



TECNICAS REUNIDAS

FY 2023 Results

February 29th 2024

Juan Lladó – Executive Chairman
Eduardo San Miguel – CEO

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- 2 **2023 Business Performance**
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- 4 **Next Steps & 2024 Guidance**

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1. 2023 Overall Outcome

Net Revenues
€4.1bn

vs €4.2bn in 2022

EBIT

€157m

vs €9m in 2022

Net Income

€60m

vs -€35m in 2022

Net Cash

€348m

vs €158mn in 2022

YTD Backlog

€11.4bn

vs €10.7bn in 2022

Order Intake*

€6.1bn

vs €1.7bn in 2022

* 2023 figure includes Riyas project award (€2bn): "kick-off" took place in Q4 2023, but officially announced in Q1 2024

Riyas for Saudi Aramco

أرامكو السعودية
saudi aramco



Two EPCs to develop Riyas
NGL Fractionation Facility in
Saudi Arabia

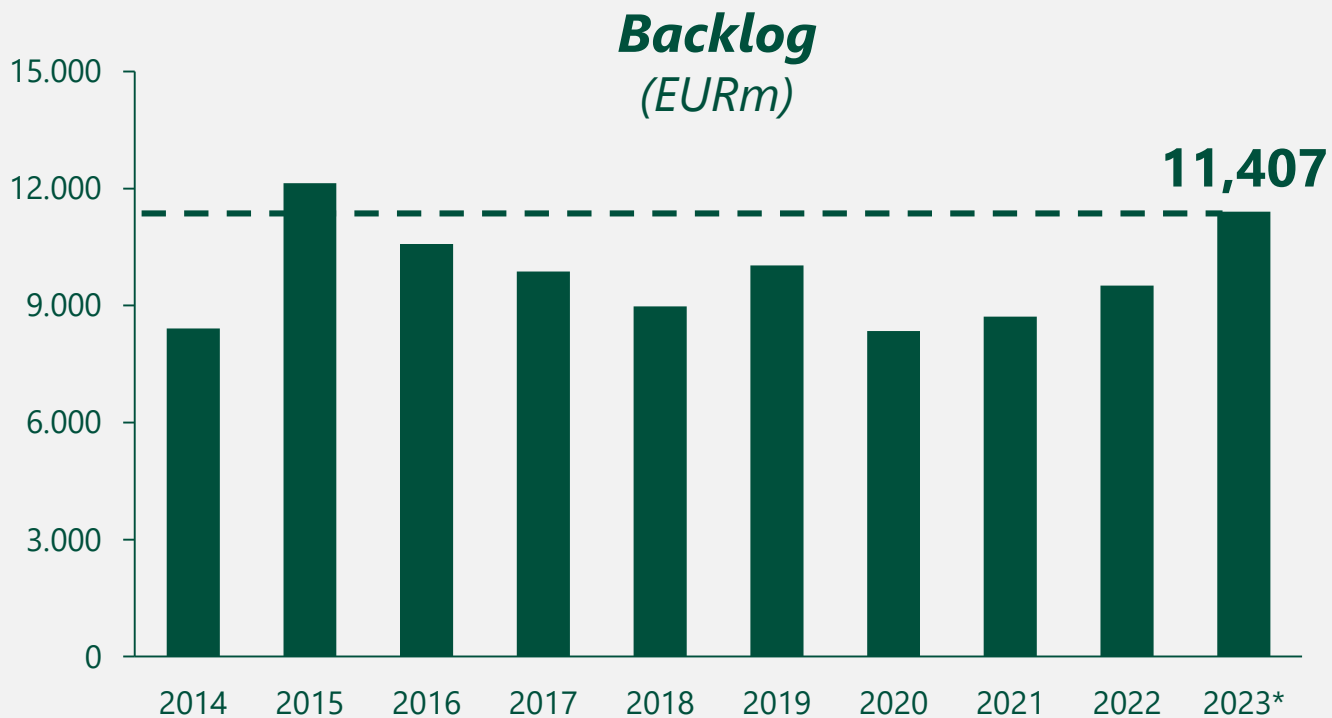
- ✓ Project awarded to the **JV Técnicas Reunidas (65%)-SINOPEC (35%)**
- ✓ Total EPC investment: \$3.3 billion (**TR's scope amounts \$2.2 billion**)
- ✓ **TR's backlog risk mitigation strategy:** JV with Sinopec
- ✓ First **outcome of the Alliance** signed with Sinopec last September 2023

