



Integrated Solutions Provider

2023 Results

Grassobbio, March 8th 2024

TESMEC

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TESMEC

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1.

Tesmec Group at a glance

INTEGRATED SOLUTIONS PROVIDER FOR ENERGY AND DATA TRANSPORT



PURPOSE

Consolidate the position as a **solution provider** in the reference markets driven by the trends of **energy transition, digitalization, and sustainability**.

Vision

To be a technological **partner** in a changing world

Mission

To operate in the market of **infrastructure** for the transport of energy, data and material (oil and derivatives, gas, water).

Value proposition

To supply added-value **integrated solutions** for our customers

Strategy

- Innovation
- Integration
- Internationalization



**ENERGY AND DATA
TRANSPORT**

TESMEC GROUP AT A GLANCE

TESMEC

ENERGY - STRINGING



- Solutions for power lines construction & maintenance
- Advanced methodologies for automating jobsite
- Zero emissions machines

70
YEARS
of experience

+1,000
PEOPLE

10
MANUFACTURING
PLANTS



ENERGY - AUTOMATION



- Telecommunications solutions for HV Grids
- Grid Management: protection and metering solutions
- Advanced sensors for fault passage indication, protection and monitoring

+135
COUNTRIES
choose Tesmec

75%
EXPORT

RAILWAY



- Catenary lines construction & maintenance
- Diagnostic vehicles and systems
- Integrated platform for safe infrastructure

TRENCHER



- Telecom networks, FTTH & long distance, power cable installation
- Oil & Gas, Water pipelines
- Bulk excavation, Quarries & Surfaces mining

2.

Opening remarks

2023 AT A GLANCE

TESMEL

SALES

€M 252

(prior-year €M 245,2)

EBITDA

€M 34, 13,5%

(prior-year €M 35,2; 14,4%)

EBIT

€M 11,1

(prior-year €M 13,1)

NET RESULT

€M (2,7)

(prior-year €M 7,9)

NFP YE

€M 153,5

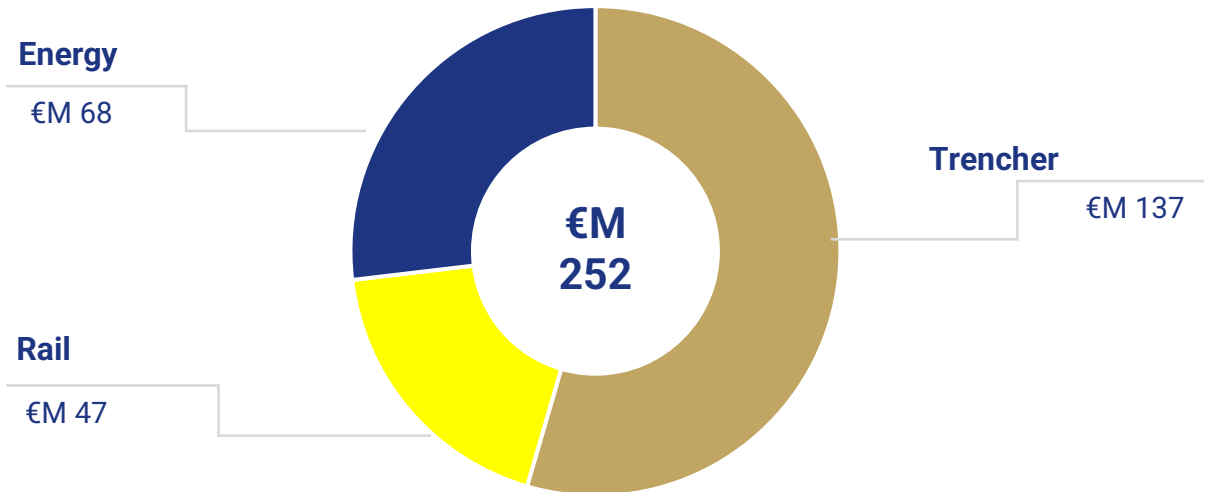
(prior-year €M 128,4)

BACKLOG YE

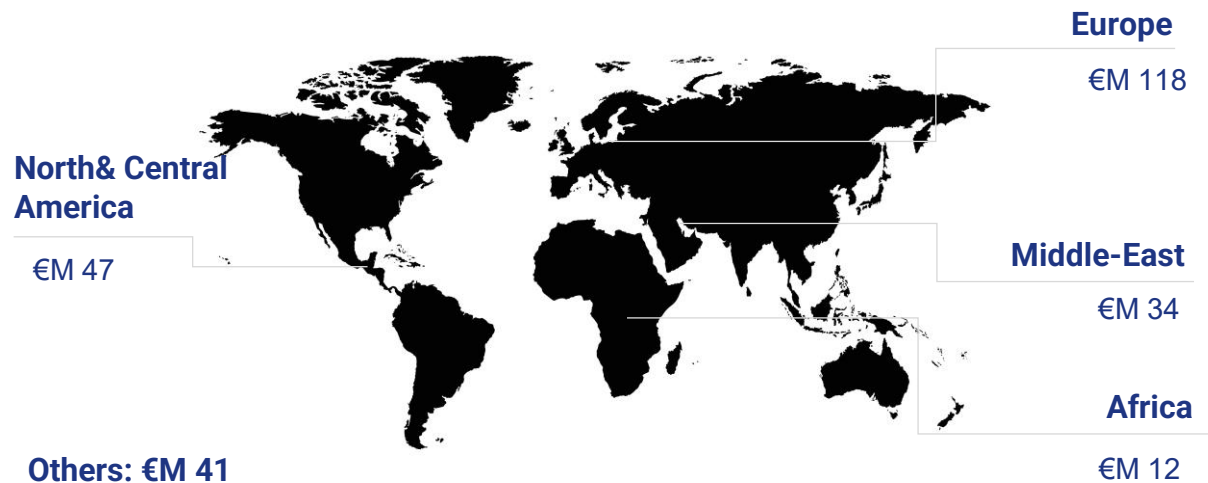
€M 402,2

(prior-year €M 406,2)

SALES BY BU



SALES BY REGION



2023 HIGHLIGHTS

MILESTONES

Strengthening **Middle East** local presence for Trenchers with Tesmec Saudi and Tesmec Peninsula, formerly as associated companies and now part of the group

Partnership with Škoda Group for Rail, a step forward in Tesmec's **electrification and digitalization** product development strategy

Further growth in **Energy Automation** business

New technologies business development (GeoRadar)

Manufacturing footprint re-design, with "*Grande Grassobbio*" project on track

Corporate identity and increasing **brand awareness** efforts at international level

ERP extended at Group level

BUSINESS PROGRESS

Energy market consolidation with Italian TSO and significant steps forward in the **SAS** segment

Rail product development in **sustainable vehicles and leverage of Artificial Intelligence** applied to integrated **diagnostic solutions** for safety of rail infrastructures

Trencher: continued products' **development** and improvement with new launches and growth in **Middle East**

WHAT COULD HAVE WORKED BETTER

At Group level **inventory levels** and **increased cost of debt**

Trencher: year-end slowdown in sales due to **missed finalization in December** in US and ME, under resolution in 2024

Rail: **delay of payments** due to **extended terms for certifications** and new tenders' acquisition shifted to 2024

Energy Automation: **one key client postponing products' acquisition to 2024**, with products already made available in our stocks

