



**Implenia**

January–June 2022

# **HALF-YEAR RESULTS**

**Analysts and Media  
Conference**

**Empa, Dübendorf  
17 August 2022**

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# CONTENT OF TODAY



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## Business Update

Update on Strategy,  
Value Assurance  
and Sustainability

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**André Wyss**  
CEO



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## Financials and Guidance

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**Stefan Baumgärtner**  
CFO



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## Market Outlook

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**André Wyss**  
CEO



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## Questions and answers

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**André Wyss**  
CEO

**Stefan Baumgärtner**  
CFO



**Implenia**

Improved  
underlying  
performance of  
all Divisions

Record order  
book of higher  
quality

Substantially  
increased equity

Resilience  
in demanding  
market  
environment

Significantly  
improved  
Cash Flow

Stronger after  
Transformation

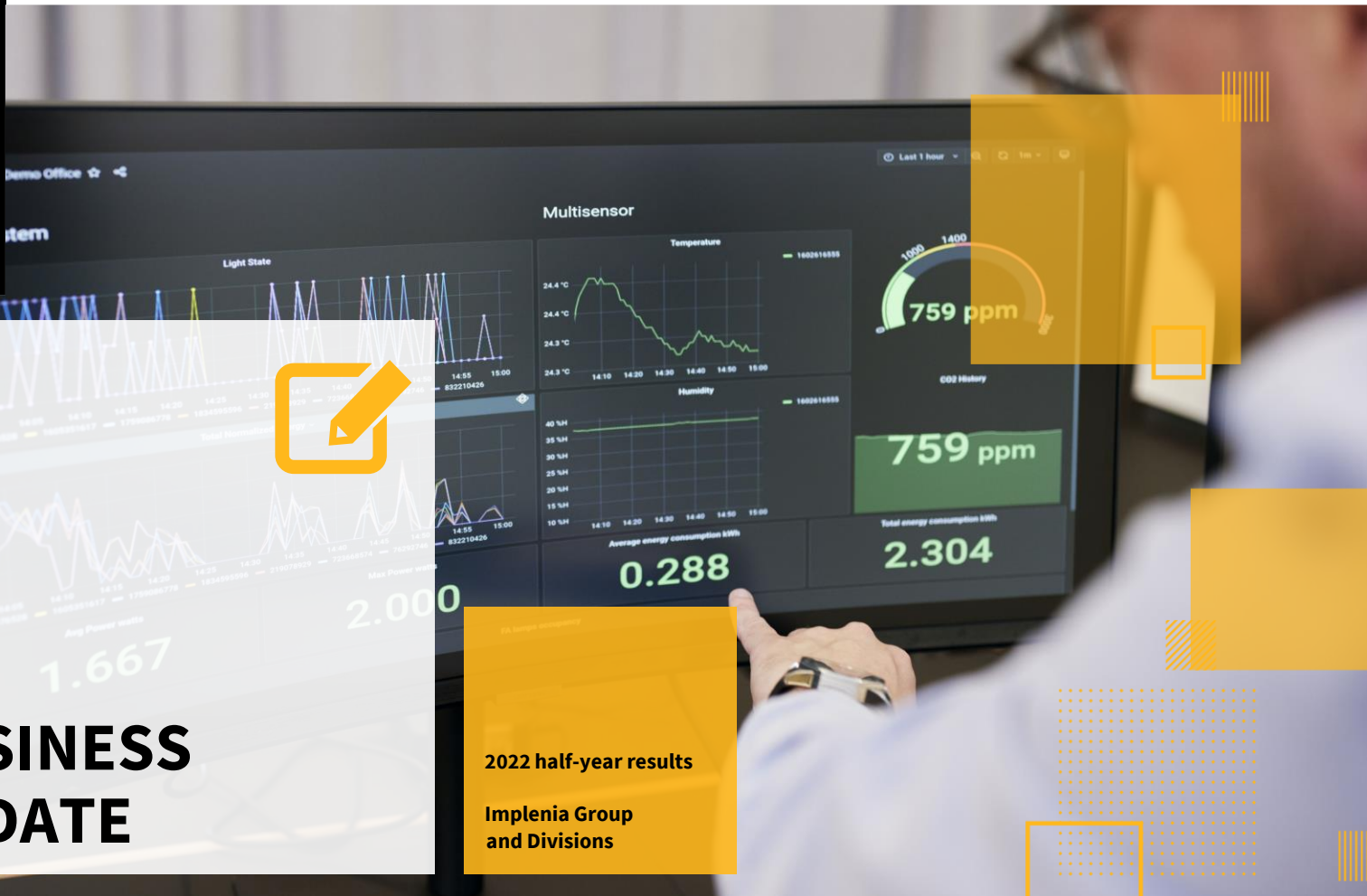


# Implenia

## BUSINESS UPDATE

2022 half-year results

Implenia Group  
and Divisions



# IMPLENIA GROUP – SIGNIFICANTLY INCREASED UNDERLYING PERFORMANCE

**7,148** (+8%)

**Order book**

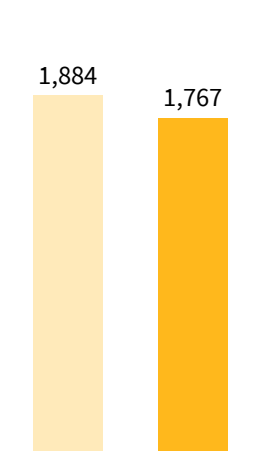
CHF mn



**1,767** (-6%)

**Revenue**

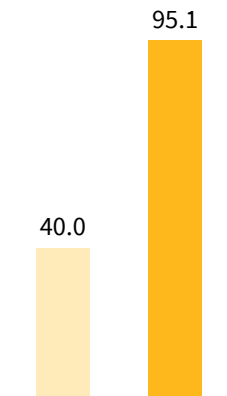
CHF mn



**95.1** (>100%)

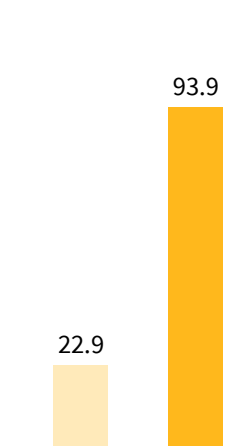
**Reported EBIT**

CHF mn



**93.9** (>100%)

**Underlying performance**



- **Significant increase of underlying performance of CHF 93.9 million**, reported EBIT of CHF 95.1 million; one-time effects lower than expected
- **All Divisions profitable**; above-average earnings from the sale of large real estate projects following several years of successful development work
- As expected, **revenue decreased** due to ramp-down of business activities in certain regions, sale of non-strategic business units and foreign currency effects
- **Order book** substantially increased to **CHF 7.1 billion** with significantly improved risk and margin profile; strict application of Value Assurance

