

Half-Year Report 2020



Implenia®



Implenia Half-Year Report 2020

1	CEO INTRO	02	3	INTERIM FINANCIAL REPORT	11
2	KEY PROJECTS	06		Interim financial report of the Implenia Group	11
	Division Development	07		Consolidated income statement	12
	Division Buildings	08		Consolidated statement of comprehensive income	12
	Division Civil Engineering	09		Consolidated balance sheet	13
	Division Specialties	10		Consolidated statement of changes in equity	14
				Consolidated cash flow statement	15
				Notes to the interim financial report of Implenia	16
				Alternative performance measures	30
				Contacts, dates and impressum	32





1 CEO Intro



FOREWORD BY CEO

DEAR SHAREHOLDERS,

How should we prepare ourselves for future challenges? This is one of the central questions for society and the economy alike – and its importance has been reinforced by the recent COVID-19 pandemic. Implenía embarked on an active transformation process almost two years ago, which is starting to pay off – despite the current challenging times.

For the first half year of 2020 Implenía reports an increase of 39% in EBITDA to CHF 101.6 million.

We are delighted to report an EBITDA of CHF 101.6 million, a substantial increase of 39% compared to the prior year (HY1.2019: 72.9 million). Impacted by COVID-19 the revenue of the first half of 2020 decreased by 11.8% to CHF 1,926 million (HY1.2019: CHF 2,184 million). The order book remained at a high level and continues to be well diversified across Divisions and countries with further increased quality. Despite the COVID-19 pandemic we

managed to acquire some remarkable lighthouse projects, mainly in the Division Buildings. The free cashflow for the first half year is CHF –228.3 million (HY1.2019: CHF –167.5 million). Versus the previous year, as expected, the free cashflow was affected by the cash-neutral Ina Invest transaction. We transferred projects in scope to Ina Invest, rather than selling them ourselves. Free cashflow also decreased due to continuous investment in the development portfolio. The equity ratio temporarily decreased to 16.7% due to extraordinary effects: COVID-19,



André Wyss,
CEO Implenía

«In context of the pandemic we even sharpened selected strategic initiatives and their implementation.»

André Wyss,
CEO Implenia

exchange rate effects and the Ina Invest transaction. Upside potential from the remaining development portfolio would lead to an equity ratio clearly over 20%. In addition, a positive impact of the subordinated convertible bond is not reflected. Planned short- and mid-term measures are being sharpened and accelerated in order to reach mid-term equity ratio ambitions. Furthermore, we expect a positive impact on equity from our Ina Invest participation.

Positive effect of successful Ina Invest transaction overcompensates negative impact of COVID-19.

We are very proud of the successful transfer of half our development portfolio at market value to the newly created Ina Invest Ltd. **Ina Invest Holding Ltd. was listed on the SIX Swiss Exchange as the first and one of few IPOs in Switzerland this year.** Approx. 60% of the issue rights have been exercised by Implenia shareholders including our main investors – and Implenia now holds a significant minority stake of 42.5% in Ina Invest Ltd. The collaboration

between the two companies started well with their integrated collaborative business model.

As recently announced, Implenia was commissioned to realize four projects in Ina Invest's initial development portfolio. Implenia will benefit from new recurring earnings from project, asset and portfolio management services provided for Ina Invest, as well as from its participation as a shareholder in Ina Invest. We are convinced that this sound long-term partnership will lead to significant value creation.

Like many other companies we are dealing with the negative impact of COVID-19. With a revenue decrease of only 11.8% (vs. HY1.2019), the pandemic led to an impact on EBITDA of approx. CHF 37 million for the first half year, due to volume, productivity and cost effects. Business Unit Civil within Division Civil Engineering was most affected by COVID-19 due to lower productivity and temporarily closed sites. However, the outlook across all of our markets remains very positive. The expected growth of total construction output of +1.1% across Europe was revised to a decline of –11.5% for 2020. Total construction output is expected to recover in 2021 with approx. +6% growth and continue to grow in 2022 with +3% (source: Euroconstruct Report, June 2020). This clearly confirms that we focus on the right markets.

All Divisions meet expectations (pre-COVID-19) – except one sub-unit.

Division Development achieved a continuously strong performance. Net investments in our development portfolio amounted to CHF 28.3 million (HY1.2019: CHF 13.5 million). We will continue to invest in and develop an attractive portfolio as trader developer – and will offer real estate services as well as develop standardized real estate products.

Division Buildings delivered a solid performance from its underlying business, broadly in line with the previous year (pre-COVID-19), across all service offerings. The order book at CHF 2,646 million (HY1.2019: CHF 2,728 million) is of strong quality due to a focus on new contract models and the profitability-oriented Value Assurance framework. This was supported by recent acquisitions of new lighthouse projects and first assignments from Ina Invest. We aim to expand our value chain, with a growing focus on the pre-construction phases in order to be a client-centric total solution provider.

Division Civil Engineering reports a performance within expectations in its Business Units Tunnelling and Special Foundations. In Business Unit Civil, challenges were accentuated by the most significant COVID-19 impact across the group, such as temporarily closed sites and lower productivity.



Because of the challenges in Business Unit Civil, the implementation of our strategic initiatives has been accelerated based on three pillars: for each market a specific project target portfolio has been defined with a clear focus on profitability. The organizational structure of Business Unit Civil is redesigned along Implenia's core competencies in order to create synergies and improve profitability. Following Implenia's overall strategy, project excellence and delivery will be improved with consistent use of further enhanced controlling instruments, process alignment, risk management, knowledge sharing and talent development.

Division Specialties achieved a solid performance from underlying business, broadly in line with the previous year (pre-COVID-19). There was a particularly strong performance from Construction Logistics, Building Technology Services and Facades. Specialties continuously aligns the Division's portfolio to shape change in the construction industry with a focus on innovative services and solutions. In addition, the first business ideas from the Implenia Innovation Hub are being piloted, and more than fifty promising ideas are in the pipeline, proofing of the huge potential for innovation we have in our group.

Impact of strategy implementation as planned, initiatives sharpened and accelerated in COVID-19 context.

The group-wide strategic priorities and their respective initiatives are well on track, in a continued attractive market environment. Initiatives relating to Division Portfolios have been sharpened. With regard to Profitable Growth, both the Value Assurance approach and the Procurement Excellence initiative have been rolled-out and will now be refined continuously. The digitalization and process harmonization initiative INSPIRE is proceeding as planned. In terms of Innovation, we are currently focusing on industrialised construction methods as well as on standardised real estate and infrastructure products. In addition, we are continuously strengthening our corporate culture and fostering high performance teams – based on the

values of agility, collaboration, excellence, integrity and sustainability.

