



TECNICAS REUNIDAS

FULL YEAR 2018

RESULTS PRESENTATION

FEBRUARY 28TH 2019

JUAN LLADÓ
CEO



- **Pipeline**
- Awards and backlog
- Execution
- Financial Results
- Outlook

TR HAS A STRONG FRANCHISE. WE ARE ABOUT...



QUALITY PIPELINE

The recovery of the investment in our industry is a reality



QUALITY BACKLOG

Fresh and healthy backlog, entirely launched

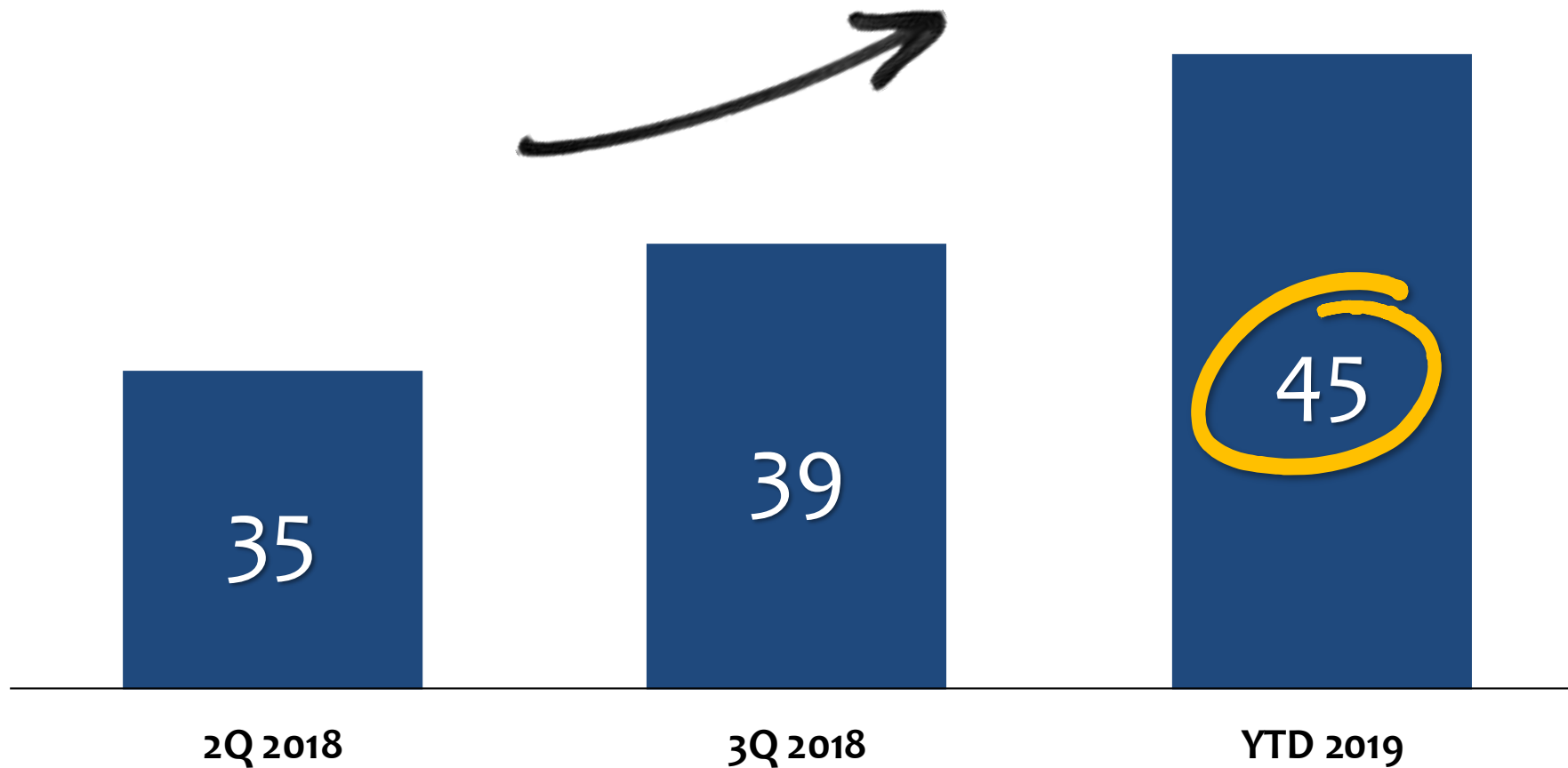


QUALITY EXECUTION

Delivering strategic projects for recurrent clients

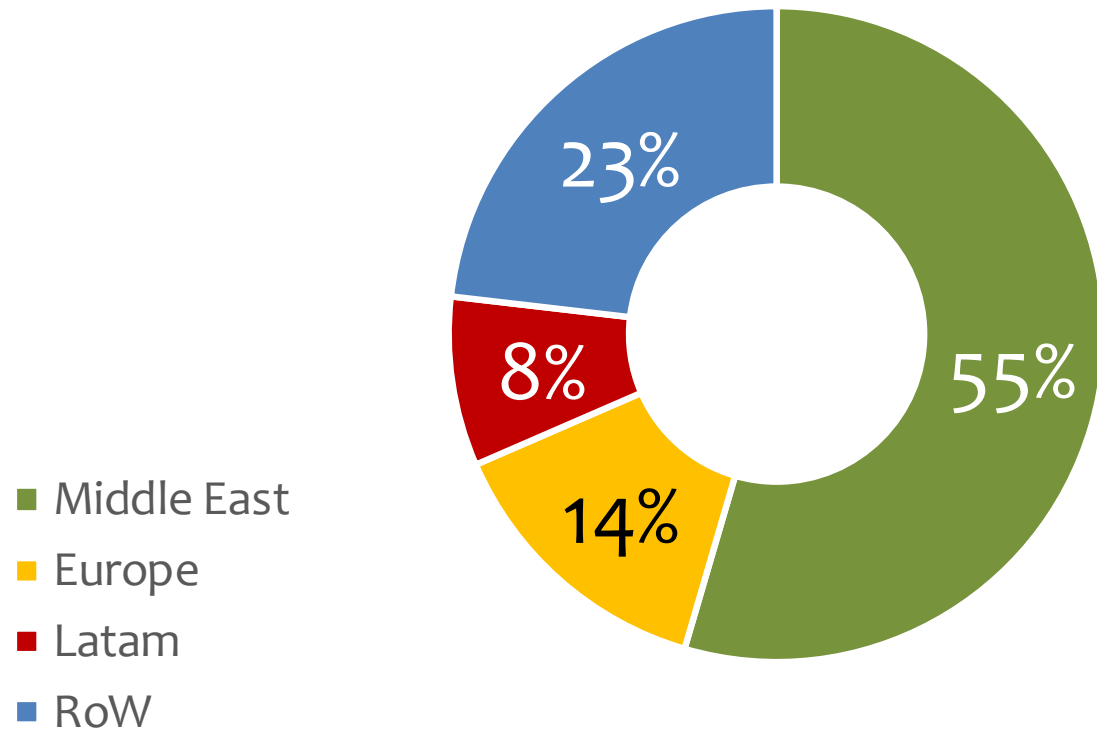
PIPELINE: INCREASING AND DYNAMIC

