

5,000 trees in Heart of England Forest



BAM 150



BAM 150 is a special issue to commemorate BAM's 150th anniversary on 12 May 2019. In its 150 years, BAM has created numerous high-profile projects across the globe. In this jubilee issue we're showcasing a small selection, along with stories on three other special themes under the headings:

- High-profile projects
- Family business
- Royalty news
- Then and now

Upcoming tree planting events

- **23 May + 12 June:** Copenhagen, Denmark
- **October:** Basel, Switzerland
- **24 November:** Zottegem, Belgium
- **November:** Manchester and Stratford-upon-Avon, United Kingdom
- **November:** Sachsenwald, Friedrichsruh (near Hamburg), Germany
- **November:** Houten, the Netherlands

BAM has started planting 5,500 trees in the Midlands to celebrate its 150th birthday. Twenty volunteers from BAM Construct UK, BAM PPP and BAM Nuttall joined the Heart of England Forest team to plant the first 500 trees in a single day. The remaining trees – the majority – will be planted in the November planting season. BAM colleagues in Ireland, the Netherlands, Germany and Denmark have also begun planting trees. See elsewhere in this issue.



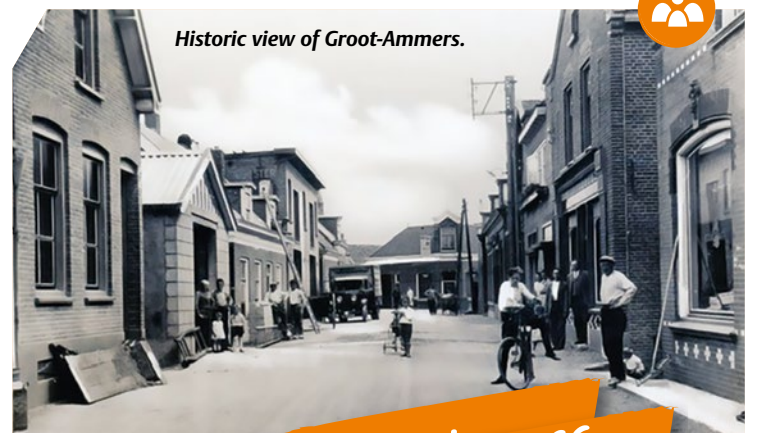
Dave Ellis, speaking for BAM Construction in the Midlands, said: 'Planting trees is symbolic of sustainability. That is more important to this industry now than ever before. It says something about our culture that so many people have volunteered to help us do this. We put great emphasis on working with the communities where we build to make use of our schemes so that we put something back. It is not just what we do, but how we do it that makes a difference.'

Jon Snow, Channel 4 newsreader and Chairman of The Heart of England Forest, said: 'We are really excited to be working with BAM on the occasion of your 150th anniversary. The Heart of England Forest is very grateful to be one of your beneficiaries and we look forward to welcoming BAM staff to help plant 5,500 trees over the next year.'

The Heart of England Forest charity is creating a huge new woodland across Warwickshire and Worcestershire. The trees being planted are all native broadleaf trees and include oak, hornbeam, beech, alder and small leaved lime.



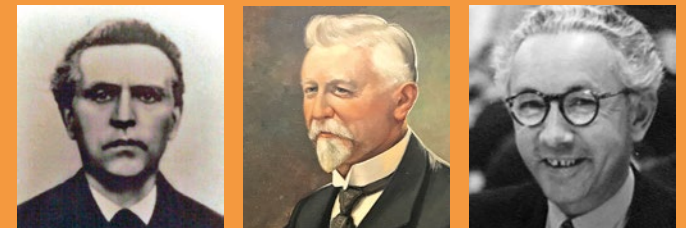
Historic view of Groot-Ammer.



Family business

BAM has its origins in a family business. Adam van der Wal was 32 when he opened his carpentry shop in the Dutch polder village where he was born and bred, Groot-Ammer. His main sources of income would have been windmill repairs and coffin making.

Born in 1870, Adam's son Jan was 28 when he joined his father's company. In addition to carpentry, the father and son expanded their business into a wider range of construction activities. With limited opportunities for growth in Groot-Ammer and the surrounding polders, Jan left the village together with his wife Margaretha van der Kamp and their daughter Maria. The family lived wherever Jan would find new projects: in Vlaardingen, Amsterdam and finally The Hague, where in the summer of 1903 Jan established his business as Firma J. van der Wal.



Three generations Van der Wal. From left: Adam, Jan and Joop.

J. van der Wal & Zoon

The previous year, 1902, Jan and Margaretha's third child had been born: Joop (short for Johannes Jacobus), who would become the third generation Van der Wal to join the family business. Born in Amsterdam, Joop obtained a degree at the Delft Institute of Technology before he joined the company in 1926. From then on it would be known as Firma J. van der Wal & Zoon ('and Son').

Due to his father's health issues, Joop van der Wal took over as director of the company in 1928. The company was reorganised as a public limited company under the name N.V. Bataafsche Aanneming Maatschappij van Bouw- en Betonwerken voorheen Firma J. van der Wal & Zoon ('Batavian Contracting Company of Construction and Concrete Works Ltd, formerly J. van der Wal and Son'). The company continued to grow and grow under the leadership of a two-man board consisting of Joop and his brother-in-law Gerrit Jonkheid (who married Joop's sister Dirkje).

Joop van der Wal died in 1955, after a long illness. Strictly speaking, the company may no longer have been a family business after that, but to many it still felt like one.

And in fact, even in today's Royal BAM Group we have quite a few families. This issue is our opportunity to introduce them to you.

BAM in 150 portraits

BAM is special because of its people. On the anniversary website www.bam.com/150, colleagues from all corners of the world share their views on what it's like to work for BAM. The website is also the place to go if you want to add your own story!





Batavian

Extension of the The Hague head office of Bataafsche Petroleum Maatschappij (now known as Shell) in 1913. Due to the many projects for the Bataafsche ('Batavian'), the company changed its name to 'N.V. Bataafsche Aanneming Maatschappij van Bouw en Betonwerken v/h Firma J. van der Wal en Zoon'.

Bridge with prefab girders



In 1938, Wayss & Freytag Ingenieurbau built the Hesseler Weg bridge near Oelde in Westphalia, the first bridge in Germany with prefabricated prestressed concrete girders as patented by Eugene Freyssinet.



First stone



In March 1902, King Edward VII laid the foundation stone for the construction of the Britannia Royal Naval Training College, Dartmouth. BAM Construct UK built the complex after a design by Sir Aston Webb, a well-respected architect in the Edwardian era.

Julianakerk



In the presence of her mother, Queen Wilhelmina, Princess Juliana placed a commemorative stone at the start of construction of the Julianakerk (Juliana Church) in The Hague. The church was restored in 2004 by Schakel & Schrale, a subsidiary of BAM Bouw en Vastgoed.



Trees in Saxony

Board members of BAM Deutschland, Wayss & Freytag Ingenieurbau and BAM PPP recently kicked off the German leg of BAM's tree planting campaign. Near Bärenstein, in the state of Saxony, they planted the first 500 out of a total of 4,000 deciduous trees. Another 4,000 trees will be planted near Hamburg later this year. And that's not the end of it: several projects in the country are contributing to BAM's anniversary

initiative by doing something for the environment. In Düsseldorf, for instance, where a project team of BAM Deutschland dug in deep to plant 18 young trees as a gift to their client, the university, for whom they are building a laboratory complex.



Family business

Emily and Jo Hoggins may be working in different locations, but the two BAM Construct UK employees enjoy discussing careers and project progress together at their family home. 'Our father was an engineer so he also joins in,' says Emily. 'Our poor mother...'

Project manager Emily Hoggins joined BAM in 2010 after completing a placement with the company during her studies. When her younger sister Jo was deciding what to study at university, Emily arranged for her to try work experience at a BAM project. A degree in quantity surveying and a few years on, Jo joined BAM full-time.

Jo: 'As a project surveyor I look after all of the commercial aspects of a project. I'm currently working on a refurbishment of part of City, University of London in Islington.' Emily, meanwhile, is currently the project lead on the Q1 high-spec office development in King's Cross, overseeing the site and consulting with the client, design team and sub-contractors regularly.

