



Analysts Day

21 October 2004

Balfour Beatty



Mike Welton

Chief Executive, Balfour Beatty plc

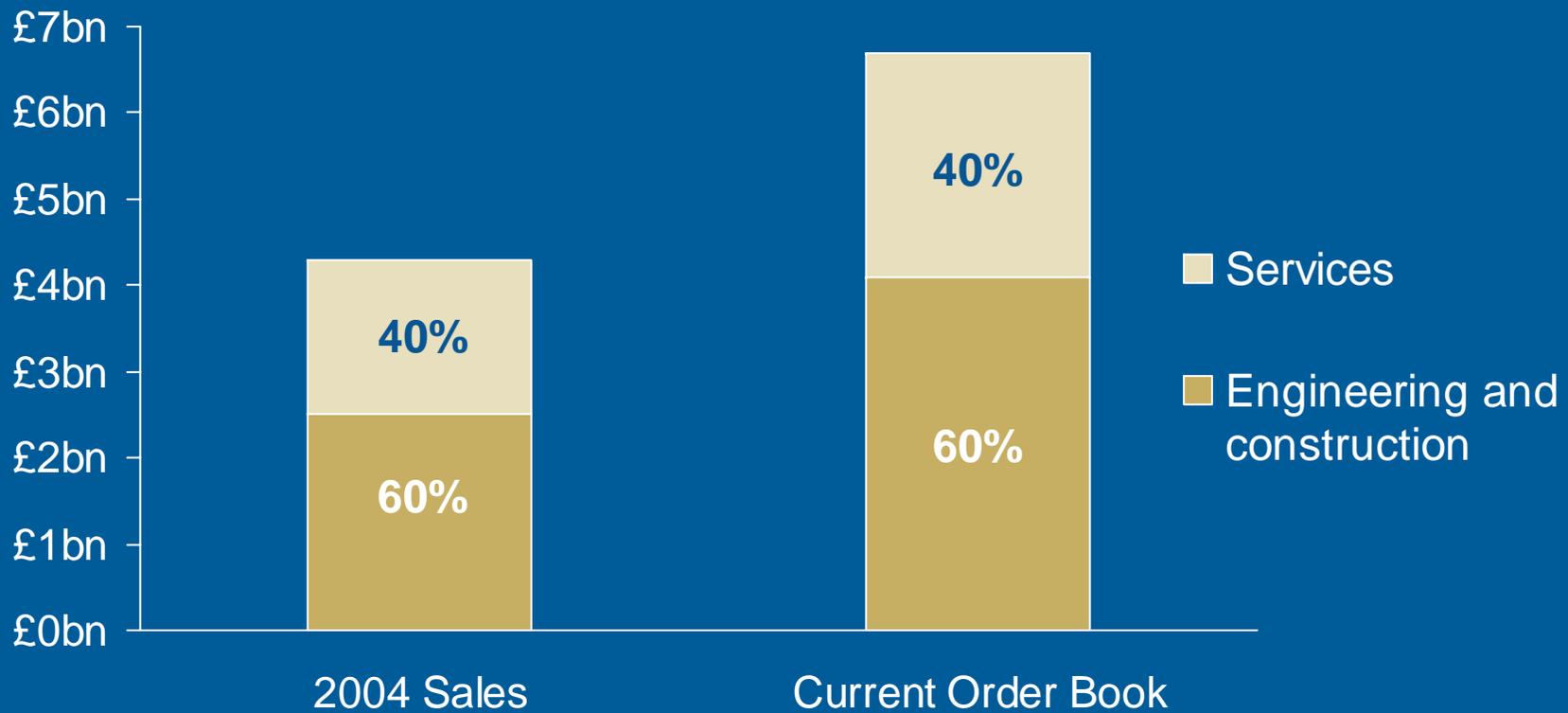
Balfour Beatty

Working in partnership with
sophisticated customers to create
first-class infrastructure

Balfour Beatty and major customers

	Design	Construction	Enhancement	Maintenance
NGT (gas and electricity)	✓	✓	✓	✓
Network Rail	✓	✓	✓	x
Highways Agency	✓	✓	✓	✓
NHS Trusts	✓	✓	✓	✓
Education Authorities	✓	✓	✓	✓
BAA	✓	✓	✓	✓

Our business mix



Working in partnership with BAA to
create the world's most successful
airport development

Alistair Wivell

Group Managing Director, Balfour Beatty plc

Balfour Beatty

Balfour Beatty Group Companies

Terminal 5 Project

Balfour Beatty Rail Projects / Balfour Kilpatrick
(Rail Tunnels and Station Services and M&E Fit-Out Works)