Billion USD

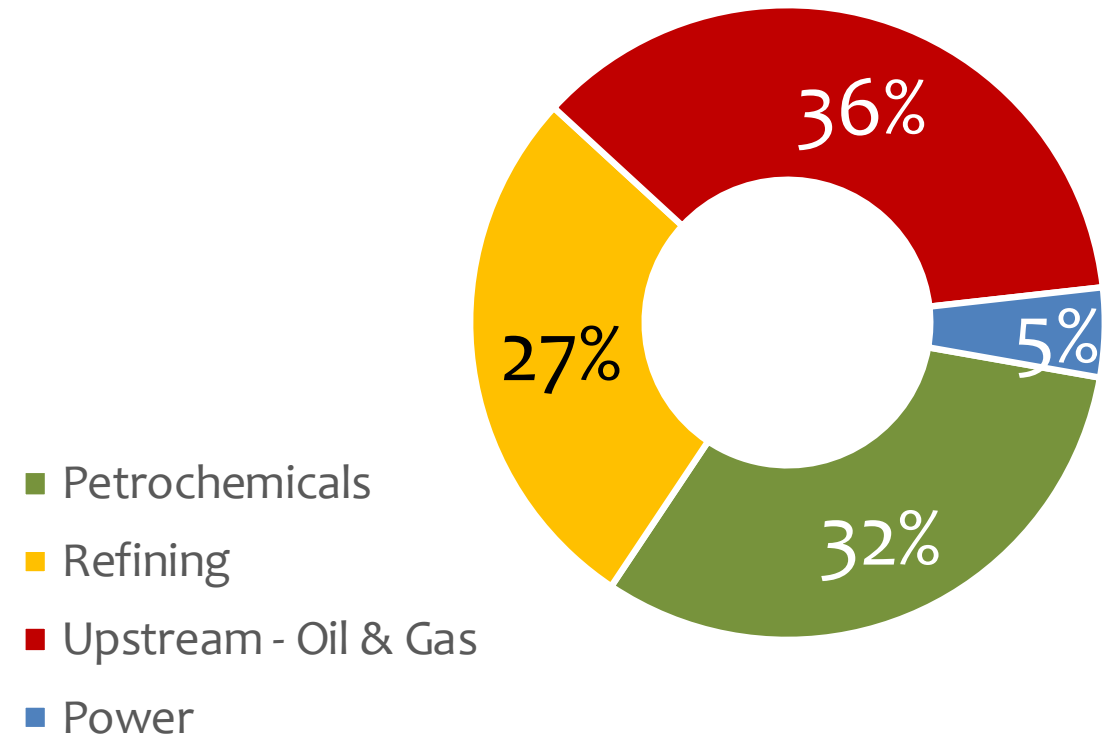


PIPELINE: DIVERSIFIED BY PRODUCTS AND GEOGRAPHIES

SPLIT BY GEOGRAPHIES



SPLIT BY PRODUCTS





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4B\$

awards in
the last 6
months

Upstream Oil & Gas

- Adgas ADNOC
