Balfour Beatty

2026 half year results presentation

12 August 2026

Hinkley Point C, UK

Balfour Beatty

Philip Hoare

Group Chief Executive

Broward County Convention Center, Florida, US

Strong first half performance delivering profitable growth

First half results

Profitable growth and strong cash performance; conclusion of monitorship

2.9% PFO margin*
from earnings-based businesses

* HY 2025: 2.2%

2026 outlook

Full year slightly ahead of prior expectations; £200 million share buyback on track

c.£267 million
2026 shareholder returns

Momentum

Substantial order book providing strong visibility; well positioned in growth markets

£23 billion
order book

Well positioned in chosen growth markets

UK Energy

Power Transmission & Distribution

UK's largest power workforce, with end-to-end capabilities including design, multi-disciplinary delivery and steel fabrication

Power Generation

Proven civil nuclear construction expertise with active delivery on the UK's flagship projects – Hinkley Point C and Sizewell C

UK Defence

Strong track record and existing footprint in complex, high security and nuclear environments

UK Transport

Market-leading road, rail and aviation capability, from major construction through to long-term asset maintenance

US Buildings

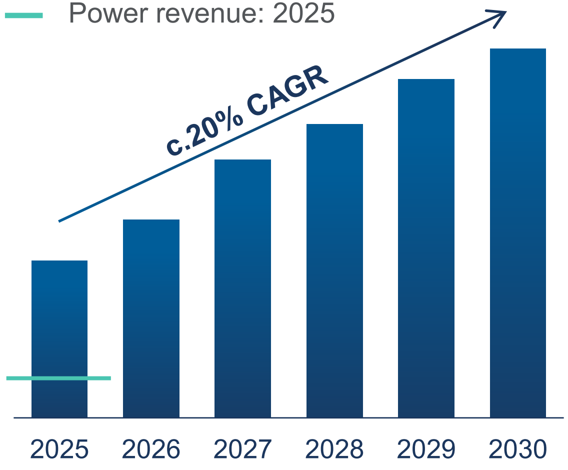
Well positioned in strong growth states and sectors, with portfolio weighted toward institutional, public sector and technology-driven clients

UK Power Transmission: further wins in growing market

Target market: 2025-30

Source: Internal estimates

- UK power transmission market
- Power revenue: 2025



25% estimated 2025 market share

24% growth
Revenue vs H1 2025

£2.1 billion
Order book

£6-8 billion
Further pipeline

First half momentum

Awarded Netherton Hub
£325 million civils work scheme for SSEN

Awarded Bramford to Twinstead substation
£121 million 400kV substation for National Grid

Secured National Grid framework position
Electricity Transmission Partnership framework to deliver major overhead line upgrades

UK Defence: differentiated in well-funded growth market

+27% MOD real spend 2029/30 vs 2023/24

c.£15 billion addressable market opportunity to 2030

c.£1.5 billion of work currently in delivery

Defence Investment Plan:
commitment for defence spend to reach 3.5% of GDP by 2035

Defence as a UK growth engine: turning national security spending into a direct driver of economic productivity

UK capability prioritised: Government priorities increasingly favour UK capability, long-term industrial partnerships and deliverability

Speed of delivery: procurement reform supports faster mobilisation of major programmes

Larger market | Improved policy environment | Momentum building

Our differentiators

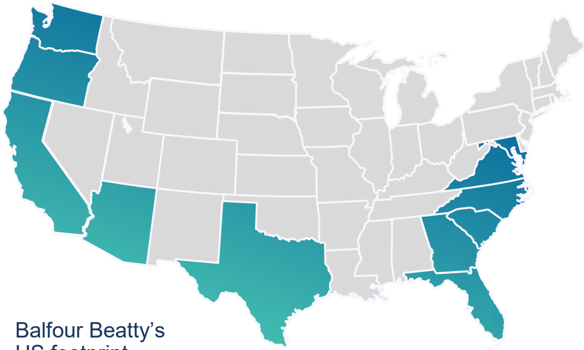
- Strong track record
- Extensive capability
- Complex nuclear experience
- Security clearance
- Ringfenced & secure IT
- UK domiciled
- Balance sheet strength

Nuclear submarine HMS Vanguard
(Source: MOD)

US Construction: revenue growth and positive outlook

Organic growth strategy driven by Buildings expansion

- Further revenue growth delivered: up 19% vs HY 2025
- Leveraging existing customer relationships and geographic footprint
- Revenue weighted 91% buildings vs 9% civils



