



# Capital Markets Day

E&C

17<sup>th</sup> April 2024

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# Agenda



**ACS E&C today**



**Key differentiators and growth levers**

**Civil construction for large, complex projects in North America and Europe**, where we differentiate through superior technical resources, skills and know-how

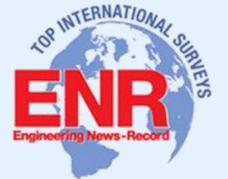
**DRAGADOS** **FLATIRON**  **HOCHTIEF EUROPE**



Combined entities within **top 5** construction companies in **North America & Europe**



**60% N.A.**  
**39% EU**  
**1% LATAM**



Ongoing de-risking process through **collaborative contracting**



**~75%** of collaborative delivery contracts in our pipeline



Progressive diversification towards **high growth segments**



of our backlog from high growth segments in 2023



**Sustainable Mobility & BHE<sup>1</sup>** are the largest high growth segments

1. Biopharma, Healthcare and Education

# Our projects showcase our advanced technical expertise, focusing mainly on strategic civil infrastructure and flagship developments

## Backlog



- Transportation
- Sustainable Mobility
- Non-residential building
- BHE<sup>1</sup>
- Water
- Digital & Tech
- Energy Transition
- Others

Transportation  
**50%**

Sustainable  
Mobility  
