



# Capital Markets Day

Introduction and Strategy

17<sup>th</sup> April 2024

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**Welcome to our  
Capital Markets Day**

Capital Markets

# Welcome to our Capital Markets Day



**ACS Group is a leading  
engineering, construction and  
infrastructure management player**

# Internationally recognized excellence

**ENR**  
Engineering News-Record

## TOP 1

**Infrastructure:** Highways, airports, rail, bridges, mining, chemicals, pharma, data centers

**Building:** Green building, BHE<sup>1</sup>, sports, commercial

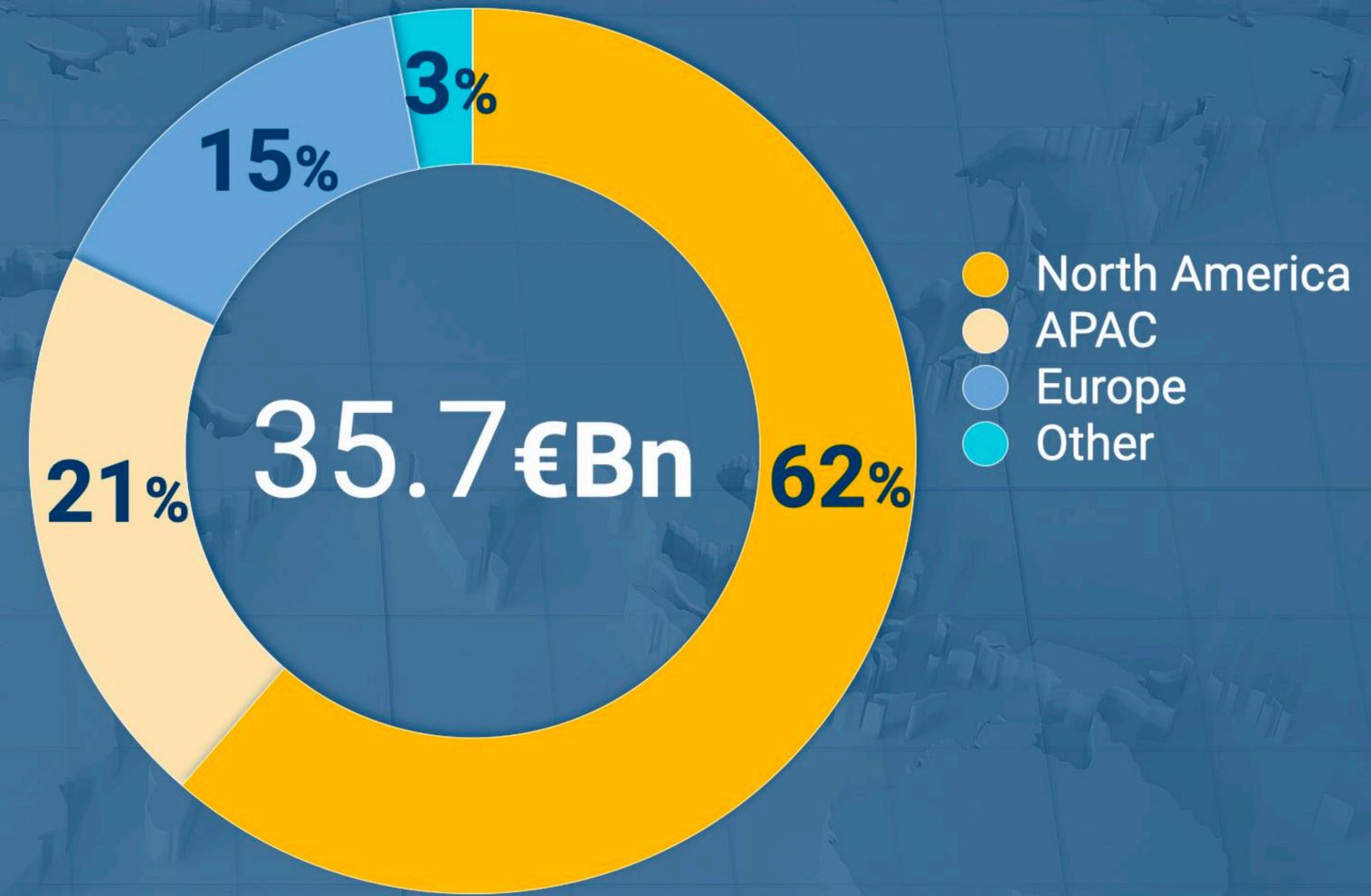
**Concessions:** Greenfield developer & brownfield operator