Balfour Beatty's US footprint

Targeting growing sectors which align to Group expertise

Aviation

Growing market:
$140 billion construction market (2026 – 2029)*

Strong track record and multidisciplinary experience:
currently delivering a diverse range of projects at seven airports

H1 progress:
$361 million order to deliver runway package at Raleigh Durham airport in North Carolina

** Source: Internal estimates*

Data centres

Growing market:
$250 billion construction market (2026 – 2029)*

Strong track record and longstanding customers:
delivered c.80 data centres in Northwest over twenty years

H1 progress:
$350 million orders across Northwest and Virginia;
c.$1 billion further work awarded

** Source: FMI 2026 North American engineering and construction industry overview: Q1 2026*

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Myles Westcott

Chief Financial Officer

M25 Junction 10, UK

Headline numbers: strong first half progress

£m (unless otherwise stated)	HY 2026	HY 2025	Variance
Group revenue	**5,563**	5,150	8%
Profit from earnings-based businesses*	**153**	108	42%
Profit from operations*	**119**	77	55%
Profit for the period*	**105**	73	44%
Basic earnings per share*	**21.7p**	14.4p	51%
Dividends per share	**4.7p**	4.2p	12%

	HY 2026	FY 2025	
Order book	**£22.9bn**	£22.7bn	1%
Directors' valuation of Investments portfolio	**1,101**	1,069	3%
Period end net cash≠	**1,708**	1,446	18%
Average net cash≠	**1,616**	1,212	33%

** before non-underlying items*
≠ excluding Infrastructure Investments (non-recourse) net borrowings and lease liabilities

Construction Services: margin improvement

£m	HY 2026			HY 2025		
	Revenue	PFO*	PFO %	Revenue	PFO*	PFO %
UK	1,569	54	3.4%	1,563	56	3.6%
US	2,475	22	0.9%	2,087	(11)	(0.5%)
Gammon	495	11	2.2%	547	17	3.1%
Total	**4,539**	**87**	**1.9%**	4,197	62	1.5%

* *before non-underlying items*

- UK: delivered 3.4% PFO margin, demonstrating strong progress vs prior year
  - HY 2025: 2.9% margin when excluding £10 million one-off credit
- US: improved performance driven by profitable growth in Buildings and reduced Civils losses
- Gammon: lower PFO due to timing of commercial close-outs

Support Services: Power momentum driving PFO growth

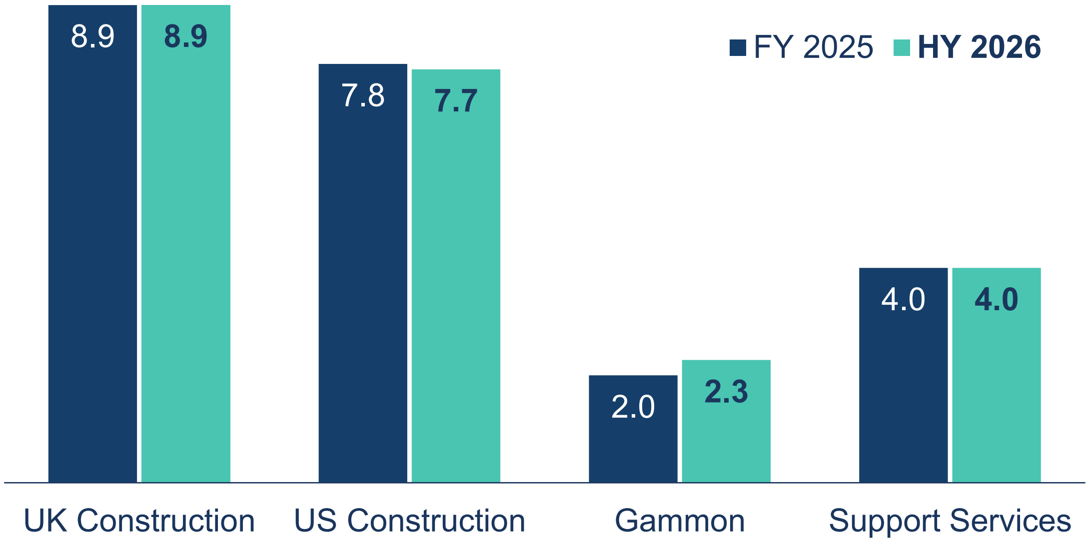
£m	HY 2026	HY 2025
Revenue		
Utilities	366	295
Transportation	361	367
Total	**727**	662
Profit from operations*	**66**	46
PFO %*	**9.1%**	6.9%

