

NT² 2027

DRIVING THE NEW TUBACEX TOWARDS THE NEXT TRANSITION

TUBACEX
GROUP

NEW TUBACEX



OUR BRAND WILL EVOLVE
(2024)

A GLOBAL LEADER IN
ADVANCED INDUSTRIAL SOLUTIONS
FOR ENERGY AND MOBILITY

THE NEW
TUBACEX

A UNIQUE POSITION



Solid financial results
(nine consecutive quarters of improved results)



2021-2025 plan executed under normal market conditions



Privileged position within the industry to take advantage of current expansion cycle

- Successful cost reduction project
- Organic ADNOC project replaces anticipated growth through M&A in the plan
- Significant growth in Low Carbon products, aligned with energy transition



Industry growth and current backlog allow to anticipate strong results and cash generation period



The current perimeter allows us to meet strategic objectives



Firm commitment to sustainability principles that has led us to become a point of reference in our sector



Multi-energy and mobility. Providing solutions for all technologies



TO LEAD THE NEXT TRANSITION

SIGNIFICANT UPSIDES

✓ ROOM FOR **MARKET SHARE INCREASE**

In certain products where we already hold a strong market position

✓ SUBSTANTIAL **GROWTH OPPORTUNITIES IN**



LOW CARBON
BUSINESS



NUCLEAR
PROJECTS



AERONAUTICS &
SPACE EXPLORATION



INDUSTRIAL
APPLICATIONS

✓ **DIVERSIFICATION THROUGH M&A**

✓ **FINANCIAL PARTNERSHIPS** TO SHARE NEW INVESTMENTS IN NEW SEGMENTS

✓ UNLOCKING THE VALUE OF **R&D DEVELOPMENTS**

COMMITTED TO
MEETING
**EVEN MORE
AMBITIOUS
TARGETS**

NT² 2027 TARGETS

THE **NEXT**
TRANSITION



**REDUCE OIL &
GAS EXPOSURE**
TO 1/3 OF THE
BUSINESS



**MARKET LEADERS
IN LOW CARBON
BUSINESS**



**TO BE A POINT OF
REFERENCE IN
SUSTAINABILITY**

THE **NEW** TUBACEX



REVENUE
€1,200-1,400M

*Including potential investment
in inorganic growth (M&A)*



EBITDA
>€200M

*Including potential investment
in inorganic growth (M&A)*



NFD / EBITDA
<2X

*Including potential investment in
inorganic growth (M&A)*

SHAREHOLDERS' REMUNERATION: 30-40% PAY-OUT



BE PART OF THE NT²

REASONS TO INVEST IN TUBACEX

DRIVING SUSTAINABLE VALUE AND ENTERING INTO A NEW PHASE OF VALUE CREATION FOR OUR SHAREHOLDERS

- A **world leader** in unique advanced industrial solutions for energy and mobility
- With a **fully integrated production model** to capture the long-term growth offered by the macrorends that are driving both sectors
- **Global presence with long-term agreements** with strategic partners
- Showing a proven **solid track record of transformation**, adaptation to the market ahead of trends and goal achievement
- Endorsed by **solid results and a strong backlog**
- Committed to **human progress** through strong sustainability objectives

NT² 2027 TARGETS



TO REDUCE OIL & GAS EXPOSURE TO 1/3 OF THE BUSINESS



MARKET LEADERS IN LOW CARBON BUSINESS



TO BE A POINT OF REFERENCE IN SUSTAINABILITY



REVENUE €1,200-1,400M

Including potential investment in inorganic growth (M&A)



EBITDA >€200M

Including potential investment in inorganic growth (M&A)



NFD / EBITDA <2X

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