## TOP 2

**Infrastructure:** Telecom & electronics

**Building:** Government

# Leader in large and stable engineering, construction & infra markets



# Strong cash generation and growth momentum

**+10.3%**

Revenue growth in  
2023 (FX adj.)

**73.5 €Bn**

Backlog, revenue visibility  
for next ~2 years

**2.6 €Bn**

Cumulative Net Operating  
Cash Flow in last 3 years

**Attractive  
shareholder returns**

**+40%**

**2 yr Annualized Total  
Shareholder Return**  
Industry leader

**Investment grade**

**BBB-**

Rating

# One Group across 3 business lines



Integrated  
Solutions



Infrastructure



Engineering &  
Construction



## Simplified structure with increased operational integration

- **Extends our leadership** in core infrastructure assets to **innovative projects** driven by high-tech and digital, energy transition, sustainable mobility and critical minerals
- Our **global reach** and **local roots**, combined with our **expertise**, make us the partner of choice
- **Enhances our cross-selling** and **operational synergies** within ACS Group and strengthens our **supply chain, global engineering network and systems**, helping us achieve economies of scale

# 3 business lines span the entire infrastructure value chain

PBT<sup>1</sup>

65%

## Integrated Solutions

**High-value engineering-led services** across industries

- High-tech and Digital, Energy Transition, Sustainable Mobility, Critical minerals, BHE<sup>2</sup> and Social Infrastructure

### **Comprehensive offering**

- Engineering, project management, supply chain and procurement services

20%

## Infrastructure

**Developer, investor, operator and maintainer** of large **infrastructure assets**

### **Greenfield and brownfield projects**

- Largest international toll road operator
- Diversified greenfield developer of core infra (e.g., toll and rail roads, social infra)
- Expanding towards next generation infrastructure

