

Implenia Road Show

Daring to Shape our Future

August 2013



Implenia®

Implenia Road Show

Daring to Shape our Future



Daring to Shape our Future

We have a dream

- Modern, state of the art and dynamic
- Long-term operational and financial success
- The “place to be” / development opportunities for all employees
- Strong domestic markets, close to the client and international alignment
- Sustainability
- Power of innovation and increase in efficiency



**A dynamic Implenia,
grasping opportunities and setting strong accents for a promising future!**

Dream

Daring to Shape our Future

Our vision

- We develop and build the Switzerland of tomorrow
- We establish ourselves as an expert for complex international infrastructure projects
- Sustainability is our passion
- We are the partner of choice for customers and employees alike



Dream

Vision

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Our values make us strong

- We are reliable
- We demand and promote sustainability
- We have integrity
- We are aware of opportunities and risks
- We are transparent
- We demand operational and financial excellence of ourselves
- We focus on solutions and customer
- We are innovative



Dream

Vision

Values

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From dream to strategy

- **Integrated solutions thanks to a “One Company” approach**
- **Focused on customer and market needs**
 - Focus on customer benefit
 - Understanding customer needs
 - Create added value
 - Customers have a dedicated contact partner
- **Partner of choice for employees**
 - Focusing on our employees well-being and development
 - Offering opportunities and create interesting jobs
- **Innovative and sustainable for success in international markets**
 - Our expertise strengthens our position in the international market
 - We want to develop sustainable solutions
- **For a strong financial performance**
 - Compelling long-term financial performance
 - Adding value with an approach focused on economic profit



Dream

Vision

Values

Strategy

Our new organisation

Targets

Strong market and customer focus – as an organisational principle

Setting accents – Daring to Shape our Future

Flattening the hierarchy – creating opportunities and career openings

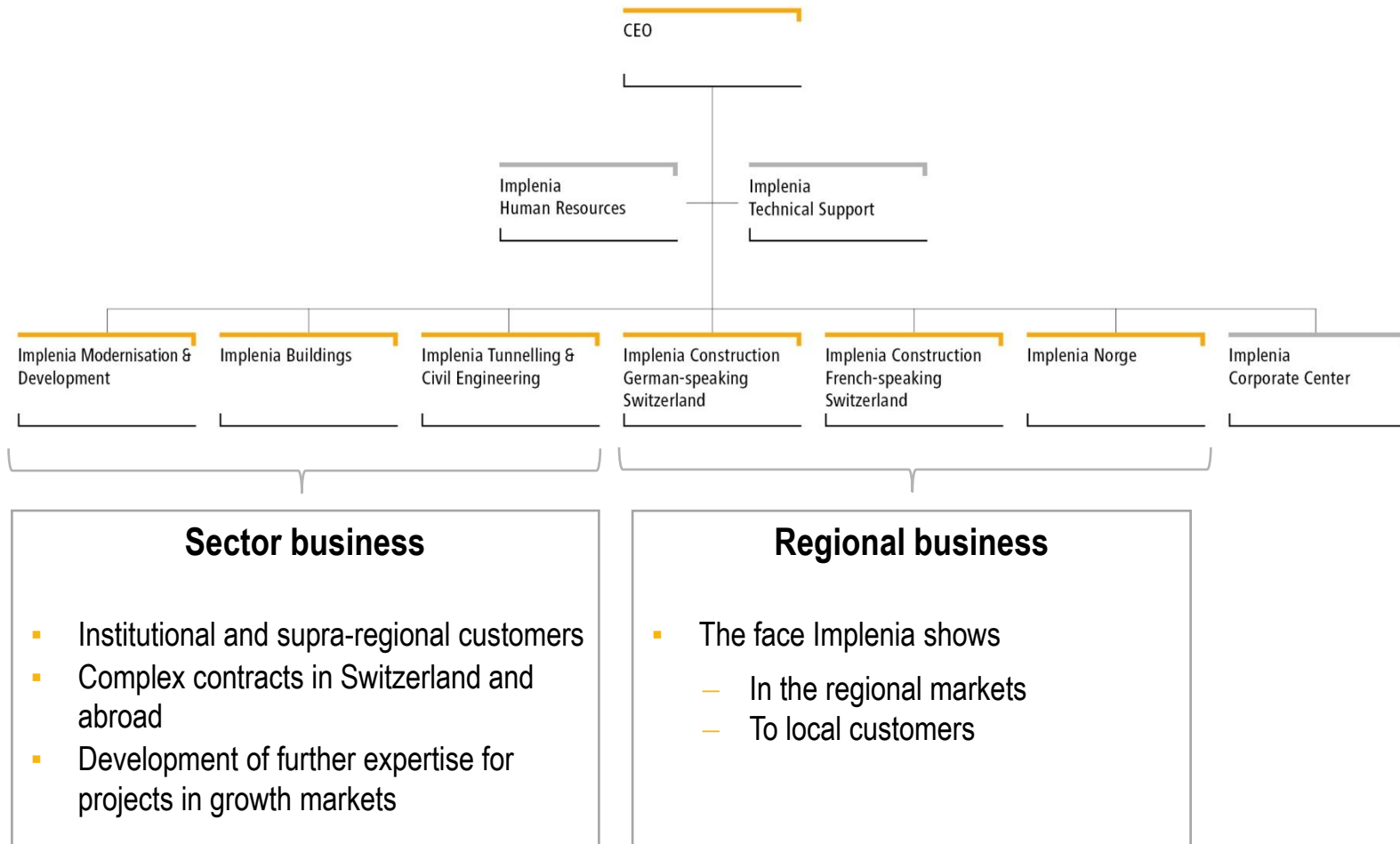
Technical competence – encouraging innovation

