



*October 30, 2007*

# **Balfour Beatty**

## Construction

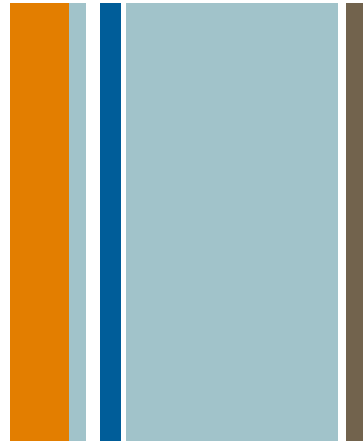
---

### **UK Analyst Meeting**

**Balfour Beatty**  
Construction

Overview of Florida Division

Welcome



## Started

**1933** - Frank J. Rooney - Miami



**1978** - Centex acquires Rooney

**CENTEX**



**2000** - Reorganization,  
Ray Southern, CEO /  
Al Petrangeli, President



**Balfour Beatty**  
Construction

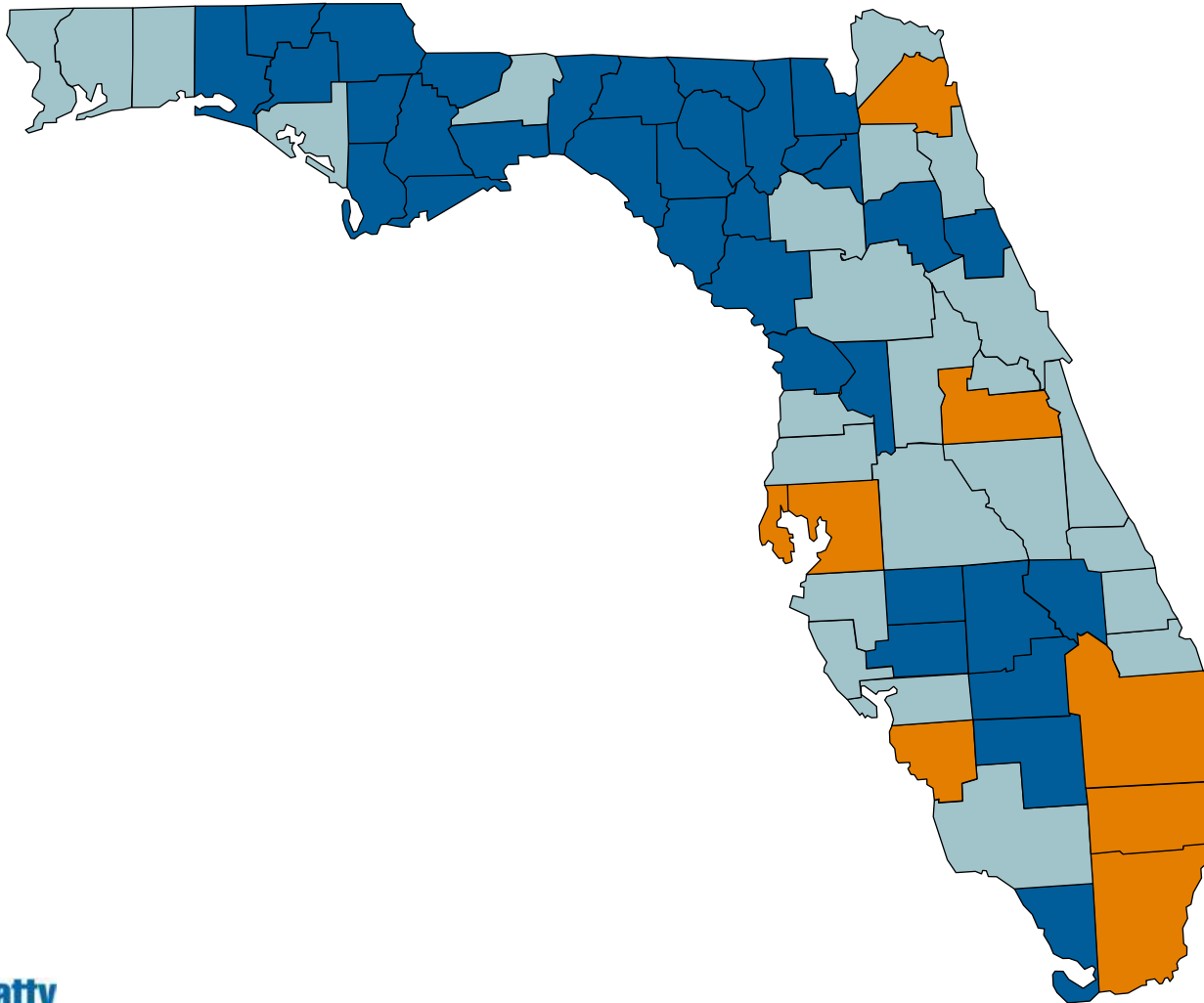
## Balfour Beatty

**2007** - Balfour Beatty acquires  
Centex Construction



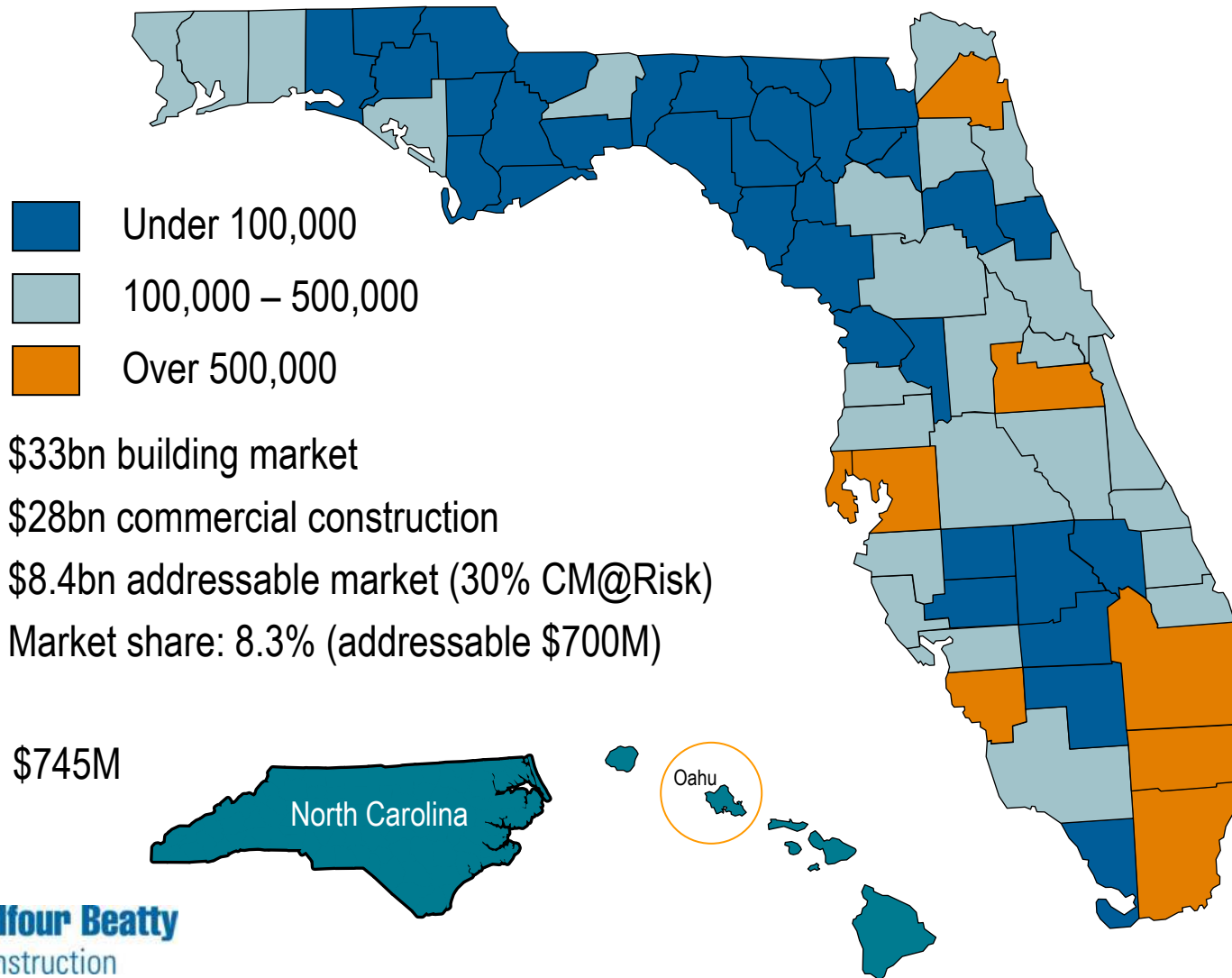
# Florida Market

Overview of Florida Division



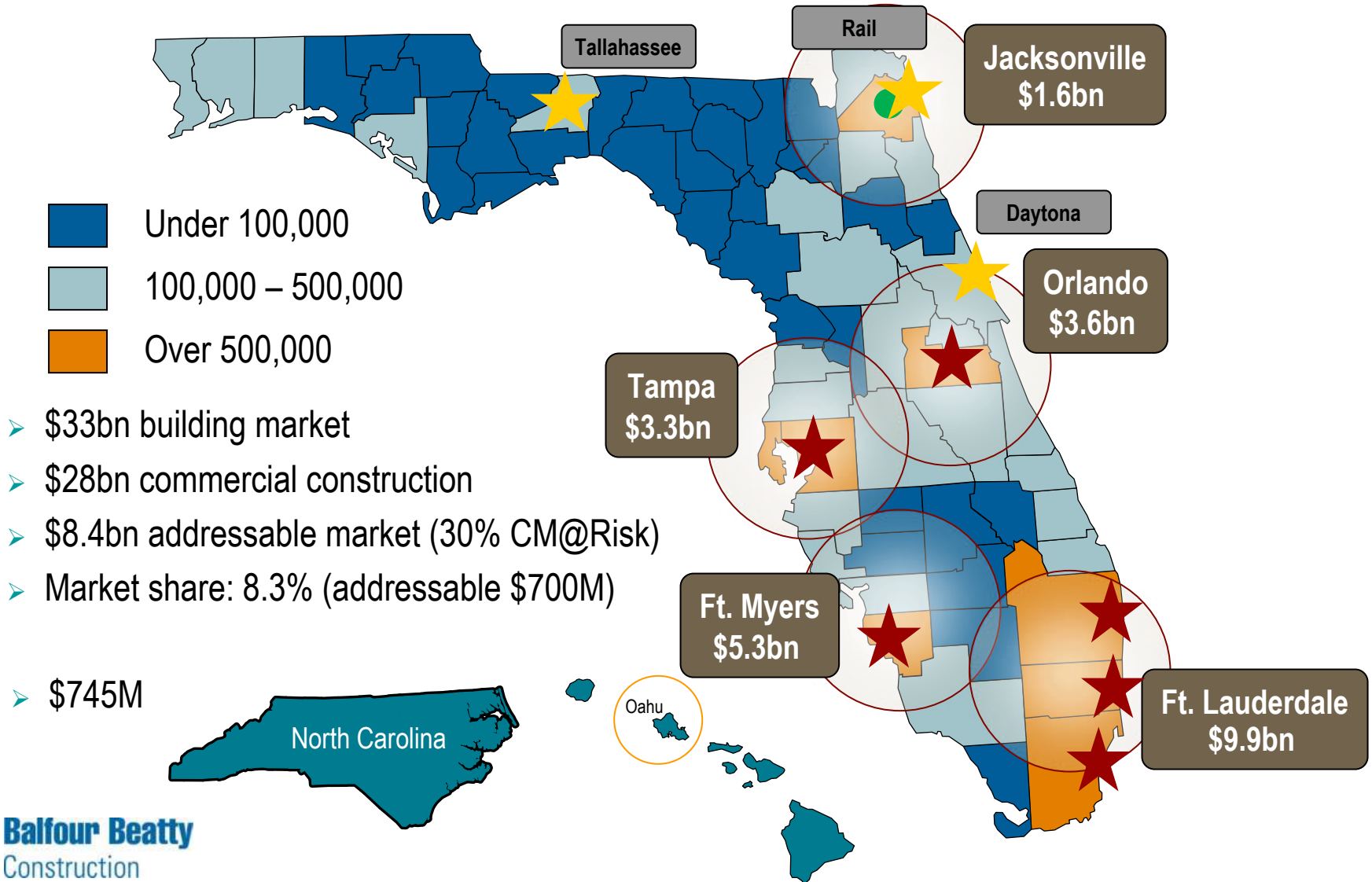
# Florida Market

Overview of Florida Division