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 - Backlog
 - Early Engineering Service Contracts
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2. 2023 Business Performance

2.1. Backlog



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RWE



Successful 2023* awards have consolidated a more solid & fresh backlog

2. 2023 Business Performance

2.2. Early Engineering Service Contracts

Number of pre-FEEDs, FEEDs & early engineering works awarded

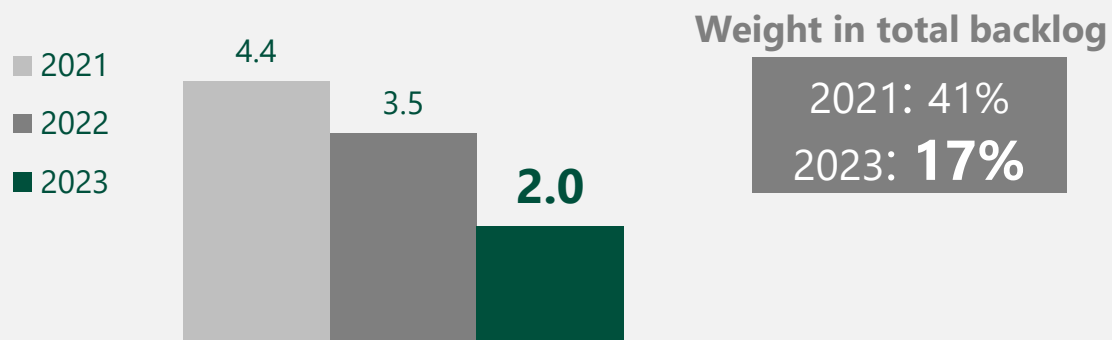


- TR has strengthened its position as a key **Technological Contractor**
- **Dual Strategy achieved:**
 - Consolidating client's confidence to **jointly** shape and define their **key investments decisions**
 - Approaching **30%** of TR's engineering capacity devoted to **service contracts**