SUSTAINABILITY PATH

TESMEC

MARKET DRIVERS	MILESTONES	FOCUS ON	GUIDELINES	ESG COMMITMENTS	SDGs
DIGITALIZATION & SAFETY	R&D & Innovation	Technologies & products	Increase Green & Digital revenues	<ul style="list-style-type: none"> EU Taxonomy alignment 	
	Climate change mitigation	Corporate processes	Reduce emissions & environmental impact	<ul style="list-style-type: none"> Environmental impact of products & services Environmental impact of corporate processes 	 
SUSTAINABLE INNOVATION	Human resources & local communities	Employees & Stakeholders	Invest in people & local communities well being	<ul style="list-style-type: none"> Health & Safety Welfare Training 	 
					 
ENERGY TRANSITION					 
	Governance	Corporate Governance	Work out an effective sustainable governance	<ul style="list-style-type: none"> Business ethics Human rights Sustainable supply chain ESG risks 	



ENVIRONMENT

Achievement of Environmental Authorization "AUA" for TESMEC SPA

Achievement of AUA - Autorizzazione Unica Ambientale - for all the three plants of TESMEC SPA (Grassobbio, Endine and Sirone)

SUSTAINABLE INNOVATION

Green & Digital technologies

Focus on R&D projects aimed at design and development of innovative solutions with low carbon footprint and granting the highest safety standards thanks to advanced diagnostic and digital technologies

GOVERNANCE

Non-Financial Statement

The Board of Directors of Tesmec approved the 2023 Consolidated Non-Financial Statement pursuant to D. Lgs. 254/2016



SUSTAINABILITY AWARD



SOCIAL

WHP - Workplace Health Promotion

Participation in the WHP (Work and Health Programme) recommended by the WHO (World Health Organization) as part of a strategy to enhance human resources and their well-being

SOCIAL

Career paths and talent development

With the aim to fostered employer branding and attract qualified candidates, Tesmec increased partnerships with universities participating in several panel discussions, career days and talks

An important recognition of Tesmec ability to drive sustainable and inclusive growth

The third edition pays tribute to Companies that have included, setting processes, systems and resources with the purpose to reduce the environmental and social impact.

2023 TAXONOMY-ALIGNED KPI

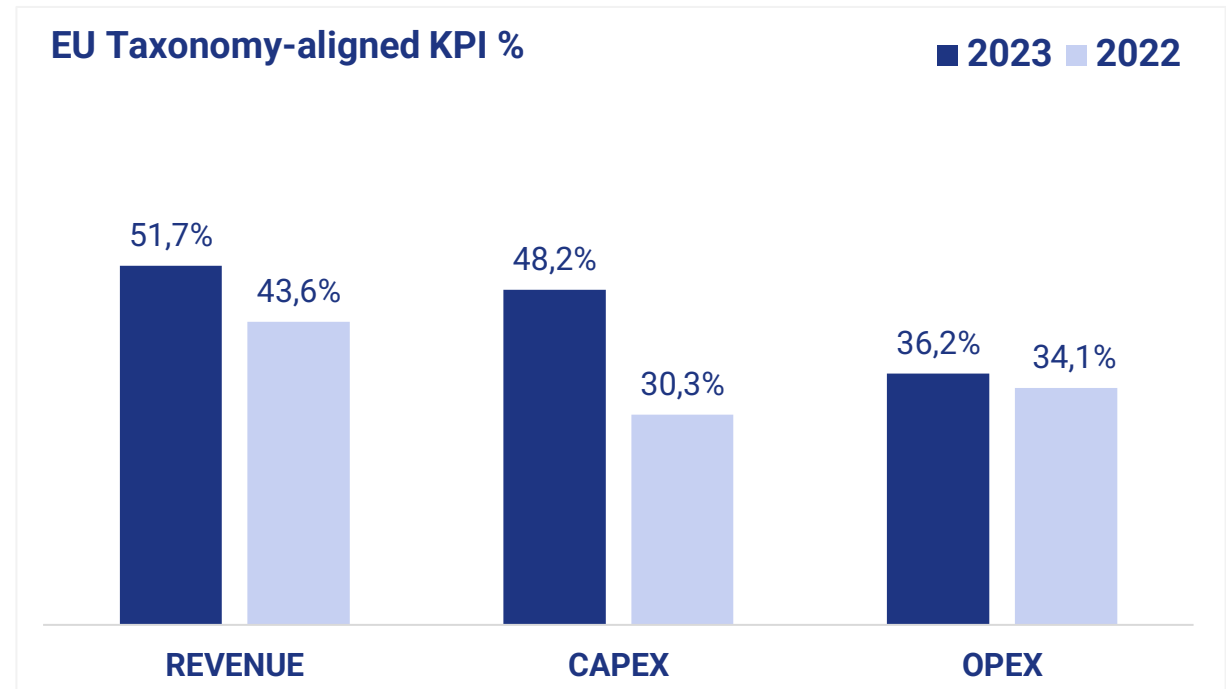
TESMEC

TESMEC economic activities are eligible according the **ANNEX I – Climate change mitigation**:

- 3.Manufacturing
 - 3.1 - Manufacture of renewable energy technologies
 - 3.3 - Manufacture of low carbon technologies for transport
 - 3.6 - Manufacture of other low carbon technologies

The screening criteria used to evaluate whether an economic activity can be considered environmentally sustainable under the EU taxonomy are:

- Make a substantial contribution to one or more of the taxonomy environmental objectives
- Fulfil the technical screening criteria for each economic activity
- Respect DNSH principle - do no significant harm to the remaining taxonomy objectives
- Meet minimum social safeguards



3. 2023 Group Financials & Key Metrics

2023 GROUP RESULTS



(€ mln)

Income Statement	2023	2022	Δ vs.2022
REVENUES (1)	252	245	+2,7%
EBITDA (2)	34,0	35,2	-3,4%
% on Revenues (2)	13,5%	14,4%	
EBIT	11,1	13,1	-15,7%
% on Revenues	4,4%	5,3%	
Net financial charges (3)	(13,3)	(5,7)	-14,1€M
Differences in Exchange (3)	(2,3)	4,2	
PROFIT (LOSS) BEFORE TAX	(4,6)	11,6	
% on Revenues	-1,8%	4,7%	
NET INCOME/(LOSS)	(2,7)	7,9	
% on Revenues	-1,1%	3,2%	
NFP ante IFRS 16 (4)	114,3	104,3	9,9
Memo: inventory	139,9	126,4	13,5
NFP post IFRS 16 (4)	153,5	128,4	25,1

RESULTS' COMMENTARY

(1) Revenues: +2,7% mainly driven by **Energy** and to a lower extent by **Trencher**

Trenchers: important growth in ME and recovery in US (though both below expectations) compensating negative performance in Oceania and France. Slowdown vs estimates in December '23 sales, recovery expected throughout 2024.

(2) EBITDA: -3,4% due to lower margins from Rail, not fully compensated by higher EBITDA from Trencher and Energy.