I am delighted to see that selected strategic initiatives have even been sharpened and their implementation accelerated in the context of the COVID-19 pandemic.

I would like to thank all our employees for their ongoing commitment in further implementing our strategy and living up to our values, as well as for their outstanding performance in the very challenging first half of this year. Additionally, I thank all of our shareholders for their continuous trust and support.

Given the promising market outlook and with the right people and strategy in place, we are convinced that we will continue on our path of success. Therefore, we are confirming our 2020 guidance on group level before any COVID-19 impact¹ as well as our mid-term EBITDA target margin of approx. 6.5%.

André Wyss
CEO

¹ Guidance excludes full year impact of COVID-19 which is not fully predictable as of today (HY1.2020: approx. CHF 37 million; expected FY 2020 impact of approx. CHF 47 to 67 million).

2 Key projects

Division Development	07
Division Buildings	08
Division Civil Engineering	09
Division Specialties	10



KEY PROJECT DIVISION DEVELOPMENT

We are developing a varied range of modern homes: environmentally sustainable – and right in the middle of town.

2.5 to 4.5

room apartments

3

levels of fit-out

2,000

Watt Site

📍 Tender, Lokstadt, Winterthur

At the major Lokstadt project in Winterthur, we are turning the former site of the Swiss Locomotive and Engineering Factory into a new city neighbourhood. In one part of the development – the Tender building – high-quality apartments are being created that redefine modern, multifaceted standards of living. Lokstadt's overarching sustainability concept informs the way Tender is being built – from environmentally efficient construction techniques to designs focused on the well-being of future residents. Tender also marks the launch of Implenia's partnership with Ina Invest. Originally developed by Division Development, the project was transferred to Ina Invest, which has in turn commissioned Division Buildings to handle the construction, and Division Development to do the marketing. Completion is scheduled for summer 2023. In the showroom and using the online configurator, buyers can already get a very good impression of what it will be like to live in the Tender. With three different levels of fit-out, they can tailor their new homes to their individual preferences.

KEY PROJECT DIVISION BUILDINGS

We build on dialogue – in close collaboration with our customers and partners. For new homes and workplaces.

1,800
future users

3

high-rise buildings

314
apartments

☒ WolkenWerk, Zurich

Division Buildings is about to finish work on the tower blocks and base building that make up “WolkenWerk” in Zurich-Oerlikon. More than 300 owner-occupied apartments have been built, offering high standards of living quality and sustainability: from studios to flexible garden apartments, to exclusive penthouse maisonettes. With its tried-and-tested integrated approach, Implenia has provided general contracting services as well as handling the special foundations, concreting and masonry work. This complex major project placed substantial demands on the ability of all the partners involved to cooperate, which is why Lean Construction methods played such a central role. Thanks to Lean Construction, it was possible to take a fully integrated approach to the project; links between different aspects were made clear while processes and communications were made much more efficient. The first residents will arrive in November 2020.

KEY PROJECT DIVISION CIVIL ENGINEERING

We get people moving – more comfortably, quickly and safely than ever.

15,700 m²

diaphragm wall

54–70 m

drilling depth

267,000 m³

excavation volume

▣ Marienhof Station, Second Core S-Bahn Route, Munich

The city of Munich is growing rapidly – and its S-Bahn railway network, originally designed for 250,000 passengers, is now bursting at the seams as it copes with around 850,000 passengers a day. The future Marienhof Station will be the central stop on the Second Core S-Bahn Route in Munich, which is being built to provide some much needed relief to the S-Bahn system. Commissioned by Deutsche Bahn, Implenia is taking the technical lead on the new station as part of a joint venture with Hochtief. The complex infrastructure construction project requires high-level skills in special foundations, tunnelling and concrete construction. It is being built right in the heart of Munich's Old Town, directly behind the City Hall (Rathaus). The new station is located around 40 metres below the surface and is the deepest tertiary construction project in Munich's history. Logistics are made very challenging by the tight confines and by the hustle and bustle of the city centre, with heavy pedestrian and cycle traffic as well as residential car traffic and deliveries. Owing to the sensitive built environment around the station, construction work has to proceed with great care, with extensive monitoring and various counter-measures required to avoid damaging or disturbing existing buildings.

KEY PROJECT DIVISION SPECIALTIES

We build innovatively and with respect for the environment – with sustainable construction materials, for future generations.

18,220 m²

usable floorspace

2,600 t

of timber

208

apartments

▣ Haus Furrer, KIM, Winterthur

The Haus Furrer is a flagship project for sustainable construction. In the up-and-coming KIM neighbourhood of Winterthur, a new development of high architectural quality is creating a generously proportioned, modern complex with more than 200 homes, commercial units and well-planted inner courtyards. Implenia developed the project and, in line with our integrated approach, all our divisions are involved. Apart from the ground floor, the whole seven-storey structure is timber-built, so the wooden construction experts of Division Specialties are playing a key role. Wood is perfect for building: light, easy to work with and excellent potential to scale up production to industrial levels. Standardised wooden elements can be prefabricated, so as well as being sustainable, construction is extremely efficient. Residents should start moving into the new complex in spring 2022.

3 Interim Financial Report

Interim financial report of the Implenia Group	11
Consolidated income statement	12
Consolidated statement of comprehensive income	12
Consolidated balance sheet	13
Consolidated statement of changes in equity	14
Consolidated cash flow statement	15
Notes to the interim financial report of Implenia	16



Consolidated income statement

in TCHF	Notes	1.1.–30.6.2020	1.1.–30.6.2019
Group revenue	6	1,926,145	2,184,234
Materials and third party services		(1,271,397)	(1,419,466)
Personnel expenses		(520,715)	(544,519)
Other operating expenses		(140,231)	(147,874)
Income from associates		703	572
Income from Ina Invest transaction	4	107,102	–
EBITDA		101,607	72,947
Depreciation and amortisation		(49,405)	(63,647)
Operating income		52,202	9,300
Financial expenses	7	(10,460)	(9,475)
Financial income	7	1,156	894
Profit before tax		42,898	719
Tax		10,713	(176)
Consolidated profit		53,611	543
Attributable to:			
Shareholders of Implenia Ltd.		52,428	(1,291)
Non-controlling interests		1,183	1,834
Earnings per share (CHF)			
Basic earnings per share	13	2.84	(0.07)
Diluted earnings per share	13	2.59	(0.07)

