



Implenia

CFO UPDATE

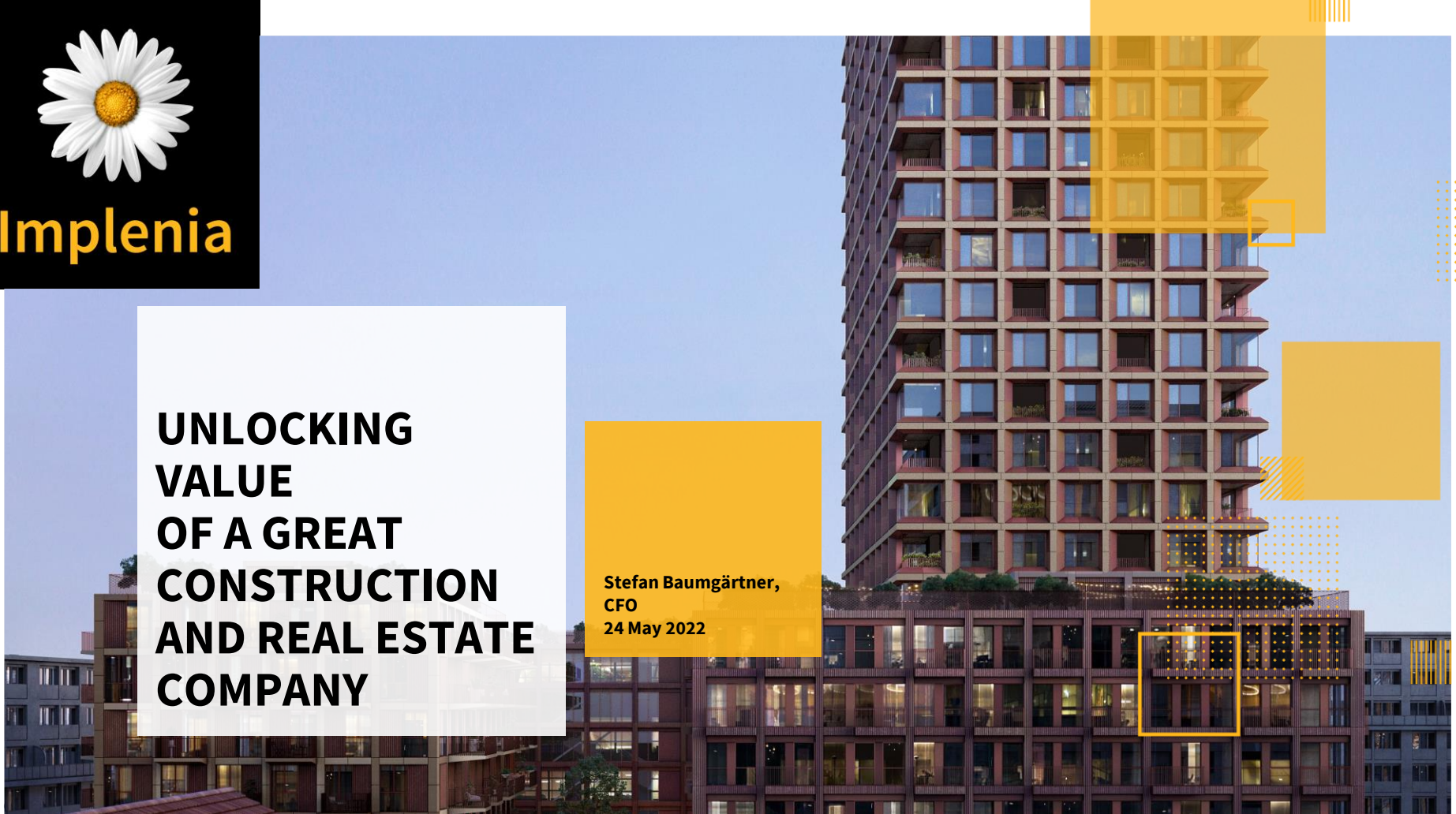
**IMPLENIA CONNECT
24 MAY 2022**



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**UNLOCKING
VALUE
OF A GREAT
CONSTRUCTION
AND REAL ESTATE
COMPANY**

**Stefan Baumgärtner,
CFO
24 May 2022**





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Transformation
far advanced

Strengthened
underlying
performance

Large project
wins in line
with strategy

Growing
core markets

Structural
efficiency
improvements

IMPLENIA VISION

An integrated leading
multinational
construction and real
estate service provider