Strengthening operational and financial performance – ensuring entrepreneurial freedom



Our new organisation

Flat, clear and effective



Implenia Modernisation & Development

“Finger on the pulse of the market. For the Switzerland of tomorrow.”

Market

- Institutional real estate and investment market
- Modernisation / conversion of residential and commercial properties

Target clients

- Supra-regional institutional investors and large corporations (investors, operators and owners)

Activities

- Modernisation: Consulting / Planning / General and Total Contracting / Execution
- Project Development



Implenia Modernisation & Development

Strategic direction

- **Modernisation**

- Focus on key regions Zurich, Basel, Aarau
- From 2015 roll out in the whole of Switzerland

- **Consulting**

- Support in building up the M&D pipeline
- Building up of interdisciplinary know-how

- **Development**

- Focus on target markets

Tangible activities

- Focus of our development units
- Setup of Consulting and Modernisation units
- First “sounding” with key clients



Implenia Buildings

“We build the Switzerland of tomorrow.”

Market

- Industrial building construction market in Switzerland and in Southern Germany

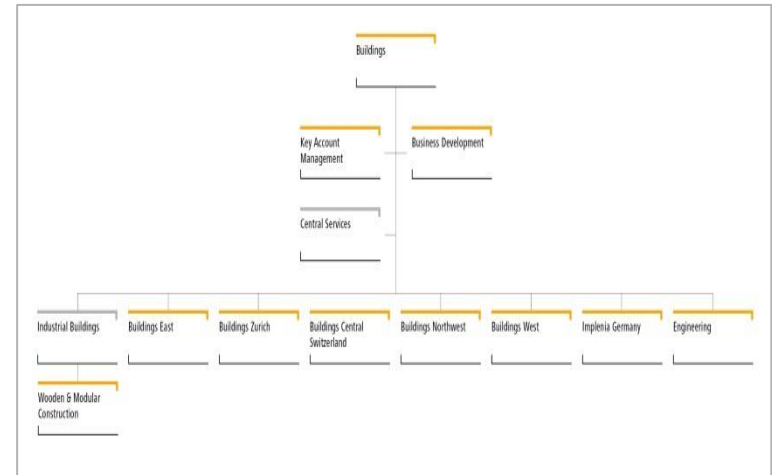
Target clients

- Supra-regional owners and operators of real estate
- Institutional investors and major corporations (supra-regional)

Activities

Bundling infrastructure competences:

- Industrial buildings
- General and total contracting
- Wooden & modular construction
- Technical planning activities (including implementation) by Implenia Engineering
- Construction in Southern Germany



Implenia Buildings

Strategic direction

- **Aligning the organisation to an integrated model:**
 - Joint calculation and risk management
 - Establishing regional competence centers
 - Increase market share of internal execution from 10% to 20%
- **Cultivating growth markets:**
 - Health care
 - Wooden & modular construction
 - Germany

Tangible activities

- Integration civil engineering and general contracting
- Market acceptance
- Lean construction



Implenia Tunnelling & Civil Engineering

“We are the experts for demanding infrastructure projects.”