- Bu Hasa ADNOC

Petrochemicals

- FEED LAB ADNOC/CEPSA

Refining

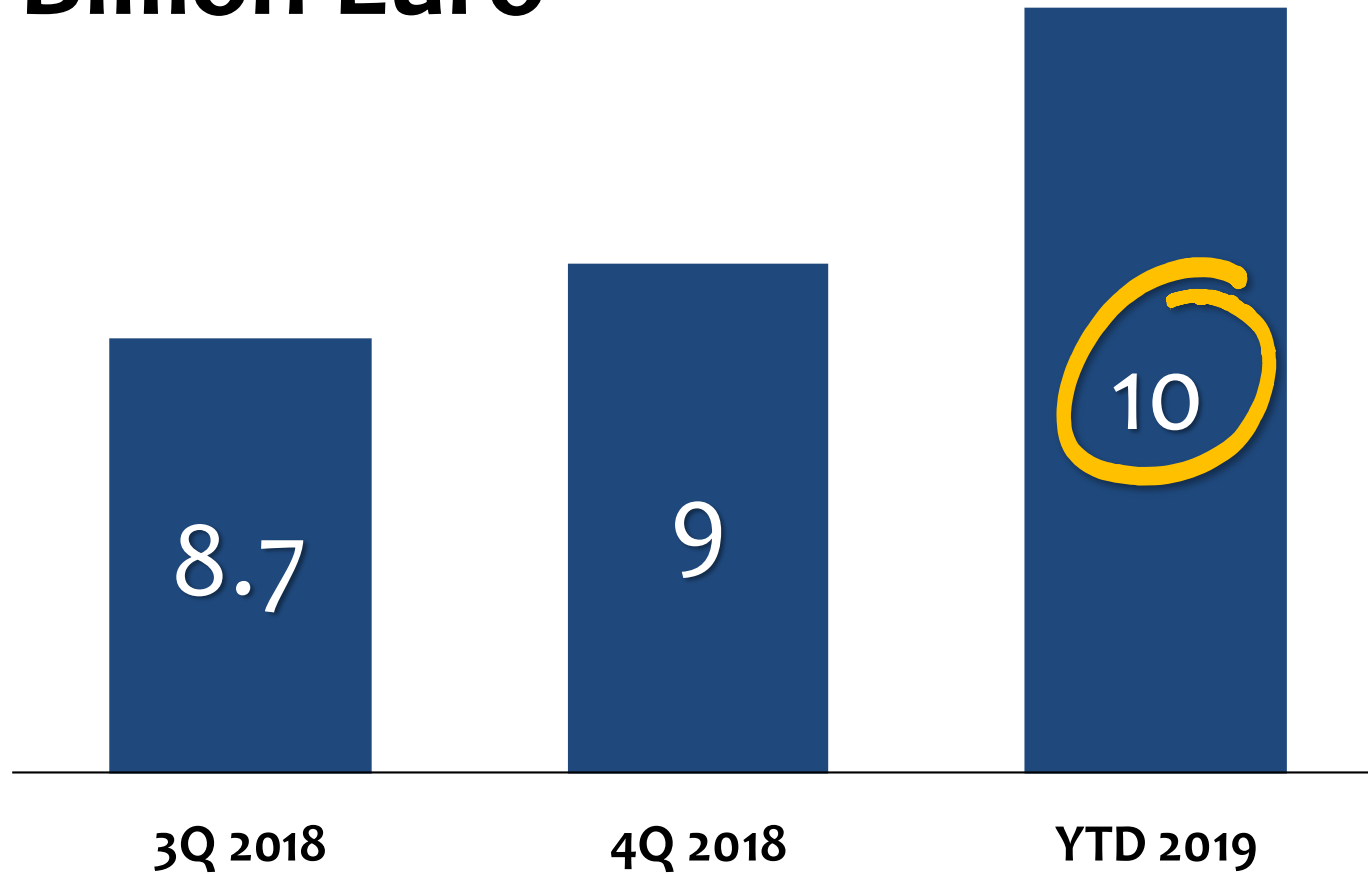
- South East Asia project Undisclosed

Power & Water

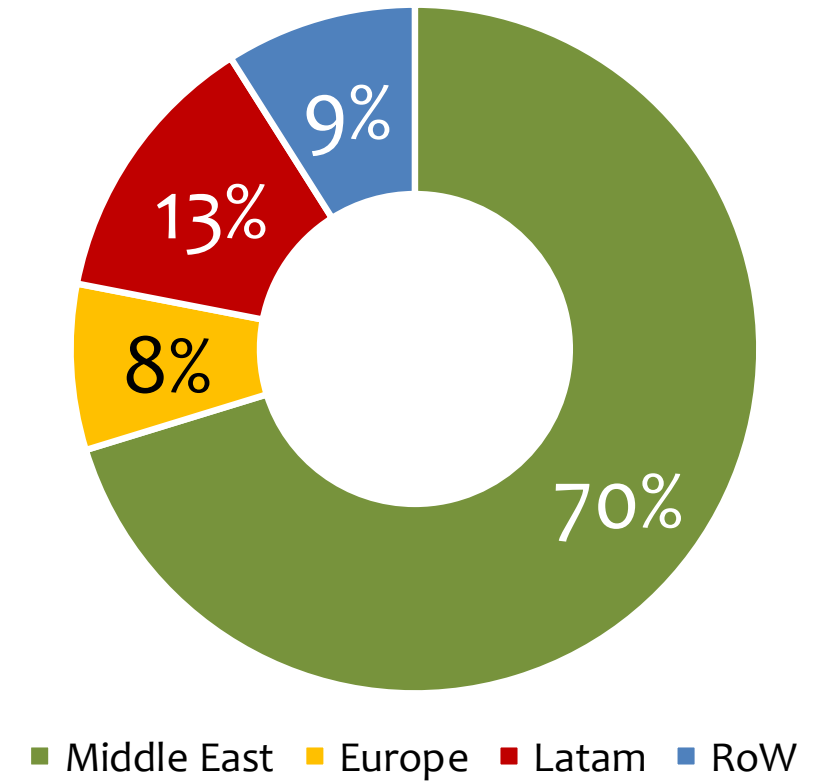
- Hamrijah Sumitomo/GE
- Selected for combined cycle Undisclosed