** before non-underlying items*

- Profitable revenues underpinned by long-term frameworks
- 10% revenue growth driven by increased Power T&D activity
- Profit growth driven by improved margin % in power and transportation and a change in the mix of work delivered
- PFO expected to be more evenly weighted between the first and second half than in prior years

£23 billion order book maintained

£22.9 billion order book



- UK Construction: now includes £325 million Netherton Hub contract for SSEN
- 85% of UK Construction orders are target cost or cost-plus
- US Construction: small decrease largely driven by timing of Civils orders
- Gammon: growth driven by Northern Metropolis and buildings orders
- Support Services: Warwickshire road maintenance contract included
- Significant further pipeline of awarded but not contracted work

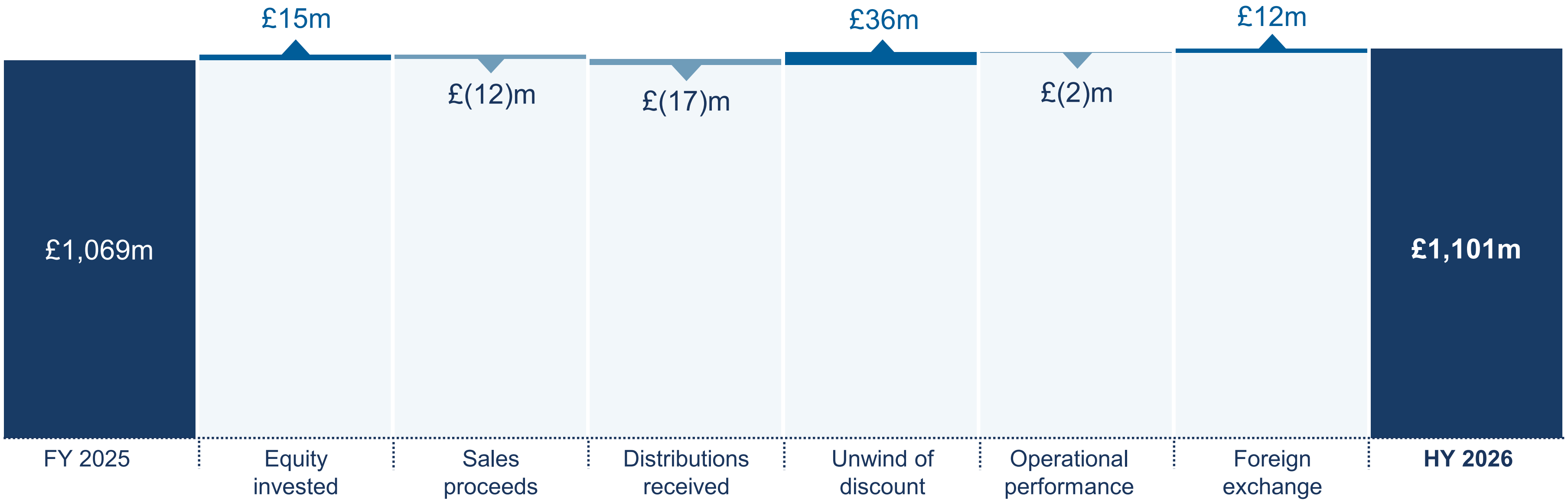
Infrastructure Investments: monitorship concluded in H1

£m	HY 2026	HY 2025
Pre-disposals operating loss*	(12)	(12)
Gain on disposals	3	2
Investments operating loss*	**(9)**	(10)
Subordinated debt interest receivable	11	11
Infrastructure concessions' net interest	(6)	(7)
Investments pre-tax loss*	**(4)**	(6)

