



THE FUTURE IS NOW
2022 Results and Roadmap to 2025

March 16, 2023



1 ➤

THE FUTURE IS NOW

2 ➤

FY 2022 RESULTS

3 ➤

**HOW WE SHAPED
OUR BUSINESS**

4 ➤

**A GLOBAL LEADER
IN A PROMISING SECTOR**

5 ➤

**ROADMAP TO 2025: STRATEGIC
PILLARS & FINANCIAL TARGETS**

1 ➤ THE FUTURE IS NOW

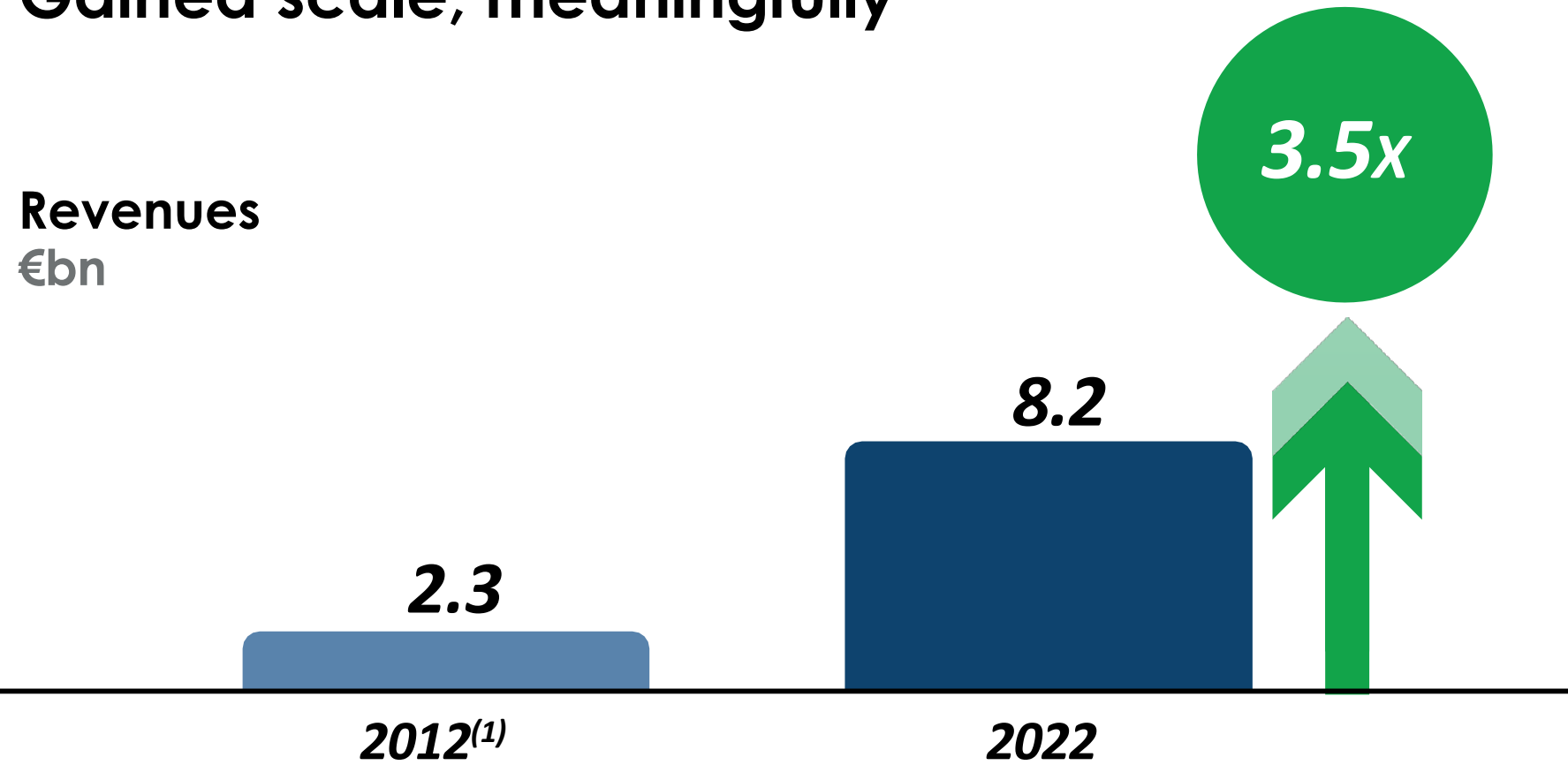


PIETRO SALINI

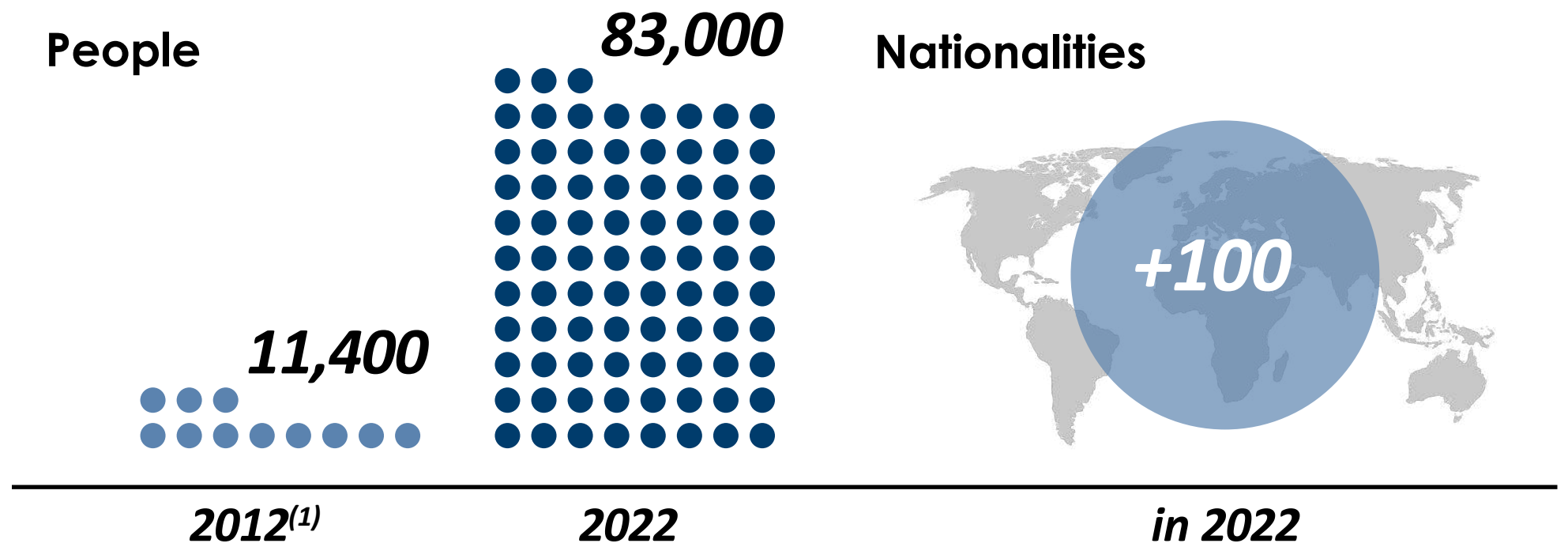
CHIEF EXECUTIVE OFFICER

Ambitious achievement: a global champion focused on developed markets

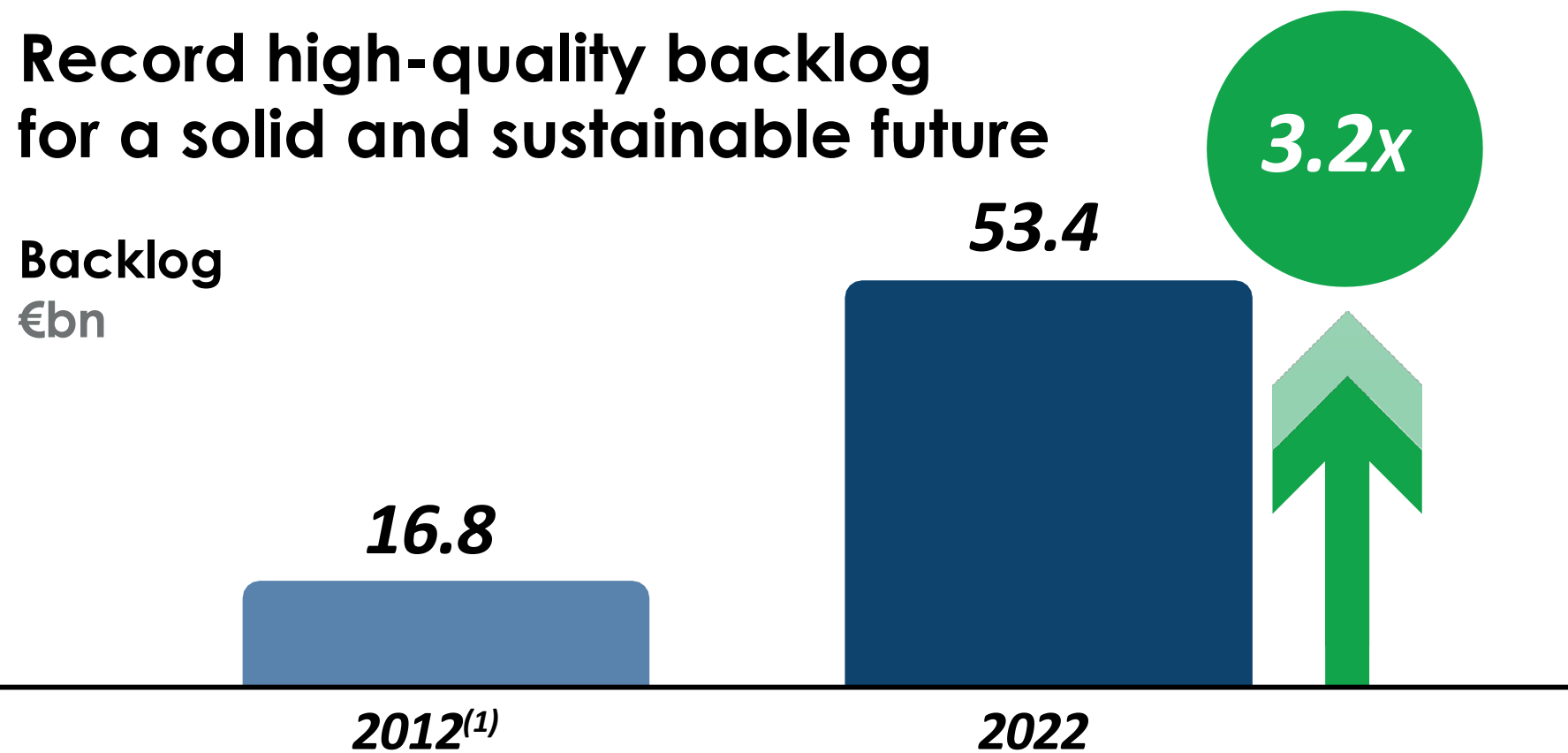
Gained scale, meaningfully



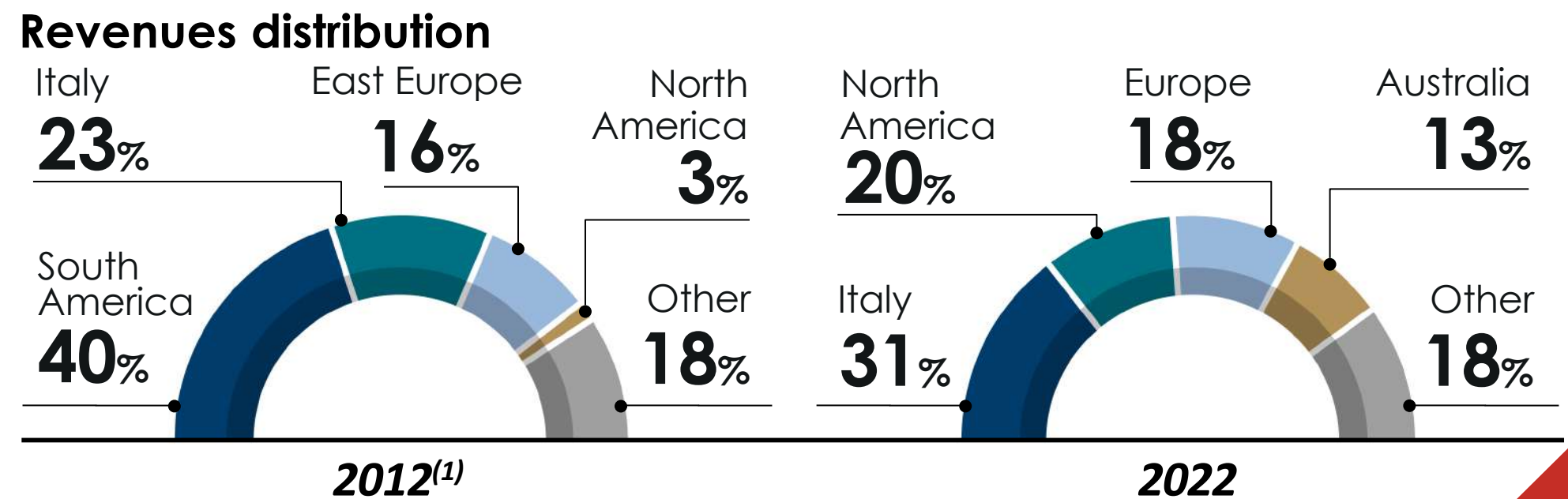
83,000 people daily teaming up in over 50 countries



Record high-quality backlog for a solid and sustainable future



De-risking: greater exposure to stable markets also by local acquisitions and targeted bidding strategy



