



Genoa Bridge, Italy



Business update

Pietro Salini
Chief Executive Officer



Financial Update

Massimo Ferrari
General Manager Corporate and Finance



Q&A

Key Facts



Significant progress for Progetto Italia: acquisition of Astaldi, to be finalized in 2020, accretive to Groups' financial results



Positive turning point for the infrastructure sector in Italy; New Genoa Bridge: a virtuous model based on quality & speed of execution



Solid, diversified construction order backlog at € 33.8 billion⁽¹⁾; Over € 11 billion of tenders awaiting outcome



Geographical diversification limiting Covid-19 impact. Renewal of activities at most construction sites with strictest COVID-19 safety measures



Net debt € 1.1 billion, in line with June 30, 2019 (€ 1.1 billion); expected to improve significantly by year end

Reward on ESG focus



Improving ESG independent ratings: MSCI (A); CDP⁽²⁾ (A-) and Vigeo Eiris (Advanced)



>85% Revenues⁽³⁾ and Backlog related to projects that contribute to SDG⁽⁴⁾ advancement



Best-in-class safety performances



Non-financial KPI's linked to new 2020 - 2022 LTI Plan

Prompt response to COVID-19 in a challenging environment

PEOPLE & LOCAL COMMUNITY



Distributed adequate **personal protection equipment**



Onsite enhanced **sanitation and disinfection**; **strengthened** onsite **medical support**



Enforcement of **adequate social distancing** on **site**, at the **base camps** and the **canteens**



Smart working adopted by the entire admin staff in Italy



Business travel cancelled except for extraordinary cases



Encouraged **local hiring** for managers and specialized workforce



Additional staff insurance in the event of hospitalization due to COVID-19



130,000 FFP2 masks donated to Italian police forces and regions



OPERATIONS



Infrastructure building deemed essential - **activity maintained** at most construction sites. Slow-downs/work stoppage to adopt the site with new containment measures



Operation currently resumed on most construction sites; **production** expected to return at **full capacity** on 2H 2020



Relations with clients & partners, to ensure continuity of work and workers safety



Supply chain management able to **keep projects operating**



Ongoing discussion with **clients** for **passthrough** of **extra costs**



Launched stricter **cost discipline program**



Intense commercial activity notwithstanding tenders date postponement



LIQUIDITY



~€750m prudentially available cash at corporate level; €1.3bn total group liquidity



No major maturities before June 2021 on long term corporate debt. June **2021 maturing bond management** started with €250m new issuance in January 2020

Positive turning point for the infrastructure sector in Italy

Key Facts

Genoa Bridge Completion

Unblocking of Strategic Projects

for €1.1bn

Astaldi Homologation

Advance Payments potentially up to 30%

€40bn

of Infra. projects could be unblocked in 2020-23, of which ca. €28bn in 2020-21

1H 2020 Webuild Key Achievements in Italy

- Completion of the new **Genoa Bridge** in record time
- Unblocking of **Ionian highway** and of **Genoa Railway Hub for €1.1bn⁽¹⁾**
- **First functional lot** of the **high-speed/high-capacity railway between Verona and Padua for €2.4bn** about to start

Progetto Italia

- **Final Court approval of Astaldi composition with creditors procedure** paving the way to consolidation with Webuild

“Decreto Rilancio”

- Art. 207 establishes that until 30 June 2021 the **advances on public works may be increased by up to 30%** (incl. existing projects)⁽²⁾
- Full potential impact of €1.6bn⁽¹⁾

“Decreto Semplificazioni”

- **Acceleration** of tender process, disputes resolution and collection of receivables
- Adoption of a model with **extraordinary commissioners to minimize execution times for strategic projects**
- **Potential acceleration of high-speed train projects** in Italy

(1) Combined Webuild + Astaldi

(2) Within the limits and compatibly with the annual resources allocated for each individual intervention available to the contracting entity.

