Company profile
Global leader
World leaders

Salini Impregilo S.p.A., listed on the Italian Stock Exchange, is an international company based in Italy.

The Group is a global player in complex large-scale infrastructures and worldwide leader in the “water” sector. Its experience ranges from the construction of dams and hydroelectric plants, hydraulic structures and water infrastructures, to building roads and motorways, railways and metro systems, ports and maritime works, airports, underground works, civil engineering for waste-to-energy plants, public and industrial constructions, hospitals, environmental protection initiatives and the restoration of historic buildings.

Operating in over 50 countries with more than 34,400 employees, a turnover of around €4 billion and a backlog in excess of €32 billion, Salini Impregilo competes on the basis of its passion for building, consolidated through its long catalogue of successful international projects.

The Group focuses its activities on economies with rapidly developing construction markets.

The Group’s management is committed to performing in accordance with the principles of economic, international best practices and environmental and social sustainability, complying with the highest ethical and professional standards.
Our aim: to build value

Salini Impregilo’s aim is to design and deploy construction solutions that become contributions to the economic and social improvement of nations and to generate maximum value from the resources available in a given place.

Building value

Perpetually inspired by the principles of sustainable development, the Group leverages technological and organisational innovation and harnesses the power of its extraordinary human and professional resources.
Global footprint

Active in more than 50 countries worldwide, Salini Impregilo has a solid global footprint in all continents thanks to its ability to operate both in developed and developing economies.

Our footprint

Given the vast range of technical and managerial skills of the Group’s Human Resources, Salini Impregilo can boast a vast experience in the planning and execution of complex infrastructures in countries where extreme environmental conditions prevail, from the deserts of the Arab countries to the glaciers of Iceland.
Our track record
230 dams and hydroelectric plants

1,350 km of underground excavations

6,730 km of railways

375 km of metro lines

36,500 km of roads and motorways

330 km of bridges and viaducts
Our strengths
Our unique value proposition

A leading global Group in the construction sector focused on large-scale civil engineering projects
- A long and successful track record
- Outstanding skills in key competitive segments

Significant geographical diversification
- The Group’s size enables it to compete for the biggest projects in the world
- Significant geographical diversification, well distributed across different continents and countries at different stages of development
- Proven ability to penetrate new markets

A large and long life backlog of orders

A high level of visibility
- A balanced backlog to revenue ratio
- The ability to compete selectively, concentrating on those projects with the best balance between available resources and risk/reward profile, thanks to its list of existing orders

A history of consistently strong growth
- Significant presence in high-growth markets: Africa, Asia, Oceania and the Middle East
- Global scale, which does not tie the Group to the economic growth of individual countries, enabling it to grasp global growth opportunities

Solid financial structure
- Highly liquid balance sheet
- Low net debt/equity ratio
- Efficient use of capital
Our business areas

Salini Impregilo operates in all sectors requiring complex large-scale infrastructures, offering the following services:

- Design
- Construction

Roads
motorways, bridges and viaducts

Buildings
Airports, civil and industrial construction
Water
Dams, hydroelectric plants, hydraulic works and ports

Railways
metro systems and underground
Water
Dams, hydroelectric plants, hydraulic works and ports

Dams and hydroelectric plants

The construction of large-scale dams and hydroelectric plants has always been a feature of the Salini Impregilo Group’s work across the five continents, accounting for 50% of all hydroelectric energy produced in some countries.

The Group is leader worldwide in this sector.

Salini Impregilo’s experience in building large hydroelectric plants has earned it a wealth of experience unmatched. This enables it to overcome technical and geological issues encountered during the course of the works, and to deal effectively with socio-political, environmental and financial problems. In many cases, the solutions Salini Impregilo has used are unique and original, being adopted for the first time in the sector.