2 ➤ FY 2022 RESULTS



MASSIMO FERRARI

GENERAL MANAGER CORPORATE AND FINANCE

Over €16bn of new orders acquired in 2022, doubling guidance

Record two-year period with over €27 billion in new orders

€bn

GUIDANCE ON BOOK TO BILL

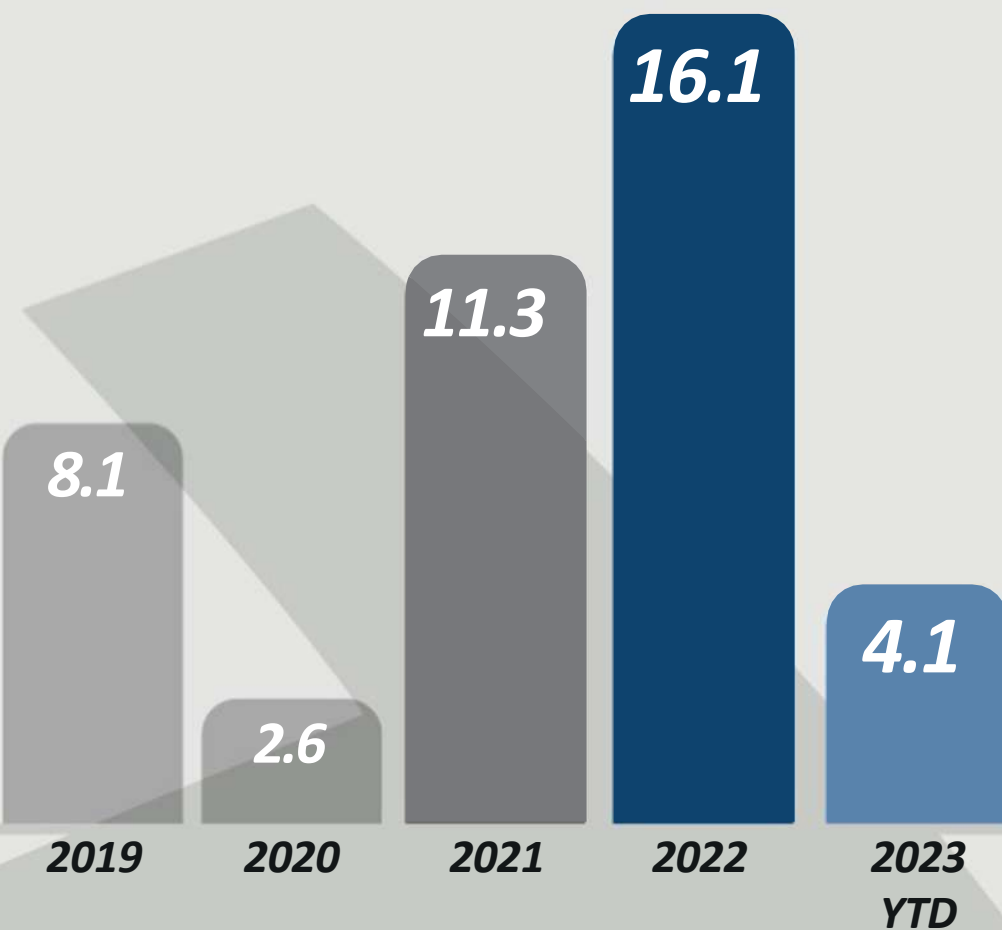
>1.1x



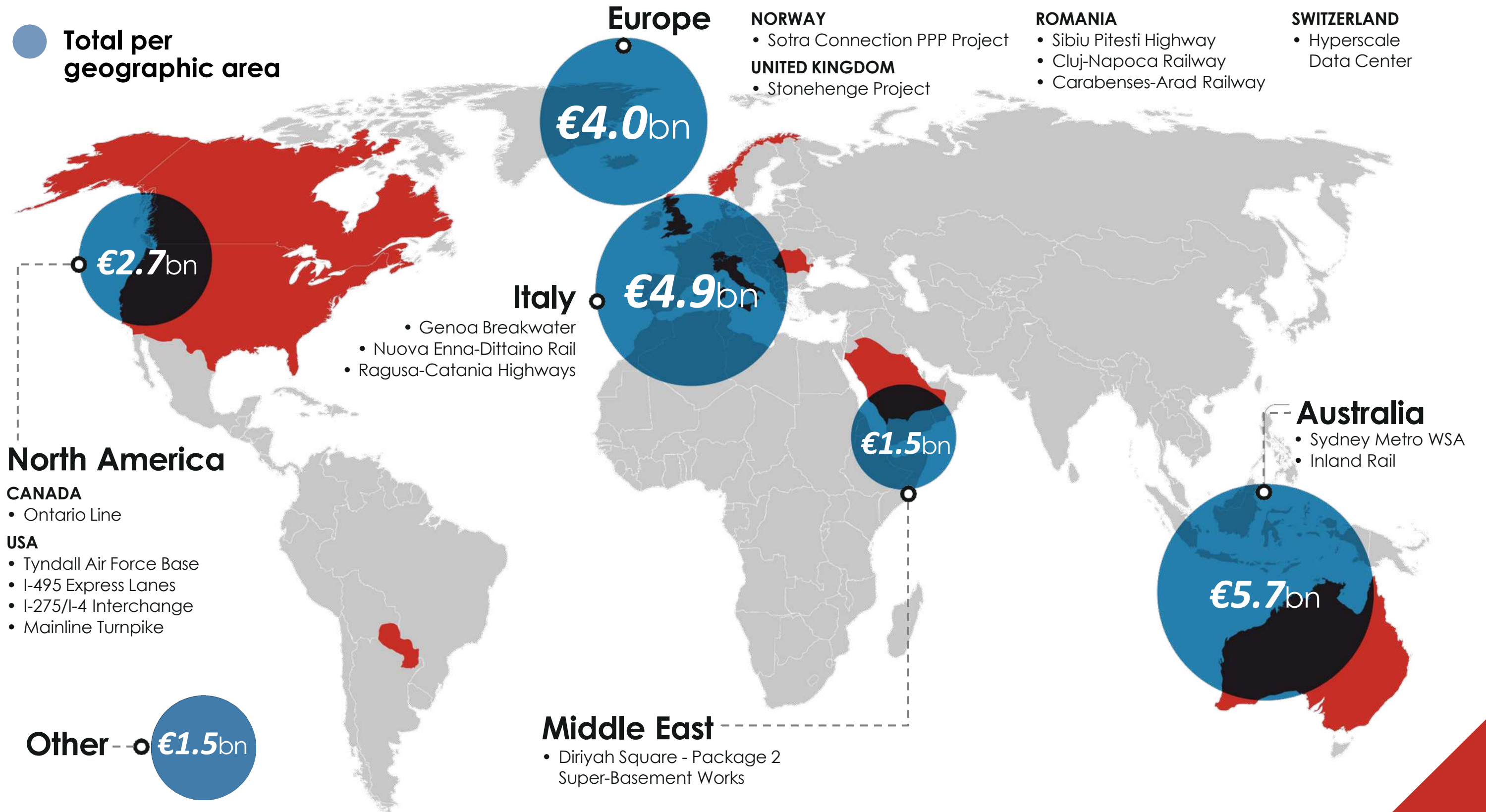
BOOK TO BILL

2.0x

Order Intake ⁽²⁾



2022-YTD Order Intake: >80% in low risk countries⁽¹⁾



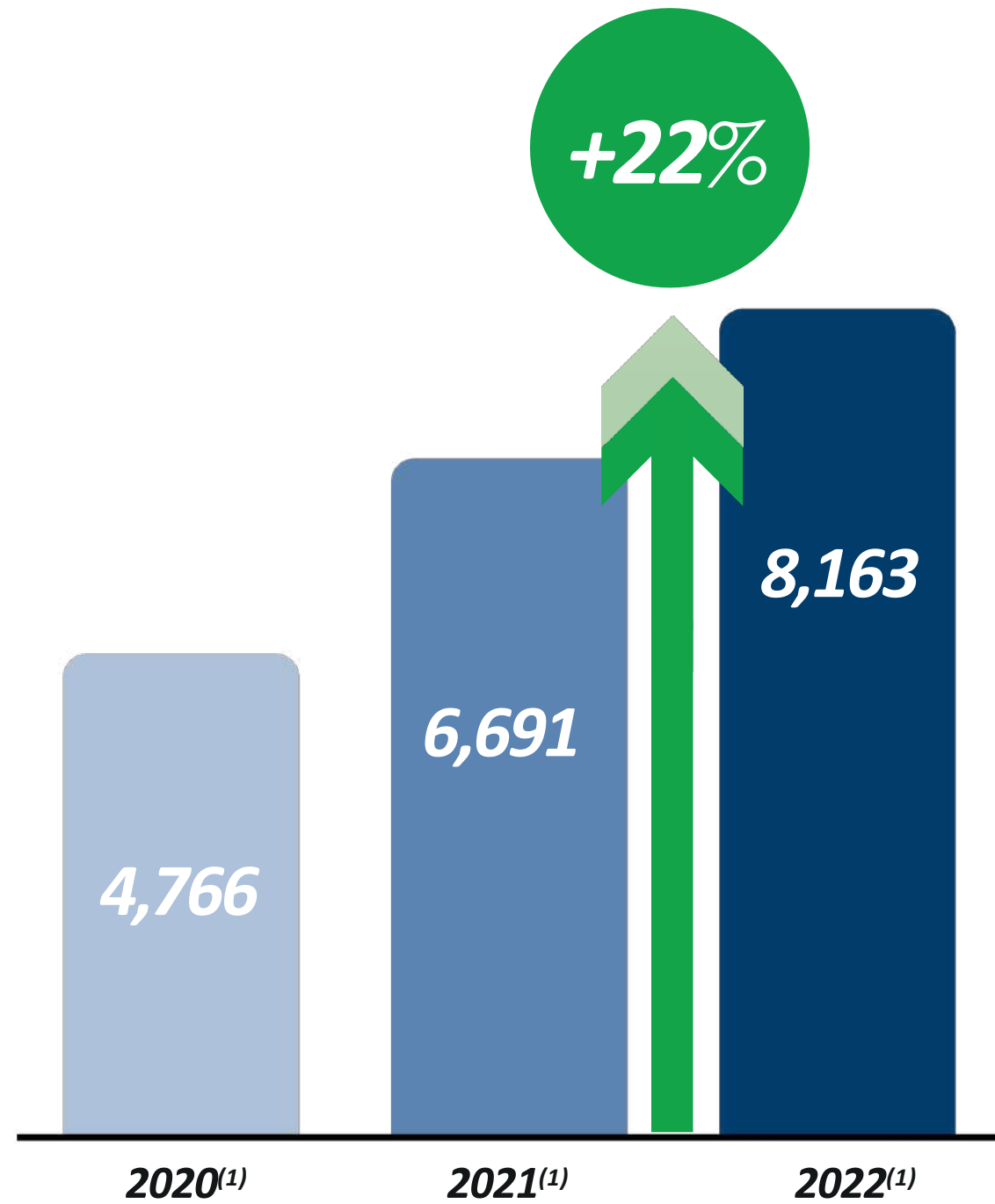
⁽¹⁾ Including Australia, North America, Europe and Italy

⁽²⁾ Including variation order

Strong growth of operating results, exceeding expectations

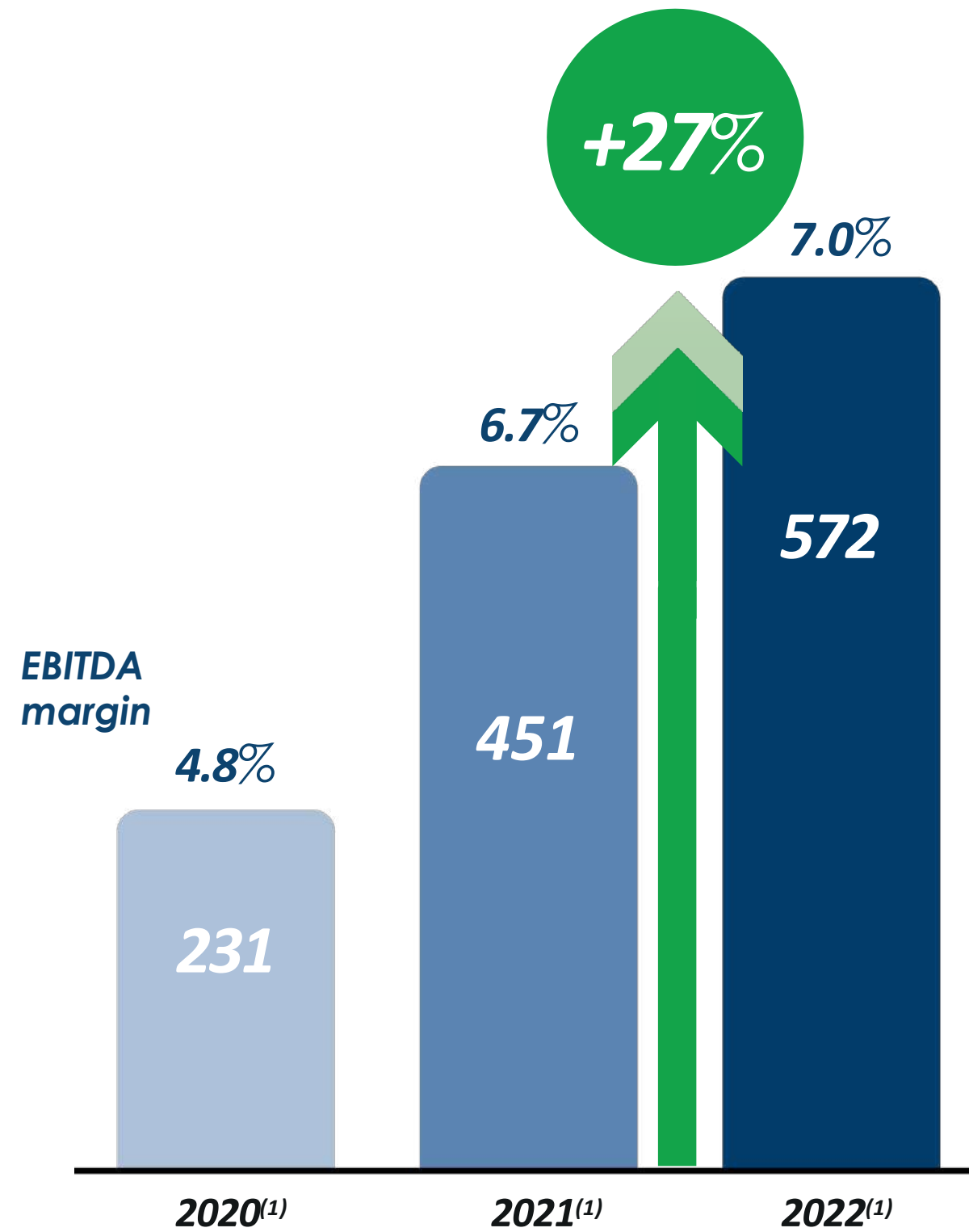
Revenues €m

2022
GUIDANCE 
7.0-7.5bn

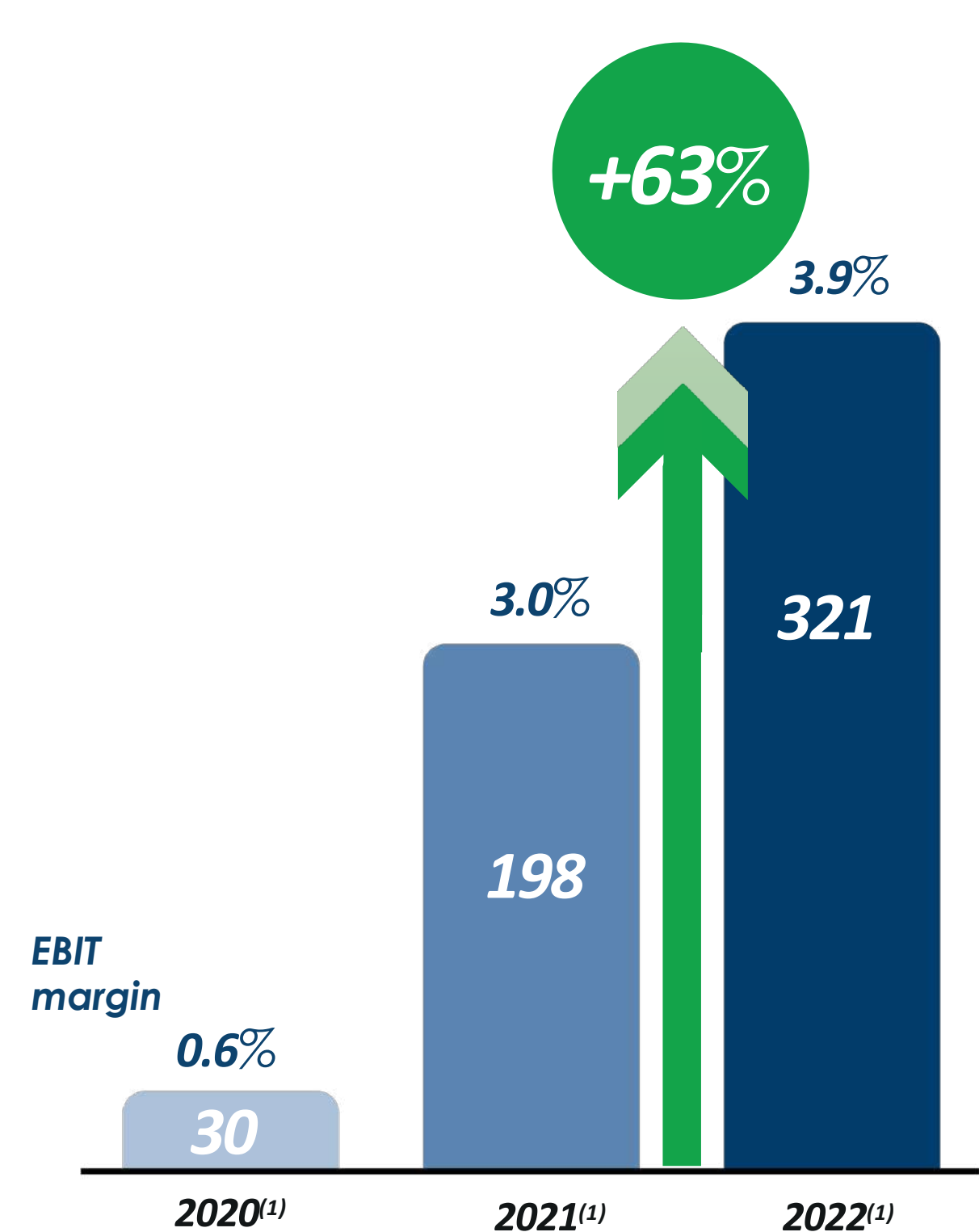


EBITDA €m

2022
GUIDANCE 
7.0-7.5%



EBIT €m

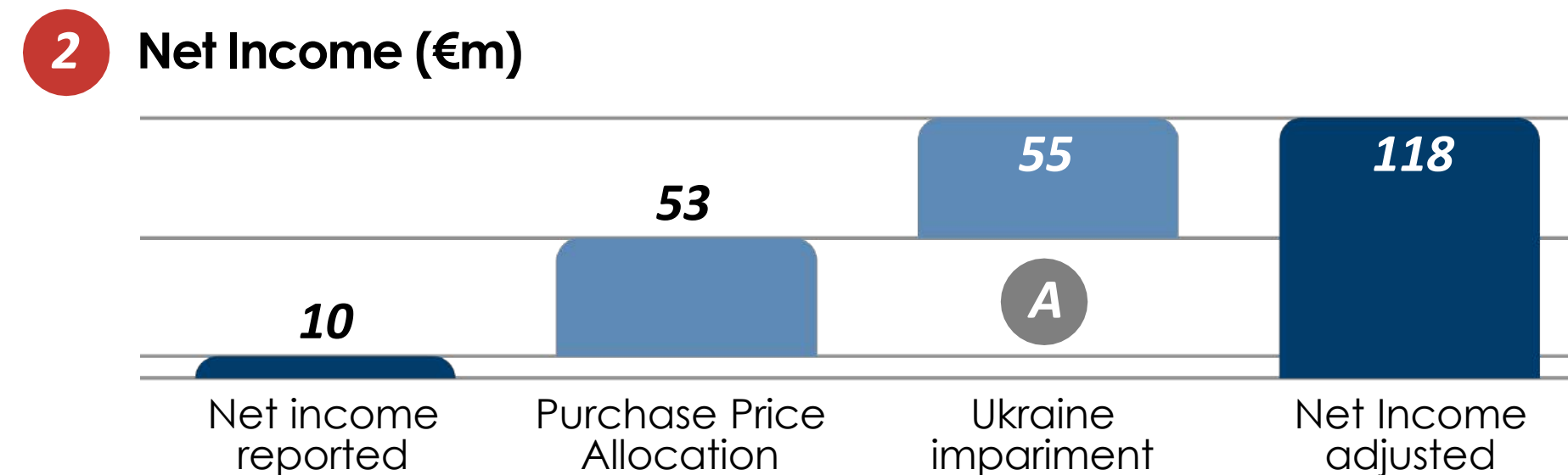


Significant improvement of Adjusted Net Income at €118m

(€m)	2021 ⁽¹⁾	2022 ⁽¹⁾	Var
EBIT	198	321	124
Financial income	88	119	32
Financial expenses	(190)	(213)	(22)
Net exchange rate gain (loss)	10	20	10
Net Financial income (costs)	(92)	(73)	19
Gain (loss) on investments	(25)	3	28
Net financing costs and net gains on investments	(117)	(70)	48
EBT	80	252	171
Income taxes	(111)	(109)	2
Profit (loss) from continuing operations	(31)	143	173
Profit (loss) from discontinued operations	0	(18)	(18)
Profit (loss) before non-controlling interests	(30)	125	155
Non controlling interests	(26)	(7)	20
Net Income (loss)	(56)	118	175

