



# Half Year Results 2018

30 August 2018



### Content

# General Overview

- Operational Overview
- Financial Overview
- Interim Dividend and Outlook
- Appendix





Highlights Half Year 2018 (compared to 30 June 2017 or H1 2017)

VolkerWessels expects positive market trends to continue in second half of the year

Net result\*  $\in$  43 million (+16%); Net result\* incl. OpenIJ provision\*\* after tax  $\in$  19 million (-49%)

EBITDA\* of  $\in$  93 million (+3.3%); EBITDA\* incl. OpenIJ provision\*\* of  $\in$  61 million (-32%)

Net cash position improved by  $\in$  116 million to  $\in$  13 million

Order book at historic high of  $\in$  8,767 million (+4.1%)

Expect to pay interim dividend equal or slightly better than € 0.28 per share paid in November 2017

Reconfirms to be on track to meet medium-term objectives, we changed our medium-term objective to improve strategic working capital from  $\in$  100 million to  $\in$  200 million

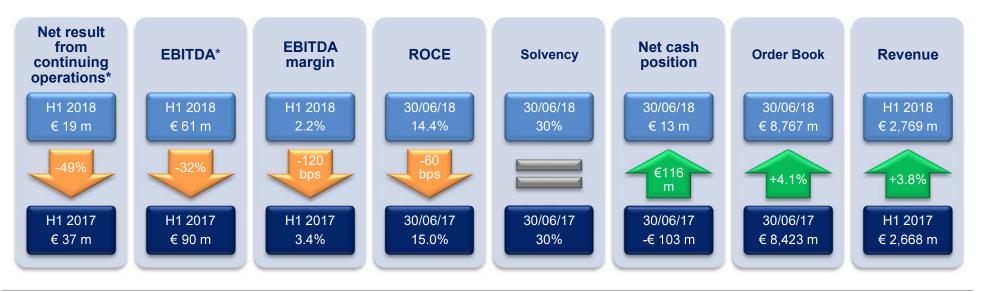


### **Performance Half Year 2018**

#### **Operational performance**



#### Financial performance including provision OpenIJ



\* Net result from continuing operations / EBITDA H1 2017 excl. € 13 million third party result All EBITDA exclude share incentive charge

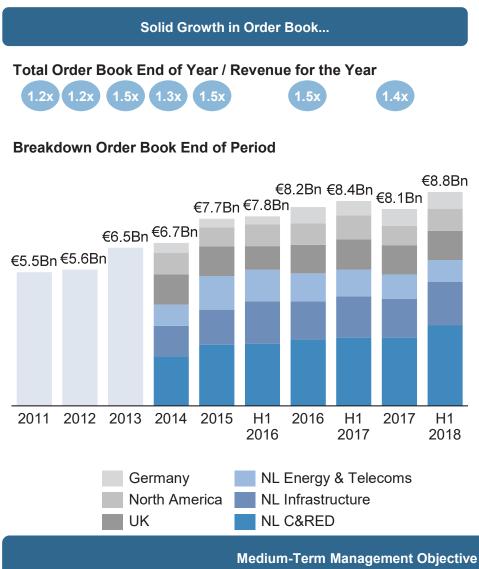


## **Revenue and EBITDA per Segment**

	Revenue			EBITDA			
(€ million, unless stated otherwise)	H1 2018	H1 2017	Δ	H1 2018	H1 2017	Δ	
NL – C&RED	1,041	1,029	1.2%	39	*37	5.4%	
NL – Infrastructure	645	629	2.5%	11	19	-42.1%	
NL – Energy & Telecoms Infrastructure	332	318	4.4%	13	8	62.5%	
United Kingdom	548	498	10.0%	16	11	45.4%	
Local currency GBP	482	428	12.6%	14	9	55.5%	
North America	130	116	12.1%	9	12	-25.0%	
Local currency CAD	200	168	19.1%	14	17	-17.6%	
Germany	110	107	2.8%	6	7	-14.3%	
Other/eliminations	-37	-29		-1	-4		
Total	2,769	2,668	3.8%	93	*90	3.3%	
OpenIJ provision				-32			
Total				61	90	-32.2%	



### High Quality Order Book with Good Visibility



#### ...With Good Visibility of This Year's Revenue

- Only signed and secured orders in Order Book
- Expected additional work from current projects not included in Order Book
- Framework agreements are only included in Order Book for secured (signed) volumes

#### **Order Book Development**

- If  $\mathbf{0}$  Order Book at historic high of  $\in 8.8$  billion, increase of 4.1%
- NL-C&RED increased € 510 million
- NL-Infrastructure increased € 111 million on the back of smaller and medium sized projects
- NL-E&T Infrastructure decreased € 157 million due to delivering production volume on a fixed long-term contract
- Inited Kingdom decreased € 95 million
- North America decreased € 109 million
- Increased € 102 million

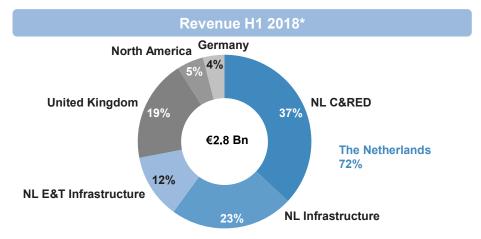
Medium-Term Management Objective for Organic Revenue Growth at 3 - 4%



### **Summary Overview of VolkerWessels Today**



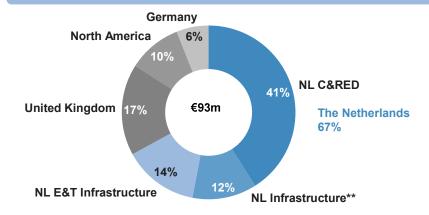
#### Diversified Portfolio in Terms of Geography and Product Mix