1) one-time effects of CHF 17.1 million, mainly from divestment of non-core and non-strategic businesses

2) one-time effect of CHF 1.1 million from release of restructuring provisions

# FOUR DIVISIONS WITH MARKET-LEADING COMPETENCIES FOR OUR CLIENTS



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## REAL ESTATE

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**Value-oriented Real Estate partner for customized projects, unique investment opportunities, comprehensive services and scalable products**

- Development
- Investment
- Management
- Products



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## BUILDINGS

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**End-to-end construction services provider for all types of new buildings and refurbishments in Switzerland and Germany**

- New Buildings
- Modernisation
- Master Builder
- Consulting & Planning



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## CIVIL ENGINEERING

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**Expert for complex Civil Engineering projects in Switzerland and Germany as well as Tunnelling and related infrastructure in further markets**

- Tunnelling
- Civil<sup>1)</sup>
- Special Foundations



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## SPECIALTIES

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**Special competencies with expertise in sustainable planning, construction and maintenance of buildings and infrastructure**

- Timber Construction
- Facade Technology
- Building Technology Planning
- Geotechnical Systems and Post-Tensioning
- Building Construction Logistics
- Formwork construction
- Others

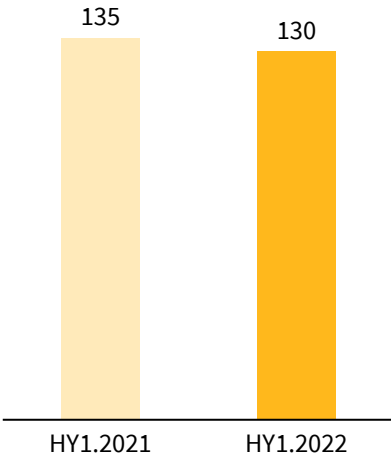
1) Civil Engineering, Traffic and Road Engineering, Civil Engineering Planning

# REAL ESTATE – STRONG EBIT CONTRIBUTION OF CHF 75.6 MILLION FROM THE SALE OF LARGE PROJECTS AFTER SEVERAL YEARS OF SUCCESSFUL DEVELOPMENT

130 (-3%)

## Real Estate Portfolio<sup>1)</sup>

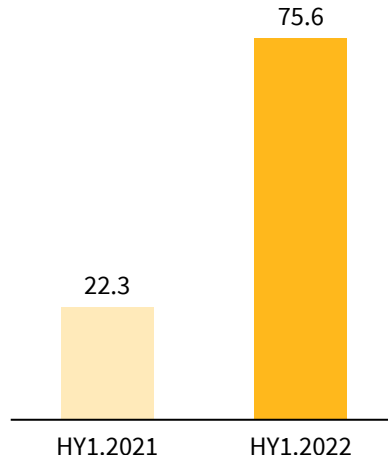
CHF mn



75.6 (>100%)

## EBIT

CHF mn



- **EBIT of CHF 75.6 million** – above-average earnings from the sale of large projects **Evolus in Winterthur** and **Baufeld 4 in Unterfeld in Baar** following several years of successful development work as well as current **market opportunities**
- **Implenia** continues to **invest** in its own attractive **Real Estate portfolio**
- Real Estate benefits from **competencies** of the other Divisions and creates a **continuous order pipeline** for them
- Positive business development of **Ina Invest** leads to growing **participation & service fee income**; acquisition of the Bredella site in the Basel area has accelerated this development
- Participation in **Ina Invest** valued at **CHF 152.6 million**

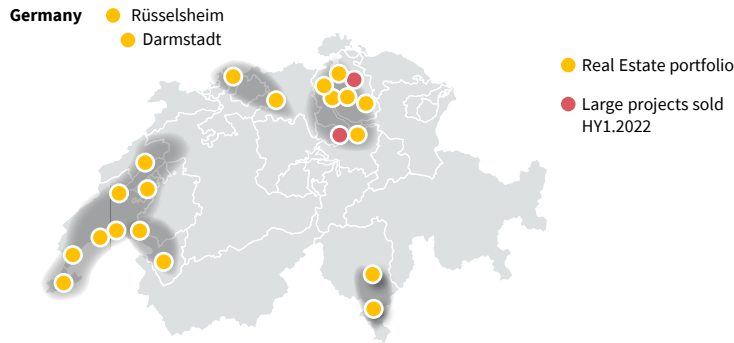
<sup>1)</sup> Book value



# REAL ESTATE – SUSTAINABLE SERVICE PORTFOLIO, FUTURE OPPORTUNITIES FROM OWN LAND BANK AND STRONG COMPETENCIES

## Attractive Real Estate portfolio

- Implenia continues to **invest** in its own attractive real estate portfolio in **urban areas** in Switzerland, additional potential from expansion to Germany<sup>1)</sup>
- **Development competencies** in sustainability, especially in timber construction, **further expanded**; decarbonisation strategy at the portfolio and property level



## Future-oriented solutions of the Division Real Estate

- **Development: market value of Real Estate portfolio** after completion in Trader Development, Investment Development and Service Development of **CHF >5.2 billion**<sup>2)</sup>
- **Investment: transaction volume** over the past 5 years in Transaction Management and Investment Structuring of **CHF >1.6 billion**
- **Management: Assets under Management 2022** in Portfolio Management and Asset Management of **CHF >1.1 billion**
- **Products: 3 Real Estate products under development:** Green Hospitality, Best-Age-Living and Subsidized Housing

# REAL ESTATE – DEVELOPS & REALISES PIONEERING PORTFOLIO



**Rocket and Tigerli,  
Winterthur, Switzerland**



**Tivoli Süd,  
Neuchâtel, Switzerland**



**Marienplatz,  
Darmstadt, Germany**

# BUILDINGS – STABLE REVENUE AND INCREASED PROFITABILITY WITH CONTINUED HIGH ORDER BOOK OF BETTER QUALITY

3,138 (0%)

## Order book

CHF mn



851 (0%)

## Revenue

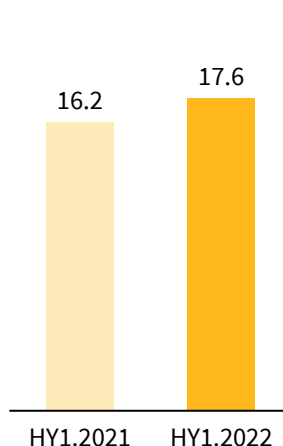
CHF mn



17.6 (+8%)