Trenchers: EBITDA grew by ~16% for better mix, in spite of one-off charges (ca. 3€M) and increased costs for business development/organizational strengthening (ca. 1€M)

(3) -14,1€M negative variation from financial charges, out of which -7,6 from increased interests' rates/debts and -6,5€M from ForEx (largely unrealized)

(4) NFP excluding IFRS16 increasing by 9,9€M vs. Dec.2022, entirely due to inventory. NFP after IFRS16 growing by 25,1€M due to 15,2€M leasing operations

(4) 30-35€M extra-stocks to meet backlog/short terms sales expectations, with objective of huge reduction by YE 2024

2023 GROUP RESULTS



(€ mln)

Financial Information	Dec. 31, 2023	Dec. 31, 2022
Net Working Capital	86,8	80,6
<i>of which: inventory</i>	139,9	126,4
Net Fixed Assets	119,6	111,7
Other Long Term assets/liabilities	25,3	19,5
Net Invested Capital	231,7	211,7
Net Financial Indebtness	114,3	104,2
Lease liability - IFRS 16/IAS 17	39,2	24,1
Equity	78,2	83,4
Total Sources of Financing	231,7	211,7

RESULTS' COMMENTARY

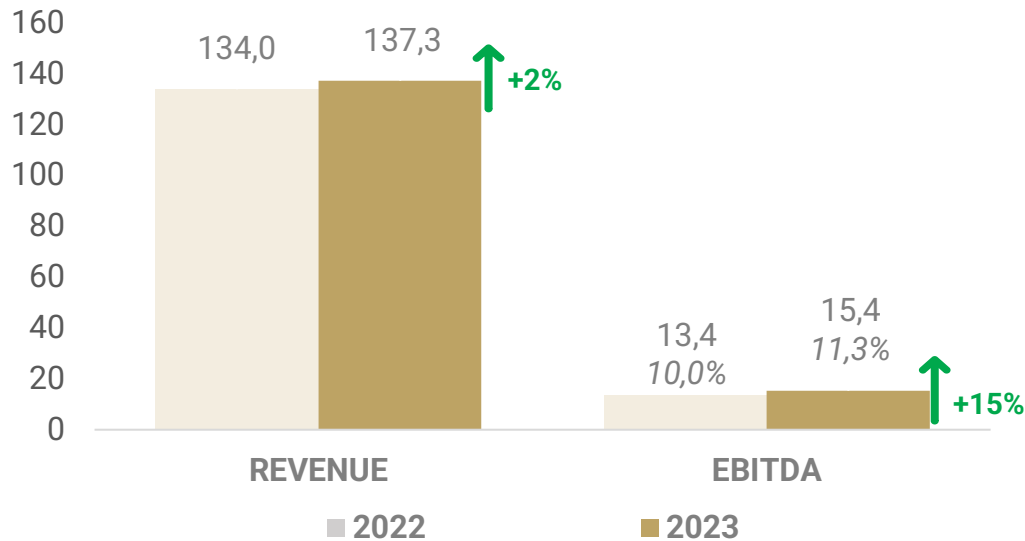
- Inventory increase leading to higher Net Financial Indebtedness (excl. IFRS16) with Free Cash Flow negative for -10,1€M (against higher inventory growing by 13,5€M)
- Lease liabilities (IFRS16) growing for new leasing operations on a portion of proprietary fleet of used vehicles, with appraisals far above book value (the effect of which was neutralized IFRS-wise), thus proving book values underestimating fair market values
- Top Management strongly committed to cash generation and debt reduction in 2024 following inventory consumption and productivity recovery



TRENCHERS: 2023 FACTS & FIGURES

TESMEL

(€ mln)



- **REVENUES AT 137,3€M, +2,4%** mainly driven by growth in ME and recovery in the US, more than offsetting slowdowns in Oceania and France
- **EBITDA AT 15,4€M, +15%** thanks to better mix, more than offsetting one-off charges (ca. 3€M), costs for business development/organizational strengthening (ca. 1€M) and negative ForEx variations (ca. 1€M)
- **BACKLOG AT 71,2€M**

KEY FACTS

- Business development and strengthening of the activities in **Middle East**
- **Product development**
 - Launch of new 400MCT, an extremely versatile and flexible trencher featuring unprecedented modularity
 - Technological advancement by new approaches to market requests with new technologies
- **First steps of development of a modular platform: electric and diesel**
- Enhancement of **services** through constant advances in **new digital technologies for remote supervision** and support of trenchers at worldwide level



TRENCHERS: 2023 FACTS & FIGURES

TESMEL



400MCT



Electric range



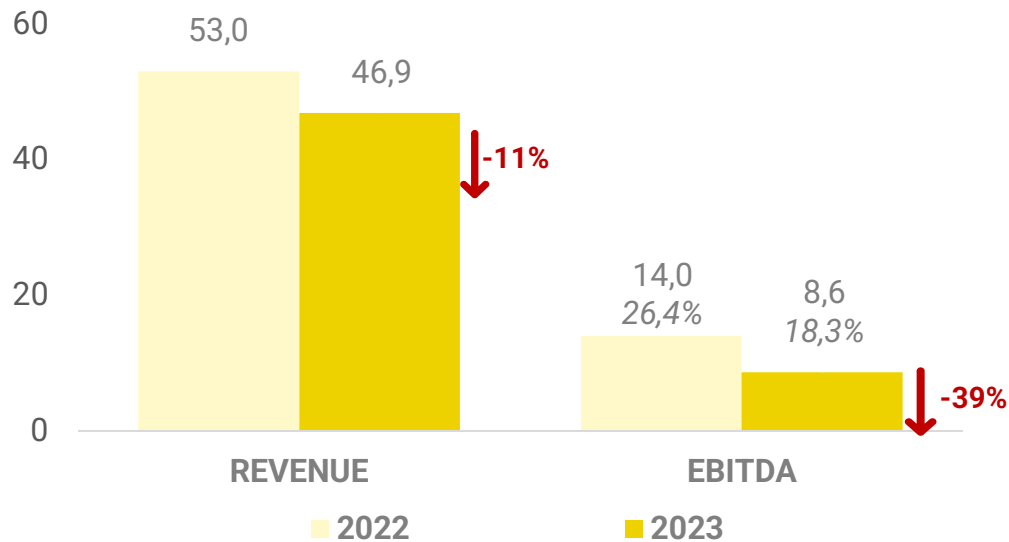
New Technologies



RAIL: 2023 FACTS & FIGURES

TESMEC

(€ mln)



- **REVENUES AT 46,9€M, -11,5%** due to acquisition of new job-orders delayed to 2024
- **EBITDA AT 8,6€M, -39%**, due to older job-orders under completion yielding lower margins, with **rebound awaited in 2024**
- Delay of payments due to extended terms for certifications and new tenders' acquisition shifted to 2024
- **BACKLOG AT 210,1€M**

KEY FACTS

- **RFI - Italian Railways - Tender Awarded**
 - Supply of 44 vehicles with full maintenance service for a total of 109€M
 - Fleet maintenance, engineering services and training for Tescmec multipurpose vehicles for a total value of € 22,9 mln
- **Electric Transition:** collaboration with ŠKODA GROUP for innovative green vehicles with Škoda electrically-powered traction solutions
- **Diagnostic vehicle certified AISM**, compliant to the latest EU Standard, authorized to travel on active line "in train configuration" with active signaling system
- **1st installation on Tescmec catenary working vehicles:** completed with success the on-board installation of the ETCS Level 2, The European Train Control System, in Czech Republic for the interoperability in EU
- **Cloud Diagnostic Platform** in collaboration with Avenade-Microsoft for data management with Artificial Intelligence



RAIL: 2023 FACTS & FIGURES



Diagnostic vehicle obtained the AISM EU Certification



ELECTRIC TRANSITION: Collaboration with ŠKODA GROUP



ETCS, European Train Control System for interoperability in EU



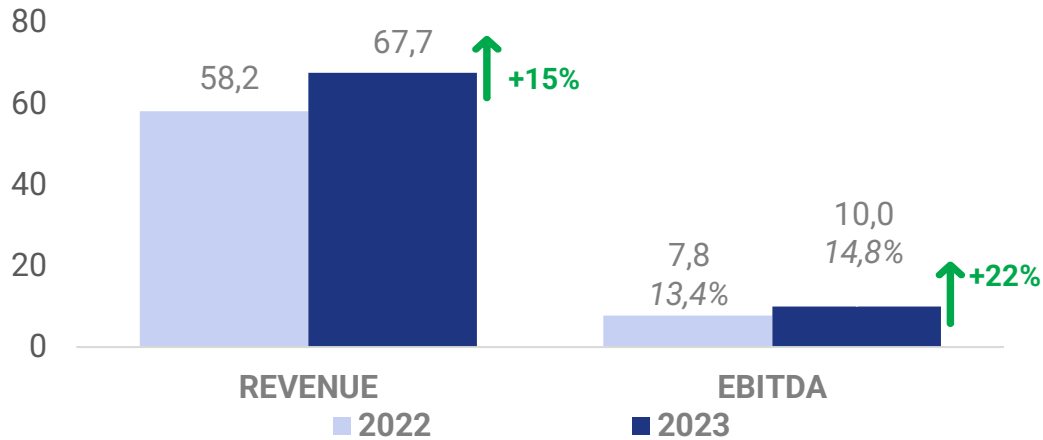
Italy - Award of the Tender of RFI



ENERGY: 2023 FACTS & FIGURES

TESMEC

(€ mln)



