





Agenda

D **Business Update** 7

Pietro Salini Chief Executive Officer

2 D Financial Update

Massimo Ferrari General Manager Corporate and Finance

Outlook & Closing Remarks 3

Pietro Salini

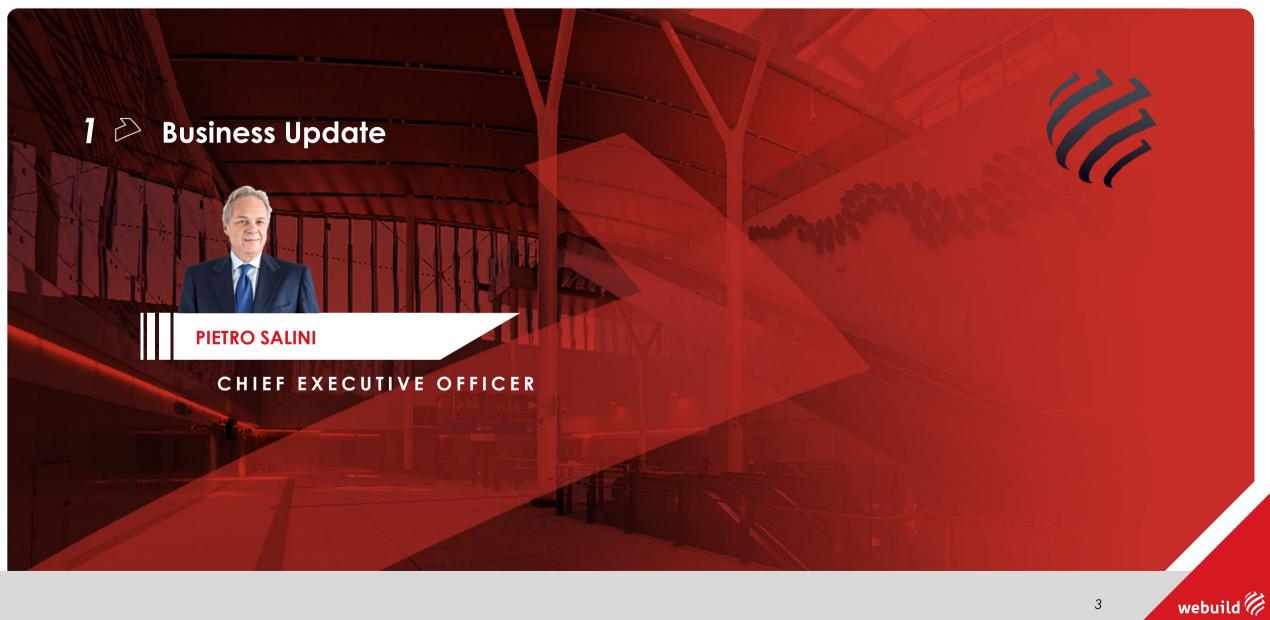
Chief Executive Officer







Agenda

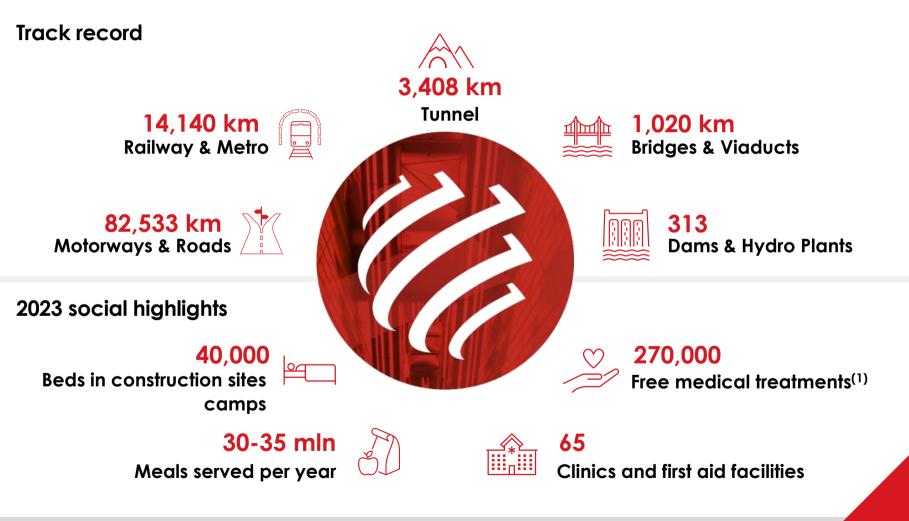


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Some figures of our business



OUR COMMITMENT FOR COMMUNITIES' WELLBEING AND FUTURE GENERATION PROSPERITY



Full Year 2023 Financial Results

!

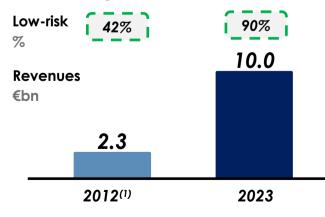
Our journey in a snapshot: consolidating a bigger and stronger group while improving risk profile

Systemic group with 87,000 workers

+100

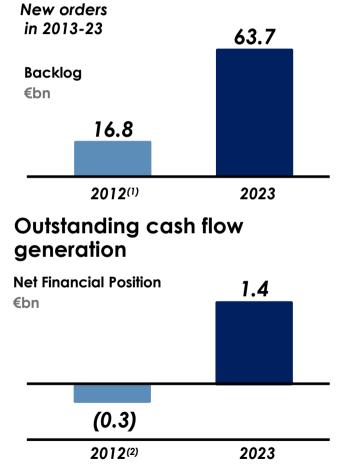
2012(1)	2023
11,400	
Nationalities	87,000

Revenues increased >4x, largely improving low-risk profile

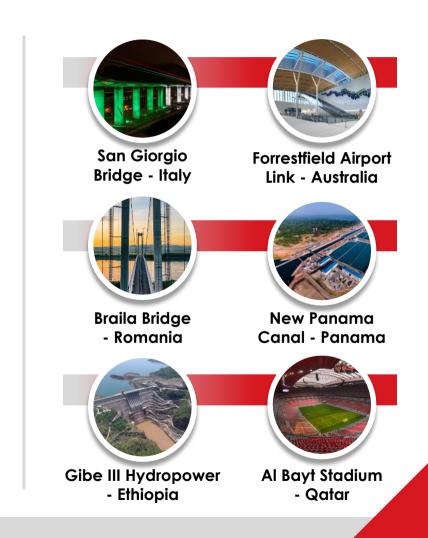


Record high quality backlog

>€100bn



> 270 completed projects 2012-23



Full Year 2023 Financial Results 1) Impregilo stand-alone

2) Impregilo stand-alone, excluding the effect coming from Ecorodovias disposal

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Our performance is the result of a consistent and clear strategy delivered since 2012