UNLOCKING INTERNAL VALUE – INCREASED RESILIENCE AND STRESS-RESISTANCE

Significantly improved risk profile of the company

- Transformation and strategy implementation completed
- Visible underlying performance improvements
- Project risks managed with strict controls
- Successful early refinancing of convertible bond

Additional value on Balance Sheet

- Total of CHF >550 million (FY2021)
- CHF 149 million book value from participation in Ina Invest
- Own Real Estate portfolio of CHF 410 million in market value
- Partnership with Ina Invest well established for future income from service fee business and dividends

Record Order Book, growing markets, proven Value Assurance

- **Strict application of Value Assurance:** reduced risk profile, improved pre-calculated margin
- **Growing markets** due to sustained investments in Buildings and Infrastructure¹
- **Record Order Book** of improved quality (FY2021: CHF 6'881 million)
- **Recent project wins** ensure future revenue, EBIT and cash flow

Guidance for FY 2022 remains valid

- Expected reported **EBIT of CHF >120 million**
- **Improved underlying performance** by all Divisions with substantial contribution from mature Real Estate portfolio
- Aim to **improve Total Equity** by CHF >80 million



Company became more resilient and stress-resistant

UNTAPPED FUTURE POTENTIAL – DEMAND DRIVERS AND INDUSTRY SHIFTS

Demand drivers



Urbanisation
By 2040, **84.6% of the population in Western Europe will live in urban areas¹⁾**



Mobility and infrastructure investments
By 2040, **EUR 10.7 trillion need to be invested in mobility and infrastructure in Europe²⁾**

Industry shifts



Consolidation & internationalization

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



Industrialization

Increasing productivity through factory-based production of modules



Digitalization

Increasing need of systems and solutions, e.g. Building Information Modeling (BIM)



Sustainability

Increasing focus on environmentally and socially sustainable solutions

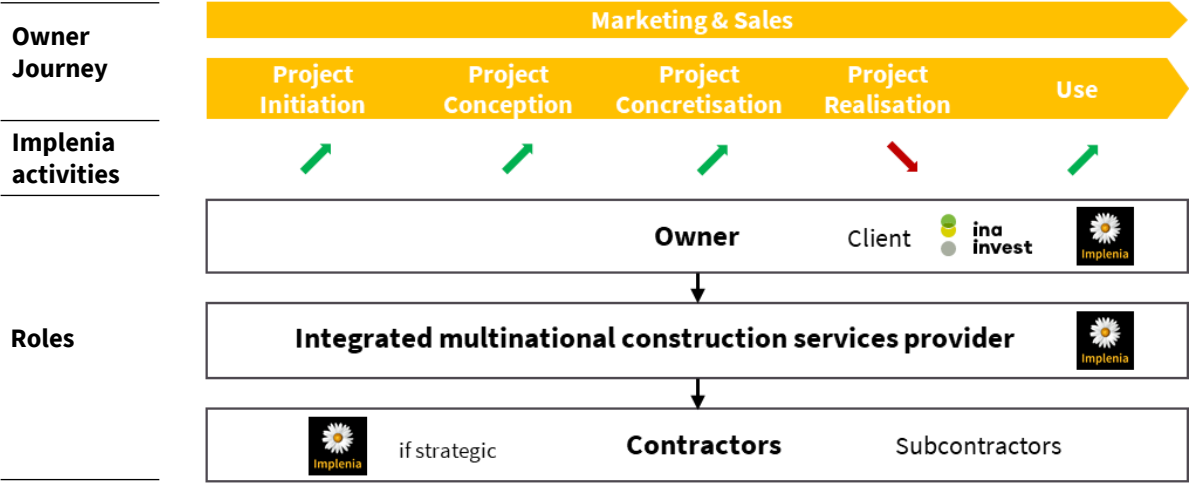
Top ranked industry leader in Sustainability