Balfour Beatty Construction
(Construction Management and Fit-Out)

Mansell
(Ancillary Building Works)

Balfour Beatty Civil Engineering
(M25 Spur)

Total T5 works in excess of £420m

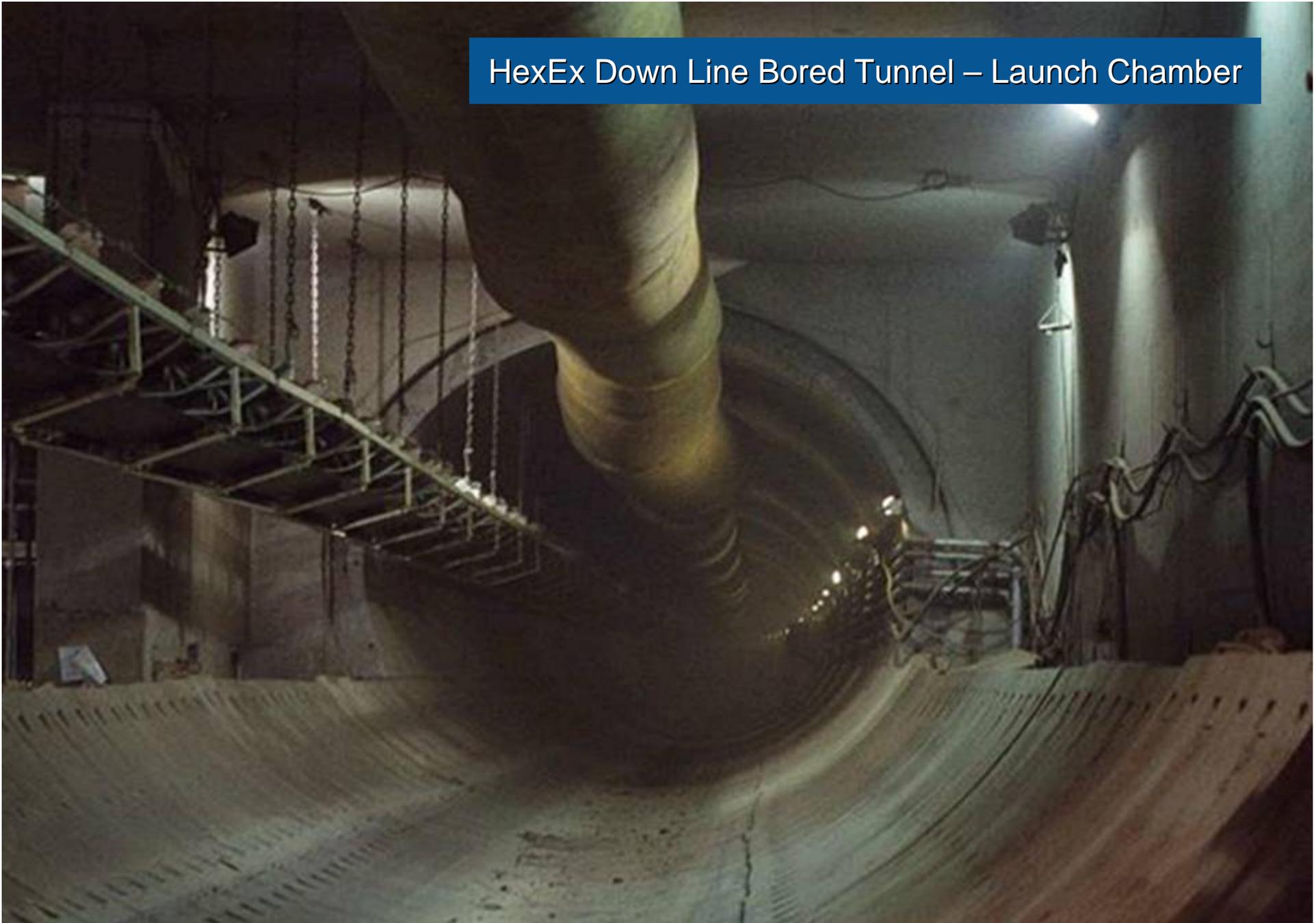
Summary of Balfour Beatty work scope

Tunnels and Rail Station

Balfour Beatty Rail Projects / Balfour Kilpatrick

- Total value of managed works c. £226m (direct works c. £136m)
- Track Installation
- Tunnel Support Services
- Rail Station Mech / Elec Services
- Whole project delivery: concept design through to handover
- Production Leadership of rail systems for both Heathrow Express and Piccadilly Line Extensions
- Track Transit System Mech / Elec Services
- Colnbrook sidings (completed)