The Hoggins sisters are pleased to see BAM taking steps to counteract its impact on the environment. 'I think we should go a step further than planting trees,' says Emily. 'We should commit to going paperless – with tools like iPads and BIM 360 Field, the need to print things has greatly reduced.'

Both Jo and Emily feel right at home in their jobs. Jo: 'It is like a family – I feel like I know everyone and we all get on well. Everyone wants what's best for the project and the company.'

Emily: 'BAM invests in young people – that's what's enabled us both to have successful careers so far and it also affords me the opportunity to give something back through mentoring apprentices and seeing them progress just like I have done.'



Family business

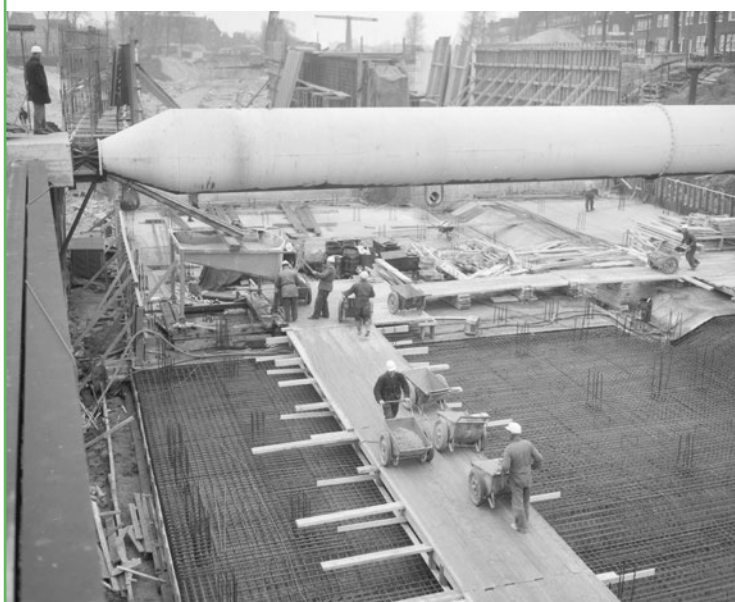
For 11 years, brothers Mohammed, Nouredinne and Hassan Bouraq have been working together for BAM Contractors in Belgium. All three are carpenters, and they are all on the same team. 'It doesn't really affect the work, but there is something very nice about working together as brothers.'

When you're not on the job, do you often talk about BAM?
 'Sometimes, but generally we only talk about work when we're in the bus on our way to the site. The tree planting campaign is an excellent initiative for the preservation of our planet. Looking to the future, we wish BAM many interesting projects and clients.'



IJ tunnel

The Amsterdam IJ tunnel, inaugurated in 1968, was built by a consortium including BAM and Wayss & Freytag Ingenieurbau. At that time, the two companies weren't yet part of the same Group. Construction of the tunnel included the immersion of 11 components and also the application of the caisson method to realise the part of the tunnel that went below the railway tracks.



Power station



BAM Ireland completed Moneypoint Power Station in County Clare, Ireland's second largest power station, in 1985.

Message from the Board



This year, Royal BAM Group celebrates its 150th anniversary. Who could have imagined this in 1869, the year that our founding company was established in Groot-Ammers, a village in the polders east of Rotterdam? CEO Rob van Wingerden talks about the past, present and future of BAM.

Predictable performance
 'I deliver what I promise'



Scalable learning
 'I ask, listen and support, so that we learn collectively'

Proactive ownership
 'I take the initiative to prevent, rather than fix'



Open collaboration
 'I share, so we all gain'

Here's to the future!

How important is history?

'History is not all-important, but we should never forget where we came from. It says so much about our identity. Just like all of us in today's BAM, I have only been along for a small part of the long ride. For me personally, though, our culture has always been defined by the combination of a down-to-earth mentality – humility, cost awareness, focus on skills – and respect for people. Reliability is part of that, too. We deliver on our promises, that's something all clients can count on.'

'At the funeral of Jan van der Wal in 1940, BAM co-director Gerrit Jonkheid praised the founder of our company for his vast knowledge, energy, dedication and leadership. I see that same commitment, pride and passion in our company today. We value leadership, proactive ownership and open collaboration. People are at the heart of it all, our employees are our most important asset.'

'A sense of history is not only about the positive memories, it's also about learning lessons. Which is something we genuinely do; we organise our business in ways that make this possible. In order to learn those lessons, we are continuously working to improve our ability to visualise our performance. As a result, we are better able to choose the right projects for tendering. 'Lessons learned' is also an important part of the so-called stage gate process. Sharing knowledge and past experience helps us improve our proposals.'

Where do we stand at this point in time?

'We have a leading position in five European home markets and niche markets across the globe. Over the past 150 years, we and our partners in the chain have brought passion and commitment

to the realisation of impressive buildings and infrastructure, which have improved the lives of many. This is truly something to be proud of.'

'But past achievements are no guarantee for future performance. The world around us is changing. We have to – and want to, and are able to – anticipate those changes by adding new elements to strengths we developed in the past. This will require a new way of working. One BAM enables us to further improve our ability to learn from each other: scalable learning. And we should be benefitting more from the scale of our business. I find it very inspirational to consider the vast amount of knowledge we possess. The challenge we have accepted is to get more out of this knowledge. I believe that what we'll

operating in our own narrow silos – from project to project – and we're not getting optimal results. This has to change.'

And where will we be in 2050?

'The future will bring us new technology. We are doing all we can to fully embrace the digital world. This is reflected in our vision 'We make it before we make it': before we realise a project in the physical world we build it as a digital model. Also, the actual way we build our projects is changing, with key roles for BIM, augmented reality, the Hololens and 3D printing. Prefabrication and pre-assembly mean a shift of activities towards locations away from the construction site, while on site things are getting more 'plug and play'. This improves site safety, and reduces waste and

'Our vast amount of knowledge is very inspirational'

find is that there is very little we don't know. Isn't that a wonderful and worthy goal to set ourselves?'

150,000 trees?

'It may be a modest gesture, but it shows how much we value a sustainable world. BAM can't make that happen on its own, no more than any individual can solve climate change. Together with my family I have stood at the edge of a glacier in Canada. Even in the short time since 1985, this glacier has shrunk by many kilometres. That moment has made a deep impression on me. And yet I'm aware of how little impact I can make as an individual. I drive an electric car and try to reduce plastic waste, but there is so much more we can do if we work together. In addition to cross-border collaboration, solving the climate challenge calls for long-term vision and an integral approach. These three aspects will determine our future. We are still focussed too much on the short term, still

energy usage while improving quality and cost efficiency. Our industry is becoming more attractive as a career option and at the same time we are creating more value – for ourselves, for our clients and for our shareholders.'

'Technology is not only changing our way of working, it's also impacting the products we deliver. The built environment is getting smarter thanks to data being collected by sensors. Monitoring and analysing that data is rapidly gaining importance.'

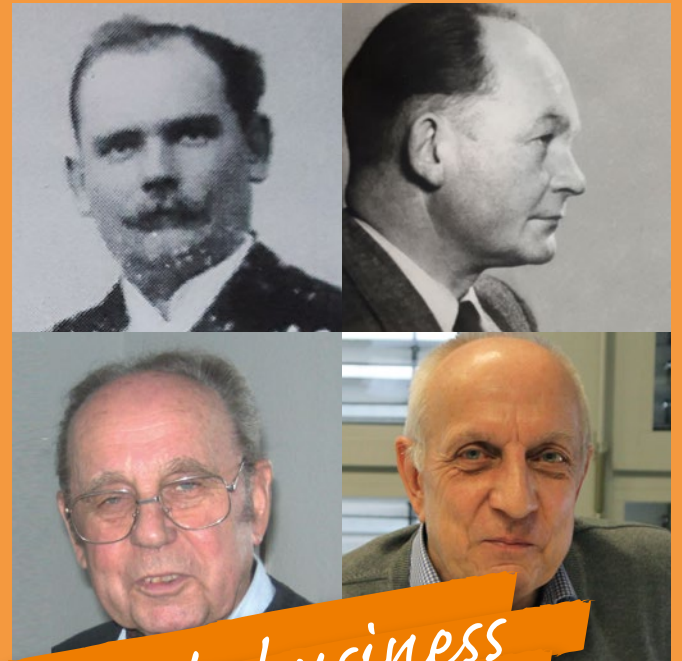
Prime position

'We can look forward to a very interesting future, and right now we are in the middle of the transition that will take us there. The transformation of our Group is starting to bear fruit. The changes in our culture may be even bigger than those in our technology. We are not taking the easiest road, but the outcome of this process of change will put us in a prime position for the next 150 years!'