**20%**



**+1,000 km** high-speed infra in Spain  
*Dragados*

**Prague's State Opera House**  
*HOCHTIEF Europe*





**Dynamic toll facility** in California  
(L.A. Metro CMGC)  
*Flatiron*

# Upward growth trajectory in revenue and profit coupled with a healthy cash flow generation



**xx** PBT margin

1. PBT values shown are proforma - +28mn in 2022 and -7mn in 2023

# Agenda



**ACS E&C today**



**Key differentiators and growth levers**

# 3 growth levers for the future of E&C

Key differentiators  
and growth levers



Solid positioning in high-growth,  
stable-currency markets



De-risked profile owing to  
collaborative delivery  
methods

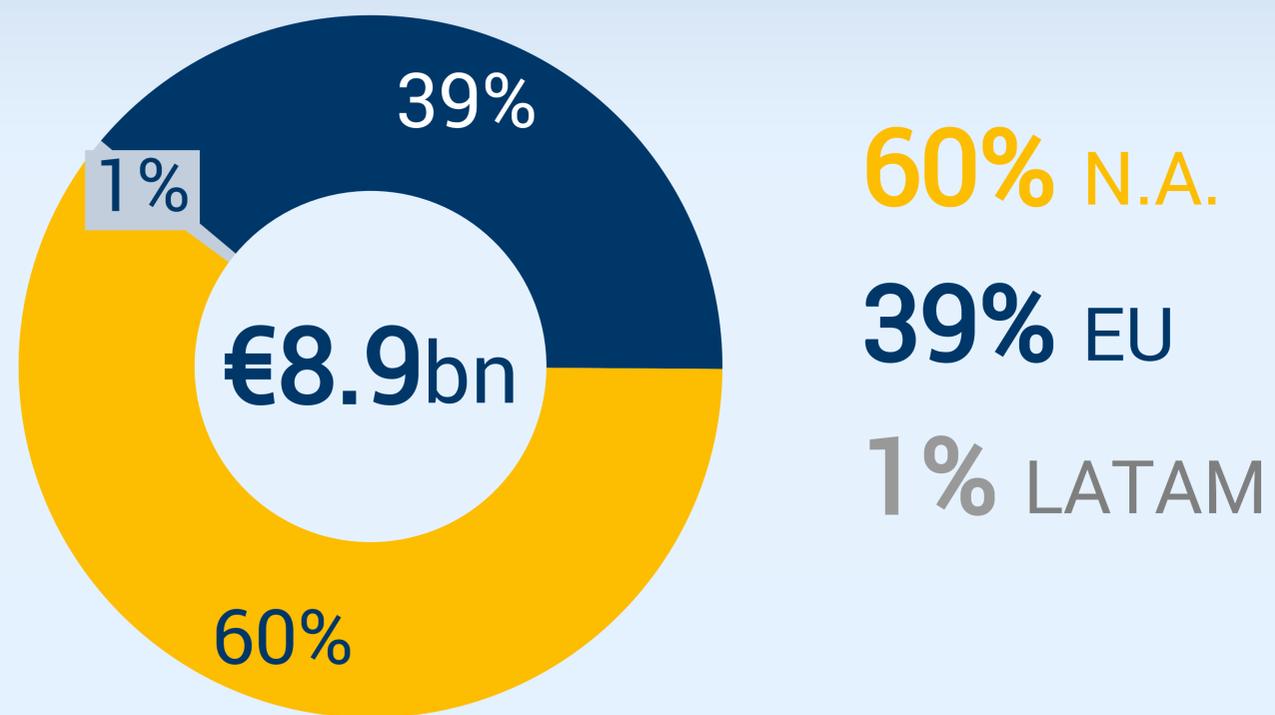


Expanding in high growth  
segments, leveraging collaboration  
with other ACS companies

# Strategically located in geographies with solid currencies and positive growth projections

## Revenues concentrated in North America and Europe

Revenue split by geography (%)



## Positive growth projections for U.S.

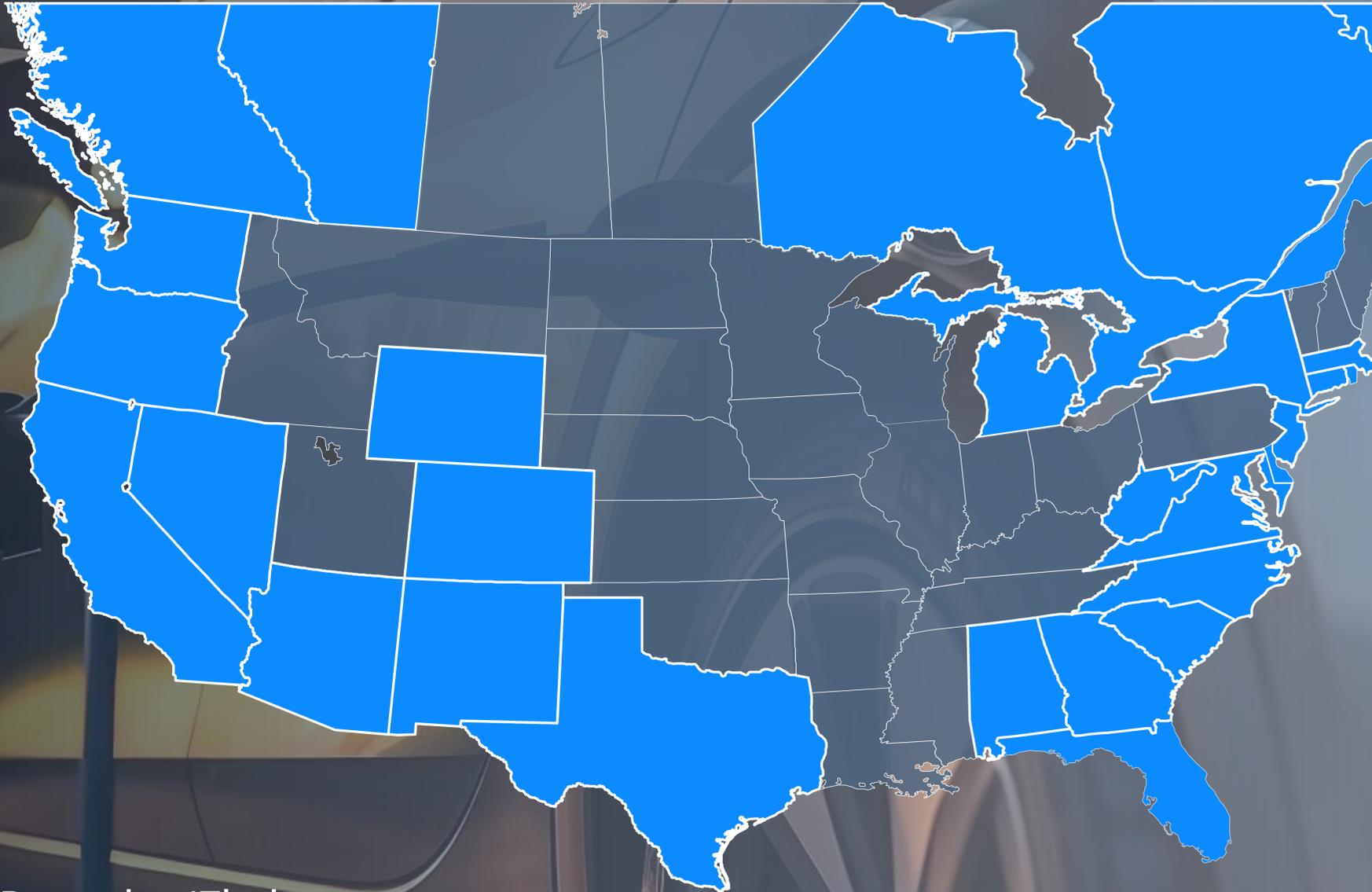
- \$1.2tn** | Infrastructure Investment and Jobs Act to revitalize infrastructure
- \$738bn** | Inflation Reduction Act for Energy Security and Climate Change
- \$280bn** | CHIPS Act to strengthen domestic semiconductor industry