The need to respect highly demanding construction deadlines has led Salini Impregilo to develop the ability to plan and manage large-scale facilities for the production of aggregates and cement. The characteristics of the structures and the environmental conditions have often required the installation of cooling and/or heating systems to control the temperatures of the cement during the packaging and maturation phases. Technology for the distribution and laying of cement has also been developed to adapt it to the individual requirements of each project, including tower cranes, cable cranes with oscillating or radial-movement towers on horizontal or suspended pathways, and special belts.
**Major hydraulic works**

Salini Impregilo has built major **hydraulic works** in Italy and abroad, both to manage waste water (canalisation, collection of waste water, tunnels to take water to treatment plants, etc.) and to manage canals and structures to support international trade.

This tradition of major global projects now also includes the construction of the “Third Set of Locks” for the expansion of the Panama Canal – one of the largest and most important feats of civil engineering in the 21st century.

---

**Water**

---

**Our major projects**

- Argentina  Yacyretà hydroelectric project
- Brazil      Sao Simao hydroelectric plant
- China       Ertan Dam
- China       Xiaolangdi Dam
- China       Wanjiazhai yellow river diversion project
- Colombia    Sogamoso hydroelectric plant
- Ecuador     Paute Dam
- Ecuador     Mazar hydroelectric plant
- Ethiopia    Beles multipurpose project, Gilgel Gibe I, hydroelectric plant, Gilgel Gibe II, hydroelectric power plant
- Ghana       Akosombo hydroelectric plant
- Guatemala   Pueblo Viejo Dam on the Chixoy river
- Iceland     Karahnjukar hydroelectric plant
- Lesotho     Katse Dam
- Panama      Extension of the Panama Canal, Third set of locks
Iceland, Karaknjukar hydroelectric plant
China, Ertan Dam
China, Wanjiazhai yellow river diversion project
Panama, Extension of the Panama Canal, Third set of locks
Colombia, Sogamoso hydroelectric plant
Ethiopia, Gilgel Gibe I, hydroelectric plant
Ethiopia, Gilgel Gibe II, hydroelectric power plant
Ports

Salini Impregilo boasts extensive experience in the construction of new ports in Italy and abroad, in the restructuring and modernisation of existing ports, and the execution of associated works including:

- Dry docks
- Jetties and quays for tanker ships
- Breakwaters and docks
- Goods storage depots, offices and customs buildings
- Civil engineering works for sea water cooling systems, intakes and outflows for thermoelectric stations
- Works to protect, safeguard and strengthen coastlines and seabords

Water

Our major projects

- Italy  Port of Porto Torres
- Italy  Port of Gioia Tauro
- Libya  Port of Homs
- Nigeria Port of Apapa
- Romania Port of Costantza
- Somalia Port of Mogadishu
Italy, Port of Porto Torres

Italy, Port of Gioia Tauro

Romania, Port of Costantza
Railway, metro and underground
Railways, metros and underground works

Metros

Salini Impregilo has unrivaled experience and knowledge in the metro lines sector, gained through the construction of new metro lines in major cities throughout the world.

This includes both infrastructure construction and the delivery of “turnkey” systems, which involve supplying the electromechanical, signalling and telecommunication systems, as well as the civil works.

The company uses leading-edge technology to overcome difficulties in underground excavations relating to the geological conditions of the terrain – both in traditional excavations using anchoring, lattices and gunite to support the rock, and in mechanised excavations using Tunnel Boring Machines (TBM) for rock and mixed ground.

Railways

Salini Impregilo has a strong track record in executing “turnkey contracts” for the railways sector, both in Italy and worldwide. In these contracts Salini Impregilo not only coordinates the civil and electromechanical works, but as part of a “transport system” approach also manages compatibility with the technical and performance requirements of the trains and lines during the planning and construction phase.

The Group is known among contractors and public authorities for its industry-leading technical and organisational skills, strong experience and high level of specialisation, as well as for regulatory compliance and delivering contracted works on schedule.
Underground Works

The Salini Impregilo Group's experience in underground works dates back to the early 20th century, with the excavation of tunnels and caverns for large dams and hydroelectric plants. Business activity subsequently expanded into the transport systems sector, creating road and rail tunnels and stations and tunnels for metro lines.