## EBIT

CHF mn



- **EBIT of CHF 17.6 million** further improved; all service areas contributed positively to this result
- **Stable revenue of CHF 851 million** with increased profitability, currency-adjusted slight revenue increase
- Order book of better quality at previous year's level; continued **stable order intake** expected for Switzerland and Germany
- **Expanded capabilities in the growing areas** of general planning and consulting as well as in building for the healthcare and R&D sectors

## BUSINESS UPDATE

# BUILDINGS – PLANS AND BUILDS LARGE, COMPLEX PROJECTS IN SWITZERLAND AND GERMANY

### Empa Eawag Campus Dübendorf, Switzerland



© SAM Architekten, Filippo Bolognese Images

### EUREF Campus Düsseldorf, Germany



© EUREF

### Kyoto, Green Village Geneva, Switzerland

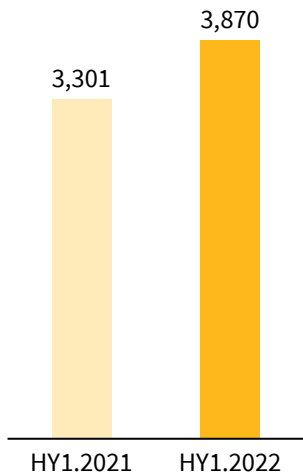


# CIVIL ENGINEERING – ACHIEVED PROFITABILITY IN THE FIRST HALF OF THE YEAR FOR THE FIRST TIME, RECORD-LEVEL ORDER BOOK AND OF IMPROVED QUALITY

**3,870** (+17%)

**Order book**

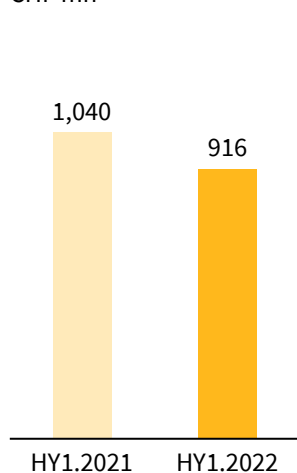
CHF mn



**916** (-12%)

**Revenue**

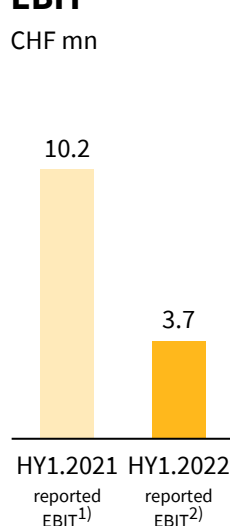
CHF mn



**3.7** (-64%)

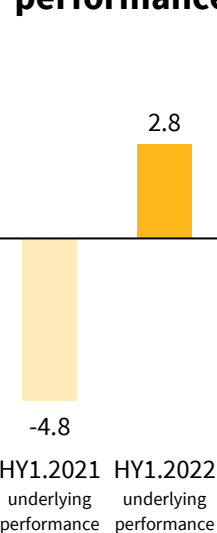
**Reported EBIT**

CHF mn



**2.8** (n.a.)

**Underlying performance**



- **Increased underlying performance of CHF 2.8 million** – achieved positive EBIT for the first time already in the first half of the year, despite seasonality of the business
- **Revenue declined** as expected due to strategic focus on profitable project portfolio, strategic project selection and foreign currency effects
- **Record-level order book of CHF 3.9 billion and of improved quality**; consistent application of Value Assurance
- Division is well positioned for future **sustainable profitability improvement**; strong competencies and market position

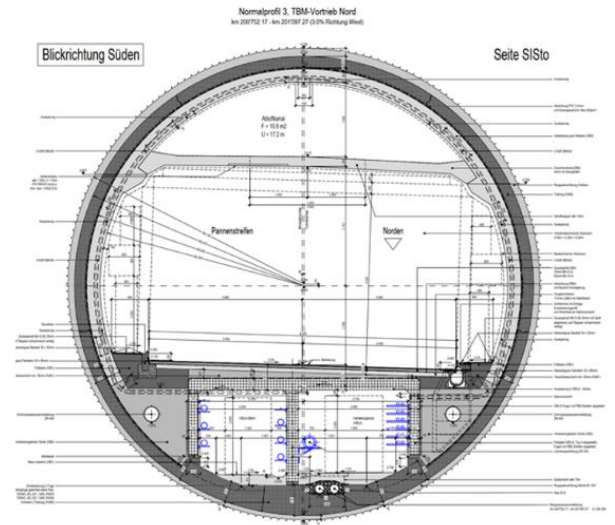
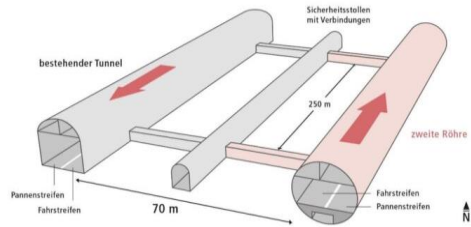
1) One-time effects of CHF 15.0 million, mainly from divestment of non-core and non-strategic businesses

2) One-time effect of CHF 0.9 million due to release of restructuring provisions



# CIVIL ENGINEERING – ACQUIRES AND REALISES NUMEROUS FLAGSHIP-PROJECTS IN ALL EUROPEAN MARKETS

## Second tube Gotthard road tunnel, main northern lot (lot 241), Switzerland



© ASTRA / ARGE secondo tubo



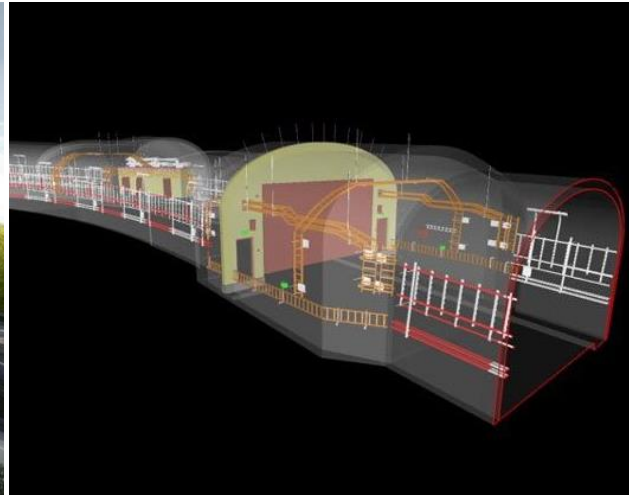
# CIVIL ENGINEERING – ACQUIRES AND REALISES NUMEROUS FLAGSHIP-PROJECTS IN ALL EUROPEAN MARKETS