Final Approval of Astaldi Composition with Creditors

Key Facts

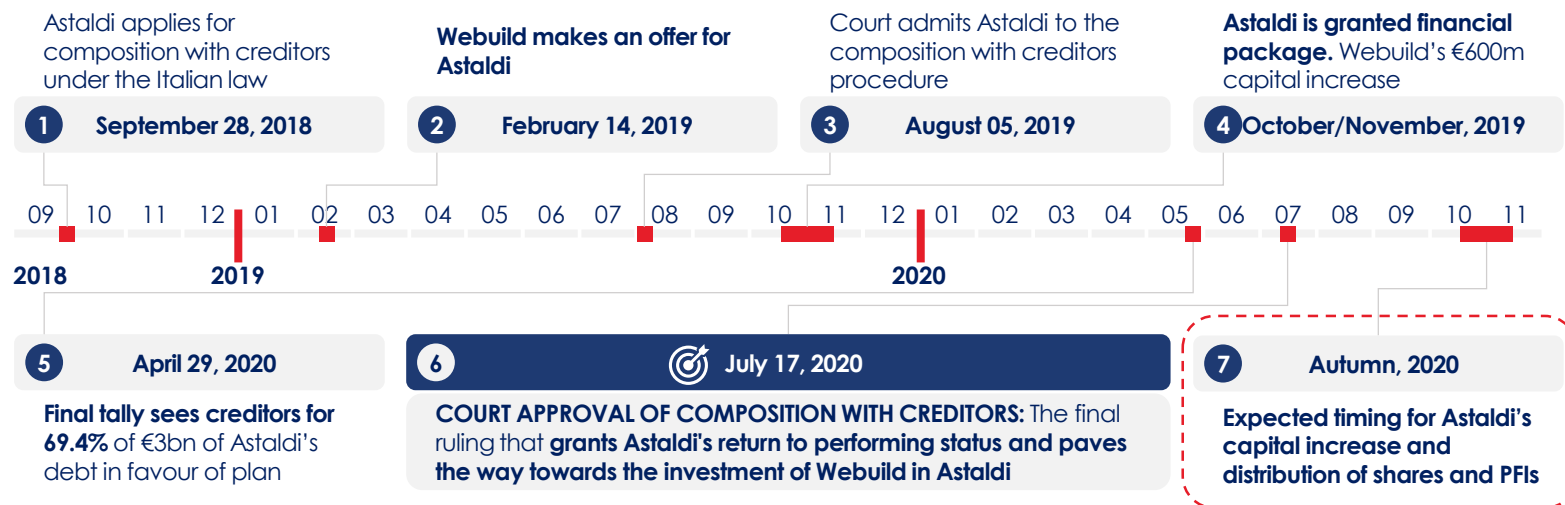
Acquisition of Control within 2020

~€630m

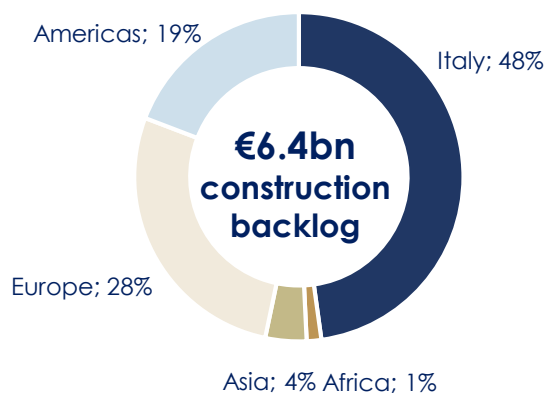
Total revenues in 1H 2020

€160m
Pro-forma Net Cash⁽²⁾

Key milestones Astaldi acquisition



1H 2020 Astaldi consolidated management figures



Summary P&L	(€m)	1H 2020A
Total revenues		634
EBITDA (margin)	30	(4.7%)
EBIT ⁽¹⁾ (margin)	22	(3.5%)

Summary BS – Post money ⁽²⁾	(€m)	1H 2020A
Pro-forma Net Cash ⁽²⁾		160

Source: Management figures as communicated by Astaldi on 27 July 2020 ("Astaldi: consolidated management figures at 30 June 2020")

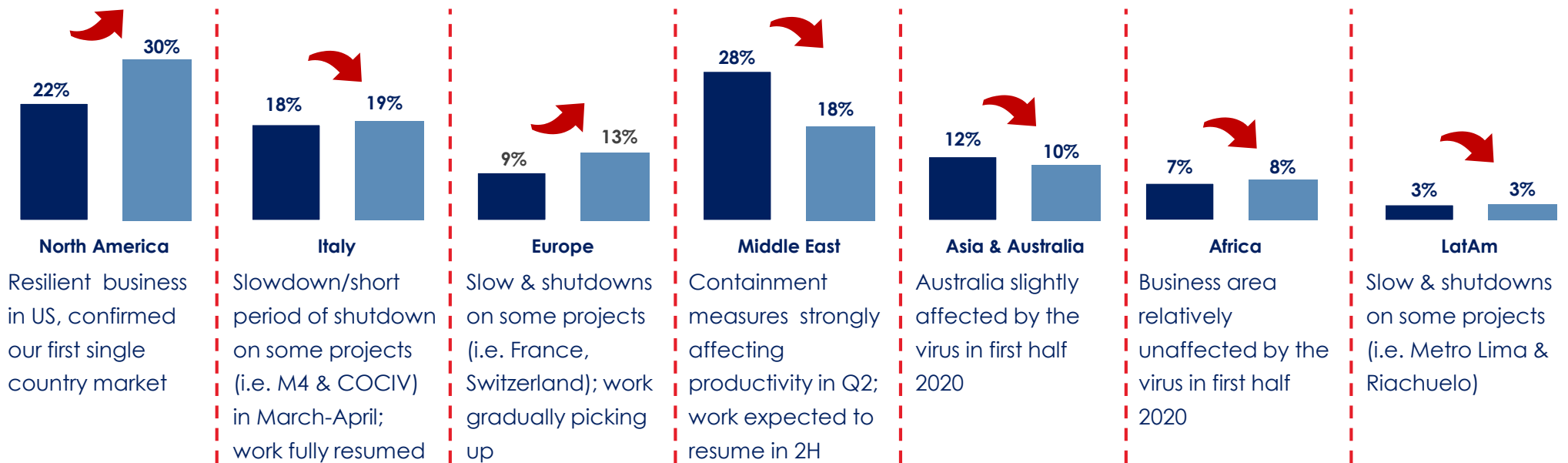
(1) Adjusted EBIT calculated excluding the non-recurring costs related to the composition procedure

(2) The pro-forma balance sheet data reflect the effects of the debt relief as a result of the Composition with Creditors, of the capital increase and the payment of privileged and pre-deductible creditors

Geographical diversification limiting Covid-19 impact

Revenues by geography

● 1H 2019 ● 1H 2020



Still unpredictable the potential future evolution of COVID-19

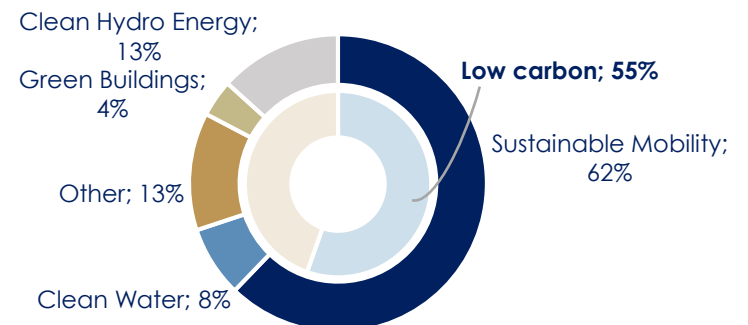
➔ Absolute variation 1H 2020 Revenues versus 1H 2019

Key Facts

41%
Top 10 projects revenues share (vs 49.9% in 1H 2019)

>85%
Revenues related to projects that contribute to **SDG⁽²⁾** advancement; **>55%** from **low carbon** projects