Underground excavation has also been used extensively for the construction of hydraulic tunnels for aqueducts and sewer systems.

Railway, metro and underground

The method of excavating rock is the traditional one of drilling and blasting, but soft-stone excavations are mainly performed using earth drills or hydraulic breakers.

Mechanised excavation with Tunnel Boring Machines (TBM) is used in rock and soft ground where there is a particular requirement for fast execution or subsidence control.

Railways

- Cameroon Transcameroon railway
- Iran Transiranian railway
- Italy Bologna-Florence high-speed railway
- Italy Milan-Turin high-speed railway
- Italy Florence-Rome high-speed railway
- Switzerland San Gotthard Tunnel
Italy, Milan-Turin high-speed railway

Switzerland, San Gotthard Tunnel
Metros

- Denmark  Copenhagen, Cityringen Metro
- Greece    Athens, subway extension of Line 3
- Italy     Milan, Metro System Line 1, Line 2, Line 3
- Italy     Milan, Metro System, Line 4 (in progress)
- Italy     Milan, rail bypass
- Italy     Rome, subway Line B, Termini-Rebibbia
- Portugal  Oporto, light railway
- USA       New York, subway Line 131A

Railway, metro and underground

Underground works

- UAE       Abu Dhabi, Deep Sewer Tunnel
- USA       Las Vegas, Lake Mead intake hydraulic tunnel
- USA       Portland, West Side CSO Tunnel Project
Rome, subway Line B, Termini-Rebibbia

Denmark, Copenhagen, Cityringen Metro

UAE, Abu Dhabi, Deep Sewer Tunnel

Portugal, Oporto, light railway

Greece, Athens, subway extension of Line 3

Usa, Portland, West Side CSO Tunnel Project

USA, Las Vegas, Lake Mead intake hydraulic tunnel
Roads & bridges
Roads, motorways, bridges and viaducts

Salini Impregilo has built roads and motorways in Italy and around the world that have involved major earth-moving operations. The company has also built large-section road tunnels, including the associated safety, lighting, ventilation and fire-prevention systems.

The works performed range from roads in the African interior to the modern motorways of industrialised countries, including virtually all types of surfacing in both rigid concrete and flexible asphalt.

The Group has built bridges and viaducts using all kinds of techniques: from the simplest constructions, with girder decks and pre-cast or cast-in-place concrete caissons, to more complex structures such as cable-stayed and suspended bridges.

The Group also has extensive experience in the construction of bridges and viaducts with self-launched concrete decks or with metal decks and in the construction of piers of every type, directly on rock or on large-diameter piles, micropiles and pile cylinders.
Our major projects

- Argentina  Buenos Aires, Autopista del Sol
- Argentina  Rosario-Victoria motorway
- Brazil     Anchieta Imigrantes motorway network
- Cameroon  Transafrican highway, Tibati Meidogou section
- Chile      Santiago, The East West motorway
- Italy      Lombardy “Pedemontana” motorway
- Italy      A4 motorway, Mestre Bypass
- Morocco    Rabat-Kenitra-Larache motorway
- Turkey     Istanbul, Second Bosphorus bridge
- Turkey     Kinali-Sakarya motorway

Roads & bridges
Italy, Lombardy “Pedemontana” motorway

Argentina, Buoneos Aires, Autopista del Sol

Brazil, Anchieta Imigrantes motorway network

Argentina, Rosario-Victoria motorway

Chile, Santiago, The East West motorway

Turkey, Second Bosphorus bridge

Turkey, Kinali-Sakarya motorway

UAE, Dubai, Ras Al Khor crossing
Civil and industrial buildings

Salini Impregilo is known internationally as one of the leading companies in the execution of highly innovative and architecturally significant projects, and as a key player in the civil and industrial buildings sector.

The company boasts in-depth knowledge of all areas of specialisation in this sectors, throughout Italy and the world, including hotel accommodation, the service sector, commercial space, hospitals, residential building, recovery of environmental assets and restoration. As such, it is one of the most important partners in the sector for major contractors and leading architects around the world.