**U81 urban railroad, Los 1&2  
Düsseldorf, Germany**

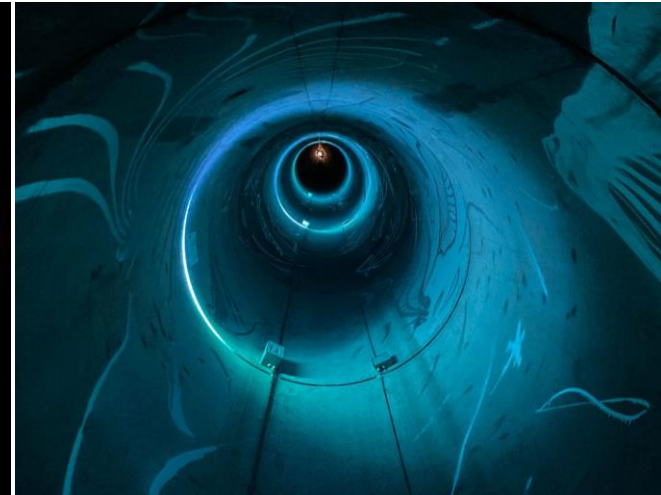


© Reinhart & Partner Architekten

**Connecting tunnel metro,  
Stockholm, Sweden**



**District heating microtunneling,  
Wallis, Switzerland**

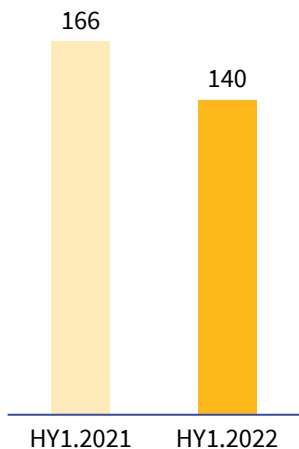


# SPECIALTIES – MULTI-YEAR TRANSFORMATION OF THE DIVISION WELL ON TRACK – INCREASE IN UNDERLYING PERFORMANCE

140 (-16%)

**Order book**

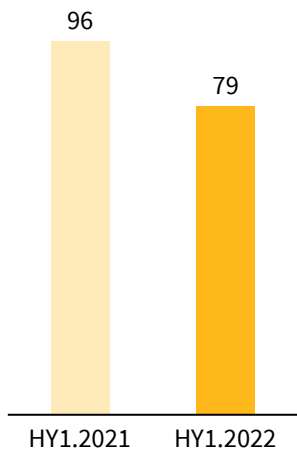
CHF mn



79 (-17%)

**Revenue**

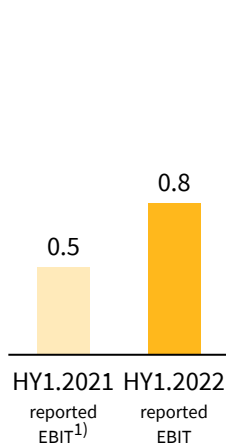
CHF mn



0.8 (+74%)

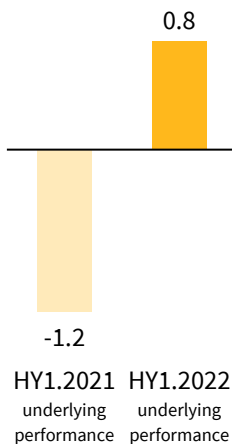
**Reported EBIT**

CHF mn



0.8 (n.a.)

**Underlying performance**



- **EBIT of CHF 0.8 million**; improved underlying performance compared to HY1.2021
- **Order book of CHF 140 million and revenue of CHF 79 million** decreased due to the sale of non-strategic businesses in 2021; stable revenue of remaining businesses
- **Expanded planning and engineering capabilities**; Division is seeking attractive opportunities for acquisitions
- **Multi-year transformation of Division proceeding well**; further sharpening of offering and improvement in profitability

1) One-time effects of CHF 1.7 million, mainly from divestment of non-core and non-strategic businesses



## BUSINESS UPDATE

# SPECIALTIES – WINS AND REALISES SIGNIFICANT PROJECTS WITH ALL BUSINESSES IN ITS EUROPEAN MARKETS

**Filmhaus WDR, Facade Technology, Lilla Lidingö bridge, BBV Systems, Cologne, Germany**



© BBA

**Lilla Lidingö bridge, BBV Systems, Stockholm, Sweden**



**Zeiss High-Tech-Location, BCL, Jena, Germany**



© ZEISS



**Implenia**



**UPDATE ON  
STRATEGY, VALUE  
ASSURANCE AND  
SUSTAINABILITY**

2022 half-year results



A modern office interior with large windows overlooking a city. The room features light wood flooring and white walls. There are several yellow decorative elements: a large vertical bar on the right, a smaller vertical bar in the center, and a grid of yellow dots in the upper left. Three white text boxes are overlaid on the image.

**TRANSFORMATION  
COMPLETED**

**STRATEGY AND  
ACCELERATED  
IMPLEMENTATION  
PROVEN SUCCESSFUL**

**IMPLENIA ON  
TRACK FOR  
PROFITABLE,  
SUSTAINABLE  
GROWTH**



# STRATEGY PROVEN SUCCESSFUL, FOUR STRATEGIC PRIORITIES ARE BEING CONSISTENTLY PURSUED



## PORTFOLIO

Adapted, future-oriented business portfolio

Transformation  
2019-2022 ✓

Future  
Focus

- High-margin businesses along the entire value chain
- Customer-centric business development



## PROFITABLE GROWTH

Project portfolio with improved risk and margin profile

- Consistent execution and further optimisation of Value Assurance
- Operational excellence and further improved performance



## INNOVATION

New technologies and scalable business models

- Drive innovation in all segments and business areas
- Consistent implementation & scaling of new technologies



## TALENT & ORGANISATION

Operating model, culture and values implemented, new headquarters «Implenia Connect»