Consolidated statement of comprehensive income

in TCHF	Notes	1.1.–30.6.2020	1.1.–30.6.2019
Consolidated profit		53,611	543
Remeasurement of post-employment benefits	8	(3,862)	(5,813)
Income tax on remeasurement of post-employment benefits		841	1,411
Fair value adjustments on financial instruments		44	–
Total items that will not be reclassified to income statement in the future		(2,977)	(4,402)
Changes from cash flow hedges		30	(41)
Changes from net investment hedges		1,179	906
Foreign exchange differences		(13,282)	(2,733)
Total items that will be reclassified to income statement in the future		(12,073)	(1,868)
Other comprehensive income		(15,050)	(6,270)
Attributable to:			
Shareholders of Implenia Ltd.		(14,982)	(6,267)
Non-controlling interests		(68)	(3)
Total comprehensive income		38,561	(5,727)
Attributable to:			
Shareholders of Implenia Ltd.		37,446	(7,558)
Non-controlling interests		1,115	1,831

Consolidated balance sheet

Assets

in TCHF	Notes	30.6.2020	31.12.2019	30.6.2019
Cash and cash equivalents		646,776	912,317	704,702
Derivative financial instruments		1,706	126	1,251
Trade receivables	9	515,361	538,700	517,633
Work in progress	10	508,249	400,067	495,032
Joint ventures (equity method)		32,667	27,830	38,628
Income tax receivables		5,633	5,104	9,129
Other receivables		53,068	46,713	38,443
Raw materials and supplies		81,723	80,438	71,264
Real estate transactions		151,615	189,486	198,786
Accrued income and prepaid expenses		40,200	25,855	34,594
Total current assets		2,036,998	2,226,636	2,109,462
Property, plant and equipment		285,324	287,052	295,267
Rights of use from leases		139,610	146,491	139,714
Investment property		5,708	13,785	14,084
Investments in associates	4	190,883	52,624	48,907
Other financial assets		9,743	9,615	9,641
Pension assets	8	538	5,699	5,697
Intangible assets		299,947	304,373	303,984
Deferred tax assets		34,674	36,988	26,486
Total non-current assets		966,427	856,627	843,780
Total assets		3,003,425	3,083,263	2,953,242

Equity and liabilities

in TCHF	Notes	30.6.2020	31.12.2019	30.6.2019
Financial liabilities	11	57,480	48,247	42,060
Derivative financial instruments		17	668	78
Trade payables		375,015	367,942	410,999
Work in progress	10	1,020,979	1,034,699	922,408
Joint ventures (equity method)		79,428	75,297	28,853
Income tax liabilities		20,205	25,479	13,326
Other liabilities		116,870	98,979	91,195
Prepaid income and accrued expenses		140,866	128,410	134,136
Provisions		15,255	17,303	22,398
Total current liabilities		1,826,115	1,797,024	1,665,453
Financial liabilities	11	587,238	591,506	606,919
Deferred tax liabilities		36,085	48,706	47,407
Pension liabilities	8	21,839	22,713	20,105
Provisions		29,661	32,845	42,535
Total non-current liabilities		674,823	695,770	716,966
Share capital	12	18,841	18,841	18,841
Treasury shares	12	(339)	(540)	(1,199)
Reserves		404,212	514,737	528,800
Consolidated profit attributable to shareholders		52,428	29,651	(1,291)
Equity attributable to shareholders		475,142	562,689	545,151
Non-controlling interests		27,345	27,780	25,672
Total equity		502,487	590,469	570,823
Total equity and liabilities		3,003,425	3,083,263	2,953,242

Consolidated statement of changes in equity

in TCHF	Reserves						Total share- holders' equity	Non-controlling interests	Total equity
	Share capital	Treasury shares	Capital reserves	Foreign exchange differences	Cash flow hedge reserves	Retained earnings			
Equity as at 1.1.2020	18,841	(540)	87,978	(44,868)	(30)	501,308	562,689	27,780	590,469
Consolidated profit	–	–	–	–	–	52,428	52,428	1,183	53,611
Other comprehensive income	–	–	–	(12,039)	30	(2,973)	(14,982)	(68)	(15,050)
Total comprehensive income	–	–	–	(12,039)	30	49,455	37,446	1,115	38,561
Cash dividend	–	–	–	–	–	(13,850)	(13,850)	(1,550)	(15,400)
Dividend in kind Ina Invest Holding AG	–	–	–	–	–	(112,388)	(112,388)	–	(112,388)
Change in treasury shares	–	201	130	–	–	(1,056)	(725)	–	(725)
Share-based payments	–	–	–	–	–	1,970	1,970	–	1,970
Total other changes in equity	–	201	130	–	–	(125,324)	(124,993)	(1,550)	(126,543)
Total equity as at 30.6.2020	18,841	(339)	88,108	(56,907)	–	425,439	475,142	27,345	502,487
Equity as at 1.1.2019	18,841	(4,468)	90,414	(35,119)	9	490,620	560,297	24,878	585,175
Consolidated profit	–	–	–	–	–	(1,291)	(1,291)	1,834	543
Other comprehensive income	–	–	–	(1,824)	(41)	(4,402)	(6,267)	(3)	(6,270)
Total comprehensive income	–	–	–	(1,824)	(41)	(5,693)	(7,558)	1,831	(5,727)
Dividends	–	–	–	–	–	(9,202)	(9,202)	(923)	(10,125)
Change in treasury shares	–	3,269	(2,157)	–	–	(1,287)	(175)	–	(175)
Share-based payments	–	–	–	–	–	1,675	1,675	–	1,675
Change in non-controlling interests	–	–	114	–	–	–	114	(114)	–
Total other changes in equity	–	3,269	(2,043)	–	–	(8,814)	(7,588)	(1,037)	(8,625)
Total equity as at 30.6.2019	18,841	(1,199)	88,371	(36,943)	(32)	476,113	545,151	25,672	570,823

Consolidated cash flow statement

in TCHF	Notes	1.1.–30.6.2020	1.1.–30.6.2019
Consolidated profit		53,611	543
Tax		(10,713)	176
Financial result	7	9,304	8,581
Depreciation and amortisation		49,405	63,647
Result from sale of non-current assets		(2,430)	75
Income and distribution from associates		2,572	2,733
Change in provisions		(4,638)	9,513
Change in pension assets and liabilities		734	(6,142)
Change in net working capital			
Change in trade and other receivables		1,902	(18,653)
Change in work in progress (net), raw materials and supplies		(191,468)	(191,777)
Change in real estate transactions		(28,278)	(13,496)
Change in trade payables and other liabilities		33,403	34,978
Change in accruals and joint ventures (equity method)		(1,587)	(6,816)
Expenses / income not affecting liquidity relating to the Ina Invest transaction	4	(107,102)	–
Other expenses / income not affecting liquidity		3,106	1,080
Interest paid		(6,338)	(5,293)
Interest received		506	552
Tax paid		(7,351)	(14,159)
Cash flow from operating activities		(205,362)	(134,458)