* *before non-underlying items*

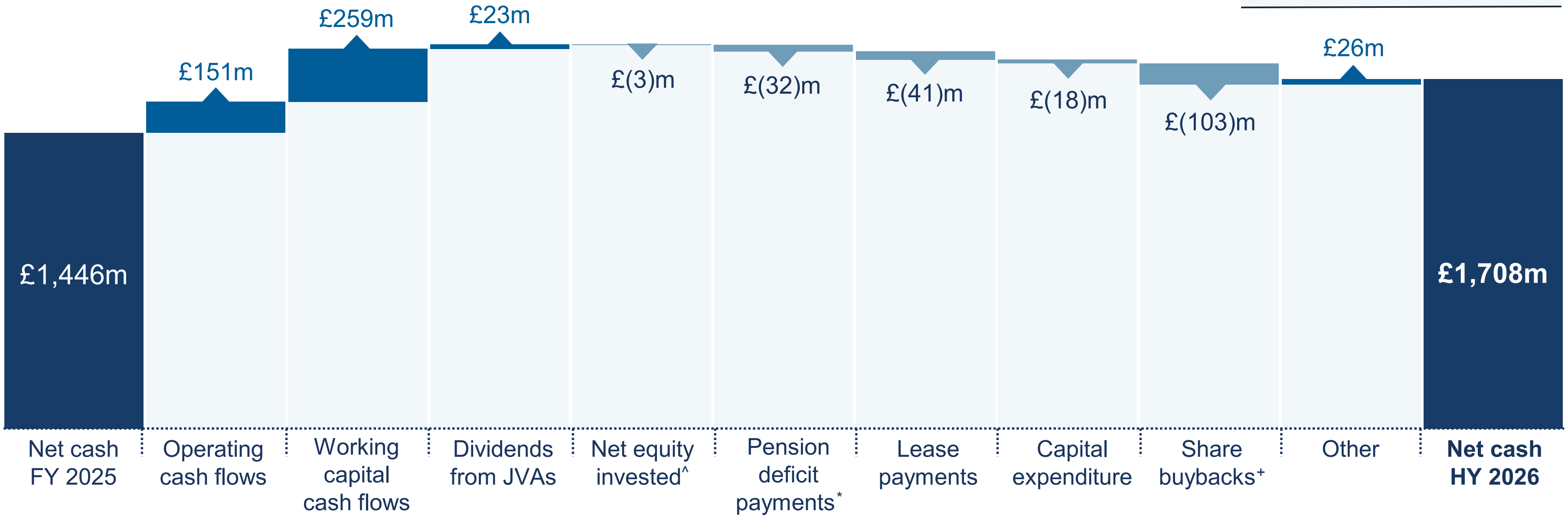
- Operating loss largely driven by monitor and legal costs in US military housing
  - Monitorship concluded in June
- £3 million gain on disposal of a US student accommodation asset and a US multifamily housing asset

£1.1 billion Infrastructure Investments Directors' valuation



Further strong cash performance in first half

HY 2026 average net cash
£1,616 million



^ includes £12 million of disposals
** includes £1 million of regular funding*
+ includes £1 million of costs

2026 outlook

Increased guidance for earnings-based businesses, net finance income and average net cash

Updated guidance	Prior guidance
Low double digit PFO growth from earnings-based businesses – slightly ahead of prior guidance	High single-digit PFO growth from earnings-based businesses
Infrastructure Investments: – small PFO loss prior to disposals – gain on disposals in the range of £5 - 15 million	Infrastructure Investments: – small PFO loss prior to disposals – gain on disposals in the range of £5 - 15 million
Net finance income in range of £35 - 40 million	Net finance income in range of £28 - 32 million
P&L tax charge close to statutory rates	P&L tax charge close to statutory rates
Average net cash in range of £1.5 - £1.7 billion	Average net cash in range of £1.3 - £1.5 billion

Balfour Beatty

Philip Hoare

Group Chief Executive

Grand Hyatt Miami Beach, Florida, US

Strong and diversified Group

Core geographies by revenue

- UK 44%
- US 47%
- Asia 9%

Growth markets

- UK Energy
- UK Defence
- UK Transport
- US Buildings

Profitable growth framework

Evolve
Energise
Explore

End-to-end capability

Design & Engineering → Programme Management → Construction Management → Construction → Operations & Maintenance

Project Finance

£23 billion high-quality & diversified order book

£1.1 billion Investments portfolio

Profitable growth framework: long-term value creation

Six months in: building momentum across the Group

Evolve
Strengthen our core

Margin improvement plans progressing

UK operations focused around Energy, Transport and Defence market verticals

Investment in leadership capability

One Balfour Beatty culture

Energise
Accelerate profitable growth

Group-wide customer account management programme

Accelerated US growth plan focused on expanding core business

Explore
Shape what's next

Innovation investment and productivity pilots

Assessing priority UK and US adjacencies to strengthen market position

Long-term value creation

A powerful platform for growth

Confidence in creating further long-term value and sustainable shareholder returns

