

Implenia plans and builds for life. With pleasure.

3.3

Revenue
CHF bn

108

EBIT excl. PPA
CHF m



Sustain- ability

An integral part of
Global Reporting
Initiative "GRI G4"

8227

Employees

5

Core markets

Switzerland
Germany
Austria
Norway
Sweden



10

Years of Implenia

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The company

Implenia is the leading construction and construction services company in Switzerland. With its comprehensive portfolio of products and services, Implenia can take a building project through its entire lifecycle. In doing so it always tries to strike a sustainable balance between financial success and social and environmental responsibility.



1.1

Implenia at a glance

Formed in 2006 from the merger between Zschokke and Batigroup, Implenia can look back on around 150 years of history in the construction industry. Experience, know-how, size and financial strength allow the company to offer its services throughout Switzerland and – in selected disciplines – international markets. The international business was further strengthened by the acquisition of Bilfinger Construction GmbH at the end of 2014.

All of the Group's capabilities and capacities can be used to execute challenging real estate and infrastructure projects. Backed by the Technical Center and the central group functions provided by the Corporate Center, Implenia brings together the know-how of the following operational segments:^{G4-17}

Development

In the Development Segment, Implenia deploys its project development expertise to take real estate projects from initial idea to completed building.

Switzerland

In the Switzerland Segment, Implenia operates through its Modernisation, Buildings and Swiss regional units.

- The Modernisation unit brings together the Group's capabilities in conversion and renovation, from consultancy to implementation.
- The Buildings unit offers its supra-regional customers in Switzerland integrated services for complex buildings, ranging from planning and coordination to actual construction.
- Construction German-speaking Switzerland and Construction French-speaking Switzerland are the face of Implenia for local customers in Switzerland looking for roadbuilding, civil engineering, infrastructure maintenance and regional building construction capabilities.

Infrastructure

The Infrastructure Segment focuses on tunnel construction and foundation engineering in all Implenia's national markets. It brings together the company's expertise in tunnelling, foundation engineering, large-scale projects and design / planning.

Our services at a glance



Road construction and civil works

From A to B with flexibility and regional presence



Underground construction

Groundbreaking underground construction at Implenia



Foundation engineering

The skilful approach to civil engineering



Civil engineering

Bridges, walkways and cut-and-cover tunnels from a single source



Materials Engineering

Insightful expertise in the planning, testing and evaluation of materials



Posttensioning

Innovative and exciting methods for the construction industry



Project development

Forward-looking real estate projects from the concept through to the final structure



Structural engineering / New buildings

Implenia is your expert partner for all types of structural engineering projects



Structural engineering / Modernisation

Convincing solutions from strategy to execution



Home and building technology

For buildings that work



Wood and formwork construction

Wooden buildings and formwork
The natural solution



Mechanical and electrical technology

Success through efficient use of machinery and equipment



Restoration

Experts in complex repair and redevelopment projects

Implenia's team of specialists enable the company to offer its clients services for the entire life cycle of a building – efficient, integrated and in accordance with their requirements.



International

The International Segment includes Implenia's activities in its target markets of Germany and Austria, Norway and Sweden.

- Implenia Scandinavia offers its customers comprehensive services for complex infrastructure projects including conventional tunnelling.
- Implenia Germany & Austria is the expert provider for regional customers in German-speaking countries outside Switzerland that need services for civil works, general civil engineering, maintenance and repair, and building construction.

Implenia is Switzerland's market leader in the buildings and civil engineering sectors. Implenia's head office is in Dietlikon near Zurich, and it has approximately 100 branches throughout Switzerland, as well as representative offices in Germany, Bahrain, Ivory Coast, Mali, Norway, Austria and Sweden. As at end-2015, the Group had 8,227 employees and an annual turnover of CHF 3.3 billion. Implenia is listed on the SIX Swiss Exchange (IMPN, CH0023868554).

1.2

Vision and values

Implenia has a clear vision that encapsulates our long-term goals. We are guided on our journey to these goals by certain clearly defined values. These determine our corporate culture and influence the way we think and act. In everything we do.