in TCHF	Notes	1.1.–30.6.2020	1.1.–30.6.2019
Investments in property, plant and equipment		(29,933)	(36,460)
Disposals of property, plant and equipment		7,575	2,579
Investments in other financial assets and associates		(1,188)	(2,143)
Disposals of other financial assets and associates		2,192	3,175
Investments in intangible assets		(2,399)	(156)
Sale of subsidiaries		773	–
Cash flow from investing activities		(22,980)	(33,005)
Increase in financial liabilities	11	13,196	1,557
Repayment of financial liabilities	11	(27,598)	(31,939)
Purchase of treasury shares		(1,593)	(1,613)
Sale of treasury shares		1,925	2,725
Dividends		(13,850)	(9,202)
Cash flow with non-controlling interests		(1,550)	(923)
Cash flow from financing activities		(29,470)	(39,395)
Foreign exchange differences on cash and cash equivalents		(7,729)	(1,673)
Change in cash and cash equivalents		(265,541)	(208,531)
Cash and cash equivalents at the beginning of the period		912,317	913,233
Cash and cash equivalents at the end of the period		646,776	704,702

Notes to the interim financial report of Implenla

1 — GENERAL INFORMATION

Implenia Ltd. is a Swiss public limited company incorporated in Dietlikon, Zurich. The shares of Implenla Ltd. are listed on the SIX Swiss Exchange (ISIN CH002 386 8554, IMPN).

The German version of the financial report is the authoritative version. The English version is a non-binding translation.

Implenia's business activities are described in note 6.

The interim financial report as at 30 June 2020 was approved by the Board of Directors of Implenla Ltd. on 18 August 2020. The interim financial report as at 30 June 2020 was not audited by the statutory auditor PricewaterhouseCoopers Ltd., Zurich.

Unless otherwise stated, the figures in the financial report are given in thousands of Swiss francs.

2 — SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

This interim financial report covers Implenla Ltd. and its subsidiaries for the reporting period ended 30 June 2020. The interim financial report was prepared in accordance with IAS 34 "Interim Financial Reporting". The report does not contain all the notes and comments required for the Annual Report. It should therefore be read in conjunction with the consolidated financial

statements as at 31 December 2019, which were prepared in accordance with the International Financial Reporting Standards (IFRS) as published by the International Accounting Standards Board (IASB).

Management estimates and judgements for the purposes of financial reporting affect the values of reported assets and liabilities, contingent liabilities and assets on the balance sheet date, and expenses and income during the reporting period. Actual values may differ from these estimates.

3 — CHANGE TO ACCOUNTING POLICIES

The accounting policies applied to this interim financial report are identical to those applied to and described in the financial report 2019, with the exception of the accounting policies on investment property, which were amended as at 1 January 2020.

Until 31 December 2019, Implenla measured its investment property at acquisition cost. Due to the operating business of Ina Invest (see note 4), Implenla decided to measure its investment property in accordance with the fair value model under IAS 40 as at 1 January 2020. By applying the equity method, Implenla is thus participating in the valuation of the investment property of Ina Invest Ltd. The voluntary change to accounting policies was made retrospectively. As at 1 January 2019, the fair value of

investment property amounted to CHF 14.4 million with a carrying amount of CHF 14.4 million. As at 31 December 2019, the fair value of investment property amounted to CHF 13.9 million with a carrying amount of CHF 13.8 million. A restatement was not performed on account of the insignificant differences between the amounts.

The fair value of Implenla's investment property is determined by an internal valuation team and corresponds to fair value level 3.

4 — MATERIAL EVENTS

Execution of the spin-off of Ina Invest Holding Ltd. by way of a dividend in kind to Implenla Ltd. shareholders

On 25 February 2020, Implenla informed its shareholders of its intention to spin off around half of its portfolio of real estate projects in terms of value (measured at fair value) and transfer it to the newly founded real estate company Ina Invest Ltd. Ina Invest Holding Ltd., the parent company of Ina Invest Ltd, was then set to be listed on the SIX Swiss Exchange in the second quarter of 2020. At the Annual General Meeting on 24 March 2020, Implenla asked to distribute the shares in the newly established company to its shareholders by means of a dividend in kind, subject to certain conditions being met. The Annual General Meeting approved the proposed distribution of the dividend in kind on 24 March 2020. In accordance with the

resolution of the Annual General Meeting, the liability for the dividend in kind was recognised at the fair value of CHF 112.4 million.

The shares were distributed on 12 June 2020 and this led to a reduction in retained earnings of CHF 112.4 million. Every Implenla shareholder received one share in Ina Invest Holding Ltd. for every five shares in Implenla Ltd. held as at 11 June 2020. For the associated capital increase, Implenla shareholders also received one subscription right for every Implenla share at a ratio of seven new Ina Invest Holding Ltd. shares for 25 subscription rights. Shares that were not subscribed by existing Implenla shareholders were issued in a book building process. On 12 June 2020, Ina Invest Holding Ltd. was listed on the SIX Swiss Exchange (ISIN CH052 402 6959, INA).

The capital increase for Ina Invest Ltd., in which Ina Invest Holding Ltd. invested an additional CHF 108.9 million and Implenla Ltd. invested CHF 59.3 million, also took place on 12 June 2020. Following the capital increase, Implenla Ltd. holds a stake of 42.5% in Ina Invest Ltd. and Ina Invest Holding Ltd. holds a stake of 57.5%.

As a result of the loss of control on 12 June 2020 on account of the dividend in kind, the subsequent capital increase and specific definitions of areas of responsibility, Implenla did not exercise any control over Ina Invest Ltd. as at the reporting date and the Ina Group was therefore deconsolidated. The interest in Ina Invest Ltd. is reported as an investment in



Notes to the interim financial report of Implenia

associates from the date of listing and is measured using the equity method. The impact on the consolidated income statement is illustrated below:

	1.1.–
in TCHF	30.6.2020
Fair value of the dividend in kind as of distribution date 12 June 2020	112,388
Book value of disposal group as of distribution date 12 June 2020	55,073
Income from distribution of dividend in kind	57,315
Initial recognition Ina Invest AG at fair value	82,451
Recognition of provisions in connection with Ina Invest transaction	(52,664)
Income from debt transfer to Ina Invest AG	20,000
Income before tax from Ina Invest transaction	107,102
Deferred taxes on Ina Invest transaction	(4,311)
Income after tax from Ina Invest transaction¹	102,791

¹ In addition in connection with the transaction, CHF 4.5 million incurred as internal transaction costs.