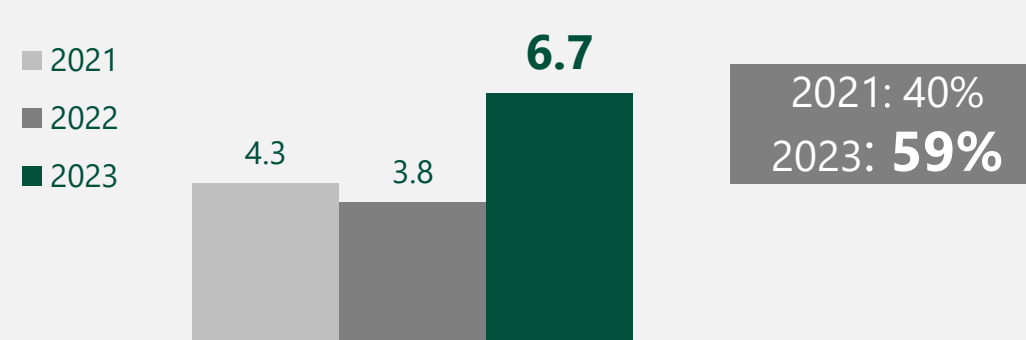
2. 2023 Business Performance

2.3. Business Segments

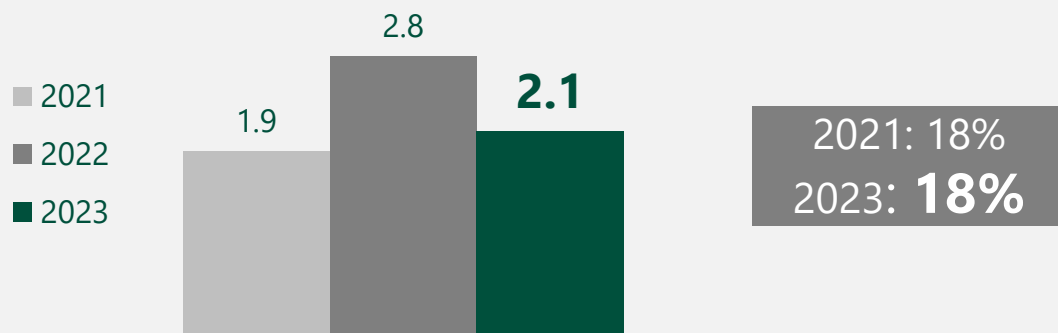
Refining (EURbn)



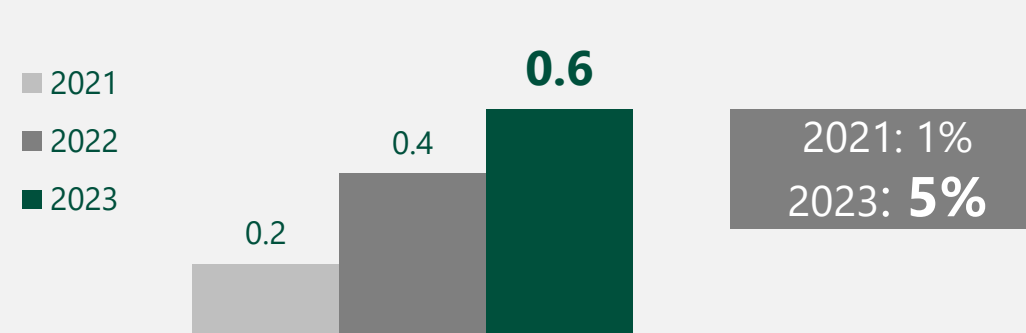
Natural Gas (EURbn)



Petrochemicals (EURbn)



Low Carbon Technologies (EURbn)



2. 2023 Business Performance

2.4. Main Project Achievements: **Haradh**, Duqm, SEWA and Exxon

أرامكو السعودية
saudi aramco



Outcome for Saudi Arabia:

- An increase of daily gas production by 1.4 BSCFD
- Additional 20 production years



Total EPC contract value above **EUR2.2 billion**



Despite remoteness, logistic difficulties and severe COVID-19 impact, TR **has successfully delivered to Aramco ahead of schedule.**

2. 2023 Business Performance

2.4. Main Project Achievements: Haradh, **Duqm**, SEWA and Exxon



OQ8

- ✓ One of the **largest investments** carried out in Oman
- ✓ JV TR-Daewoo contract value amounted EUR2.9 billion (**TR's scope amounts EUR1.9 billion**)
- ✓ Cornerstone of the **Duqm Special Economic Zone**, Oman's next industrial center
- ✓ Grassroot Refinery for production of Clean Fuels. Capacity of **230,000 barrels** of crude oil per day
- ✓ **Significant decrease** (-41%) of greenhouse gas emissions
- ✓ **Official inauguration** on February 7th 2024

2. 2023 Business Performance

2.4. Main Project Achievements: Haradh, Duqm, **SEWA** and Exxon



- ✓ First independent combined cycle in Sharjah (UAE) and **one of most efficient power plants** in the Middle East
- ✓ Total EPC contract value above **EUR300 million**
- ✓ Fast track project executed in **consortium with General Electric**
- ✓ **Successful management of Covid 19** which severely impacted project execution
- ✓ Project **Commercial Operation achieved** (last power block - May 16th 2023)

2. 2023 Business Performance

2.4. Main Project Achievements: Haradh, Duqm, SEWA and **Exxon**



ExxonMobil

- ✓ **Yards (Thailand):**
 - 19 out of 20 shipments delivered to Singapore with one of TR's heaviest module ever erected (4,200 Tons)
 - 30 millions safe manhours achieved
- ✓ **Site (Singapore):**
 - 10 millions safe manhours achieved
 - Construction fully underway and approaching peak delivery
- ✓ Total EPC contract value of **EUR1.8 billion**