**Strong presence**  
across some of the  
most significant  
states in the U.S.  
and Canada

**21** offices combining  
Flatiron and Dragados

 Presence of Dragados/Flatiron



# Shifting to a **more controlled risk environment** through collaborative contracting

Key differentiators  
and growth levers



Contractor selected through **non-price criteria**



Early involvement phase where contractor and owner agree upon **design, scope, and schedule**



**Construction price and schedule** negotiated on an **open-book basis**



Contract terms **mutually agreed by all stakeholders**



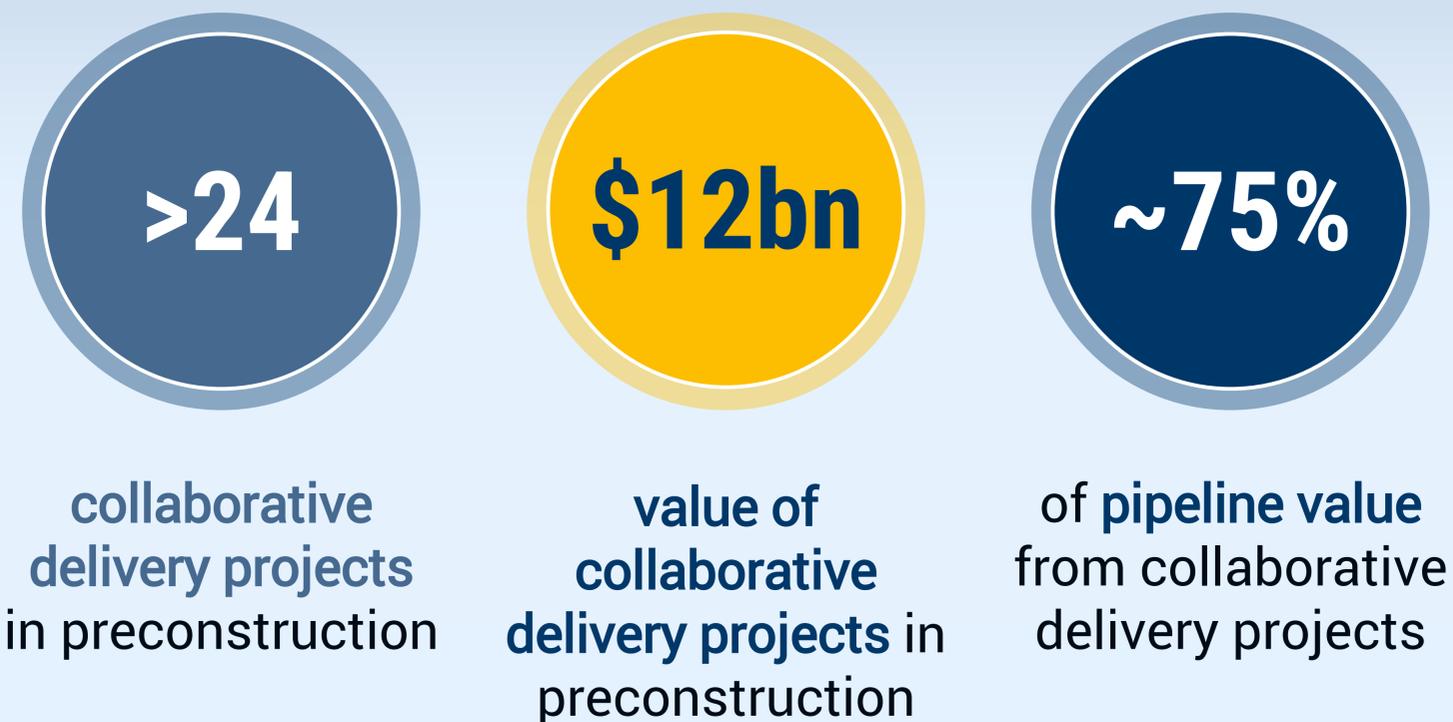
**Target Price/GMP<sup>1</sup>** as **cost reimbursable** or **unit-based price**, with shared contingencies