#### VolkerWessels Today

- Market-leading, multi-branded, listed construction company in the Netherlands
- Active internationally with attractive positions in the UK and niche markets in North America and Germany
- Operating ~25,000 projects for ~7,000+ clients across diverse end-markets per year
- ~16,000 skilled employees across 120+ operating companies
- Focus on core values of sustainability, safety, integrity and prudent risk management and governance

#### EBITDA H1 2018\*





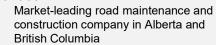
### Leading Positions in Each Local Market Segment



#### Leading Position in Attractive International Markets



- Leading positions in rail and marine infrastructure
- Strong positions in highway, airport, energy, water and environmental infrastructure
- Focus on Greater London and M60 corridor



- Strategic logistics and supply chain positions
- Long-term maintenance contracts

#### United States

- Leading infrastructure construction company in Greater Seattle area
- Flood defence and underground structures

Combined construction and real estate development activities

Exclusive focus on prime cities marked by elevated growth through urbanisation and immigration



### Content

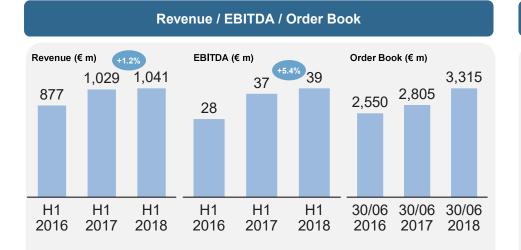
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### **Construction & Real Estate Development Netherlands**



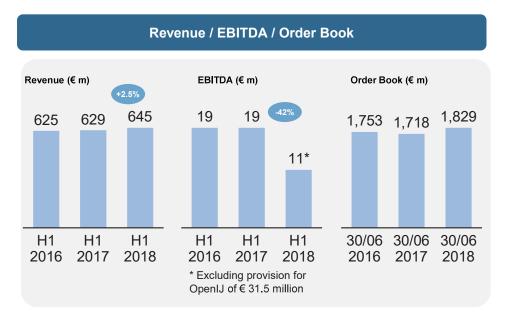
- Strong general market conditions
- The residential construction market runs at high capacity, driven by low interest rates and the economic upturn which is boosting consumer confidence
- Investments in excellent long term residential development projects in Amsterdam, Delft and Utrecht; securing long-term production volume
- Increased revenue of 1.2%, EBITDA +5.4%
- EBITDA margin increased 10 bps to 3.7%
- 1,076 homes sold in H1 2018 (H1 2017: 1,710)
- Focus on increasing efficiency, productivity and digitization
- Increased order book (+€ 510 million)
- EBITDA includes provision of € 10 million for an arbitration claim







### **Infrastructure Netherlands**



- Provision for OpenIJ of € 31.5 million resulted in a negative EBITDA of € 21 million, excluding OpenIJ provision EBITDA is € 11 million
- Increased revenue of 2.5%
- EBITDA margin decreased to 1.7% in H1 2018 (H1 2017: 3.0%)
- This decrease mainly relates to the poor weather conditions in Q1 2018 which impacted our road construction activities negatively and a different approach to tenders
- Started initiatives to improve controls both during the tender phase as well as the execution phase all with the aim to restore profitability in line with the strong market leading position in the Netherlands
- Strong order book with medium-sized projects







### **OpenIJ**, sea lock project in IJmuiden

#### **OpenIJ** in IJmuiden



- OpenIJ remains a challenging project which is now approximately 53% completed
- Work on the world's largest sea lock is ongoing and the exterior lock head (the structure which will contain the exterior lock door) is currently in the process of being immersed into its final position. OpenIJ expects to finalize the interior lock head over the summer of 2019
- The construction of the lock doors is progressing as expected and OpenIJ expects the doors to be shipped to the Netherlands before the end of this year
- VolkerWessels' share in the cash outflow of the project till the 30<sup>th</sup> of June 2018 is € 53 million
- Interprovision regarding the OpenIJ project in IJmuiden totaled € 67.5 million in 2017. The provision in 2017 mainly related to the redesign of the two caissons (the construction holding the lock doors) i.a. to prevent torsion and cracking during immersion
- In the 3<sup>rd</sup> of July, VolkerWessels announced the additional provision of € 31.5 million, simultaneously with a statement from Rijkswaterstaat in which an updated project planning was communicated

#### **Tweet Jan Hendrik Dronkers** Director-general Aviation & Maritime Affairs, loco secretary general of Ministry of Infrastructure and Water Management



10:38 - 9 aug. 2018





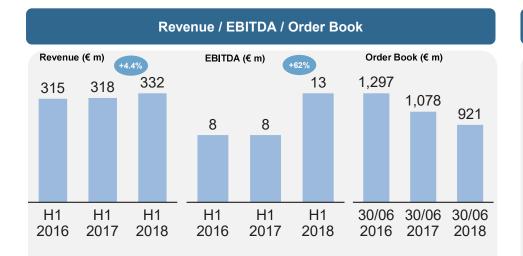
Vanmiddag werkbezoek gebracht aan bouw nieuwe sluis IJmuiden. Ondanks tegenvallers echt een huzarenstukje! Volgende week begint afzinken deurkassen. Tonnen staal en beton meer dan 20m, naar beneden! Zonder mensen in de te ontgraven ruimte. In Nederland een primeur. Hulde!