Revenues by activity⁽¹⁾



Sizeable backlog, well diversified by activities, geographies & risk profile

Key Facts

€27.4bn

Construction backlog

No order cancellation

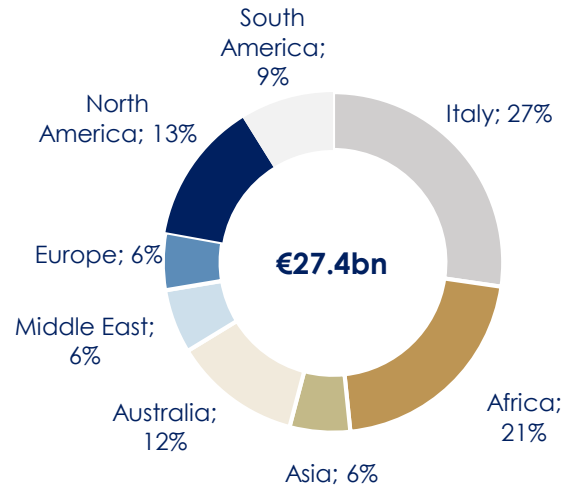
>85%

Construction backlog related to projects that contribute to SDG⁽¹⁾ advancement

>55%

Construction backlog related to low carbon projects

Construction Backlog by geography



Hurontario LRT - €351m
Canada



Interstate 405 - €232m
U.S.A.

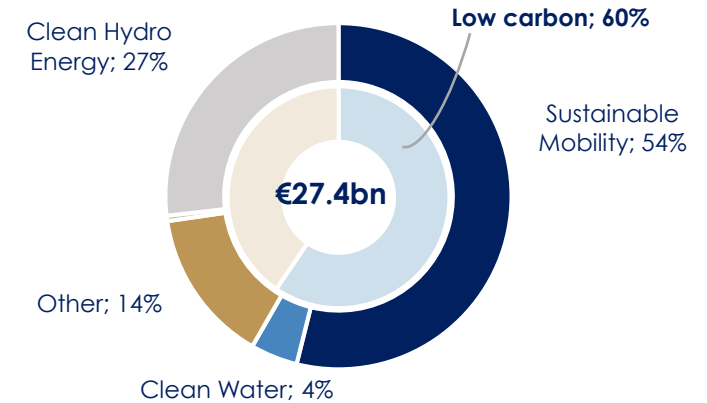


Snowy Hydro 2.0 - €3,144m
Australia



Metro Riyadh - €345m
Saudi Arabia

Construction Backlog by activity



COCIV - €2,583m
Italy



SS 106 Jonica - €370m
Italy

Intense commercial activity and disciplined bidding approach

Key Facts

€1.94bn

New Orders YTD⁽¹⁾

€11.6bn

(+50%)⁽²⁾ awaiting outcome of which **€0.2bn** best offer

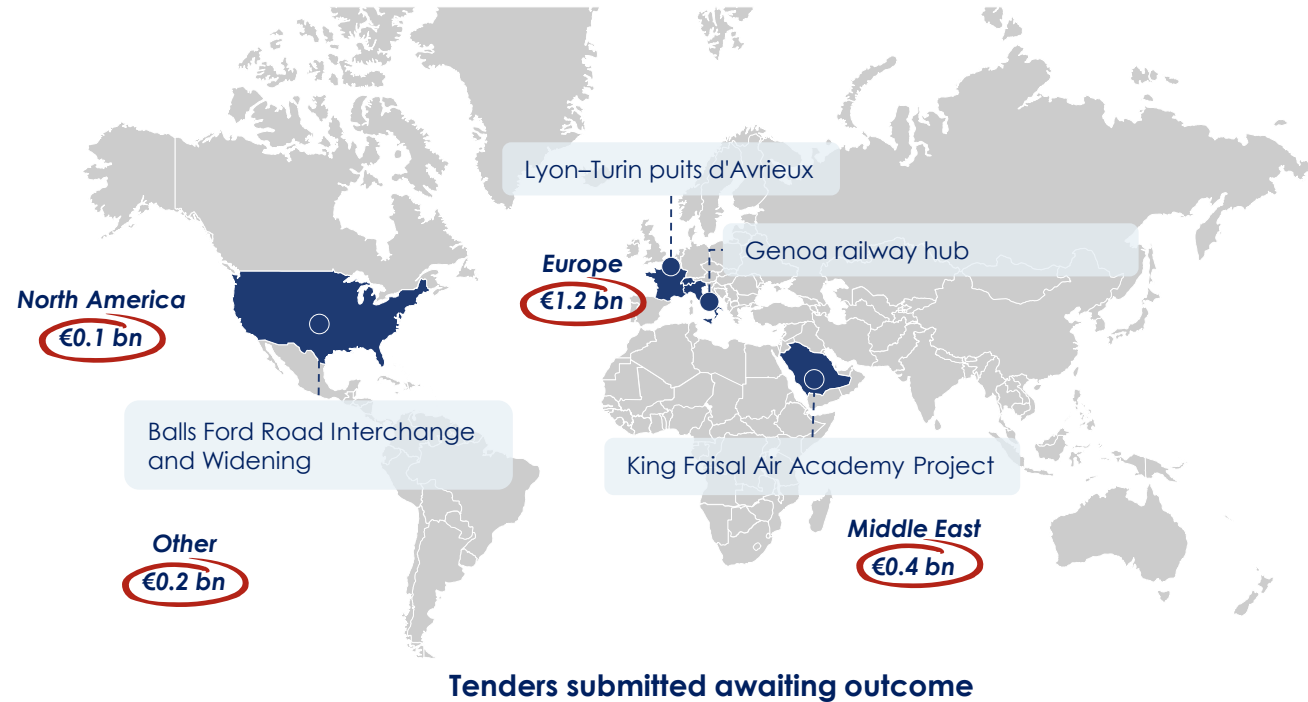
Tenders & Awards date

postponed due to Covid-19

>70%

New Orders from low risk countries⁽⁴⁾

New orders



More than doubled the amount of submitted tenders in Australia vs FY 2019

~€10bn tenders in submission moved to 2021 mainly due to COVID-19 outbreak

(1) Acquired and to be finalized as at July 27th, 2020
 (2) Vs FY19
 (3) Awaiting outcome as at July 21th, 2020
 (4) Low risk countries include: US, Australia and Europe.