**100%**

**of collaborative delivery projects finished within the allocated budget and produced positive cashflows**

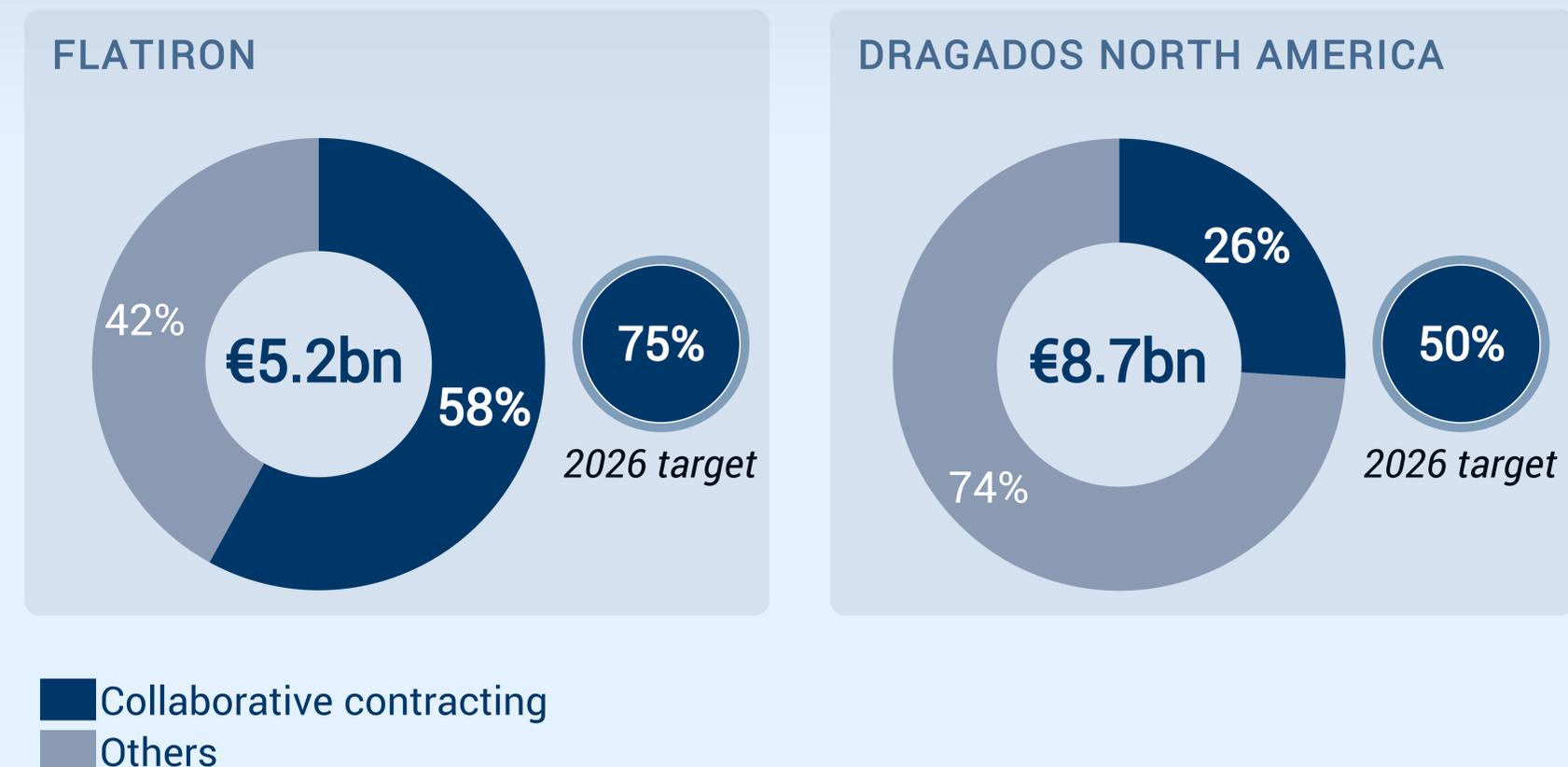
# Significant progress in collaborative contracting, with ongoing commitment to future advancements