AND THE AWARDS HAVE RESULTED IN A HIGHER BACKLOG

Billion Euro



2019 YTD BACKLOG



CONTENT

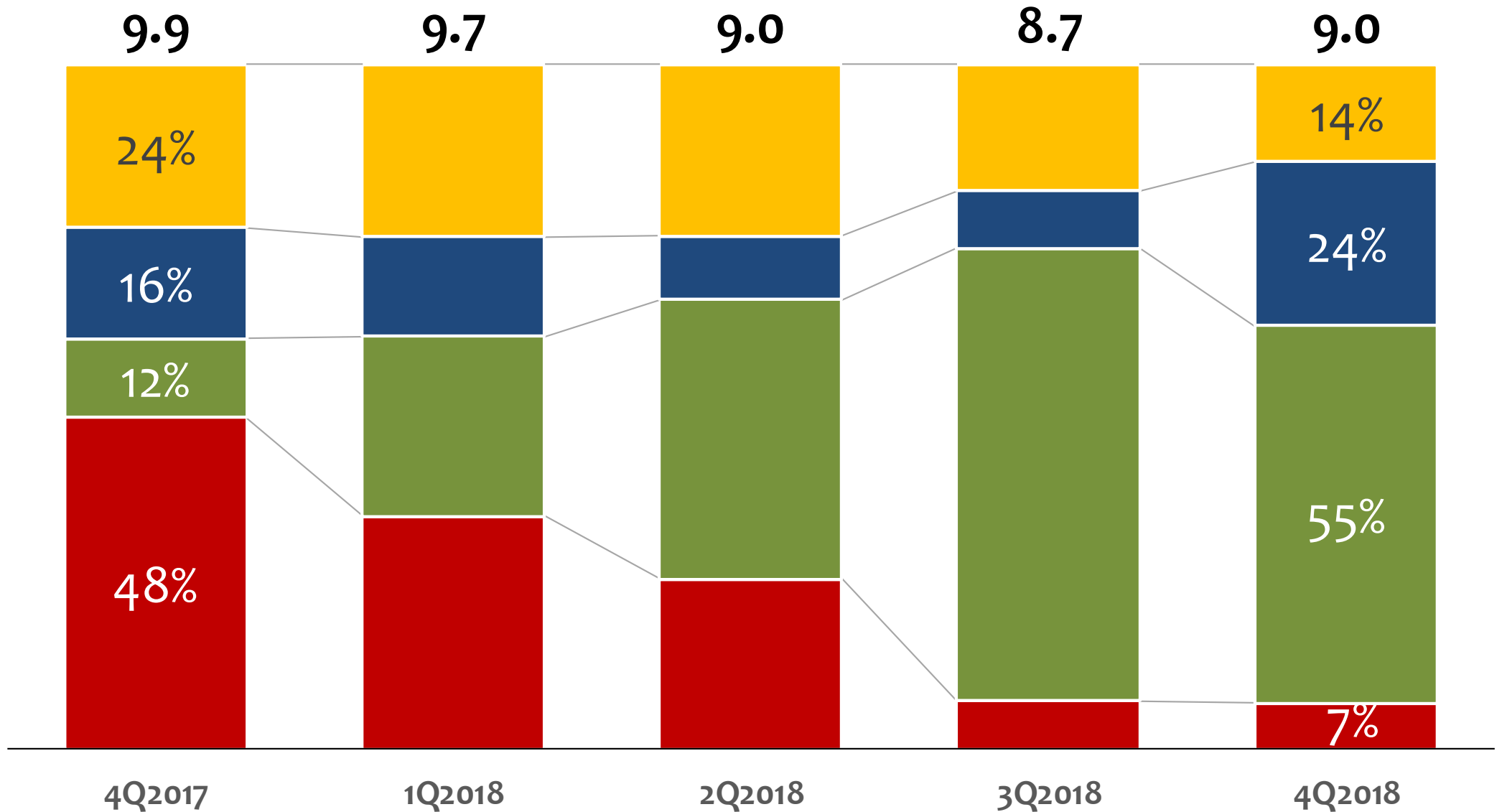
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BACKLOG EXECUTION: PROGRESSIVELY BACK ON TRACK THROUGH 2019