- **REVENUES AT 67,7€M, +15%** thanks to both Stringing and Automation segments, within solid perspectives of industry mid-term growth potential
- **EBITDA AT 10€M, +22%** thanks to improved mix and Automation contribution
- **Key client postponing products' acquisition to 2024**, with products already made available in our stocks
- **BACKLOG AT 121€M**, of wich Automation 103€M

KEY FACTS

Stringing

- **New product development** efforts to enhance the **Tools segment**, address emerging market demands and improving quality
- Launch of **Teo CTRL Room**, the first service within Tesmec new digital ecosystem
- **New cutting-edge production** facility elevating our manufacturing capabilities and efficiency

Automation

- Validation of **SAS project** and acquisition of executive orders
- **New business opportunities** thanks to both customization of existing products and brand-new developments capturing markets' needs
- **Engagement** with key stakeholders
- Homologation, market launch and start of supply of a **new integrated protection** for primary substations



ENERGY: 2023 FACTS & FIGURES

TESMEC

STRINGING



Novel solution for stringing tank tracks



Launch of TEO



First relevant assignments for ASAT and SAS systems



New integrated protection of the primary substation

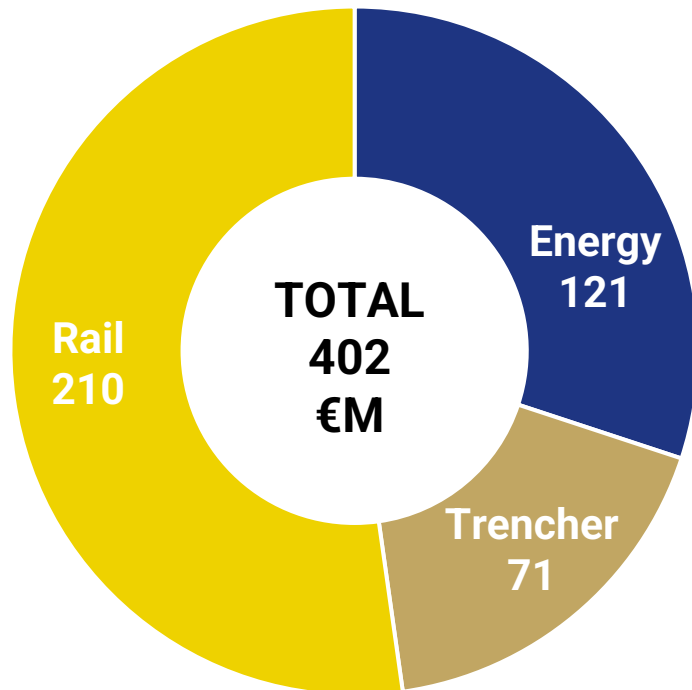
AUTOMATION

2023YE BACKLOG



(€ mln)

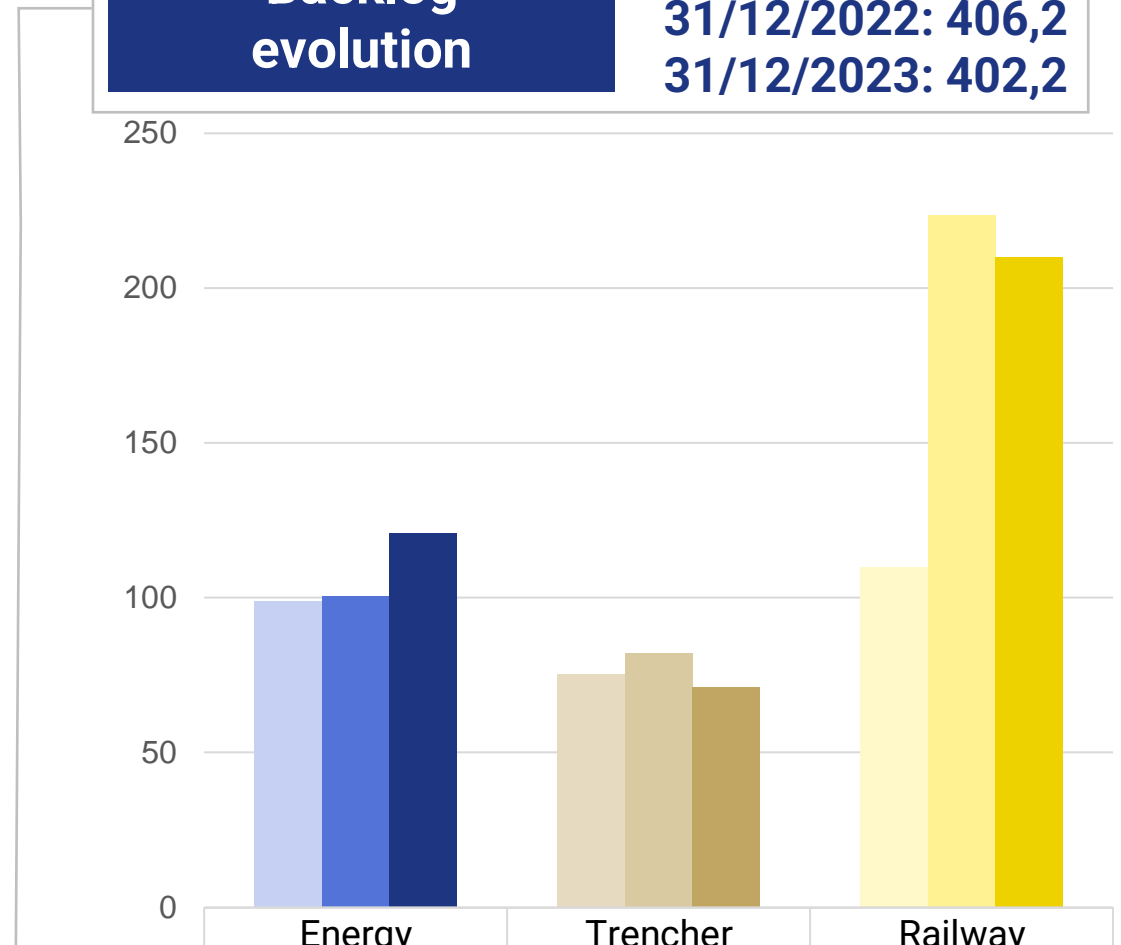
Backlog at 31/12/2023



- Long- term backlog in Automation and Rail
- Energy backlog including Automation’s (103€M) and Stringing’s (18€M)
- Including new opportunities in hi-tech content business