In connection with the transaction, provisions for ongoing projects in the amount of CHF 51.0 million and accrued expenses of CHF 1.7 million were recognised. The provisions particularly relate to obligations entered into in connection with projects with Ina Invest Ltd. The shares in Ina Invest Holding Ltd. worth CHF 0.1 million received with the dividend in kind are classified as securities at fair value through profit or loss.

In the course of the Ina Invest transaction, real estate transactions amounting to CHF 54.1 million were transferred to Ina Invest Ltd. in the first half of 2020.

COVID-19 pandemic

On 11 March 2020, the World Health Organization declared the outbreak of the coronavirus (COVID-19) a pandemic due to its rapid spread around the world. More than 185 countries have since been affected by COVID-19. Switzerland and many other countries have adopted stringent measures to contain COVID-19 or slow its spread. COVID-19 increases economic uncertainty and leads to lower economic output in Switzerland and worldwide.

Implenia was affected by the pandemic in different ways in its home markets in the first half of 2020. In France, Austria and some regions of Switzerland, construction sites had to be closed temporarily as a result of official government orders or a lack of suppliers. Hygiene measures on construction sites have been stepped up, leading to additional costs. For some projects, deliveries could no longer be made on time, which led to delays. Short-time working arrangements had to be put in place temporarily for certain sectors.

Implenia has used the following instruments, among others, to limit the financial impact of COVID-19:

- Deployment of a task force at Group and country level
- Introduction of short-time working on construction sites (e.g. in the case of closed construction sites) and in parts of the administrative sector

- Increased controlling of additional costs incurred on construction sites as a result of COVID-19
- Strict cash management, including postponement of payments to government agencies until the second half of the year
- Periodic reporting on the impact of COVID-19
- Internal controls on construction sites to check compliance with hygiene regulations
- Invoicing additional costs to customers

At the time of approval of the interim financial report, it is difficult to provide a meaningful forecast of how COVID-19 and the associated measures will affect the markets in which Implenia operates. External market forecasts assume that the volume in the construction sector in Implenia's home markets remains positive (source: Euroconstruct Report, June 2020). Increased instability in the political and economic environment could lead to higher capital costs and weaken refinancing opportunities. Depending on further developments in connection with the COVID-19 pandemic, Implenia's financial position and performance may deteriorate.

Notes to the interim financial report of Implenla

5 — SEASONALITY

Implenia's building production services are subject to seasonal fluctuations as building activity is more intense in the second half of the year. The first half, in particular, is affected by lower productivity from personnel and machinery combined with higher costs for maintenance and repairs. The balance sheet as at 30 June 2019 is also shown to improve comparability.

6 — SEGMENT REPORTING

The Group's business segments are based on the organisational units, for which the Implenla Executive Committee (IEC) and the Group Board of Directors are presented a report. The Board of Directors takes on the role of chief operating decision maker. It receives regular internal reports in order to assess the Group's performance and resource allocation.

The Group consists of the following divisions:

- Development
- Buildings
- Civil Engineering
- Specialties

The organisational structure also includes "Functions". This unit relates to costs that cannot be assigned to any other division. It also includes Group companies with no activities.

The divisions undertake the following activities:

Development

The Development Division brings together Implenla's expertise in project development from the initial idea to the completed building project. As a partner for private and institutional property developers, the division develops and realises sustainable real estate and sites and can utilise its own land bank. The division has a geographically broad project portfolio with a focus on the strong growth regions of Zurich and Lake Geneva. The division also provides service and development services to the Ina Invest Group on the basis of a strategic partnership and participates on the income of Ina Invest Ltd. based on its share (income from associates). The profit from the Ina Invest transaction was assigned to this division (see note 4).

Buildings

The Buildings Division comprises the holistic design and execution of complex new constructions as well as modernisation work on existing properties. As a general and total contractor, Implenla offers comprehensive services from a single source. Modernisation brings together the division's capabilities in conversion and renovation, from consultancy to implementation. The division's home markets are Switzerland, Germany and Austria.

Civil Engineering

The Civil Engineering Division is responsible for tunnelling, foundation engineering and regional business – e.g. road and rail construction. The division is present in all of Implenla's home markets. It also bids for large, complex projects in Europe outside these markets.

Specialties

The Specialties Division comprises Implenla's niche offers, such as those relating to wood-based construction, formwork construction, façade and posttensioning technology and construction logistics. The division is also responsible for gravel works in Switzerland and abroad.

Notes to the interim financial report of Implenla

Segment reporting, as presented to the Board of Directors, as at 30 June 2020:

in TCHF	Development	Buildings	Civil Engineering	Specialties	Total of divisions	Functions ¹	Total
IFRS revenue unconsolidated	94,552	1,000,802	926,664	104,915	2,126,933	16,525	2,143,458
Intra-Group revenue	(7,790)	(102,630)	(86,594)	(15,610)	(212,624)	(4,689)	(217,313)
Group revenue	86,762	898,172	840,070	89,305	1,914,309	11,836	1,926,145
EBITDA	103,976	10,884	(16,184)	5,339	104,015	(2,408)	101,607
Current assets (excl. cash and cash equivalents)	186,811	371,260	722,635	96,300	1,377,006	13,216	1,390,222
Non-current assets (excl. pension assets and rights of use from leases)	156,093	155,969	398,776	95,994	806,832	19,448	826,280
Debt capital (excl. financial and pension liabilities)	(167,229)	(864,371)	(639,716)	(69,390)	(1,740,706)	(93,676)	(1,834,382)
Total invested capital excl. rights of use from leases	175,675	(337,142)	481,695	122,904	443,132	(61,012)	382,120
Rights of use from leases	1,089	34,634	73,244	2,706	111,673	27,937	139,610
Total invested capital	176,764	(302,508)	554,939	125,610	554,805	(33,075)	521,730
Investments in property, plant and equipment and intangible assets	–	431	26,360	2,021	28,812	3,020	31,832

¹ Including eliminations

Notes to the interim financial report of Implenla

Segment reporting, as presented to the Board of Directors, as at 30 June 2019:

in TCHF	Development	Buildings ¹	Civil Engineering ¹	Specialties	Total of divisions	Functions ²	Total
IFRS revenue unconsolidated	105,744	1,100,514	1,119,774	119,642	2,445,674	30,993	2,476,667
Intra-Group revenue	(18,263)	(137,380)	(95,484)	(12,996)	(264,123)	(28,310)	(292,433)
Group revenue	87,481	963,134	1,024,290	106,646	2,181,551	2,683	2,184,234
EBITDA	27,431	21,379	18,407	6,481	73,698	(751)	72,947
Current assets (excl. cash and cash equivalents)	225,377	346,572	719,679	100,748	1,392,376	12,384	1,404,760
Non-current assets (excl. pension assets and rights of use from leases)	13,793	155,940	407,016	103,808	680,557	17,812	698,369
Debt capital (excl. financial and pension liabilities)	(105,540)	(917,906)	(570,114)	(67,350)	(1,660,910)	(52,425)	(1,713,335)
Total invested capital excl. rights of use from leases	133,630	(415,394)	556,581	137,206	412,023	(22,229)	389,794
Rights of use from leases	1,908	43,082	72,818	1,348	119,156	20,558	139,714
Total invested capital	135,538	(372,312)	629,399	138,554	531,179	(1,671)	529,508
Investments in property, plant and equipment and intangible assets	–	300	31,086	4,913	36,299	318	36,617

1 In the comparative period Baugesellschaft Romania and Equipment & Technology Services (ETS) Himberg (AT) were transferred from the division Buildings to the division Civil Engineering. The restatement amounts to CHF +0.2 million on EBITDA level for Buildings and CHF –0.2 million for Civil Engineering.