### **Energy & Telecoms Infrastructure Netherlands**



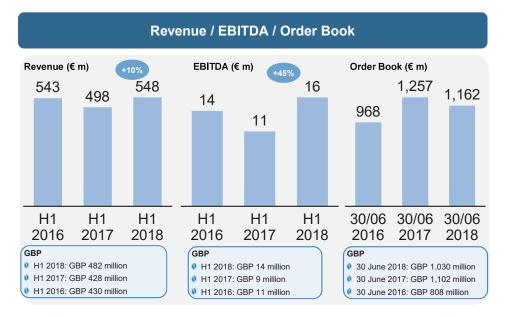
- Revenue increased 4.4% and EBITDA 62%
- EBITDA margin increased to 3.9% in H1 2018 (H1 2017: 2.5%)
- Decreased order book because of production volume delivered on a long-term contract, underlying order book increased
- The ongoing digital transformation is an important trend in the telecoms market, requiring an ongoing need for fast data transmission (optical fibre and VDSL)
- Favourable market conditions in the energy onshore market as a result of the energy transition
- Our Belgian operation contributed well to the EBITDA of this segment
- On 3 May 2018 we announced our intention to acquire Joulz Energy Solutions







### **United Kingdom**



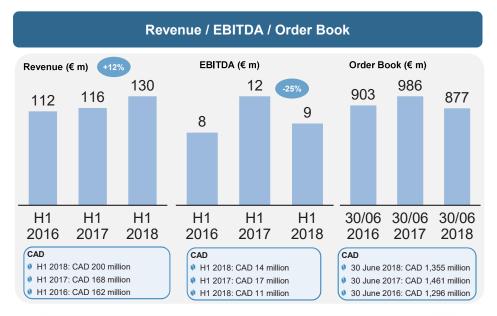


- Revenue in GBP increased 12.6%
- EBITDA in GBP improved 5 million (55%), in EUR also 5 million (45%)
- EBITDA margin increased to 2.9% in H1 2018 (H1 2017: 2.2%)
- Despite wider Brexit uncertainty, committed government spending on infrastructure remains strong – and in excess of 80% of the annual revenue of UK comes from the infrastructure market.
- The slight decrease of the order book relates to the negotiated exit of a multi-year loss-making highways maintenance contract offset by higher volumes from framework agreements
- Major contracts secured in H1 2018 include the On Track Machine framework for Network Rail, HMNB Clyde framework for Defence Infrastructure Organisation, 77 Coleman Street development for Kajima and multiple waste water projects for United Utilities





### **North America**



- Increased revenues of 12% and decrease of 25% in EBITDA, caused by the relative late start of the production season in Canada
- In general EBITDA is stronger in H2 because of seasonality, we expect EBITDA according to plan for FY 2018
- EBITDA margin decreased to 6.9% in H1 2018 (H1 2017: 10.3%)
- Service Area 24 re-captured
- Order book decreased due to production on long-term Highways maintenance contracts



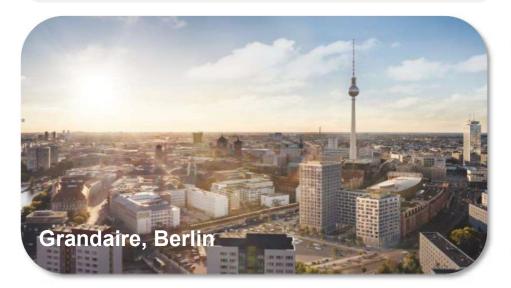




### Germany



- Revenue up 2.8% and decline of H1 EBITDA of € 1 million
- BITDA margin decreased to 5.5% in H1 2018 (H1 2017: 6.5%)
- We expect EBITDA according to plan for FY 2018
- Focused on developing and building houses in Berlin/Brandenburg, North Rhine-Westphalia and Frankfurt am Main
- Our home markets are faced with lack of affordable locations and labour scarcity
- Order book increased € 102 million mainly due to new project development contracts







### **Sustainability**

#### **Corporate Social Responsibility**

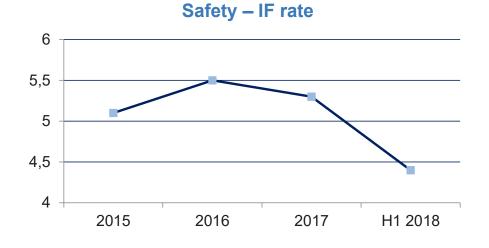
VolkerWessels is committed to building a better quality of life. We believe that behavioural change is the key to creating a sustainable living environment and take the initiative to bring about this change.

VolkerWessels is the first company in the Dutch construction sector to link its sustainability performance to the credit margin of its revolving credit facility.



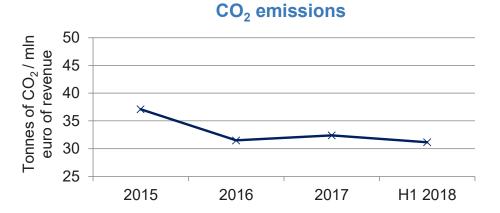


### **Sustainability - numbers**



62% 60% 58% 56% 54% 52% 50% 48% 2015 2016 2017 H1 2018

**Employment - Social Return (PSO score)** Weighted % of total number of employees 4% 3% 2% 1% 0% 2015 2016 2017 H1 2018



Waste separation rate(%)