**Long-term value** and **stable revenues**

15%

## Engineering & Construction

**Civil construction** for large projects, differentiated by our **superior technical resources, skills, and know-how**

### **Large scale civil engineering**

- Bridges
- Roads and tunnels
- Airports and ports
- Railways
- Dams

# One fully integrated group with leading local teams and brands

Integrated Solutions

**Turner**  **CIMIC**

Infrastructure

 **abertis**  **IRIDIUM**  
 **HOCHTIEF**  
PPP SOLUTIONS  **PACIFIC**  
PARTNERSHIPS

Engineering & Construction

**FLATIRON**  **DRAGADOS**  
 **HOCHTIEF**  
EUROPE

# Integrated Solutions US

**Turner**  
Since 1902

2023  
Figures

**€16.2 bn**  
Revenue

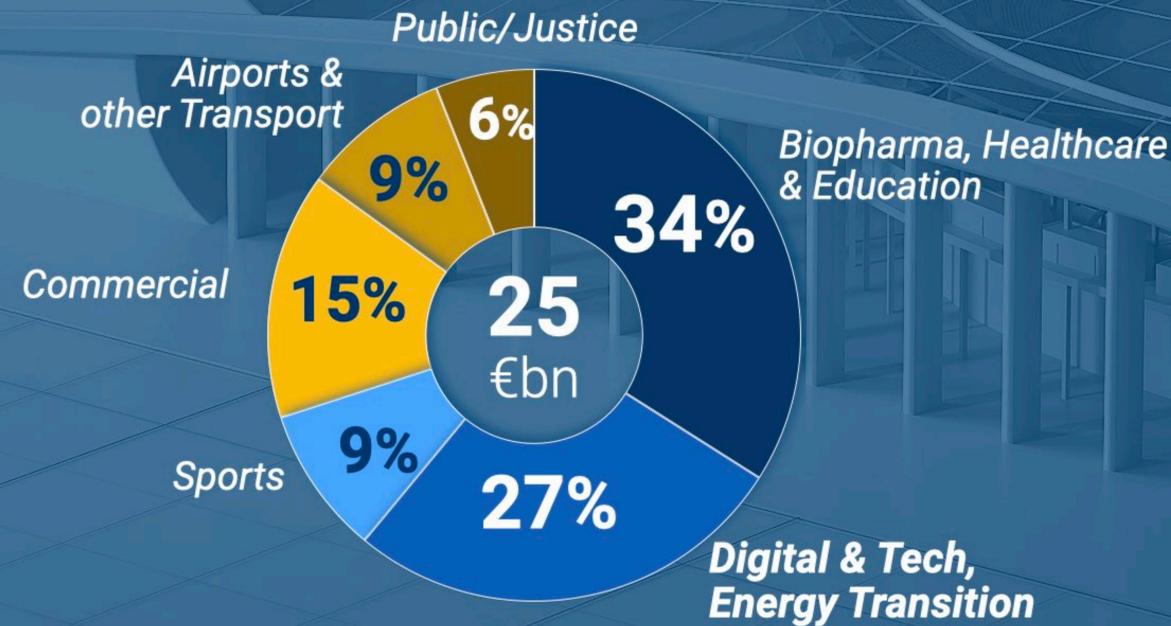
**€25 bn**  
Backlog

**€416 mn**  
PBT

## Leadership in US Revenue (%)



## Expanding in digital, tech & Energy Backlog<sup>1</sup> (%)



- **#1 engineering-led** integrated solutions company **in the US**, present in 47 states with local offices
- **De-risked & dynamic** business model, with **~100% of contracts** under Collaborative Delivery Models
- Robust business with **>100% cash conversion** in the last decade and **6% YoY revenue growth** since 2017
- Expanding in **high value-added services** such as supply chain management