- We develop and build the Switzerland of tomorrow.
- We are helping to shape Europe's infrastructure.
- Sustainability is our passion.
- We want to be the partner of choice for customers and employees.

Values





1.3

Broad-based structure

Implenia's organisational structure is based on operational and functional units. The operational units focus on their core areas of expertise, but work hand in hand with each other. They are assisted by the Technical Center, IT, Human Resources and the centralised group functions provided by the Corporate Center.

1.3.1

Operational units

The operational units are responsible for Implenia's core businesses:

- Modernisation & Development
- Buildings
- Infrastructure
- Construction German-speaking Switzerland
- Construction French-speaking Switzerland
- Scandinavia
- Germany & Austria

1.3.2

Corporate Center

The Corporate Center provides central services to support the operational areas. These services include Corporate Controlling, Business Development, Investor Relations, Legal, Marketing / Communications, Investment Management, Treasury, Insurance and Procurement.

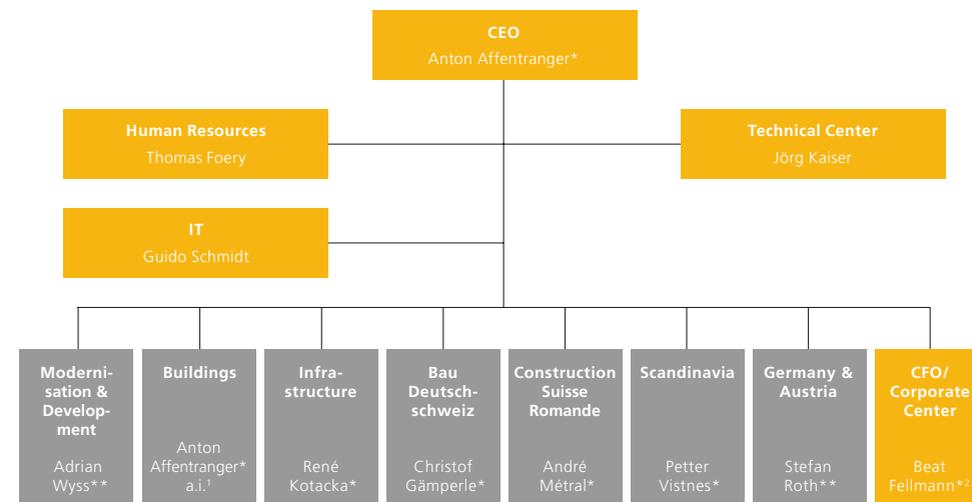
1.3.3

Technical Center

The Technical Center brings together the overarching topics of Sustainability, Health & Safety, Technical Risk Management, Operational Excellence and BIM. It also includes two technical areas: Machinery & Electrical and Building Materials & Formwork Technology.

The Sustainability Department within the Technical Center has one team based in German-speaking Switzerland and one in the French-speaking part of the country. It functions as a competence centre, looks after the implementation of sustainability initiatives and communicates information internally. The department's core tasks include securing certificates and labels for major projects, implementing environmental protection measures on construction sites, working in steering groups to develop sustainability standards (e.g. its work on the SIA energy efficiency path and on the "Sustainable Construction Switzerland" standard), recording the company's energy and resource flows, setting the strategic direction for sustainability, and internal and external communication.

Group



* Member of the Group Executive Board (GEBO)

** Business Unit Head

■ Operational units
■ Functional units

1 On 3 February 2016, a management committee consisting of Anton Affentranger, CEO, Jens Vollmar (management responsibility) and Christian Wick (technical responsibility) took over management of Business Unit Buildings. The CEO remains in charge of the Business Unit until further notice.

2 In his function as CFO/Corporate Center, Beat Fellmann's direct reports include Nicolas Ecoffey (Head of Corporate Controlling), German Grüniger (General Counsel) and Jens Sasse (Head of Procurement).

The department is supported and supervised by the Sustainability Committee, which consists of the CEO, the Head of the Technical Center, the Head of Engineering, the Head of Communications Group and the Heads of Sustainability in German-speaking and French-speaking Switzerland. Sustainability topics are regularly put on the agenda of Group Executive Board meetings.