Bronovo

Queen Mother Emma laid the foundation stone for the new Bronovo hospital in 1926. Built by BAM, the hospital in The Hague was inaugurated by Princess Juliana in 1932. ●

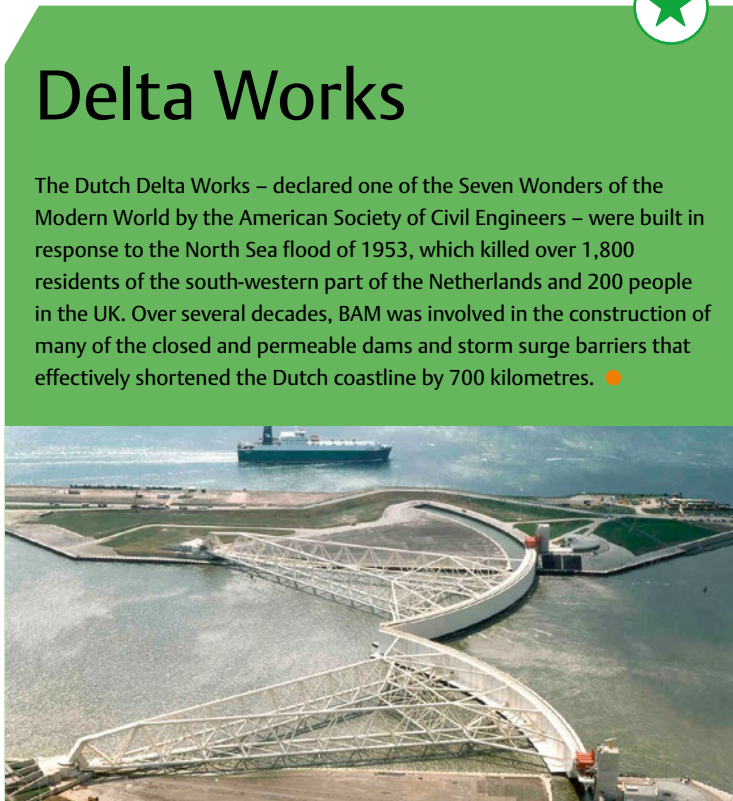


Family business

As the founding family of BAM, the Van der Wals may have had three generations in the company, but there is one family in the Group that tops even them. At Wayss & Freytag Ingenieurbau, Project Manager Peter Chiappa is the fourth generation of his family! In the footsteps of his father, grandfather and great-grandfather, Peter is this year celebrating his 40th anniversary at the company.

Peter's father, Walter, even reached 50 years with BAM, from 1944 to 1994 to be exact. Grandfather Vincenz Chiappa also showed plenty of staying power: he completed many projects for Wayss & Freytag from 1927 to 1967. But it all began with great-grandfather Josef Chiappa, who was on the payroll from 1911 until his sudden death in 1927.

Peter Chiappa: 'I am proud and happy to represent the fourth generation of my family in this company. I have enjoyed every minute of it, and I'm convinced that my forefathers felt the same. It's wonderful to be able to work for a Group that operates in all parts of the world and all types of construction.' ●



Delta Works

The Dutch Delta Works – declared one of the Seven Wonders of the Modern World by the American Society of Civil Engineers – were built in response to the North Sea flood of 1953, which killed over 1,800 residents of the south-western part of the Netherlands and 200 people in the UK. Over several decades, BAM was involved in the construction of many of the closed and permeable dams and storm surge barriers that effectively shortened the Dutch coastline by 700 kilometres. ●



Gasunie head office

BAM Bouw en Vastgoed completed a new head office for the Gasunie in Groningen in 1994, an iconic example of the organic architecture of Alberts & Van Huut. ●

Meet the models of our BAM 150 campaign picture! For this photoshoot we brought

Shuneila Sophia,
BAM Bouw en Vastgoed

Baris can Düzgün,
Royal BAM Group

'150,000 trees, what a wonderful and symbolic gesture! It inspires me to do things that are good for BAM, mankind and our planet.'

Cees Kleiberg,
BAM Bouw en Vastgoed

'I have happily worked for BAM for 41 years already. May my journey continue to flourish.'

Ian Hill, Royal BAM Group

'For the future I wish BAM to make a difference to the world through innovative and sustainable construction.'

Rien Ganseman, BAM Infra

'I wish for BAM to be an industry leader whose respectful treatment of our planet ensures a healthy future for our children and many more generations.'



Mylou, daughter of
Bert Ooms, BAM Infra

'So cool that BAM is planting 150,000 trees! Lots of trees means lots of oxygen and besides it makes the world look prettier.'

Leila de Almada,
BAM International

'For the future I wish BAM to continually have good business leaders going forward, successful economic development and continued ability to respond to change.'

Astrid Alberti,
BAM Infra

'The photoshoot was a lot of fun and I feel honoured to have been able to participate. On to 200 years of BAM!'

Sophie Kuipers, BAM Infra

'BAM is a big company that offers plenty of challenges and room for initiative. Lots of opportunities for everyone!'

150 years of BAM: 150,000 trees

In Uganda and Bolivia, 100,000 BAM trees will contribute to forest restoration, a reduction of CO₂ emissions and a better life for local communities. In our jubilee year, we are adding another 50,000 trees in projects in our home countries. Trees for All is helping us to organise our green celebration.



At the time of its establishment, some 20 years ago, the foundation's name was 'Trees for Travel': a private initiative to compensate for the environmental impact of air travel through sustainable forestry projects in the tropics. Fairly soon it was decided that 'Trees for All' was a better name, as reducing greenhouse gases concerns us all and the value of trees is about more than CO₂.



'Remarkably, our target group ranges from school children planting a single tree on their birthdays to multinational companies with ambitious sustainability targets such as BAM,' says Trees for All Director Lena Euwens. 'We receive many small and larger donations to support our sustainable forestry projects. For instance, when an individual buys a 1-2-Tree package we'll plant one tree in the Netherlands and another one in a developing country. Sponsors can also choose to donate on the basis of compensation for CO₂ from air travel or ongoing projects: the ecological and societal effects of the sponsored new trees is measured and registered independently, and sponsors receive a certificate to prove the effectiveness of their donation.'

Uganda

The foundation works only with reliable local partners. In Uganda, this is the government's Uganda Wildlife Authority, which uses the sponsored trees to expand the ancient forest of Kibale National Park. 'Nurseries around the park cultivate young trees from seeds collected in the mother forest, as indigenous species are most likely to survive and provide food for the park's chimpanzees and other apes. Members of local communities plant the trees and for a period of three years, nurse them through their most vulnerable stage, so BAM's investment in 50,000 trees in Uganda has an immediate positive impact on local income. We monitor

all activities and are on site every two years to measure the added value of our projects.'

Bolivia

The foundation has chosen a different approach in Bolivia, explains Lena: 'Here, we plant five different indigenous species on parcels owned by small farmers. This way we introduce sustainable forestry and create additional sources of income, while preventing further deforestation of the jungle. To augment farmers' income in the short term we also donate fruit trees and other crops such as coffee and cocoa. This creates a nicely balanced cycle: while the trees are growing, they provide the necessary shade for the crops, until they reach their harvesting size and the shade gets too much. After harvesting their timber, farmers immediately replant trees, because the coffee needs shade. This combination of forestry and agriculture is called 'agroforestry'. Our local partner, which is led by a Frisian farmer, supplies the trees, the coffee plants and the fruit trees, and advises the farmers about land use and maintenance. Farmers were sceptical at first, but now they are lining up to receive BAM's 50,000 trees.'



