



Building global strategic partnerships

Presentation to Nuclear Industry Association International Group – 8th October 2026

Our Operating Principle
One Group One Team.



Differentiating Attributes

Global scale.
Local expertise.
One connected team.

We mobilize talent, expertise, and innovation seamlessly across our companies and regions – bringing the full strength of ACS to every project.

Global presence and breadth of capability



Clients, not geography – no borders, one company



Seamless sharing of experience, knowledge and resources



Communicate, collaborate, contribute



Juan Santamaría Cases
ACS and HOCHTIEF CEO

“United as One Group, One Team, we harness our collective expertise and innovative spirit to lead the way in sustainable construction services. Together, we build a future where our global knowledge and shared lessons drive excellence and progress across borders.”

Nuclear:

Nuclear is considered a priority high-growth vertical

Defense

Critical Minerals

AI, Digital and Technology

Energy Transition



Global presence and breadth of capability

to provide our clients scale & coverage to mobilize resources quickly and efficiently.



157K
WORLDWIDE EMPLOYEES



€49.8B
REVENUE 2025



Integrated Solutions






Infrastructure








Engineering & Construction





North America









Europe












South America






India





Asia & Pacific





Global presence and breadth of capability



Americas



Turner is wholly owned subsidiary of HOCHTIEF who plan and deliver building projects of all types and sizes - schools and hospitals, stadiums and museums, airports, data centers, battery facilities, offices and more.



Clark Builders, a subsidiary of Turner, specialises predominantly in buildings.



FlatironDragados is the second-largest civil engineering and construction company in North America. They deliver essential infrastructure - roads and bridges, aviation, resiliency protection, dams and reservoirs, rail and transit, water and wastewater treatment facilities, tunneling, underground projects and marine works.



SPC (Schivone, Picone, and E.E. Cruz), a subsidiary of FlatironDragados, specialises in heavy civil construction, with expertise in transportation, infrastructure, deep foundation, bridge and geotechnical projects.



Global presence and breadth of capability



Europe



As a subsidiary of an infrastructure group, we carry out complex transport and energy projects as well as challenging building construction projects in Europe.



We are HOCHTIEF's engineering office and, with over 400 employees worldwide, one of the largest in Germany.



HOCHTIEF PPP Solutions develops and implements concession and operator projects in the business areas of transport infrastructure and social infrastructure.



HOCHTIEF ViCon is one of the leading service providers in the field of virtual construction and Building Information Modelling (BIM).



Global presence and breadth of capability



Asia Pacific



CIMIC is a wholly owned subsidiary of HOCHTIEF. Via its partner brands (see below) it spans sectors such as aviation, building, defence and security, education, health, resources, ports, power and energy, transport, tunnelling and water.



CPB delivers complex infrastructure projects across all sectors of the construction industry.



Leighton is an international infrastructure and industrial services company delivering projects throughout Asia.



EIC Activities provides engineering and technical services.



Sedgman is a leading provider of integrated minerals processing solutions.



UGL is a specialist end-to-end engineering, industrial services and operations provider.



Thiess delivers open cut and underground mining.