2. 2023 Business Performance

2.5. Key Strategic Milestones

- ✔ **TRACK**
- ✔ **Alliance TR-SINOPEC**
- ✔ **Risk mitigation in awards**
- ✔ **Resources evolution**
- ✔ **Financial position**

2. 2023 Business Performance

2.5. Key Strategic Milestones



1. **Awards worth €300m** for engineering services



2. **New network of partnerships** with licensors and technology providers in hydrogen, biofuels and carbon capture



3. **New platforms** (US and Europe) and **new industries** (steel and cement) reached



4. **New services** offered: project development and carbon and methane management



2. 2023 Business Performance

2.5. Key Strategic Milestones

✓ Alliance TR - SINOPEC



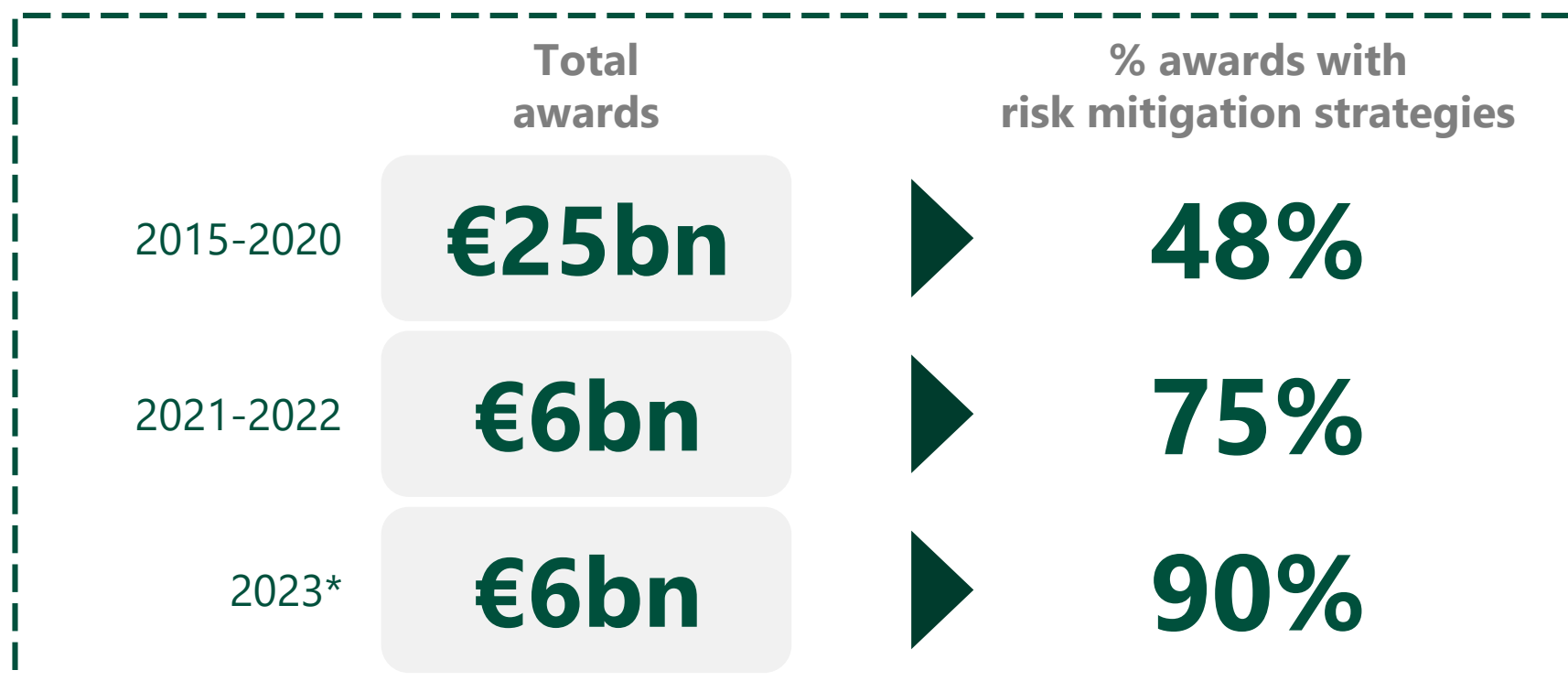
- **Key partnership** with one of the major EPC players in the industry
- **Initial Outcome:**
 - **Award of Riyas Development** for Saudi Aramco (more than USD3.3 billion)
 - **6 jointly bids already submitted** and 5 more in upcoming months

