



Italian Sustainability Week 2021

June - July 2021





Webuild at a Glance



Webuild ESG Profile



Q&A



Webuild at a Glance



Webuild ESG Profile



Q&A

We build large, complex infrastructure for Sustainable Mobility, Clean Hydro Energy, Clean Water and Green buildings



115
YEARS



50
COUNTRIES



100
ONGOING
PROJECTS



60
OFFICES
WORLDWIDE



70k⁽²⁾
DIRECT & INDIRECT
WORKFORCE

1° Italian
Contractor



Riachuelo environmental restoration system - Argentina

Global Leader
in Water sector⁽¹⁾



Copenhagen Cityringen – Denmark



Tarbela Hydroelectric Plant - Pakistan



Stavros Niarchos Foundation Cultural Center, Athens - Greece

4 Business Areas



Sustainable mobility



Clean hydro energy



Clean water



Green buildings



13.637 km
RAILWAY AND
METRO



2.373 km
TUNNEL



80.291
km
MOTORWAYS &
ROADS



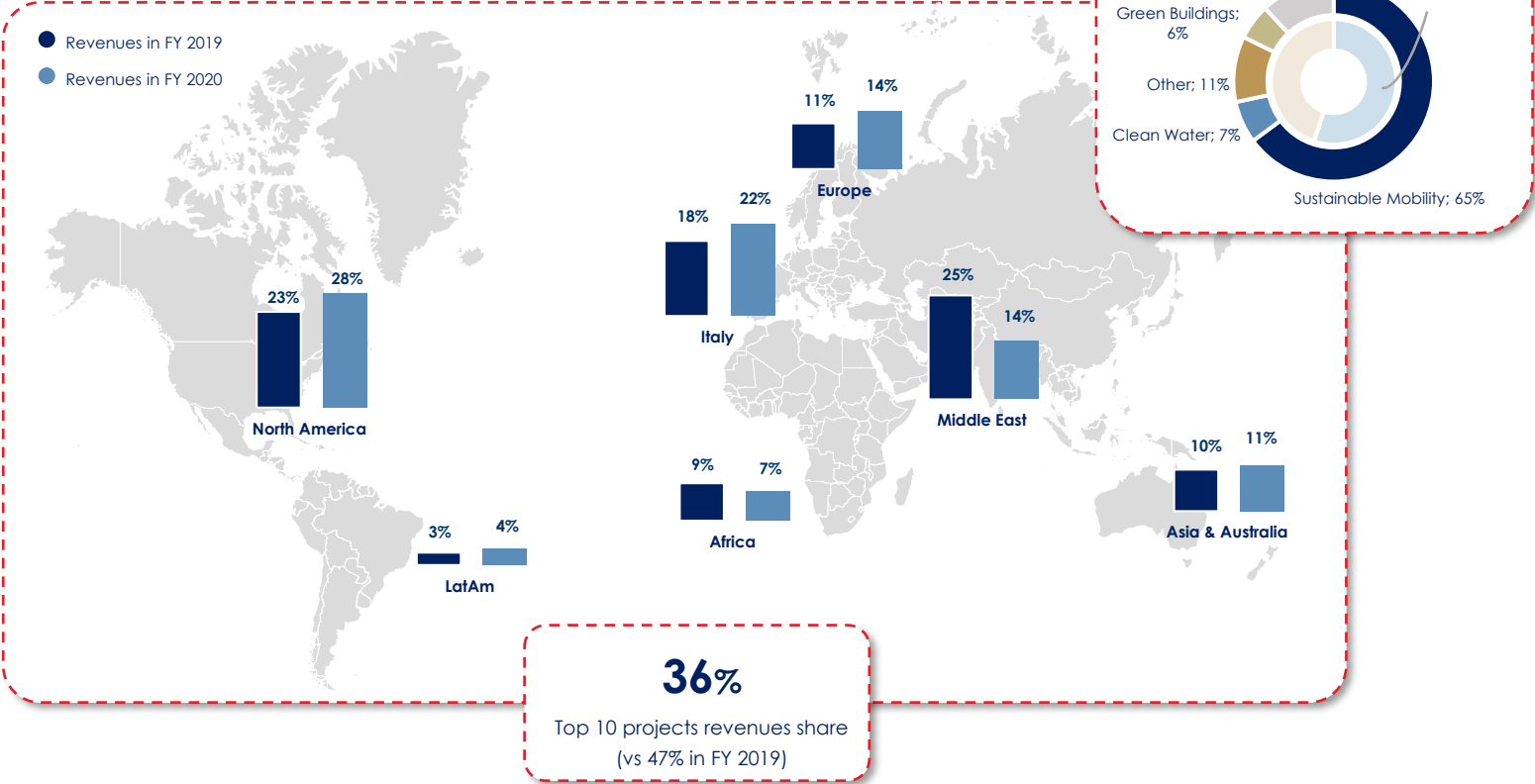
946 Km
BRIDGES AND
VIADUCTS



313
DAMS AND HYDRO
PLANTS

We are active in every continent

Continuing de-risking: increased revenues incidence from western countries and reduced exposure to top ten projects



(1) Revenues from contracts with customers
(2) United Nations' Sustainable Development Goals to be achieved by 2030