2

UNTAPPED FUTURE POTENTIAL: TOWARDS HIGHER MARGIN BUSINESS MODELS

- **End-to-end** planning and construction management competence for **large and complex projects**
- **High flexibility** to integrate best **internal and external capabilities**
- Optimized **asset needs**



IMPLENIA VISION

An integrated leading multinational construction and real estate service provider

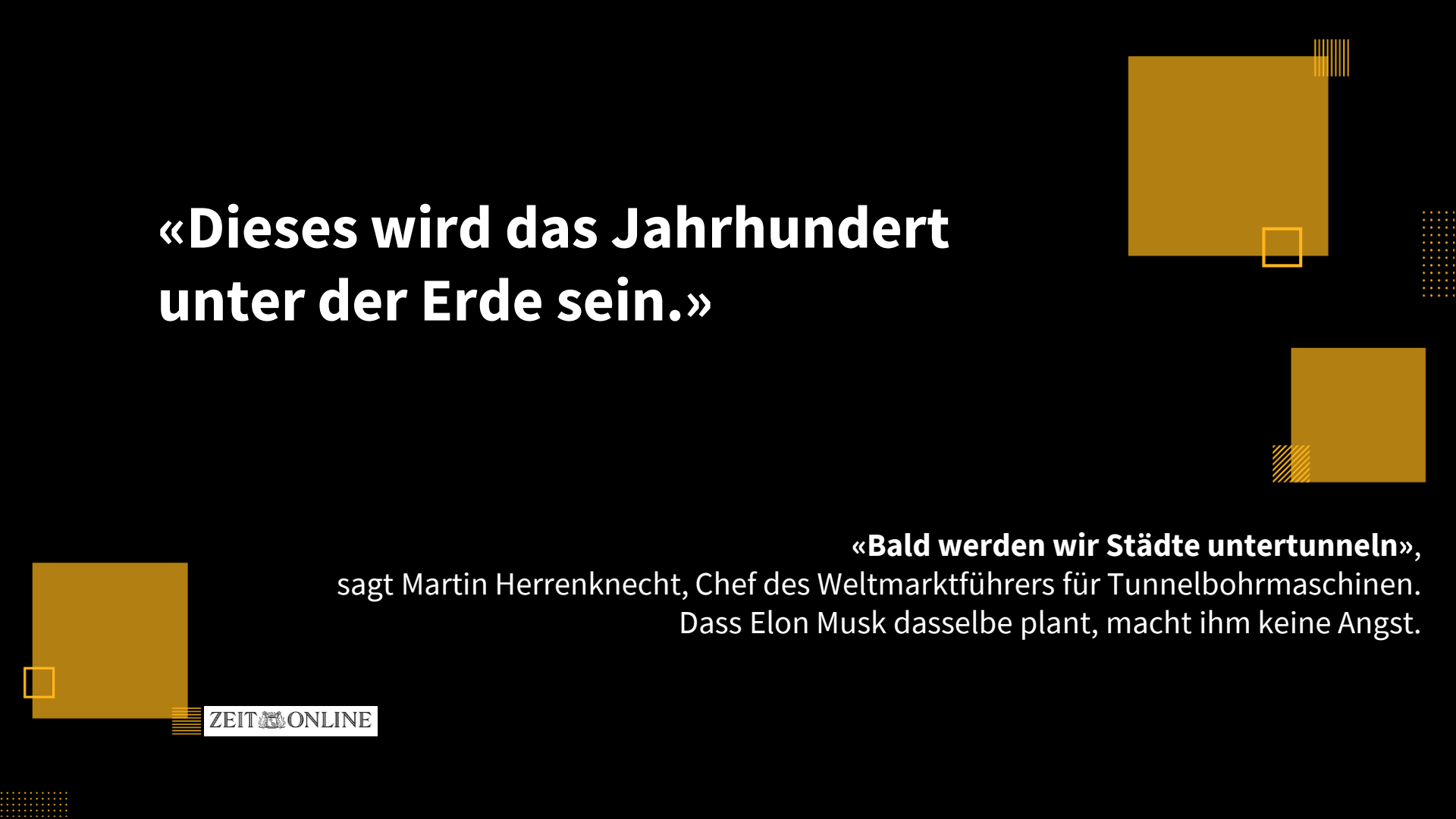


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CIVIL ENGINEERING

Expertise in complex
infrastructure,
interdisciplinary
and leanly organised

Christian Späth,
Head Division
Civil Engineering



«Dieses wird das Jahrhundert
unter der Erde sein.»