In addition, the Group’s robust foundations means it can sustain the significant investments required by the innovative materials and construction technologies it uses.

Airports

In the airport sector, Salini Impregilo has completed numerous projects in Italy and worldwide, both in the construction of new airport infrastructures and in the renovation and extension of existing infrastructures.

It has built landing strips and taxiways, terminals, office buildings, technological structures, control towers and large-scale hangars (including those at Leonardo da Vinci international airport, Rome).
Our major projects

Construction
- Algeria: Algiers, Softitel International Hotel
- Argentina: Buenos Aires, Ezeiza Federal I detention centre
- France: Strasbourg, European Parliament
- Great Britain: Oxford, New oncology department, Churchill Hospital
- Greece: Athens, Stavros Niarchos Foundation Cultural Centre
- Italy: Rome, New Auditorium
- Italy: Campione d'Italia, New Municipal Casino
- Italy: Civitavecchia, Torre Valdaliga North, Thermal power station
- Italy: Milan, Palazzo Lombardia new head office of the Lombardy Regional Authority
- Saudi Arabia: Riyadh, “Kingdom Centre” multipurpose complex
- UAE: Abu Dhabi, Great Mosque

Buildings

France, Strasbourg, European Parliament

Greece, Athens, Stavros Niarchos Foundation Cultural Centre

Italy, Civitavecchia, Torre Valdaliga North, Thermal power station

Great Britain, Oxford, New oncology department, Churchill Hospital
Italy, Rome, New Rome Auditorium

Italy, Campione d'Italia, New Municipal Casino

Italy, Rome, New Rome Auditorium

UAE, Abu Dhabi, Great Mosque

Algeria, Algiers, Sofitel International Hotel

Italy, Milan, Palazzo Lombardia new head office of the Lombardy Regional Authority

Saudi Arabia, Riyadh, “Kingdom Centre” multipurpose complex
Our major projects

Airports
- Argentina Ushuaia airport
- Bolivia Cochabamba airport
- Italy Milan, Malpensa 2000 control tower
- Italy Bergamo, Orio al Serio airport and shopping centre
- Tanzania Kilimanjaro airport

Buildings

Bolivia, Cochabamba airport

Italy, Milan, Malpensa control tower, 2000
The value of a Group also lies in its history and origins

The new Salini Impregilo Group was born on 1 January 2014, the result of the merger by incorporation of Salini into Impregilo. Two large and historic companies, known and admired in Italy and abroad, united to build a future in which, together, they would be a global force.

The aim was to combine the expertise of two well-established companies to create a powerhouse with unrivalled technical skills and financial solidity, high ambitions and a cutting-edge business culture.

Over a century of history

The path that led to the merger of the two companies started in 2011 when Salini first acquired a stake in Impregilo. It continued in summer 2012, with the involvement of investors in the Campione Nazionale® project through a proxy contest. Salini S.p.A. launched a voluntary takeover bid on 6 February 2013 for all of Impregilo’s ordinary shares. This resulted in the creation of the Salini Impregilo Group.

Two different representations of the companies’ development, leading up to the creation of the Salini Impregilo Group follow:

- The first focuses on the organic and acquisition-led changes in the companies’ corporate structures
- The second looks at their most important projects.
Organic and acquisition-led corporate developments

1906  The companies Girola and Lodigiani are established
1927  Impresit is founded
1936  Pietro Salini establishes Salini Construction
1956  Impresit Girola, Lodigiani and Torno join together to build the Kariba Dam
1960  Impresit-Girola-Lodigiani Impresit S.p.A. is born
1989  Cogefar Impresit Costruzioni Generali S.p.A. is established as a result of the merger by incorporation of Impresit into Cogefar
1994  Impregilo S.p.A. is formed as result of the merger of Cogefar Impresit, Girola, Lodigiani and Impresit-Girola-Lodigiani
2009  Salini acquires Todini SpA
2011  Salini acquires a stake in the share capital of Impregilo S.p.A.
2014  The new Salini Impregilo S.p.A. Group is born on 1 January
## Milestone Projects