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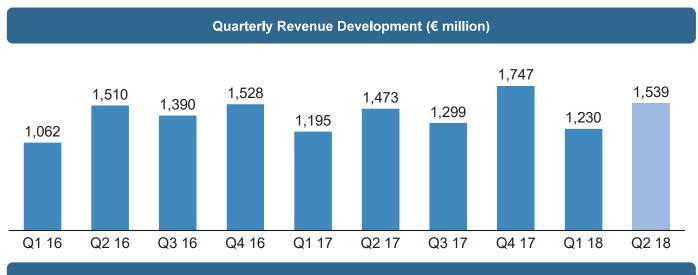




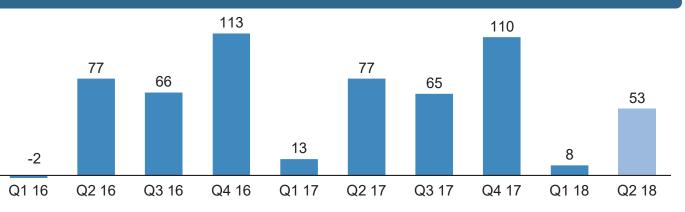
#### **Seasonality Revenue and Earnings**

#### Highlights

- Typical seasonal pattern during the first quarter as a result of frost, snow and heavy rain in the winter
- Consequently, revenue and EBITDA are typically lowest in Q1
- Q3 activity typically impacted by reduced construction activities due to summer holidays
- Highest activity and earnings typically during Q4, largely driven by increased demand from public sector clients completing projects before yearend



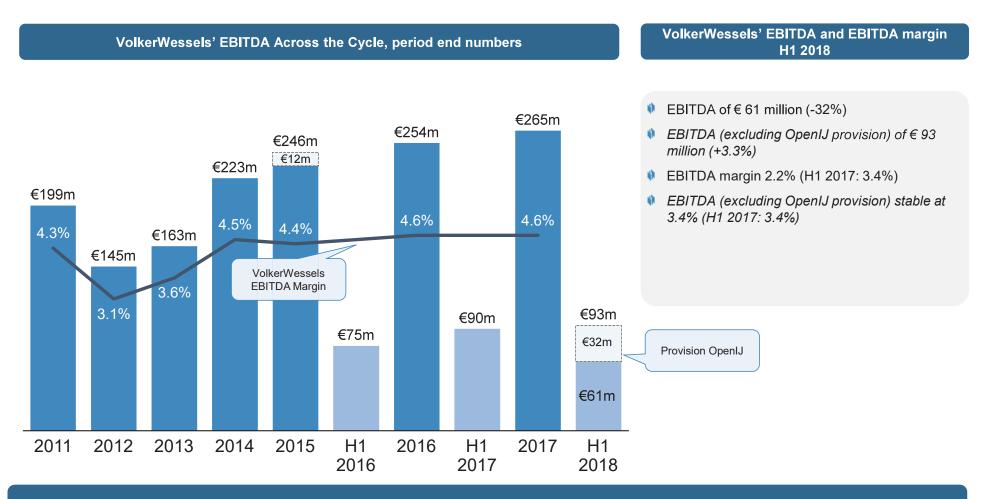
Quarterly EBITDA Development\* (€ million)



\* Overall EBITDA 2017 excl. € 13 million third party result and share incentive charge of € 5 million EBITDA H1 2018 including OpenIJ provision of € 31,5 million



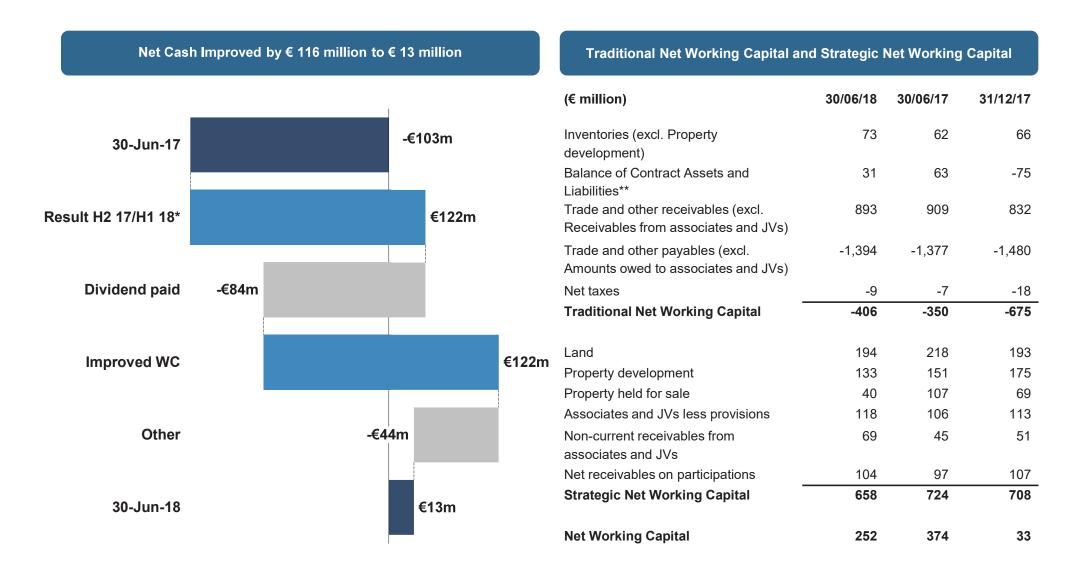
### **Continue to Deliver Sustainable Margins and EBITDA**



Medium-Term Management Objective for Growth EBITDA in Absolute Terms and for EBITDA Margin of 4.5 – 5.5%