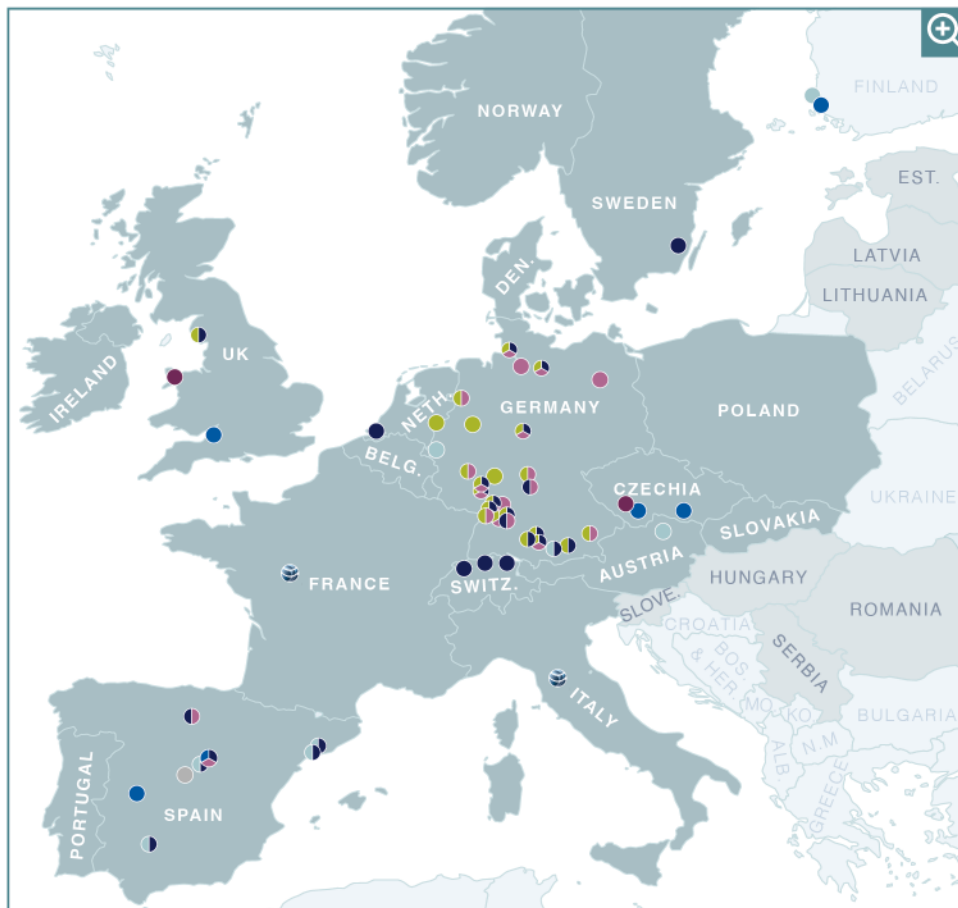


Pacific Partnerships develops, invests in and manages infrastructure and energy assets.

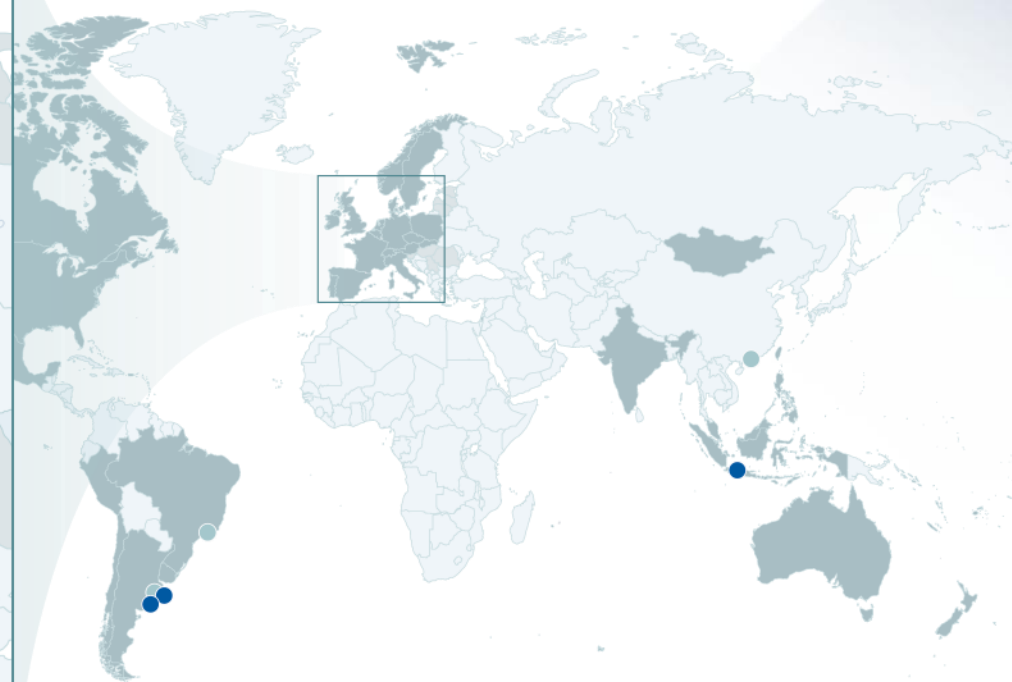


Relevant nuclear and major-project experience

Nuclear projects



KEY	Nuclear experience					
	● EPCM	● Design	● Build	● Design & build	● Modification / maintenance	● Decommissioned
	● Nuclear laboratory					
	Abertis toll roads	Presence	Optional countries			