CLEAR VISION AND SCALE BEHIND INVESTMENTS IN STRATEGIC INITIATIVES

- Global trusted infrastructure player, partnering with clients to solve the most complex challenges and build sustainable infrastructures for future generations, through investments in innovation, health & safety and sustainability
- Leadership position in core countries such as Europe, Australia, USA and Middle East
- Successfully managed scenario challenges (i.e. shortage on people and supply bottlenecks)
- Margins improvement driven by selective bidding, contract management and cost efficiency plan
- Efficient working capital management
- Reorganization of subsidiaries underway to achieve profitability targets and to seize market opportunities
- Value enhancement through divestment of non-core assets

GLOBAL MEGATRENDS DRASTICALLY PUSHING INFRASTRUCTURE INVESTMENTS



- Railways & Metro
- Transport networks
- Ports & Sea works



- Hydroelectric Plants
- Transmission Lines
- Ammonia & Urea Plants



- Desalination Plants
- Water & Wastewater Plants



- Data Centers
- Green buildings
- Airports, Stadiums & Hospitals



Global trusted infrastructure player, partnering with clients to solve the most complex challenges and build sustainable infrastructures for future generations

Engineers dedicated to value engineering, design and planning

>4,000

committed to identify innovative solutions **reducing costs and timing**, with the **highest standards** of **sustainability**, **quality and safety**

Programs and innovative solutions

- Innovation Center
- 🚹 Roboplant



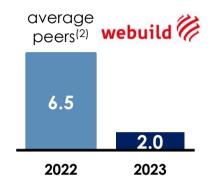
A

- Innovative materials
- Innovative construction techniques
- Digitalization of sites with the support of AI

Design, Planning, Development

Best-in-class in health & safety

Lost Time Injury Frequency Rate⁽¹⁾ reduced to 2.0 level (vs 6.5 average peers in 2022)





"Strong safety performance relative to peers"⁽³⁾



ca. **€500m**

>2m

>11.8k

Costs allocated in 2023 to Health & Safety worldwide

Health and Safety training hours⁽⁴⁾

People involved in the Safety Builders Program since 2017

Full Year 2023 Financial Results

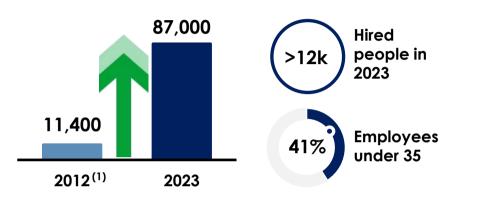
- 1) Injuries occurred per 1,000,000 worked-manhours
- 2) Based on 2022 published results of main european peers
- 3) MSCI ESG rating action as of October 13th, 2023
- 4) In 2020-2023, involving both direct workers and subcontractors

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Successfully managed scenario challenges

Managed worker shortage...

Direct and 3rd party employees



- ca. 1mln training hours⁽²⁾
- Collaboration with 18 universities
- Cantiere Lavoro Italia
- Premio Alberto Giovannini
- Build UP program
- Uniwelab
- Global Managerial Academy

...and supply chain bottlenecks



- Central management
- Support of digital tools

CANTIERE LAVORO ITALIA

10,000 people to be hired in Italy within 2026



Some of the initiatives to DEVELOP COLLABORATION AND PROMOTE ENGAGEMENT



Suppliers Development Hub



Annual Suppliers Meeting

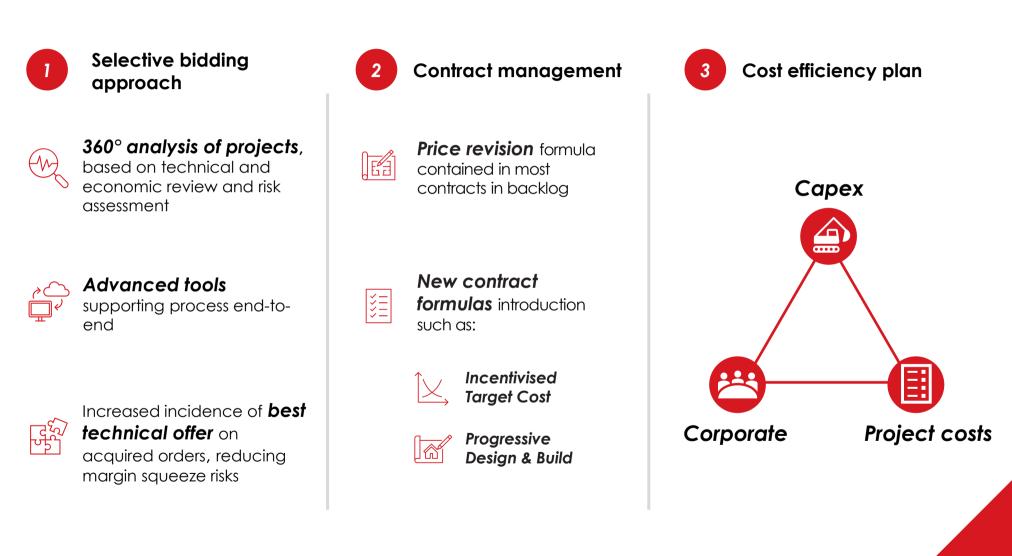
Full Year 2023 Financial Results 1) Impregilo only direct employees

2) In 2023, for direct and 3rd party employees

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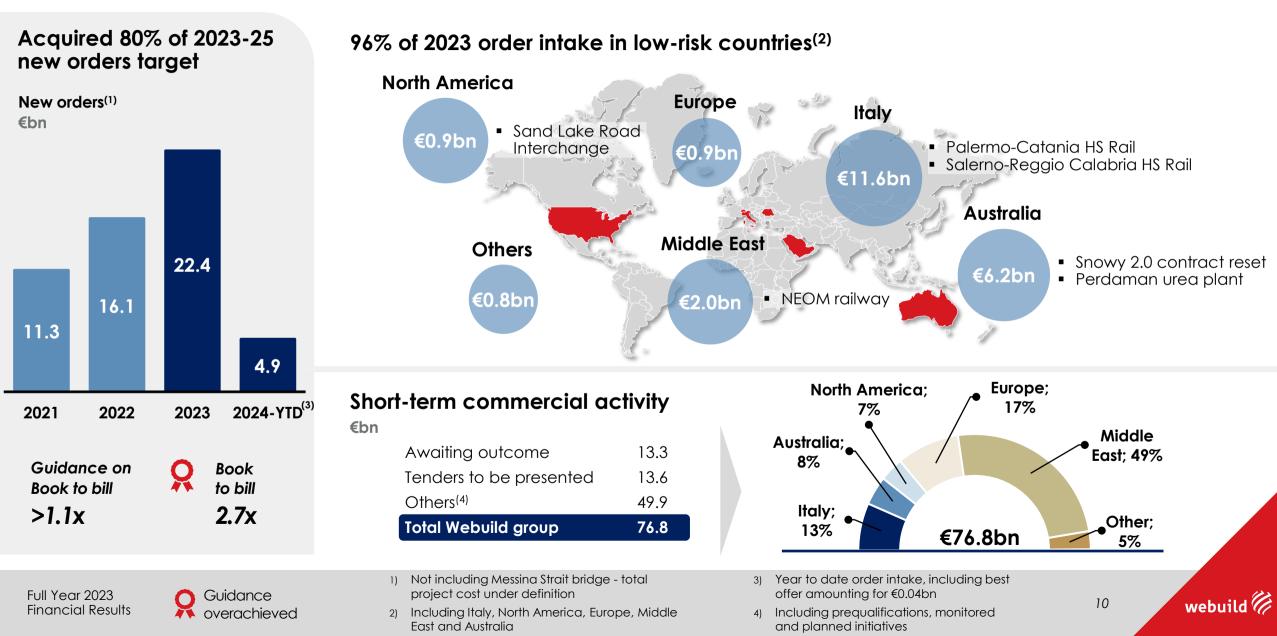
Margins improvement driven by selective bidding, contract management and cost efficiency plan