50,000 trees in Europe

As BAM wanted to involve as many of our people as possible in the initiative, Trees for All found new partners and locations in Europe. 'On a sunny day in February, BAM Ireland volunteers and their families kicked off the anniversary initiative by planting 9,000 trees in four different locations. In Belgium, BAM Materieel is deploying its equipment to prepare former farmland for new planting and in Denmark we will be planting fruit trees at four different day-care centres. In the Netherlands, 20,000 trees will contribute to the creation of a new woodland in Hollandse Hout (Flevoland) and the rehabilitation of the Waalse Bos woodland near Houten. Further

projects are underway in Germany and the UK, and a final series of tree planting days in several different European countries will follow in November.'

Societal impact

'Trees for All aims to leave behind a green and healthy planet by planting trees in the Netherlands and elsewhere. We do this solely on the basis of donations, without any government subsidies. I am delighted to see BAM tie in its anniversary with our sustainability and societal goals. That is literally a solid foundation for sustainable growth in BAM's next 150 years.'

together BAM colleagues from all parts of the world and their children.

Bo and Rex, children of Jet de Boer, BAM Infra

Bo: 'It's great that BAM is planting so many trees. That way they're helping to make the world a little better.'
Rex: 'All those trees mean more fruit and shade.'

Timothy Darnaud, BAM Infra

'The best thing about working for BAM is the satisfaction I get from being actively involved in growth and improvement.'

Amila Rajakaruna, BAM International

'I'm very proud to be part of the green and orange family while it celebrates its 150 years of excellence. It's another milestone that reflects the hard work of our greatest assets, the people.'

Eron, son of Artan Berisha, BAM Infra

'I like forests, so it's great that BAM is planting trees. The photoshoot was pretty cool, too, and also a bit weird to have all those people looking at me.'

Lennert Meulstee, BAM Infra

'BAM offers its people a lot of room for growth, but it's up to you if you want to take the challenge. The company is developing from a traditional contractor to a construction technology business.'



Alexander Braun, BAM Deutschland

'With 150,000 trees we're giving back a piece of life to the world. Did you know that a tree has a heartbeat too?'

Holly Wallace, BAM Construct UK

'I'm proud to work for a company that has had such a positive impact on the world, building some of the most iconic buildings and infrastructure.'

Ryan Schofield, Royal BAM Group

'Working for BAM is great, because our people really believe in our objective of becoming One BAM, sharing knowledge and expertise across the globe.'

Froukelien Horstra, BAM Infra

'This photoshoot has been a nice experience, but also more work than I had expected.'

Faizel Ghafoer, BAM Bouw en Vastgoed

'I have been working for BAM for 20 years and thanks to my colleagues, I still enjoy it!'

Renee, daughter of Mijke Koukoulas, BAM Infra



1874

Choir school of St. Paul's Cathedral, London, UK. At present used as a hostel.



1869

Adam van der Wal (32) starts a carpentry shop in Groot-Amers, a small village in one of the Dutch polders, 25 kilometres east of Rotterdam. Part of his business is based on the maintenance of the polders' many mills.



Then and now Built for all eternity?

Perhaps not, but many of BAM's past projects have stood the test of time. Here we're showcasing a selection.

1924

Construction in The Hague of an office building for the Nederlandsche Handel Maatschappij (NHM), established by King William I.

1926

Johannes Jacobus (Joop) van der Wal (24) joins the business. He is the son of Jan and has a degree in civil engineering from the Delft Institute of Technology.

1928-1939

The company continues to grow and sets up several regional offices throughout the Netherlands.

1928

Extension of the offices of Bataafsche Petroleum Maatschappij (Shell) in The Hague, with a contract value of 623,500 guilders.

The company, now led by Joop van der Wal and his brother-in-law Gerrit Jonkheid, is renamed Bataafsche Aanneming Maatschappij van Bouwen Betonwerken v/h Firma J. van der Wal en Zoon.

1941

Opening of the Rivierhal in Blijdorp Zoo, Rotterdam. In honour of the occasion, the company together with co-contractor Kwaaitaal presents the zoo with two sculptural groups by Charles Eyck. In a speech, Gerrit Jonkheid emphasises that it is often assumed incorrectly that contractors are only interested in those projects that bring them the largest profits. 'Inevitably, financial considerations are important, but it is at least equally important to be able to have good working relationships.'



1946

Joop van der Wal is one of the initiators of the establishment of the Stichting Vakopleiding Bouwbedrijf, a foundation for professional training in the construction sector. The initiative is sparked by a continued severe shortage of skilled construction workers. As chairman of the foundation, Van der Wal famously notes: 'There was a time when the brightest pupils in primary schools chose to become carpenters. Let's make sure that not all boys with good grades end up working in an office.'



1920

1940

1960

1898

Adam's son Jan (28) joins the business

1929

Construction of the new Deaconess Hospital in The Hague with a contract value of 1,158,900 guilders.



1940

Joop van der Wal publishes his book about the economic development of the Dutch construction sector. The influence of his vision will be felt in the sector for decades to come. In Joop's view, construction is lagging behind other industries in terms of technological development. In order to be able to catch up, he advocates a thorough rationalisation of the industry.

Death of Jan van der Wal. Under his leadership, his father's carpentry shop has grown into a mid-size contracting company.

1940-1945

During World War II the construction market gradually slows down and finally comes to a complete standstill.

1945-1959

In 1940, Joop van der Wal becomes involved in various initiatives and associations aimed at reorganising the Dutch construction sector, including as chairman of the Bedrijfsgroep Bouwindustrie ('Business group construction industry'). As such he is one of the founding fathers of the Bouwcentrum ('Construction centre'), which from 1946 onwards plays a key role as a knowledge, research and education centre for construction in the Netherlands. Joop is also a co-founder of national trade journal Bouw.

As the country goes through a period of reconstruction, the company shows rapid growth. The Bataafsche Aanneming Maatschappij finds its place among the leading contractors of the Netherlands, with activities in a growing number of sectors.

1955

Death of Joop van der Wal at age 53.

1924

The Netherlands Trading Society, The Hague. At present seat of the Council for the Judiciary.



1897

Tate Gallery, London, UK.



1917

Underground station Samariterstrasse below Frankfurter Allee, Berlin, Germany.



1950s

Dodge truck, made in the USA, versus DAF 95, as used in 2019.



1959

Bataafsche Aanneming Maatschappij is listed at the Amsterdam stock exchange. By now, the company's activities include all types of construction, except roads and dredging. The thriving economy allows for the introduction of arrangements that reflect the company's values, such as profit sharing for employees.



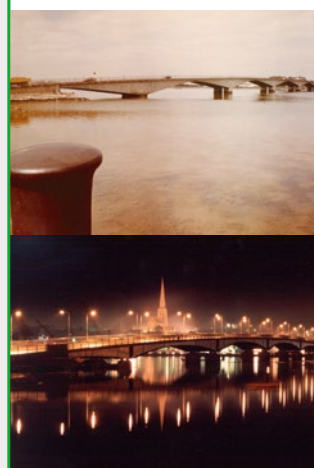
1956

Traffic tunnel under a railway track, Amersfoort, the Netherlands.



1958

Wexford Bridge, the first major traffic bridge executed in pre-stressed concrete in Wexford, Ireland. BAM Ireland replaced the riverbank connection with a steel span and concrete deck in 1997.



Over 150 years, BAM has grown from a village carpentry shop into an international construction company – one of the largest in Europe with a 20,000-strong workforce, ten operating companies active in five European home markets and a worldwide presence in niche markets.

In honour of its 150th anniversary, BAM is this year planting 150,000 trees in Europe, Bolivia and Uganda in a gesture that underlines its commitment to the preservation of the planet.



2018

Introduction of the global safety campaign 'Your Safety is My Safety'.

1970-1980

BAM takes part in the construction of Amsterdam's metro network.

1971

The company's name is changed to BAM Verenigde Bedrijven ('United Companies'), the basis for the current Royal BAM Group.

