b>Group operating profit</b>	<b>56</b>	<b>58</b>	<b>60</b>	<b>65</b>	<b>179</b>
Share of results of joint ventures and associates	36	73	48	71	72
<b>Profit from operations</b>	<b>92</b>	<b>131</b>	<b>108</b>	<b>136</b>	<b>251</b>
Investment income	56	56	26	42	43
Finance costs	(28)	(46)	(25)	(21)	(24)
<b>Profit before taxation</b>	<b>120</b>	<b>141</b>	<b>109</b>	<b>157</b>	<b>270</b>
Taxation	(28)	(35)	(34)	12	(74)
<b>Profit for the year from continuing operations</b>	<b>92</b>	<b>106</b>	<b>75</b>	<b>169</b>	<b>196</b>
<b>Profit (Loss) for the year from discontinued operations</b>	<b>168</b>	<b>-</b>	<b>16</b>	<b>(18)</b>	<b>-</b>
Profit for the year	260	106	91	151	196
Preference dividend	(13)	-	-	-	-
Premium paid on buyback of shares	(6)	-	-	-	-
<b>Profit for the year attributable to equity shareholders</b>	<b>241</b>	<b>106</b>	<b>91</b>	<b>151</b>	<b>196</b>
<b>Basic earnings per ordinary share</b>					
- continuing operations	17.3p	24.9p	17.6p	39.3p	42.9p
- discontinued operations	40.1p	-	3.6p	(4.2)p	-
	57.4p	24.9p	21.2p	35.1p	42.9p
<b>Diluted earnings per ordinary share</b>					
- continuing operations	17.2p	24.7p	17.4p	39.0p	42.7p
- discontinued operations	39.7p	-	3.6p	(4.2)p	-
	56.9p	24.7p	21.0p	34.8p	42.7p
<b>Dividends per ordinary share proposed for the year</b>	<b>6.6p</b>	<b>8.1p</b>	<b>9.1p</b>	<b>11.5p</b>	<b>12.8p</b>



Management	
Ian Tyler	Chief Executive
Anthony Rabin	Deputy Chief Executive
Andrew McNaughton	Chief Operating Officer
Peter Zinkin	Planning and Development Director
Duncan Magrath	Finance Director
Steve Marshall	Non-Executive Chairman
Robert Walsh	Non-Executive Director
Hubertus Krossa	Non-Executive Director
Gordon Sage	Non-Executive Director
Mike Donovan	Non-Executive Director
Graham Roberts	Non-Executive Director
Manfred Leger	Group Managing Director
Brian Osborne	Group Managing Director
Mike Peasland	Group Managing Director
Andy Rose	Group Managing Director
Jim Moynihan	Group Managing Director
Robert Van Cleave	Group Managing Director
Paul Raby	Human Resources Director
Chris Vaughan	General Counsel and Company Secretary

Corporate Financial Calendar	
Preference: ex-dividend	25-Nov-2009
Ordinary: dividend payment	04-Dec-2009
Preference: dividend payment	01-Jan-2010

**Latest News (Last update 11/13/09)**

20 Oct 2009: Balfour Beatty has won new contracts totalling \$449 million (£274 million) in the US states of Virginia, South Carolina, Georgia, Texas and North Carolina

06 Oct 2009: Balfour Beatty has been appointed as preferred bidder by Blackburn with Darwen and Bolton Councils for their £450 million PPP Building Schools for the Future (BSF) programme.

05 Oct 2009: Balfour Beatty has been awarded two education sector contracts totalling £134 million.

28 Sep 2009: Balfour Beatty's subsidiary, Mansell, is to be fined £5.2 million due to the Office of Fair Trading (OFT) investigation

17 Sep 2009: Balfour Beatty announced its intention to acquire Parsons Brinckerhoff Inc., one of the world's leading professional services companies

11 Sep 2009: Gammon Construction in which Balfour Beatty has a 50% shareholding has been awarded the £150 million Hong Kong University contract

07 Sep 2009: Balfour Beatty secured a position on six construction frameworks with a total value of more than £250 million