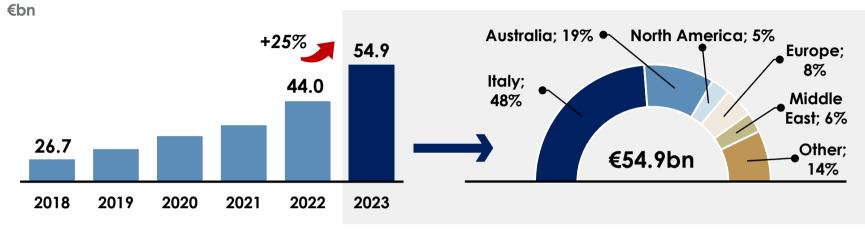
Full Year 2023 Financial Results

Record order intake for third year in a row



All time high backlog at €64bn, fully covering 2023-25 plan and providing visibility for next plan

Construction backlog by geographies



€55bn construction⁽¹⁾

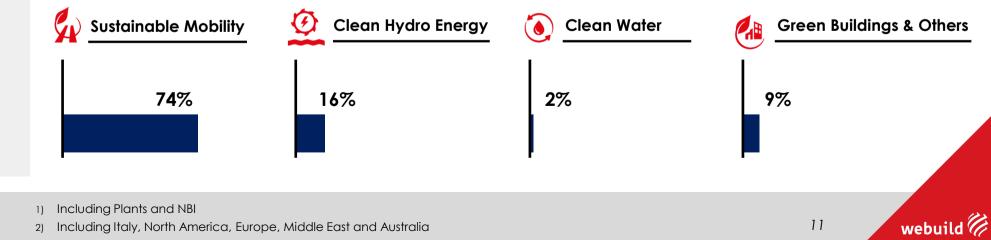
€64bn

total backlog, of which

>85%

construction backlog related to projects in low-risk countries⁽²⁾

Construction backlog by activities



3) United Nations' Sustainable Development Goals to be achieved by 2030

>90%

of projects in construction backlog contribute to SDGs⁽³⁾ advancement

Full Year 2023 Financial Results



2021-2023 ESG Plan targets achieved

	Achievements	Target
Lost Time Injuries Frequency Rate ⁽¹⁾	-41% (2022 vs 2017)	-40% (2022 vs 2017)
Carbon Intensity Scope 1&2 ⁽²⁾	-67% (2023 vs 2017)	-50% (2025 vs 2017)
Female in key roles' succession planning	25% (in 2023)	25% (by 2023)
Additional investments in Innovative projects	+€57m (in 2023)	+€30m Q (by 2023)
EU *_	63% Revenu	Jes ⁽³⁾
	57% Capex	(3)
	72% Opex ⁽³⁾	

Target achieved

1)

2)

3)

Eligible figures

tCO2 scope 1-2/€m revenue. Scope1: direct emissions. Scope2: indirect emissions

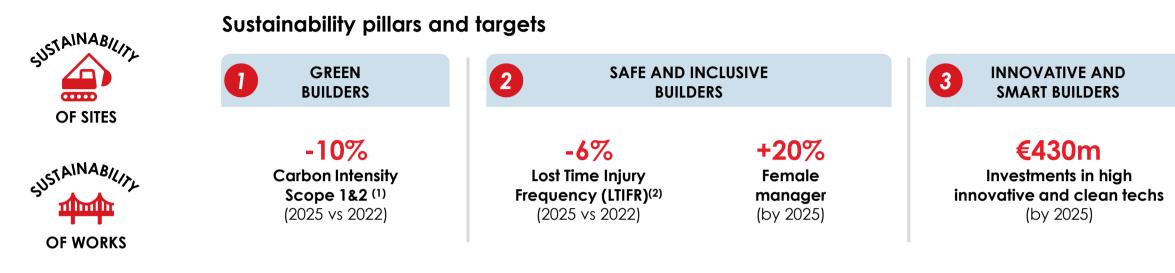
ESG ratings, awards and indexes



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Full Year 2023 **Financial Results** We continue to invest in sustainability setting further ambitious targets for Planet, People, Prosperity, Partnership and Progress





Some of the levers included in our action plan

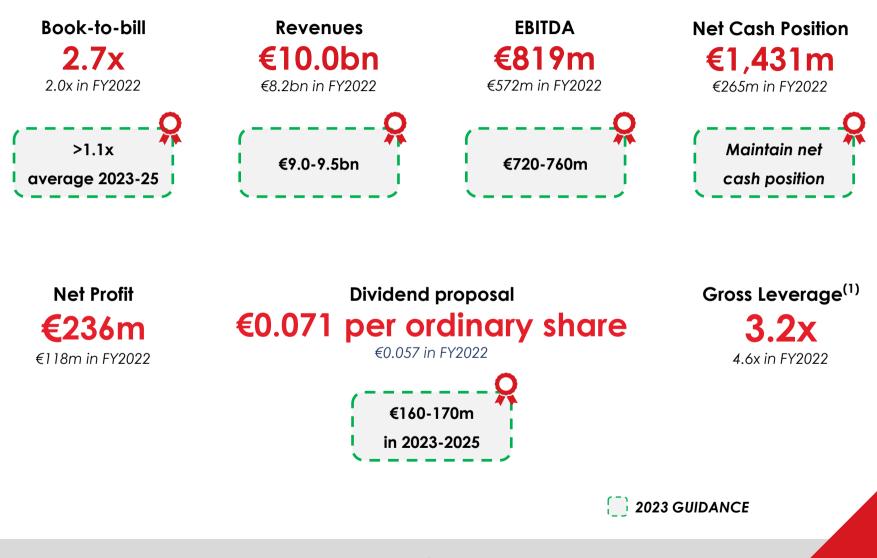
- Efficiency initiatives
 Green IBM
 - Smart Ventilation Systems
 - Smart & Green Precast
- Renewable grid connection
- Design optimization and value engineering solutions
- Further education and training plans
- Monitoring of work areas
- Staff awareness campaigns
- Investments in devices and technological tools
- Inclusion oriented selective processes
- Mentoring projects on female leadership
- Innovation centers
- Activation of further automated pre-cast concrete segment factory
- Investment in intelligent water management
- Investments in Green TBM

