

Full-service provider of accommodation and infrastructure



**Travelling, living,
working, relaxing
and learning in
comfort**



Strukton

- 1921** Incorporated as NV Het Spoorwegbouwbedrijf
- 1972** Merger with Christiani & Nielsen (Danish construction company)
- 1974** Name changed to Strukton Groep
- 1975** Acquisition of Bureau voor architectuur en Projectontwikkeling Spakenburg BV
- 1976** Acquisition of Koot's Bouwbedrijf Zeist BV
- 1984** Acquisition of the activities of Koninklijk Aannemersbedrijf Woudenberg Ameide BV
- 1997** Acquisition of the activities of Service Technisch Beheer
- 1997** Partial acquisition of NS Infraservices
- 1997** Partial acquisition of ER-Groep
- 1998** Increase in interest in CLF from 25% to 40% (Italy)
- 1999** Sale of Strukton Staalbouw BV
- 2000** Acquisition of Terracon and Colijn
- 2000** Sale of Logitech
- 2001** Sale of Strukton De Meijer (Belgium)
- 2002** Sale of Wisselbouw Nederland BV
- 2002** Sale of 40% of Railpro
- 2003** Acquisition of 60% interest in Svensk Banproduktion (Sweden)
- 2003** First PPP concession contract signed (Harnaschpolder)
- 2006** Incorporation of Mergor, specialist in immersion techniques
- 2006** Acquisition of Reef, earthmoving and road building
- 2006** Acquisition of WorkSphere from Stork
- 2006** 65% interest in Jernbaneservice (Norway)
- 2007** Acquisition of Georg Reisse (Germany)
- 2007** Increase in interest in Svensk Banproduktion to 100% (Sweden)
- 2007** Increase in interest in Jernbaneservice to 100% (Norway)
- 2007** Partial acquisition of Duik Combinatie Nederland
- 2008** Acquisition of shares in Betonmast Bane (Norway)

Daring

We were facing a tough challenge but we couldn't find a suitable private party to carry it out. So we decided to do it ourselves. That's how Dutch Rail's head office in Utrecht – known today as the 'Ink Pot' – came to be built in 1918 and how the forerunner of Strukton was born. More than 85 years later, Strukton is meeting the challenges of today's market with just the same determination and ingenuity.

to think further

Strukton believes infrastructure solutions should make transport more enjoyable and more efficient for the end user and also meet the client's requirements in its capacity as manager.

The built environment must be designed so that people can live, work, relax and learn in comfort, and so that the client's assets retain their value.

Demand from the market is therefore complex but it is that complexity that enables Strukton to stand out. Strukton dares to think further. It can offer turnkey concepts that meet the demands of clients in today's changing and increasingly complex society. Strukton's long history, wealth of experience, financial strength and high knowledge standards form a solid platform.



THINKING IN LIFECYCLES

To find solutions, Strukton thinks in terms of lifecycles and contract forms that create added value in the form of quality, comfort and sustainability. Strukton oversees the entire supply chain and plays an active role throughout the process from concept to management and operation. This makes Strukton a partner that thinks about solutions rather than just techniques.

FIVE FIELDS OF OPERATION

The five operating companies that make up Strukton are all knowledge-intensive full-service providers in their own specialised fields:

- *Strukton Integrale Projecten*
- *Strukton Rail*
- *Strukton Civiel*
- *Strukton Bouw & Vastgoed*
- *Strukton Worksphere*

Depending on the engagement, they enter into alliances with other operators both inside and outside the group. This combined strength generates demonstrable added value for the client. It also creates a fertile ground for further knowledge development, innovation, synergy and integrated solutions.





PEOPLE WITH AMBITION

Strukton is also known for the calibre of the people who work for it. They are trained professionals who take the initiative to come up with innovative solutions. They introduce their clients to new concepts and solutions, often in response to specific engagements but also in the form of personal initiatives. This approach is a hallmark of the Strukton culture. Its culture gives every opportunity to ambition, curiosity, participation and openness. It automatically matches leadership with a learning organisation.

AMBITIOUS AND EFFECTIVE

Strukton wants to be in the dutch top three in all areas of its operations through both organic growth and selective acquisitions. Strukton Rail is achieving its ambition of being a leading European operator by making selective acquisitions and entering into partnerships. Strukton will retain and further consolidate its leadership in concession-related projects.