Commercial pipeline at €40bn

Key Facts

~€645bn

Selected market '20-'22⁽¹⁾

~€110bn

Core addressable commercial activity

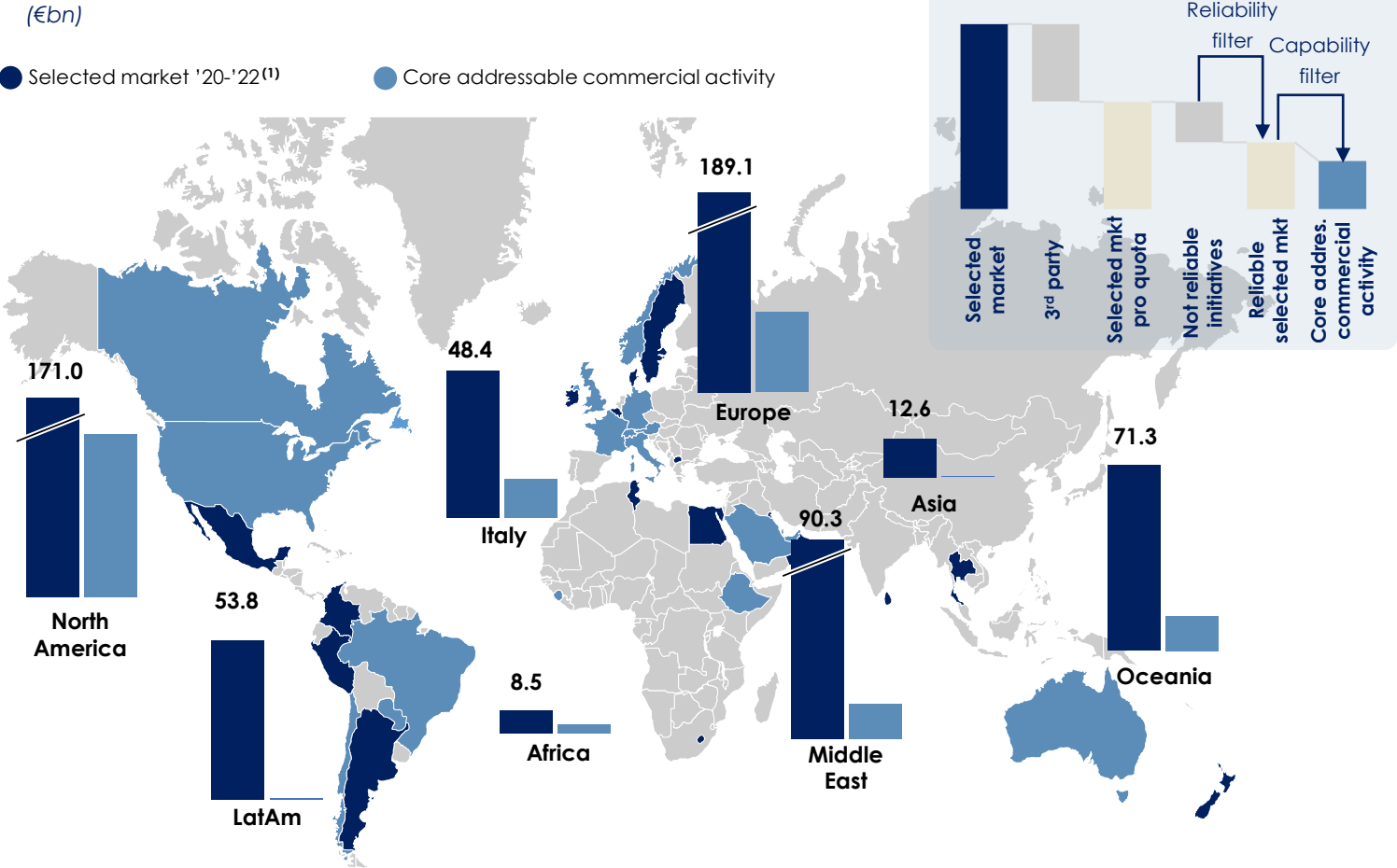
>€20bn

Prequalification obtained, ready for bid submission

Short term commercial activity (€bn)

Aw. outcome/best offer	11.6
Tenders to be presented	7.6
Pre-qualifications	13.0
Main Monitored Initiatives	7.4

Improved bid selection, based on client reliability and our execution capability



(1) Source: Salini Impregilo estimates based on CIC and market intelligence data



Financial Update

Massimo Ferrari
General Manager Corporate and Finance



1H 2020 Operating Results affected by Covid-19...expected recovery in the second half of the year