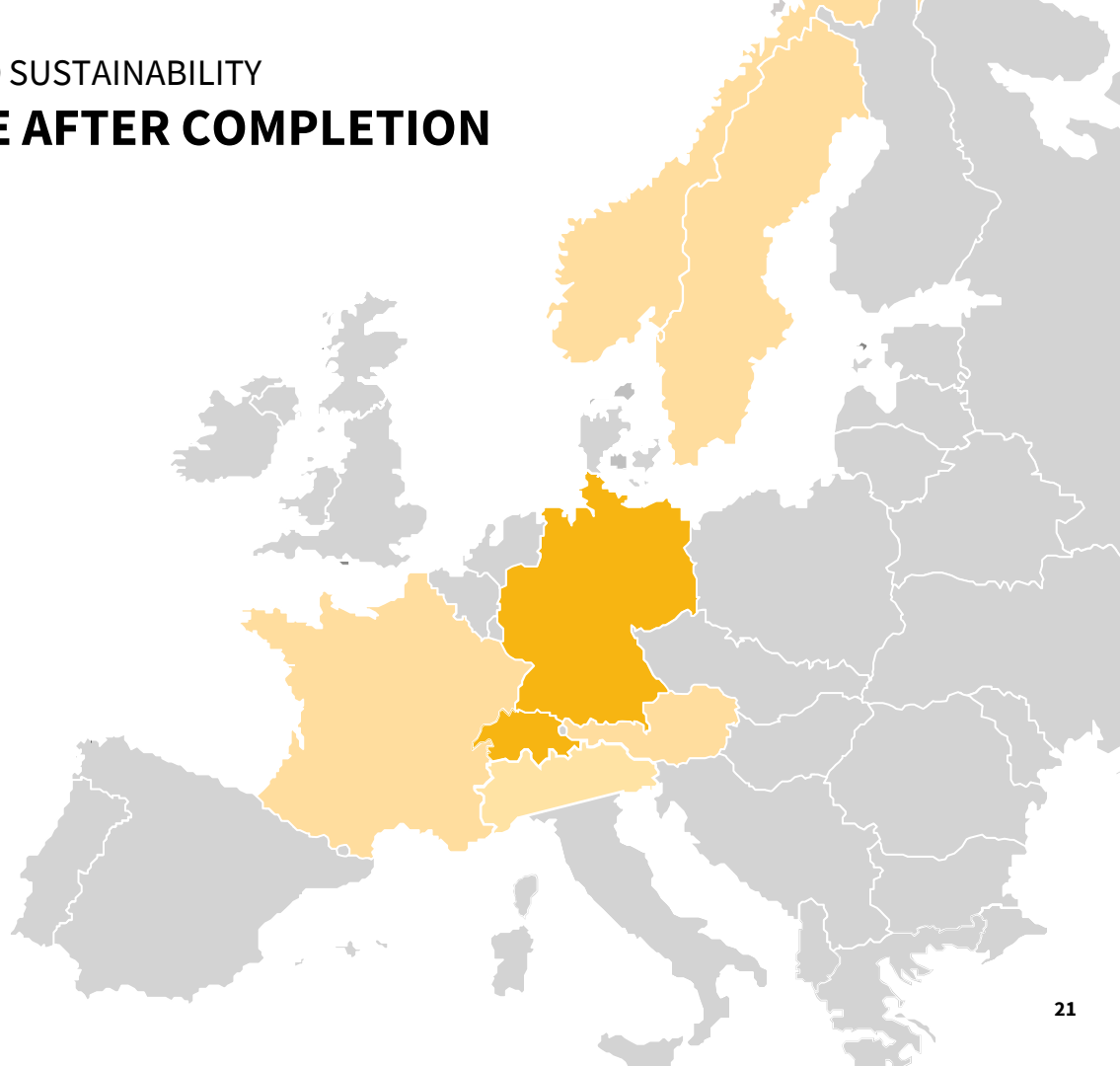
- Right people and skills in matching roles
- Further integration of a strong culture and collaboration

**Vision: an integrated, multinational leading construction and real estate service provider**

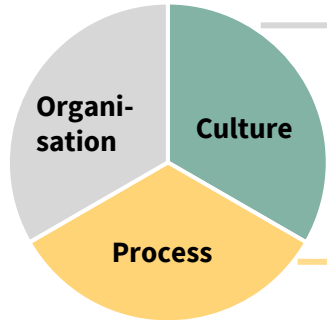
## SHARPENED MARKET PRESENCE AFTER COMPLETION OF TRANSFORMATION

**■ Integrated offering**  
of Real Estate, Buildings,  
Civil Engineering and Specialties  
**in Switzerland and Germany**

**■ Tunnelling and related  
infrastructure operating in  
further markets**



# ONGOING RISK AND PERFORMANCE MONITORING LEADS TO STABLE AND RELIABLE FORECASTS



**Organisation in four Divisions and global Functions**

with combined expertise, clear responsibilities and interdisciplinary cooperation

**Implenia values:** Collaboration, Excellence, Agility, Integrity and Sustainability

Value Assurance Process along all project phases

**Improved risk profile and increased margin**

## Value Assurance Process

### Project selection

Assessment check of potential orders and project classification

**Only strategically relevant projects, minimum criteria**

### Tender

Evaluation and approval of commercial, technical and contractual conditions

**Improved margin of order book (+1.5 pp)<sup>1)</sup>**

### Realisation

Early warning KPIs and sensitivity analyses, e.g. gross margin and review of large claims

**Early identification and mitigation of risks**

### Completion

Insights and learnings for future projects through data-based evaluations

**Validated learnings for future projects**

UPDATE ON STRATEGY, VALUE ASSURANCE AND SUSTAINABILITY

# NEW HEADQUARTERS «IMPLENIA CONNECT» ENABLES OPTIMAL INTERNAL AND EXTERNAL COLLABORATION AND REFLECTS THE NEW CULTURE



## «Implenia Connect» Highlights

- **Flexible, attractive working environment**
- Reflection of the new **culture and values**
- Best possible conditions for **internal and external collaboration**
- Increased **productivity, well-being and satisfaction**
- **Minimised** use of **resources**
- **First WELL Platinum certification** in Switzerland
- Roll-out of the workplace concept at **other sites** planned

# SUSTAINABLE AND INNOVATIVE FOR OUR CUSTOMERS

## Empa and Eawag Research Campus



- Implenia as **preferred partner** for the implementation of **customer-driven, sustainable developments**
- Innovative **laboratory building, parking garage** as timber-concrete hybrid construction, ecologically focused workplaces at the **office building**
- **Applied research results of the Empa and Eawag laboratories** for energy generation and storage as well as wastewater treatment and recycling

## Implenia leading in ESG

MSCI  
ESG RATINGS



CCC	B	BB	BBB	A	AA	AAA
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Sustainalytics and Ecovadis for assessment period 2021; MSCI ESG rating of AAA as of Dec 2021

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# SUSTAINABILITY

## 12 AMBITIOUS GOALS IN FIVE PRIORITIES UNTIL 2025

### SUSTAINABLE PRODUCTS AND SERVICES

**1. SUSTAINABLE DEVELOPMENT & REALISATION**  
Highest standards in projects

**2. SUSTAINABLE SUPPLY CHAIN**  
Cooperation with sustainable partners

**3. ECO CONSTRUCTION SITE**  
Project-specific sustainability concepts

### RESPECT FOR THE ENVIRONMENT

**4. CO<sub>2</sub>-REDUCTION**  
2050 target: net zero CO<sub>2</sub>-emissions.  
2025 target: reduce CO<sub>2</sub>-emissions by 15%