1973

The oil crisis sets the tone for a period of struggle in the general economy.

1988

Acquisition of the non-residential division of Bredero Group, the first in a series of major take-overs. After the Bredero acquisition, several BAM companies move into the former Bredero building in Bunnik.

1994

BAM celebrates its 125th anniversary. At this time, the company's activities cover six sectors: non-residential construction, civil and marine engineering and offshore; residential building; property development; mechanical and electrical engineering; fabrication, assembly and finishing; infrastructure and environmental.

In order to promote collaboration between and within its operating companies and business units as well as across the Group, BAM introduces One BAM, a frame of mind and a way of working that allow us to better leverage the vast amount of knowledge and experience we have accumulated, to operate smarter, faster and more successfully. One BAM stands for uniform processes and systems as well as a restructuring of the company's top layers.

1980

2000

2020

1928

Großmarkthalle in Frankfurt, Germany, unique at the time of its construction due to the roof freely spanning 50 metres. The monumental building is now part of the head office of the European Central Bank.



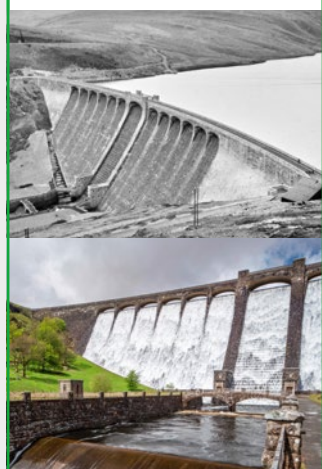
1932

Queensway Tunnel under the River Mersey, Liverpool, UK. At a length of 3,240 metres this was the longest traffic tunnel in the world at the time of construction.



1946

The Claerwen Dam in Wales plays a crucial role in the supply of drinking water to Birmingham. In order to blend its reinforced concrete structure into the landscape, the dam was fully clad in natural stone.



2002

Through the acquisition of HBG, BAM becomes the biggest contractor in the Netherlands. At the same time, the inclusion of HBG's international branches put the company in a European top ten position.



2016

In order to be able to meet the future needs of its clients today and in the future, BAM launches a strategy called 'Building the present, creating the future'. The strategy focusses on three pillars: doing things better, doing better things and doing new things.

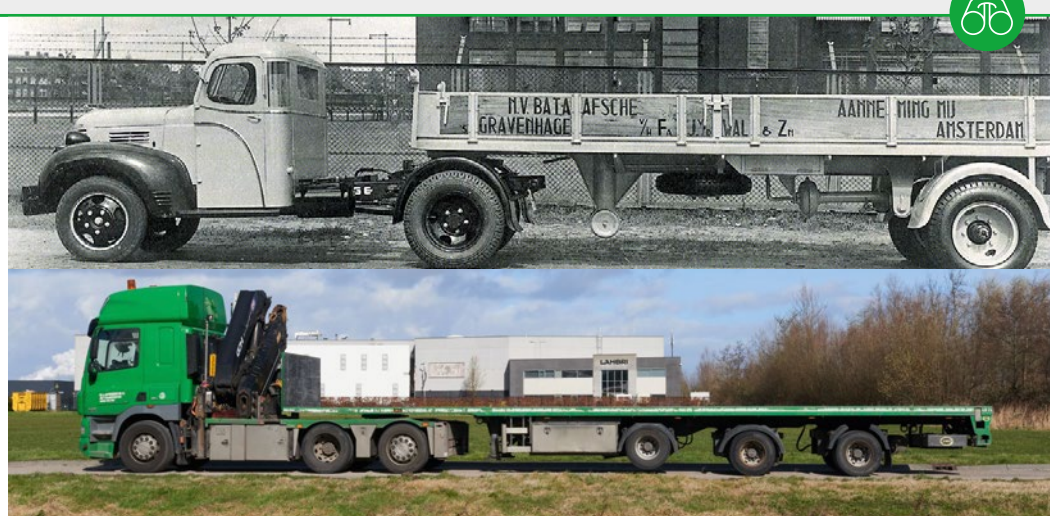
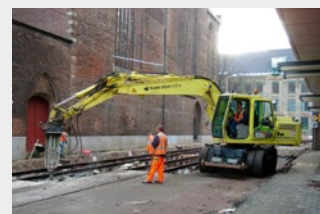
2012

BAM Swiss is established and the company enters the Swiss non-residential market. Two years later, BAM also extends its operations to Denmark.



2000

Acquisition of NBM, which makes BAM (from here on Royal BAM NBM) the national market leader in a number of sectors and a key player in several others.

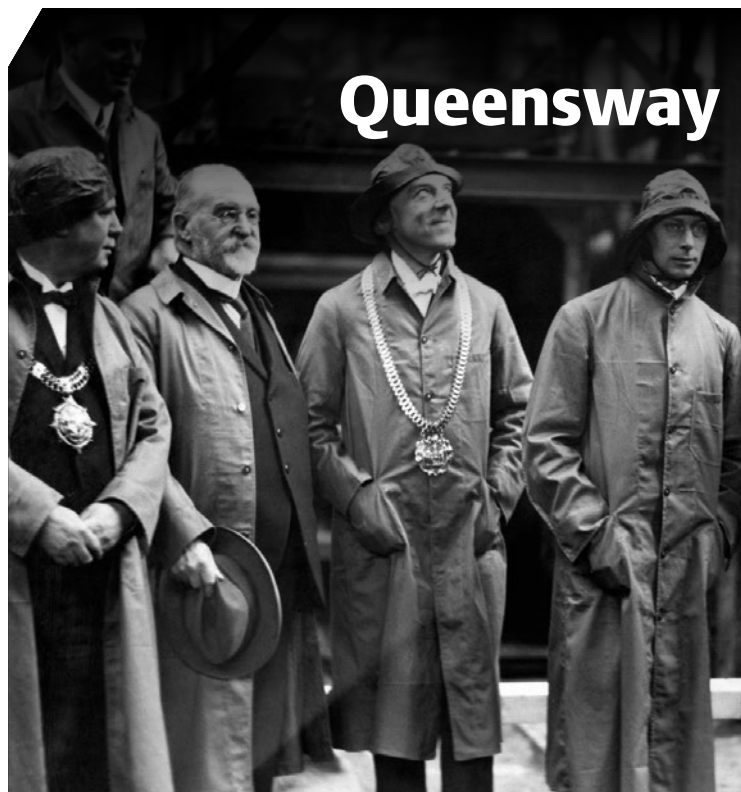


Anniversary jacket

By now, almost all BAM employees all over the world have received their anniversary gift: the BAM150 jacket, a softshell made from recycled plastic bottles.

To see a short video about the coat's production process, visit www.bam150years.com or scan the QR-code.





Queensway tunnel

King George V (right) visited BAM Nuttall's site of Liverpool's Queensway Tunnel in 1932. Two years later, the King would inaugurate the tunnel in the presence of his wife, Queen Mary. The opening ceremony was attended by 200,000 people. ●



Family business

Arie Fiet and his son Dennis have been working together on BAM train, tram and underground rail projects for 15 years. 'At work we are team mates first, but in my heart of heart he is above all else my son,' says Arie.

Arie has been a senior technician at BAM Infra Rail for 18 years. His son Dennis, chief technician, joined the company two years after his dad. Dennis: 'We were both born and bred in Zwolle. A lovely town to live in, but we needed to be more centrally located for this job, which takes us all over the country. We clock up plenty of mileage and share a car whenever possible.'