2. 2023 Business Performance

2.5. Key Strategic Milestones

✓ Risk mitigation in new awards

- 1 30% of TRs engineering manhours capacity devoted to Service Contracts
- 2 No construction scope or only construction management scope in the EPC (EP, EPCm)
- 3 EPC through FEED or competitive FEED: thorough assessment of potential risks before starting the EPC
- 4 Partnerships with other engineering companies and local construction companies

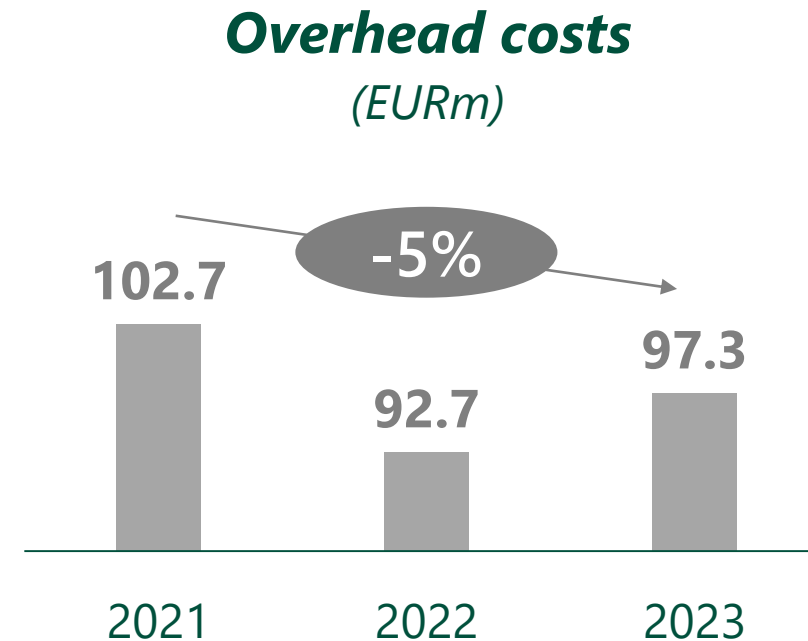
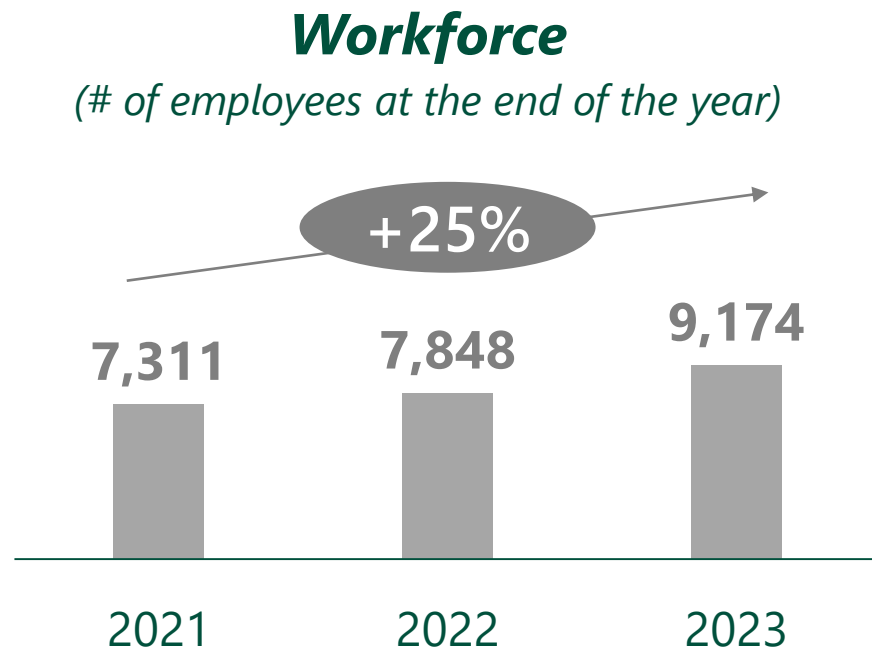