- Strong first half performance with further momentum into second half and beyond
- Significant and high-quality order book
- Well positioned in growing markets, with increasing demand for the Group's expertise
- Disciplined governance processes
- Robust balance sheet and consistent capital allocation framework
- Evolve, Energise, Explore: unlocking the next chapter of growth

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Appendix

Marine Corps Recruit Depot Mess Hall, California, US

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Balfour Beatty investment proposition

High quality and de-risked portfolio
- Diverse portfolio across UK, US & Asia
- £23 billion order book
- Robust governance and disciplined bidding

Expert capability
- Track record of complex infrastructure delivery
- Unique end-to-end capabilities
- Industry leading employee engagement

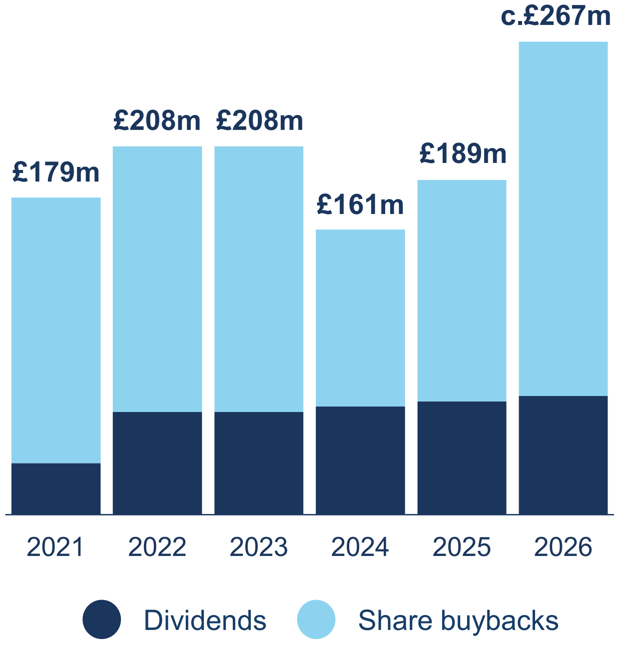
Sustained growth drivers
- Governments driving growth through infrastructure
- Capabilities aligned to growth markets
- UK demand outweighing supply

Responsible goals
- Evolved sustainability strategy launched in 2024
- Net zero carbon emissions targets verified by SBTi
- Ambitious community targets

Financial strength
- Strong cash generation
- £1.1 billion Investments portfolio
- Sector leading balance sheet

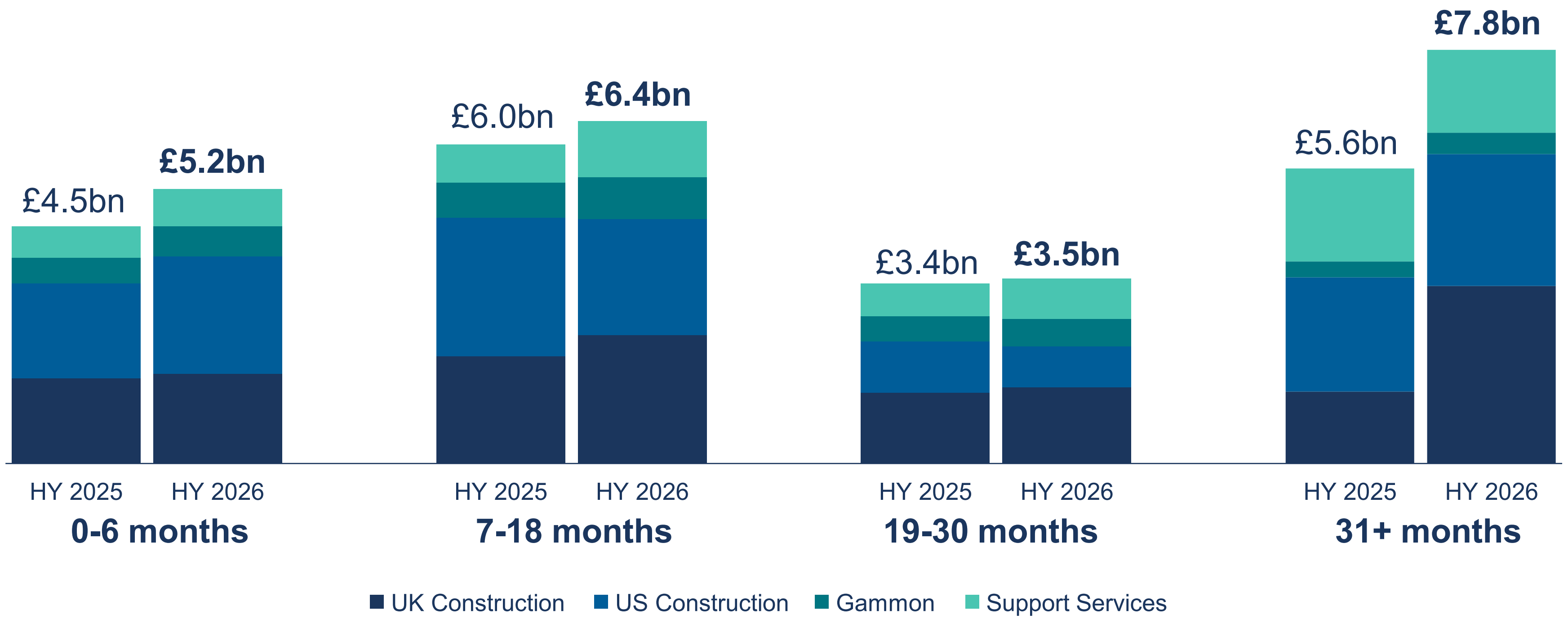
Attractive future shareholder returns underpinned by sustained growth opportunities and financial strength