Management remuneration linked to specific ESG targets

- 1) tCO2 scope 1-2/€m revenue. Scope1: direct emissions. Scope2: indirect emissions
- 2) Lost Time Injuries occurred per 1,000,000 worked-manhours

2023 record-breaking results, overperforming guidance





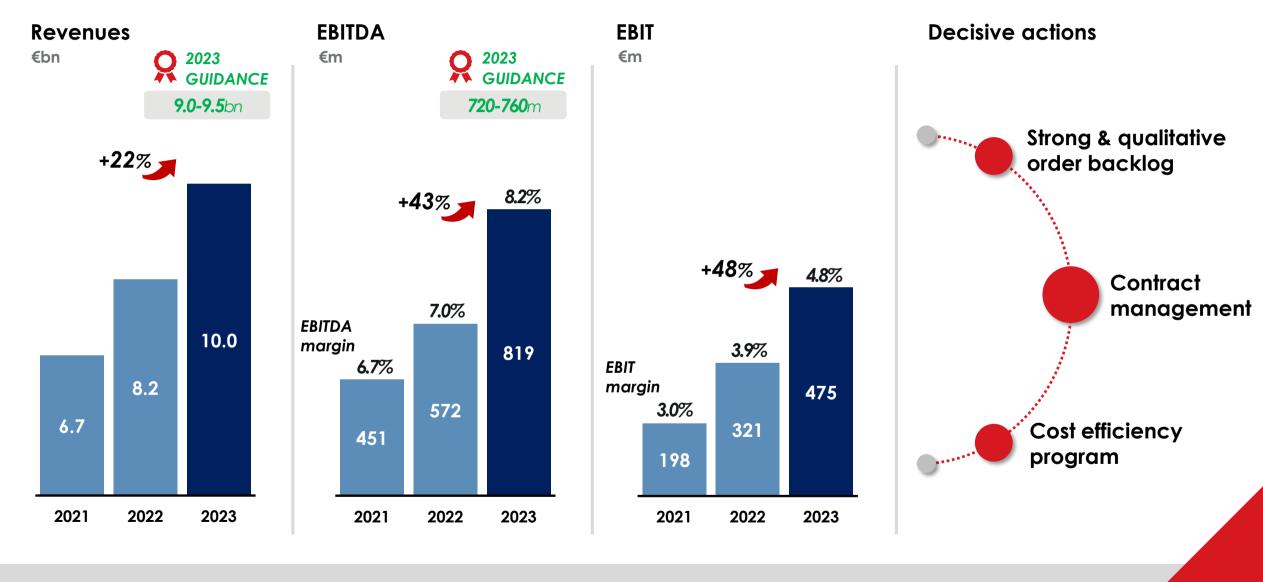
Guidance overachieved

Agenda



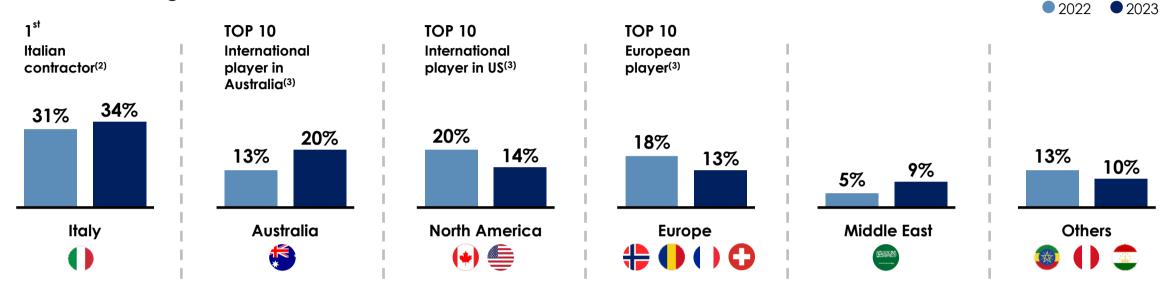


Strong operating results with double-digit growth and improving margins

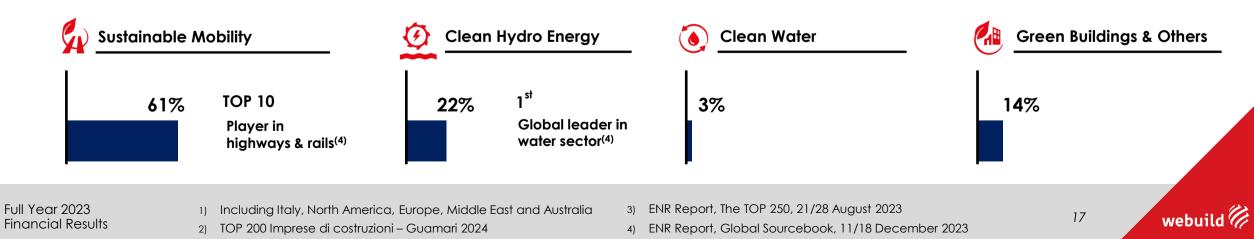


Leadership position in core countries such as Europe, Australia, USA and Middle East undergoing paradigm shift





Revenues by activity

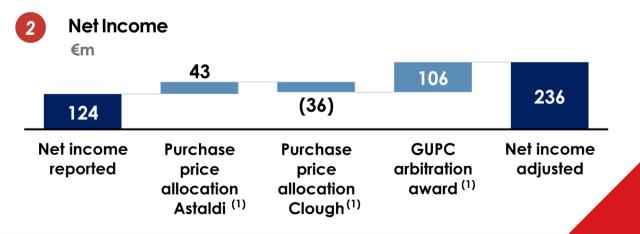


Adjusted Net Income doubled to €236m

(€m)	2022	2023	Var.
EBIT	321	475	154
Financial income	119	119	0
Financial expenses	(213)	(245) 🚺	(32)
Net exchange rate (losses)	20	34	13
Net financial income (costs)	(73)	(92)	(19)
Gain (losses) on investments	3	10	6
Net financing costs and net gains on investments	(70)	(82)	(12)
EBT	252	393	141
Income taxes	(109)	(143)	(34)
Tax rate	43%	36%	(7%)
Profit (loss) from continuing operations	143	250	108
Profit (loss) from discontinued operations	(18)	(10)	8
Profit (loss) before non- controlling interests	125	240	115
Non controlling interests	(7)	(4)	2
Net income (loss)	118	236 2	118