2 Including eliminations

Notes to the interim financial report of Implenla

The reconciliation to invested capital is as follows:

in TCHF	30.6.2020	30.6.2019
Total assets	3,003,425	2,953,242
Minus cash and cash equivalents	(646,776)	(704,702)
Minus pension assets	(538)	(5,697)
Assets of invested capital	2,356,111	2,242,843
Total equity and liabilities	3,003,425	2,953,242
Minus equity	(502,487)	(570,823)
Minus financial liabilities	(644,718)	(648,979)
Minus pension liabilities	(21,839)	(20,105)
Liabilities of invested capital	1,834,381	1,713,335
Total invested capital	521,730	529,508

Non-current assets (excluding financial assets, pension assets and deferred tax assets) are distributed geographically as follows:

in TCHF	30.6.2020	31.12.2019
Switzerland	302,522	305,200
Germany	274,937	281,146
Austria	34,894	31,405
Norway	66,681	72,369
Sweden	31,730	33,360
France	4,059	11,065
Other countries	15,766	17,156
Total as at reporting date	730,589	751,701

Notes to the interim financial report of Implenia

Revenue from contracts with customers was distributed geographically as follows in the reporting period from 1 January 2020 to 30 June 2020:

in TCHF	Development	Buildings	Civil Engineering	Specialties	Functions	Total
Switzerland	85,644	657,775	301,097	15,426	7,008	1,066,950
Germany	5	219,268	192,718	51,552	–	463,543
Austria	–	19,677	36,321	5,053	–	61,051
Norway	–	–	84,757	–	–	84,757
Sweden	–	–	160,215	–	–	160,215
France	–	–	52,130	–	–	52,130
Other countries	–	–	–	17,012	–	17,012
Revenue from contracts with customers	85,649	896,720	827,238	89,043	7,008	1,905,658
Other revenue	1,113	1,452	12,832	262	4,828	20,487
Group revenue	86,762	898,172	840,070	89,305	11,836	1,926,145

Revenue from contracts with customers was distributed geographically as follows from 1 January 2019 to 30 June 2019:

in TCHF	Development	Buildings	Civil Engineering	Specialties	Functions	Total
Switzerland	87,260	719,082	348,559	19,074	–	1,173,975
Germany	41	199,549	307,589	66,238	–	573,417
Austria	–	41,882	55,707	3,901	–	101,490
Norway	–	–	135,406	–	–	135,406
Sweden	–	–	108,032	–	–	108,032
France	–	–	54,745	–	–	54,745
Other countries	–	–	–	17,327	–	17,327
Revenue from contracts with customers	87,301	960,513	1,010,038	106,540	–	2,164,392
Other revenue	180	2,621	14,252	106	2,683	19,842
Group revenue	87,481	963,134	1,024,290	106,646	2,683	2,184,234

Revenue is usually recognised over time. The sale of land in the Development Division, where revenue is recognised at a certain date,

constitutes an exception to this rule. Other revenue is largely the result of leasing income.

Notes to the interim financial report of Implenla

7 — FINANCIAL EXPENSES AND INCOME

in TCHF	1.1.–30.6.2020	1.1.–30.6.2019
Financial expenses		
Interest expenses	4,973	4,542
Interest expenses from leases	1,979	2,389
Bank charges	474	242
Costs of financial guarantees	452	415
Other financial expenses	1,138	1,399
Foreign currency losses	1,444	488
Total	10,460	9,475
Financial income		
Interest income	509	557
Income from investments	100	67
Other financial income	25	100
Foreign currency gains	522	170
Total	1,156	894
Financial result	(9,304)	(8,581)

8 — REMEASUREMENT OF PENSION LIABILITIES

The discount rate used to calculate pension liabilities was increased in the reporting period from 0.4 % to 0.5 % (previous year: reduction of 0.5 %). The negative effect before taxes in other comprehensive income of CHF –3.9 million is largely attributable to limiting the surplus on the economic benefit (asset ceiling). A negative effect before taxes of CHF –5.8 million resulted from the same reason in the previous year. The capitalised economic benefit occurs in the Swiss pension plan and largely equates to the existing employer contribution reserve. In the reporting period, employer contribution reserves in the amount of CHF 5.2 million were released.

Notes to the interim financial report of Implenia

9 — TRADE RECEIVABLES

in TCHF	30.6.2020	31.12.2019
Third parties	501,471	525,533
Joint ventures (equity method)	20,408	20,161
Associates	1,807	2,128
Related parties	55	4
Allowance for expected credit losses	(8,380)	(9,126)
Total	515,361	538,700

Notes

Agreements with customers generally stipulate payment terms between 30 and 90 days. The total amount of due receivables amounted to CHF 302.0 million as at 30 June 2020 (31 December 2019: CHF 273.8 million). Of the allowance for expected credit losses, CHF 8.2 million is

attributable to receivables outstanding for more than 90 days (31 December 2019: CHF 8.6 million). No credit losses related to trade receivables were recorded in the income statement (31 December 2019: CHF 0.4 million).