Arie: 'The time we spend together away from the job – which doesn't happen very often – we barely talk about BAM.' Father and son Fiet are both proud of BAM, though. 'We have worked on some great projects, like the second Maasvlakte near Rotterdam, the stabling tracks for the Amsterdam underground, the expansion of the railway tracks near Utrecht and the Uithof tram line, also in Utrecht.' Both men speak positively about the tree planting initiative. Arie, who has already been blessed with a granddaughter, says: 'It is a noble ambition to ensure we can pass on the planet to future generations.' Dennis: 'We wish for BAM to stay in good health as a business that we hope to be working in for many more years.' ●

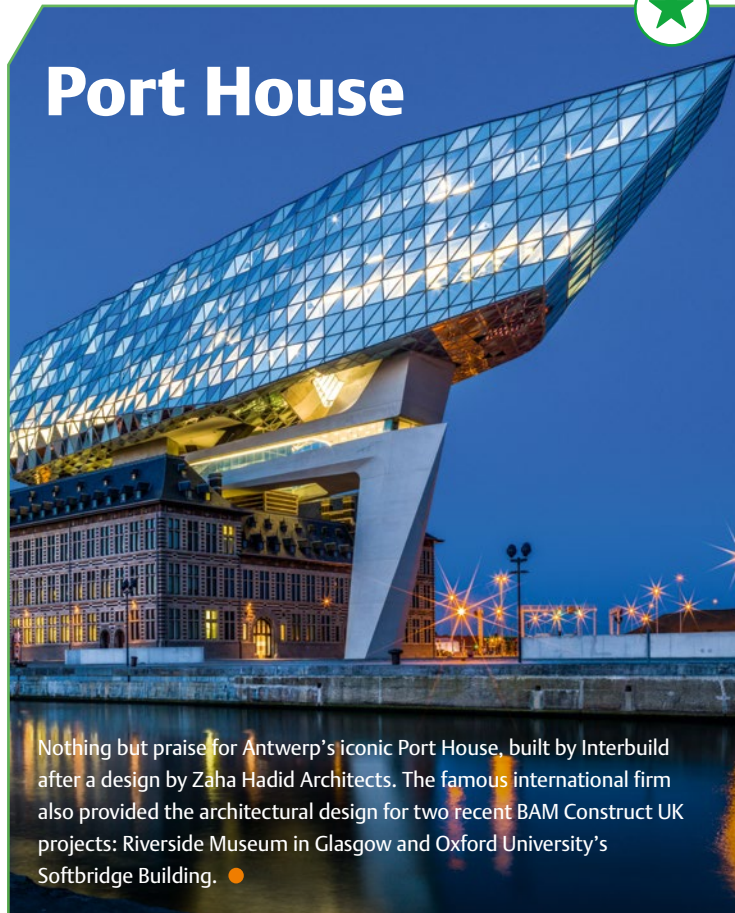


Ship lift

The largest ship lift in the world can be found in Strépy-Thieu in the south of Belgium. Galère completed the 118-metre-high construction in 2001. The lift allows inland ships to bridge a 73-metre height difference in just six minutes. The engine room at the top of the building has the square footage of a football pitch. ●



Port House



Nothing but praise for Antwerp's iconic Port House, built by Interbuild after a design by Zaha Hadid Architects. The famous international firm also provided the architectural design for two recent BAM Construct UK projects: Riverside Museum in Glasgow and Oxford University's Softbridge Building. ●

One hundred BAM staff and their family members volunteered to plant a new woodland near the city of Lelystad. On the Dutch annual national tree planting day in March, they planted many different species of trees in the Hollandse Hout area, such as beech, oak, alder, cherry, walnut, chestnut, birch, willow and poplar.

New woodland in the polder near Lelystad



The new woodland is being created on a 79-hectare piece of former farmland in the Hollandse Hout area. The final result will be 59 hectares of new woodland with hiking trails and watchtowers, which will be managed sustainably by national forest management agency Staatsbosbeheer. BAM is contributing a total of 10,000 trees on a 2.5-hectare area that forms the transition zone between woodland

and the surrounding agricultural land. The woodland edge, which will also contain many other species such as wild apple, wild cherry and hawthorn, will provide extra fruit and flowers to attract insects, birds and small mammals.

Celebrations

Jeroen Kingma, Director Health, Safety and Environment at BAM Bouw en Vastgoed Nederland, was

among the BAM volunteers braving the weather. 'This is our way of adding to the celebrations in BAM's jubilee year and helping to reduce CO₂. A lovely gesture towards our natural environment and for me personally another reason why I'm proud to be part of BAM.'

A fun combination

Another volunteer was Bob van Rooijen, recently appointed in the



Trees in Denmark

BAM Danmark is marking the 150th anniversary of BAM by planting fruit trees at day care centers in Copenhagen. Managing director Bo Svendsen attended the tree planting festivities at SFO Lundtofte in Kgs. Lyngby and said: 'The enthusiasm of the children underpins our choice to celebrate our 150th anniversary by planting trees.' ●



role of Manager Sustainability at Royal BAM Group. 'For me, planting trees was a good way to kick off my job by doing something good for the environment, and even better because it was a fun way to share this sustainability initiative with my BAM colleagues.' ●





Harrie Noy, Chairman of the Supervisory Board:

‘One BAM is the best basis for continuity’

BAM celebrates its 150th anniversary! Since starting out as a small Dutch carpentry shop 150 years ago, Royal BAM Group (as we are known today) has grown into one of Europe’s top ten largest construction companies.

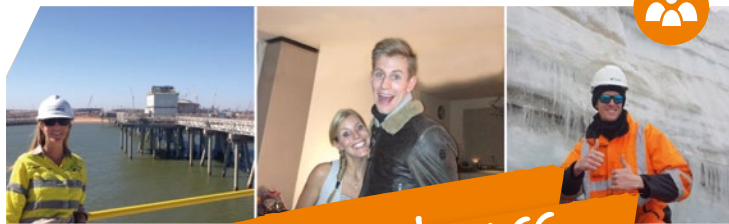
‘Over the years, a large number of companies have joined the Group, each with their own history. Until recently, many of those companies operated relatively autonomously, but this has changed since the introduction of our strategy ‘Building the present, creating the future’ – a necessary adaptation in the face of rapid change in BAM’s various markets,’ says Harrie Noy, Chairman of the Supervisory Board of Royal BAM Group.

‘Digitalisation, industrialisation and the use of robotics will continue to improve the way people work,

including in the construction industry. The scale of our Group puts BAM in a position to lead the way in the development of our industry. One BAM stands for sharing knowledge, experience, means, systems, processes and innovations. This will allow all BAM companies to sharpen their competitive edge.’

Local conditions

Noy believes it is crucial to uphold local entrepreneurship. ‘Engagement with clients and knowledge of local conditions is essential for successful tendering and project execution. One BAM and improved risk management at the project level should result in predictable performance in line with our financial targets. Ultimately, this provides the best possible basis for continuity, for the sake of our clients, our employees, our suppliers and our shareholders.’



Family business

Brother and sister Jasper and Marije Blom have travelled around the world and back as employees of BAM International. After an internship in Papua New Guinea, Jasper was hired as a plant engineer in 2014. At the moment he is responsible for keeping heavy equipment running in the freezing cold of Antarctica. Marije has been with the company for nine years already, in various HR positions, including for two and a half years in Australia.

At family get-togethers, the pair do like to talk shop sometimes. ‘It is very interesting to hear Jasper’s stories about how our project on the South Pole is shaping up, and what it’s like to live down there’, says Marije. Jasper: ‘We are both enthusiastic about working internationally, so the topic comes up naturally. And we both know what it’s like to wave our parents goodbye at Schiphol Airport.’

‘The variety of the work is fantastic. I never expected to be working among seals and penguins, with a view of the icebergs’, says Jasper. ‘Working for BAM is a lot of fun, especially the international aspect of it’, adds Marije.

The two are full of praise of the tree planting initiative. ‘We have this world on loan from future generations, so it’s a nice gesture if we can give it back in a slightly better condition than we received it. We wish BAM a future in which we are front runners in sustainability and innovation, and with many great projects. Like the Brisbane underground project, for instance, which will give us some exciting new challenges.’ ●

Styles that set us apart

The first iteration of a BAM logo is on project sheets from the 1930s. They show the BAM acronym printed both horizontally and vertically in a yellow square that is rotated 45 degrees against a similar sized black square.



The logo with the squares remained in use even after the introduction of a second logo with the full company name inside a cartouche.

‘Bataafsche Aanneming Mij’ was printed in black against the yellow background, with the second part of the name, ‘v/h Fa. J. van der Wal & Zoon’, below in a red gothic font. Also in this logo: the names of the cities where BAM had its offices, ‘s-Gravenhage (The Hague) and Amsterdam.’