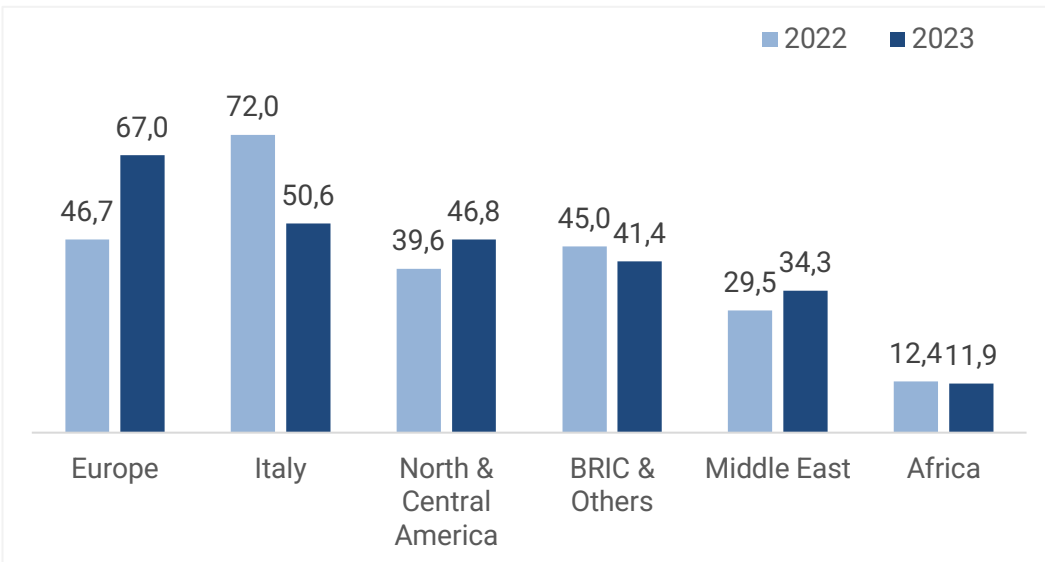
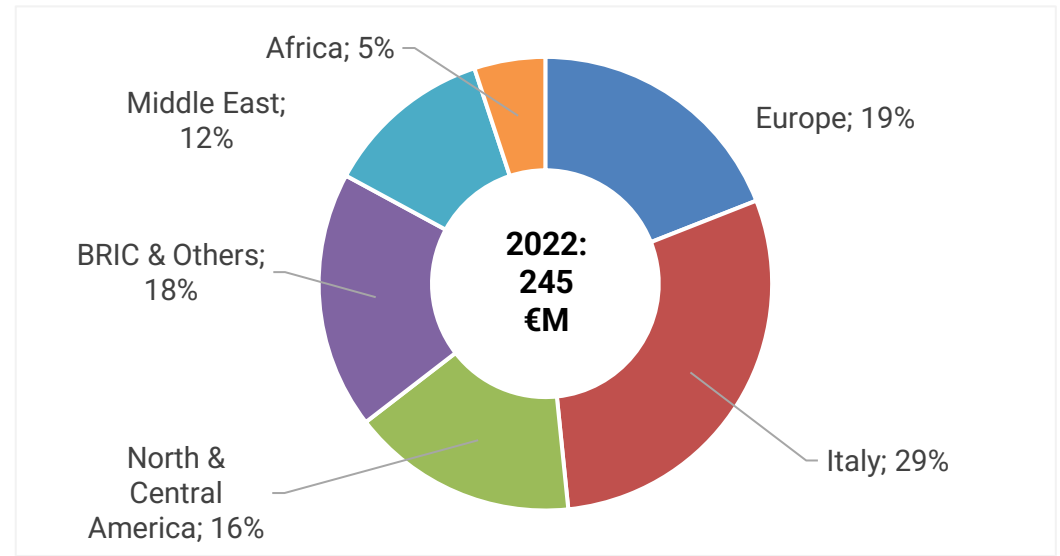
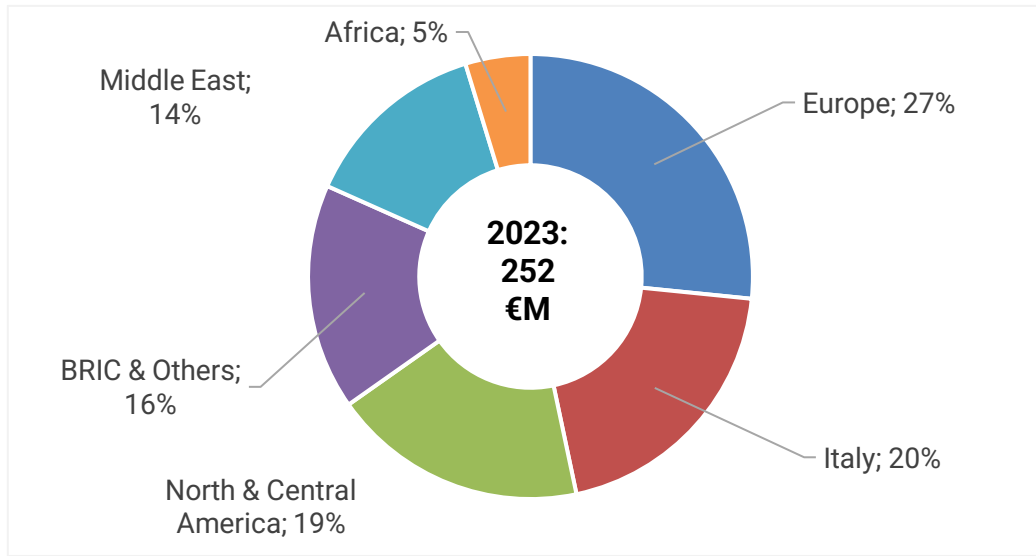
Backlog evolution