1. Backlog only includes projects in final engineering phase

# Integrated Solutions APAC



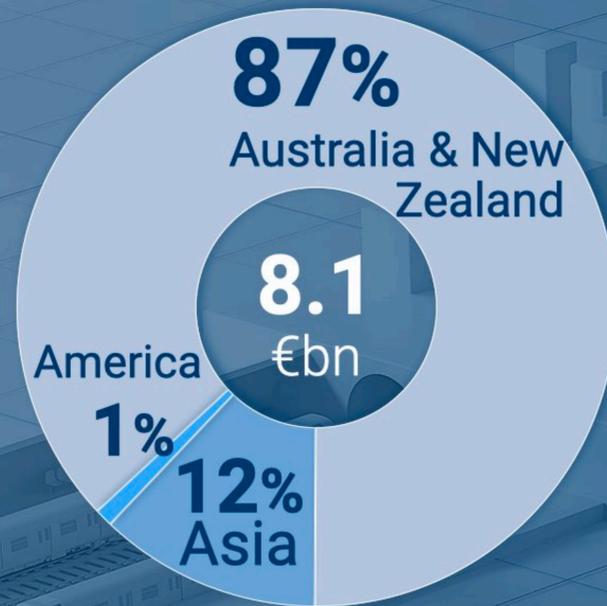
2023  
Figures

**€8.1 bn**  
Revenue

**€20 bn**  
Backlog

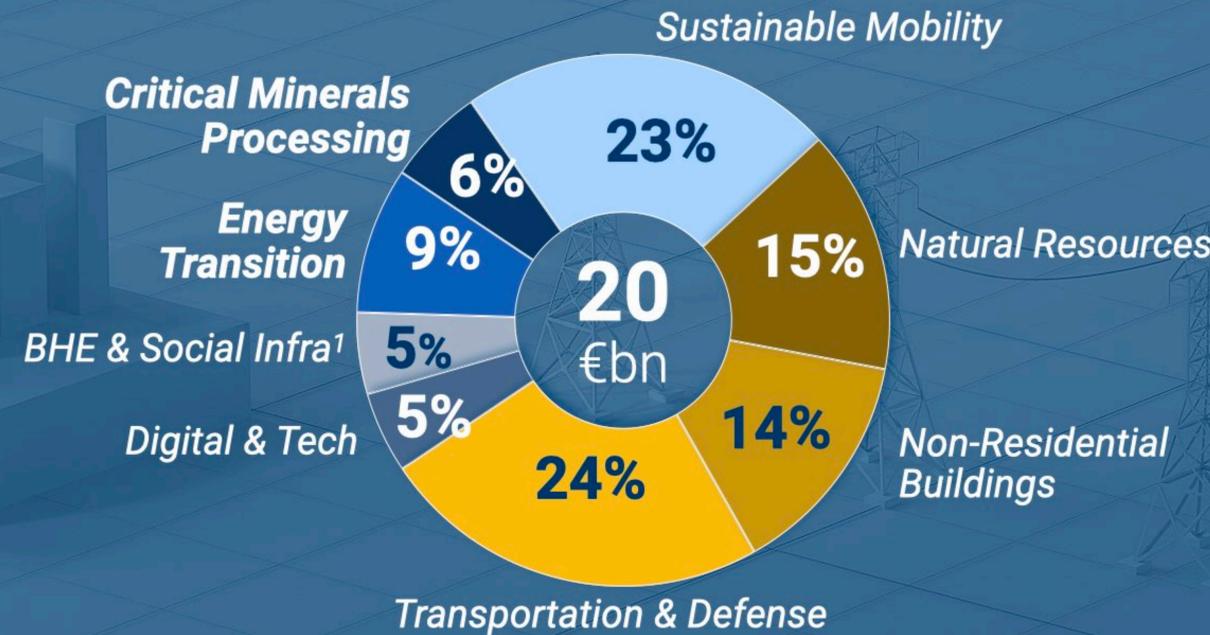
**€302 mn**  
PBT

## Leaders in Australia and NZ Revenue (%)



Note: Thiess revenues not consolidated

## Expanding in energy transition and critical minerals Backlog (%)



Note: Considers 50% of Thiess backlog

- Largest Australasian player providing **engineering-led integrated solutions** and **critical mineral-related services**
- **Solid growth fundamentals:** population growth, megaprojects, energy transition, and on-shoring
- Disciplined approach with focus on **low risk and alliance-style** contracting models