The Group's integrated business model ensures that sustainability themes play an integral role at the individual Business Units and in all their services. The seven HSEQ (Health, Safety, Environment, Quality) Officers in the operational Business Units and their Safety Officers work closely with the Sustainability Department in the Technical Center.



Back from left: Beat Fellmann (CFO/Head Corporate Center, Member GEBO), Christof Gämperle (Head of Business Unit Construction German-speaking Switzerland, Member GEBO), Petter Vistnes (Head of Business Unit Scandinavia, Member GEBO), Stefan Roth (Head of Business Unit Germany & Austria), Nicolas Ecoffey (Head of Corporate Controlling), Guido Schmidt (Head of IT), René Kotacka (Head of Business Unit Infrastructure, Member GEBO), Jens Vollmar (Management responsibility for Business Unit Buildings), German Grüniger (General Counsel), André Métral (Head of Business Unit Construction French-speaking Switzerland, Member GEBO), Adrian Wyss (Head of Business Unit Modernisation & Development)

Front, from left: Thomas Foery (Head of Human Resources), Jens Sasse (Head of Procurement), Anton Affentranger (CEO, Member GEBO), Jörg Kaiser (Head of Technical Center)

* Group Executive Board



1.4
Sustainability in our core business

There are about 1.7 million residential buildings in Switzerland, as well as 71,500 kilometres of roads and 5,100 kilometres of rail track. Building and operating all this housing and transport infrastructure accounts for 40 percent of Switzerland’s energy consumption and 30 percent of its greenhouse gas emissions. The 322,000 people who work on and around Swiss construction sites generate over CHF 62 billion in turnover every year. These figures illustrate just what an enormous influence the construction industry has on the economy, the environment and society.



Environment

30%
of greenhouse gas emissions

40%
of national energy consumption

50%
of waste generated



Society

1,700,000
buildings, providing

4,300,000
homes

71,500 km
roads

5,100 km
railway tracks

53,000
accidents at work every year



Economy

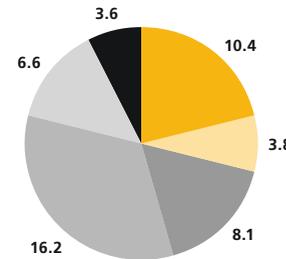
CHF 62 billion
spending on construction every year, a third of which is funded by the public purse

322,000
Full-time positions

Source: Data according to Swiss Federal Statistical Office (FSO) and Swiss Energy Foundation

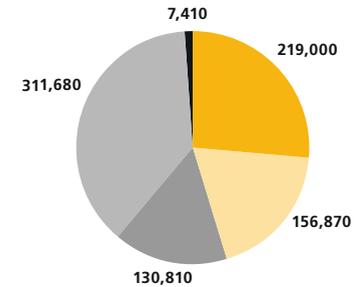
Implenia obviously wants to apply its concept of sustainability to its products and services (i.e. its core business), and in doing so help shape Switzerland’s future. Sustainable products and services are the answer to many social concerns, they help conserve natural resources and also create long-term financial value.

Greenhouse gas emissions in Switzerland by originator
(in million t CO₂ equiv., 2014)



- Manufacturing
- Services
- Households
- Transport
- Agriculture
- Waste management

Energy consumption by final consumer type
(in terajoules, 2014)



- Households
- Industry
- Services
- Transport
- Statistical difference incl. agriculture

Depending on where its products or services sit within the value chain, Implenia can influence the overall sustainability of a project to different degrees. At the planning stage of a project, for example, fundamental decisions can still be taken about using “greener” materials and reducing operational energy consumption; but if Implenia only comes in at the construction stage the main focus will be on environmentally friendly working practices. Implenia also uses its leading position in the Swiss construction sector to encourage broader acceptance of sustainable approaches, e.g. by running pilot projects, collaborating on standards or signing business partners up to its values.

The consequences of climate change, and measures to mitigate them, are of central importance to Implenia. As a construction company it has the ability to help reduce greenhouse gas emissions by adjusting its own activities. By choosing building techniques for its own projects that require less grey energy, Implenia can contribute to the reduction of emissions during and after construction. Implenia also minimises the direct consumption of fossil fuels on building sites, and in workshops and production facilities (see chapter 4).