Over £1.2 billion of shareholder returns 2021 – 2026

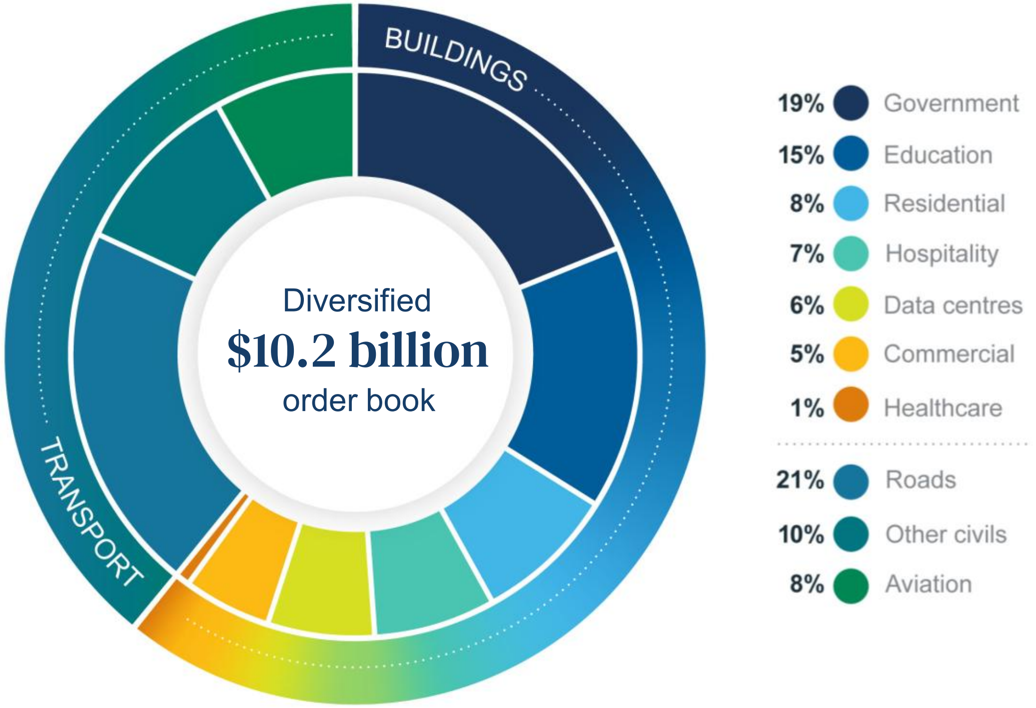


Order book by phase

Total HY 2026 £22.9bn
Total HY 2025 £19.5bn



US Construction order book by sector



Underlying profit from operations

£m	**HY 2026***	HY 2025*
UK Construction	54	56
US Construction	22	(11)
Gammon	11	17
Construction Services	**87**	62
Support Services	**66**	46
Earnings-based businesses	**153**	108
Infrastructure Investments		
Pre-disposals operating loss	(12)	(12)
Gain on disposals	3	2
Corporate activities	**(25)**	(21)
Total	**119**	77