Key Facts

Revenues

drop due to COVID-19 outbreak

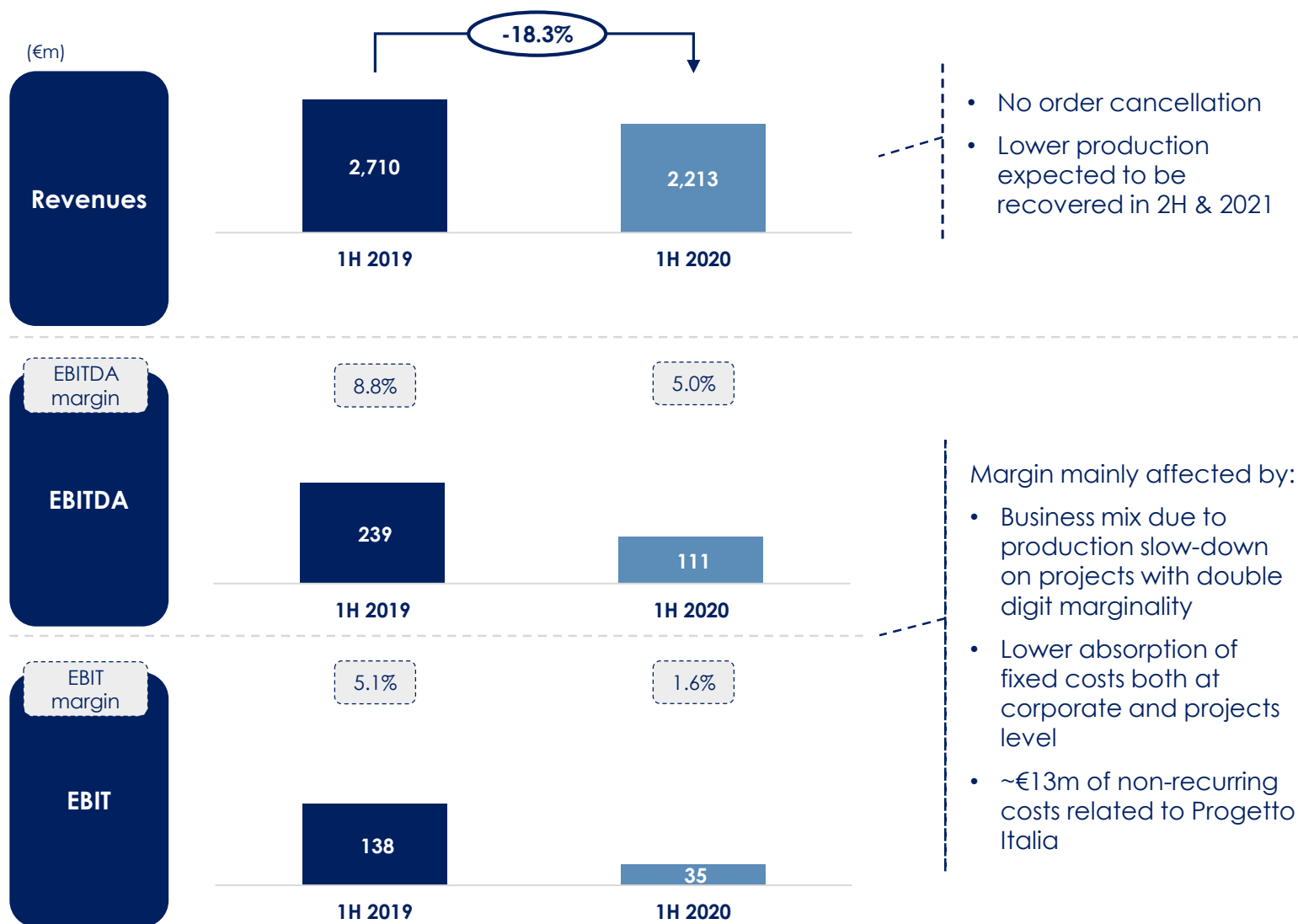
Margins

slowdown in production of high marginality projects and inefficiency due to Covid-19

Cost savings

stricter discipline program launched

Operating results⁽¹⁾



1H 2020 Group net income

(€m)	1H 2019	1H 2020	Var
EBIT	138	35	(103)
Financial income	22	43	20
Financial expenses	(58)	(77)	(19)
Net exchange rate (losses)	9	(14)	(23) ¹
Net Financial income (costs)	(27)	(49)	(21)
Gain (losses) on investments	11	(11)	(21)
Net financing costs and net gains on investments	(16)	(59)	(43)
EBT	122	(24)	(146)
Income taxes	(47)	(27)	21
Profit (loss) from continuing operations	75	(50)	(125)
Profit (loss) from discontinued operations	(0)	0	0
Non controlling interests	(11)	2	13
Net Income (loss)	63	(48)	(112)

Net Financial charges (€m)	1H 2019	1H 2020	Var
Bank charges	(15)	(20)	(5) ^A
Bond charges	(16)	(17)	(2)
Leasing	(3)	(3)	0
Refinancing amortized cost	(1)	(1)	(0)
Bond charges capitalization	(2)	(2)	(0)
Subtotal	(37)	(43)	(6)
Other	(22)	(34)	(12) ^B
Financial charges	(58)	(77)	(19)

^A Mainly related to interest on Beyond credit line, offset by positive financial income

^B Mainly impacted by evaluation of financial assets

¹ **Mainly related to Latin America currencies trend, impacted by health and sanitary emergency; no material cash impact**

1H 2020 Cash Flow

(€m)	1H 2019	1H 2020	Var
EBITDA for cash purposes	228	73	(154)
ΔWC	(101)	(299) ¹	(198)
Net Capex	(56)	(78) ²	(22)
Other	11	(35)	(46)
Cash flow from operations	81	(339)	(420)
Net Interests	(33)	(31)	2
Taxes	(47)	(46)	1
Variation of short fiscal items (mainly VAT)	39	(25)	(64)
OFCF before dividends & extraordinary items	39	(441)	(481)
Net dividends & other	(17)	(17)	(1)
Capital injection on investments	(128)	(8)	119
Taxes Plants & Paving	(57)	0	57
Change on net financial position	(162)	(467)	(305)

EBITDA for cash purposes (€m)	1H 2019	1H 2020
EBITDA Adjusted ⁽¹⁾	239	96
Lane non-cash JV's result	3	(9)
Other non-cash items adjustment	(14)	(14)
EBITDA for cash purposes	228	73

- ¹ Slow-down on collection of receivables due to COVID-19, while continuing to serve suppliers and sub-contractors according to schedule
- ² Increase of Capex mainly related to start of Snowy 2.0 to be covered by advance payments