«Bald werden wir Städte untertunneln»,
sagt Martin Herrenknecht, Chef des Weltmarktführers für Tunnelbohrmaschinen.
Dass Elon Musk dasselbe plant, macht ihm keine Angst.



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**U5 BERLIN
LOS 1**

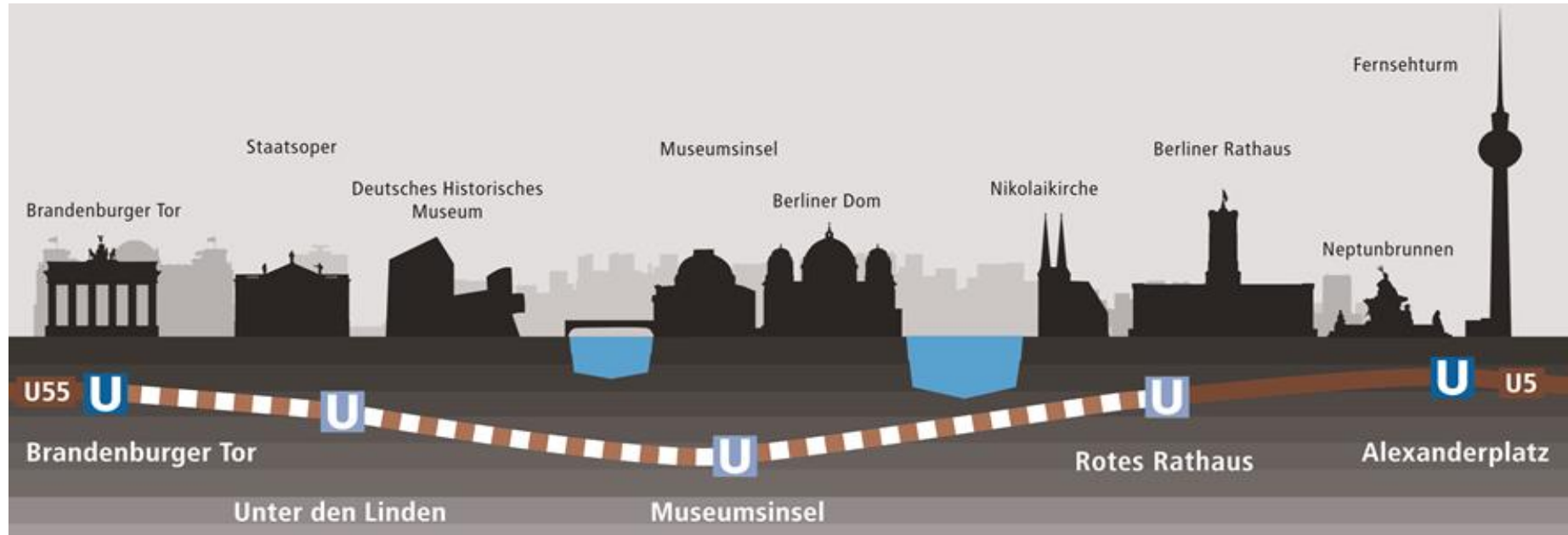


DIVISION CIVIL ENGINEERING

U5 BERLIN LOS 1

CLOSING THE GAP BETWEEN BRANDENBURGER TOR AND ALEXANDERPLATZ

Client: Berliner Verkehrsbetriebe
Construction Period: 2012 – 2020
Execution: Implenia Construction