Market

- National infrastructure (tunnels, bridges, power stations etc.)

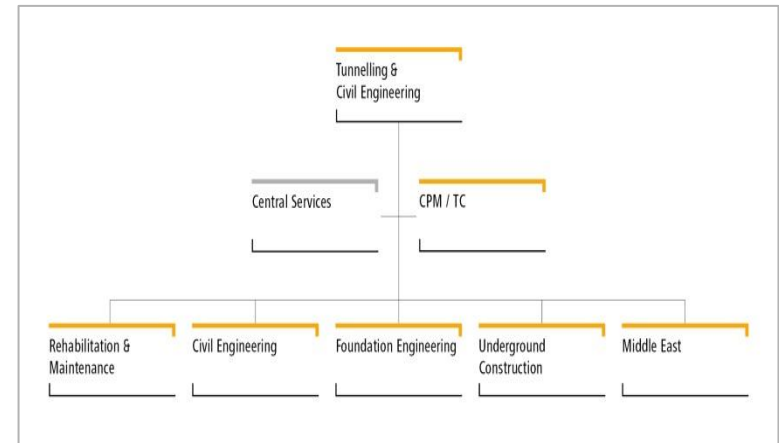
Target clients

- National operators and owners of infrastructure
- State-owned, partially state-owned and major private corporations (e.g. energy providers)

Activities

Bundling infrastructure competences :

- Underground construction
- Bridge construction
- Foundation engineering
- Power station construction
- Infrastructure refurbishment



Implenia Tunnelling & Civil Engineering

Strategic direction

- **Rehabilitation & Maintenance**
 - Achieve market leadership in CH
- **Civil Engineering**
 - Expand major project business in CH
 - Bridge construction market leader in CH
 - Target specific major European projects
- **Foundation Engineering**
 - Increase internal share to 20%
 - Optimize costs and investments with European structure
- **Tunnelling**
 - Market leader Switzerland
 - Tunnel boring machine market - Norway
 - Export business

Tangible activities

- Capacity adjustment in Switzerland
- International market focus
- D-A-CH as new market and calculation organisation



Implenia Construction Switzerland

“Deep roots in the Swiss market. First-class implementation.”

Market

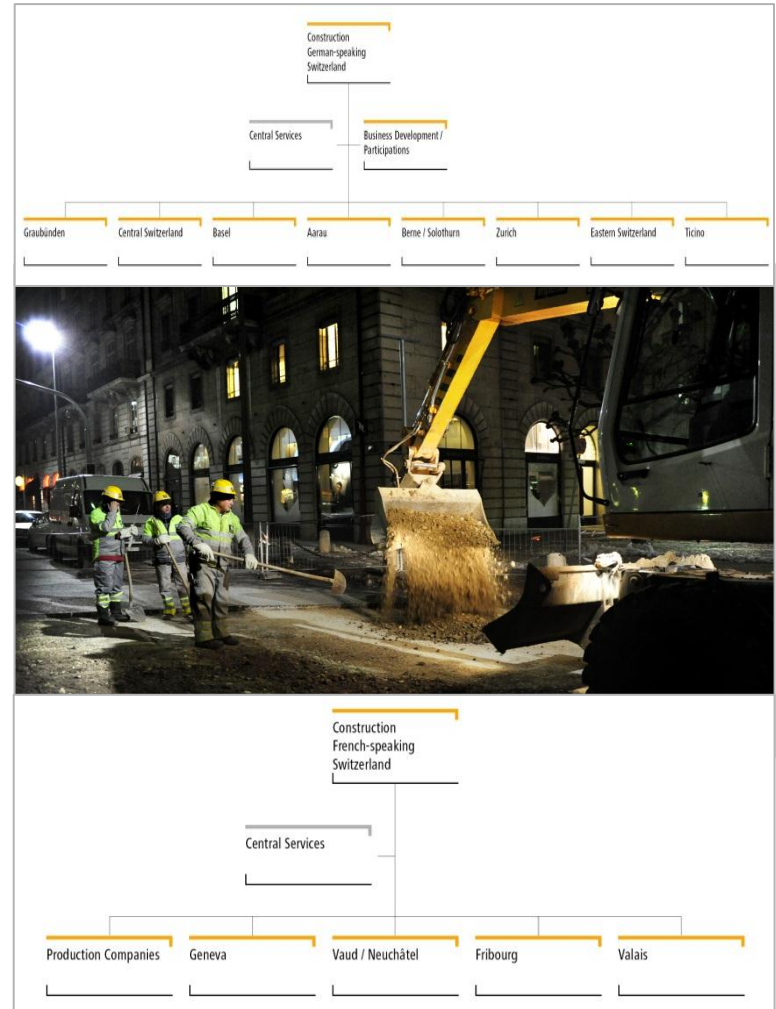
- Road construction, civil engineering and regional building construction