Snapshot of FY2020 financial results



FY2020 Financial Results

Construction Backlog

€33.3bn

Total backlog: **€41.7bn**

€29.5bn in FY 2019

~€33bn

EBITDA margin⁽¹⁾

12.8%

7.9% in FY 2019

>11%

Total Equity

€2.1bn

€1.5bn in FY 2019

Revenues⁽¹⁾

€6.4bn

€5.3bn in FY 2019

€6.2-6.5bn

Net Financial Position

(€442m)

(€631m) in FY 2019

(€0.8-0.6bn)

Workforce⁽²⁾

70,000

50,000 in FY 2019

Construction backlog related to projects
that contribute to **SDG⁽³⁾ advancement**

89%

86% in FY 2019

 Guidance

(1) Pro-forma including Astaldi's contribution for twelve months of 2020
(2) Direct and Indirect Workforce
(3) United Nations' Sustainable Development Goals to be achieved by 2030

New Orders for €8bn at June 2021- focus on infrastructure for Sustainable Mobility

Key Facts

€8.0bn

New Orders and best offer as at June 2021⁽¹⁾

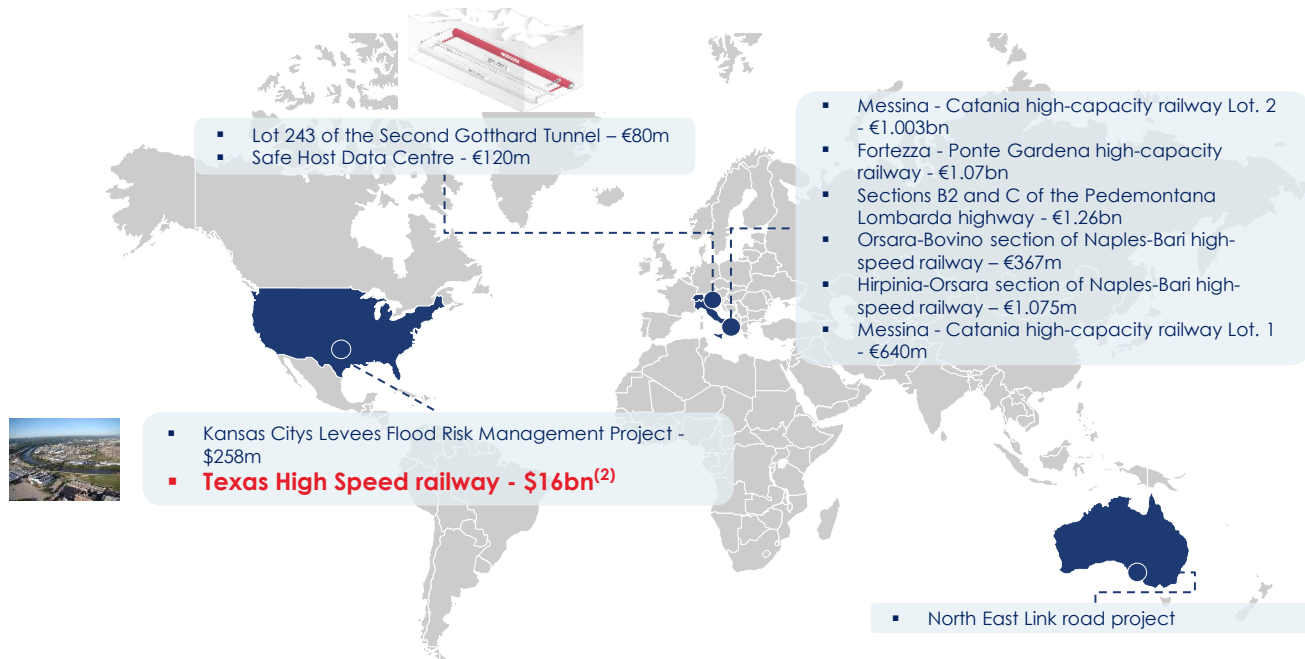
\$16bn

Texas High Speed railway final contract signed

€8.6bn

Awaiting Outcome

New orders



The acquisition of these projects **increases the weight of projects** in the Group's order portfolio that are **focused on climate action and the reduction of greenhouse gas emissions**. It confirms the Group's business strategy, which is increasingly oriented towards not only economic and financial sustainability, but also social and environmental sustainability.

(1) Consolidated value of projects acquired & to be finalized as at June 25th 2021, including projects for which Webuild was the best bidder
(2) Contract signed on June 15th, 2021



Webuild at a Glance



Webuild ESG Profile

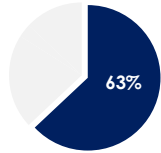


Q&A

We are exposed to solid megatrends globally

Sustainable Mobility

Metros, railways, roads, motorways, bridges, ports and sea works



Construction Backlog as at December 2020



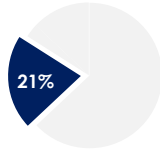
High-speed/high-capacity railway Verona-Padua (Italy) - €4.2bn

+100%

Demand for urban mobility

Clean Hydro Energy

Hydroelectric plants



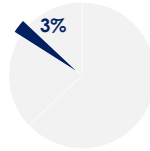
Koysha hydroelectric project (Ethiopia) - €1.6bn