We have been involved in nuclear power plants with an overall output of **37GW globally.**



Relevant nuclear and major-project experience

Nuclear experience - ENGINEERING

Seventy years of design work anchor HTEG's nuclear plant engineering know-how worldwide



Worldwide NPP design

70 years of nuclear plant experience

Retrofit and maintenance

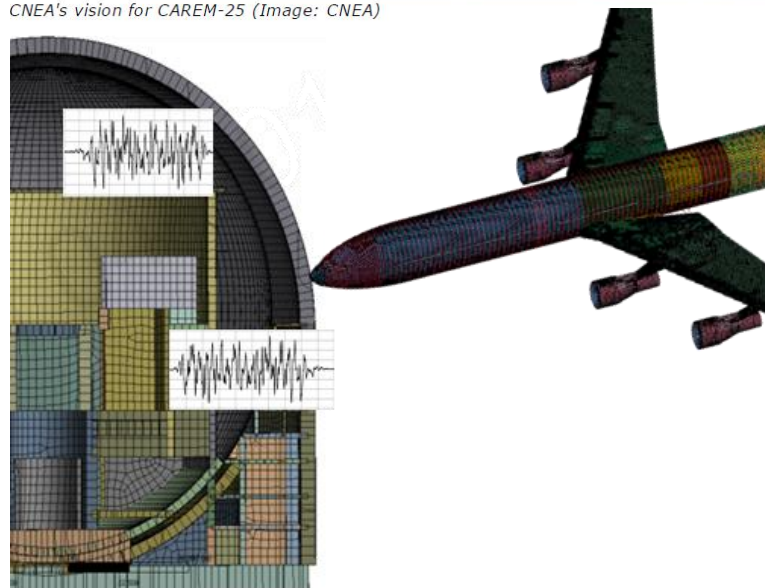
Maintenance and retrofitting of most of the German and Swiss NPPs

Design responsibility

Design by HTEG or with its contribution

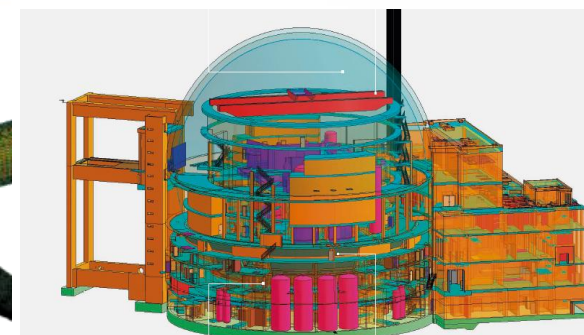


CNEA's vision for CAREM-25 (Image: CNEA)



Design by us or with our contribution

Design and Engineering for Maintenance and Retrofitting of most German and Swiss NPPs



Relevant nuclear and major-project experience

Nuclear experience - ENGINEERING

Global competence in nuclear for over 60 years

Since 1956 we have been involved in the design, construction and retrofitting of 50+ nuclear power plants (reactors) around the world.



Temelin 2 ⚡ 1,082MW 📍 Czech Republic



Atucha 1 & 2 ⚡ 1,107MW 📍 Argentina



Olkiluoto 3 (Site Management) ⚡ 1,600MW 📍 Finland



HOCHTIEF personnel played a leading role in the construction management on OL3.

The construction management contract by AREVA NP GmbH provided key specialist resource in the building the first EPR (European Pressurised Reactors) in Olkiluoto, Finland.

Key positions have been occupied by members of HOCHTIEF in the OL3 Civil Work Design and Site Management.

Civil Site Management positions held by HOCHTIEF on OL3:

- Nuclear Island Civil Work Site Manager
- Section Chief Reactor Building Complex
- Section Chief for Internal Containment
- Section Chief Remaining Buildings
- Section Chief for Auxiliary Buildings
- Section Chief for Fuel Building incl. pool liner
- Concrete Engineers developing the concrete design
- Concrete Engineer as Quality Inspector

Relevant nuclear and major-project experience

Nuclear experience – Construction and Delivery

Germany

We have been integral in the development and delivery of nuclear power plants from the beginning, including **building 13 out of the 20 nuclear power plants in Germany.**