More than growth, Strukton is seeking profitability by optimising the balance between project-based work and service and maintenance activities. This will be achieved chiefly through synergy between the operating companies and the optimal combination of service and maintenance activities with project-based work.

Strukton backs up its ambitions by systematically investing in quality systems, innovation, knowledge development, training and education. To attract people with the right qualities, Strukton is positioning itself as a preferred employer. That goal in turn benefits from the ambition, strategy and informal working atmosphere: Strukton offers its employees an inspirational working environment with attractive development prospects.





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A question of attitude

In Strukton's vision, corporate social responsibility (CSR) is an integral part of its day-to-day operations. Every decision considers the consequences for people, profit and planet.

In all its operations, Strukton wants to offer responsible solutions that take full account of the interests of the client, the end user and the environment. This vision makes corporate social responsibility (CSR) an integral part of our day-to-day operations. It is illustrated by the Strukton CSR disc. The disc presents Strukton's CSR mission in clear and concrete programmes. They guide our staff when they have to take decisions in their own work so that they can retain the right balance between people, profit and planet.





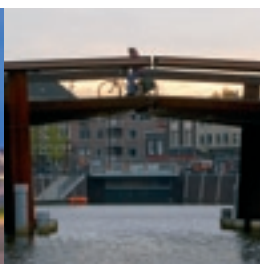
Strukton CSR disc

CSR IN CONTRACTING

By challenging clients to look further than a simple solution and to opt for a lifecycle approach, Strukton is making a substantial contribution to global sustainability. If asset management is considered at the start of a project, sustainable materials and energy-saving constructions are chosen more often.

HEALTHY WORKING ENVIRONMENT

Strukton couples CSR one-on-one to product and process innovation. It is an additional incentive to be an efficient and competitive company and also an attractive employer. We put the latter into practice through a health, safety and environmental policy that allows us to take everyone's needs into account.



MONTAIGNE LYCEUM

Public private partnership in education, a fruitful combination.

LIGHTRAIL ZWEDEN (PPS TENDER SUBMITTED)

Working on a lightrail product in cross-border interaction.



Working on integrated projects

Strukton Rail - Strukton Civiel - Strukton Bouw & Vastgoed -



AMFORA

An unsolicited proposal to build a six-storey city under the canals of Amsterdam: a connection with unused space in the city as a source of sustainable infrastructure solutions.

MINISTRY OF FINANCE

Integrated design: not the building but the future user comes first.

INFORMATION MANAGEMENT GROUP AND TAX ADMINISTRATION IN GRONINGEN

Sustainable solutions with an eye for the environment.



Strukton Workspere

HARNASCHPOLDER WATER PURIFICATION PLANT

Significant saving in comparison with the client building and managing a water purification plant itself.

Strukton anticipated the change in thinking about construction and recognised its social importance at an early stage. New forms of cooperation, such as public private partnerships (PPPs), can produce faster and better solutions to accessibility, accommodation and sustainability problems. To encourage, initiate and manage these new forms of collaboration, Strukton Integrale Projecten was established in 1999.

BUILDING ON LEADERSHIP IN THE PPP MARKET

Strukton Integrale Projecten is specialised in the development, management and financing of PPP projects (Public Private Partnerships) in the fields of accommodation, infrastructure, rail and lightrail, education and care. It combines the know-how and expertise available within Strukton and works in partnership with Dutch and international players. Its own specialisations are project management, contract management and financial engineering. Strukton Integrale Projecten is a leading player in PPP concessions in the Netherlands and has the ambition to strengthen Strukton's position in the European PPP market.

CORE ACTIVITIES

- Development, management and financing of PPP concession projects
- Further development of PPP, market consultation and unsolicited proposals

CLIENTS

- Government bodies (e.g. Ministries of Finance and Defence, Government Buildings Agency, Directorate-General for Public Works and Water Management)
- Provincial authorities, municipalities and water boards
- Educational institutions
- Care institutions

MARKET PROFILE

- Developing and rapidly expanding, especially in Europe
- Complex projects and project environments
- Quality driven (sustainable, socially responsible)
- Opportunity for individual initiatives

COMPETENCES

- Market leader in PPP in the Netherlands
- High quality solutions
- Project management, contract management and financial engineering
- Management and promotion of cooperation in integrated contracts
- Lifecycle approach and long-term responsibility

www.struktonpps.com



Strukton Rail

Strukton Rail's sole concern is a good rail system. Its passion is to identify disruptions before they occur.