HexEx Down Line Bored Tunnel – Launch Chamber

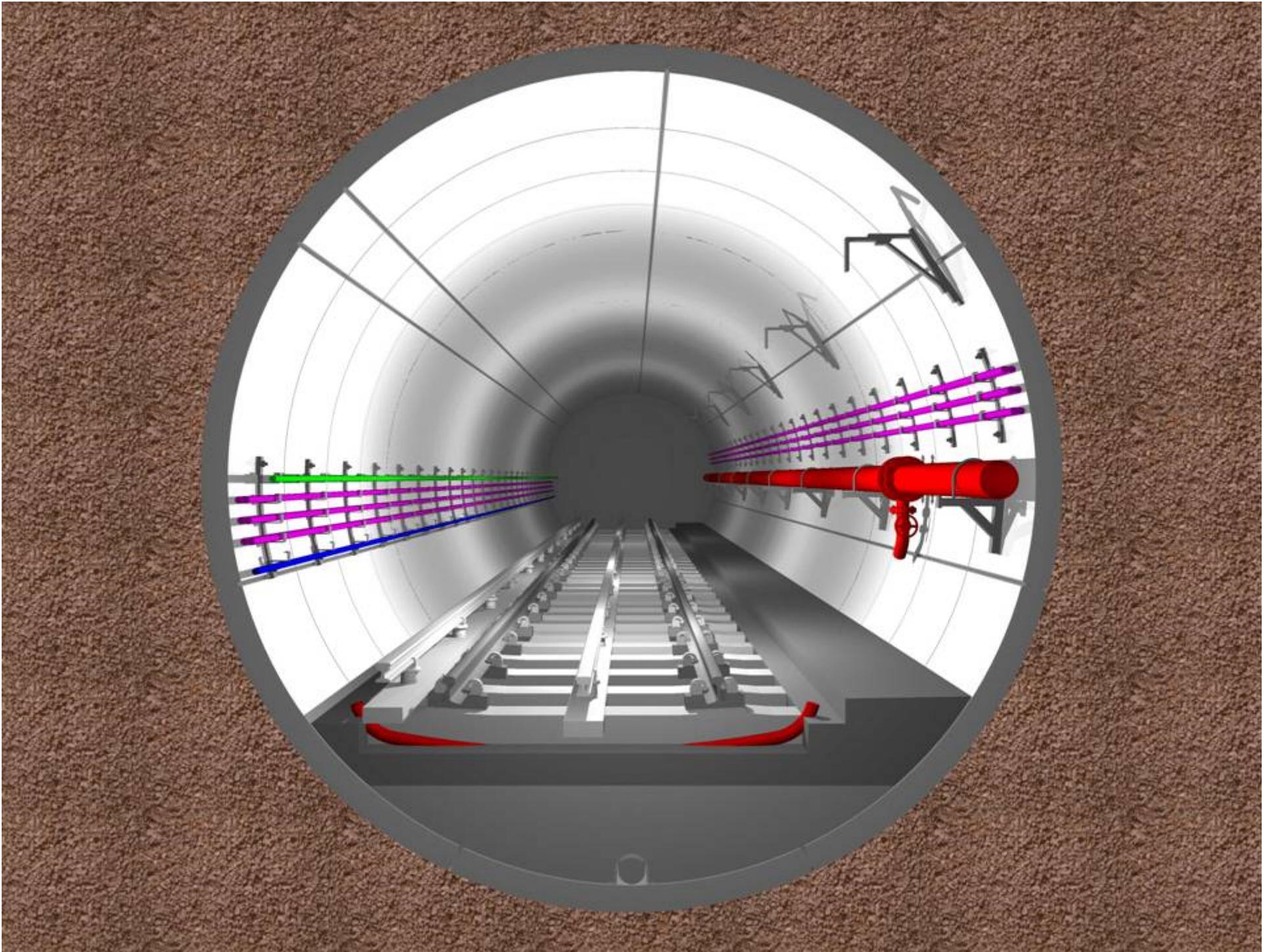


Balfour Beatty – The creation and care of essential assets

PiccEx West Bored Tunnel



Balfour Beatty – The creation and care of essential assets



Summary of Balfour Beatty work scope

Rail Station & Track Transit System – Fit Out

Balfour Beatty Construction

Rail Station

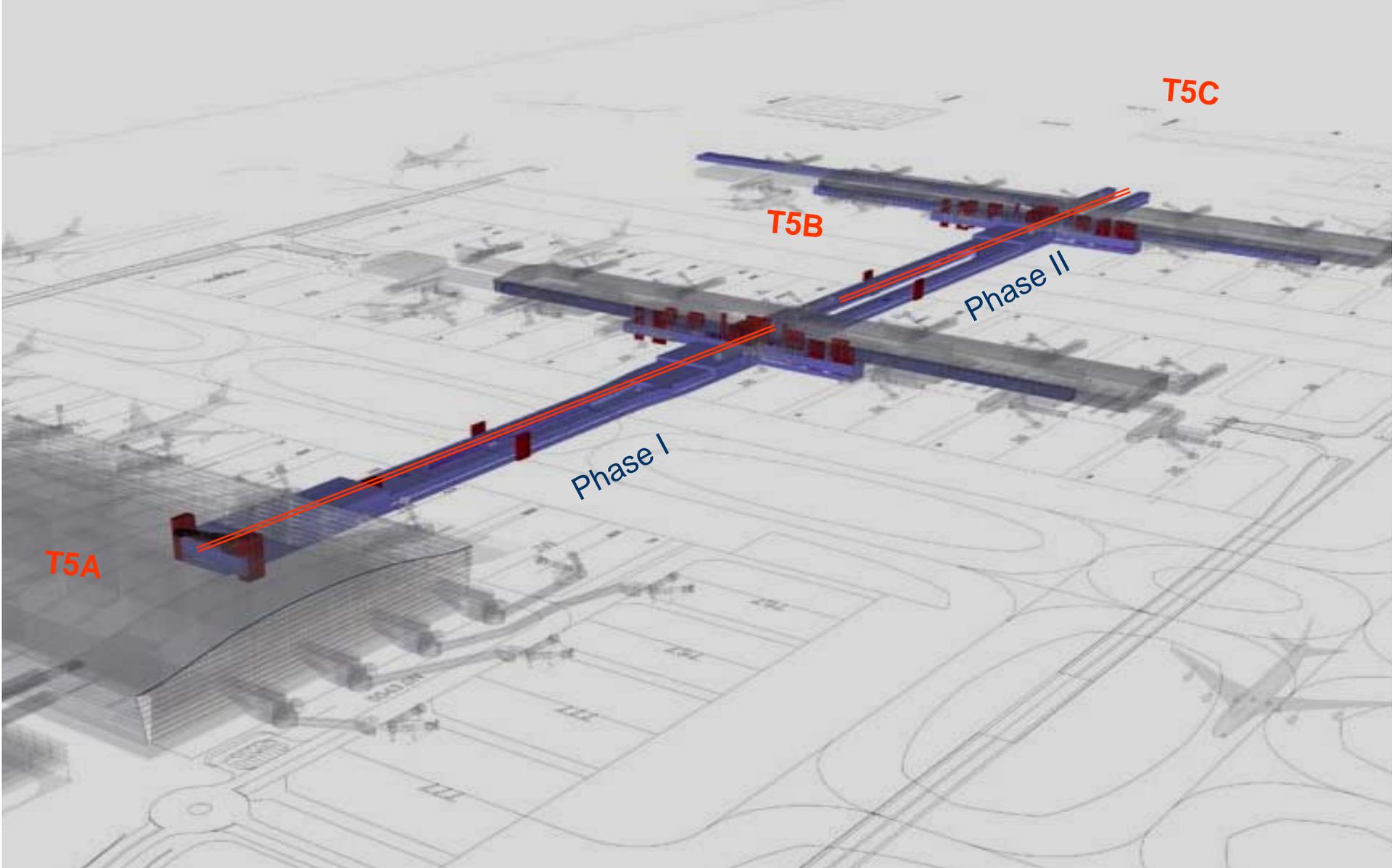
- Total value of managed works c. £94m (direct works c. £38m)
- Whole project delivery: concept design management through to handover
- Construction Management (Production Leadership) of rail station and passenger interchange.
- Fit out of rail station and passenger interchange

Summary of Balfour Beatty work scope

Track Transit System

- Total value of managed works 1 & 2 c. £40m (direct works c. £15m)
- Whole project delivery concept design management through to handover
- Construction Management (Production Leadership) of TTS Team
- Fit out of TTS stations, tunnels and maintenance depot

TTS from T5A through T5B & T5C



Balfour Beatty – The creation and care of essential assets

Summary of Balfour Beatty work scope

Ancillary Building Works

Mansell

- Fixed Links & Nodes 33 No. £8-10m
- Ancillary Building 25 No. c. £8m
- Toilets 71 No. c. £7m
- Fit out – awaiting BAA confirmation