Financial expenses (€m)	2022	2023	Var.
Bank charges and commissions	(58)	(75)	(17)
Bond charges	(80)	(86)	(7)
Leasing	(7)	(7)	(1)
Other	(68)	(76) 🛕	(8)
Financial expenses	(213)	(245)	(32)

A Including €21m of financial interests reversal following settlement on Ethiopian contractual amendments

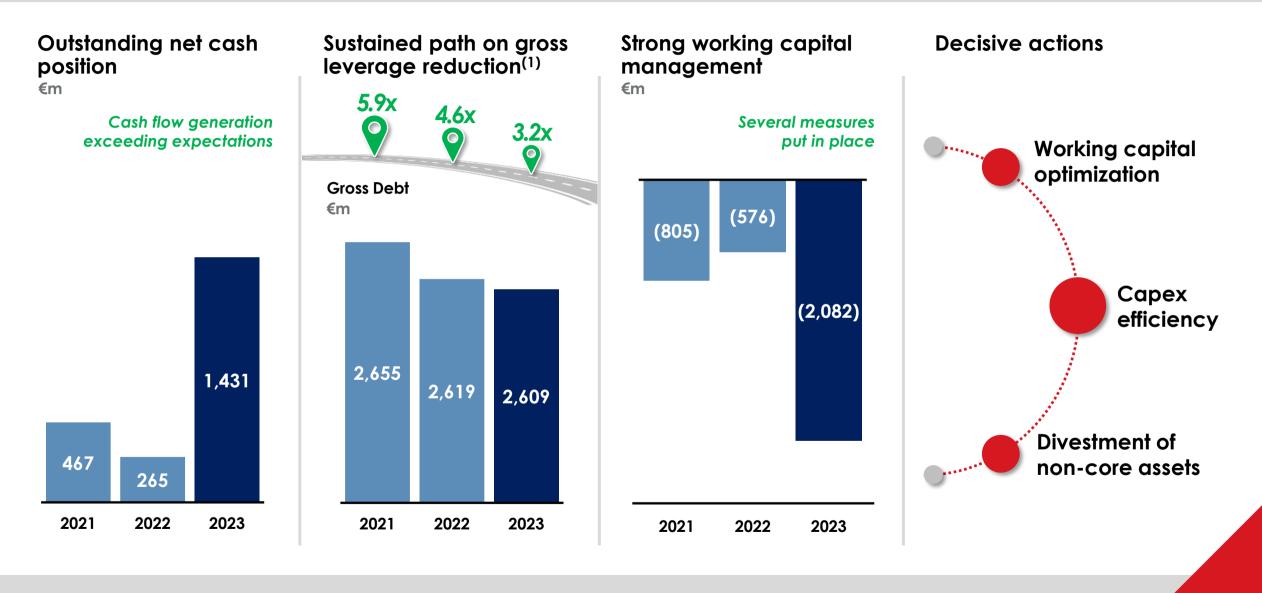


Full Year 2023 Financial Results Adjusted data for details please refer to the appendix

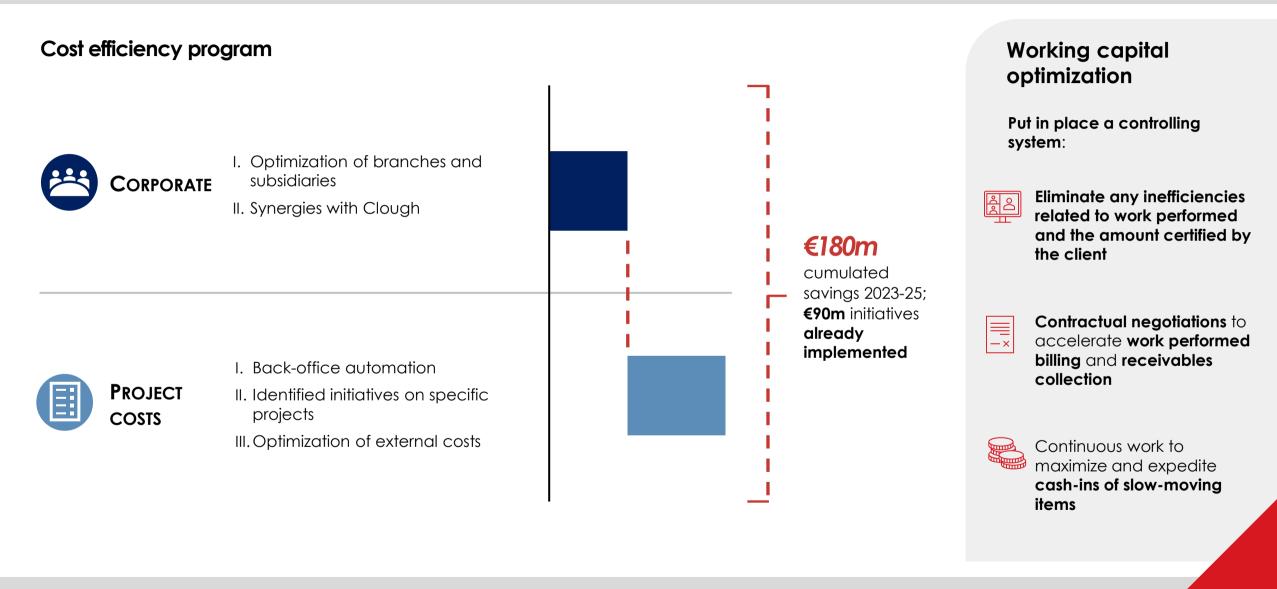
1) Net of taxes

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Financial discipline improving drastically our credit standing



Operational efficiency and cash generation at core of our strategy



Reorganization of subsidiaries underway to achieve profitability targets and seize market opportunities



- Among Top 5 players in a thriving strategic market
- New business segments in energy and resources, with strong growth prospective
- Completed integration and aligned organization & processes



- Ongoing Turnaround Plan to de-risk portfolio, with focus on:
 - Profitable works
 - Executing operational efficiencies with Webuild global model
 - Alignment to Webuild best practices

fisia 🔴 italimpianti

- With hundreds of years of history Fisia enjoys leadership position in water desalination and treatment plants
- Water needs driving high investments with 2024-26 global water market estimated at ca. €400bn
- Opportunity arising from the Italian government's strategic interest in water desalination, attracting potential foreign investments
- Synergies across Webuild Group