The cartouche logo would remain in use until the early 1960s, but as more and more offices were established, more and more names would be added to the logo. The introduction of yet another city, Hengelo, in 1961, spelled the end of the second part of the company name.

The 3D cube shape that would become the defining element of future BAM logos first appeared in BAM Holding N.V.’s 1973 annual report. In BAM circles the logo was sometimes referred to as ‘the potato chip cutter’.



Bouwcentrum Rotterdam

Queen Juliana opened the Bouwcentrum in Rotterdam in 1949. ●



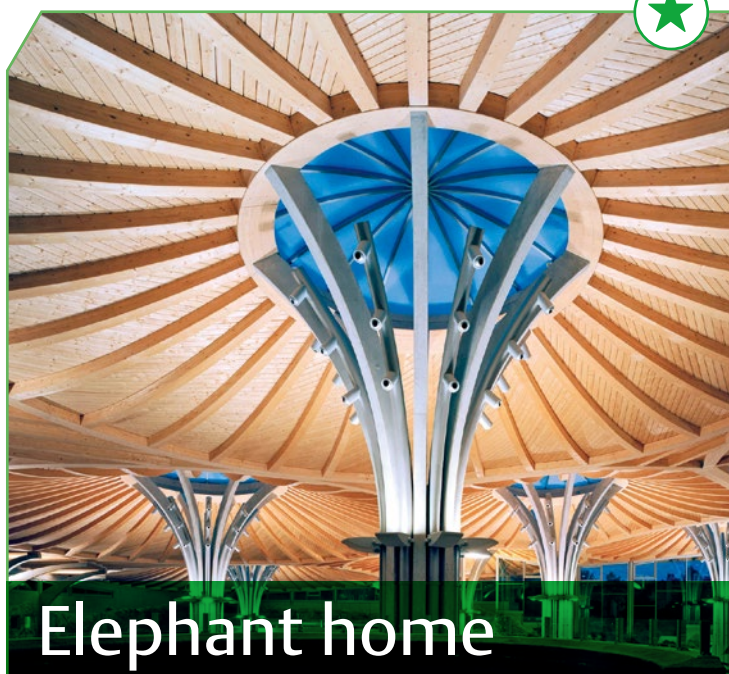
Claerwen Dam

In 1952, Queen Elizabeth II inaugurated the BAM Nuttall-built Claerwen Dam in Wales. ●



New Carquinez Bridge

BAM International completed California’s New Carquinez Bridge in 2003. The earthquake-proof fixed link across the Carquinez Strait replaced the original bridge that was built in 1927. ●



Elephant home

Built by BAM Deutschland in 2004, Cologne Zoo’s elephant park is the largest of its kind in Europe. Up to 20 elephants have found a new home within its spacious enclosures. ●



A further development of the brand style was introduced in 1992. The five divisions were assigned their own colours: yellow for non-residential building, a warm red for residential, blue for MEP, dark red for manufacturing and a bright green for property development.

The Amsterdam agency Total Design developed a new corporate identity for Royal BAM Group in 1999, with a new logo, new colours (dark blue and a lighter yellow) and the introduction of the Argo type font.



The acquisition of HBG prompted a redesign of the BAM identity in early 2003. Total Identity maintained the logo and lettering, but changed the colours. In the new style, the dominant colour is green (Pantone 361), with orange (Pantone 151) as the accent colour. The combination of green and orange was originally developed for HBG in 1970 by Tel Design, an agency based in The Hague.





CWc Chairman Peter van den Broek:

'BAM is a wonderful company'

'Looking as far ahead as 2050, I see BAM as a leading European construction business that has specialised in those sectors that best fit our expertise. Think complex projects in the non-residential and development sector, such as hospitals and stadiums, or tunnels in the civil engineering sector. Those are specialties in which our skills will continue to grow.'

For Peter van den Broek, Chairman of BAM's Central Works Council – a group of employees that represent our workforce in discussions with management – BAM's 150th anniversary is not only a time to look back in time.

'BAM is a wonderful construction company, but we mustn't think there is no limit to what we can do. If there is not enough money to be made in an activity, we will get out of it. That's something that flows naturally from the 'Building the present, creating the future' strategy. The One BAM programme will enable us to even better bundle and share the knowledge we've accumulated. It will lead to more uniform systems and procedures.'

'In terms of sustainability, I expect that BAM will be making even bigger strides to contribute to a solution to the climate challenge. The tree planting initiative is an excellent initiative in that respect.' Van den Broek is pleased to see the

positive trend in on-site safety. 'Last year was BAM's first with zero fatal incidents. That's a trend we should maintain in the future. Safety calls for continuous alertness. The necessary tools are in place, so now it comes down to safety awareness and behaviour. If we can make those our focal point, it will make working for BAM an even better experience.'

Added value

In the view of Van den Broek, the role of the Works Councils within BAM has seen a positive development in the past few years. 'Increasingly, we are consulted in the early stages of a development, which is beneficial to the decision-making process. This allows us to really add value. I'd say this trend started with the 'Back in Shape' programme in 2015. There was so much that had to be achieved in a very short time. In the Netherlands, we went from 12 operating companies to just two. This resulted in much closer collaboration between the layers of the

organisation, beyond the 'us and them' mindset. What prevailed was the mutual interest of employer and employee.'

That same operation also resulted in a smaller works council. 'Our numbers decreased from 19 to eight, with a positive impact on our effectiveness. I can see something similar happening with the European Works Council at the moment, where topics of discussion are increasingly of a cross-border nature. Take the current change in the Group's top structure, for instance. That is something that concerns all operating companies. Rather than having the works councils of all operating companies going through their own separate consultations, we've decided to handle this together. This has boosted the role of the European Works Council.' ●



Mercedes-Benz Arena



In 2008, BAM Deutschland and its specialist subsidiary BAM Sports built the Mercedes-Benz Arena in Berlin, a multi-purpose complex with a seating capacity of 17,000. ●



FIFA World Cup 2010

For the first-ever football world championship on the African continent, a combination of BAM International and BAM Sports built two stadiums in the South African cities of Johannesburg and Port Elizabeth. ●



Family business

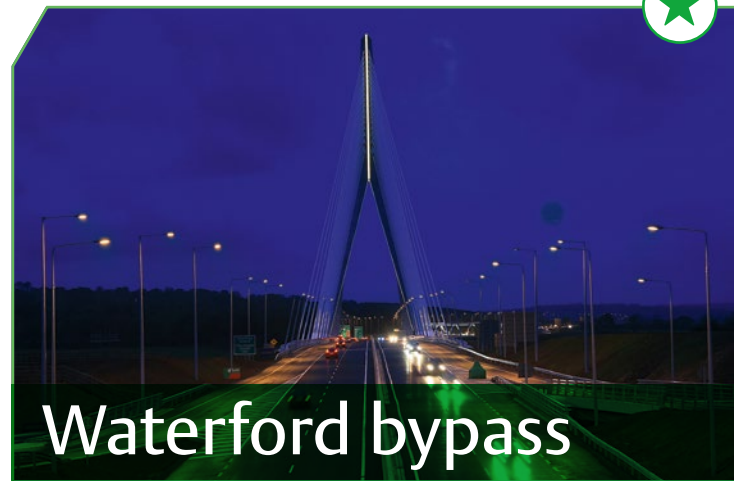
Leen Schrijver recently took early retirement as a controller at AM, but the family name lives on in the BAM offices in Bunnik and Utrecht, thanks to his son Leendert and daughter Sarah.

Leen has worked for BAM since 1998, always in administrative functions in finance. His son Leendert followed in his father's footsteps in 2005 and now works as a controller for BAM Bouw en Vastgoed.

One year later Sarah was introduced to the 'green and orange' family. About half a year ago, after various positions at BAM Bouw en Vastgoed and BAM Business School, she joined Homestudios as a technical designer. Homestudios is BAM Bouw en Vastgoed's advice centre for future home owners.

Leen: 'I have been able to help them find their way into BAM, but I've always said it was up to them to prove themselves professionally. And so they have, apparently, because they are still here.'