10 — WORK IN PROGRESS

in TCHF	30.6.2020	31.12.2019
Contract assets	470,876	377,773
Contract costs in relation to future services by suppliers and subcontractors	37,373	22,294
Work in progress, assets	508,249	400,067
Contract liabilities	(295,796)	(383,682)
Provisions for current projects	(129,987)	(66,190)
Contract costs in relation to past services by suppliers and subcontractors	(595,196)	(584,827)
Work in progress, liabilities	(1,020,979)	(1,034,699)

Notes to the interim financial report of Implenia

11 — CURRENT AND NON-CURRENT FINANCIAL LIABILITIES

in TCHF	30.6.2020	31.12.2019
Bond issues	250,248	250,270
Subordinated convertible bond	169,381	168,013
Promissory note loans	63,840	65,002
Liabilities to banks	19,768	7,380
Lease liabilities	141,481	147,936
Other financial liabilities	–	1,152
Total as at reporting date	644,718	639,753
Maturity		
Less than 1 year	57,480	48,247
Between 2 and 5 years	446,997	416,970
Over 5 years	140,241	174,536
Total as at reporting date	644,718	639,753

Bonds and promissory note loans comprise the following:

in TCHF	Term	Effective interest rate	30.6.2020	31.12.2019
Bond issues / ISIN				
1,625 % Bond issue CHF 125 million / CH025 359 2767	2014–2024	1.624 %	125,000	125,000
1,000 % Bond issue CHF 125 million / CH031 699 4661	2016–2026	0.964 %	125,248	125,270
0,500 % Subordinated convertible bond CHF 175 million / CH028 550 9359	2015–2022	2.158 %	169,381	168,013
Total as at reporting date			419,629	418,283
Promissory note loans				
Promissory note loan EUR 10 million	2017–2021	0.927 %	10,650	10,842
Promissory note loan EUR 20 million	2017–2023	1.349 %	21,282	21,669
Promissory note loan EUR 30 million	2017–2025	1.792 %	31,908	32,491
Total as at reporting date			63,840	65,002

Notes to the interim financial report of Implenia

There have been the following changes to financial liabilities:

in TCHF	1.1.2020	Affecting liquidity		Not affecting liquidity			30.6.2020
		Increase	Repayments	Foreign Exchange Differences	Unwinding of discount	Change in Leasing	
Bond issues	418,283	–	–	–	1,346	–	419,629
Promissory note loans	65,002	–	–	(1,179)	17	–	63,840
Liabilities to banks	7,380	13,196	(756)	(52)	–	–	19,768
Lease liabilities	147,936	–	(25,690)	(3,778)	–	23,013	141,481
Other financial liabilities	1,152	–	(1,152)	–	–	–	–
Total	639,753	13,196	(27,598)	(5,009)	1,363	23,013	644,718

in TCHF	1.1.2019	Affecting liquidity		Not affecting liquidity			31.12.2019
		Increase	Repayments	Foreign Exchange Differences	Unwinding of discount	Change in Leasing	
Bond issues	415,632	–	–	–	2,651	–	418,283
Promissory note loans	67,359	–	–	(2,390)	33	–	65,002
Liabilities to banks	24,702	459	(17,317)	(464)	–	–	7,380
Lease liabilities	161,148	–	(54,984)	(4,187)	–	45,959	147,936
Other financial liabilities	–	1,152	–	–	–	–	1,152
Total	668,841	1,611	(72,301)	(7,041)	2,685	45,959	639,753

Notes to the interim financial report of Implenla

Notes

The convertible bond includes a conversion premium of 32.5% and a conversion price of CHF 75.06.

The promissory note loans were designated as net investment hedges in foreign businesses.

In the first half of 2020, Implenla raised a loan in the amount of EUR 6.0 million in France in connection with COVID-19. Implenla also raised a fixed advance of CHF 5.0 million in Switzerland. Both loans are current in nature.

Under a syndicated loan agreement signed on 29 June 2018, Implenla has a cash credit line of CHF 250 million (previous year: CHF 250 million) and a guarantee limit of CHF 550 million (previous year: CHF 550 million). The syndicated financing runs until 31 December 2023 and includes two options for extensions until 31 December 2025 at the latest.

12 — SHARE CAPITAL

As at 30 June 2020, Implenla Ltd.'s share capital remained unchanged at CHF 18.8 million, divided into 18,472,000 shares. All shares are subscribed and fully paid up. As at 30 June 2020 all shares with the exception of 9,792 treasury shares (31 December 2019: 13,851 treasury shares) have voting rights and qualify for dividends.

The par value of a share remained unchanged at CHF 1.02 as at 30 June 2020.

During the year under review, Implenla Ltd. executed a total cash dividend payout of CHF 13.9 million for the 2019 financial year.

In addition, the dividend in kind relating to the spin-off of Ina Invest was distributed in the reporting period. The distribution resulted in a reduction in retained earnings in the amount of CHF 112.4 million.

Notes to the interim financial report of Implenia

13 — EARNINGS PER SHARE

in TCHF	1.1.–30.6.2020	1.1.–30.6.2019
Data for calculating earnings per share:		
Consolidated profit attributable to shareholders of Implenia Ltd.	52,428	(1,291)
Adjustment to effect on result due to convertible bond	1,444	1,421
Consolidated profit attributable to shareholders of Implenia Ltd. after adjustment	53,872	130
Weighted average number of shares outstanding	18,464,654	18,414,365
Adjustment due to diluting effect of convertible bond	2,331,469	2,331,469
Weighted average for calculating diluted earnings per share	20,796,123	20,745,834
Basic earnings per share in CHF	2.84	(0.07)
Diluted earnings per share in CHF	2.59	(0.07)

Notes

Basic earnings per share (EPS) are calculated by dividing the net income attributable to shareholders of Implenia Ltd. by the weighted average number of shares outstanding during the period. The average number of treasury shares held and acquired by the Group is deducted from the number of shares outstanding.

Diluted earnings per share (EPS) are calculated by adjusting the net profit attributable to shareholders of Implenia Ltd. to take account of the effect of the convertible bond after taxes. This figure is divided by the weighted number of outstanding shares plus the weighted average

of all dilutive potential shares that would be converted into shares in case of exercising all conversion rights.

In the first half of 2020, dilution resulted from the convertible bond (comparative period: no dilution).

14 — FAIR VALUE MEASUREMENT

in TCHF	Level	Carrying amounts		Fair values	
		30.6.2020	31.12.2019	30.6.2020	31.12.2019
FINANCIAL ASSETS					
Fair value through profit or loss					
Currency derivatives	2	1,706	126	1,706	126
Marketable securities	1	98	–	98	–
Fair value through other comprehensive income					
Unlisted participations	3	7,710	7,703	7,710	7,703
At amortised cost					
Trade receivables	*	515,361	538,700	515,361	538,700
Other receivables	*	53,068	46,713	53,068	46,713
Other financial assets	*	1,935	1,912	1,935	1,912
FINANCIAL LIABILITIES					
Fair value through profit or loss					
Currency derivatives	2	17	668	17	668
At amortised cost					
Trade payables	*	375,015	367,942	375,015	367,942
Promissory note loans	2	63,840	65,002	65,845	66,869
Bonds	1	250,248	250,270	231,313	258,375
Convertible bond	2	169,381	168,013	169,797	169,445
Other liabilities	*	116,870	98,979	116,870	98,979
Other financial liabilities ¹	*	19,768	8,532	19,768	8,532

¹ Carrying amounts and fair values do not contain any liabilities from leases

* The carrying amounts of these financial instruments roughly correspond to their fair value.