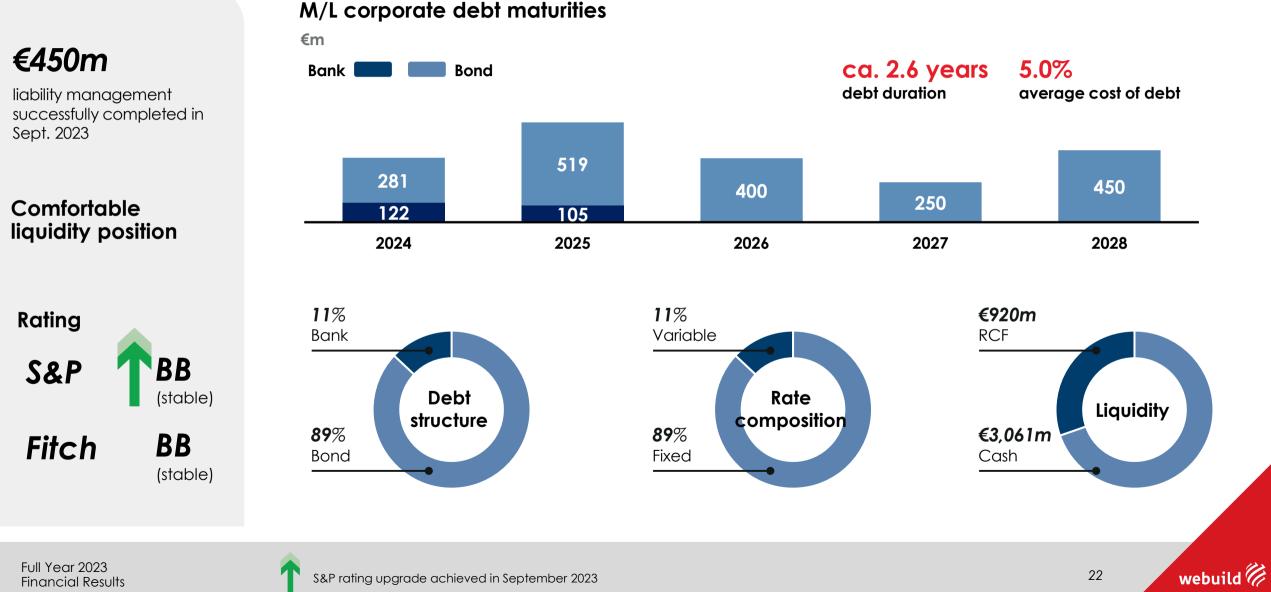
 Identify potential divestment options



- Disposal of Milan M4 Line for **€141m**, successfully completed in 2023
- Partnership with investors for greenfield projects



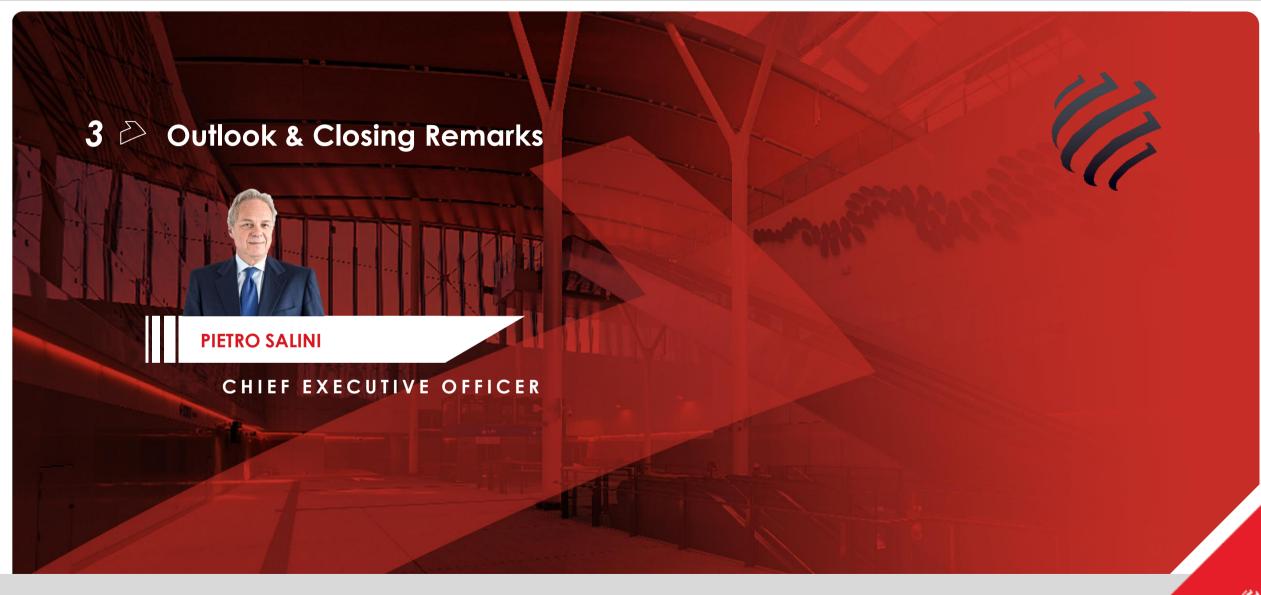
Successfully managed ahead of time part of 2024 maturities



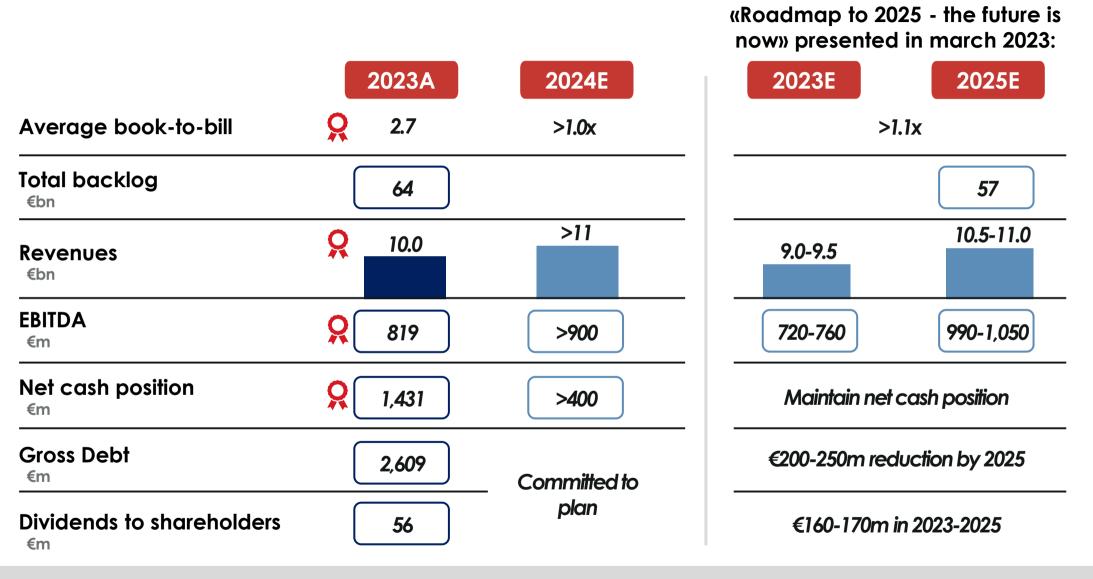
S&P rating upgrade achieved in September 2023

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Facing the future with confidence: set to reach 2025 targets early