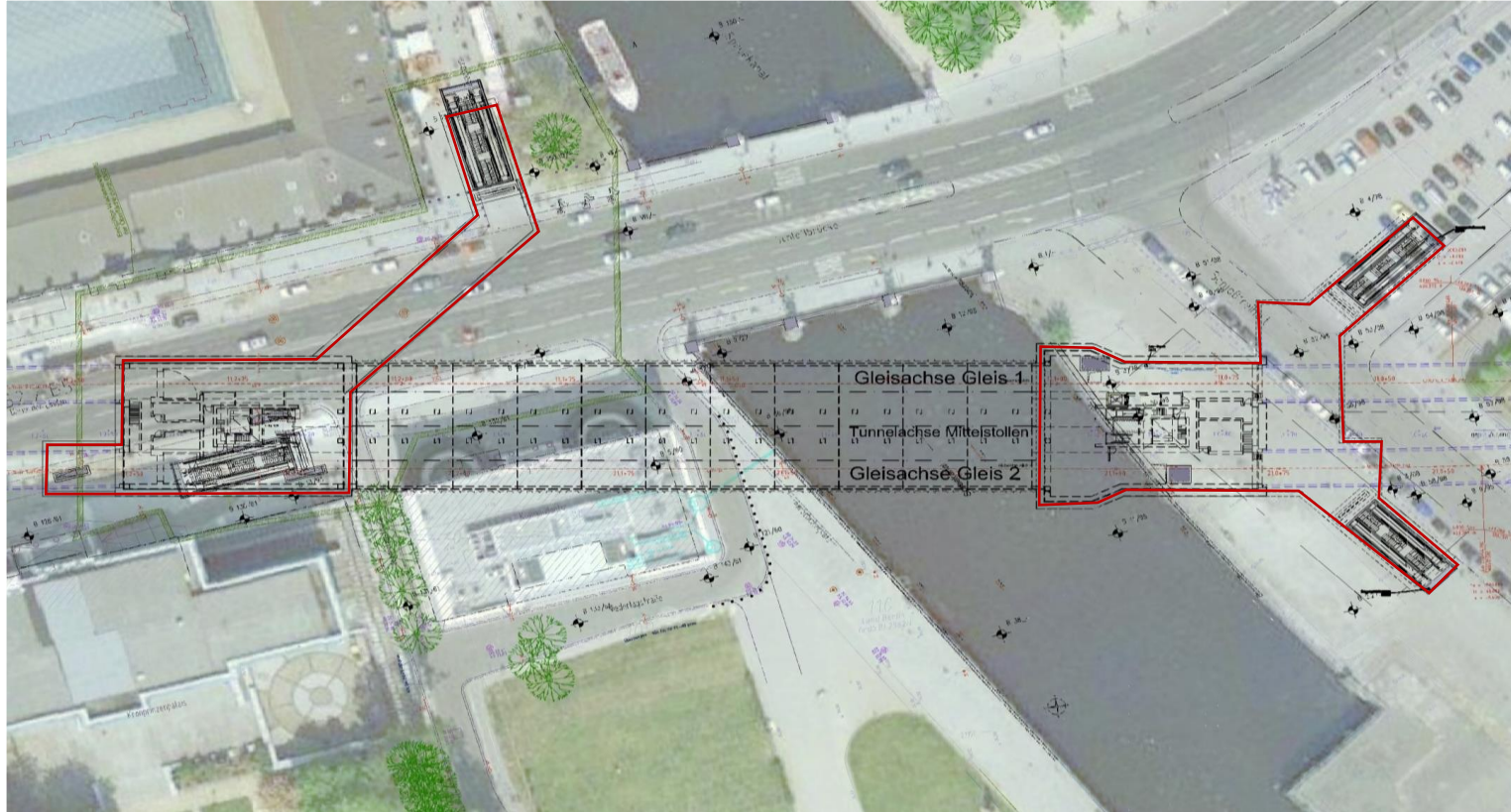
DIVISION CIVIL ENGINEERING

U5 BERLIN LOS 1



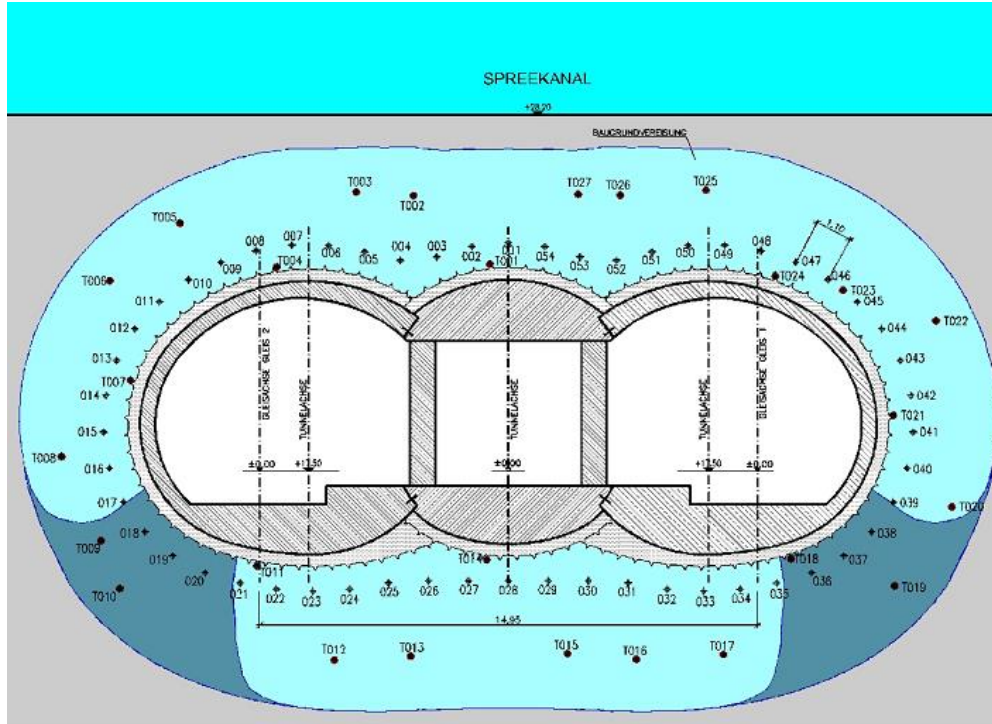
- **Most challenging part of construction work:** station Museumsinsel directly under the Spree Canal
- **Solution:** two shafts at the east and west ends provided access for the necessary freezing work
- **Total length of the station:** 180m, thereof 110m excavated in the ice body