<table>
<thead>
<tr>
<th>Year</th>
<th>Project Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1910</td>
<td>Sempione railway line (Italy)</td>
</tr>
<tr>
<td>1920</td>
<td>Rovasca hydroelectric power station (Italy)</td>
</tr>
<tr>
<td>1930</td>
<td>Transiranian railway (Iran)</td>
</tr>
<tr>
<td>1940</td>
<td>Railway viaduct at Recco (Italy)</td>
</tr>
<tr>
<td>1950</td>
<td>Autostrada del Sole (Italy) and Kariba Dam (Zambia and Zimbabwe)</td>
</tr>
<tr>
<td>1960</td>
<td>Ministry of Post and Telecommunications (Italy) and rescue of the Abu Simbel temples (Egypt)</td>
</tr>
<tr>
<td>1970</td>
<td>Tarbela hydroelectric plant (Pakistan) and the Legadadi Dam and water treatment plant (Ethiopia)</td>
</tr>
<tr>
<td>1980</td>
<td>Tana Beles integrated project (Ethiopia), Second Bosphorus bridge in Istanbul (Turkey) and Yacyretà hydroelectric project (Argentina)</td>
</tr>
<tr>
<td>1990</td>
<td>Ertan Dam (China) and Karameh Dam (Jordan)</td>
</tr>
<tr>
<td>2000</td>
<td>Bumbuna Dam (Sierra Leone) and Bologna - Florence high-speed railway line (Italy)</td>
</tr>
<tr>
<td>2010</td>
<td>Gibe II Hydroelectric power plant project (Ethiopia), Extension of the Panama Canal, Third set of locks (Panama), Bujagali hydroelectric Plant (Uganda), Ras Al Khor Interchange Road Dubai (UAE)</td>
</tr>
</tbody>
</table>
Sustainability
Our commitment to a sustainable future

We believe that our future depends on the perfect balance between achieving our Group’s growth targets and the contribution that we can make to the socio-economic and environmental development of the communities in which we operate. To reach this goal, we apply the principles of sustainable development in our everyday work, making it a key part of our positioning on the global market.

Our projects lead us to work all over the world, to meet different cultures and come face to face with different needs. We aim to meet the expectations of everyone we deal with: governments and authorities in host countries, local communities, clients and partners, shareholders and employees. All of whom have their own histories and cultures, with their own values and needs.

Creating shared value for all our stakeholders is our greatest challenge – one that we pursue every day by fostering the growth and integrity of our employees, ensuring the satisfaction of our shareholders, aiming to deliver excellence for our customers, caring for local communities and looking after the environment.

Our Sustainability Policy is a formal declaration of our commitment to all our stakeholders. Its aim is to provide a solid grounding for the day-to-day actions of Salini Impregilo’s people, in line with our core values.

We also participate in the United Nations Global Compact, a worldwide initiative bringing together organisations committed to respecting ten universally recognised principles on human rights, labour, the environment and anti-corruption.

Through our Sustainability Report, we commit to publishing a full and transparent annual assessment of our business performance in view of the results achieved on social, environmental and governance issues. The report documents how we work and how we create value, by linking ethical principles with the intelligent and sustainable use of resources.
Quality, environment & safety policy
In every country where we operate, we have always aimed to produce high-quality long-lasting work, to protect local communities, and to ensure the safety of all our staff.

The responsible path that we have taken bears witness to our unwavering commitment to improve how we manage our work, with full respect for the expectations of all stakeholders.
Our people
our success
We believe in people

Behind every major infrastructure project, in every corner of the world, there lies the hard work and creativity of thousands of people.

Highly-skilled professional men and women who are the key to Salini Impregilo’ success.

We believe in challenges and in continuous improvement we believe in Our People.

It is through them that we can really add value.