31/12/2021: 284,2
 31/12/2022: 406,2
 31/12/2023: 402,2



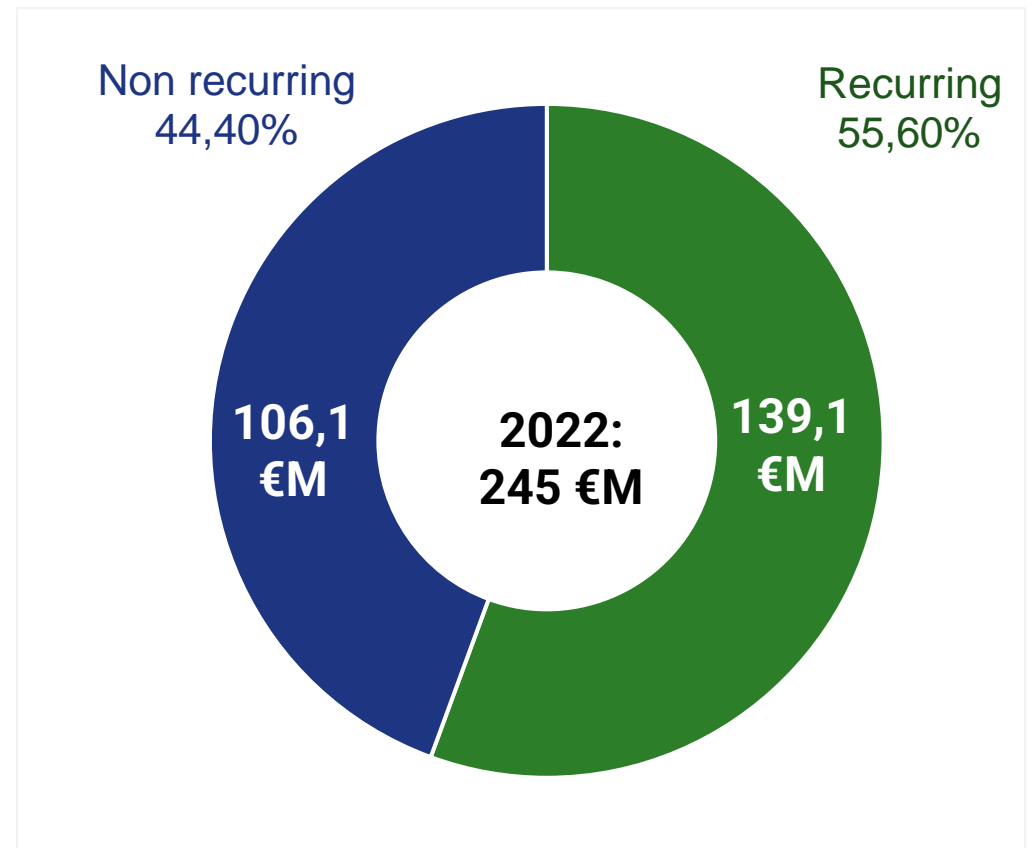
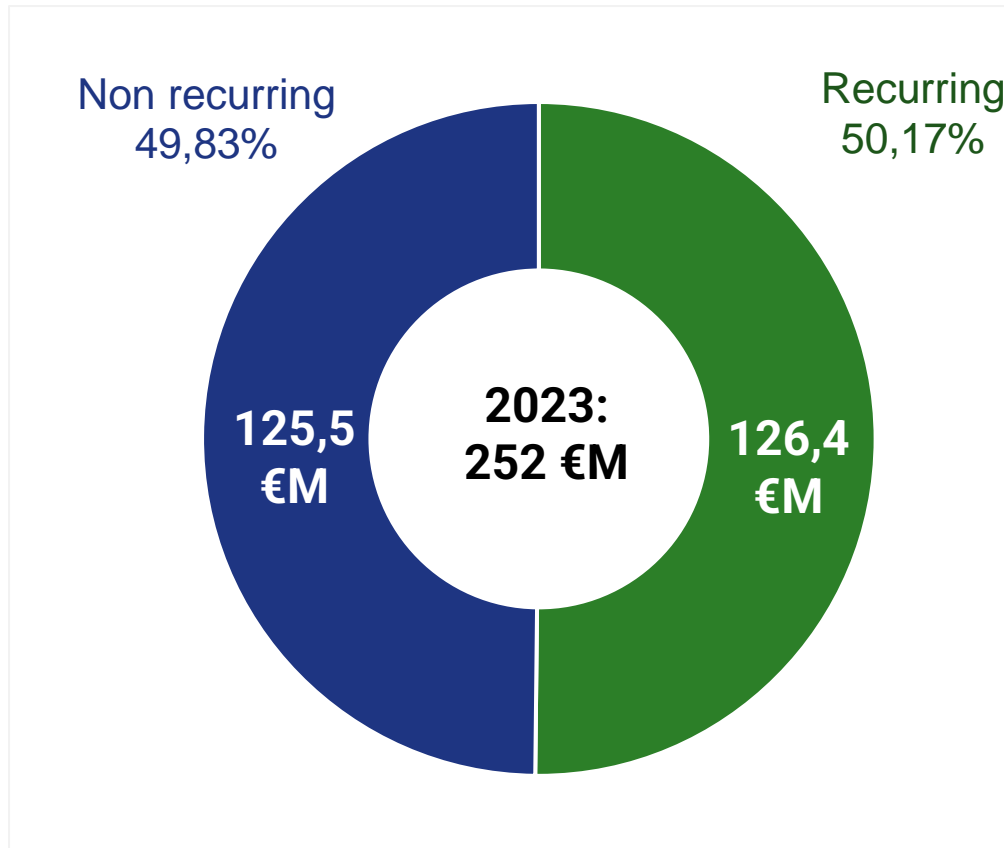
	Energy	Trencher	Railway
31/12/2021	98,9	75,4	109,9
31/12/2022	100,6	82,2	223,4
31/12/2023	120,9	71,2	210,1

FY 2023: REVENUES BY GEOGRAPHY



- **ITALY:** Railway negative impact, partially offset by Automation positive impact
- **USA&ME:** Trencher positive impact
- **EU:** Rail and Energy positive impact
- **BRICS&OTHER:** Trencher negative impact

FY 2023: "RECURRING" VS "NON-RECURRING" REVENUES

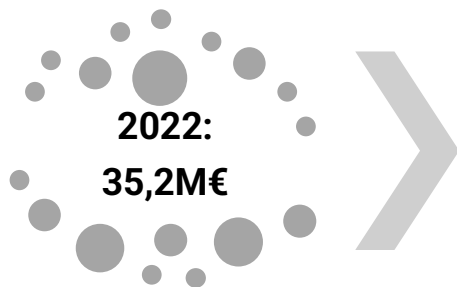
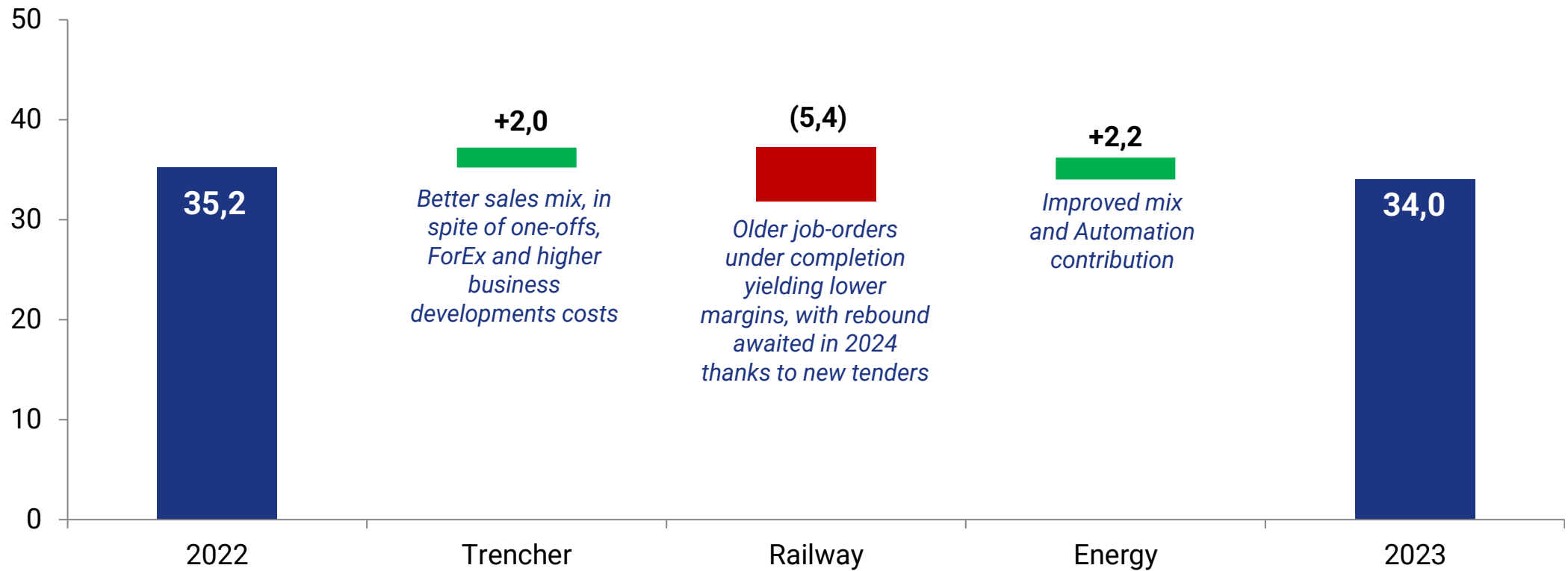
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- **Recurring:** Rental, Projects, Spare Parts, Services (maintenance, revamping & refurbishing, consulting & training), long term backlog (Automation & Rail)
- **Non recurring:** Sales of goods