50%

Global energy consumption using electricity

Clean Water

Desalination & wastewater management plants, drinking water and irrigation water reservoirs



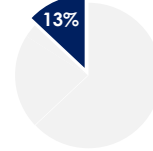
North-East Boundary Tunnel – Washington (USA) - €0.1bn

52%

Global population in water stress areas

Green Buildings & Other

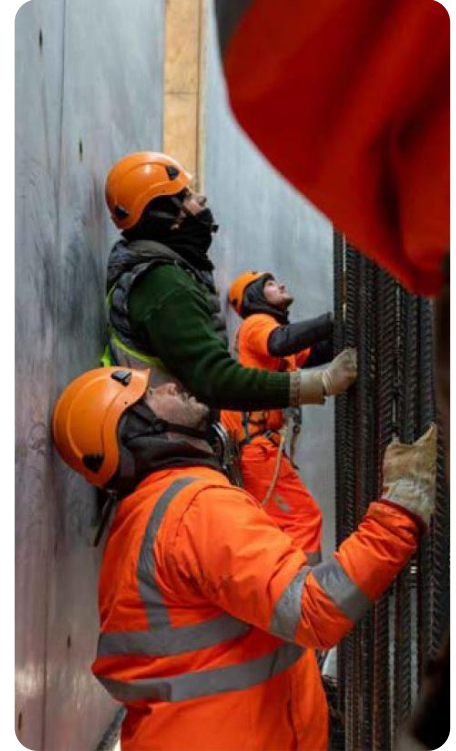
Civil and industrial buildings with sustainability characteristics



ENI's headquarters (Italy) - €0.1bn

70%

Global population residing in urban areas



Well-positioned to target development of sustainable infrastructure in Italy

Key Facts

~€94bn

Projects to be unblocked

~€62bn

MIMS⁽¹⁾ investment plan,
of which ~€42bn
earmarked for **sustainable
mobility** and ~€3.2bn for
water sector

29

extraordinary
commissioners appointed
to manage strategic
projects for ~€83bn

€5-7bn

Needs per year for road
maintenance in Italy

Opportunities from relaunch of Infrastructure sector

Strategic Infrastructure Projects

Main projects:

- Brescia-Verona-Padua High Speed/
Capacity Railway
- Verona-Brennero High Speed/ Capacity
Railway
- Rome Metro – Line C

~€290bn
Impact on GDP

SDG goals

Road Maintenance

Needs:

- Ordinary maintenance: **€2.5-3.5bn/year**
- Extraordinary maintenance: **€2.5-3.5bn/year**

Ongoing discussion for our proposal to act as
**General contractor - that foresees grouping of
works into big lots** - that allows to reduce more
than 30% of the timing

~€60bn
Impact on GDP



Simplification Decree

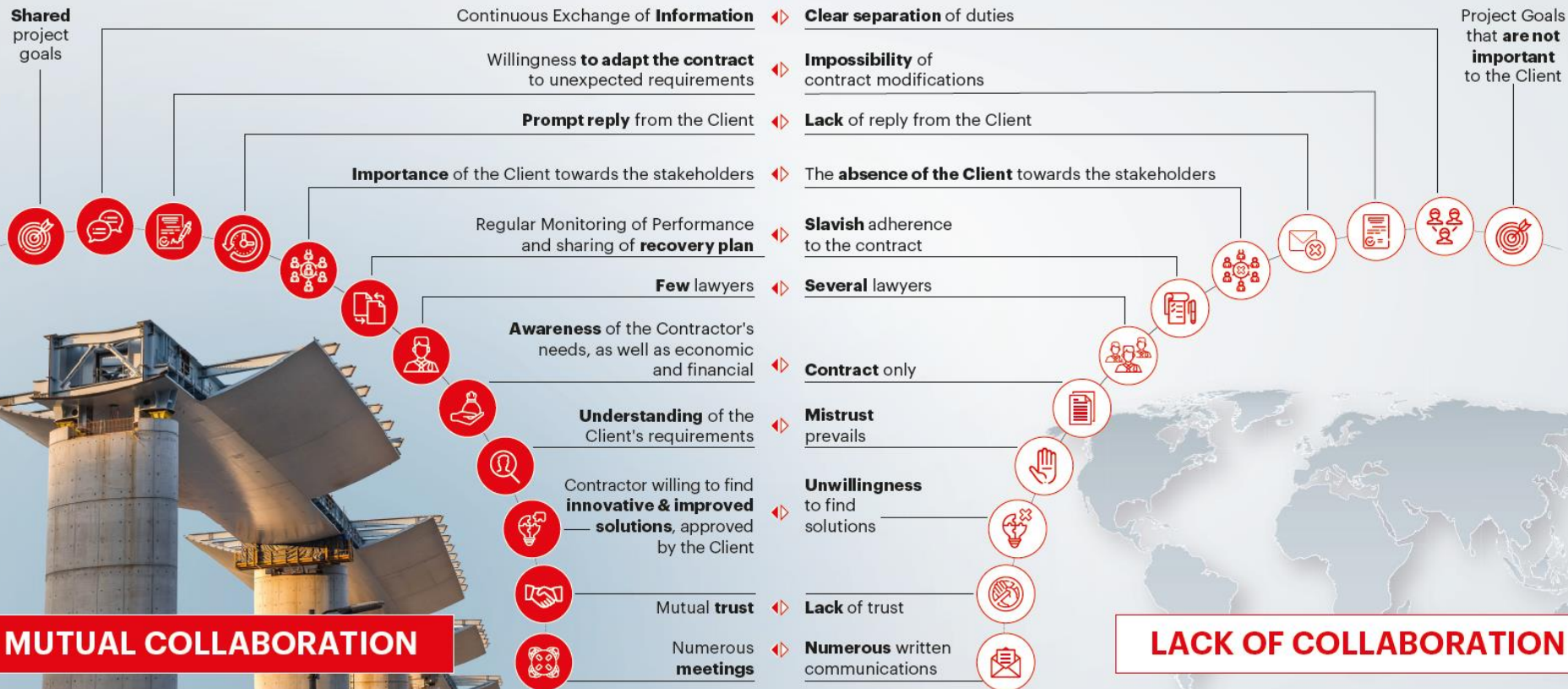
The simplification Decree aims, among other things, to **speed up the tender process**
and the **time between the awarding of a contract and the start of the work**