B€

Backlog

- Construction
- Procurement
- Engineering
- Non active



Typical stages of main EPC projects in the backlog according to their progress at closing date

SUCCESSFULLY DELIVERING STRATEGIC PROJECTS FOR PRIME CUSTOMERS



RAPID REFINERY

MALAYSIA

\$1.5B



AEGEAN REFINERY

TURKEY

\$1.3B



TOUAT GAZ

ALGERIA

\$1.0B



GASCO

UAE

\$0.7B



JAZAN REFINERY

SAUDI ARABIA

\$2.6B

\$7.1 B



CONTENT

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PROFIT AND LOSS

PROFIT AND LOSS

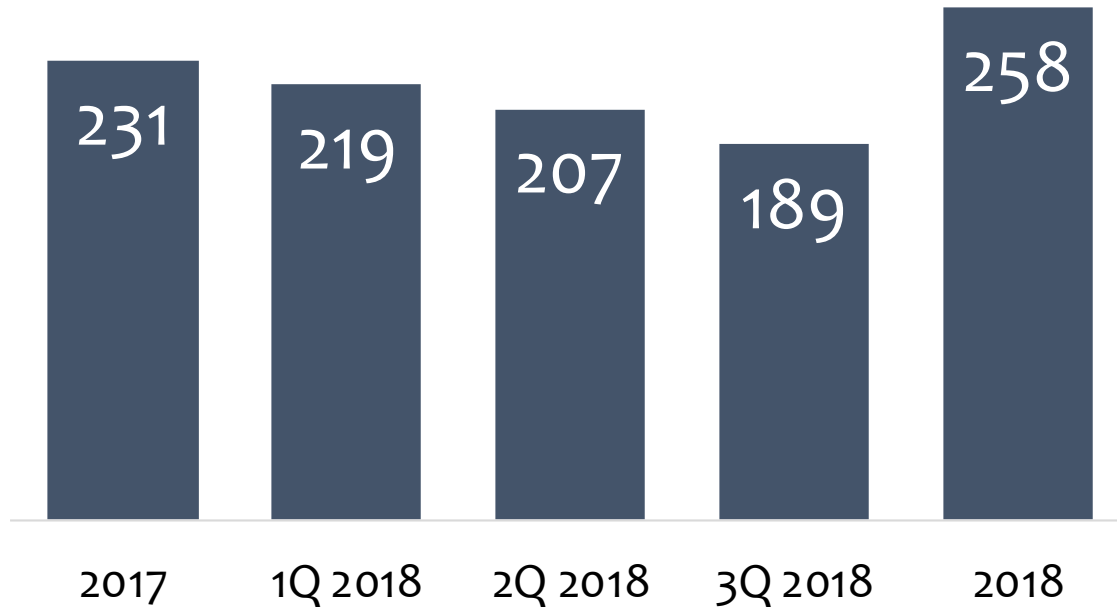
€ Million	2018	2017	Var.
Revenues	4,396.3	5,067.9	-13%
EBITDA	61.1	121.9	-50%
Margin	1.4%	2.4%	
Adjusted EBIT*	62.1	100.4	-38%
Margin	1.4%	2.0%	
EBIT	42.1	100.4	-58%
Margin	1.0%	2.0%	
Net financial results	-18.8	-6.9	
Profit before taxes	22.3	91.2	-76%
Taxes	-7.8	-27.2	
Net profit	14.4	59.0	-75%

* Adjusted for non-recurrent provision of € 20Million

- In line with company guidance
- Late start of large refining projects
- Unbalanced project phasing
- Non-recurrent provision
- Impact of Turkish lira

Net Cash Position

M€



- Favorable impact of working capital changes in the quarter
- 70% of the backlog in Middle East
- Working capital needs at commissioning stage of projects

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GUIDANCE 2019

- Backlog increase in line with the higher level of bidding
- Stable sales
- Progressive margin recovery, approaching 4% in the last part of 2019
- Shareholder remuneration in line with market recovery

BUSINESS OUTLOOK

- Confirmed market recovery results in a record pipeline
- Expected faster conversion of the pipeline into backlog
- Client trust on TR franchise

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