1 Financial expenses (€m)

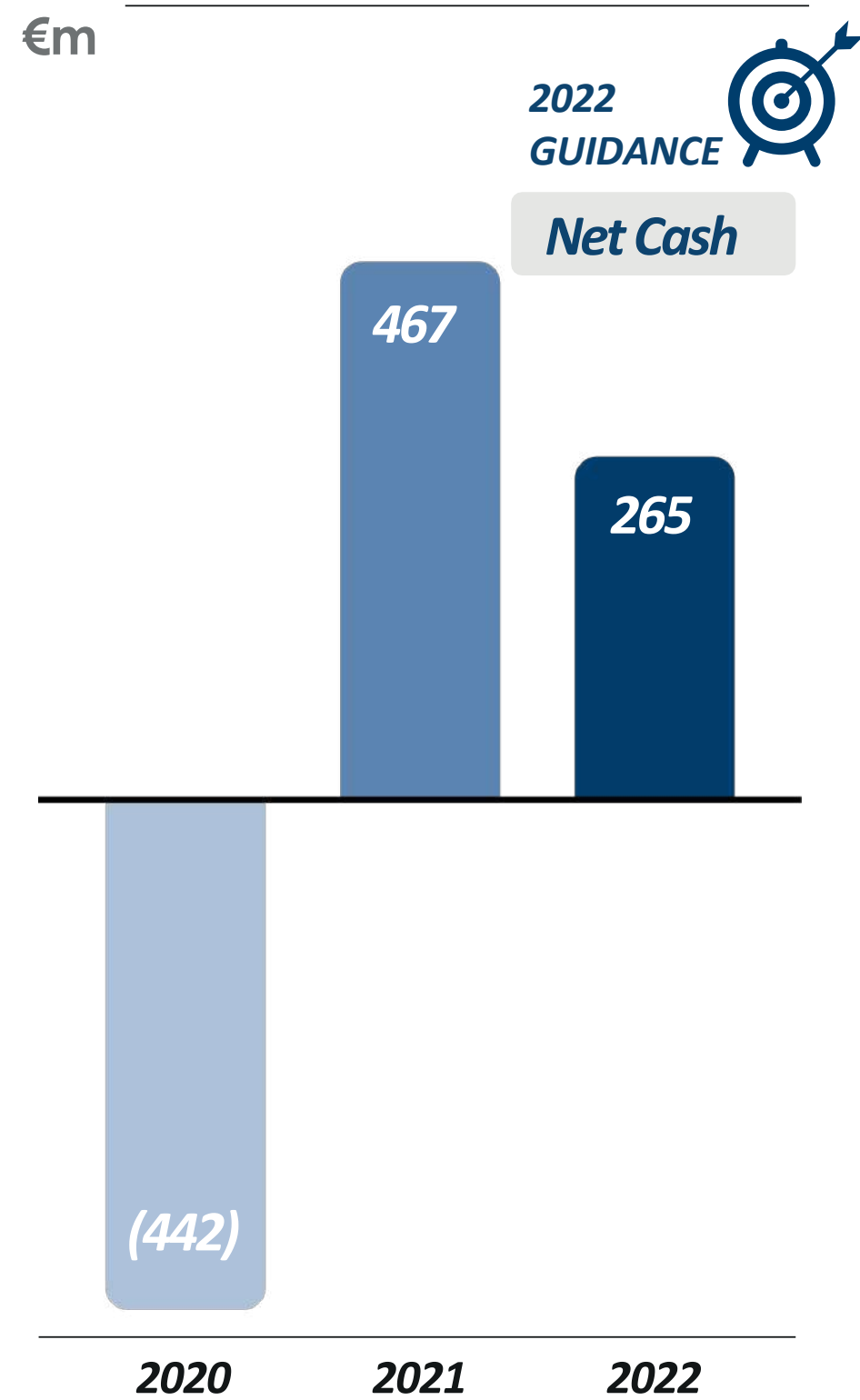
	2021 ⁽¹⁾	2022 ⁽¹⁾	Var
Bank charges, commissions and guarantees	(54)	(62)	(8)
Bond charges	(69)	(80)	(11)
Leasing	(8)	(7)	2
Other	(59)	(65)	(5)
Financial charges	(190)	(213)	(22)



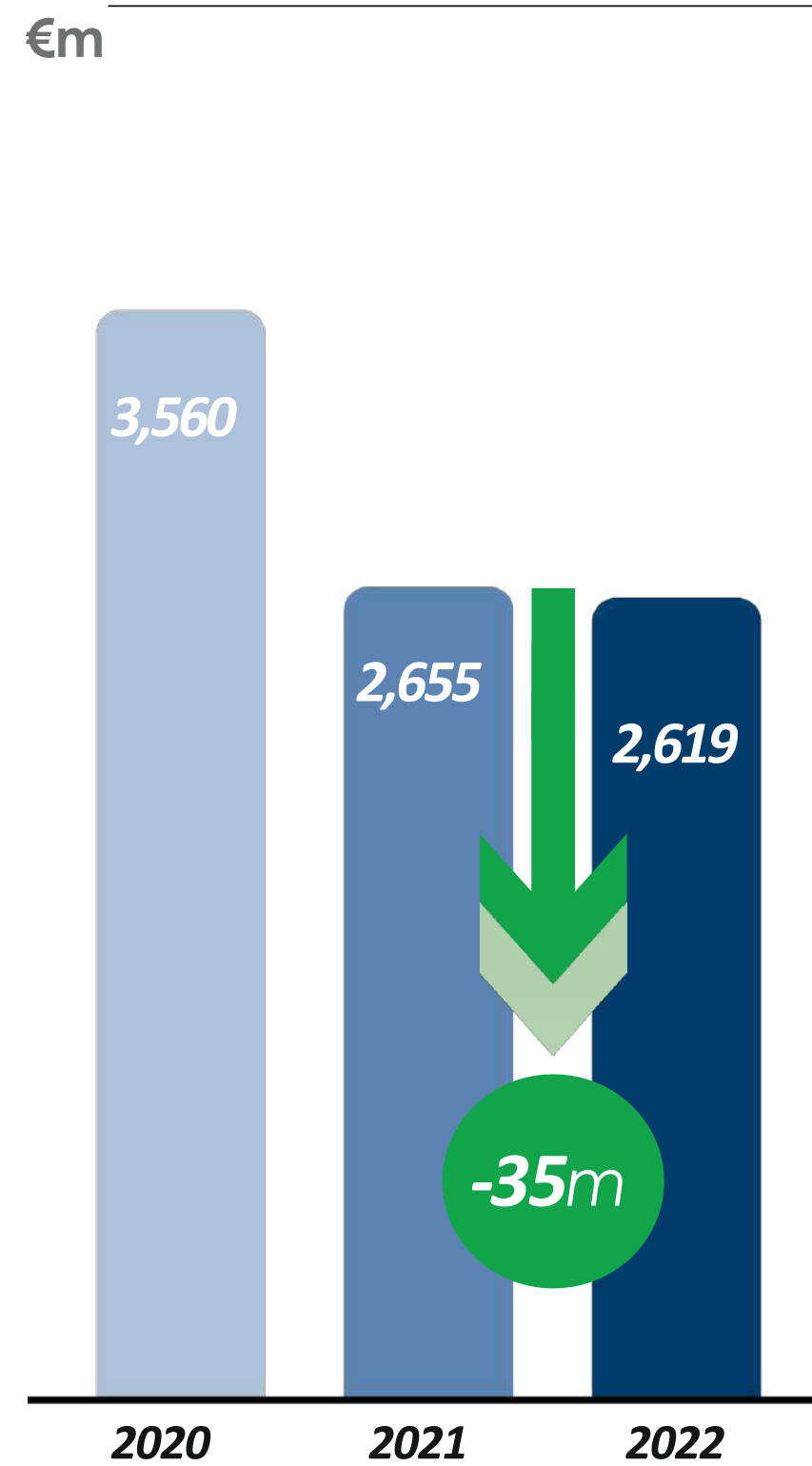
A Impairment of receivables related to project in the country completed in 2016

Strong balance sheet with net cash position

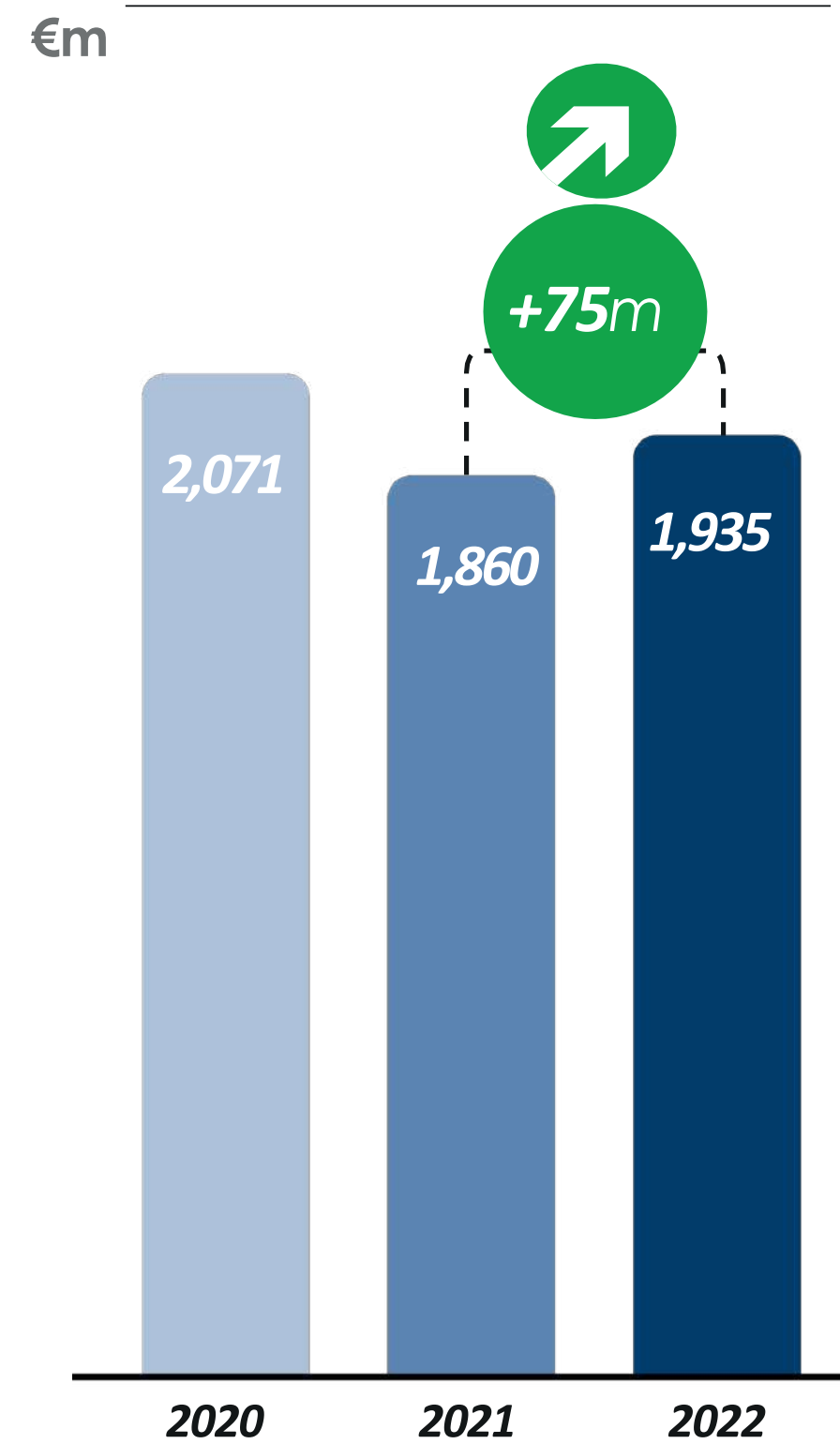
Solid Net Cash Position maintained despite growth