U5 – BERLIN LOS 1



DIVISION CIVIL ENGINEERING

U5 BERLIN LOS 1



U5 BERLIN LOS 1

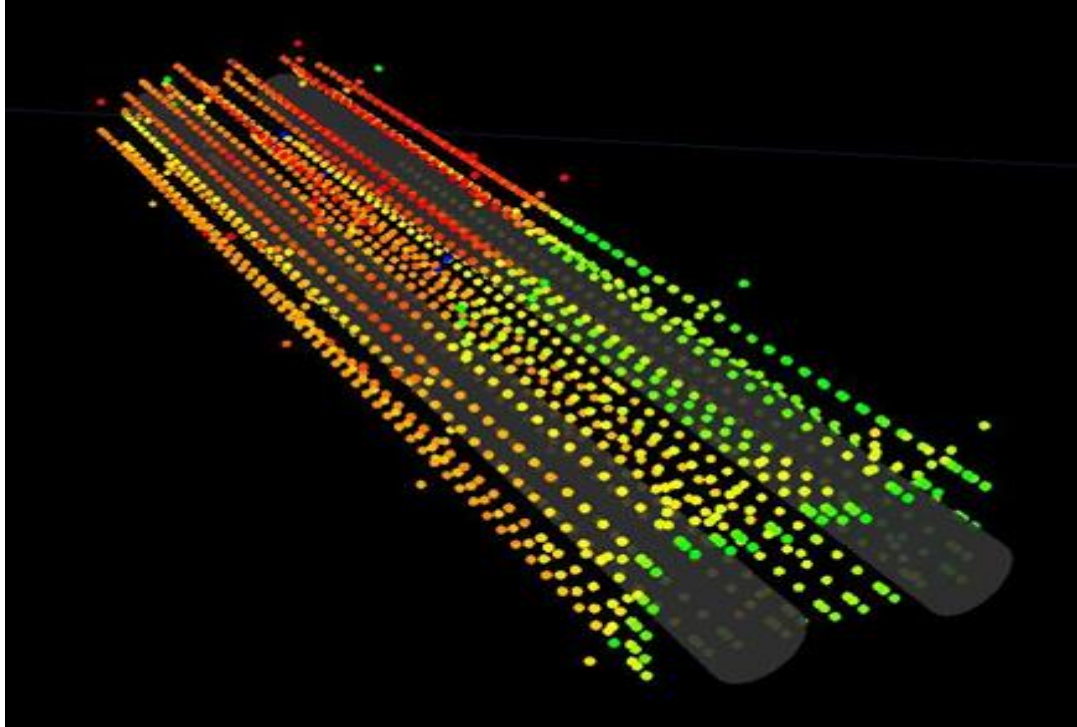


DIVISION CIVIL ENGINEERING

U5 BERLIN LOS 1



U5 BERLIN LOS 1



Advanced process control through digitalization

- ~2000 temperature sensors were installed to monitor the evolution and condition of the ice body
- results were fed into a purpose-built 3D model to analyze a single points or series of points at any time and place
- results were web-based and could be tracked via mobile or computer

U5 – BERLIN LOS 1



"The area around the Museumsinsel was shaped by Schinkel's buildings. The idea of constructing a starry sky in the darkness is a tribute to him."

Max Dudler, Swiss architect



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DIVISION REAL ESTATE

creating future-oriented
real estate solutions that
simplify and enrich
people's lives



**Adrian Wyss,
Head Division
Real Estate**

COMPREHENSIVE EXPERTISE FOR FUTURE-ORIENTED REAL ESTATE SOLUTIONS



REAL ESTATE DEVELOPMENT

- Trader Development
- Investment Development
- Service Development

CHF ~4 billion

Market value of real estate portfolio¹ after completion



REAL ESTATE INVESTMENT

- Transaction Management
- Investment Structuring

CHF ~1.3 billion

Transaction volume over the past 5 years



REAL ESTATE MANAGEMENT

- Portfolio Management
- Asset Management

CHF >1 billion

Assets under management 2022²



REAL ESTATE PRODUCTS