**5. ENVIRONMENTAL PROTECTION**  
Professional environmental management in all projects

**6. CIRCULAR ECONOMY**  
New circular business models promote closing of material cycles

### SOCIAL COMMITMENT & COMPLIANCE

**9. IMPLIENIA WITHOUT BORDERS**  
Engagement in social partnerships

**10. ETHICAL GOVERNANCE**  
Business aligned with ethical principles

### ATTRACTIVE WORKING ENVIRONMENT

**7. SUSTAINABILITY IN OUR DNA**  
Sustainability in our daily actions

**8. ENGAGED EMPLOYEES**  
Aim for 0 accidents & high employee satisfaction

### FINANCIAL & OPERATIONAL EXCELLENCE

**11. SUSTAINABLE FINANCE**  
ESG-criteria are integrated in our business & investment decisions

**12. DIGITAL & INTEGRATED PROCESSES**  
Operational excellence & high-quality standards



**Implenia**



# **Financials and Guidance**

2022 half-year results

**SIGNIFICANTLY INCREASED NET RESULT IN FIRST HALF-YEAR****Income statement (shortened)**

CHF mn

	HY1.2022	HY1.2021
<b>Revenue</b>	<b>1,767.3</b>	<b>1,883.6</b>
<b>EBIT</b>	<b>95.1</b>	<b>40.0</b>
<i>EBIT margin</i>	<i>5.4%</i>	<i>2.1%</i>
Financial result	-15.6	-12.0
<b>EBT</b>	<b>79.5</b>	<b>28.0</b>
Taxes	-15.4	-5.6
<b>Net result</b>	<b>64.0</b>	<b>22.4</b>

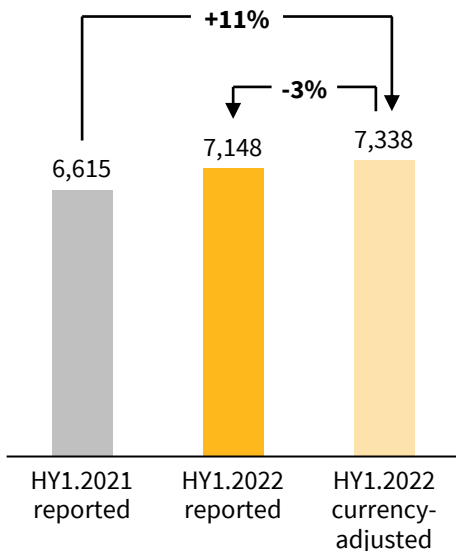
Differences due to rounding

- Reported EBIT in HY1.2022 **significantly above prior year** due to improved performance of all Divisions and above-average contribution of Real Estate
- Impact of Real Estate contribution results in **Group EBIT margin** of **5.4%** in HY1.2022
- **Financial result** higher due to negative currency effects (EUR/CHF)
- Significantly **improved net profit** of **CHF 64 million**

# FOREIGN CURRENCY EFFECTS WITH NEGATIVE IMPACT ON ORDER BOOK AND REVENUE

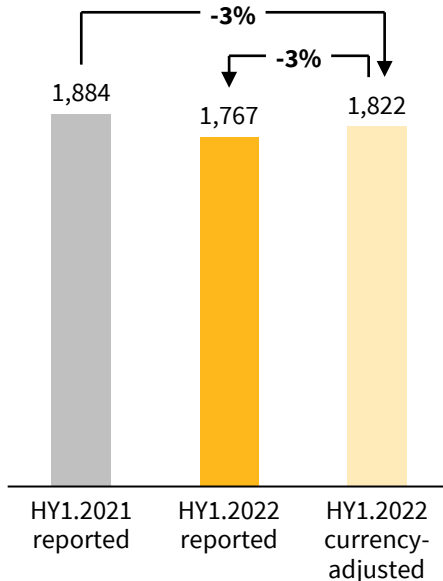
## Order book

CHF mn



## Revenue

CHF mn



- Foreign currencies with negative translation effect, mainly from EUR/CHF
- Currency-adjusted order book in HY1.2022 was 3% above reported figure; **like-for-like order book up 11% compared with prior-year period**
- Currency-adjusted revenue in HY1.2022 was 3% above reported figure; **like-for-like revenue -3% compared to prior-year period**
- Only minor transaction effects due to natural hedging in local entities

# REDUCTION IN TOTAL ASSETS DESPITE SIGNIFICANT INCREASE IN CASH AND CASH EQUIVALENTS AND REVALUATION OF YARDS

## Assets (shortened)

CHF mn

	30.06.2022	31.12.2021	30.06.2021
Cash & cash equivalents	496.9	621.9	358.2
Real estate transactions	129.9	149.3	134.6
Other current assets	1,271.9	1,311.5	1,461.3
<b>Total current assets</b>	<b>1,898.7</b>	<b>2,082.7</b>	<b>1,954.1</b>
Goodwill	232.8	238.6	258.4
Rights of use from leases	150.4	148.9	154.4
PP&E with revaluation model <sup>1)</sup>	76.4	23.8	25.9
Other non-current assets	469.6	493.8	521.1
<b>Total non-current assets</b>	<b>929.2</b>	<b>905.1</b>	<b>959.8</b>
<b>Total assets</b>	<b>2,827.9</b>	<b>2,987.8</b>	<b>2,913.9</b>

1) Valuation as per 30 June 2022 by the external, independent expert Fahrländer Partner Ltd.

Differences due to rounding

- Significant improvement in **cash and cash equivalents**
- **Real estate transactions** (Real Estate portfolio) slightly below previous year
- **Net working capital** (WIP to bill and bill to cash) reduced by CHF ~200 million compared to prior year
- Goodwill in HY1.2022 impacted by currency effects
- **Revaluation of yards<sup>1)</sup>** according to IFRS (PP&E with revaluation model increased by CHF 56.3 million)
- Asset light strategy consistently pursued

# STRONG INCREASE OF EQUITY RATIO TO 16.0% DUE TO IMPROVED PROFITABILITY AND REDUCED TOTAL ASSETS

## Equity and Liabilities (shortened)

CHF mn

	30.06.2022	31.12.2021	30.06.2021
Trade payables	681.2	679.4	758.3
Other current liabilities	1,019.5	1,209.7	1,278.8
<b>Total current liabilities</b>	<b>1,700.7</b>	<b>1,889.1</b>	<b>2,037.1</b>
Long-term financial liabilities	576.5	651.9	425.2
Other non-current liabilities	99.2	100.9	127.2
<b>Total non-current liabilities</b>	<b>675.7</b>	<b>752.8</b>	<b>552.4</b>
<b>Total equity</b>	<b>451.5</b>	<b>345.9</b>	<b>324.3</b>
<b>Total equity and liabilities</b>	<b>2,827.9</b>	<b>2,987.8</b>	<b>2,913.9</b>
<b>Equity ratio</b>	<b>16.0%</b>	<b>12.3%<sup>1)</sup></b>	<b>11.1%</b>