## Infrastructure | Brownfield

**abertis**

Since 2003

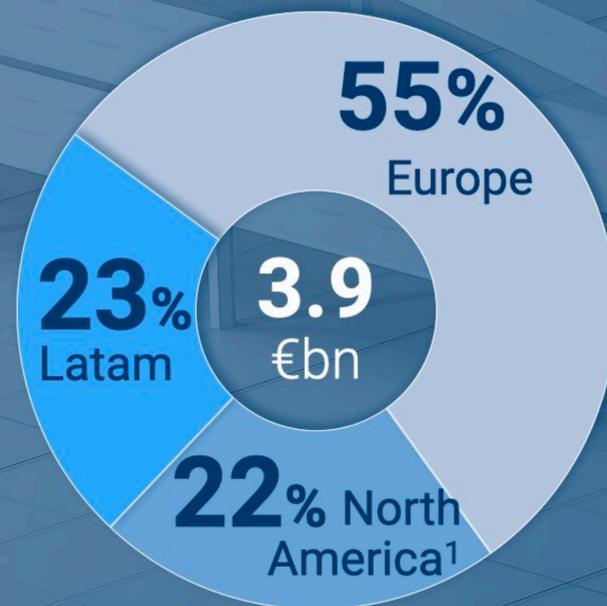
2023  
Figures

**€3.9 bn**  
EBITDA

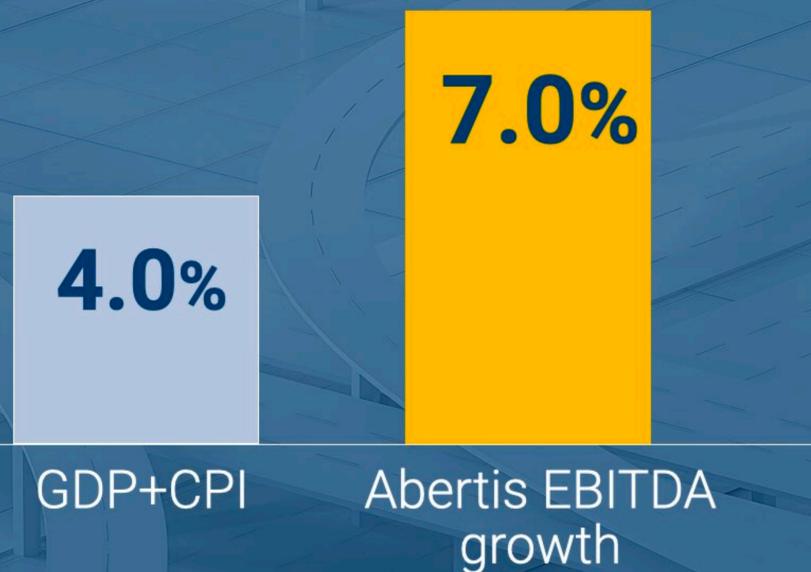
**€160 bn**  
EBITDA Backlog

**€8.9 bn**  
Portfolio fair value

Well-diversified portfolio  
EBITDA (%)



Consistently outperforming GDP+CPI  
YoY like-for-like growth, 2014-2023 (%)



- **7% EBITDA growth expected**, covered by organic cash flows with no need for future M&A
- **Strong deleverage over time** enabled by €160 bn EBITDA backlog, sustaining an investment grade rating of BBB-/BBB
- Ability to maintain at least **€600 mn annual dividends** until 2038 and growing thereafter
- Dividends support a **€8.9bn current portfolio valuation with a DDM at 8.5%**, before any upside from extensions and value accretive M&A