THE GENOA MODEL

FOR INFRASTRUCTURE RENEWAL

GENOA BRIDGE

TRADITIONAL MODEL - OTHER PROJECTS

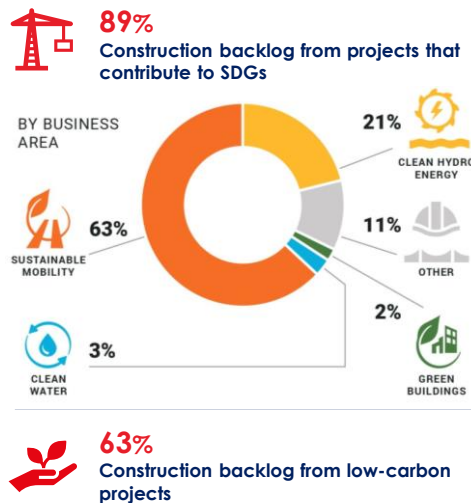




What we do: Advancing SDGs through our core business



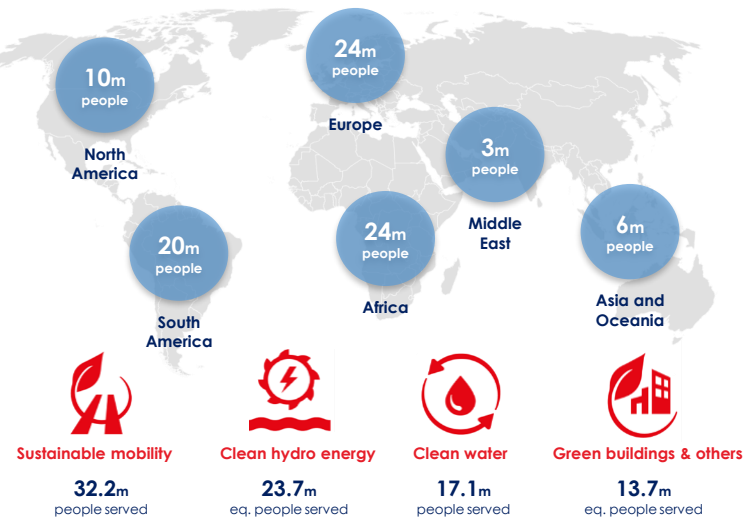
Through our SDG-focused business



We improve people's lives



All over the world



Advancing Sustainable Development Goals (SDGs)



How we do it: Advancing SDGs through our business practices



Putting people first



Best-in-class
Safety performance



43%
Employees under 35 years old



36%
Women at corporate level



390,000
Training hours provided to direct and indirect personnel



Protecting the environment



-8%
Scope 1-2 emissions YoY



100%
Reused excavated materials



69%
Waste sent for recovery



67%
Materials purchased ≤160 km from work sites



Enhancing local economies



82%
Local personnel hired



91%
Local purchases



8x
Total jobs created for each direct employee¹



€3.5x
GDP generated for each euro of added value¹



Ensuring the highest governance



40%
Women in the BoD



ESG criteria
In the LTI Remuneration Plan



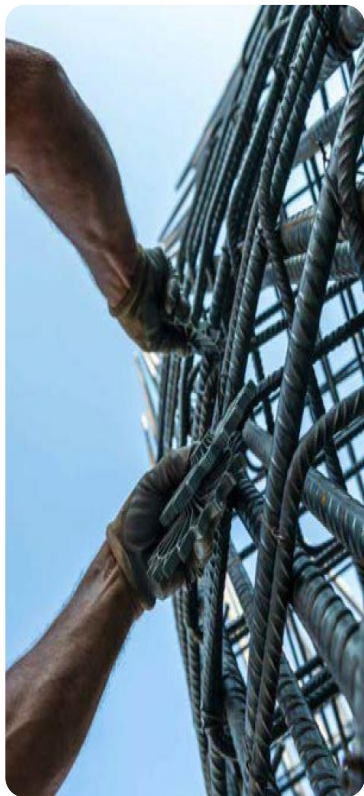
Robust
Ethical compliance strategy and business integrity system