* *before non-underlying items*

Group balance sheet

£m	HY 2026	FY 2025
Goodwill and intangible assets	1,080	1,075
Current working capital	(1,906)	(1,639)
Net cash (excluding infrastructure concessions)	1,708	1,446
Investments in joint ventures and associates	356	363
PPP financial assets	17	18
Infrastructure concessions – non-recourse net debt	(487)	(411)
Net retirement benefit assets / (liabilities)	13	(48)
Net deferred tax assets	24	46
Other assets and liabilities	324	302
Net assets	**1,129**	1,152

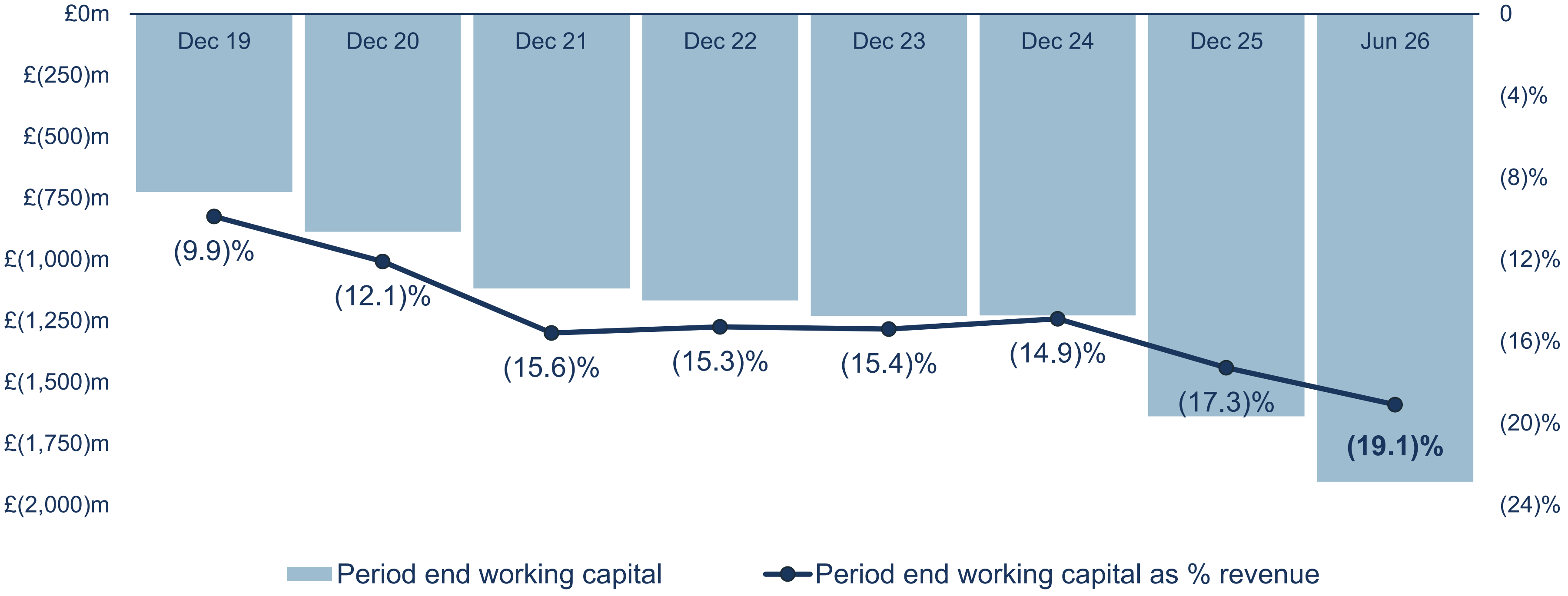
Cash flow

£m	HY 2026	HY 2025
Operating cash flows before working capital movements and pension deficit payments	151	161
Working capital inflow^	259	290
Pension deficit payments≠	(32)	(8)
Cash from operations	**378**	443
Dividends from joint ventures & associates	23	28
Capital expenditure	(18)	(23)
Lease payments (inc. interest paid)	(41)	(37)
Share buybacks+	(103)	(65)
Infrastructure Investments		
Disposal proceeds	12	2
New investments	(15)	(20)
Other	26	(34)
Net cash movement	**262**	294
Opening net cash*	1,446	943
Closing net cash*	**1,708**	1,237
Average net cash*	**1,616**	1,102