* 2023 figure includes Riyas project award (€2bn): "kick-off" took place in Q4 2023, but officially announced in Q1 2024

2. 2023 Business Performance

2.5. Key Strategic Milestones

✔ Resources evolution



Steady **overhead costs optimization** while reinforcing our engineering capacity accordingly with our current workload

2. 2023 Business Performance

2.5. Key Strategic Milestones

✓ Financial position

- **Equity position strengthening:**
 - Successful EUR150m **capital increase** achieved in Q2 2023
 - **Organic equity increase** (EUR92m)
- **Balance sheet deleveraging** (14% decrease in 2023)
- Progressive **net cash improvement**

Equity overview (EURm)



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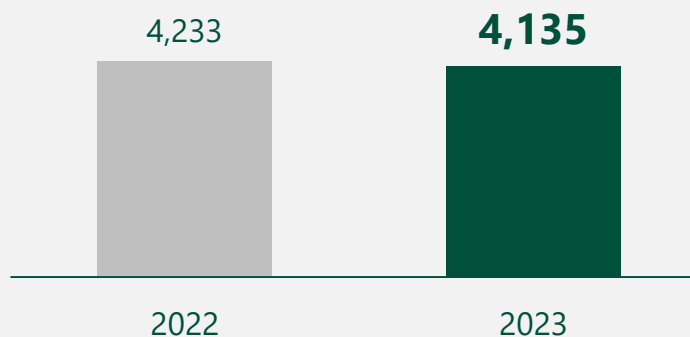
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3. 2023 Financial results

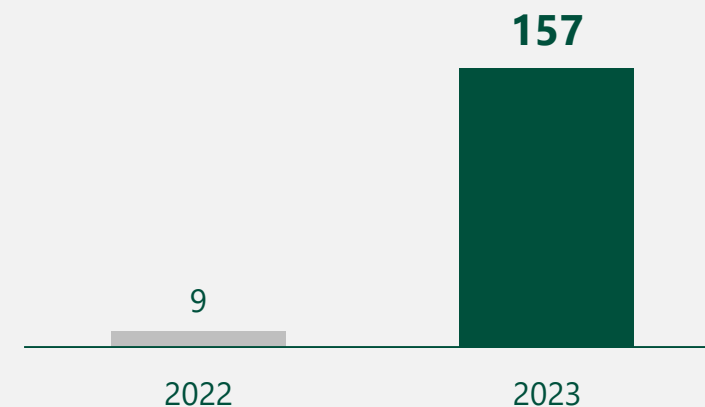
3.1. Highlights

- ✓ Robust level of sales
- ✓ EBIT goal achieved
- ✓ Net cash position gaining strength
- ✓ Indebtedness scheduled reduction achieved

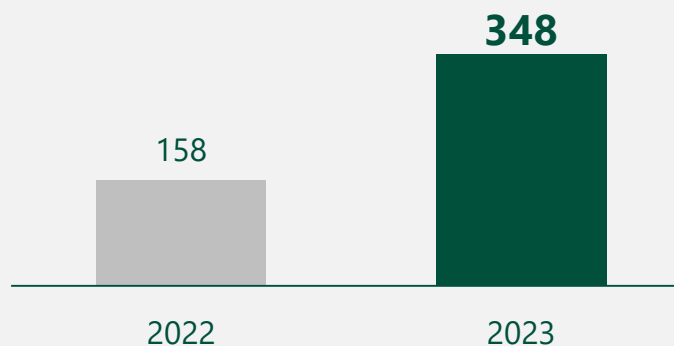
Revenues
(EURm)