€84m
Investments in innovation 2017-2020



Our ESG strategy and results highly appreciated by independent ratings



Main ESG Ratings

MSCI ESG

Rating A



CDP Climate

Rating B



ISS ESG

Rating Prime



VigeoEiris

Rating Advanced



EcoVadis

Rating Gold



Most recent sustainability awards

Europe Climate

Leaders 2021



Italian Sustainability

Leaders 2021



RoSPA

Gold Award 2020



#WeInvest in Sustainability



Robust track-record

Energy intensity (GJ/€m)



Greenhouse gas emissions (t CO_{2e} scope1-2/€m)



Water intensity (m³/€m)



Waste sent for recovery (%)



Fueled by regular solutions' development pipeline



Low-carbon construction sites



170k t CO_{2e}
Avoided emissions
 in the last 3 years with more than
 50 low-carbon solutions



Eco-design certification schemes



Circular construction sites



Materials / Water / Waste

Circular principles applied
 Locally sourced materials
 Materials with high recycling and reuse potential
 Water recycle and reuse systems
 Excavated soil and waste reuse and recycling

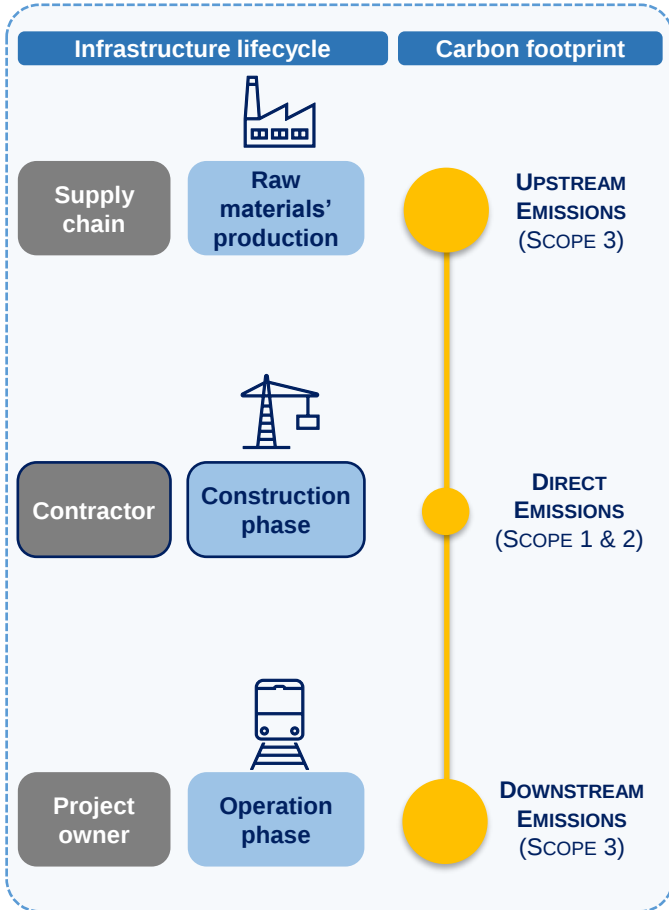
Resilient infrastructure



Future-proof

Projects re-engineered to withstand to harsher weather conditions
 Based on climate risk assessments and scenario-analysis

Our climate transition roadmap



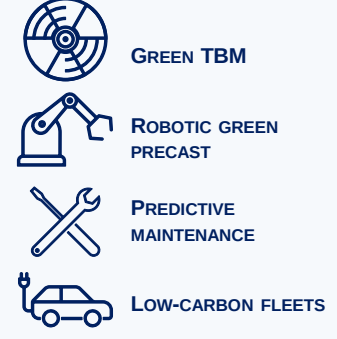
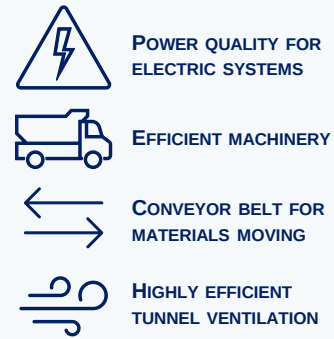
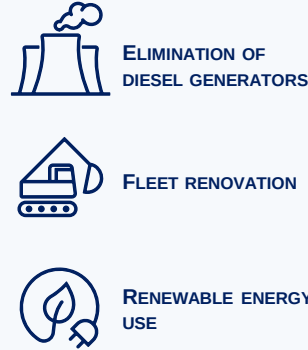
Consolidated practices



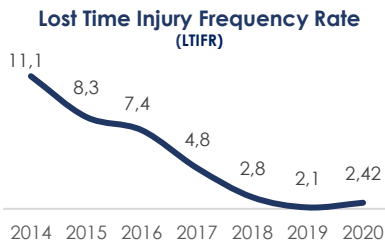
Main recent innovations



Main developing solutions



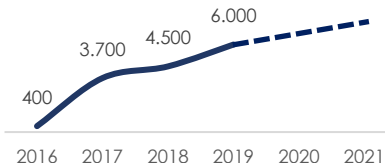
Robust track-record



>270,000

Training hours provided to direct and indirect personnel (2020)

World Safety Day initiatives at sites
(no. participants to dedicated events)



Fueled by regular leadership programs and innovative solutions' development

valyOu
Our Health and Safety Way

Safety Builders Program



Cascading Approach
Leadership team
Project supervisors
Workers



Valyou - Safety Builders Program 2018 - 2020



20+ work sites and offices



1,800+ managers and supervisors involved

World Safety Days 2016 - 2019



14,600 participants



130 work sites



Smart Safety



Real-time Safety alert system

based on new technologies able to detect potential risks (collisions, falls, ...)