1. North America including Mexico

# Infrastructure | Greenfield



2023  
Figures

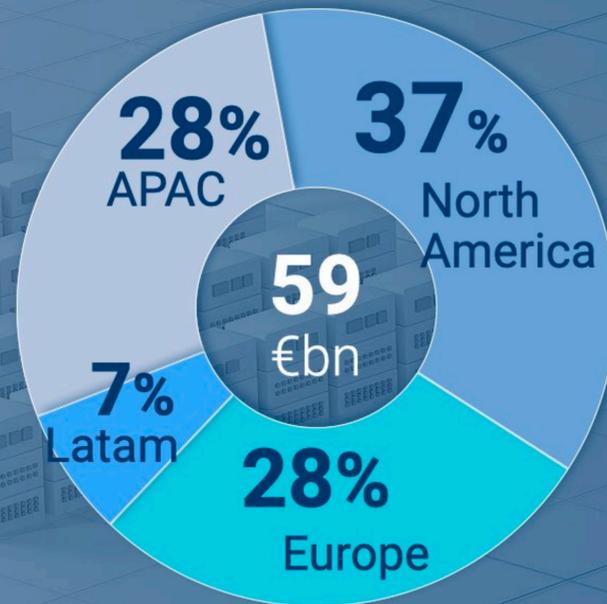
**€59 bn**  
Total Project Investment

**€240 bn**  
Identified Asset Pipeline<sup>1</sup>

**€2.7 bn**  
Equity Fair Value

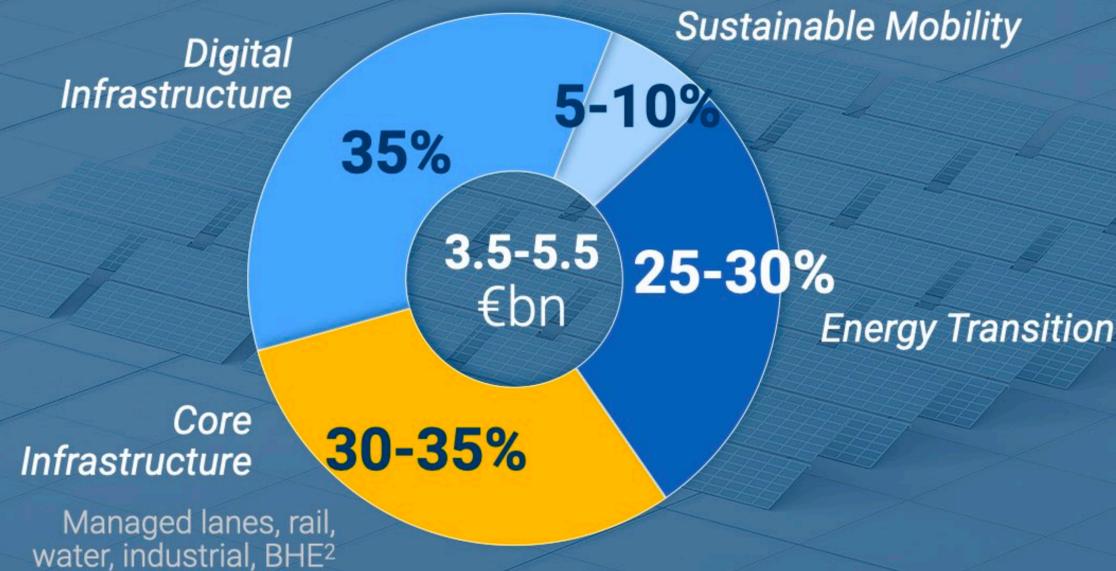
Diversified in strong  
currency markets

Total Project Investment (%)



Solid investment in core & new segments

Equity to be invested 2024-30 (%)



- Leading **investor and developer** of infrastructure
- Resilient and proven **value creation business** with an **equity IRR of 16.9%** since 2010
- Successful **divestment track record** with **2.2x exit multiple**
- Driving the development of our growth vectors in **Digital & Tech, Energy Transition** and **Sustainable Mobility**

1. Total sum of potential opportunities identified 2. BHE: Biopharma, Healthcare, and Education

# Engineering and Construction

**HOCHTIEF**  
EUROPE  
Since 1873

**DRAGADOS**  
**FLATIRON**

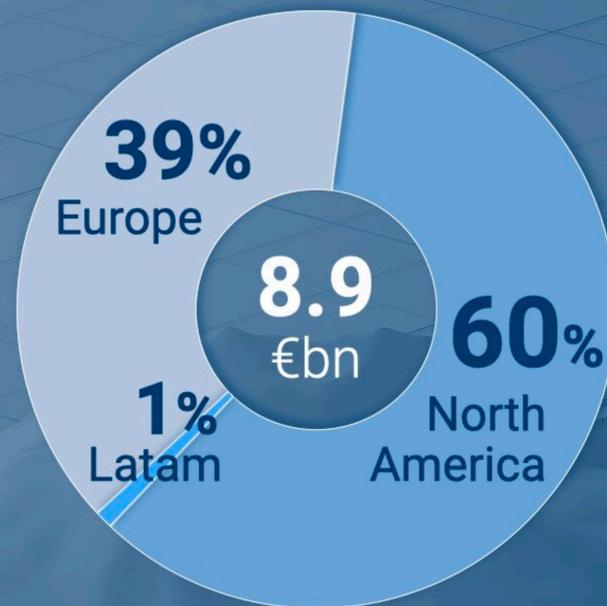
2023  
Figures

**€8.9 bn**  
Revenue

**€27 bn**  
Backlog

**€164 mn**  
PBT

Strong position  
in US and Europe  
Revenue (%)



Leaders in heavy civil E&C  
Backlog (%)