Notes to the interim financial report of Implenia

15 — CONTINGENT LIABILITIES

Government representatives contacted Implenia Baugesellschaft m.b.H. in Vienna on 9 May 2017 in connection with an ongoing investigation in Austria being conducted by the public prosecutor against some 20 civil works companies and over 200 people.

This concerned two projects dating from the time of Bilfinger Baugesellschaft m.b.H., which was integrated in the Implenia Group in 2015 (see media release of 11 May 2017).

Implenia is cooperating with the authorities in Vienna and has promised its full support to the ongoing investigations.

Management felt that it was impossible to make a reliable estimate of the outcome or amount of any penalties during the closing. Therefore, no provisions were made.

16 — EVENTS AFTER THE BALANCE SHEET DATE

The Group does not know of any material events after the balance sheet date.

17 — FOREIGN EXCHANGE RATES

		Average rate 1.1.–30.6.		Closing rate	
		2020	2019	30.6.2020	31.12.2019
European Union	1 EUR	CHF 1.06	CHF 1.13	CHF 1.07	CHF 1.09
Ivory Coast / Mali	100 XOF	CHF 0.16	CHF 0.17	CHF 0.16	CHF 0.17
Norway	100 NOK	CHF 9.99	CHF 11.61	CHF 9.76	CHF 11.02
Sweden	100 SEK	CHF 10.00	CHF 10.74	CHF 10.15	CHF 10.33

Alternative performance measures

In addition to the ones prescribed by IFRS, Implenia uses other measures to manage its business. The following overview explains the alternative performance measures (APM) used

in this report. The aim is to clarify the reasons for using these measures and to improve transparency and comprehensibility.

Definitions of alternative performance measures

APM	Definition
Order book	The order book is defined as services that have been contractually agreed but not yet performed, valued by contract amount on the balance sheet date. Approved contractual charges are also included in the order book. The order book increases when orders are secured, and decreases by the level of production output during the period. This measure helps predict the development of Implenia's construction activity.
Equity ratio	The equity ratio is the ratio of equity to total assets on the balance sheet date. In addition, the equity ratio takes account of the subordinated convertible bond. Our equity ratio shows the Implenia Group's financing situation.
Income figures excl. PPA	Income figures excluding PPA show the income situation if depreciation and amortisation from redetermining the fair value of acquisitions is excluded.
Free cash flow	Free cash flow is defined as cash flow from operating activities minus the acquisition and sale of non-current assets. The free cash flow figure reflects our ability to generate cash and cash equivalents, repay liabilities, make acquisitions and pay dividends.
Like for like	Implenia shows like-for-like figures (currency-adjusted) in order to measure changes since the previous reporting period without the distorting effect of exchange rate fluctuations. The adjustment is made by recalculating balance sheet items at the closing exchange rate on the last day of the previous year. Meanwhile, figures for income, expenditure and cash flows at consolidated companies are recalculated at the average exchange rates for the previous period converted into CHF. These like-for-like figures allow an assessment of Implenia's performance over time without the influence of exchange rate effects.

APM	Definition
Net cash position	The net cash position corresponds to the difference between cash and cash equivalents on the one hand, and interest-bearing short and long-term financial liabilities on the other. The net cash position reflects our ability to settle interest-bearing financial liabilities.
Performance measures excl. IFRS 16	Performance measures excl. IFRS 16 adjust for the impact of the IFRS 16 leasing standard. Reporting to the Implenia Executive Committee and Board of Directors contains figures that exclude the impact of IFRS 16.
Production output (unconsolidated)	Production output is calculated as the IFRS revenue plus the proportionate revenue from joint ventures valued using the equity method. Production output is a purely statistical measure that reflects the work actually done by the Group for its clients.
Return on invested capital (ROIC)	This measure is defined as the ratio between operating income and average capital invested, excl. rights of use from leasing, during the period under review. It is a measure of profitability and capital efficiency.
Visibility	The visibility corresponds to the guaranteed production output for the current reporting period, divided by the expected production output for the current year. Visibility is an indicator of future assured capacity utilisation.

Alternative performance measures

Reconciliations

The following reconciliation shows the derivation of the alternative performance measures “production output” and “EBITDA”:

in TCHF	APM	1.1.–30.6.2020	1.1.–30.6.2019
Production output	X	1,938,753	2,204,722
Proportional revenue and services invoiced to JVs		(12,608)	(20,488)
Group revenue		1,926,145	2,184,234
EBITDA		101,607	72,947
Other operating expenses from leases		(21,484)	(31,585)
EBITDA excl. IFRS 16	X	80,123	41,362

The following reconciliation shows the derivation of the alternative performance measure “net cash position”:

in TCHF	APM	30.6.2020	30.6.2019
Cash and cash equivalents		646,776	704,702
Financial liabilities		(644,718)	(648,979)
Net cash position	X	2,058	55,723
Lease liabilities		141,481	140,601
Net cash position excl. lease liabilities	X	143,539	196,324

Implenia defines free cash flow as cash flow from operating activities minus the acquisition and sale of non-current assets. The following table gives an overview of free cash flow:

in TCHF	1.1.–30.6.2020	1.1.–30.6.2019
Cash flow from operating activities	(205,362)	(134,458)
Investments in non-current assets	(33,520)	(38,759)
Disposal of non-current assets	9,767	5,754
Sale of subsidiaries	773	–
Free cash flow	(228,342)	(167,463)
Impact of IFRS 16 Leases	(26,469)	(29,440)
Free cash flow excl. IFRS 16	(254,811)	(196,903)

Contacts, dates and impressum

You can find further information at

www.implenia.com

CONTACTS

Contact for investors

Christian Dubs
 Head of Investor Relations
 T +41 58 474 45 15
 ir@implenia.com

Media contact

Silvan Merki
 Chief Communications Officer
 T +41 58 474 74 77
 communication@implenia.com

KEY DATES

Media and analysts conference on the 2020 annual results

3 March 2021

2021 Annual General Meeting of Shareholders

30 March 2021

IMPRESSUM

Published by

Implenia Ltd., Dietlikon

Concept and design

hw.design GmbH, Munich;
 NeidhartSchön AG, Zurich

English translation

Apostroph Group, Lucerne;
 James Knight, Leamington Spa, UK

Photos

Implenia Ltd., Dietlikon; Urban Zintel, Berlin;
 Vollbild Film GmbH, Darmstadt

Texts

Implenia Ltd., Dietlikon;
 hw.design GmbH, Munich