T5 Fixed Link & Nodes



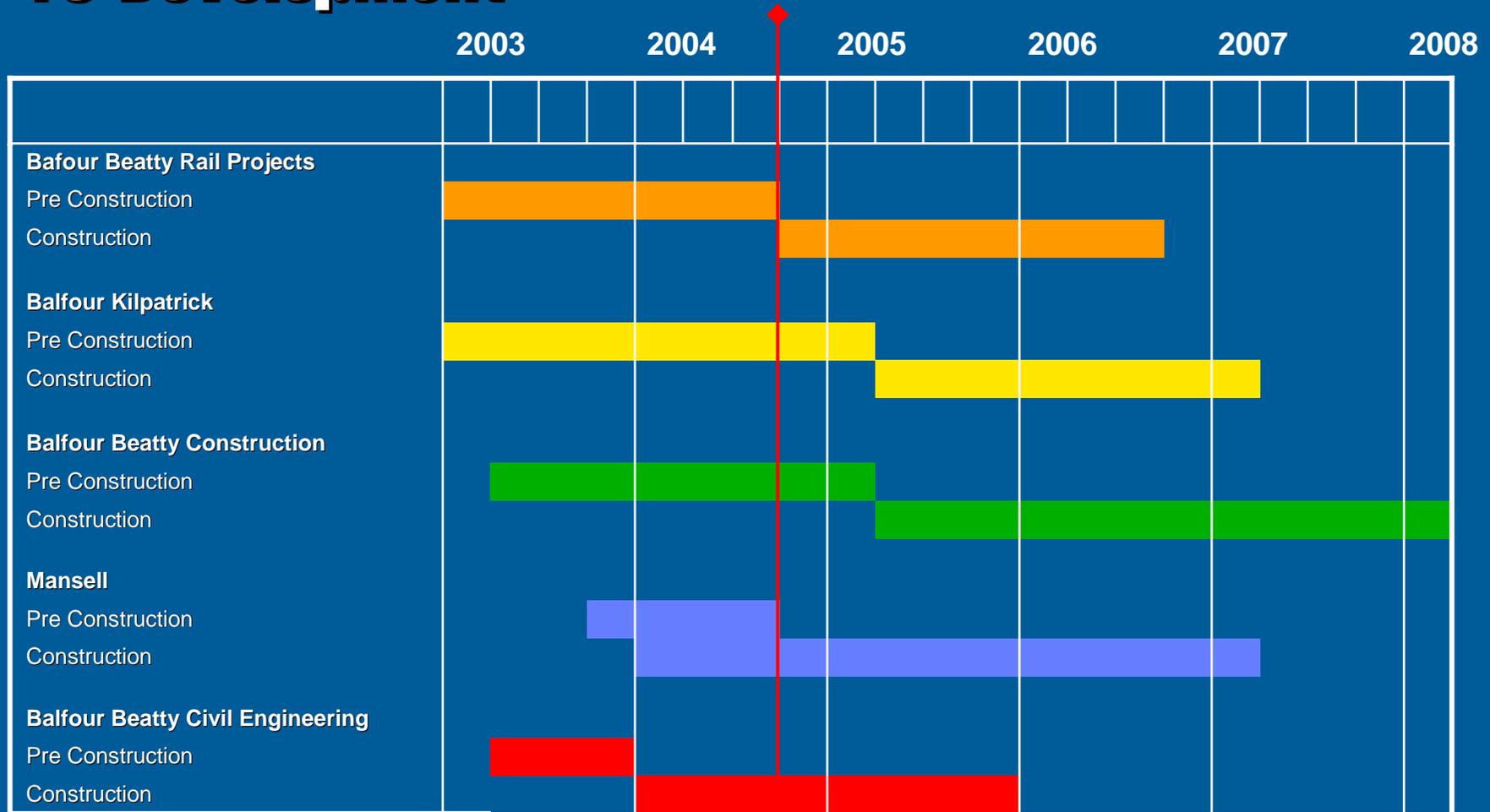
- 3D Visualisation of T5 Fixed link & Nodes
- 33 No. To be manufactured and installed

T5 modular toilets



- 71 No. toilet modules
- Designed, constructed off site
- Assembled complete, as work proceeds

Balfour Beatty Group Involvement in Heathrow T5 Development



Balfour Beatty – The creation and care of essential assets

Summary

T5 is good business for Balfour Beatty

Integrated Team working – partnership

Cost reimbursable on pre-agreed commercial model

Construction phase profit ring fenced

Design led by contractors

Maximum value engineering