Innovative Safety Training



3D-4D simulators

New technical and communication training programs for construction workers

Cityringen Metro

Focus on People



~5,000 workers



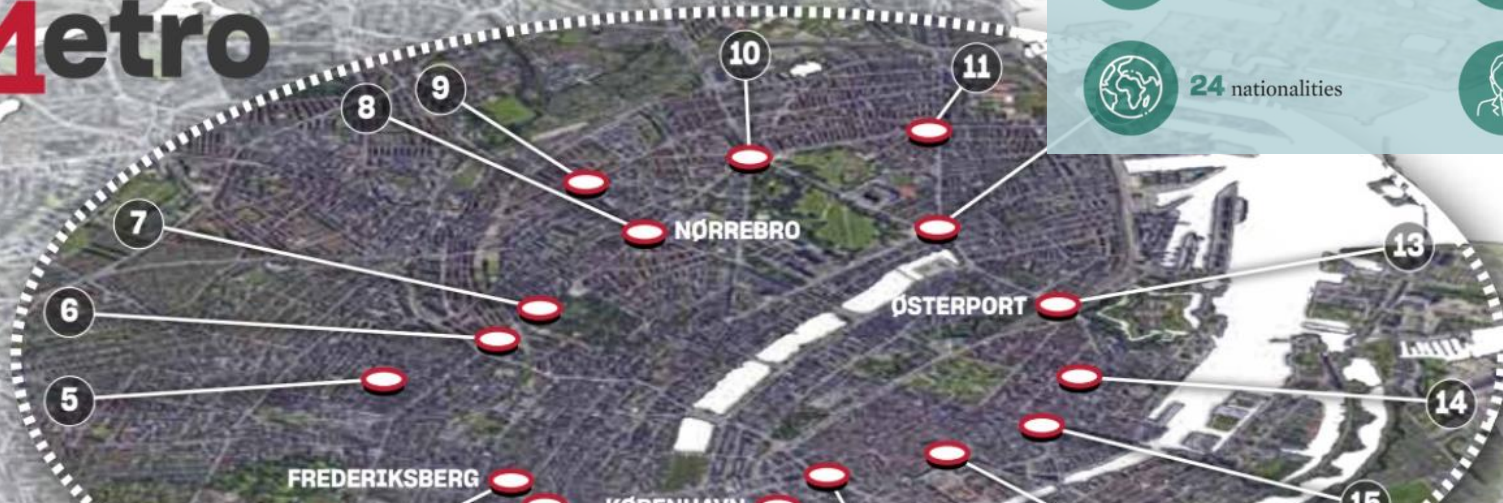
50% local workforce



24 nationalities



25% women
in project's staff

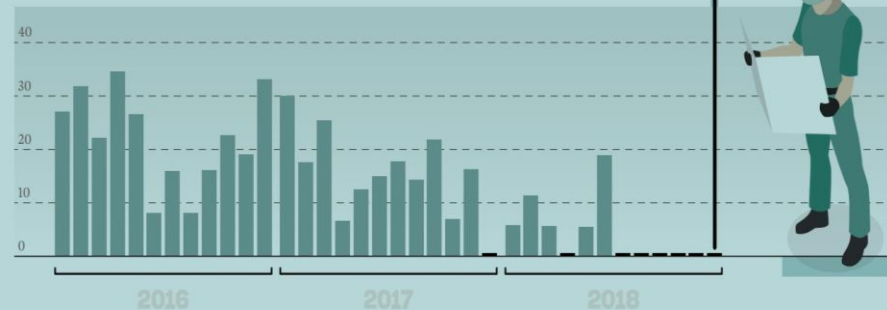


Cityringen places **85%** of residents within a maximum of **600 metres** – a 10-minute walk – to a metro or train station



Lost Time Injury Frequency Rate (LTIFR)

No injuries



Robust track-record

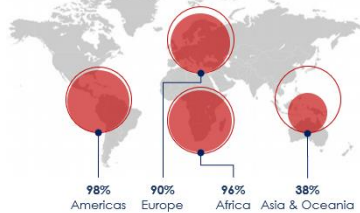
Women in Corporate (%)



2015 2016 2017 2018 2019 2020

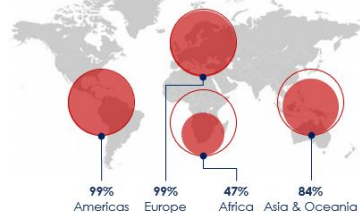
>100

Workforce's nationalities



≈70

Suppliers' countries



Fueled by regular leadership and development programs

Talents management



Onboarding

Mentoring programs
Aimed at speed-up inclusion



Development

Dedicated programs
for technical, managerial and leadership roles



Leadership

Framework
driving people's growth

Diversity and inclusion



Inclusion

Criteria progressively applied
In selection and performance evaluation processes



Training and development

Inclusive programs
(female mentoring, inclusion senior manager coaching, cultural diversity training)