Biblis A & B ⚡ 2,500MW



Brunsbüttel ⚡ 806MW



Isar 1 & 2 ⚡ 2,387MW



Neckarwestheim 1 & 2 ⚡ 2,240MW



Gundremmingen B & C ⚡ 2,688MW



Philippsburg 1 & 2 ⚡ 2,394MW



Krümmel ⚡ 1,402MW



KEY

- Design
- Build
- Design & Build
- Modification / Maintenance
- Decommissioned

Relevant nuclear and major-project experience

Nuclear experience – Construction and Delivery

Spain

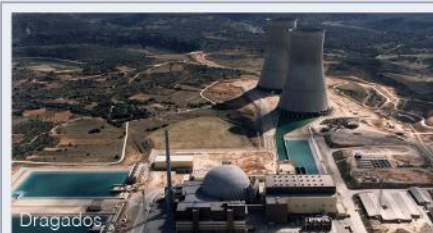
In Spain, since 1975 we have been **involved in the construction / retrofitting / maintenance / dismantling of three out of seven nuclear power plants.**

Our nuclear laboratory has also participated in all the key nuclear facilities across the country.



DRAGADOS

Trillo ⚡ 1,066MW



El Cabil
Radioactive Waste Facility Extension



Almaraz ⚡ 2,090MW Civils works



Ascó ⚡ 2,060MW
160m cooling tower and pipes



José Cabrera ⚡ 160MW
Extension and renovation



Vandellós ⚡ 1,090MW Civils work



KEY

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- Nuclear laboratory

Relevant nuclear and major-project experience



Major Project Experience

Americas

The Spiral \$3.7bn TOTEX, New York



Blue Origin, Alabama



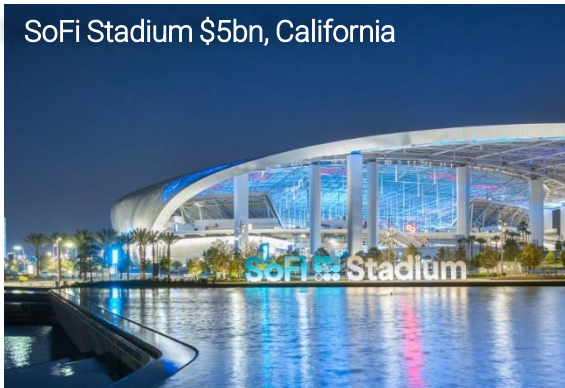
Meta 1GW Data Center \$10bn, Indiana



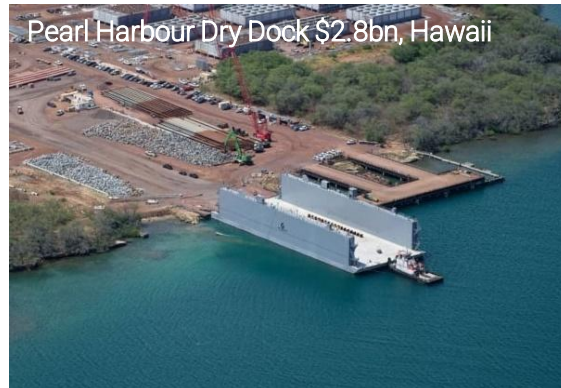
Bed Tower \$300m, Illinois



SoFi Stadium \$5bn, California



Pearl Harbour Dry Dock \$2.8bn, Hawaii



San Diego Airport T1 \$2.6bn, San Diego



Panasonic Gigafactory \$3.3bn, Kansas



Relevant nuclear and major-project experience



Major Project Experience

Europe

Rolls Royce SMR GPPD, Europe+



Vulcan Energy, Germany



Chopin Airport €77m, Poland



Queensferry Crossing £1.4bn, UK



Temelin 2 €3.5bn, Czechia



Berlin 36mw DC €250m+, Germany



SAAOne €1bn+, Netherlands



Gotthard Base Tunnel € 1.8bn, Switzerland



Relevant nuclear and major-project experience



Major Project Experience

Asia Pacific



Express Rail Link \$1bn, Hong Kong



HumeLink West \$1.4bn, NSW Australia



Regional Linx \$1bn, NSW Australia



Wheatstone LNG & Condenser Tanks \$500m, Australia



Riverina Redevelopment \$1.8bn, NSW & Victoria Australia



Sydney Metro \$550m, NSW Australia



Glenrowan 130MWdc Solar Farm \$200m, Victoria Australia



Victorian Big Battery 300MW/450MWh, Victoria Australia