Improving cash available at corporate level

Key Facts

~€750m

Of liquidity available at Corporate level

Revolving Credit Facilities

prudentially and temporarily drawn down

~ €150m

Debt for Astaldi interim financing⁽¹⁾

0.78x

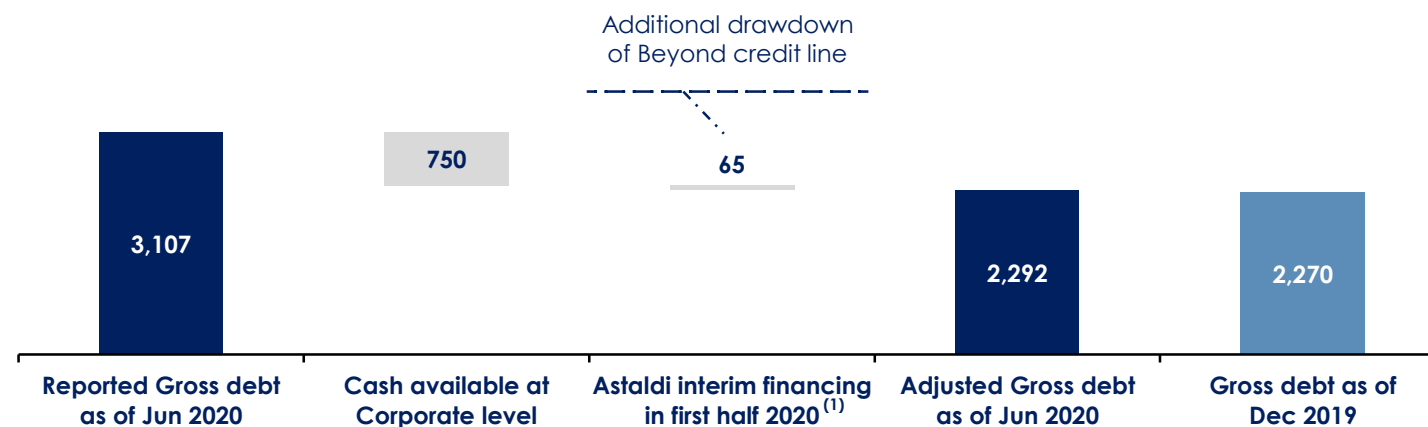
NFP/Net Equity ratio (versus 1.09x in 1H 2019)

Net Financial Position

(€m)	1H 2019	FY 2019	1H 2020
Total Cash & Other Financial Assets	1,298	1,640	1,994
Bank Loan	(1,129)	(983)	(1,726)
Bond	(1,096)	(1,105)	(1,227)
Leasing	(162)	(160)	(154)
SPV Net Debt	(13)	(22)	(0)
Total Gross Debt	(2,400)	(2,270)	(3,107)
Net derivatives	(2)	(2)	1
SPV Net Cash	0	0	14
Net Financial Position	(1,104)	(631)	(1,099)
Beyond financial debt	0	(85)	(150)
Gross Debt (net of Beyond debt)	(2,400)	(2,185)	(2,958)

Gross Debt at June 20 includes interim financing for Astaldi for €150m

Increase of Gross Debt related to prudential draw down of revolving credit lines and Astaldi interim financing



(1) In 2019, within Progetto Italia, a €150 million medium term loan facility aimed at supporting Astaldi's needs prior to court approval of its pending Plan was granted to the Issuer's subsidiary, Beyond. The line is fully draw-down as of June 2020

M/L Corporate Debt

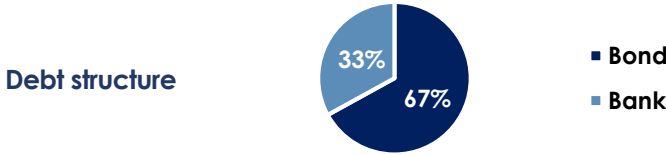
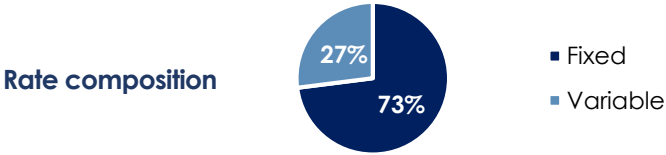
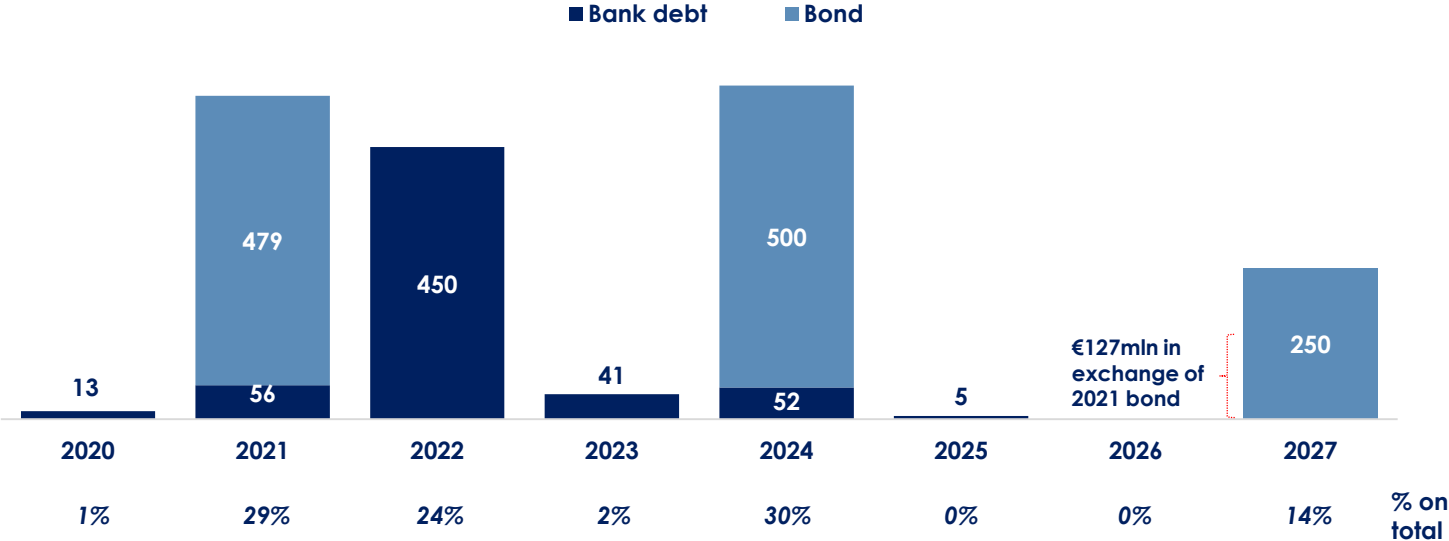
Key Facts

€250m
New bond issued in Jan. 2020

June 2021 maturity
management started with €250m new issuance in January 2020

>70%
Corporate Debt at Fixed rate

M/L Corporate Debt



Average M/L Corporate Cost of Debt 2.6%

Duration (years) 3.1

We build strategic pillars for long-term growth

Progetto Italia

- Improved efficiency by adding scale
- Strengthened competitiveness via aggregation of specialised expertise
- Higher financial flexibility
- Execution of Astaldi capital increase by 2020 and consolidation of Astaldi by 2020YE
- Exploring complementary businesses that could stabilize cash flow