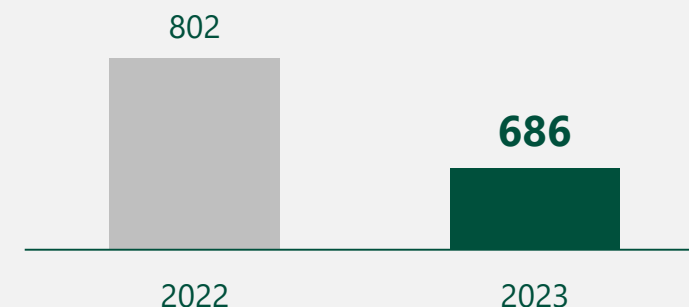
EBIT
(EURm)



Net Cash
(EURm)

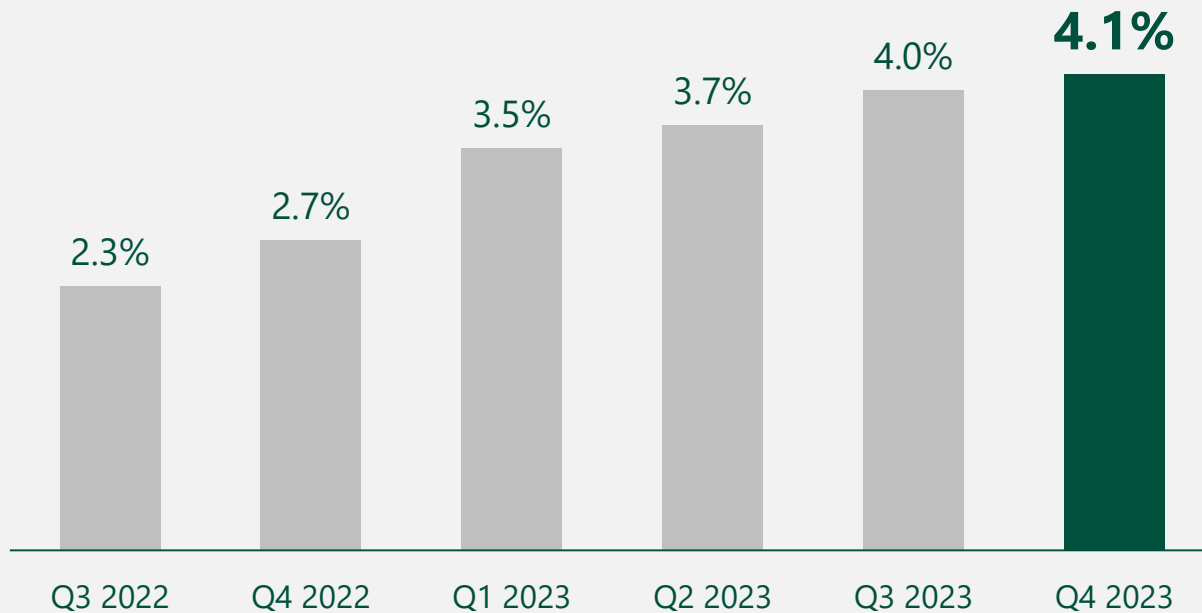


Gross Debt
(EURm)



3. 2023 Financial results

3.2. Quarterly EBIT evolution



- **Confirmed recovery of margins** quarter after quarter
- **Risk mitigation strategy** starts to deliver
- Successful **project delivery**
- **Cost efficiency mindset** (Transforma & Transforma²)