£m	HY 2026	HY 2025
Working capital flows		
Inventories	18	4
Net contract assets	74	97
Trade and other receivables	(274)	(169)
Trade and other payables	405	416
Provisions	36	(58)
Working capital inflow^	**259**	290

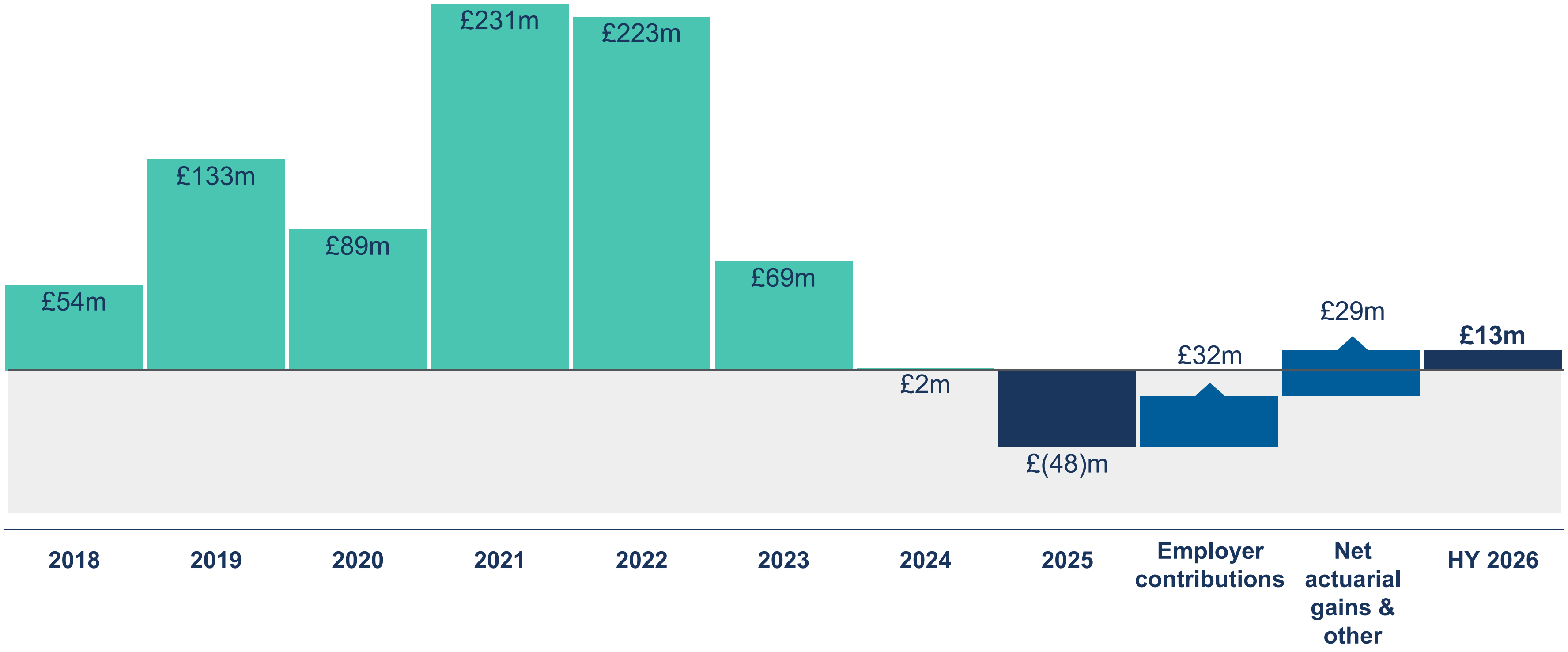
^ excluding impact of foreign exchange and disposals
** excluding Infrastructure Investments (non-recourse) net borrowings*
≠ includes £1 million (2025: £1 million) of regular funding
+ includes £1 million of costs (2025: £nil)

Working capital



Including non-underlying items

Pensions: balance sheet movement



Net finance income

£m		**HY 2026**	HY 2025
Subordinated debt interest receivable	11		
Interest on infrastructure concession assets	1		
Interest on non-recourse borrowings	(7)	5	6
Net finance income – pension schemes		-	1
Other interest receivable	29		
Other interest payable	(4)	25	22
US private placement		(5)	(5)
Interest on lease liabilities		(5)	(4)
Impairment of loans and accrued interest relating to joint ventures and associates		-	(2)
Net finance income		**20**	18

Borrowing repayment profile