Multidomestic Strategy

- Increase presence in key geographies, such as Italy, North America and Australia
- New high potential geographies, such as Europe and Nordic countries

Sector Strategy

- Focus on sectors where Group is specialised: Sustainable Mobility, Clean Hydro Energy and Clean Water
- Focus on complex projects with high return on sale

Bidding Strategy

- Structured approvals, standardised process and zero-waste approach to ensure focus on bids aligned with overall Group strategy
- 360° analysis of project (technical, economic, risk)

Operating Efficiency

- Structural cost optimisation and rationalisation
- Increased operating efficiency through centralisation of corporate functions (Procurement, Plants & Machinery, HR, Finance) and synergies



- Medium-long term growth drivers confirmed
- Group average book to bill one time the revenues for the year (1x)
- Acquisition of Astaldi accretive to Groups' financial results
- Net financial position expected to improve significantly
- **The Group will present a three-year Business Plan in the second half of 2020**

Appendix

Income statement

Webuild Group
Reclassified statement of profit or loss adjusted
Interim financial report June 30, 2020

	1st Half 2019 Adjusted			1st Half 2020 Adjusted			
	Webuild Group	Joint ventures not controlled by Lane (*)	Adjusted	Webuild Group	Joint ventures not controlled by Lane (*)	Condotte out-of-court agreement (**)	Adjusted
(€/000)							
Revenue							
Revenue from contracts with customers	2.362.788	127.963	2.490.751	1.936.417	179.929	-	2.116.346
Other income	219.165	-	219.165	96.764	-	-	96.764
Total revenue and other income	2.581.953	127.963	2.709.916	2.033.181	179.929	-	2.213.110
Operating expenses							
Purchases	(298.667)	-	(298.667)	(260.380)	-	-	(260.380)
Subcontracts	(929.788)	-	(929.788)	(691.653)	-	-	(691.653)
Services	(636.405)	-	(636.405)	(532.558)	-	-	(532.558)
Personnel expenses	(397.512)	-	(397.512)	(391.981)	-	-	(391.981)
Other operating expenses	(77.656)	(131.294)	(208.950)	(69.482)	(171.131)	15.000	(225.613)
Total operating expenses	(2.340.028)	(131.294)	(2.471.322)	(1.946.054)	(171.131)	15.000	(2.102.185)
Gross operating profit (EBITDA)	241.925	(3.331)	238.594	87.127	8.798	15.000	110.925
EBITDA %	9,4%	-2,6%	8,8%	4,3%	4,9%	-	5,0%
Impairment losses (***)	798	-	798	(27.118)	-	20.284	(6.834)
Provisions, amortisation and depreciation	(101.574)	-	(101.574)	(68.829)	-	-	(68.829)
Operating profit (loss) (EBIT)	141.149	(3.331)	137.818	(8.820)	8.798	35.284	35.262
R.o.S. %	5,5%	-2,6%	5,1%	-0,4%	4,9%	-	1,6%
Financing income (costs) and gains (losses) on equity investments							
Financial income	22.174	-	22.174	42.629	-	-	42.629
Financial expenses	(58.009)	-	(58.009)	(76.773)	-	-	(76.773)
Net exchange gains (losses)	8.998	-	8.998	(14.487)	-	-	(14.487)
Net financing income (costs)	(26.837)	-	(26.837)	(48.631)	-	-	(48.631)
Net gains (losses) on equity investments	7.510	3.331	10.841	(1.726)	(8.798)	-	(10.524)
Net financing income (costs) and net gains (losses) on equity investments	(19.327)	3.331	(15.996)	(50.357)	(8.798)	-	(59.155)
Profit (loss) before taxes (EBT)	121.822	-	121.822	(59.177)	-	35.284	(23.893)
Income taxes	(47.290)	-	(47.290)	(26.577)	-	-	(26.577)
Profit (loss) from continuing operations	74.532	-	74.532	(85.754)	-	35.284	(50.470)
Profit (loss) from discontinued operations	(187)	-	(187)	-	-	-	-
Profit (loss) before non-controlling interests	74.345	-	74.345	(85.754)	-	35.284	(50.470)
Non-controlling interests	(11.057)	-	(11.057)	2.211	-	-	2.211
Profit (loss) for the period attributable to the owners of the parent	63.288	-	63.288	(83.543)	-	35.284	(48.259)

(*) The Group monitors the key figures of Lane Group for management purposes adjusting the IFRS figures prepared for consolidation purposes to present the results of the non-subsidiary joint ventures consolidated on a proportionate basis. These figures show the status of contracts managed directly by Lane Group or through non-controlling investments in joint ventures

(**) The figures shown are adjusted economic data of the effects of the Settlement Agreement with Società Italiana per Condotte d'Acqua S.p.A. in A.S. ("Condotte") which, during the first half of 2020, entailed the recognition of a total amount of € 81 million to Condotte, of which € 66 million through the waiver of the Consortium's receivables from Condotte itself and € 15 million through cash payments. Considering that, at December 31, 2019, a bad debt provision of € 46 million had been posted, the overall effect of the settlement agreement is a charge of € 35 million, of which € 20 million as a loss on receivables - resulting from the waiver to the credit of 66 million net of the use of the aforementioned fund - and € 15 million classified under various management charges, as a transaction charge

(***) Starting from 2019, the Group has decided to present "Impairment losses" separately in the statement of profit or loss for their better presentation. Therefore, the 2019 first half comparative figure has been restated accordingly