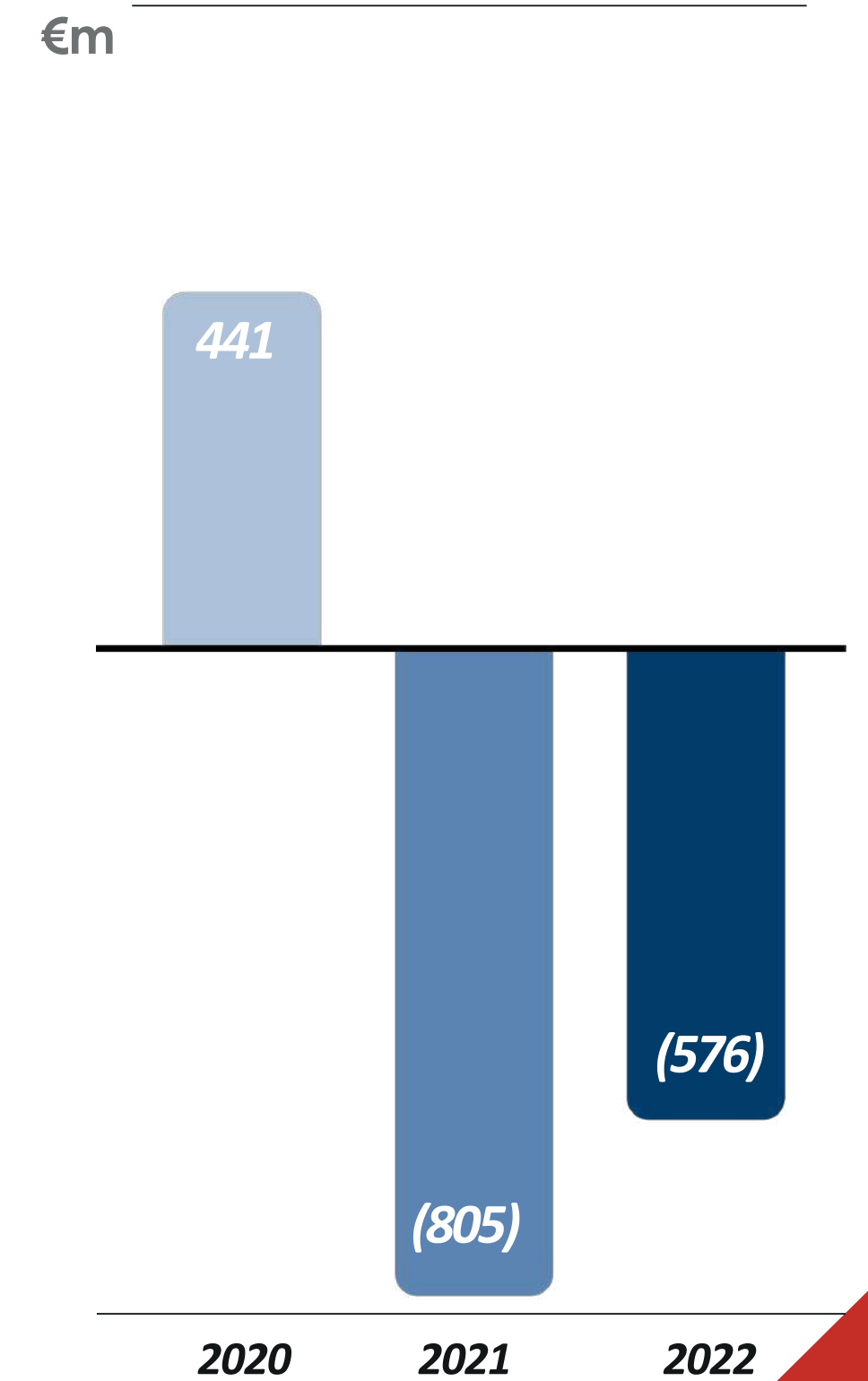
Gross Debt reduced by €35m versus 2021



Solid Net Equity



Operating with negative Working Capital



86% of debt at fixed rate with limited maturities until late 2024

Key Facts

€400m

new "sustainability linked" bond in Jan. 2022

>85%

corporate debt at fixed rate

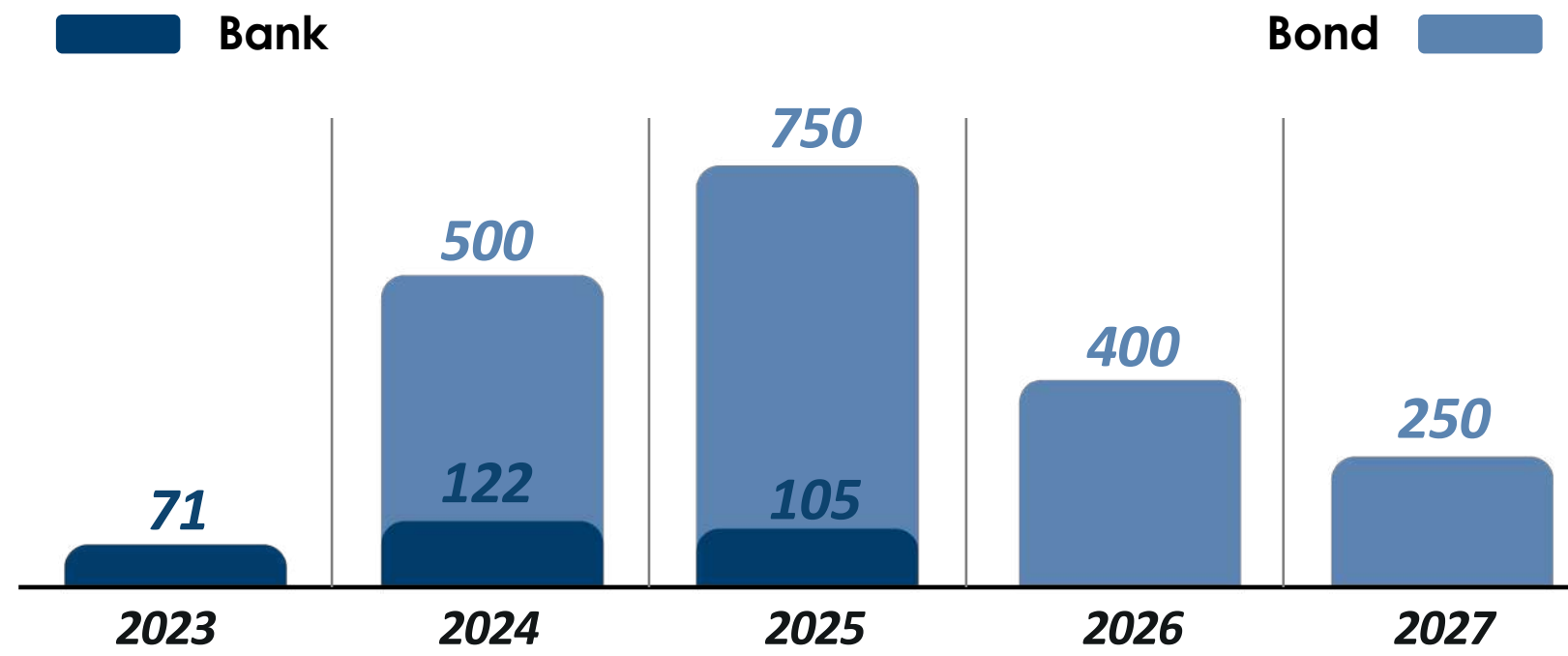
ca. 3 years

debt duration

€920m

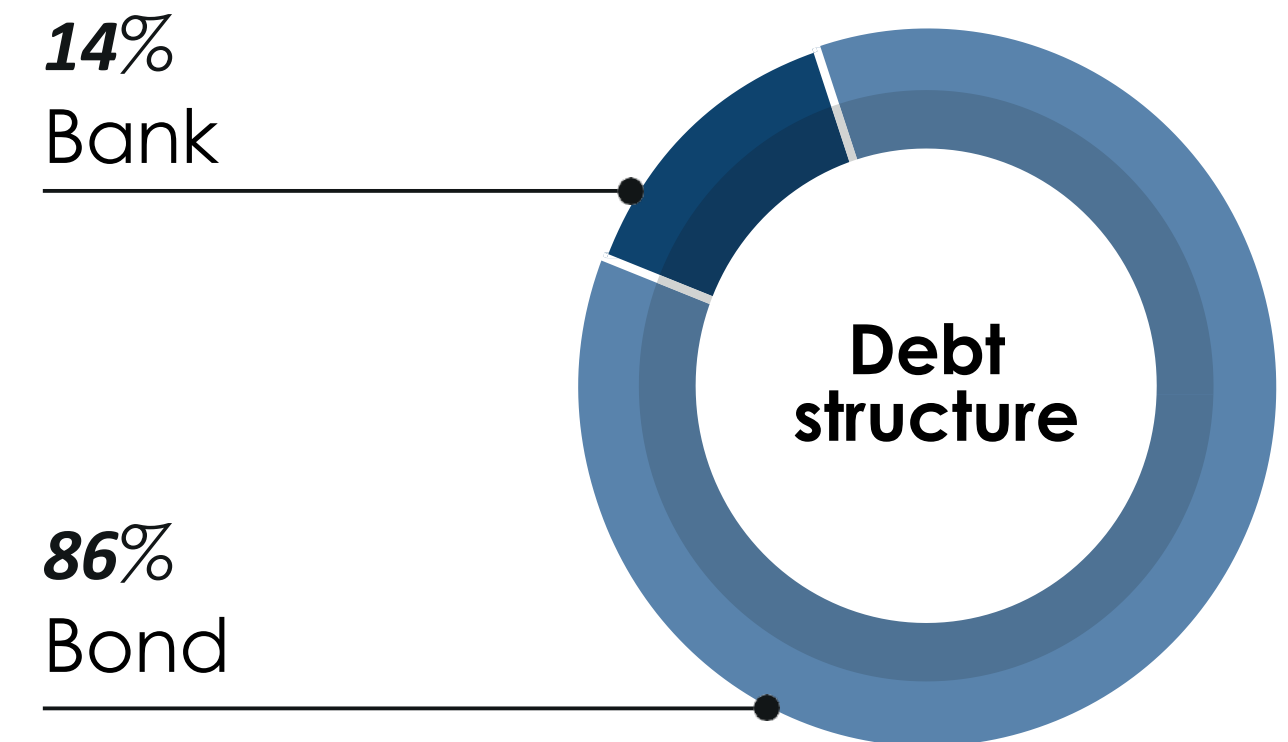
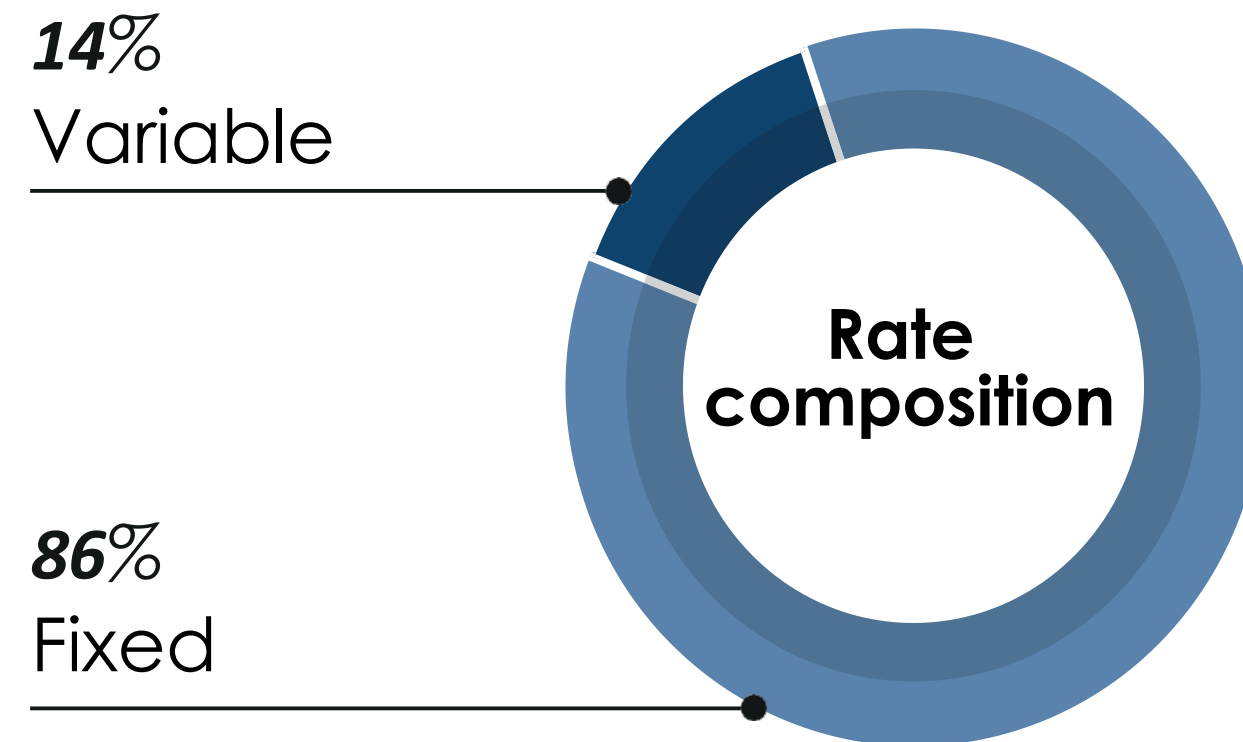
of RCF undrawn

M/L Corporate Debt Maturities



Average Cost of Debt **4.2%**

Duration (years) **ca. 3**



3 ➤ HOW WE SHAPED OUR BUSINESS



PIETRO SALINI
CHIEF EXECUTIVE OFFICER

We have delivered strategic projects that contribute to prosperity, improving hundreds of millions people's lives

Italy



Genoa San Giorgio Bridge
€0.2bn - 2020



Salerno-Reggio Calabria Motorway
€1.8bn - 2016

North America



Long Beach International Gateway
€1.0bn - 2020



Lake Mead Intake Hydraulic Tunnel
€0.5bn - 2016

Australia



Forrestfield Airport Link
€1.0bn - 2022



Sydney Metro Northwest
€0.5bn - 2018

Europe



Cityringen Metro
€2.5bn - 2019



Stavros Niarchos Foundation Cultural Center
€0.4bn - 2016

>270

Completed projects

2012-2022



3,396km
TUNNEL



82,509km
MOTORWAYS & ROADS



14,118km
RAILWAY AND METRO



1,018km
BRIDGES AND VIADUCTS



313
DAMS AND HYDRO PLANTS

Asia



Third Bosphorus Bridge
€3.0bn - 2017



Ulu Jelai Dam
€0.7bn - 2020

South America



New Panama Canal
€5.2bn - 2016



Sogamoso Hydroelectric Project
€0.4bn - 2015

Africa



Neckartal Dam
€0.3bn - 2020



Gibe III Hydropower Project
€1.7bn - 2016

Middle East



Al Bayt Stadium
€1.1bn - 2021



Doha Red Line North Underground
€1.8bn - 2019

We have become a well recognized and more competitive player in developed markets



GLOBAL LEADER IN WATER SECTOR⁽¹⁾



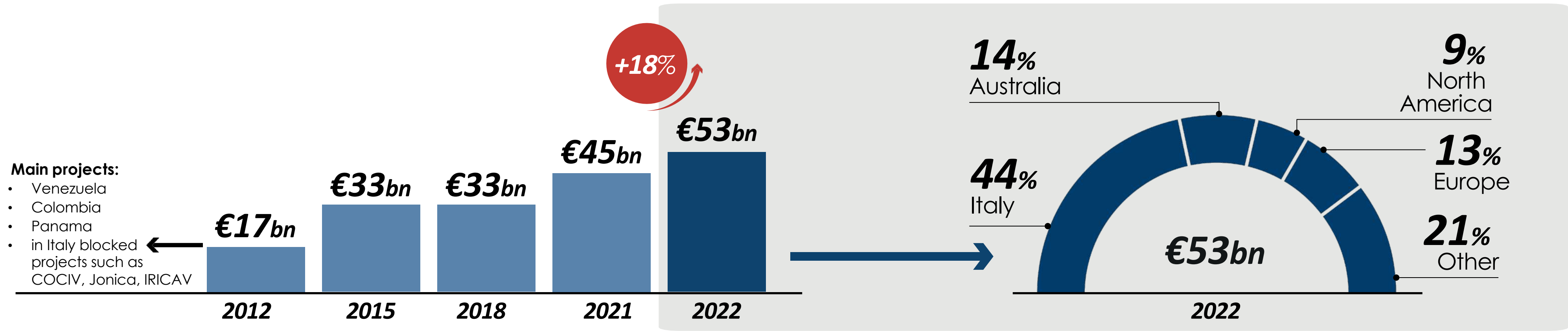
AMONG TOP 10 PLAYERS IN HIGHWAYS & RAILS⁽¹⁾



AMONG TOP 10 INTERNATIONAL PLAYER IN US & AUSTRALIA⁽²⁾

TOP 10 EUROPEAN PLAYER⁽²⁾
1ST ITALIAN CONTRACTOR⁽³⁾

Order backlog at record highs, creating a solid foundation for the future



2022 Construction Backlog by activity



⁽¹⁾ Report, The TOP 250, 22/29 August 2022

⁽²⁾ ENR Report, Global Sourcebook, 12/19 December 2022

⁽³⁾ TOP 200 Imprese di costruzioni – Guarnari 2021

We are investing in innovative solutions for project efficiency and safety setting higher standards for the sector