1) Equity ratio excluding temporary impact of CHF 175 million bond proceeds raised in November 2021: 12.3%; reported equity ratio 11.6%

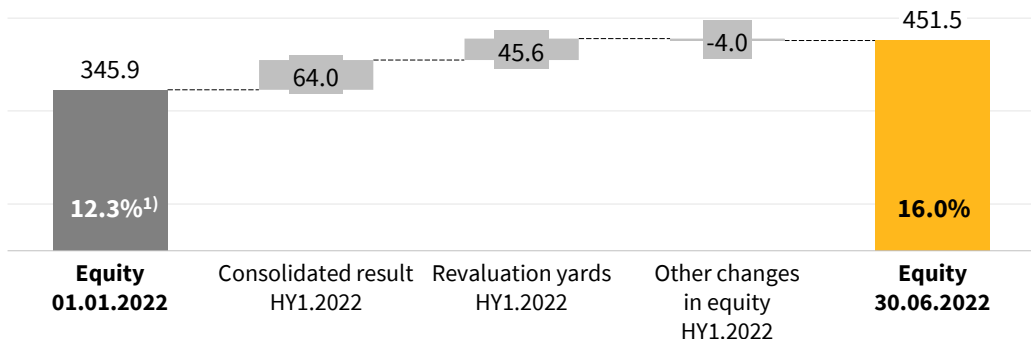
Differences due to rounding

- **Trade payables** stable in HY1.2022
- Lower current liabilities due to repayment of convertible bond as of 30 June 2022
- Increase in **non-current financial** liabilities compared to prior-year period due to issuance of CHF 175 million bond in HY2.2021
- **Equity increased to CHF 451.5 million** – improvement of 31% in HY1.2022
- **Equity ratio** increased to **16.0%**

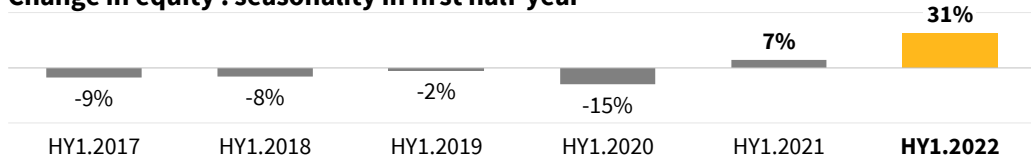
# SUBSTANTIALLY STRENGTHENED EQUITY OF CHF 451.5 MILLION DUE TO IMPROVED NET PROFIT AND REVALUATION EFFECTS

## Change in equity (shortened)

CHF mn



## Change in equity : seasonality in first half-year



- **Equity strengthened** by CHF 106 million; 2022 target of at least CHF 80 million already exceeded
- **Fair value valuation under IFRS** with positive effect, due to the revaluation of the asset class yards ("Werkhöfe")
- **Increased equity ratio** of 16.0% due to significantly improved equity and progress in reducing total assets
- **Upside potential** from the difference of current market and book value **of the Real Estate portfolio** would lead to an equity ratio >20%<sup>3)</sup>
- Improvements in operating business become evident in balance sheet structure; important step towards **sustainable equity ratio >20%**

1) Equity ratio excluding temporary impact of CHF 175 million bond proceeds from issuance in November 2021: 12.3%; reported equity ratio 11.6%

2) Gross increase in property, plant & equipment with revaluation model of CHF 56.3 million, effect in equity after deferred tax liabilities of CHF 10.7 million

3) as of 30.06.2022, incl. estimated equity effect from difference between market value and book value of the Real Estate portfolio

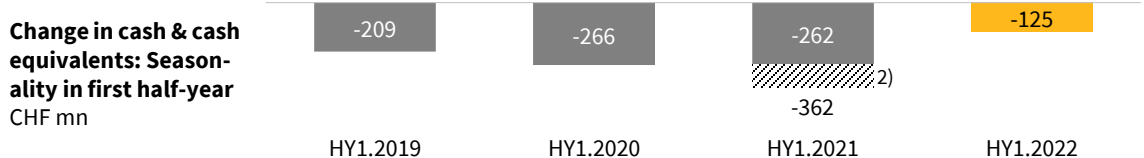


# POSITIVE DEVELOPMENT OF CASH FLOW IN THE FIRST HALF OF THE YEAR COMPARED TO HISTORICAL SEASONALITY

## Consolidated Cash Flow Statement

CHF mn

	HY1.2022	HY1.2021
<b>Free Cash Flow</b>	<b>-31.2<sup>1)</sup></b>	<b>-325.4</b>
<b>Cash &amp; cash equivalents at the beginning of the period</b>	<b>621.9</b>	<b>720.0</b>
Cash flow from operating activities	-19.7	-366.6
Cash flow from investing activities	163.5	41.2
Cash flow from financing activities	-258.2	-38.8
FX differences in cash & cash equivalents	-10.6	2.4
<b>Cash &amp; cash equivalents at the end of the period</b>	<b>496.9</b>	<b>358.2</b>



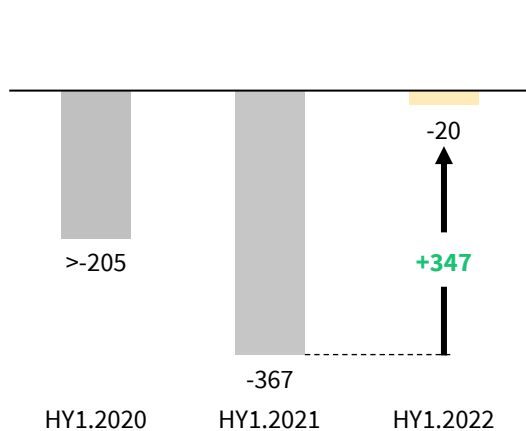
- **Improved Free Cash Flow of CHF -31.2 million**; significant reduction of cash outflow in the first half of the year in line with historical seasonality
- **Significantly improved operating cash flow** compared to prior year period
- **Cash flow from investing and financing activities** impacted by repayment of convertible bond as per 30 June 2022
- **Cash outflow relating to costs of transformation completed**
- **Further positive development of Free Cash Flow** expected