### **Strong Cash and Working Capital performance**



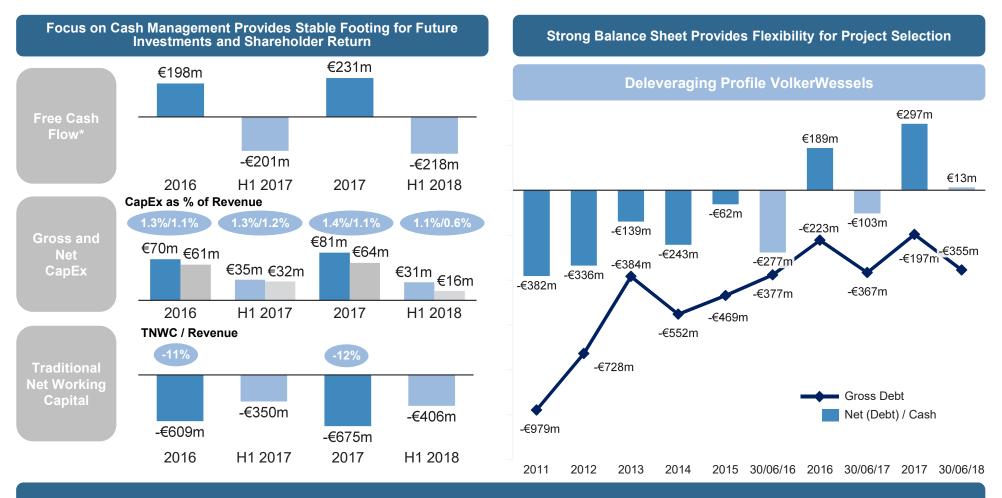
Medium-Term Management Objectives for Further Efficiency Improvement in "Strategic" Working Capital by ~€100m, ROCE > 18.0%, and to Focus Land Bank on Actionable Development

\* Net result attributable to shareholders

\*\* Includes provisions for onerous construction contracts



### **Disciplined Cash Flow Management and Strong Balance Sheet**

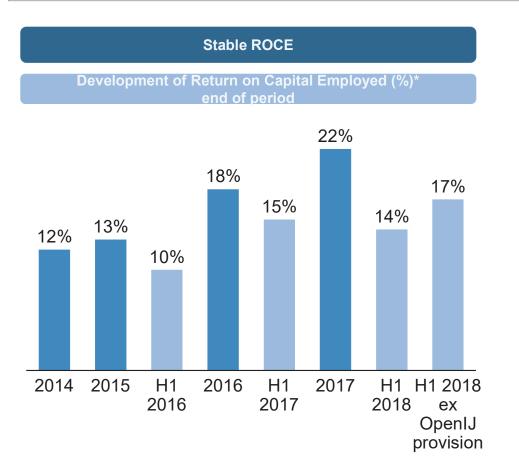


Medium-Term Management Objective for Capex at ~1.3% of Net Revenue and for Trade Working Capital to Develop in Line With Revenue

\* H1 2018 net cash flow from continuing operating activities (-€ 174 million) plus net cash flow from continuing investment activities (-€ 44 million) excluding acquisitions (€ 1 million) = -€ 218 million

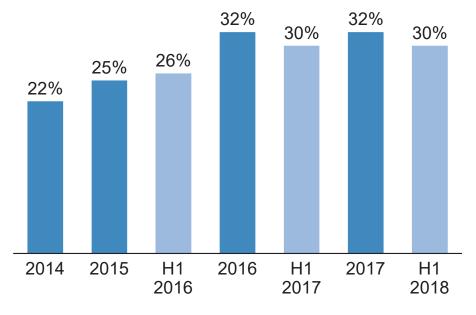


### **ROCE and Solvency**



Development of Solvency (%) end of period

**Stable Solvency** 



**ROCE and Solvency at Solid Stable Level** 

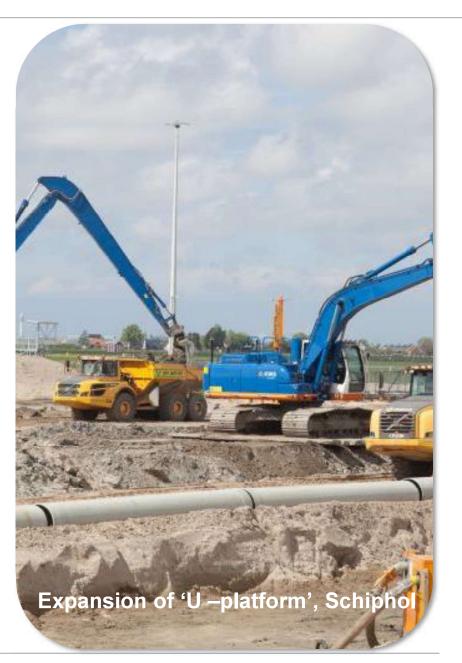
Medium-Term Management Objective Full Year for ROCE > 18.0%



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#### **Interim Dividend**

When setting our interim dividend, the negative impact of OpenIJ will not be taken into account. We expect to pay an interim dividend which is equal or slightly better to the € 0.28 cents per share paid in November 2017. We will formally announce our interim dividend on 15 November.

### Outlook

VolkerWessels expects 2018 EBITDA result - including the provision for OpenIJ - to be at the same level or slightly better than 2017\*. We are on track to meet our medium-term objectives.

By 30 June we already reduced our strategic working capital close to € 100 million, therefore, we have decided to change our medium-term objective to improve strategic working capital from € 100 million to € 200 million.