Pipeline confirming trend towards collaborative contracting



Strengthening our derisking effort, focusing on risk-sharing and collaborative models

Backlog, split by type of contract (2023)



# Bank Station upgrade | 10-year Collaborative Contract with London Underground

Key differentiators  
and growth levers



Substantial **shared savings in Procurement**  
through **Innovative Contractor Engagement**

**Bid** evaluated against **business output requirements**  
(e.g., increased capacity)

**Open book target cost**

**Project delivered within** London Underground  
financial envelop

**Positive cash performance** throughout entire  
project and **in full satisfaction of stakeholders**

**£480mn**  
Project value



# San Diego Terminal 1 | Collaborative delivery leveraging Flatiron and Turner strengths



**Flatiron/Turner JV**, combining Turner's vertical building experience with Flatiron's infrastructure self-perform experience

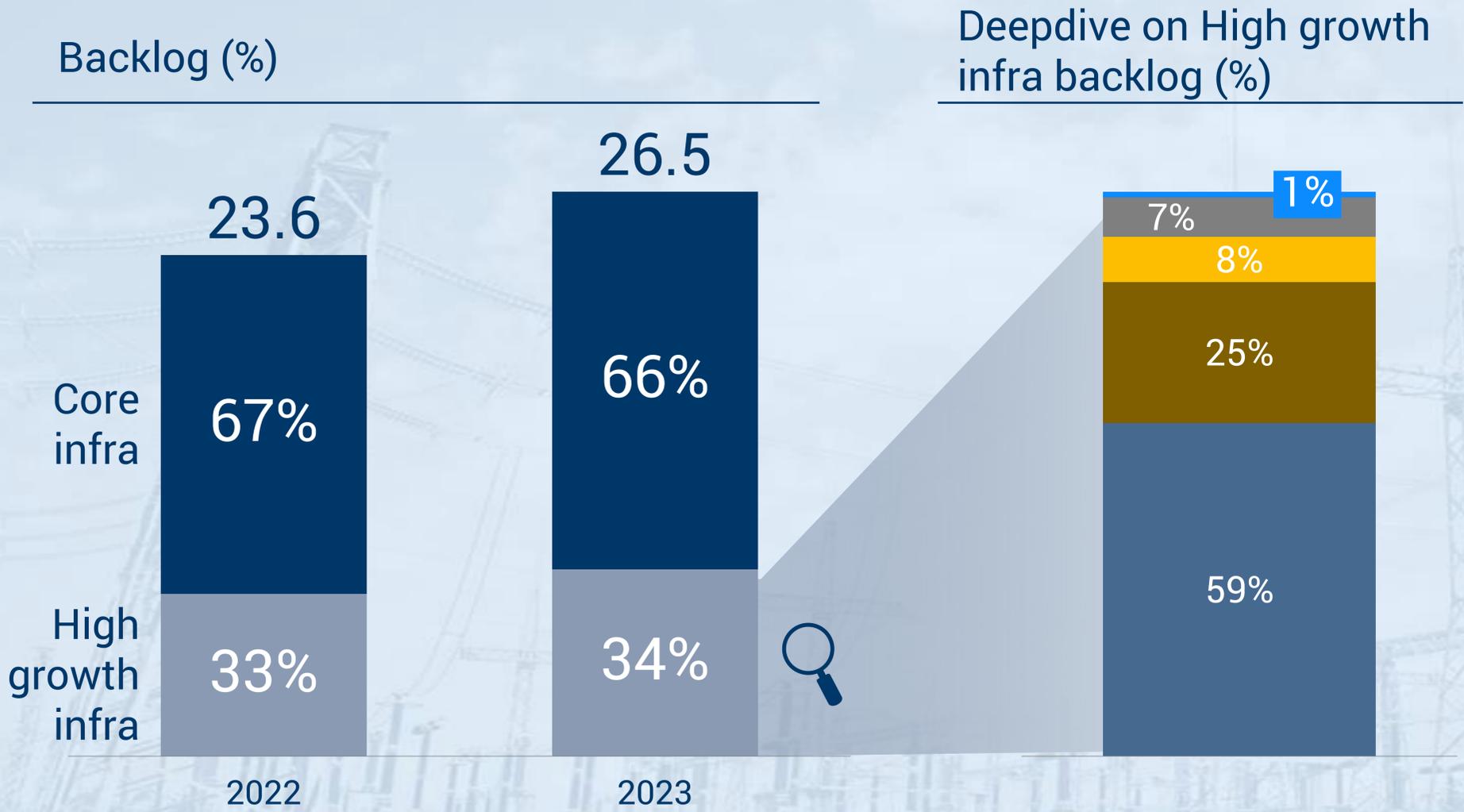
Low-risk **collaborative delivery**

**Open-book-negotiated preconstruction phase**

**\$2.85bn**

Project value

# Backlog progressively diversifying towards high growth segments



## Digital & Tech

- Data center construction

## Energy Transition

- Energy transmission infrastructure and battery storage facilities

## BHE<sup>1</sup>

- Medical facilities and educational institutions

## Water

- Water treatment/management solutions