Women empowerment



Pay Gap

No gender pay gap per equal positions in corporate roles

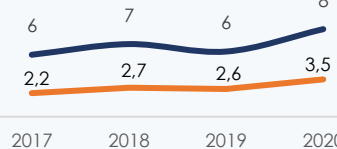
Key roles

Few women in key roles

Succession planning

Increase women presence in possible successors' key role pipeline

Local value chain inclusion



8x

Employment

3.5x

GDP

Partnership

Approach
Aimed at developing long-lasting relations

>1mln

Training hours
Provided to subcontractors' personnel (2015-2020)

WEBUILD'S SUPPLY CHAIN

CONSTRUCTION SITES IN ITALY



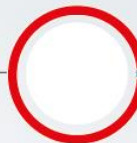
~ **7.000**

Supply-chain businesses
involved in construction sites
currently open in Italy*



€**7.5** billion

Value of contracts with suppliers
on construction sites
currently open in Italy

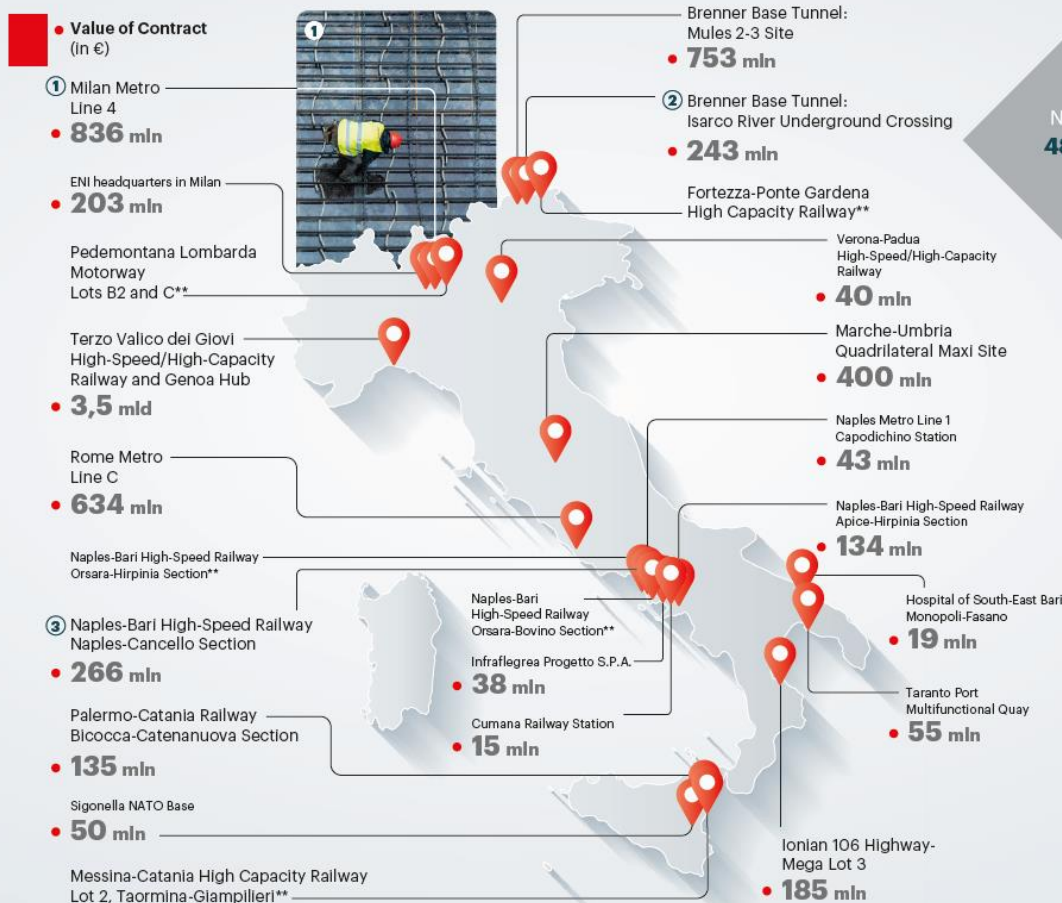


98%

Value of contracts
with Italian
suppliers

2%

Value of contracts
with foreign
suppliers



Contract values

NORTH
48,16%

CENTRE
29,27%

SOUTH
AND
ISLANDS
22,57%



#weshareprosperity

"We create value for suppliers
and local communities across Italy"

Data at March 2, 2021 - Construction sites at June 21, 2021

*Total for direct contractors plus estimate for sub-contractors
from start of work at each construction site

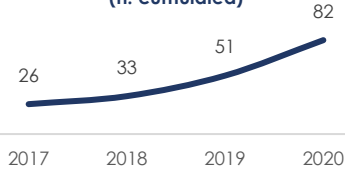
**Recent award/Best bidder - works not yet started