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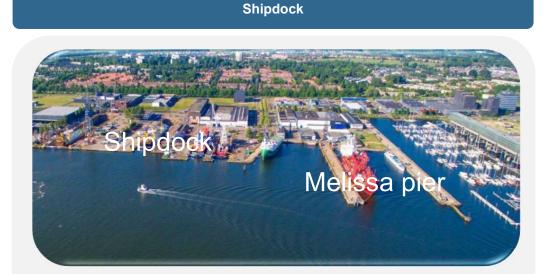


# **Medium-Term Management Objectives**

	Key Metric	On track to meet Medium-Term Objective
1	EBITDA	<ul> <li>Generally improved market conditions in Dutch construction &amp; real estate development segment</li> <li>Operational efficiency programme implementation across all segments</li> <li>Focus on further reduction of failure costs across all segments</li> <li>Maintain historic track record of resilient margins throughout construction cycles</li> <li>Margin 4.5 - 5.5%</li> </ul>
2	Revenue Growth	<ul> <li>Leverage leading position to capture growth opportunities from recovery in Dutch construction market</li> <li>Focus on selected international niche markets</li> <li>Key management focus on profitable growth over market volume growth in each of the markets</li> <li>Good visibility on profitable growth from prudent and conservative Order Book development and composition</li> <li>CAGR 3 - 4% (From 2016 normalised base)</li> </ul>
3	Capex	Maintain well invested asset base with capex levels continuing at around ~1.3% of revenue
4	Working Capital	<ul> <li>Trade working capital development in line with revenue development</li> <li>Further efficiency improvement on Strategic Working Capital by ~€200m</li> <li>Focus land bank on actionable development</li> </ul>
5	Тах	Icosses carried forward of €40m to be fully utilised in the medium-term
6	Capital Allocation	Focus on efficient use of employed capital, targeting ROCE >18.0%
7	Dividends	Pay-out ratio of 50 - 70% of results for the year, DPS expected to grow in line with results for the year



# Shipdock Amsterdam, an example of a multi-year area development



- Shipdock is the redevelopment of a ship repair yard at the Northern shore of the IJ-river in Amsterdam, near the Central Station.
- The project has two parts, the shipdock and the Melissa pier with in total 650 metres directly located on the waterfront
- The project is directly located next to the existing development of NDSM wharf (VolkerWessels project) and opposite the development of the Houthavens
- Total land size approx. 200,000 m<sup>2</sup>, potential construction between 600,000 and 1,000,000 m<sup>2</sup> with a focus on residential
- Current status: plan / design phase
- VolkerWessels owns 18% of the project and will construct 100%
- Examples of multi-year area developments of VolkerWessels: Strijp-S in Eindhoven and NDSM wharf in Amsterdam

#### Location











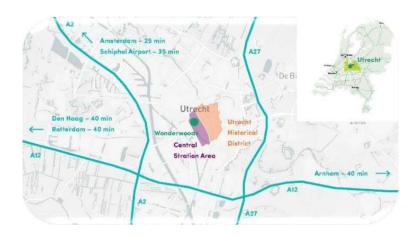
### Wonderwoods, an example of a tender

#### Wonderwoods



- Wonderwoods is located on the doorstep of Utrecht Central Station. This project is more than just two buildings, with its visionary architecture it is also a mindset: a blueprint for harmonious cohabitation with nature in the heart of a city which encourages a healthy balanced lifestyle
- Total project size approx. 70,000 m<sup>2</sup> (48,500 m<sup>2</sup> or 400 residential units, 15,200 m<sup>2</sup> offices 3,350 m<sup>2</sup> retail, 2,500 m<sup>2</sup> digital museum and 450 m<sup>2</sup> other)
- 155 underground parking places
- Current status: final design phase. First pile: 2019. Completion: 2022
- Besides the building itself we will integrate an efficient mobility plan, BREEAM Excellent for the offices and a WELL Building Standard for the residential
- The latest innovative solutions regarding energy, water and health are part of the plan
- 70% of the project is already sold
- Developers: internal cooperation between G&S Vastgoed / KondorWessels Projecten

#### Healthy Urban Quarter Utrecht







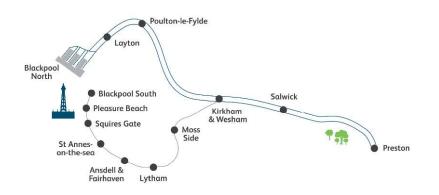
### **VolkerWessels UK - Rail Infrastructure**

#### **Rail Infrastructure – CP5 and CP6**



- Network Rail's Control Periods 5 and 6 (financial and planning cycles)
  - CP5 (2014-2019) Renewals & enhancements £25.6bn (total budget £38bn)
  - CP6 (2019-2024) Renewals & enhancements £28.6bn (total budget £48bn)
  - In CP6, additional focus included on schemes which enable High Speed 2 connectivity
- In CP5, VolkerWessels UK secured three major frameworks with Network Rail
  - Panel and Programme area frameworks to provide multidisciplinary design and build rail engineering solutions on routes between London, the North West and Scotland
  - Southern multi-functional framework Anglia route (MFF), to deliver rail infrastructure improvements and enhancements
- North West Electrification Project (NWEP) was amongst our largest during CP5
  - Two-year project to upgrade and electrify the 27km Preston-Blackpool route, under a bespoke Network Rail target cost contract
  - 22 week rail blockade with 24/7 working involving 2,500 people working 1.8 million man hours
    - Removed and replaced over 11km of track and 14 switch and crossings
    - Installed 200km of overhead line and over 1,100 overhead line structures
    - 84 new modern lineside signals; removal of five obsolete signal boxes
    - Upgraded two stations, with 2,040m of new platforms
  - One of the only UK electrification schemes to have been delivered on time and on budget in CP3, 4 and 5
  - First electrified train ran 20 May 2018