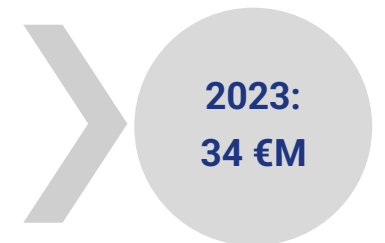
FY 2023: EBITDA EVOLUTION BY BU

TESMEL

(€ mln)



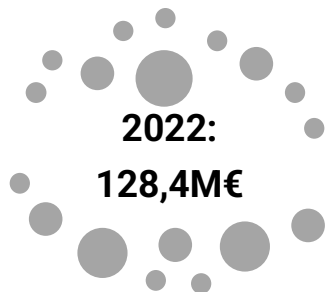
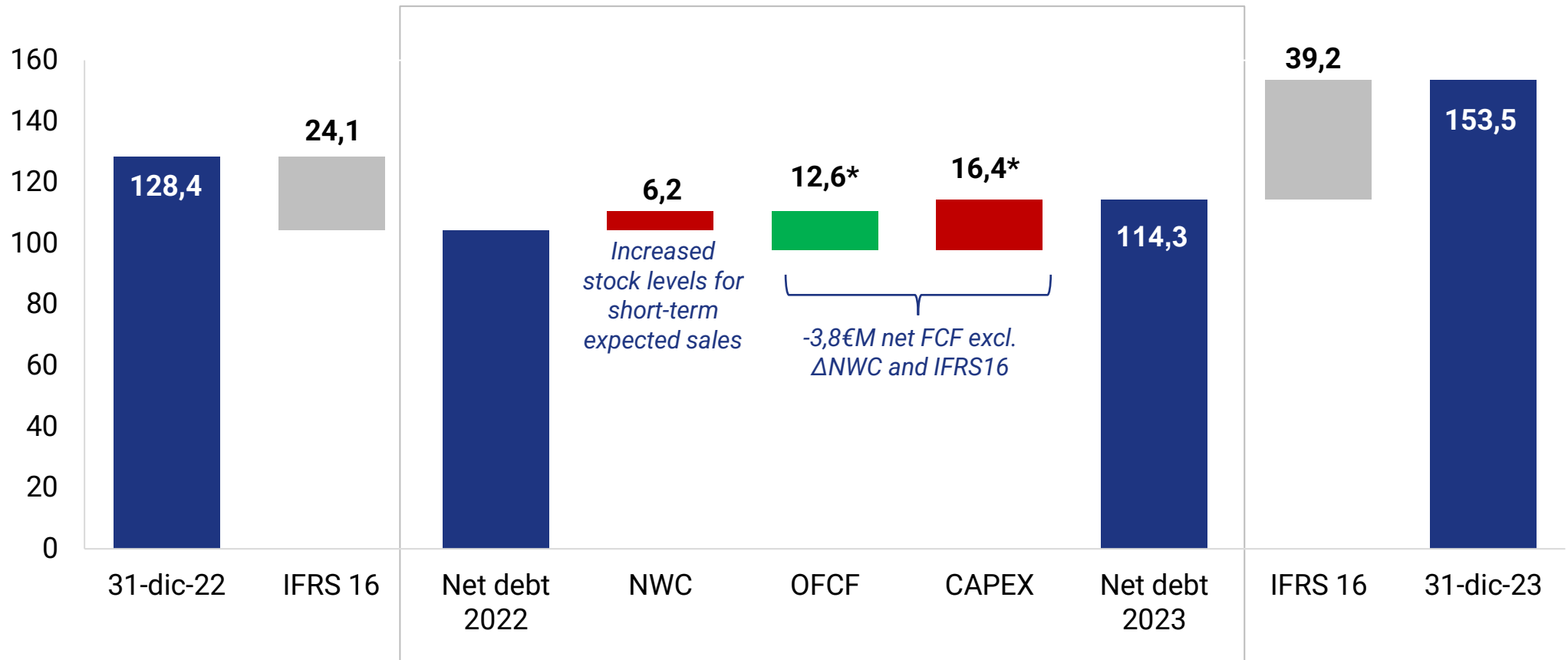
-3,4% due to lower margins from Rail, mostly compensated by Trencher and Energy



2023.9M NET FINANCIAL POSITION EVOLUTION AND FREE CASH FLOW



(€ mln)



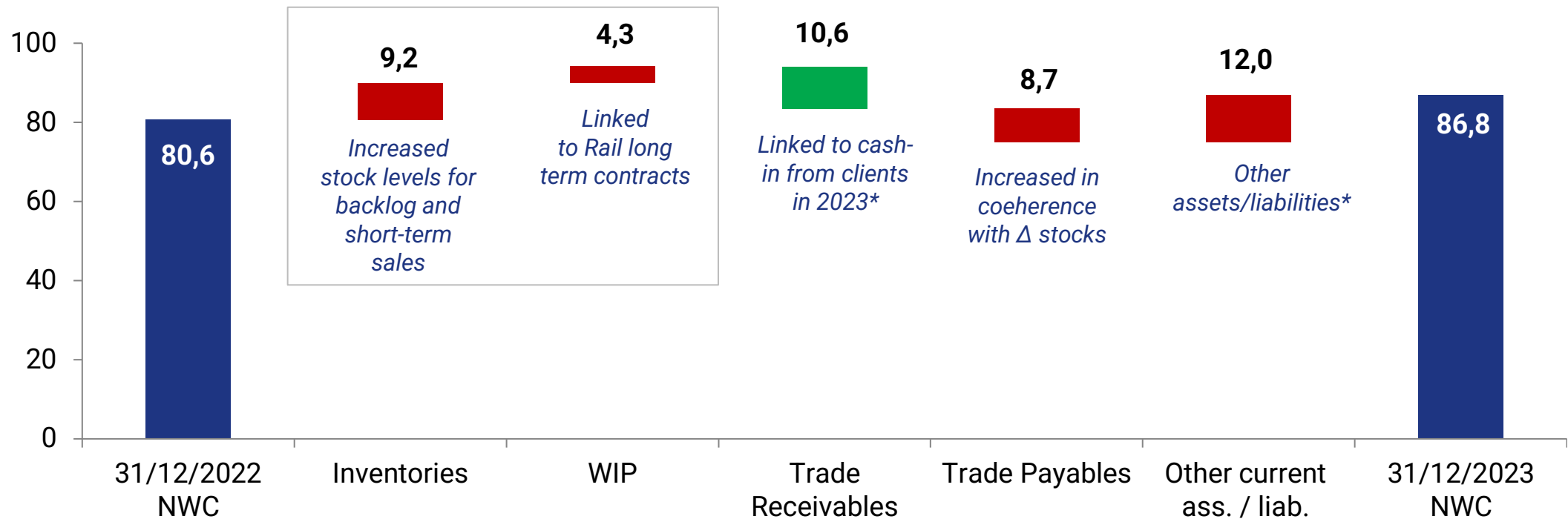
*excluding IFRS16 asset-side

-3,8€M negative free cash flow excluding ΔNWC and IFRS16

ca. 15€M IFRS16 variation (fleets' leasing)



2023: NET WORKING CAPITAL EVOLUTION

TESMEL


€ mln	Dec. 31, 2023	Dec. 31, 2022
Inventories	110,6	101,4
Work in progress contracts	29,2	25,0
Trade Receivables	45,6	56,2
Trade Payables	(82,8)	(74,2)
Other Current Assets/(Liabilities)	(15,8)	(27,8)
Net Working Capital	86,8	80,6

NWC increasing due to higher Inventories + WIP to faceguard backlog and meet short term sales expectations




*Largely due to mere reclassification of anticipated payments for Rail BU job-orders consumed in the year against invoices/WIP based on relevant contract milestones (ca. 9€M)

4.