- One-Stop Shop Project Delivery
- Reference Design Orchestration
- Product Development as a Service

3

Products under development:

- Green Hospitality
- Best Age
- Subsidized Housing

LOKSTADT: TURNING A FORMER INDUSTRIAL SITE INTO A VIVID AND SUSTAINABLE NEW DISTRICT

- 2'000 residents, 1'000 employees
- 130'000 m² floor space
- 20'000 m² public open spaces
- 3 high-rise buildings, 6 wooden buildings
- 4 listed industrial buildings
- Living the «**sustainability value proposition**» on all levels (environment, society, economy):
 - Protection of historic buildings and industrial halls
 - 30% non-profit/affordable housing
 - Sustainable profitable investment opportunities
 - Resource-saving timber buildings
 - Green space and biodiversity
 - Mobility concept and driving model



2000
Watt
Areal

MINERGIE



SNBS

Casino and events



Lifestyle hotel and gastronomy



Services and health



Manufactures and kindergarten



Diverse sustainable living



Technopark
Start-up hub

Drehscheibe
Office building

Townhouses in 2 stages



Roter Pfeil
Office building

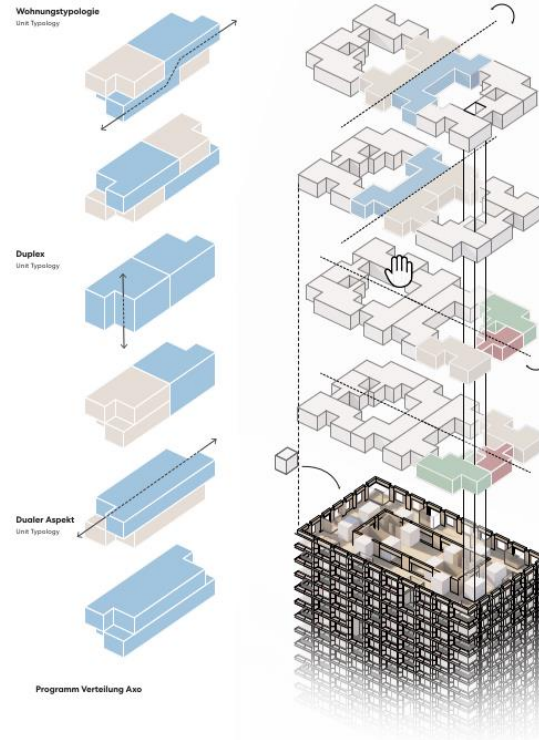
Lokhaus

ROCKET & TIGERLI: THE WORLD'S TALLEST WOODEN RESIDENTIAL HIGH-RISE

- **280 rental flats** in the Rocket
- **100 hotel rooms and student accommodation** in the Tigerli
- **Commercial space** on the ground floor
- HNF ~26'000 m²
- Created using a **new construction principle** developed by Implenia jointly with ETH Zurich and WaltGalmarini