- Recognized as **Top 3 Transportation** contractor
- **Civil construction** for large, complex projects, with differential **technical expertise and know-how**
- **Local teams** across our core markets, fostering long-term client relationships
- **Reduced risk** through **collaborative contracting**
- **Complementary offering** with ACS Group companies, **unlocking synergies** as contractor in key projects

# Vision 2030

**Be the global leader in today's and tomorrow's critical infrastructure**

**Consolidate leadership in our core business**

**Expand our investment and development role in next generation infrastructure**



# Our priorities for 2026

## Strong cash generation focus to remunerate our shareholders and increase our long-term value

- 1 Continue **expanding** our **services**, focused on building infrastructure of the future, and our **geographic reach with the expanding of Turner in Europe**
- 2 Continue **de-risking** our contracting models
- 3 **Expand our margins** by delivering **high-value services**, with reinforced **engineering capabilities, supply chain** and **systems**
- 4 **Simplify and integrate** across Group to keep **increasing synergies** and cross-selling opportunities
- 5 Ensure **long-term value** and **growing dividends** from an active management of our current asset portfolio and pipeline

Secure an attractive  
shareholder remuneration

Invest in our growth  
vectors to increase our  
long-term value

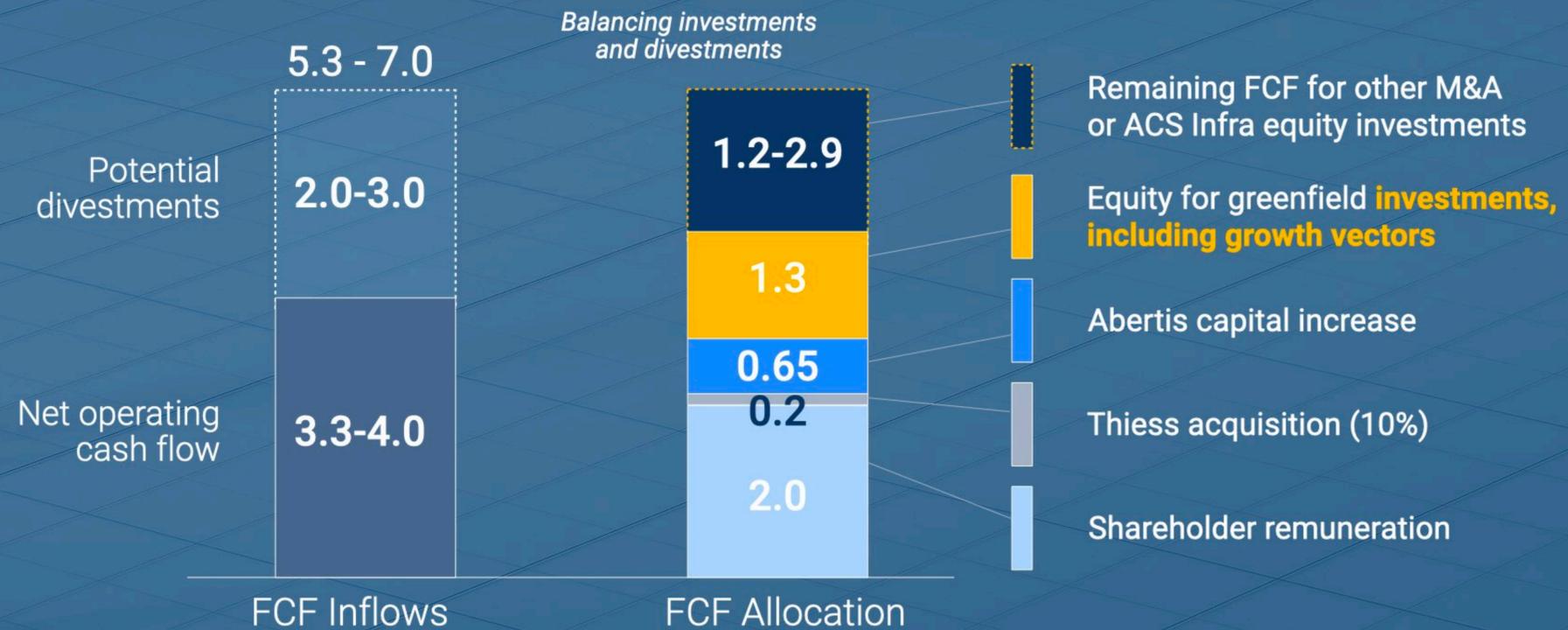
# 2026 Targets

**+9% annual growth generating cumulative €3.3 - 4 bn operating free cash flow from '24 to '26**

## Ambitious mid-term goals €bn

	2023	2026 <sup>1</sup>	CAGR
Revenue	35.7	43-48	~9%
Net Profit <sup>2</sup>	0.6	0.85-1.0	~14%
Net OCF <sup>3</sup>	1.05	3.3-4.0 Cum. '24-'26	~16%
Shareholder Remuneration	0.6	>2.0 Cum. '24-'26	

## Firepower to support growth and long-term value €bn, Cumulative 2024-2026



1.Considering Thiess 10% acquisition for the upper range 2.Excluding extraordinary results 3.Net Operating Cash Flow post CapEx, Operating Leases and WC variation.

# Our investment growth vectors

# Expanding our investment and development role in next generation infrastructure

	Core Infrastructure	Digital & Tech	Energy Transition	Sustainable Mobility	Critical Minerals