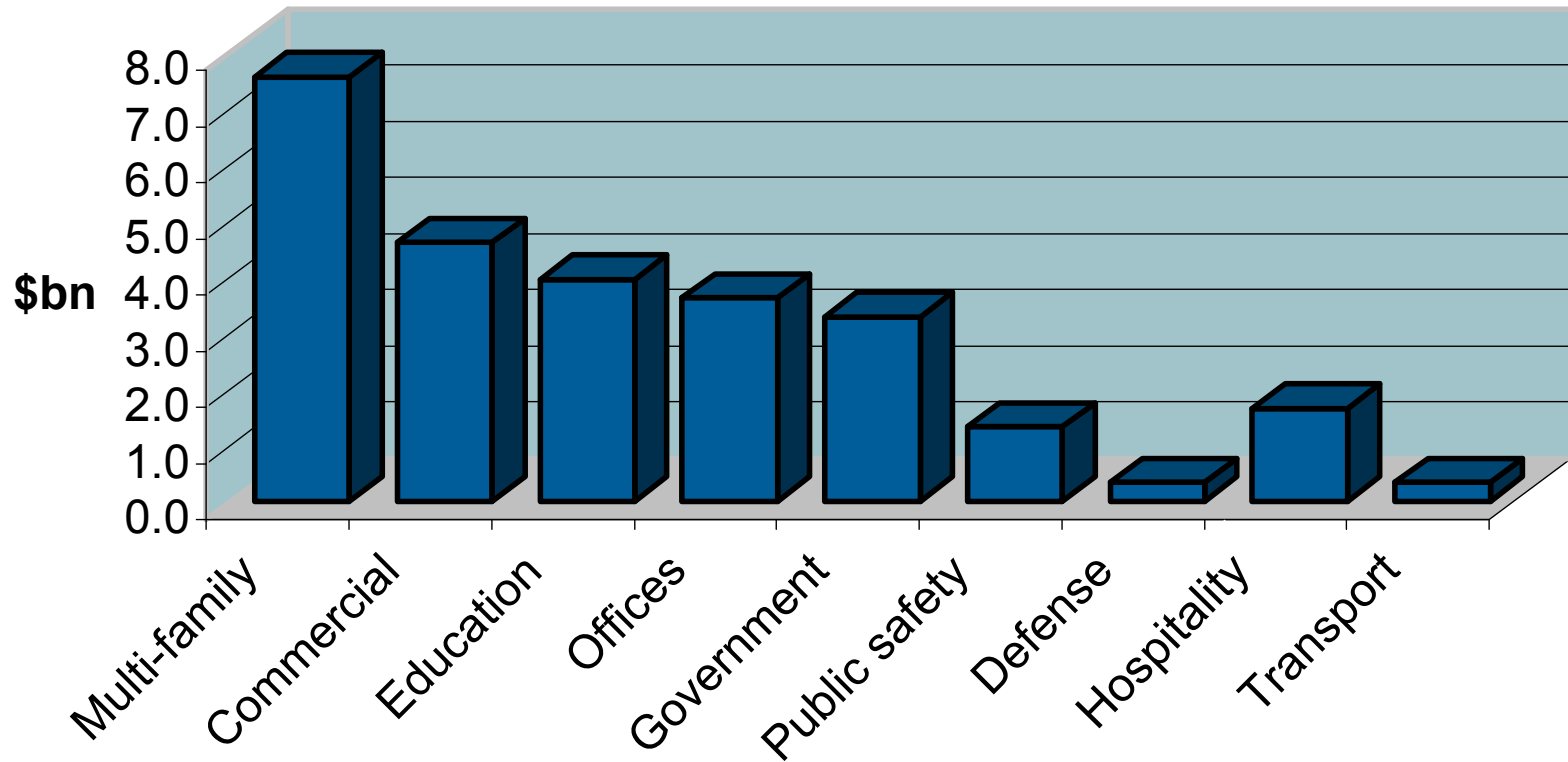
# Florida Market

Overview of Florida Division



# Major Vertical Markets

Overview of Florida Division

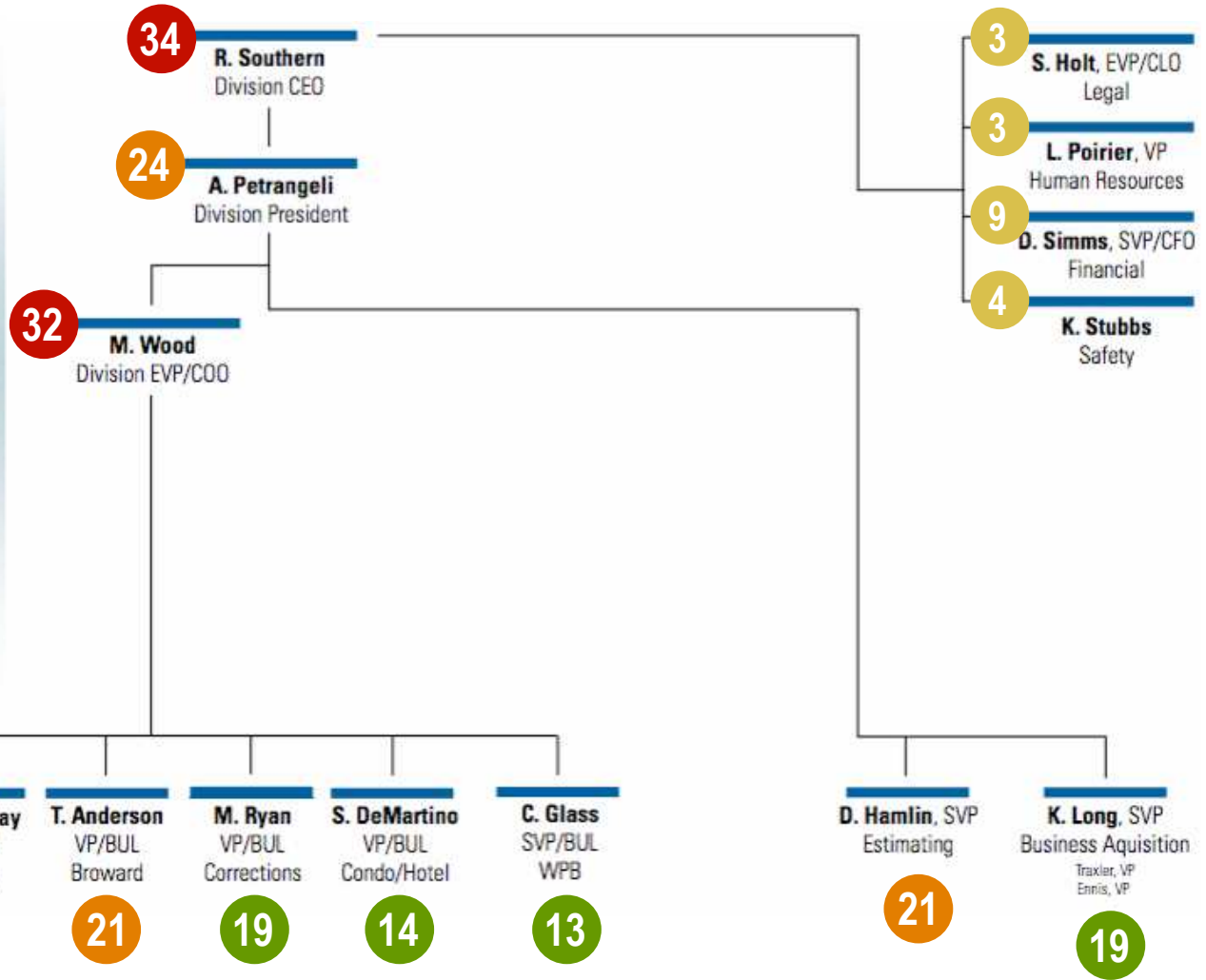


# Organization Chart - Longevity of Our People

## Overview of Florida Division

### Average Years of Service

|                               |          |
|-------------------------------|----------|
| CEO, President, COO (3)       | 30 years |
| Executives (8)                | 18 years |
| Business Units (8)            | 19 years |
| VP Operations (4)             | 15 years |
| Ops Directors & Other VPs (4) | 15 years |
| Superintendents (75)          | 10 years |
| Project Managers (53)         | 9 years  |