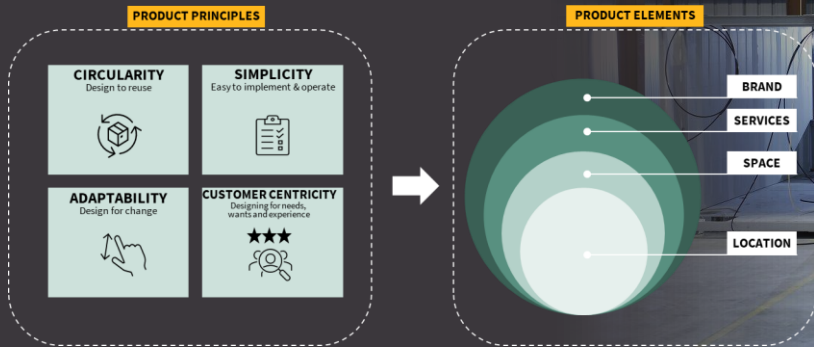


ROCKET & TIGERLI: A TREND-SETTING TIMBER STRUCTURE

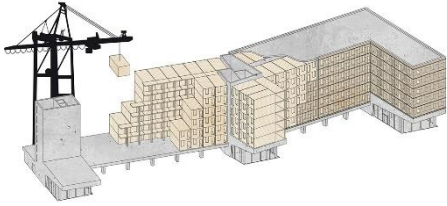


FROM PROJECTS TO PRODUCTS: A SPEARHEAD FOR IMPLENIA'S INDUSTRIALIZATION

- Increased **sustainability** and circular economy **performance** and **predictability** through holistic product design
- Reduced time to market, increased quality and cost reliability through **systematization** and **standardization**
- **Scalability** through **configurability** and modern methods of construction of replicable real estate products



COMBINING STRATEGIC FOCAL POINTS INTO A UNIQUE OFFERING



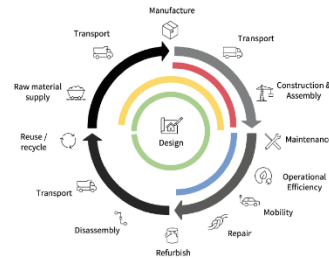
INDUSTRIALIZATION

Building components are designed for **repeatability** and **industrial manufacturing** while project design freedom is retained through **configuration** optionality and optimized by **generative design**.



DIGITALIZATION

The product solutions thinking approach merges the physical space with the **virtual world**, manifesting itself in the building in the form of a **Helping Hand** as well as the **servitization offering**.



SUSTAINABILITY

Products are continuously being optimized in terms of **greenhouse gas emissions** over several life-cycles towards a net **zero carbon footprint** and a high degree of **circularity**.



CUSTOMER CENTRICITY

People and their desires and needs are at **the core** of all product design work throughout the product development.

GREEN HOSPITALITY: THE FIRST REAL ESTATE PRODUCT

- Industry leaders teaming up: **50/50 Joint Venture** of Implenia and Deutsche Seerederei for the development of a **Green Hospitality** Real Estate Product
- Large project pipeline in Central Europe to be realised with the Green Hospitality product
- First work package **approved** by the client, second work package **commissioned** is scheduled for completion in January 2023



A woman with long brown hair and glasses, wearing a white button-down shirt, is sitting outdoors and juggling a red apple. She is smiling and looking to her left. In the background, there is a modern building with large windows and a balcony. A semi-transparent white box is overlaid on the left side of the image, containing the text "THANK YOU".

THANK YOU

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



DATES AND CONTACTS

Dates

2022 Half-year Report

17.08.2022

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