Income statement

Webuild Group

Reclassified statement of profit or loss

Interim financial report June 30, 2020

(€/000)	1st Half 2019	1st Half 2020
Revenue		
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Other income	219.165	96.764
Total revenue and other income	2.581.953	2.033.181
Operating expenses		
Purchases	(298.667)	(260.380)
Subcontracts	(929.788)	(691.653)
Services	(636.405)	(532.558)
Personnel expenses	(397.512)	(391.981)
Other operating expenses	(77.656)	(69.482)
Total operating expenses	(2.340.028)	(1.946.054)
Gross operating profit (EBITDA)	241.925	87.127
EBITDA %	9,4%	4,3%
Impairment losses (*)	798	(27.118)
Provisions, amortisation and depreciation	(101.574)	(68.829)
Operating profit (loss) (EBIT)	141.149	(8.820)
R.o.S. %	5,5%	-0,4%
Financing income (costs) and gains (losses) on equity investments		
Financial income	22.174	42.629
Financial expenses	(58.009)	(76.773)
Net exchange gains (losses)	8.998	(14.487)
Net financing income (costs)	(26.837)	(48.631)
Net gains (losses) on equity investments	7.510	(1.726)
Net financing income (costs) and net gains (losses) on equity investments	(19.327)	(50.357)
Profit (loss) before taxes (EBT)	121.822	(59.177)
Income taxes	(47.290)	(26.577)
Profit (loss) from continuing operations	74.532	(85.754)
Profit (loss) from discontinued operations	(187)	-
Profit (loss) before non-controlling interests	74.345	(85.754)
Non-controlling interests	(11.057)	2.211
Profit (loss) for the period attributable to the owners of the parent	63.288	(83.543)

(*) Starting from 2019, the Group has decided to present "Impairment losses" separately in the statement of profit or loss for their better presentation. Therefore, the 2019 first half comparative figure has been restated accordingly

Statement of financial position

Webuild Group
Reclassified statement of financial position
Interim financial report June 30, 2020

(€/000)	30 june 2019	31 december 2019	30 june 2020
Non-current assets	1.337.170	1.305.277	1.337.741
Goodwil	75.144	76.062	76.292
Non-current assets (liabilities) held for sale	5.683	11.976	-
Provisions for risks	(71.235)	(137.922)	(129.815)
Post-employment benefits and employee benefits	(59.955)	(61.868)	(70.305)
Net tax assets	286.130	333.352	377.896
<i>Inventories</i>	182.739	156.368	157.874
<i>Contract assets</i>	1.735.685	2.040.450	1.998.152
<i>Contract liabilities</i>	(1.113.380)	(1.186.076)	(1.240.977)
<i>Receivables (**)</i>	2.061.707	1.824.875	1.934.970
<i>Liabilities (**)</i>	(2.651.870)	(2.588.844)	(2.238.022)
<i>Other current assets</i>	642.484	684.995	609.099
<i>Other current liabilities</i>	(315.194)	(323.077)	(313.437)
Working capital	542.171	608.691	907.659
Net invested capital	2.115.108	2.135.568	2.499.468
Equity attributable to the owners of the parent	895.837	1.395.395	1.269.044
Non-controlling interests	115.551	108.750	131.876
Equity	1.011.388	1.504.145	1.400.920
Net financial indebtedness	1.103.720	631.423	1.098.548
Total financial resources	2.115.108	2.135.568	2.499.468

(**) This item shows liabilities of € 23.6 million and assets of € 37.1 million classified in net financial indebtedness and related to the Group's net amounts due from/to consortia and consortium companies (SPEs) operating under a cost recharging system and not included in the consolidation scope. The balance reflects the Group's share of cash and cash equivalents or debt of the SPEs. The Group's exposure to the SPEs was shown under "Liabilities" for € 23.9 million and "Assets" for € 2.3 million at 31 December 2019

Net financial position

Webuild Group

Net financial indebtedness

Interim financial report June 30, 2020

(€/000)	30 june 2019	31 december 2019	30 june 2020
Non-current financial assets	247.068	378.272	424.403
Current financial assets	238.347	241.249	237.901
Cash and cash equivalents	812.317	1.020.858	1.331.827
Total cash and cash equivalents and other financial assets	1.297.732	1.640.379	1.994.131
Bank and other loans and borrowings	(537.989)	(751.256)	(731.129)
Bonds	(1.090.008)	(1.091.890)	(745.491)
Lease liabilities	(98.267)	(98.709)	(93.411)
Total non-current indebtedness	(1.726.264)	(1.941.855)	(1.570.031)
Current portion of bank loans and borrowings and current account facilities	(590.704)	(231.640)	(995.001)
Current portion of bonds	(6.291)	(13.295)	(481.520)
Current portion of lease liabilities	(63.799)	(61.673)	(60.924)
Total current indebtedness	(660.794)	(306.608)	(1.537.445)
Derivative assets	-	268	1.268
Derivative liabilities	(1.694)	(2.012)	(7)
Net financial position with unconsolidated SPEs (**)	(12.700)	(21.595)	13.536
Total other financial assets (liabilities)	(14.394)	(23.339)	14.797
Net financial indebtedness - continuing operations	(1.103.720)	(631.423)	(1.098.548)
Net financial indebtedness - discontinued operations	-	-	-
Net financial indebtedness including discontinued operations	(1.103.720)	(631.423)	(1.098.548)
Total gross indebtedness	(2.399.758)	(2.270.058)	(3.107.476)
- of which Beyond	-	(85.089)	(149.648)
Total gross indebtedness net of Beyond	(2.399.758)	(2.184.969)	(2.957.827)

(**) This item shows the Group's net amounts due from/to unconsolidated consortia and consortium companies operating under a cost recharging system and not included in the consolidation scope. The balance reflects the Group's share of cash and cash equivalents or debt of the SPEs. The balances are shown under trade receivables and payables in the condensed interim consolidated financial statements

This presentation may contain forward-looking objectives and statements about Webuild's (Salini Impregilo) financial situation, operating results, business activities and expansion strategy.

These objectives and statements are based on assumptions that are dependent upon significant risk and uncertainty factors that may prove to be inexact. The information is valid only at the time of writing and Webuild (Salini Impregilo) does not assume any obligation to update or revise the objectives on the basis of new information or future or other events, subject to applicable regulations.

Additional information on the factors that could have an impact on Webuild's (Salini Impregilo) financial results is contained in the documents filed by the Group with the Italian Securities Regulator and available on the Group's website at www.webuildgroup.com or on request from its head office.

Thank you

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