Full Year 2023 Financial Results

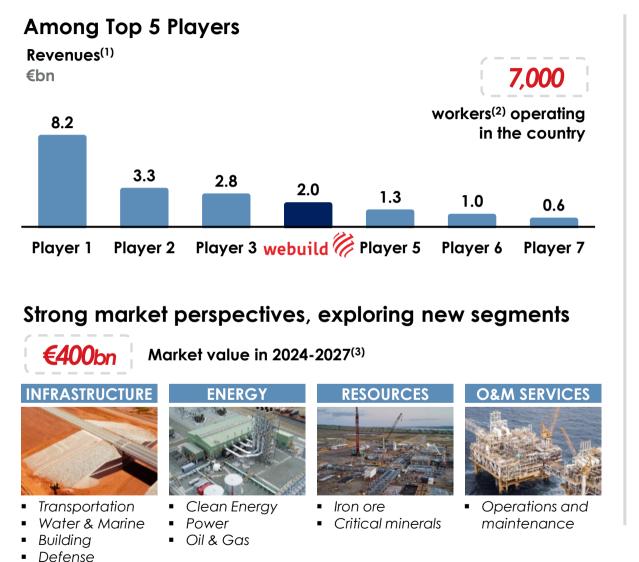


These targets do not reflect the potential impact that might come from the start of mega projects such as the Messina Bridge, as well as operating efficiencies stemming from the reorganization of the subsidiaries.

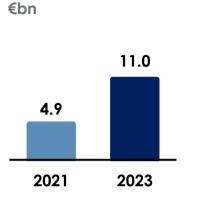
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What else is in store for the future: Australia



Backlog more than doubled since 2021



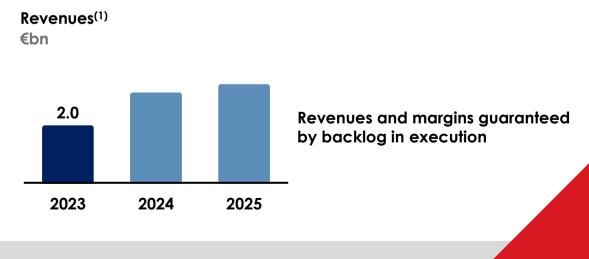
€12bn

New orders in the last 3 years

25

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Solid expected growth - operating with debt free structure



Full Year 2023 Financial Results

- 1) Based on 2023 financial statement, when already available
- Direct and indirect employees
- 3) Source: Global Data, excluding maintenance and residential

ITALY

- Deliver PNRR⁽¹⁾ financed projects
- Seize further projects such as high speeds (Salerno-Reggio Calabria), metros, ports, stadiums, hospitals, hydro and water projects
- Commitment to build Messing Strait bridae



MIDDLE EAST

- Historical local presence
- Seize giga projects of "Saudi Vision" 2030" plan, such as Neom and Diriyah, where the Group has recently acquired new orders
- Further opportunities to be explored for 2034 FIFA World Cup and 2030 Expo



€0.9bn

Revenues 2023

NORTH AMERICA

- New hub for an integrated approach in USA and Canada
- Huge market opportunities driven by plans to support economic recovery (Infrastructure Investment & Jobs Act, Inflation Reduction Act, CHIPS & Science Act)



Investment in infrastructure

A Supports economic growth **B** Addresses global challenges



Multiplier effect on GDP⁽⁴⁾

- Full Year 2023 **Financial Results**
- Italian Recovery Plan: Piano Nazionale di Ripresa e Resilienza 1) Source: Global Data, excluding maintenance and residential
- 3) Including 2024 new orders
- Source: ICE How can infrastructure be used as a stimulus to 4) recover from the economic impact of Covid-19? - May 2020

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Closing remarks



Record-breaking results thanks to a clear vision and strategy



Set to reach 2025 targets early

-
المعاركمة المعار

Robust order backlog fully covering 2023-25 plan and providing visibility for the next plan



Booming market to be seized thanks to local presence and structured organization



Full Year 2023 Financial Results

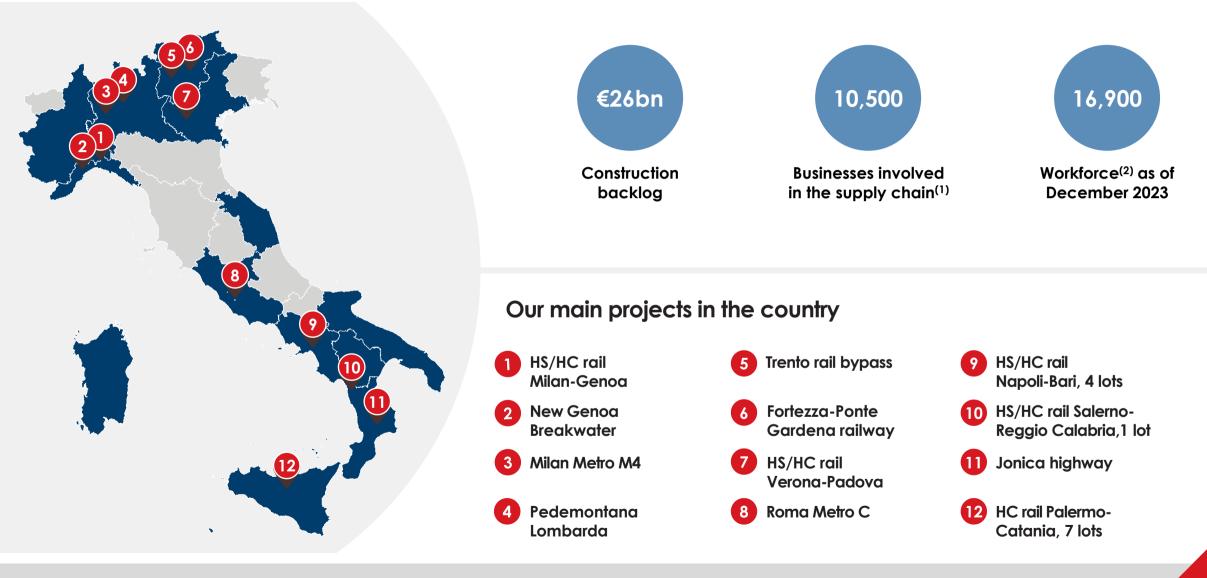
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Full Year 2023 Financial Results

Our projects, involving thousands of suppliers, are central to Italy growth



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

2) Including direct and indirect workforce

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Cantiere Lavoro Italia - training and recruitment program in Italy

REPLICABLE TRAINING MODEL ACROSS THE COUNTRY

Territorial School

What?

- Roles and norms of behavior on the construction site
- Basic safety training
- Basic theoretical technical training

Where?



Professional School

What?