● 30+ Years

● 20+ Years

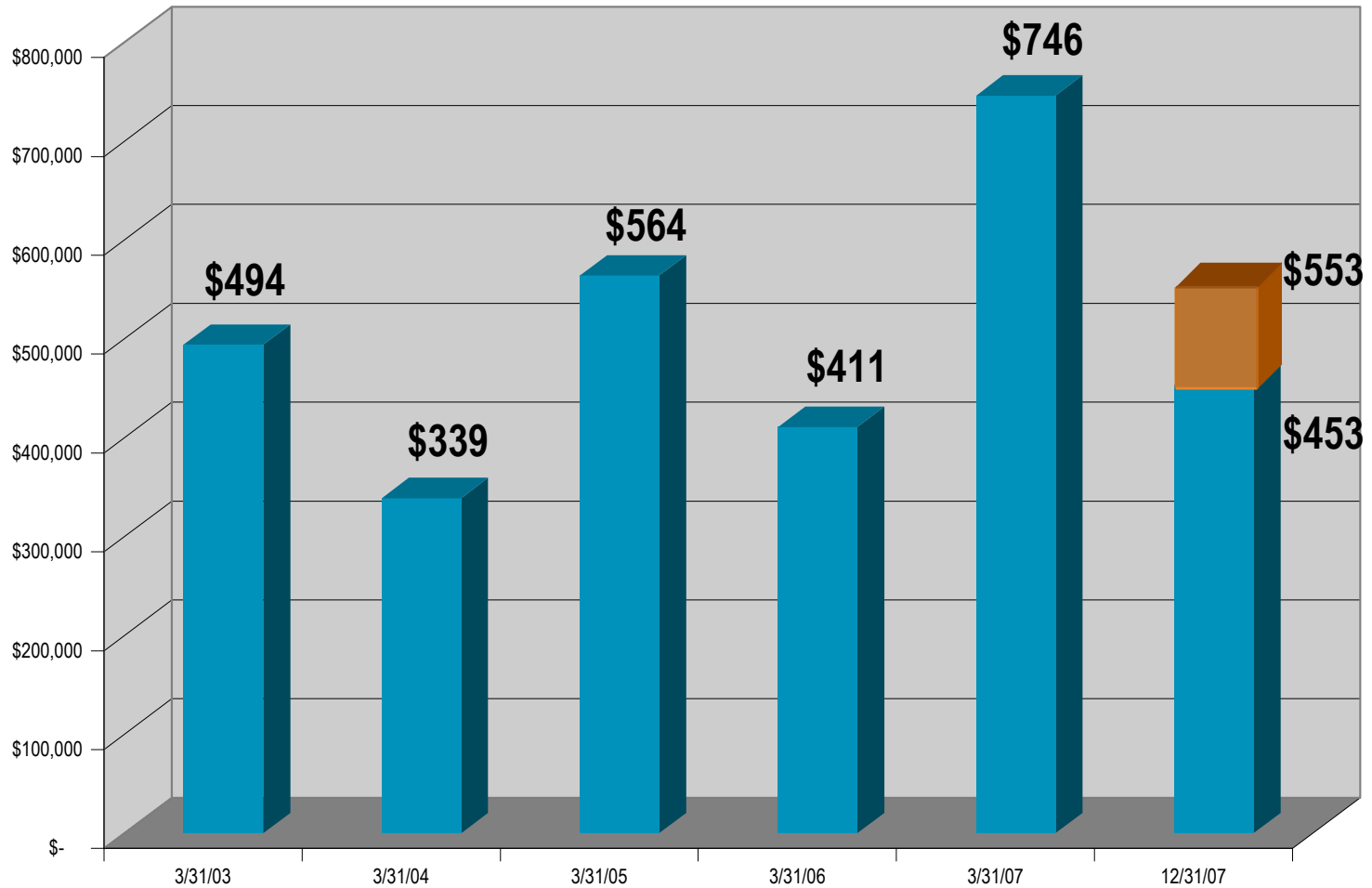
● 10+ Years

● 10< Years



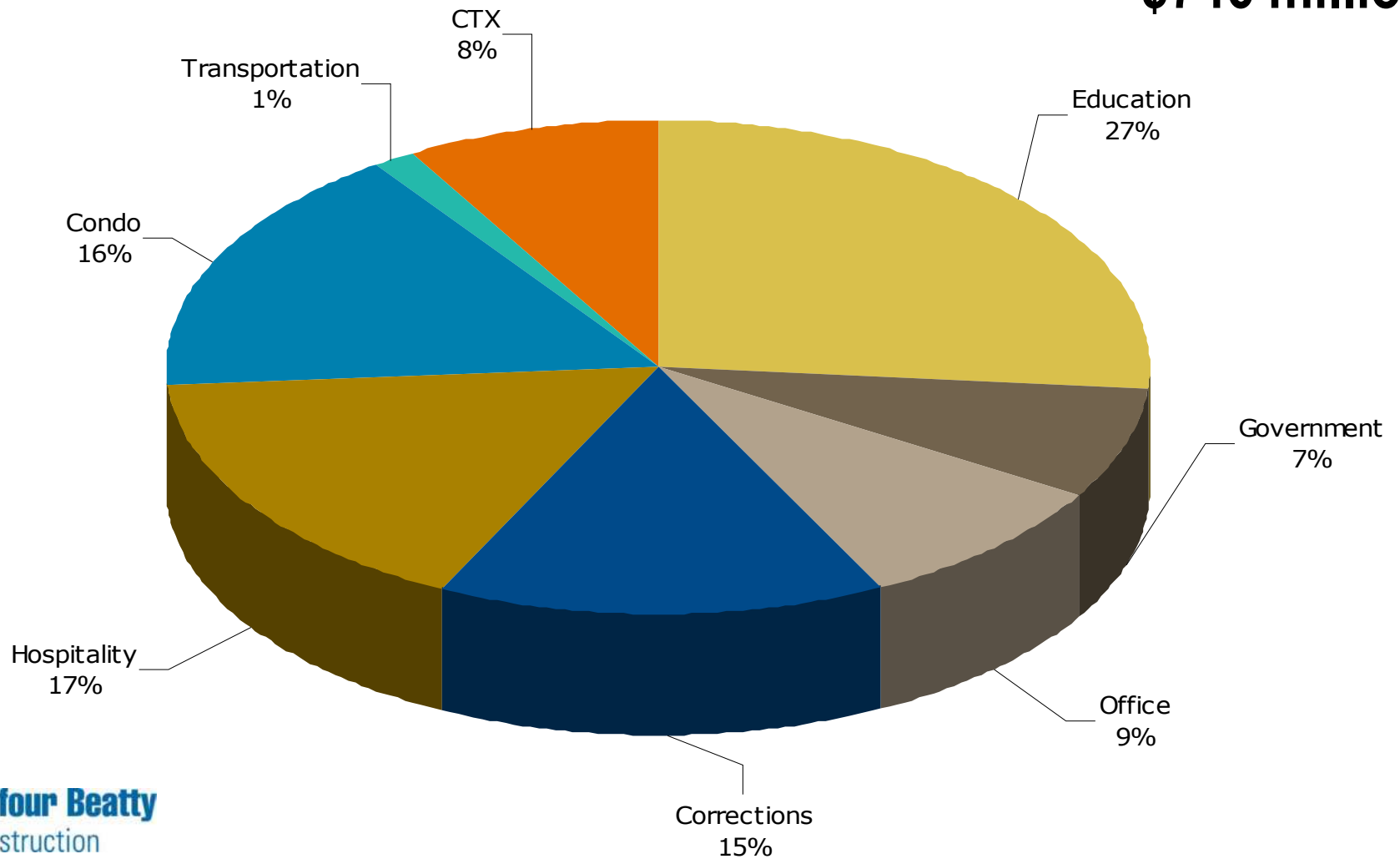
# Historical Financials

Overview of Florida Division



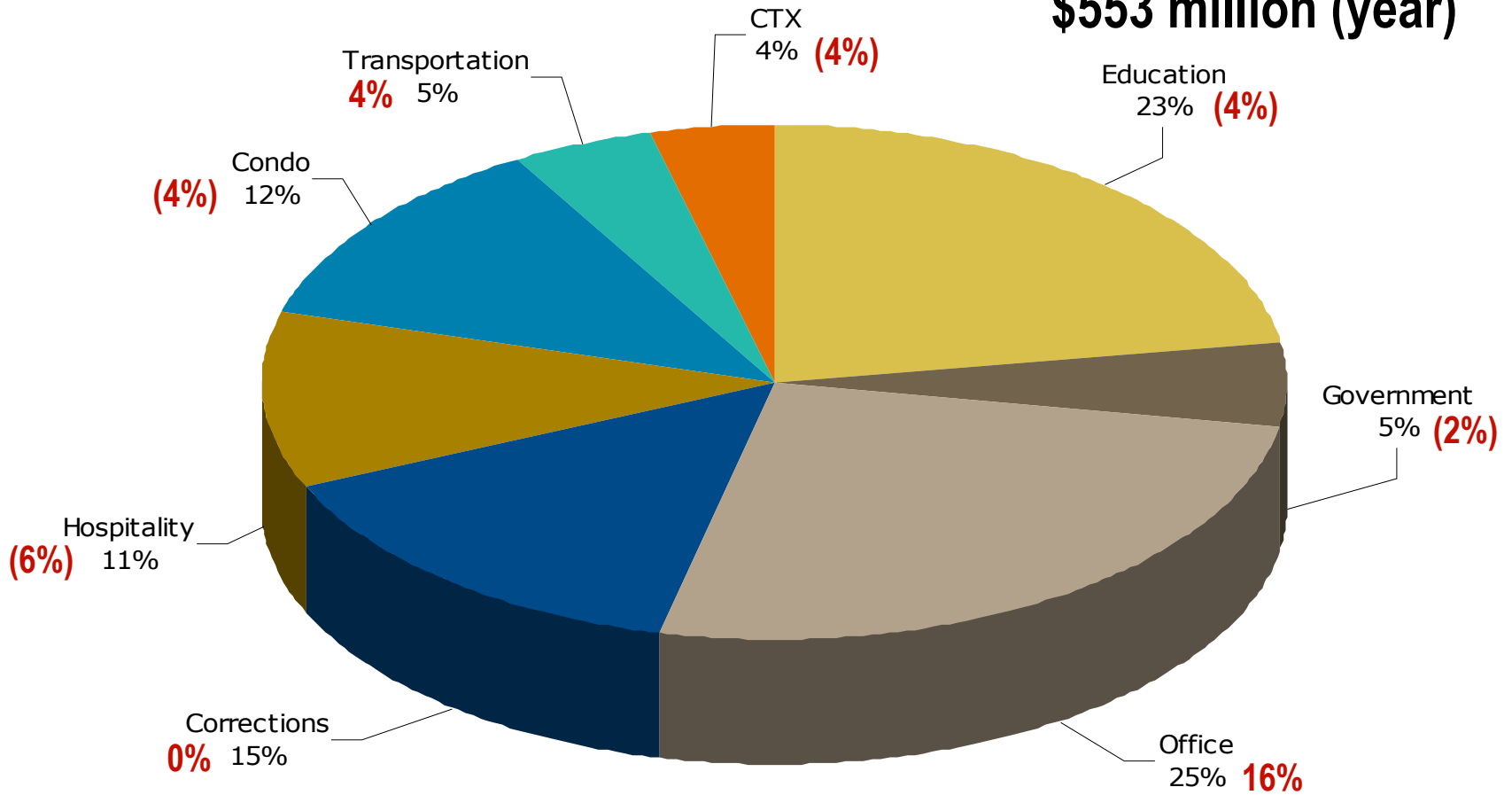
FYE 2007A

\$746 million



## FYE 2007B

**\$453 million (9 months)**  
**\$553 million (year)**



## Repeat Customer vs. New Customer

- Repeat 86%
- New 14%

## Public vs. Private

- Public 55%
- Private 44%

# Backlog (Order Book)

Overview of Florida Division

Contracted \$483M

ABNC \$762M

---

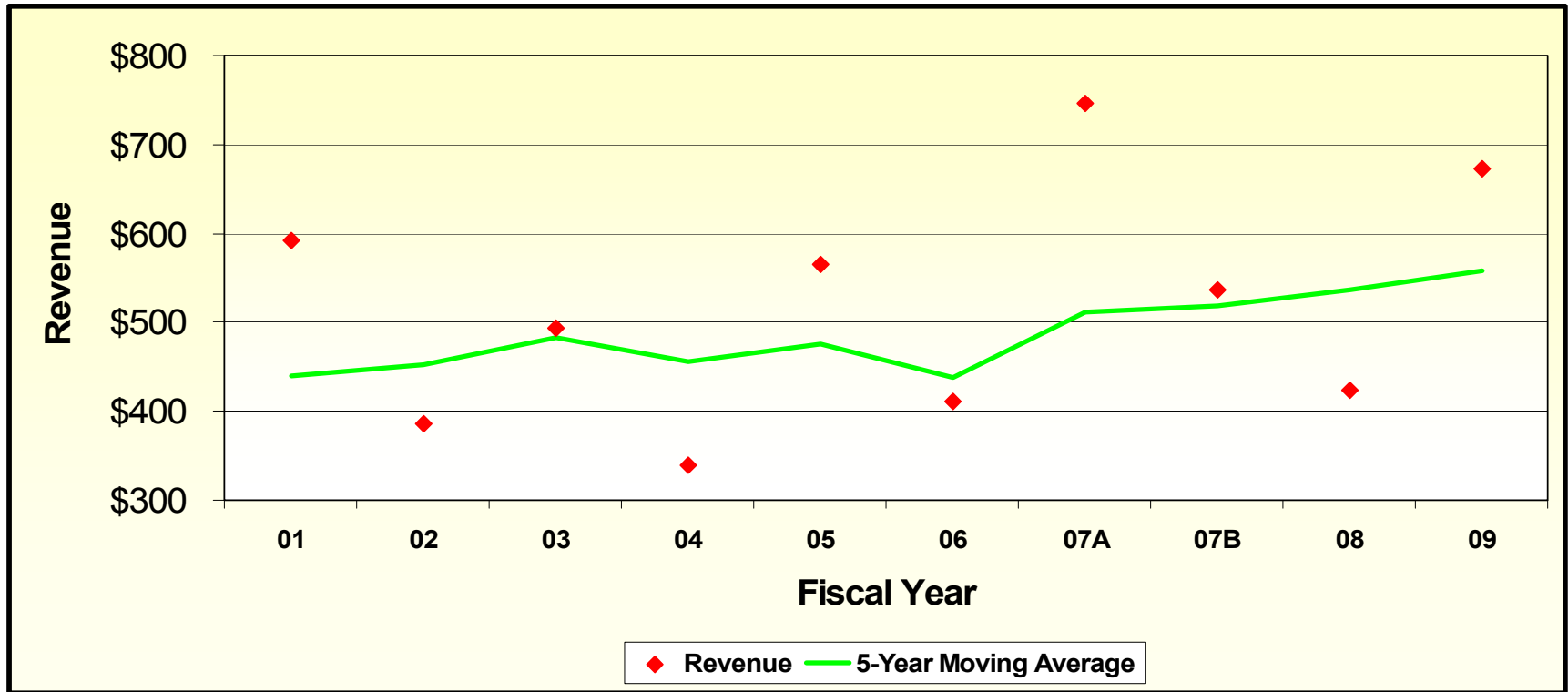
Backlog \$1.245B

Revenue Mix 2008      \$424M

Revenue Mix 2009      \$673M

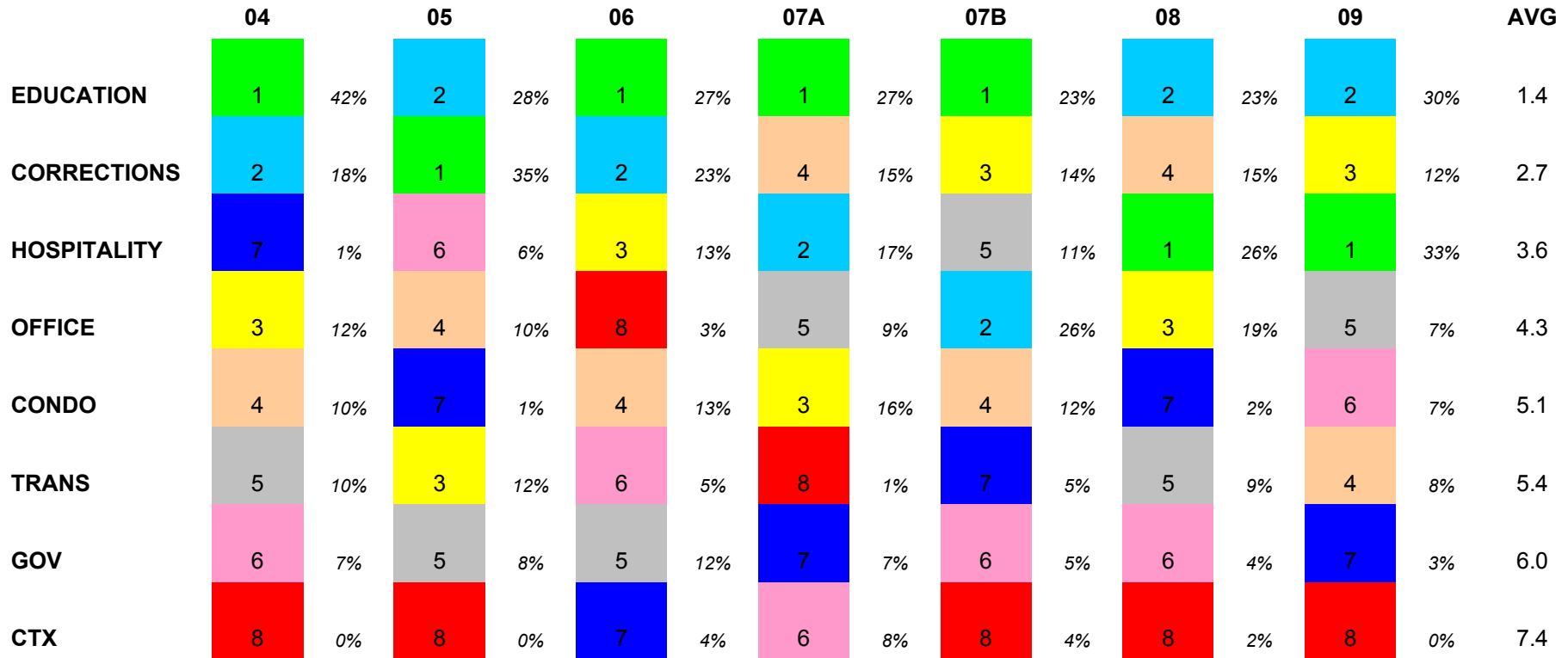
# Historical Financials

Overview of Florida Division



# Five Year Rolling Average

## Overview of Florida Division





# Signature Repeat Clients

Overview of Florida Division



## University of Central Florida

- Established in 1963