Father and children are enthusiastic about the tree planting initiative. 'As builders we make use of raw materials that nature gives us, and in this way we can give something in return. We wish BAM another 150 years of prosperity.' ●



Waterford bypass

The traffic bridge across the River Suir is without doubt the most striking feature of the 23-kilometre-long Waterford bypass that was built as part of a 30-year public-private partnership. Partners in the construction phase were BAM PPP and BAM Ireland. ●



Power station Hemweg

Prince Bernhard visited Amsterdam's new power station Centrale Hemweg in Amsterdam in 1953. Construction had started in 1948. ●



With the official commissioning of the storm surge barrier in the Easter Scheldt in 1986, Queen Beatrix declared the Dutch Delta Works completed. ●

Storm surge barrier





Royal BAM

By royal decree, BAM has been allowed to use the honorary title 'Koninklijke' ('Royal') since 1994, the year of its 125th anniversary.



Crossrail

For Crossrail – a new railway connection between east and west London that includes 42 kilometres of bored tunnels under the city – BAM Nuttall and Woyss & Freytag Ingenieurbau were part of the construction team that engineered the tunnels and underground stations. ●



Lydia (left) and Bolu Sanu. Insert: Ola Sanu.

Family business

Ola Sanu, Operations Support Manager for our facilities management business in the UK, recommended BAM to his two sisters – Bolu and Lydia – after his positive experience with the company. He says: 'I've always felt very welcome here and received a lot of support to progress'.

Lydia enjoys working with our clients and is motivated by the training and guidance she receives from her colleagues. The siblings work together daily, but they don't have any issues. Bolu says: 'It's easier to be honest and resolve issues quickly with family.' Outside of work they don't talk shop – mainly meeting up on Sundays at church, with their father who is a pastor. ●



LNG jetty

For the construction of the 2.4-kilometre LNG jetty near Port Moresby, Papua New Guinea, BAM International deployed its specially developed cantilever bridge. The jetty was completed in 2013. ●



Family business

Ann Marie Thompson and her daughter Caoimhe both work at the head office of BAM Ireland in Kill. Ann Marie started her career more than 25 years ago and says: 'I've enjoyed each of these years immensely.' Caoimhe started in August 2018.

Ann Marie joined the company when it was still known as Ascon: 'I started out in the Civil Estimating department, then moved to work for one of the building directors and finally ended up in my current job in Building Estimating.' Caoimhe: 'I began working here in Health & Safety as an administrator and now have moved departments to Business Development and Marketing.'

Mother and daughter try to leave work at work, but do enjoy getting together for breaks and lunch times. Being in different departments works fine for them, though, says Caoimhe: 'It gives us the space to form our own relationships with people.'

Planting trees in the jubilee year has been an excellent idea, say the two. Ann Marie: 'It was an excellent way to involve all BAM employees and their families in the 150th anniversary – and of course do our bit for the planet.'

As for the future of BAM, Caoimhe says she would like to see the Group continue and expand on its contributions to society in the positive ways it has done to date. Mother Ann Marie adds: 'It has been great to see BAM deliver projects such as Microsoft's New European headquarters and the One Molesworth Street office development. I would like to see BAM continue its expansion into the private sector to deliver similar buildings of iconic importance.' ●

Trees in Ireland

BAM Ireland has planted 9,000 trees in four locations in Ireland and Northern Ireland. BAM staff, many of them accompanied by family members, showed up keen to start digging in Ballineen in southern Ireland, in Newcastle and Brookborough, and in Ballymoney, Northern Ireland.

'Sustainability is in our DNA,' said Theo Cullinane, CEO of BAM Ireland. 'With this tree-planting initiative we are making a contribution to saving the planet for future generations.'

BAM's Irish tree planting events were coordinated by the Green Economy Foundation. ●

BAM Ireland colleagues getting ready for action in Ballineen. Insert: Noel Buckley and his son Jerry planting a tree. Photo above: Ciaran Higgins and his son Caolán in Ballymoney.



This Manchester head office for the Co-Operative Group with its eye-catching design was awarded a BREEAM Outstanding rating when it was completed in 2012. Due to measures such as the passive house principles and a combined heat and power installation, One Angel Square began life as the most sustainable building in Europe. ●



One Angel Square



Windsor Castle

Working directly for the Royal Household: after a devastating fire, BAM Construct UK was appointed to carry out the large-scale restoration of Windsor Castle's north-eastern wing. ●



60 years listing: 120 trees for Euronext

We have donated 120 trees to the Euronext Amsterdam stock exchange to celebrate our 60th anniversary as a listed company. On 9 March, 60 years after BAM's stock market launch, CFO Frans den Houter opened the trading day with the traditional gong beat.

Next, Den Houter offered Euronext CEO Maurice van Tilburg and Head of Listing Rene van Vlerken 60 so-called 1-2-tree packages, together worth the planting of 60 trees in the Netherlands and 60 more elsewhere. The 120 trees donated to Euronext come on top of 150,000 trees that we are planting this year through our partner, Trees for All.

Frans den Houter: 'BAM is one of the major players in the European construction sector and attaches great importance to safety, sustainability and digitalisation. Our listing on Euronext Amsterdam contributes to the recognition of

our significance to society. With our donation we want to underline the importance of our sustainable collaboration. Euronext and BAM are working together to create value, both on the stock exchange and for the environment.'

Lively trade

In 1959, the year of the initial listing, the Bataafsche Aanneming Maatschappij, with close to 1,000 employees, achieved a turnover of 20 million guilders (over 9 million euros in today's money). BAM shares with a nominal value of 1,000 guilders could be purchased in exchange for three 350-guilder certificates, which put the initial



Brussels Airport

King Albert II was present at the inauguration of the Diabolo project at Brussels Airport in 2012. BAM Belgium, in joint venture, built the new railway connection. ●



rate at 1,050 guilders. Lively trade in the certificates began in the days before 9 March 1959, and in BAM's first decade as a listed company (1959-1969) dividends increased from 10 to 25 per cent.

Machine park

BAM used the capital raised by floating on the stock exchange to expand its equipment and to build an office in Rotterdam, allowing the company to progress in the field of civil engineering. Between 1950 and 1960 we had invested heavily in equipment, an important factor in the company's growth. In 1959, the order book included 13.5 million guilders for 'projects'. Today, the order book stands at 12.7 billion euros. ●

In 2016, BAM Belgium completed NATO's new headquarters in Brussels, a massively sized complex with a total floor area of 250,000 m² in eight buildings that are connected via a central corridor. ●



NATO headquarters

Antwerp sea lock

In 2016, King Filip performed the opening ceremony of the Kieldrechtsluis in Antwerp's port area. BAM Belgium was part of the joint venture that built this sea lock, the largest in the world. ●

Tic Tric Tac

In 2015 BAM Swiss completed Tic Tric Tac in Zürich, a three-building office complex comprising 28,000 m² of lettable floor space. ●



Family business

Work is a likely topic of conversation when father and son Parmentier meet at family gatherings. Both work at Galère. 'Much to the annoyance of our wives,' laughs Nicolas Parmentier. 'What makes it worse is that my brother also works in construction, though not for BAM.'

Nicolas joined Galère 13 years ago as a formwork carpenter and currently works as a site manager. The chances of father and son meeting on site are slim. Yves works as an estimator at the office in Chaudfontaine, where he specialises in restoration projects.

'We do get in touch sometimes, for instance when I need some advice on an estimate or quotation. I can always count on him to share his experience,' says Nicolas. 'And vice versa, of course. Every now and then he'll ask me for input regarding something technical or planning-related.' 'BAM is a good company to work for. People are held in high regard,' says Yves.

Father and son wish BAM a prosperous future, 'with plenty of construction projects. Above all we should take care to maintain a work environment where people feel comfortable and at home, with an excellent team spirit. That requires open communication between all layers of the organisation, from site workers to senior management.' ●

Stafelter and Grouft tunnels

Two tunnels that form part of the A7 motorway in the north of Luxembourg. BAM companies Galère and Wayss & Freytag were part of the consortium that ensured the inauguration of the tunnels in 2015. ●



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