Target clients

- Municipalities and cantons
- Private individuals, SME
(very locally/regionally oriented)

Services

- Road construction and civil engineering
- Regional building construction



Implenia Construction Switzerland

Strategic direction

- **Cost leadership**
 - Lean Construction
 - Improve risk management
- **Cover white areas**
 - Profitable geographical growth in regional civil engineering, road and building construction
- **Collaboration with Sectors**
 - Interaction in infrastructure construction

Tangible activities

- Optimisation of our network
- Targeted "white spot"-areas with first successes
- Lean Management



Implenia Norge

“Leading provider of complex infrastructure projects in Scandinavia.”

Market

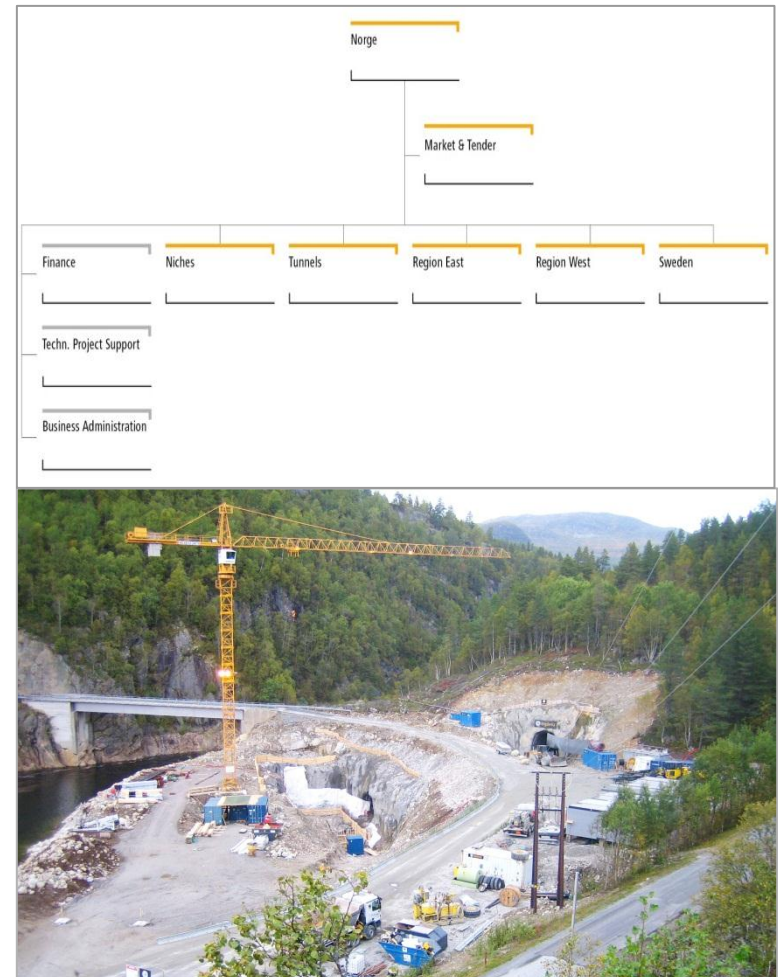
- Tunnelling and infrastructure for Norway’s and Scandinavia’s water, energy and transportation industry

Target clients

- National operators and owners of infrastructure
- Large public, semi-public, and private companies

Services

- Complex infrastructure projects: tunnels, roads, dams, bridges
- Niche markets



Implenia Norge

“Leading provider of complex infrastructure projects in Scandinavia.”