# POSITIVE PROFIT WARNING IN JUNE 2022 THANKS TO STRONG UNDERLYING PERFORMANCE IN HY1.2022 AS WELL AS VISIBILITY FOR FY 2022

## Operating Cash Flow HY1.2022

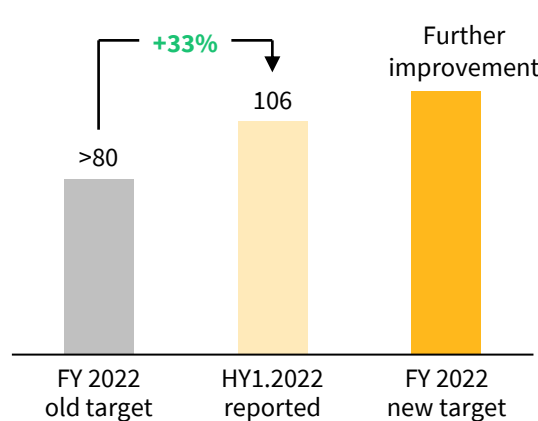
CHF mn



**Strong improvement of operating cash flow** compared to HY1.2021 by CHF 347 million to CHF -20 million

## Equity target FY 2022

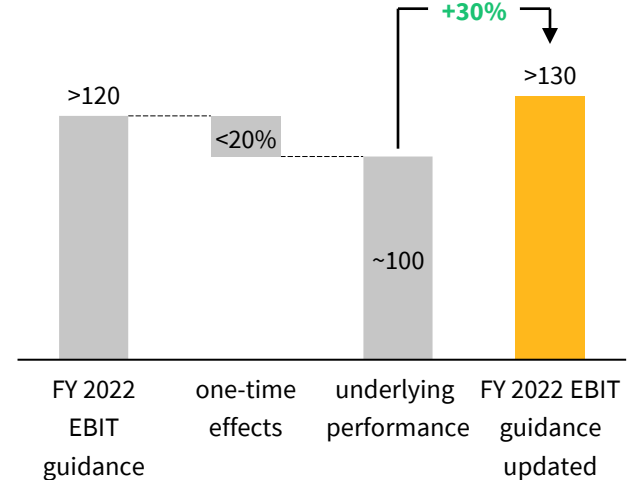
CHF mn



**FY 2022 equity target already exceeded by 33% in HY1.2022** – further improvement in HY2.2022 expected

## EBIT guidance FY 2022

CHF mn



**FY 2022 EBIT guidance raised by 30% to CHF >130 million underlying performance**

# IMPLENIA RAISES EBIT TARGET FOR 2022 TO CHF >130 MILLION

## Profitability target 2022

**Expected EBIT CHF >130 Mio.**  
no further one-time effects from transformation

## Mid-term target

**3.5% EBIT margin**

## Long-term ambition

**4.5% EBIT margin**



**Implenia**



# MARKET OUTLOOK

2022 half-year results



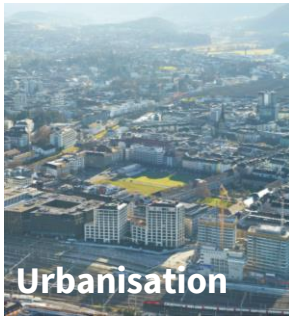
# MEGATRENDS AND INDUSTRY SHIFTS CONTINUE TO OFFER ATTRACTIVE OPPORTUNITIES

## Megatrends



- Increasing demand for **living space**
- Sustainable use of **resources**

→ **10 billion people by 2059<sup>1)</sup>**



- **Densification**
- **Smart Cities**
- **Sharing Economy**

→ **81.2% in urban areas by 2025<sup>2)</sup>**



- **Modernisation** of infrastructure
- Further **expansion** and **networks**

→ **EUR 10.7 trillion infrastructure-investments in Europe by 2040<sup>3)</sup>**

## Industry shifts



### Sustainability

Increasing focus on environmentally and socially sustainable solutions



### Consolidation & internationalisation

Increasing importance of economies of scale, risk diversification and innovation investments



### Industrialisation

Increasing productivity through factory-based production of modules



### Digitalisation

Increasing need of digital systems and solutions, e.g. Building Information Modeling (BIM), artificial intelligence, data analytics, metaverse, virtual reality








1) United Nations World Population Prospects 2022; from 8bn in 2022

2) United Nations World Urbanization Prospects; by 2040: 84.6%

3) Estimate of Oxford Economics

# FORECASTS FOR EUROPEAN CONSTRUCTION OUTPUT REMAIN POSITIVE, UNCERTAINTIES AND INFLATION IN CHALLENGING MARKET ENVIRONMENT

## Construction output relevant markets

		Buildings		Civil Engineering	
		EUR bn	CAGR <sup>1)</sup> 2022-2024	EUR bn	CAGR <sup>1)</sup> 2022-2024
	Europe (EC-15)	1,437	+1.6%	390	+2.7%
	Switzerland	52	+0.3%	15	+0.6%
	Germany	354	+0.5%	77	+1.4%
	Austria			10	+1.7%
	France			52	+1.3%
	Sweden			22	+0.3%
	Norway			15	+0.6%

## Challenging market environment

- For the **construction industry overall CAGR of 1.8%**<sup>2)</sup> until 2024, dampened by Ukraine conflict and inflation
- Strategically positioned **project portfolio in urban areas** and **public infrastructure projects** (e.g. European base tunnel projects): **more robust** in volatile economic environment
- **Supply chain uncertainties** (availability & price) **difficult to predict – active management** of central procurement, together with operating units, has **mitigated** major impacts
- Impact of **supply chain stability, inflation** and **rising interest rates are closely monitored**

1) Compound annual growth rate

2) Total Construction Output, CAGR 2022-2024 in EC-15 countries

Source: Euroconstruct June 2022, Average Forecast Investments 2022-2024



# Implenia

Improved  
underlying  
performance of  
all Divisions

Record order  
book of higher  
quality

Substantially  
increased equity

Resilience  
in demanding  
market  
environment

Significantly  
improved  
Cash Flow

## Stronger after Transformation



**IMPLENIA IS  
EXCELLENTLY  
POSITIONED  
AND HAS GREAT  
POTENTIAL FOR  
SUSTAINABLE  
AND PROFITABLE  
GROWTH.**



# DATES AND CONTACTS



## Dates

<b>Capital Market Day</b>	1 November 2022
<b>2022 Full-year Report</b>	1 March 2023
<b>2023 AGM</b>	28 March 2023



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# QUESTIONS AND ANSWERS





**Implenia**

**THANK YOU!**

2022 half-year results