€148m

Investments in innovation
2017-2022

ca. 340

Average annual employees involved
in innovation and R&D activities

>110

Developed innovative
solutions 2017-2022

Innovative solutions for our clients

Robot monitoring/cleaning



Artificial Ground Freezing



Green TBM



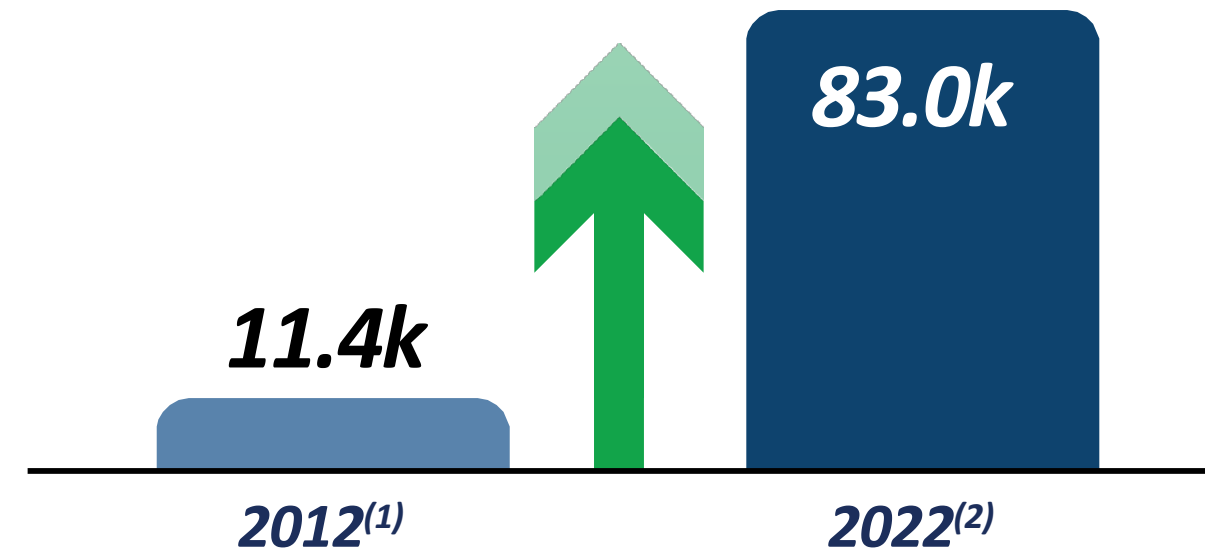
Remote-Controlled Rover



Our remarkable achievements are thanks to our people: our greatest asset



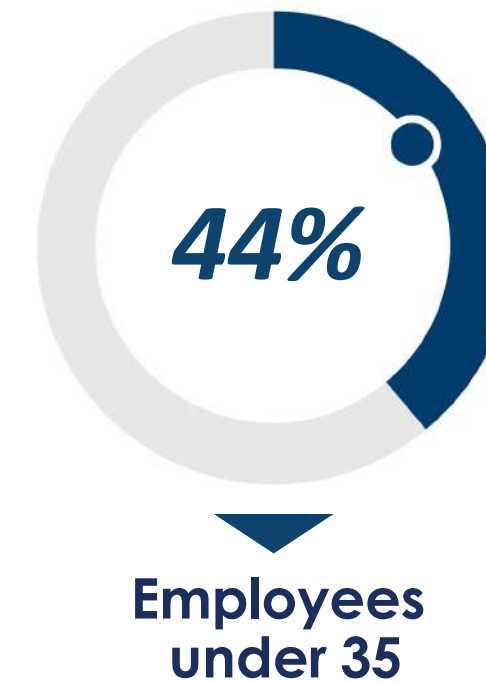
Workforce increased by 70,000



Scholarship



Diversity and Inclusion



Programmes and Initiatives



Master in International Construction Management

Recruitment programs:

- 100 young engineers (2015)
- 100 engineering graduates in Southern Italy (2022)

Premio Alberto Giovannini

Scuola dei Mestieri

Global Managerial Academy

Uniwelab

⁽¹⁾ 2012: Direct employees

⁽²⁾ 2022: Direct and indirect employees

4 ➤ A GLOBAL LEADER IN A PROMISING SECTOR

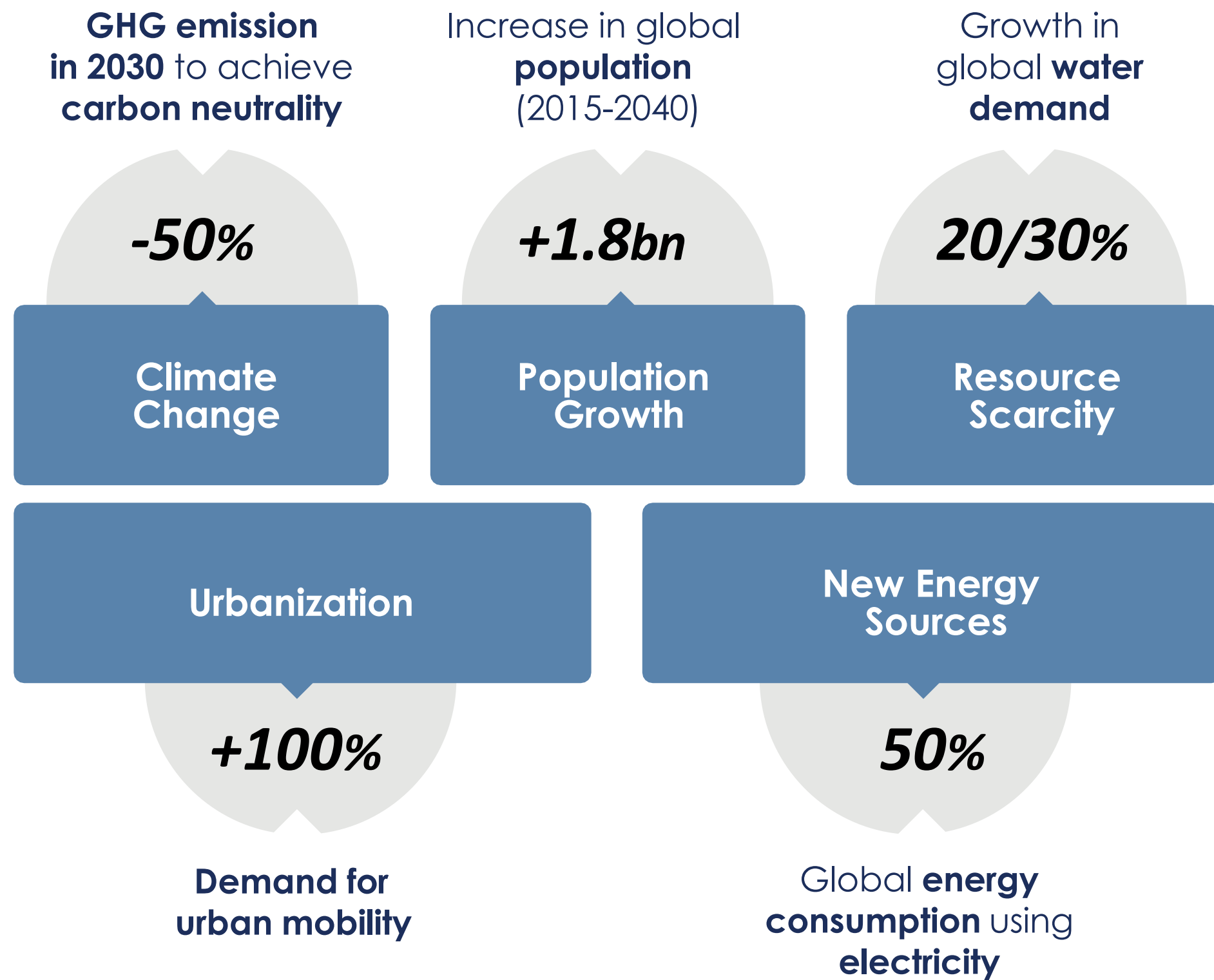


PIETRO SALINI

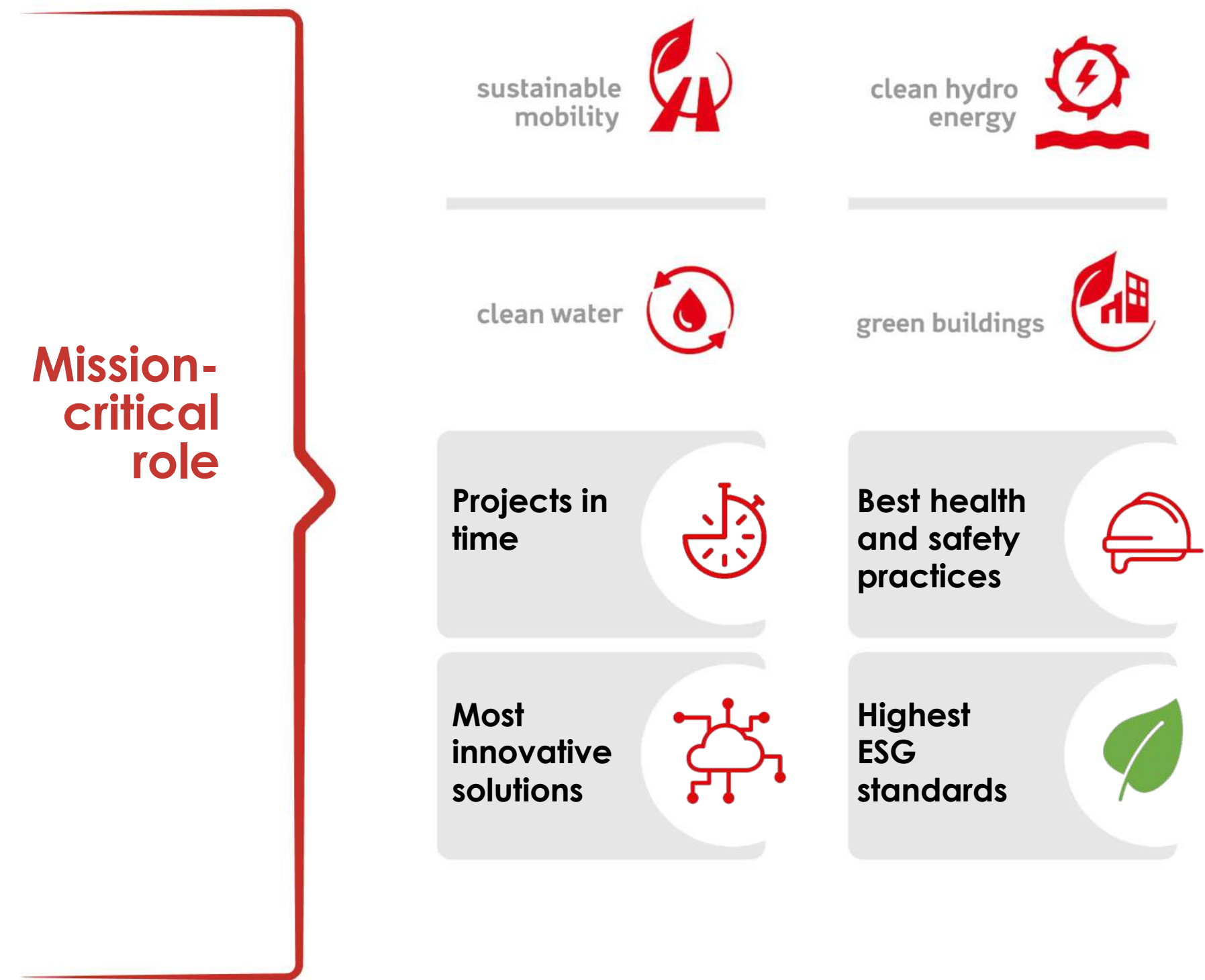
CHIEF EXECUTIVE OFFICER

Paradigm Shift in the sector: all parties aligned to deliver innovative infrastructures to address global megatrends

2050 Megatrends Driving Higher Need for Infrastructure⁽¹⁾



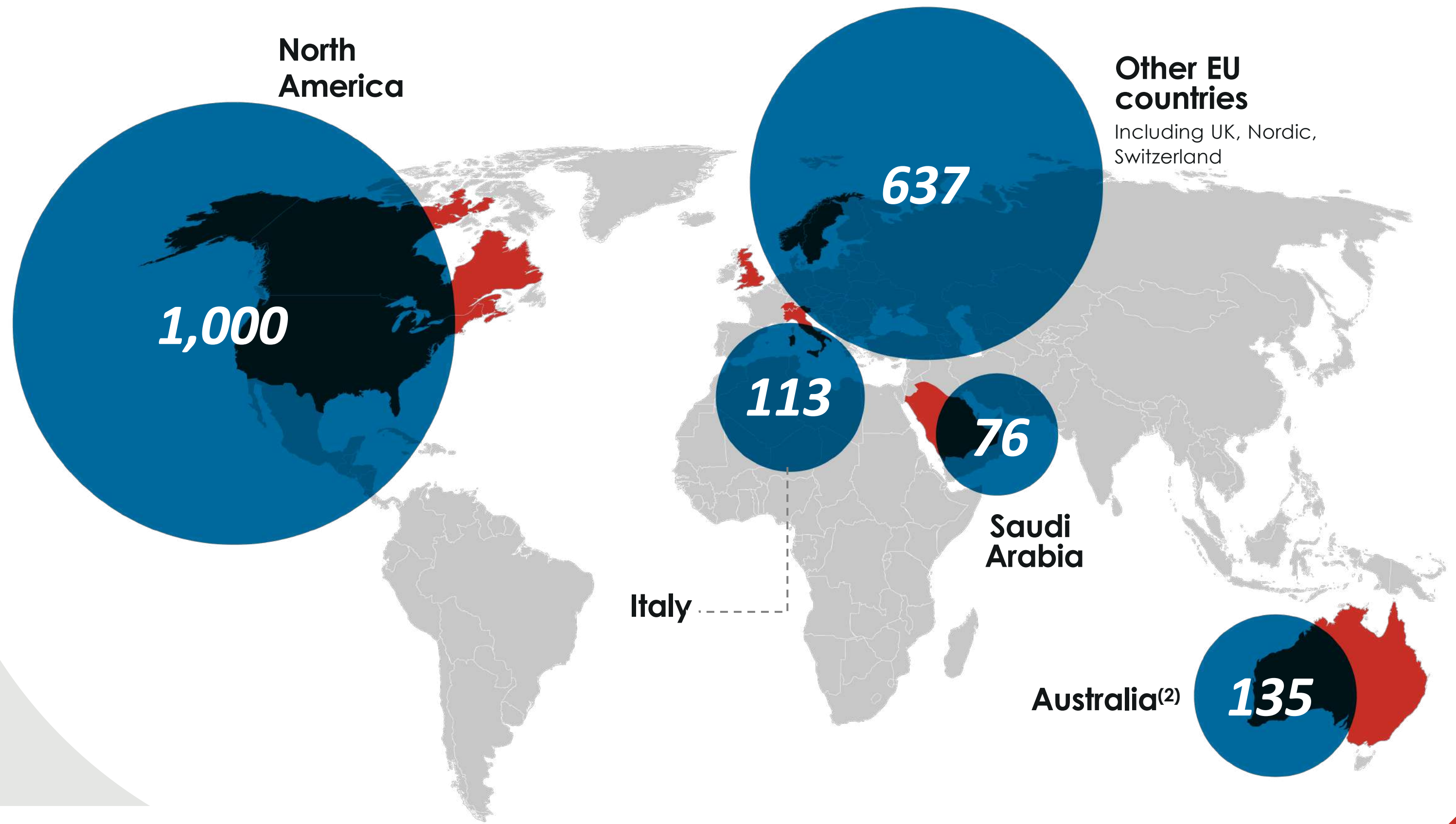
Customers, Contractors and Supply Chain all aligned to deliver on:



2023-24 infrastructure investments driven by Next Generation EU, US and Australia

Market value, Infrastructures⁽¹⁾ (€bn)

● 2023-24



- Italy growing in 2023-24 driven by **Next Generation EU Fund**
- **North America** continue to be robust market
- **Australian public sector backed mega projects, largely road and rail, will be a key driver in the near term, while major hospital investment is also rising rapidly.**

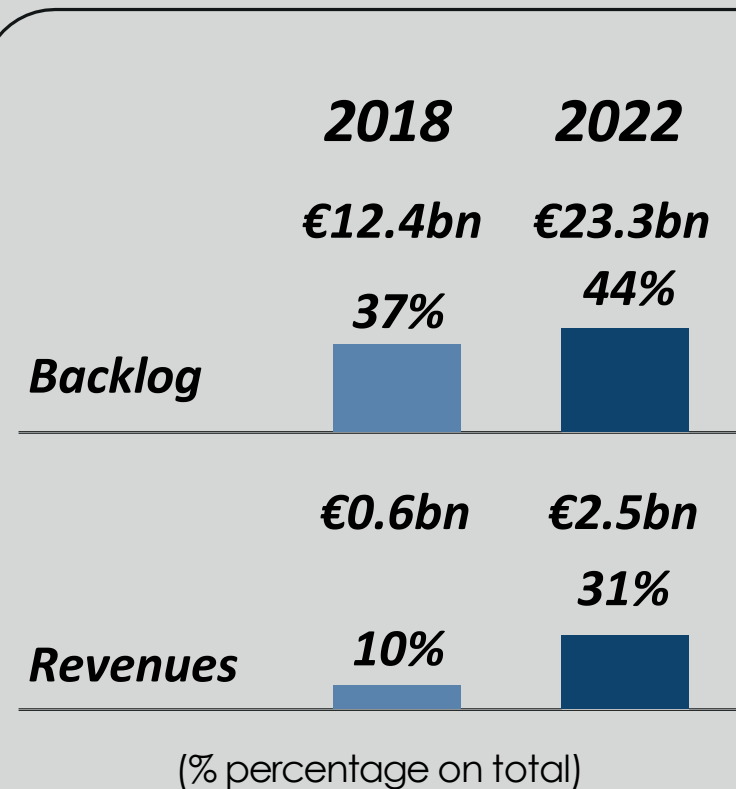
We are core for Italy growth, building strategic projects at the highest health, safety and quality standards with a vast supply chain

29

Ongoing projects



Faster development of Italian backlog



17.7
€bn

Construction backlog

of which **€9.4bn** included in **PNRR**

Some of our main projects:

- 1 Railway HS/HC Milan Genoa
- 2 New Genoa Breakwater
- 3 Milan Metro Line 4
- 4 Railway HS/HC Fortezza Ponte Gardena
- 5 Railway HS/HC Verona Padova
- Railway HS Napoli-Bari
- 6 Lot Napoli-Cancello
- 7 Lot Apice-Hirpinia
- 8 Lot Orsara-Bovino
- 9 Jonica highway
- Railway HC Palermo-Catania
- 10 Bicocca-Catenanuova Section
- 11 Nuova Enna-Dittaino Section



>13
€bn

PNRR financed projects expected to go to tender in 2023-2024

Operating projects in Italy

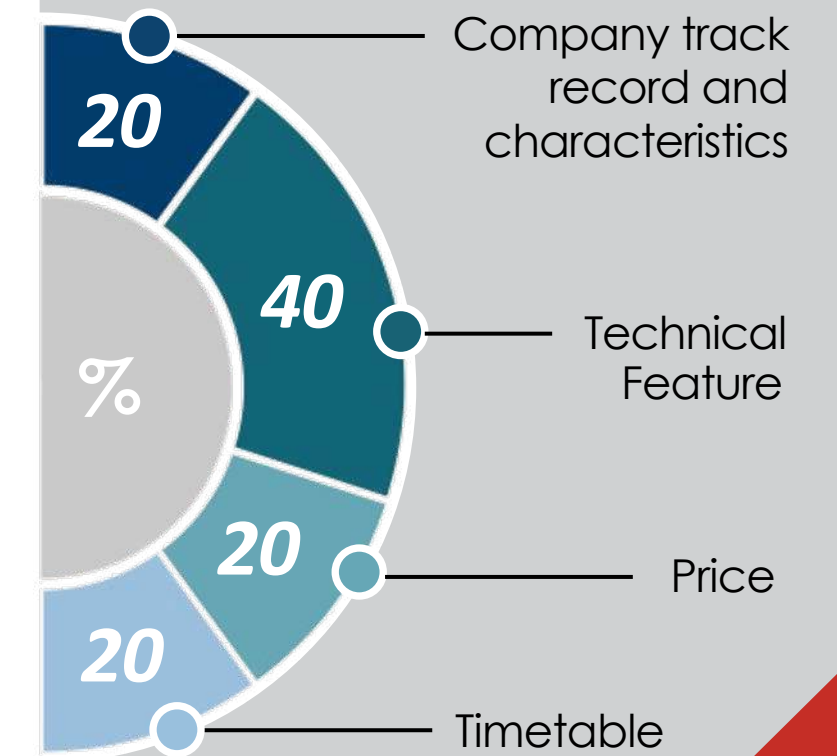
10,000

Businesses involved in the supply chain⁽¹⁾

16,300

Workforce as at December 2022⁽²⁾

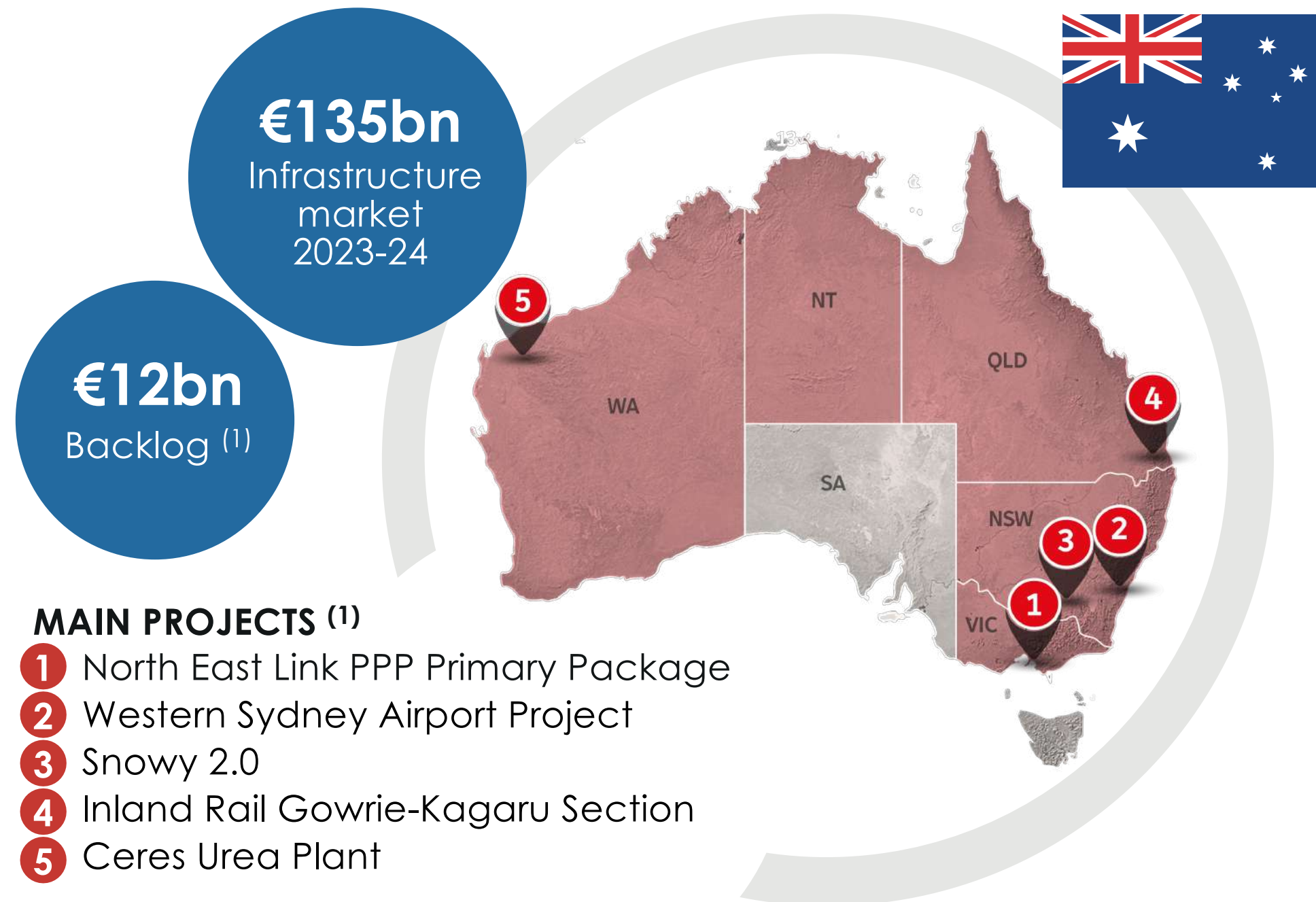
Example of new tender criteria



⁽¹⁾ Including direct and indirect workforce

⁽²⁾ Total companies including direct suppliers and estimated subcontractors, from the beginning of works for each project

Webuild expands footprint in Australia



Aquisition



PEOPLE
1,100

€4bn
Backlog ⁽²⁾

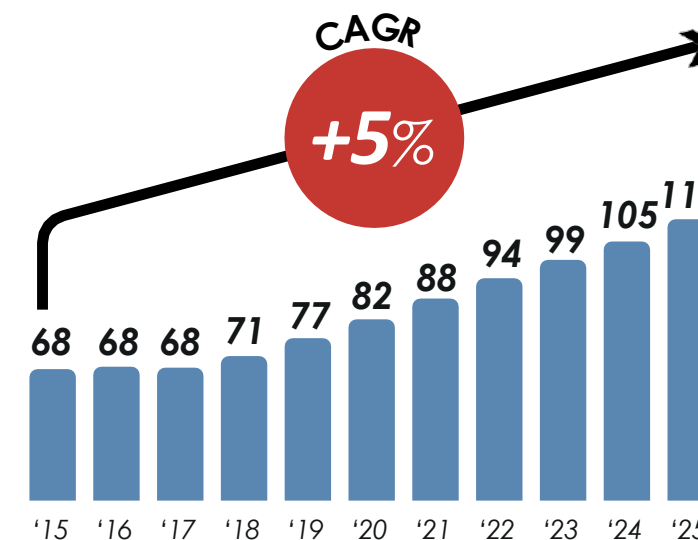
COMPETENCES

ENERGY
DEFENCE
INSTALLATION

Energy

Energy Installed (GW) (Australia)

+43 GW in 10 years



- Changing policy to boost investment in major **renewables, transmission and storage projects.**



bringing capabilities on several energy segments

Transmission Lines



Market 2020-30

€20bn

€20bn investments up to 2030

Renewables



Production

2020 **34 GW**



13%

CAGR

112 GW

2030

Urea/Ammonia

Perdeman



Production Mm3/t

2013 **143**



150

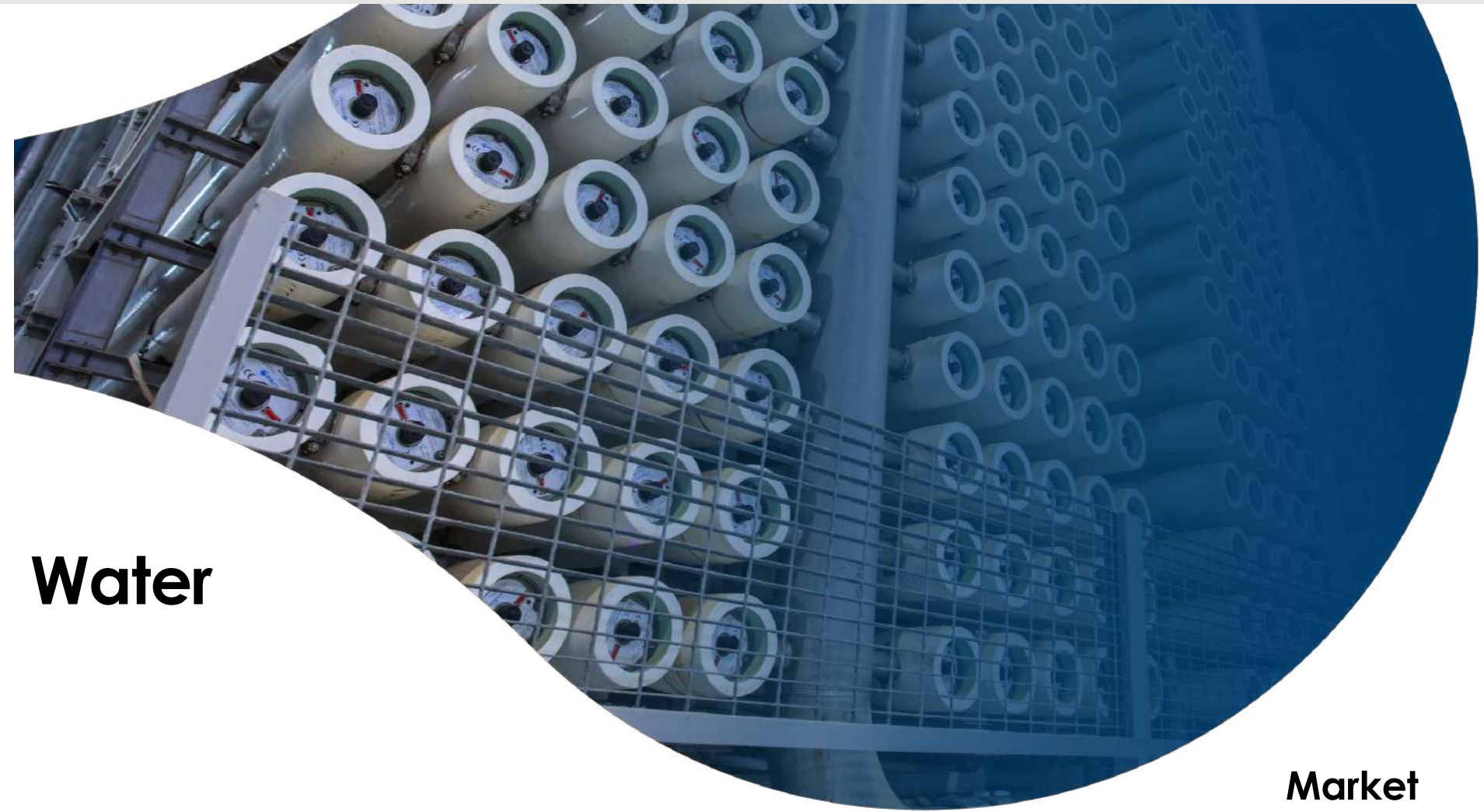
2022

Market accelerating in US, Australia & Africa after Covid

⁽¹⁾ Including best offer and Clough backlog

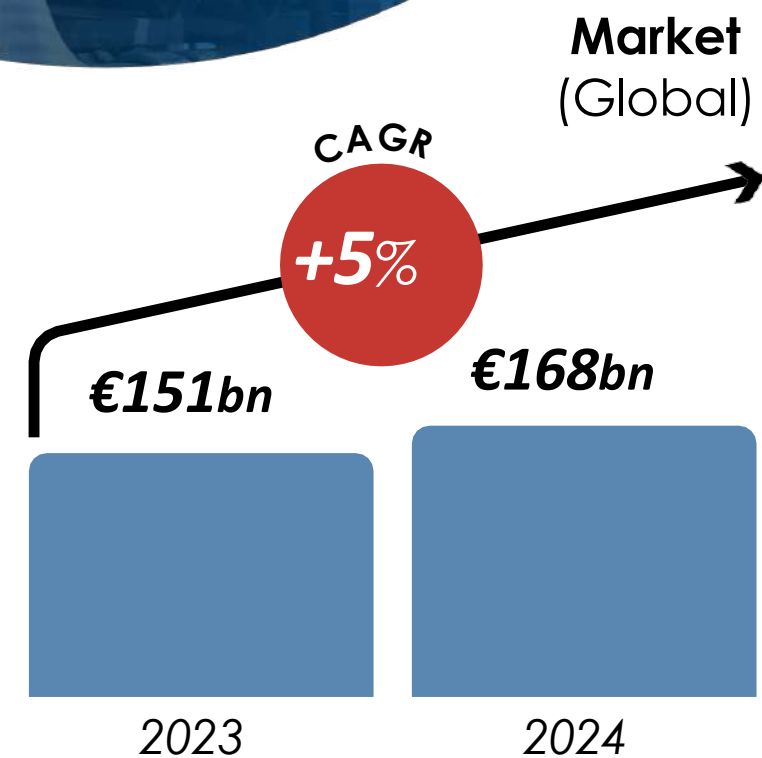
⁽²⁾ Including best offer and share of Snowy

Potential growth in promising key sectors



Water

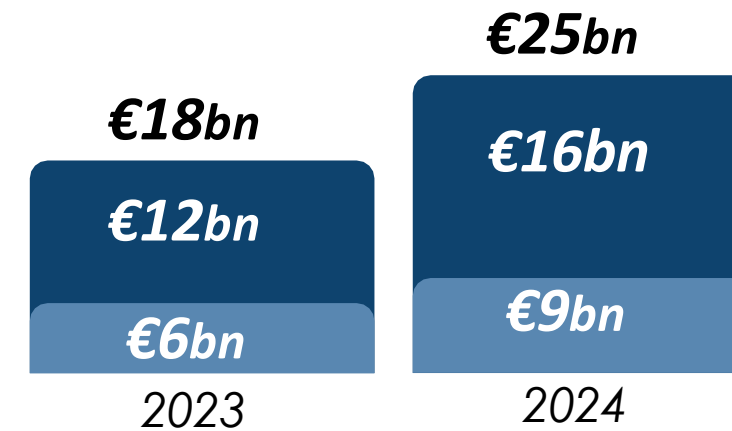
- Global leader in water treatment and desalination plants **servicing over 20m people**
- Water scarcity in different part of the world driving **desalination market** acceleration mainly in Middle East, Europe and Australia
- **Water treatment market** favored by population growth and by need to increase water circularity and efficiency



Sustainable buildings

es. Data Centers, Hospitals

Market



- Data Centers in **Europe**
- Hospitals in **Italy**



- **CSC:** Data Center with **double-digit growth** (+10%) driven by investments in IT/clouding
- **NBI:** pipeline of **€15bn of hospitals** in Italy in the period 2023-24
- **Webuild real estate:** Development of real estate projects in Italy