<b>Our ambition by 2030</b>	Transport & Industrial Managed lanes, Social / BHE <sup>1</sup> , Other	Data Centers AI & 5G related infra	Renewable Energy Green Hydrogen Battery recycling plants	Advance Air Mobility Personal Rapid Transit EV charging infrastructure	Lithium Other rare earths (e.g., Vanadium, Cobalt, Nickel)
Target (total investment)	€20 bn	Data Centers €6-12 bn 0.5-1 GW	Renewables €5-7 bn 3-5 GW	Green H2 2-3 GW	€2.6 bn
ACS Equity investment	€1.2 - 1.8 bn	€1-2 bn	€1-1.5 bn	Subject to strict investment criteria	€0.36 bn
Equity Value 2030	€3-4 bn	€3-5 bn	€2-3 bn	>€1 bn	70 kt/year Lithium

1. BHE: Biopharma, Healthcare, and Education

# Our ambition

**Doubling our value by 2030 by growing in our core and new vectors, maintaining a high yield**

Strong fundamental valuation

**~14 €bn**

ACS equity fundamental valuation in 2023

Expected to double by 2030

**~2x**

ACS Equity Value growth 2024-2030

Balancing growth and yield

**>5%**

Current dividend yield

# Why invest in ACS?

1 Integrated global player  
with deep local roots

2 Increased global infrastructure  
spending driving topline growth

3 Pivoting the business  
towards higher  
margins and lower risk

4 High free cash flow  
conversion and double-digit  
earnings growth

5 Balanced capital allocation  
towards growth vectors and  
shareholder remuneration



# Introducing the team that will make this possible

## Integrated Solutions

**Turner**

**CIMIC**

**Peter Davoren**  
*Turner CEO*

**Christa Andresky**  
*Turner CFO*

**Juan Santamaría**  
*CIMIC Executive Chairman*

**Doug Moss**  
*UGL MD*

**Michael Wright**  
*Thiess CEO*

## Infrastructure

**José Aljaro**  
*Abertis CEO*

**Martín D'Uva**  
*Abertis CFO*

**Nuria Haltiwanger**  
*Iridium CEO*

## Engineering & Construction

**Santiago García**  
*Dragados CEO*

**Richard Grabinski**  
*Flatiron CSO*

**David Parker**  
*Dragados Executive VP*

## ESG

**Cristina Aldámiz-Echevarría**  
*ACS Head of Associates,  
Operations & Sustainability*

**Martina Steffen**  
*HOCHTIEF Chief Human  
Resources & Sustainability Officer*

## Financial Review

**Emilio Grande**  
*ACS CFO*

# ACS

ACTIVIDADES DE CONSTRUCCIÓN Y SERVICIOS