- On campus since 1992
- 2<sup>nd</sup> largest university in state
- 7<sup>th</sup> largest university in the country
- 47,000 students
- \$211M value of overall work



Partnership II ▼

▲ Convocation Center



Arts Complex II ▼



# Signature Repeat Clients

Overview of Florida Division

## Hogan/Teachers/Flagler

- Our relationship began in 1989
- \$500M value of overall work  
Constructed 15 projects total

**Balfour Beatty**  
Construction



▲ Office Depot World Headquarters



8 Waterford Office Projects



## North Carolina Department of Correction



- Recently awarded seventh project with NCDOC
- \$600M value of overall work
- Seven year relationship with NCDOC



- Stable leadership
- Geographical dominance
- Strong supply chain management
- Centralized estimating
- 95% - 100% repeat relationships
- Voted “Best Places to Work”  
by South Florida Business  
Journal 2007



## LARGE COMPANIES (251+ employees)

| Rank | Company Name        | Number of employees |                           |
|------|---------------------|---------------------|---------------------------|
| 1    | Kaufman             | 230                 | 2699 S. Bayshore Drive,   |
| 2    | RS                  | 270                 | 100 N.E. Third Ave., Suit |
| 3    | Centex Construction | 165                 | 7901 S.W. Sixth Court, Si |
| 4    | Inktel Direct       | 300                 | 13975 N.W. 58th Court.N   |

**1998 – 2006**

**ABC National STEP Award (Safety Training & Evaluation Process) – Platinum Level**

**2001 – 2006**

**ABC Charles J. Eidel Excellence in Safety Award – Diamond Level**

**2003 – 2007**

**Charter Member AGC and OSHA Partnership of C.H.A.S.E. (Construction Health & Safety Excellence Partnership)**

**2004 - 2007**

**USF / OSHA - S.H.A.R.P. (Safety & Health Achievement Recognition Program)**

**Below industry average EMR**

# Charitable Giving

Overview of Florida Division



4KIDS OF SOUTH FLORIDA



# Market-to-Market Competitors

Overview of Florida Division

| Name                       | Perception vs. BBC              |
|----------------------------|---------------------------------|
| Skanska                    | -/=                             |
| Turner                     | -/=                             |
| Bovis                      | -                               |
| Moss                       | -/=                             |
| Cummings                   | -/=                             |
| Hunt                       | -/=                             |
| Suffolk                    | =                               |
| Ajax                       | =/+                             |
| Weitz                      | =                               |
| Coastal Construction Group | + in vertical      - all others |

# Balfour Beatty

Construction

## Overview of Florida Division