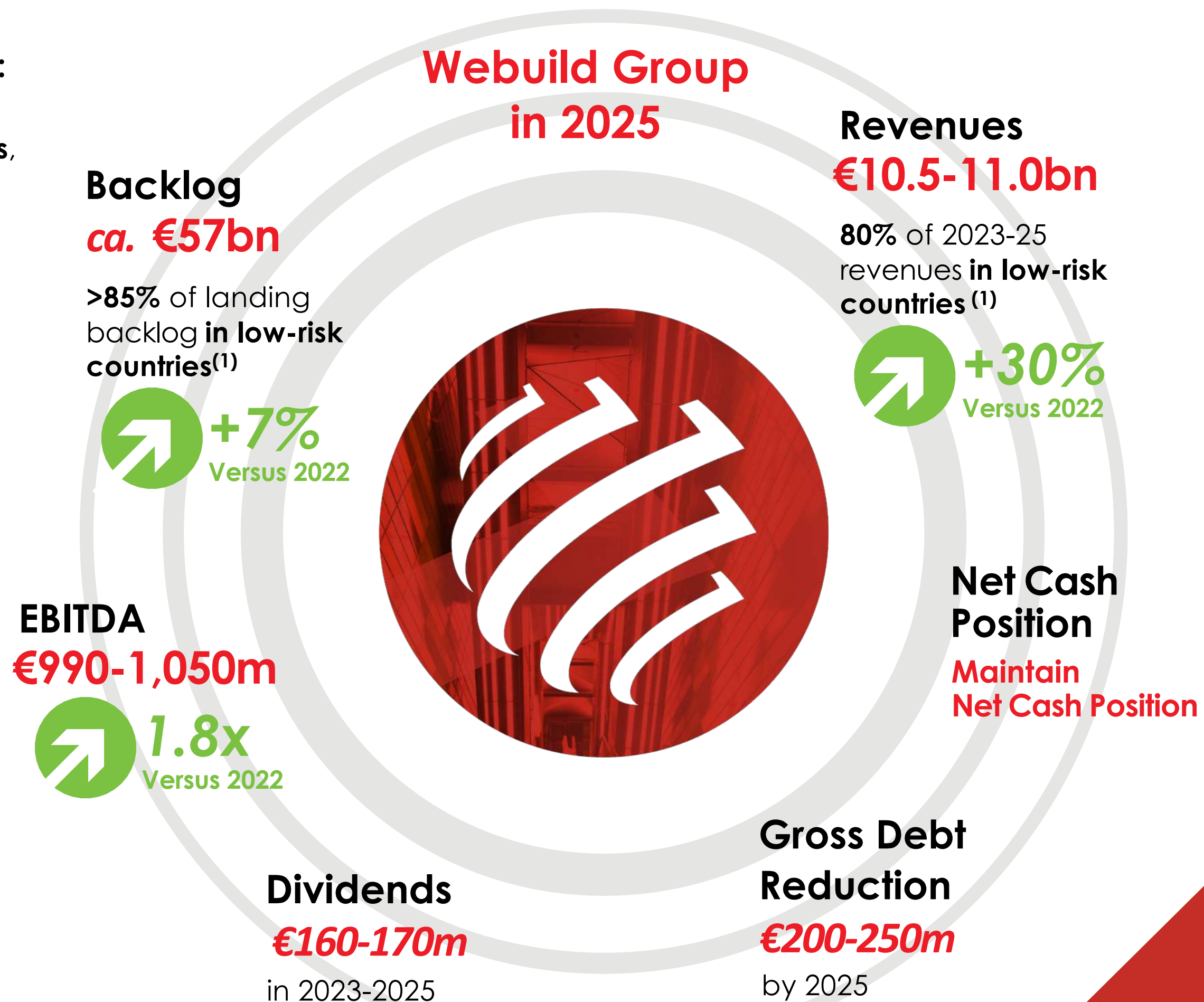
The future is now: ready to deliver

1 Platform and backlog already in hand to deliver targets:

- Organization, people, know-how, local platform in core markets, like US and Australia, **already in place** to develop projects and meet targets
- **Less than 5% of targeted cumulated revenues** and **EBITDA** in 2023-2025 coming from contracts to be acquired
- **Enter in new market segments**, key for communities' leveraging on **Clough skills**

2 What we aim to achieve in 2023-2025:

- Annual **revenue growth of 10% versus 2022**
- **Better margins** through efficiencies and leveraging on recently acquired high-quality projects
- **Net profit generation and dividend distribution** for shareholders
- **Cash generation and further deleveraging**



5 ➤ ROADMAP TO 2025: STRATEGIC PILLARS & FINANCIAL TARGETS

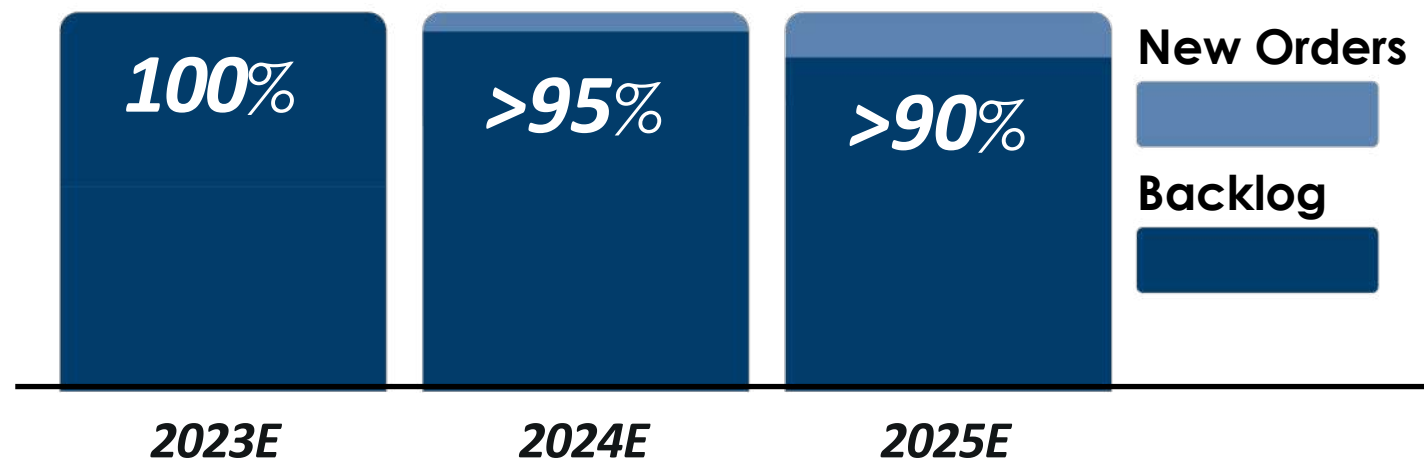


MASSIMO FERRARI







GENERAL MANAGER CORPORATE AND FINANCE

Strategic 2023-2025 drivers: Business Evolution

1 Leverage on robust **order backlog** currently covering **>95%** of 2023-25 targeted revenues and EBITDA



2 Act as partner for clients to address:

<p>Climate transition</p> <p>sustainable mobility </p>	<p>Energy transition</p> <p>clean hydro energy </p>
<p>Water scarcity</p> <p>clean water </p>	<p>Resilient agriculture</p>
<p></p>	<p></p> <p></p>

3 Enhance presence in core markets:

PNRR opportunities in **Italy**: >€9bn of backlog and >€13bn of new projects to go to tender

Participating in infrastructure investment plans in **Australia, North America and North & Central Europe**



4 Reorganize subsidiaries to seize market opportunities

<p></p> <p>World Leader in Desalination</p>	<p></p> <p>Greenfield infrastructure</p> <p>Partnership with investors</p> <p>Divestment options</p>	<p></p> <p>Tunnelling & Maintenance</p> <p>Working on main TEN-T corridors</p>	<p></p> <p>Development of real estate projects in Italy</p>	<p></p> <p>Development of sustainable building</p>	<p></p> <p>Among main players in strategic markets with strong growth prospects</p> <p></p>
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1 Operating efficiencies improving 2025 EBITDA margin for 100 bps



CAPEX

- I. Asset reutilizations
- II. Optimization of contracts with suppliers



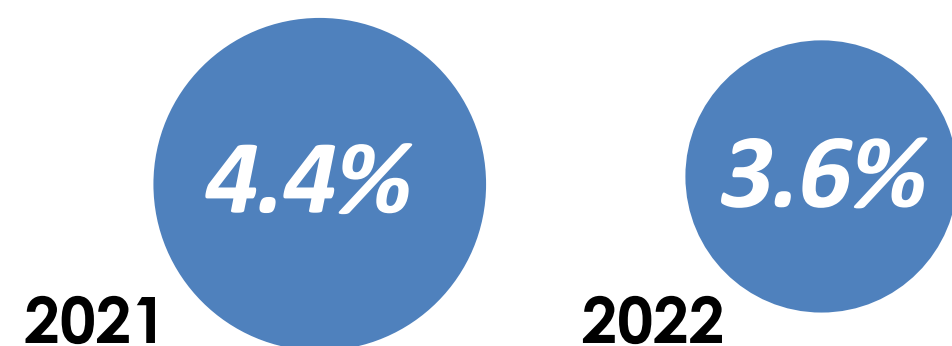
CORPORATE

- I. Optimization of branches and subsidiaries
- II. Synergies with Clough



PROJECT COSTS

- I. Back-office automation
- II. Identified initiatives on specific projects
- III. Optimization of external costs



Overhead incidence reduced

2 Other levers for cash generation

- Rigorous management of projects and payment cycle

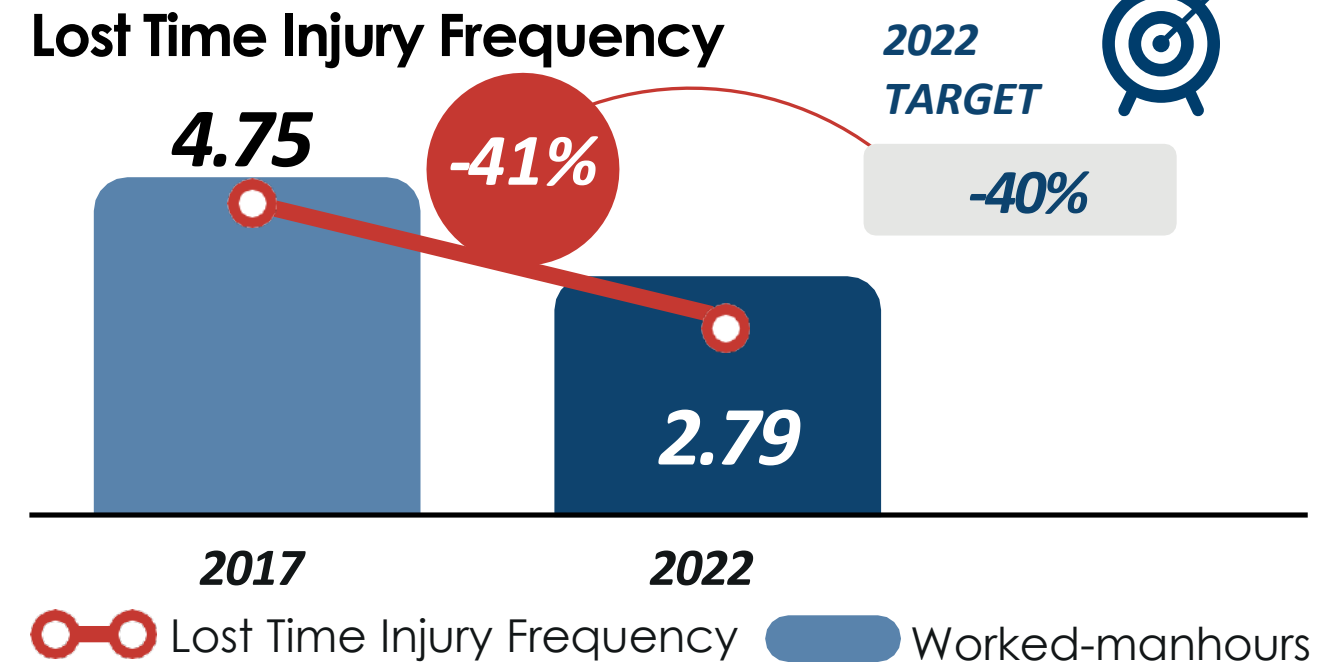


- Contract amendments cash ins and assets disposal as source of further deleveraging and cost of debt optimization



Strategic 2023-2025 drivers: Priority on Safety & Environment

Safety first



-9%

Reduction in LTIFR⁽¹⁾ index (2025 vs 2022)

>2.8 mln

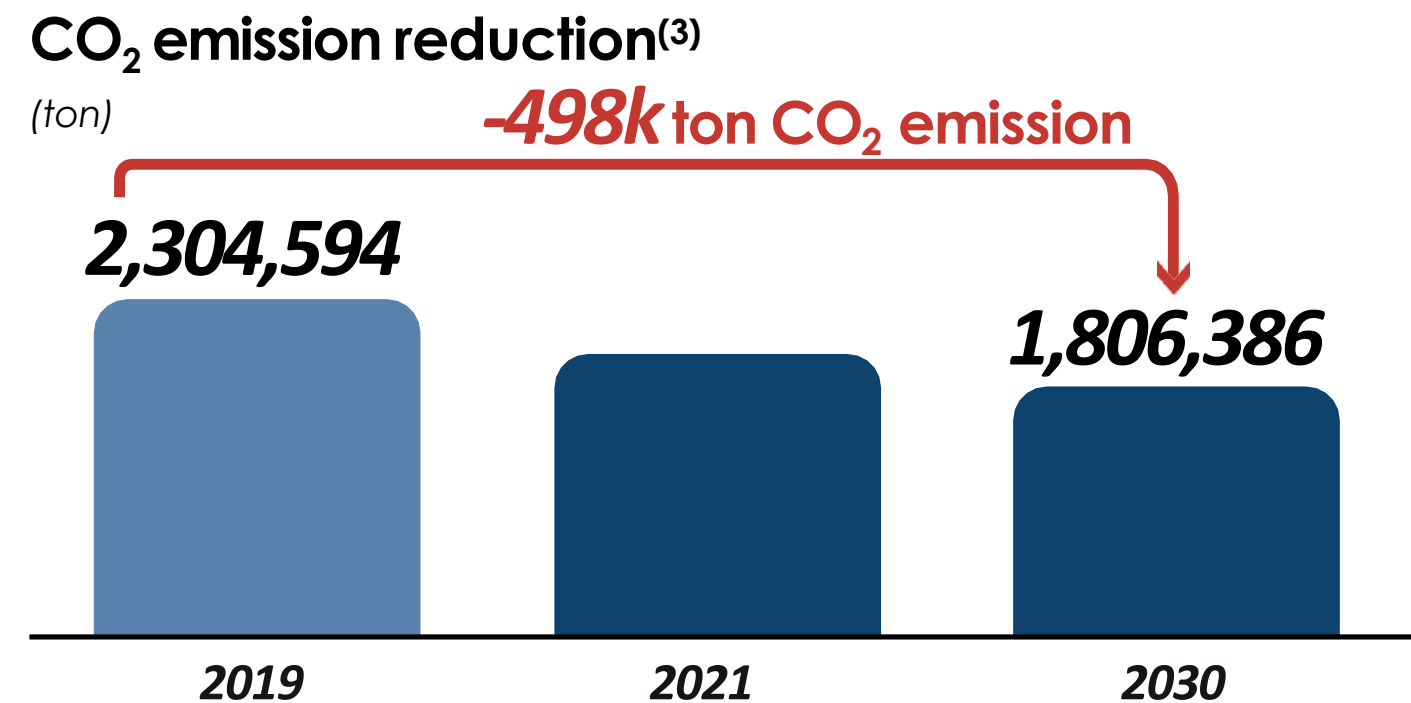
Training hours⁽²⁾ in 2018-2022

Programmes and innovative solutions

- Smart safety
- Remote-Controlled Rover
- Innovative safety training
- valyOu: Our Health and Safety Way
- 2021 ROSPA Gold Award