3. 2023 Financial results

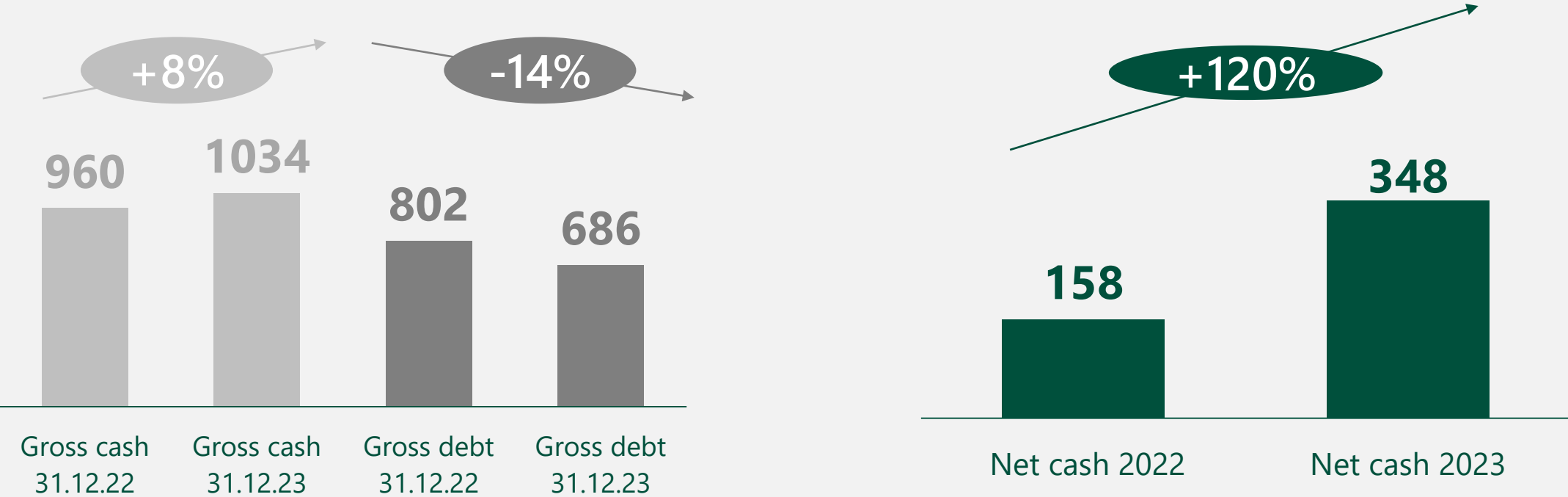
3.3. Adjusted P&L

	2023	2022
Net revenues	4,135.2	4,233.4
EBIT	156.6	8.7
Financial result*	-36.9	-27.2
Income taxes	-43.6	-15.9
Adjusted Net income*	75.6	-34.5

* Adjusted by the extraordinary non-cash item of €-15.9 million, related to a subsidiary liquidation during 2023

3. 2023 Financial results

3.4. Cash & Indebtness



Balance sheet deleveraging
 (=future lower debt service in P&L)

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4. Next Steps & 2024 Guidance

4.1. Next Steps

Convert solid performance into shareholders value

- Reinforce a **cash flow driven** business model
- Strengthen **service contract business line**
- Consolidate **TR's energy transition** through "track"

4. Next Steps & 2024 Guidance

4.2. 2024 Guidance

~€4.5bn

—
SALES

4%

—
EBIT MARGIN



TECNICAS REUNIDAS

SAVE THE DATE
Capital Markets Day

22nd – 24th May, 2024
Abu Dhabi, UAE



TECNICAS REUNIDAS

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For further details on APMs and Non-IFRS Measures, including its definition and explanation, please see the section on “Alternative performance measures” (page 116 et seq.) of the integrated annual report for the fiscal year ended in 31st December 2023 of the Company, published on 29th February 2024. Additionally, for further details on the calculation and reconciliation between APMs and Non-IFRS Measures and any applicable management indicators and the financial data of the period ended 31st December 2023 please see the section on “Alternative performance measures” of FY 2023 results report document, published on 29th February 2024. All the documents are available on the Company’s website (www.tecnicasreunidas.es).