 Specialised training and managerial paths for planner, accounting, BIM specialist and buyer





Income Statement

Webuild Group

Reclassified statement of profit or loss adjusted

Reclassified statement of prom of ross dajosted		FY 202	22 Adjusted				F	Y 2023 Adjus	ted		
(€/000)	Webuild Group	Joint ventures not controlled by Lane (*)	PPA backlog Astaldi	Impairment Ucraina	Adjusted	Webuild Group	Joint ventures not controlled by Lane (*)	PPA backlog Astaldi	PPA Clough	GUPC award	Adjusted
Total revenue and other income	8,091,153	71,876	-	-	8,163,028	9,951,256	99,778	-	(56,645)	-	9,994,389
Gross operating profit (EBITDA)	582,745	(10,571)	-	-	572,174	863,855	617	-	(45,533)	-	818,939
EBITDA %	7.2%	-14.7%			7.0%	8.7%	0.6%				8.2%
Impairment losses	(84,045)	-	-	71,178	(12,867)	(11,952)	-	-	-	-	(11,952)
Provisions, amortisation and depreciation	(307,624)	-	69,532	-	(238,091)	(401,262)	-	56,008	13,339	-	(331,916)
Operating profit (loss) (EBIT)	191,077	(10,571)	69,532	71,178	321,216	450,640	617	56,008	(32,195)	-	475,071
R.o.S. %	2.4%	-14.7%			3.9%	4.5%	0.6%				4.8%
Financing income (costs) and gains (losses) on equity investments											
Financial income	119,084	-	-	-	119,084	119,370	-	-	-	-	119,370
Financial expenses	(212,642)	-	-	-	(212,642)	(244,777)	-	-	-	-	(244,777)
Net exchange gains (losses)	20,416	-	-	-	20,416	33,640	-	-	-	-	33,640
Net financing income (costs)	(73,141)	-	-	-	(73,141)	(91,767)	-	-	-	-	(91,767)
Net gains (losses) on equity investments	(7,143)	10,571	-	-	3,429	(95,326)	(617)	-	-	105,613	9,670
Net financing income (costs) and net gains (losses) on equity investments	(80,284)	10,571	-	-	(69,713)	(187,093)	(617)	-	-	105,613	(82,098)
Profit (loss) before taxes (EBT)	110,793	-	69,532	71,178	251,503	263,547	-	56,008	(32,195)	105,613	392,974
Income taxes	(76,290)	-	(16,688)	(15,681)	(108,659)	(125,090)	-	(13,442)	(4,002)	-	(142,534)
Profit (loss) from continuing operations	34,502	-	52,845	55,497	142,844	138,457	-	42,566	(3 6,196)	105,613	250,440
Profit (loss) from discontinued operations	(17,972)	-	-	-	(17,972)	(10,071)	-	-	-	-	(10,071)
Profit (loss) before non-controlling interests	16,530	-	52,845	55,497	124,871	128,386	-	42,566	(3 6,196)	105,613	240,369
Non-controlling interests	(6,637)	-	-	-	(6,637)	(4,383)	-	-	-	-	(4,383)
Profit (loss) for the period attributable to the owners of the parent	9,893	-	52,845	55,497	118,235	124,003	-	42,566	(36,196)	105,613	235,986

(*) 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

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Income Statement

Webuild Group Reclassified statement of profit or loss

(€/000)	FY 2022	FY 2023
Total reveue and other income	8,091,153	9,951,256
Gross operating profit (EBITDA)	582,745	863,855
EBITDA %	7.2%	8.7%
Impairment losses	(84,045)	(11,952)
Provisions, amortisation and depreciation	(307,624)	(401,262)
Operating profit (loss) (EBIT)	191,077	450,640
R.o.S. %	2.4%	4.5%
Financing income (costs) and gains (losses) on equity investments		
Financial income	119,084	119,370
Financial expenses	(212,642)	(244,777)
Net exchange gains (losses)	20,416	33,640
Net financing income (costs)	(73,141)	(91,767)
Net gains (losses) on equity investments	(7,143)	(95,326)
Net financing income (costs) and net gains (losses) on equity investments	(80,284)	(187,093)
Profit (loss) before taxes (EBT)	110,793	263,547
Income taxes	(76,290)	(125,090)
Profit (loss) from continuing operations	34,502	138,457
Profit (loss) from discontinued operations	(17,972)	(10,071)
Profit (loss) before non-controlling interests	16,530	128,386
Non-controlling interests	(6,637)	(4,383)
Profit (loss) for the period attributable to the owners of the parent	9,893	124,003

Full Year 2023 Financial Results

Statement of Financial Position

Webuild Group Reclassified statement of financial position

(€/000)	December 31, 2022	December 31, 2023
Non-current assets	1,976,156	2,081,538
Goodwil	82,884	80,267
Non-current assets (liabilities) held for sale	848	3,689
Provisions for risks	(198,879)	(245,637)
Post-employment benefits and employee benefits	(52,606)	(57,217)
Net tax assets	437,450	479,528
Fixed capital	2,245,853	2,342,168
Inventories	248,809	229,144
Contract assets	3,199,971	3,910,278
Contract liabilities	(3,311,689)	(5,897,320)
Receivables (**)	2,882,876	3,894,071
Liabilities (**)	(3,891,729)	(4,683,590)
Other current assets	916,445	1,101,483
Other current liabilities	(620,648)	(636,132)
Working capital	(575,965)	(2,082,067)
Net invested capital	1,669,888	260,101
Equity attributable to the owners of the parent	1,578,710	1,512,411
Non-controlling interests	356,365	178,419
Equity	1,935,074	1,690,831
Net financial indebtedness	(265,186)	(1,430,730)
Total financial resources	1,669,888	260,101

Full Year 2023 Financial Results (**) This item shows assets of €2.4 million (€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.

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Net Financial Position

Webuild Group

Net financial indebtedness

(€/000)	December 31, 2022	December 31, 2023
Non-current financial assets	518,439	360,198
Current financial assets	439,356	615,006
Cash and cash equivalents	1,921,177	3,060,541
Total cash and cash equivalents and other financial assets	2,878,972	4,035,745
Bank and other loans and borrowings	(276,267)	(139,857)
Bonds	(1,886,549)	(1,600,074)
Lease liabilities	(68,829)	(82,037)
Total non-current indebtedness	(2,231,646)	(1,821,968)
Current portion of bank loans and borrowings and current account facilities	(297,419)	(413,981)
Current portion of bonds	(18,506)	(306,465)
Current portion of lease liabilities	(71,721)	(66,219)
Total current indebtedness	(387,646)	(786,665)
Derivative assets	2,276	1,203
Derivative liabilities	(O)	(O)
Net financial position with unconsolidated SPEs (**)	3,229	2,415
Total other financial assets (liabilities)	5,505	3,618
Net financial indebtedness - continuing operations	265,186	1,430,730
Net financial indebtedness - discontinued operations	2,097	2,681
Net financial indebtedness including discontinued operations	267,283	1,433,411
Total gross indebtedness	(2,619,291)	(2,608,633)

Full Year 2023 Financial Results (**) 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

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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.