Outlook

2020-2023 EQUITY STORY and 2024 OUTLOOK



Mln€	2020PF	2021	2022	2023	2024 «Value over volumes»
TURNOVER	172,8	194,3	245,2	252	<ul style="list-style-type: none"> Strategic continuity and selective approach Intensive go-to-market to support fully integrated digitalized sustainable business models  <p>Growth vs 2023 higher than 10%</p>
EBITDA	13,3%	14,5%	14,5%	13,5%	<ul style="list-style-type: none"> Sales mix and product range rationalization prioritizing higher margin products/services and recurring revenues Manufacturing efficiencies, productivity recovery, fixed costs' containment  <p>EBITDA margin improving vs. 2023</p>
NFP	104,4	121,0	128,4	153,5	<ul style="list-style-type: none"> Strong reduction of net working capital driven by stock consumption/efficiency  <p>Improvement vs 2023 by 2024-end</p>

TRENCHER: 2024 BUSINESS GUIDELINES

TESMEC

- Strategically introduce the business to the used machinery market



Tesmec is dedicated to improving the worldwide used machinery business, channeling efforts toward these sales to create profitable margins.

- Development of a new modular platform for optic fiber machines



The platform will be showcased in two distinct configurations: electrical and endothermic engine options.

- Consolidate the business in Europe through FTTH participation



Tesmec is actively enhancing its footprint in the European market, specifically in the fiber optic and energy sectors, by actively participating in events such as FTTH

- Strengthening Tesmec USA



Tesmec is committed to bolstering its presence in the USA by restructuring the team and placing a strategic emphasis on sales and rental services to enhance profit margins.

ENERGY - STRINGING: 2024 BUSINESS GUIDELINES

TESMEC

- Implementing a new sales strategy that begins by targeting premium countries, while leveraging strong relationships with utilities to enhance our market position



With the current structure, enhancing Transmission OH and UG projects, improving equipment efficiency, and implementing digital services.

- New methodology to effectively manage products development while improving efficiency



Design to Value implementation, with a focus on equipment, alongside a new business model centered around service and data management

- Robust innovation, including IoT machine interconnection and efficient data value management



Prioritize robotized equipment, machinery-tool interconnection, and comprehensive data analysis via our Remote Digital Suite.



Focus on cost reduction and effective industrialization, introducing new digital machines, and furthering our green range expansion.

ENERGY - AUTOMATION: 2024 BUSINESS GUIDELINES

TESMEL

- Integrated market approach combining preservation of consolidated channels with development of new strategic partnerships abroad



Current business optimization in the domestic market and penetration of new segments thanks to strategic new partnerships



Successful growth strategy in the substation automation market with consequent increase of market share.

- Development of products and systems, in combination with new challenges in virtualization



Existent portfolio management, combined with product range completion and customizations, while approaching the virtualization trend.

- Expansion of production plants



Strategic investments to increase production plants efficiency, in order to accelerate business growth.

RAIL: 2024 BUSINESS GUIDELINES

TESMEC

• Growing Internationalization



- **Meetings with Key European Railway Authorities** (1H2024)
- **Go to market:** sales network acceleration with live demos
- **Attendance in key rail infrastructures projects with international leaders:**
 - working methodology for line renewal keeping passengers' traffic open
 - railway line construction for strategic infrastructure projects
- **ITALY:** significant investments for sustainable development of rail infrastructure and mobility"



Exhibitor at InnoTrans, the leading international trade fair of the rail segment

- Venue: Berlin
- Date: September 23-27



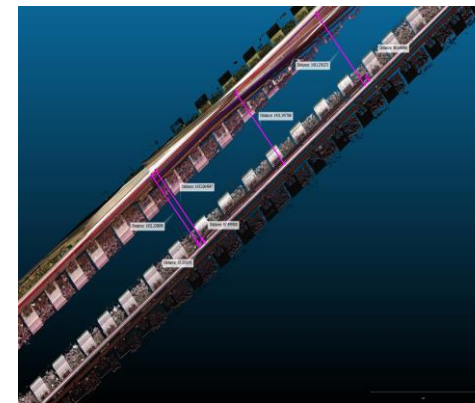
Continous boost communication with specific focus on enhancing the global brand image → focus on green solutions and diagnostic solutions

• Efficient industrial organization



- Reorganization of the manufacturing process
- Maintenance activities for the working fleet supplied to RFI in a certified specialized structure to increase the maintenance business

• Focus on Diagnostic



- **Go to market: demos of the Intelligent data management diagnostic web platform**, based on Microsoft Azure Cloud, installed on our diagnostic vehicle laboratory.

5.

Annex

APPENDIX A: 2023 SUMMARY PROFIT & LOSS STATEMENT



Profit & Loss Account (Euro mln)	2023	2022	Delta vs 2022	Delta %
Net Revenues	251,9	245,2	6,7	2,7%
Raw materials costs (-)	(108,8)	(97,4)	(11,3)	11,6%
Cost for services (-)	(52,2)	(53,8)	1,6	-2,9%
Personnel Costs (-)	(63,3)	(60,7)	(2,6)	4,3%
Other operating revenues/costs (+/-)	(8,0)	(8,1)	0,1	-1,0%
Non recurring revenues/costs (+/-)	-	-	0,0	n.a.
Portion of gain/(losses) from equity investments evaluated using the equity method	0,9	(0,8)	1,8	-214,6%
Capitalized R&D expenses	13,5	10,8	2,7	24,8%
Total operating costs	(217,9)	(210,0)	(7,9)	3,7%
<i>% on Net Revenues</i>	<i>(86,5%)</i>	<i>(85,6%)</i>		
EBITDA	34,0	35,2	(1,1)	-3,4%
<i>% on Net Revenues</i>	<i>13,5%</i>	<i>14,4%</i>		
Depreciation, amortization (-)	(23,0)	(22,1)	(0,9)	3,9%
EBIT	11,1	13,1	(2,0)	-14,9%
<i>% on Net Revenues</i>	<i>4,4%</i>	<i>5,3%</i>		
Net Financial Income/Expenses (+/-)	(15,7)	(1,6)	(14,1)	n/a
Taxes (-)	1,9	(3,7)	5,6	n/a
Group Net Income (Loss)	(2,7)	7,9	(10,6)	n/a
Minorities	(0,0)	0,0	(0,1)	
Group Net Income (Loss)	(2,7)	7,8	(10,5)	n/a
<i>% on Net Revenues</i>	<i>-1,1%</i>	<i>3,2%</i>		

APPENDIX B: SUMMARY 2023 BALANCE SHEET

Balance Sheet (€ mln)	2023	2022
Inventory	110,6	101,4
Work in progress contracts	29,2	25,0
Accounts receivable	45,6	56,2
Accounts payable (-)	(82,8)	(74,2)
Op. working capital	102,7	108,4
Other current assets (liabilities)	(15,8)	(27,8)
Net working capital	86,8	80,6
Tangible assets	45,1	51,8
Right of use - IFRS 16/IAS 17	28,9	21,9
Intangible assets	39,3	32,3
Financial assets	6,3	5,6
Fixed assets	119,6	111,6
Net long term assets (liabilities)	25,3	19,5
Net invested capital	231,7	211,7
Cash & near cash items (-)	(53,7)	(51,0)
Short term financial assets (-)	(26,8)	(17,2)
Lease liability - IFRS 16/IAS 17	39,2	24,1
Short term borrowing	102,7	80,1
Medium-long term borrowing	92,0	92,3
Net financial position	153,5	128,3
Equity	78,2	83,4
Funds	231,7	211,7

DISCLAIMER

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