#### North West Electrification Project





# NoorderSpoort: rail- and civil engineering project in Zwolle area

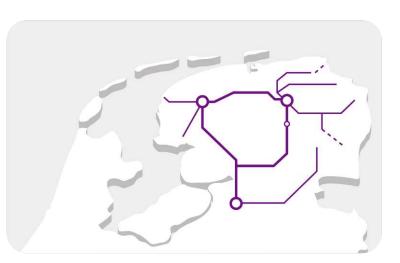


#### NoorderSpoort in Zwolle

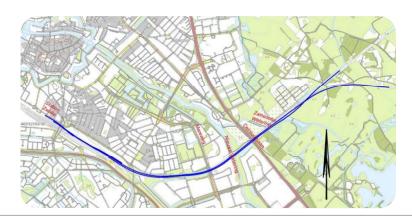


- NoorderSpoort is a rail- and civil engineering project recently won by VolkerWessels. The scope of the project is to expand the railinfra capacity to the North of the Netherlands and remodel the depot and sidings at Zwolle
- The depot and sidings at Zwolle is the second most complex in the Netherlands (after Utrecht). After completion of this project Zwolle will significantly enhance the Dutch railinfra
- The contract was awarded in two parts: an Alliance part (pain-gain construction) where we work together with the client on the engineering and environmental part of the scope and a building-construction part.
- In the Alliance part the participation between client and VolkerWessels is 50%-50%. In the building-construction part the participation of VolkerWessels is 100%
- After the contract was awarded in March 2018 the project teams (Alliance and Construction) began preparation for the first major work which will start October 2018
- The NoorderSpoort project is planned to finish in December 2021

# Expansion of railinfra capacity to the North of the Netherlands



#### Zwolle-Herfte route





### **DVB-T2 – Replacement KPN Digitenne**

#### Digital Video Broadcasting — Second Generation Terrestrial (DVB-T2)





- Customer: KPN BV (Dutch Telco)
- Replacement of Standard Definition Television (SDTV) by High definition television (HDTV)
- 53 broadcast transmission locations divided over the Netherlands
- Turnkey project: Full responsible for the network Design, equipment selection and on time delivery - Design Build Maintain Operate (DBMO)
- First turnkey project for KPN awarded to VWTelecom

#### Tweet Paul Slot- Executive VP Infrastructure at KPN



Q

17

03



Mooie kickoff samen met @VWTelecom van de roll out van het nieuwe Digitenne (dvb-t2) kpn.com/service/televi ...





€ million	H1 2018	H1 2017	2017
Employee benefits	38	38	44
Provisions for associates and JVs	11	19	11
Other provisions*	129	86	89
Deferred tax liabilities	42	24	41
Total non-current provisions	220	167	185
Employee benefits	10	9	19
Provisions for associates and joint ventures	3	4	2
Other provisions*	108	40	40
Total current provisions	121	53	61
Total provisions	341	220	246



## **Movement Other Provisions (current and non-current)**

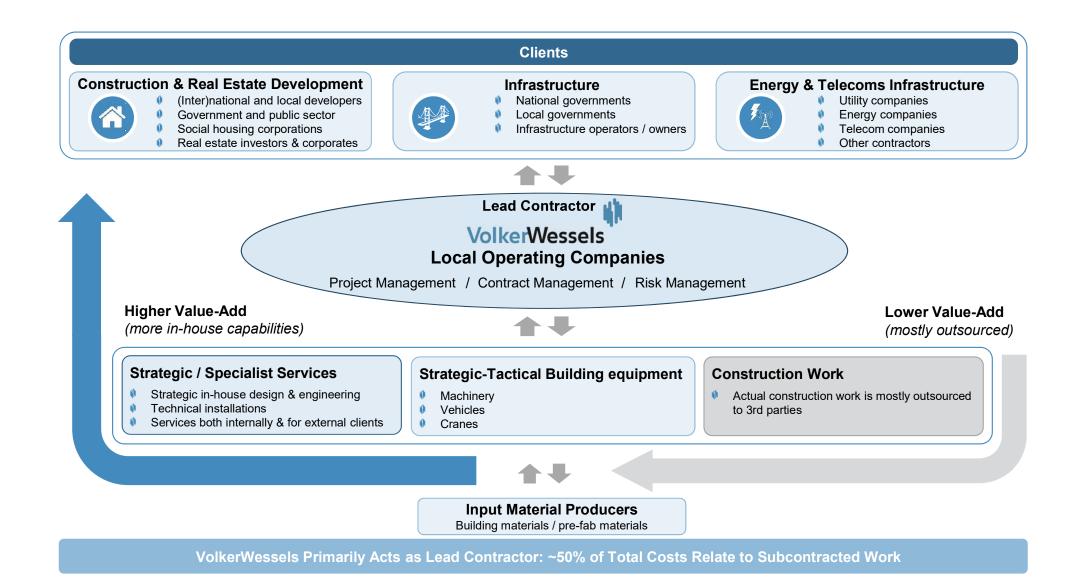
Guaran- tees	Restruc- turing	Environmen- tal and remediation costs	Onerous construction contracts	Other	Total
70	7	5	0	47	129
0	0	0	108	0	108
3	2	0	0	16	21
-4	-3	0	0	0	-8
-3	-2	0	0	-8	-13
66	4	5	108	54	237
48	0	5	45	31	129
18	4	0	63	23	108
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Net impact of movement other provisions on EBITDA:

• H1 2018: - € 8 million

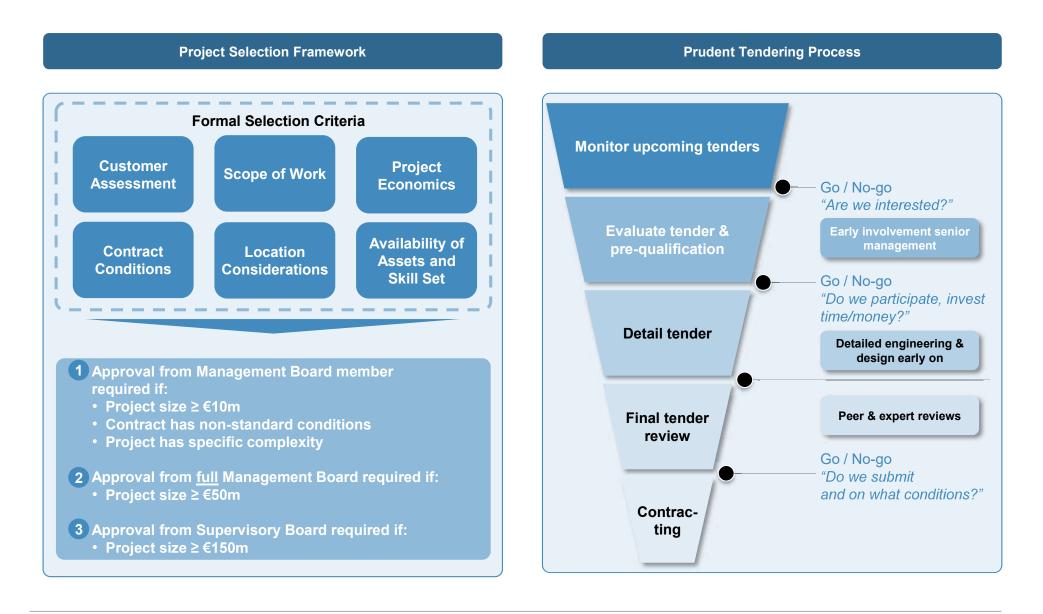


### **VolkerWessels is Focused on High Value-Add Activities**



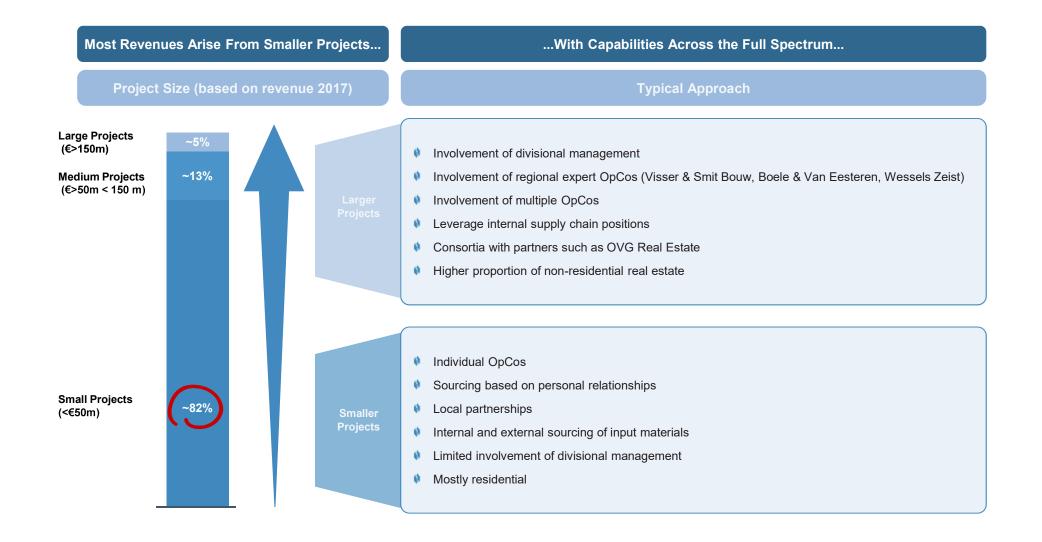


### **Rigorous Focus on Profitable Projects and Risk Management**





# Diversified Project Portfolio Skewed Towards Smaller Projects





This document is intended to provide financial and general information about Koninklijke VolkerWessels and its group companies in respect of its most recent financial results and, as such, is solely informative.

This document must be read in connection with the relevant financial documents it refers to and such financial documents are leading in case of any inconsistency with the information as provided herein.

This document contains forward-looking statements which are based on the current expectations, estimates and projections of Koninklijke VolkerWessels' management and information available at the date of publication of this document. These forward-looking-statements are subject to uncertainties and cannot be relied upon.

VolkerWessels does not assume any obligation to update or revise forward-looking-statements after the date of publication of this document.



### **Financial calendar and contact details**

Event	Date
Half year results 2018 (before trading)	30 August 2018
Nine months trading update 2018 and interim dividend 2018 announcement (before trading)	15 November 2018
Payment date (interim dividend 2018)	28 November 2018
Annual results 2018 (before trading)	28 February 2019
Annual report 2018 available	4 March 2019
Annual General Meeting of shareholders	18 April 2019
Payment date (final dividend 2018)	2 May 2019
First quarter 2019 trading update (before trading)	16 May 2019
Half year results 2019 (before trading)	29 August 2019
Nine months trading update 2019 and interim dividend 2019 announcement (before trading)	14 November 2019
Payment date (interim dividend 2019)	27 November 2019

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