FOCUS ON EUROPE

Demand for the Strukton approach to rail systems is high throughout Europe because it is built on optimisation and prevention.

CORE ACTIVITIES

- Newbuild, renovation and maintenance of rails and rail systems
- Data capture and data management
- Development and integration of rolling stock systems
- Energy systems
- Passenger information systems

CLIENTS

- ProRail in the Netherlands
- Infrastructure managers in western Europe
- Transport operators (municipal, regional, national)
- Equipment suppliers and rolling stock lease companies

MARKET PROFILE

- Niche market
- European market with differences per country
- High barrier to entry due to knowledge and capital intensity
- Limited number of operators
- Focus on quality and safety at a good price

COMPETENCES

- Data capture and data management
- Consulting and engineering
- Equipment and logistics
- International project management
- Rolling stock

www.struktonrail.com



Strukton Civiel

Traffic flows are a social issue. Strukton Civiel provides sustainable solutions that take an integrated approach to civil infrastructure.

INNOVATE AND STIMULATE

Strukton Civiel also encourages discussion by taking the lead and investing in innovation.

CORE ACTIVITIES

- Hydraulic and civil infra (in situ, bored and immersed tunnels, bridges, stations, roads and road maintenance)
- Urban projects
- Construction at complex locations
- Industrial construction
- Water management and water treatment
- Specialisations: environmental techniques, underwater techniques, immersion techniques, compacting, shearing and jacking techniques, car parks, foundations, pre-stressing, noise barriers and concrete repair

CLIENTS

- Directorate-General for Public Works and Water Management
- ProRail
- Seaports, airports
- Major cities and provinces
- Industrial clients (warehousing, utility, waste processing and water treatment companies)
- Transport operators

MARKET PROFILE

- Competitive
- Cyclical
- Fragmented market with limited top end and many regional/local players
- Changing role of clients, shift towards new contract and tendering forms

COMPETENCES

- Project management
- Wealth of technological know-how (in-house engineering and specialised skills)
- Knowledge of innovative contract forms
- Specialist in underground construction
- Project execution during uninterrupted operation of client processes

www.struktonciviel.com



Strukton Bouw & Vastgoed

The sustainability of construction and development projects begins when the design choices are made. This is as true of newbuild projects as it is of redevelopments.

STRUKTON CREATING SPACE FOR SUSTAINABLE SOLUTIONS

Strukton Bouw & Vastgoed seeks contract forms that enable it to participate and contribute know-how and experience at an early stage.

CORE ACTIVITIES

- Property development
- Urban renewal
- General construction and housing
- Renovation, reconstruction and planned maintenance
- Technical management
- Parking solutions

CLIENTS

- End users, tenants
- Business service providers
- Housing associations
- Property developers
- Care institutions
- Educational institutions
- National government and municipalities

MARKET PROFILE

- Focus on quality and added value
- Shift towards new contract and tendering forms
- Fragmented market with limited top end and many regional/local players
- Cyclical

COMPETENCES

- Optimisation of costs and benefits with strong client focus
- Integrated and property-oriented approach to the construction process, from project planning to management
- High-rise construction

www.struktonbouwenvastgoed.com



Strukton Worksphere

People feel more at ease and perform better if the working and living environment is safe, efficient, sustainable and comfortable.

STRUKTON WORKING ON WELLBEING

Strukton Worksphere provides technical services in building-related environments that it can also manage and maintain at the best integrated cost. It enables clients to use its products and services more efficiently throughout their entire lifecycle.

CORE ACTIVITIES

- Technical services, management and maintenance
- Newbuild and renovation of technical installations
- Acquisition, design, build and operation based on concessions, performance-related agreements and outsourcing of technical services
- Building management: integrated facility services and property management
- Main contracting, consultancy and interim management
- Development and supervision of construction and renovation projects, accommodation plans, rental and leasing plans

CLIENTS

- Business and financial service providers
- Educational institutions and care institutions
- Entertainment
- Industry
- Government
- Transport sector

MARKET PROFILE

- Developing and expanding
- High degree of complexity and risks
- Focus on service and value retention
- Knowledge intensive
- Increased outsourcing

COMPETENCES

- Lifecycle/Total cost of ownership approach
- Securing the operation of processes supporting the clients' core activities
- Creating working and living environments in which people can excel
- Consideration of both the owners' and the users' interests
- Client focus
- Powerful buying position for facility services
- Professional methods and means
- Knowledge of the clients' core processes

www.struktonworksphere.com



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