Growth

- Horizontal expansion: northern and western Norway and Sweden
- Vertical expansion: integration of specialised know how in the value chain

Ongoing efficiency initiatives

- Continuous improvement of project management and processes

Tangible activities

- Strengthening the organisation and structures
- Improved market position
- Benefiting from Group know-how

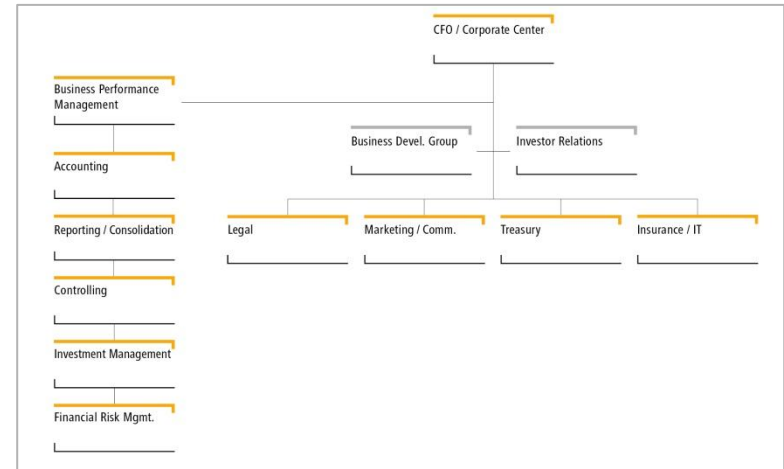


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Corporate Center

Responsibilities

- Supporting the operative areas with central services:
 - Accounting
 - Business Development
 - Controlling
 - Financial Risk Management
 - HR
 - Insurance
 - Investment Management
 - Investor Relations
 - IT
 - Legal Services
 - Marketing/Communications
 - Reporting/Consolidation
 - Treasury

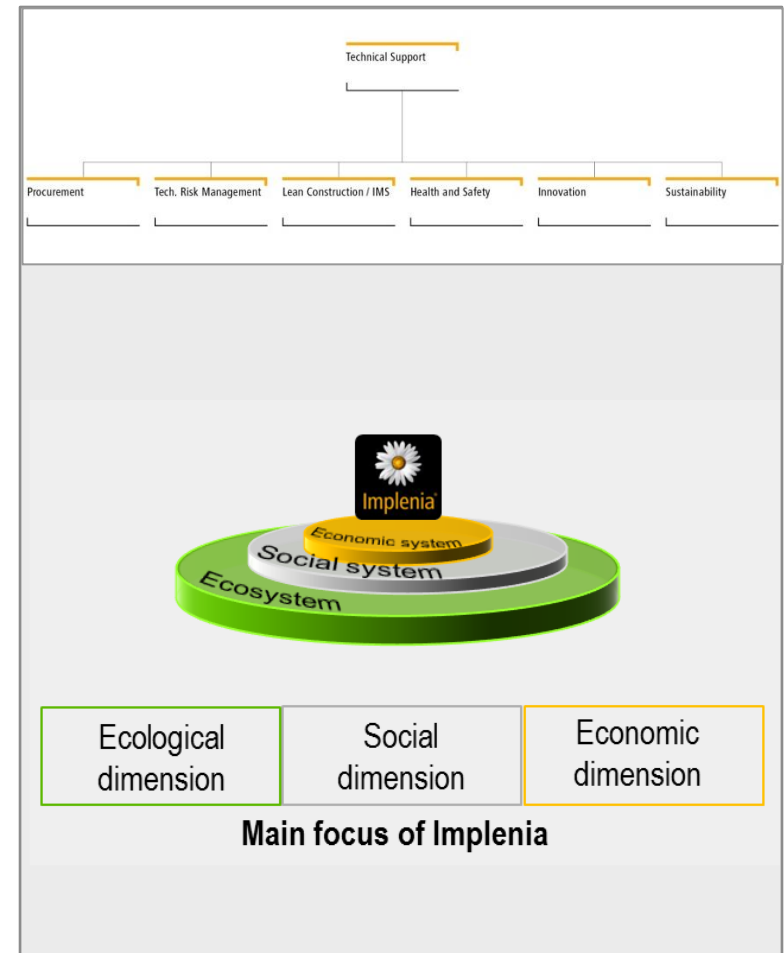


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Technical Support

Responsibilities

- Centralised procurement for the Implenia Group
- Development of strategies, processes and standards for
 - Technical Risk Management
 - Lean Construction/IMS
 - Sustainability
 - Innovation
 - Health and Safety



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Implenia® plans and
builds for life.
With pleasure.