Training programme, cascading from BoD to all employees

Webuild's 2030 emission reduction targets



APPROVED

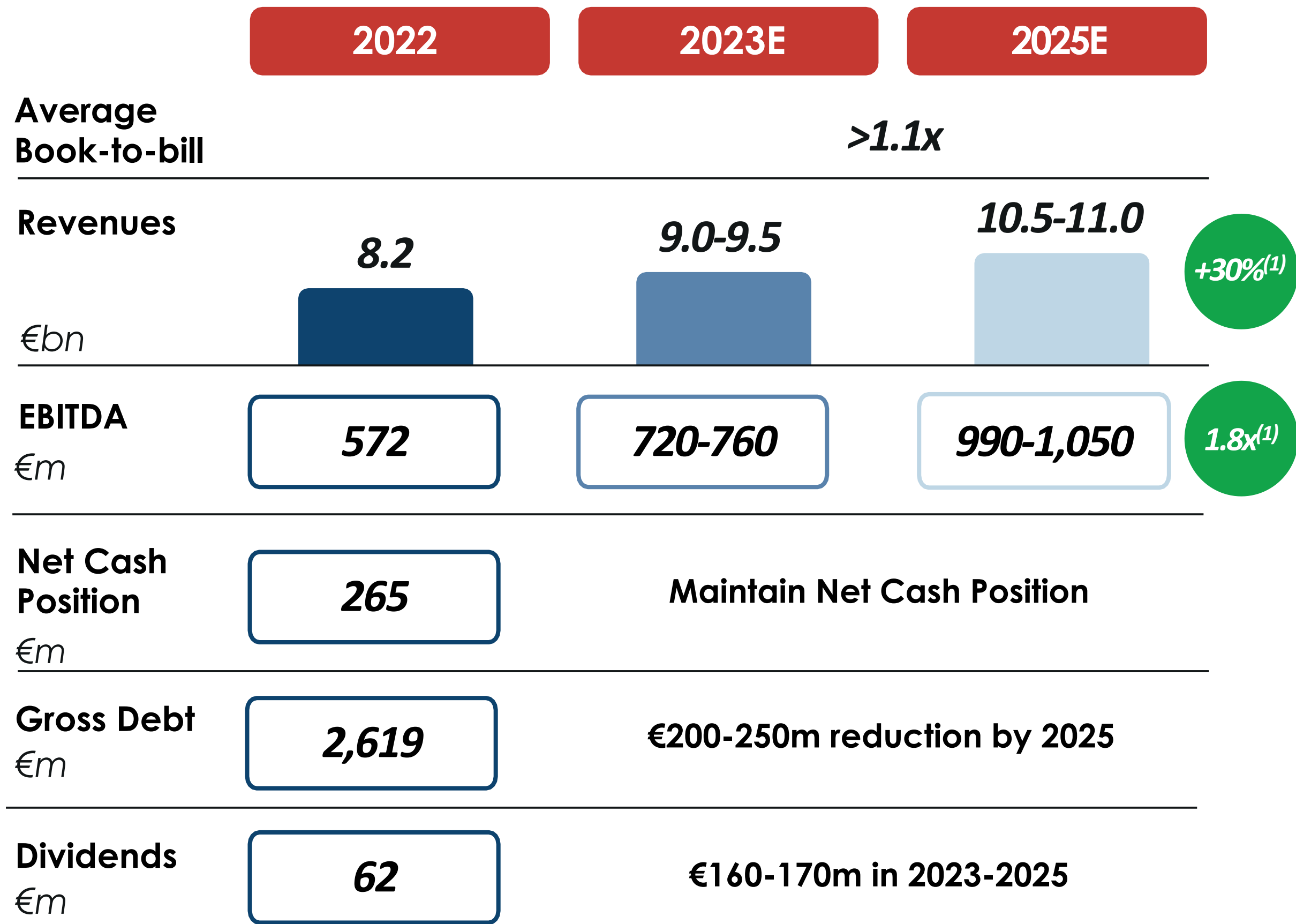
Some action taken since 2017

- Green TBM and preventive maintenance of installations
- Automated Conveyor belt for materials transport
- Switch to grid electricity, substituting diesel generator
- Pre-cast concrete tunnel segment plant

⁽¹⁾ Lost Time Injury Frequency Rate
⁽²⁾ For direct and third party employees

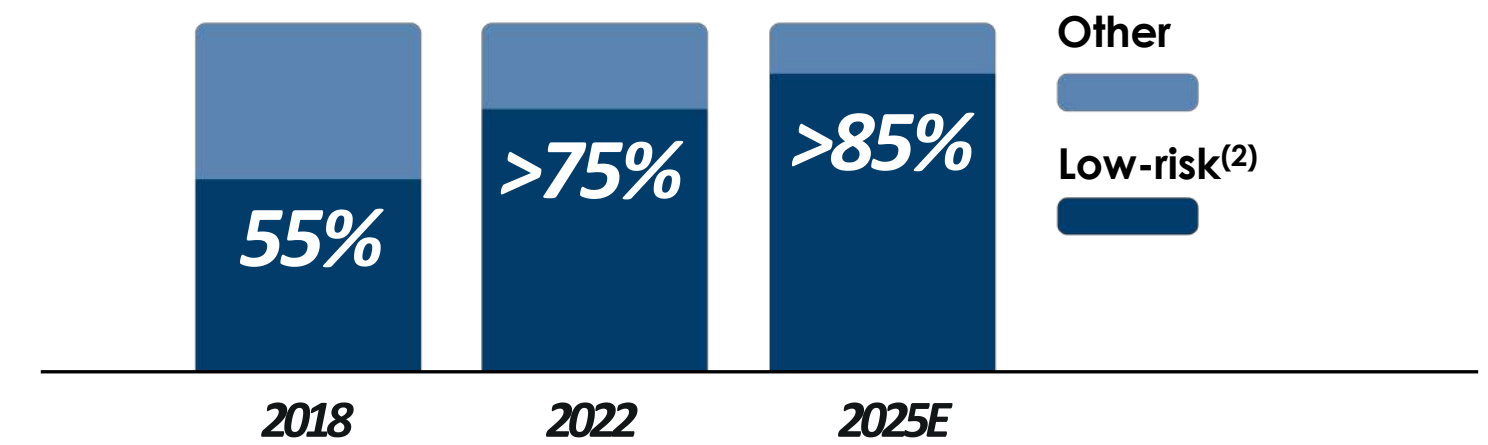
⁽³⁾ Including emissions generated directly by the work sites and offices (scope 1) and by the electrical energy purchased (scope 2), as well as other indirect emissions generated by only purchased goods and services not owned or controlled by the Group (scope 3)

Target of >€10bn revenues and €1bn EBITDA, maintaining net cash position



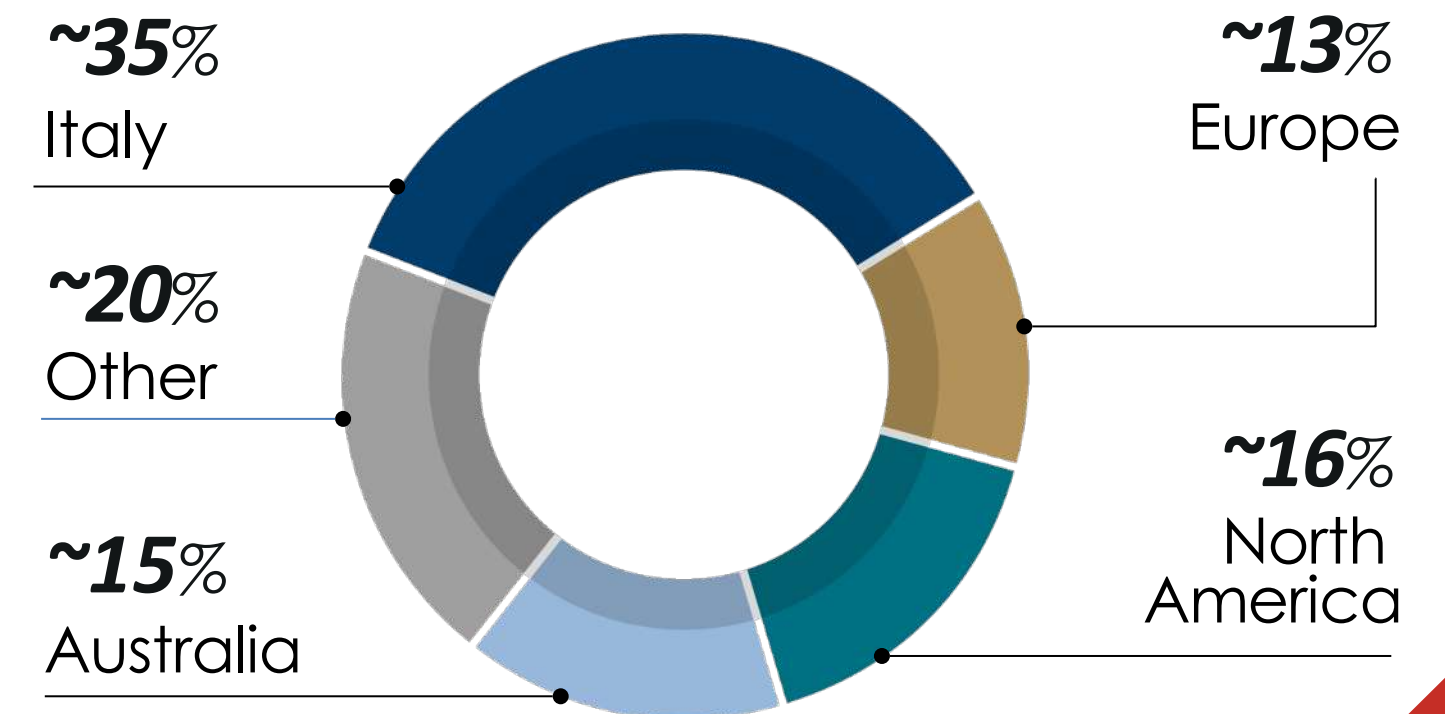
>85% of landing backlog in low-risk countries⁽²⁾

Backlog distribution per geography



80% of 2023-25 cumulative revenues in low-risk countries⁽²⁾

Revenues by geographic area



These forecasts are based on the absence of major changes in both the geopolitical crisis related to the military conflict in Ukraine and the evolution of the health emergency, and do not assume extreme disruption to the macroeconomic scenario.

⁽¹⁾ Versus 2022

⁽²⁾ Including Italy, North America, central and northern Europe and Australia

Appendix



Income Statement

Webuild Group Reclassified statement of profit or loss adjusted

(€/000)

	FY 2021 Adjusted					FY 2022 Adjusted					
	Webuild Group (*)	Joint ventures not controlled by Lane	PPA backlog Astaldi	Ethiopian tax	CAVTOMI nonrecurring effect	Adjusted	Webuild Group	Joint ventures not controlled by Lane	PPA backlog Astaldi	Impairment Ucraina	Adjusted
Total revenue and other income	6,552,243	138,447	-	-	-	6,690,690	8,091,153	71,876	-	-	8,163,028
Gross operating profit (EBITDA)	445,619	5,664	-	-	-	451,284	582,745	(10,571)	-	-	572,174
EBITDA %	6.8%	4.1%				6.7%	7.2%	-14.7%			7.0%
Impairment losses	(27,498)	-	-	-	-	(27,498)	(84,045)	-	-	71,178	(12,867)
Provisions, amortisation and depreciation	(451,837)	-	93,727	-	131,909	(226,201)	(307,624)	-	69,532	-	(238,091)
Operating profit (loss) (EBIT)	(33,717)	5,664	93,727	-	131,909	197,584	191,077	(10,571)	69,532	71,178	321,216
R.o.S. %	-0.5%	4.1%				3.0%	2.4%	-14.7%			3.9%
Financing income (costs) and gains (losses) on equity investments											
Financial income	87,537	-	-	-	-	87,537	119,084	-	-	-	119,084
Financial expenses	(190,326)	-	-	-	-	(190,326)	(212,642)	-	-	-	(212,642)
Net exchange gains (losses)	10,292	-	-	-	-	10,292	20,416	-	-	-	20,416
Net financing income (costs)	(92,496)	-	-	-	-	(92,496)	(73,141)	-	-	-	(73,141)
Net gains (losses) on equity investments	(19,157)	(5,664)	-	-	-	(24,821)	(7,143)	10,571	-	-	3,429
Net financing income (costs) and net gains (losses) on equity investments	(111,653)	(5,664)	-	-	-	(117,317)	(80,284)	10,571	-	-	(69,713)
Profit (loss) before taxes (EBT)	(145,370)	-	93,727	-	131,909	80,266	110,793	-	69,532	71,178	251,503
Income taxes	(133,629)	-	(22,494)	77,000	(31,658)	(110,781)	(76,290)	-	(16,688)	(15,681)	(108,659)
Profit (loss) from continuing operations	(278,998)	-	71,232	77,000	100,251	(30,515)	34,502	-	52,845	55,497	142,844
Profit (loss) from discontinued operations	232	-	-	-	-	232	(17,972)	-	-	-	(17,972)
Profit (loss) before non-controlling interests	(278,766)	-	71,232	77,000	100,251	(30,283)	16,530	-	52,845	55,497	124,871
Non-controlling interests	(26,183)	-	-	-	-	(26,183)	(6,637)	-	-	-	(6,637)
Profit (loss) for the period attributable to the owners of the parent	(304,949)	-	71,232	77,000	100,251	(56,465)	9,893	-	52,845	55,497	118,235

(*) The estimated charge of €131.9 million relating to the development of the dispute with the Customer in relation to the C.A.V.TO.MI. contract is shown in the reclassified income statement under Provisions and Write-downs. This item is instead shown in the consolidated financial statements accompanying the Notes to the Financial Statements as a reduction of Revenues from contracts with Customers.

Income Statement

Webuild Group Reclassified statement of profit or loss

(€/000)

	FY 2021 (*)	FY 2022
Revenue		
Revenue from contracts with customers	6,109,730	7,656,006
Other income	442,513	435,147
Total revenue and other income	6,552,243	8,091,153
Gross operating profit (EBITDA)	445,619	582,745
EBITDA %	6.8%	7.2%
Impairment losses	(27,498)	(84,045)
Provisions, amortisation and depreciation	(451,837)	(307,624)
Operating profit (loss) (EBIT)	(33,717)	191,077
R.o.S. %	-0.5%	2.4%
Financing income (costs) and gains (losses) on equity investments		
Financial income	87,537	119,084
Financial expenses	(190,326)	(212,642)
Net exchange gains (losses)	10,292	20,416
Net financing income (costs)	(92,496)	(73,141)
Net gains (losses) on equity investments	(19,157)	(7,143)
Net financing income (costs) and net gains (losses) on equity investments	(111,653)	(80,284)
Profit (loss) before taxes (EBT)	(145,370)	110,793
Income taxes	(133,629)	(76,290)
Profit (loss) from discontinued operations	232	(17,972)
Non-controlling interests	(26,183)	(6,637)
Profit (loss) for the period attributable to the owners of the parent	(304,949)	9,893

(*) The estimated charge, amounting to € 131.9 million, relating to the development of the dispute with the Customer in relation to the C.A.V.TO.MI. contract is shown in the reclassified income statement under Provisions and Write-downs. This item is instead shown in the consolidated financial statements accompanying the Notes to the Financial Statements as a reduction of Revenues from contracts with Customers.

Statement of Financial Position

Webuild Group Reclassified statement of financial position

<i>(€/000)</i>	December 31, 2021	December 31, 2022
Non-current assets	1,992,500	1,976,156
Goodwil	78,496	82,884
Non-current assets (liabilities) held for sale	24,849	848
Provisions for risks	(222,591)	(198,879)
Post-employment benefits and employee benefits	(50,687)	(52,606)
Net tax assets	375,000	437,450
<i>Inventories</i>	217,607	248,809
<i>Contract assets</i>	2,787,252	3,199,971
<i>Contract liabilities</i>	(3,422,846)	(3,311,689)
<i>Receivables (**)</i>	2,482,480	2,882,876
<i>Liabilities (**)</i>	(3,208,770)	(3,891,729)
<i>Other current assets</i>	905,056	916,445
<i>Other current liabilities</i>	(565,421)	(620,648)
Working capital	(804,643)	(575,965)
Net invested capital	1,392,923	1,669,888
Equity	1,859,599	1,935,074
Net financial indebtedness	(466,677)	(265,186)
Total financial resources	1,392,923	1,669,888

(**) This item shows assets of € 3.2 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 "Assets" for € 15.8 million at 31 December 2021

Net Financial Position

Webuild Group Net financial indebtedness

<i>(€/000)</i>	December 31, 2021	December 31, 2022
Non-current financial assets	418,511	518,439
Current financial assets	313,241	439,356
Cash and cash equivalents	2,370,032	1,921,177
Total cash and cash equivalents and other financial assets	3,101,784	2,878,972
Bank and other loans and borrowings	(317,265)	(276,267)
Bonds	(1,487,852)	(1,886,549)
Lease liabilities	(101,673)	(68,829)
Total non-current indebtedness	(1,906,790)	(2,231,646)
Current portion of bank loans and borrowings and current account facilities	(667,066)	(297,419)
Current portion of bonds	(11,881)	(18,506)
Current portion of lease liabilities	(68,808)	(71,721)
Total current indebtedness	(747,755)	(387,646)
Total other financial assets (liabilities)	19,438	5,505
Net financial indebtedness - continuing operations	466,677	265,186
Net financial indebtedness - discontinued operations	23,687	2,097
Net financial indebtedness including discontinued operations	490,364	267,283
Total gross indebtedness	(2,654,545)	(2,619,291)

This presentation may contain forward-looking objectives and statements about Webuild's 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 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 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.

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