Robust track-record

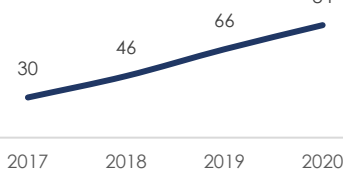
Innovation areas



Innovative Solutions developed (n. cumulated)



Investments in innovation (€m cumulated)



Fueled by regular leadership and development programs



Technologies for the environment, safety and quality

> €10m
Investments



Already **identified solutions** to be implemented on recently acquired projects



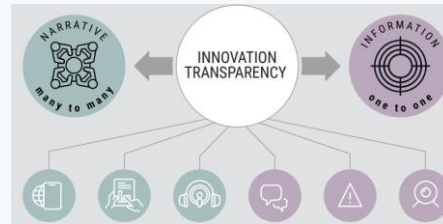
IT Vision – Connected Webuild

> €20m
Investments

Knowledge management
Analytics
Smart collaboration
IT transformation
Bid to win – Build to win
Workforce planning
Supply journey
Control Tower
Design to Commission
Digital construction site

10 integrated programs comprising the new Group's **digital transformation strategy**

Smart communication



Live construction sites (webcam, live streaming, information via chat with AI) based on Genoa Bridge model

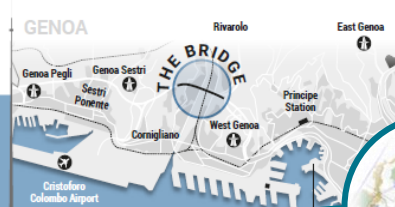
Open Innovation



- Process improvement
- Innovation days
- Strategic partnerships
- Implementation
- Clients' needs & challenges
- Technical scouting

THE NEW GENOA BRIDGE

A MULTIDIMENSIONAL WORKSITE FOR A MASTERPIECE MADE OF STEEL AND CONCRETE



THE BRIDGE IN NUMBERS

18 ~1,500
METRES

PIERS
The overall height of the piers (both external and underground) that will entirely support the new bridge. Nearly 2 Burj Khalifa

67,000
CUBIC METRES

The quantity of the concrete used. The equivalent of 1.5 Empire State Buildings

24,000
TONS

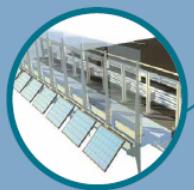
Steels and structural steelwork used for the structures. The equivalent of 3 Eiffel Towers

19
SPANS

For the total length of the bridge of **1,067** METRES

≥1,000

The people involved in the activities (design + construction)



REDUCED ENVIRONMENTAL IMPACT
Thanks to the **photovoltaic solar panels** that will produce the energy needed for the functioning of the bridge's systems



CONTINUOUS MONITORING
Robotic and sensor automation to **control the infrastructure** and the related **maintenance**

Smart and green bridge

CONSTANT QUALITY CONTROL
Special **dehumidification** system to avoid formation of salt condensation

THE PHASES

- 1 SUBFOUNDATION CONSTRUCTION
- 2 CONSTRUCTION OF PLINTHS
- 3 RAISING OF SUPPORTIVE PIERS
- 4 PLANKING ASSEMBLY & SPAN INSTALLATION
- 5 CONSTRUCTION OF THE REINFORCED CONCRETE SLAB
- 6 COMPLETION AT HEIGHT
- 7 TESTS

PARALLEL SHIFTS

- UNDERGROUND
- ABOVE GROUND
- IN ELEVATION
- AT HEIGHT
- INSIDE THE PLANKING
- ABOVE THE SLAB

MATERIAL QUALITY

HIGH-PERFORMING CONCRETE AND MATERIALS

RESILIENT BRIDGE

Project based on 2100 climate scenario assessment

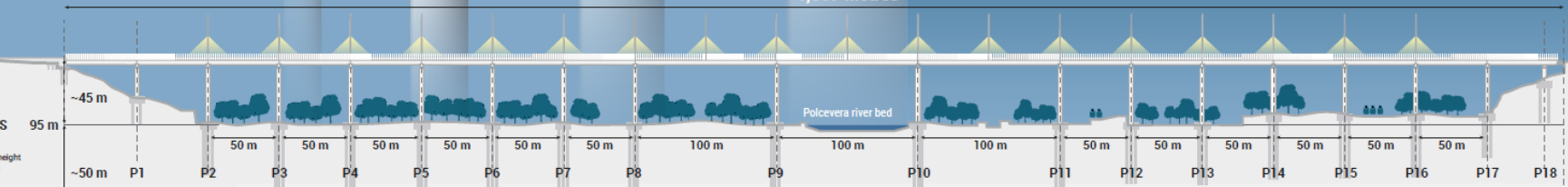


LOW-CARBON MATERIALS

High-recycled contents for concrete and asphalts



THE PIERS
They reach 90 metres (45 metres in height and 50 metres underground)



WEBUILD TOGETHER FOR A SUSTAINABLE TOMORROW

**BUSINESS MIX STRONGLY ORIENTED
TOWARDS SDGS AND LOW CARBON
PROJECTS**

**CLEAR PLAN AND TARGETS TO
NAVIGATE THE SUSTAINABLE AND
INNOVATION TRANSITION**

**ROBUST GOVERNANCE AND ESG
FRAMEWORK AWARDED WITH BEST-
IN-CLASS INDEPENDENT RATINGS**