## Urban Mobility

- New mobility solutions (e.g., EV)

# Iridium Alcalá Data Center | Winning with Dragados, Turner and Iridium

Key differentiators  
and growth levers



- **50MW Data Center Campus** in Alcalá (Spain)
- Construction started in 2024, **operations to start in 2026**
- Leveraging **synergies between Dragados, Iridium and Turner** (including SourceBlue)
- **Expanding our presence in Digital & Tech**

# Dynamic Personal Micro Transit | Alternative transportation with zero-emission and autonomous Glydcars

Key differentiators  
and growth levers



**Low-cost, battery operated on-demand pods** transporting riders to pre-determined destinations



Collaboration with **Contra Costa Transportation Authority** and **Glydways** to increase **access to transit** in San Francisco Bay area and reduce GH emissions



**Strategically broadening our projects in Sustainable Mobility**

## Key takeaways

Technical expertise  
and ongoing  
de-risked profile

1

Civil construction for large, complex projects in North America and Europe leveraging our advanced technical expertise

2

Solid positioning in markets with stable currencies and positive growth projections

3

Enhancing our efforts to mitigate risk by emphasizing collaborative delivery methods and risk-sharing

4

Steadily expanding our backlog into high growth segments, leveraging synergies with other companies within ACS

# ACS

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