



Le eccellenze del Made in Italy

29-30 September 2022



1. Tesmec Group at a glance
2. 2022.H1 Business highlights & Results

0.

Tesmec Group at a glance

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**

History of Innovation



PIONEER in STRINGING solutions

TRENCHER product line development

From FAMILY Company to PUBLIC Company

Expansion strategy in the RAILWAY business

Investments & acquisitions to complete the portfolio for SMART GRIDS

Investments in R&D and DIAGNOSTICS

Strengthening the Service and Rental Business



1951-1960

Establishment of "CRF - Officina Meccanica di Precisione" Edison patent for the new tension stringing system

1984

Establishment of Tesmec USA Inc. in Texas, USA

2010

Entry in the Italian Stock Exchange (STAR segment)

2012

Leasing of the AMC2 S.r.l (Monopoli - Italy)

2015

Acquisition of the French Group Marais

2017

Tesmec Automation as a single Company

2018

Opening of the new Tesmec Rail s.r.l. production site (Monopoli - Italy)

2020

4Service, a Company dedicated to the rental business

Share capital increase

2021

**ENERGY TRANSITION
DIGITALIZATION
SUSTAINABILITY**



A history of growth in technologies



2010 IPO	2010 - 2019 INVESTMENT & DIVERSIFICATION	2020-2024 THE NEXT DEVELOPMENTS	
<p>Historical businesses: Stringing & Trencher</p>   	<ul style="list-style-type: none"> Strategic M&A in the Rail, Energy Automation and Rental businesses Integration of know-how & reorganisation Qualification with key customers Certification of technological solutions   	<div data-bbox="981 331 1223 611">CORPORATE STRATEGY</div> <ul style="list-style-type: none"> Focus on existing businesses From equipment manufacturer to solution provider able to deliver value-added services for customers Focus on maintenance and management of infrastructure in addition to construction in order to increase recurring revenue streams Efficient and effective organisation <div data-bbox="1028 627 1294 802"></div> <div data-bbox="1317 643 1742 802">Advanced technologies for T&D power line construction, maintenance and management</div> <div data-bbox="1028 818 1294 994"></div> <div data-bbox="1317 818 1742 994">Innovative systems for electrification, maintenance and diagnostics of railway infrastructure</div> <div data-bbox="1028 1010 1294 1185"></div> <div data-bbox="1317 1010 1742 1185">Integrated solutions for fibre installation, cable laying, surface mining and civil infrastructure</div> <div data-bbox="981 1209 1223 1436">CROSS DEVELOPMENT DRIVERS</div> <ul style="list-style-type: none"> DIGITALISATION SUSTAINABILITY ENERGY TRANSITION 	<div data-bbox="1798 331 2190 435">INPUT 2021</div> <div data-bbox="1798 451 2190 571">Cost increase analysis</div> <div data-bbox="1798 579 2190 699">Freight Criticalities</div> <div data-bbox="1798 707 2190 826">Strategic ESG growth path</div> <div data-bbox="1798 834 2190 954">New Technologies</div> <div data-bbox="1809 938 2195 1289">    </div> <div data-bbox="1798 1305 2190 1425">Confirmed Guidelines AuCap Plan</div>

Tesmec Group at a glance



ENERGY - STRINGING



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

ENERGY - AUTOMATION



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

+70
YEARS
of experience

+1000
PEOPLE

10
MANUFACTURING
PLANTS



+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

Factories



Tesmec SPA
Grassobbio



Tesmec Automation
Fidenza



Tesmec USA
Alvarado (USA)



Tesmec Rail
Monopoli



Tesmec SPA
Endine



Tesmec Automation
Padova



Marais
Durtal (FR)



Tesmec Rail
Bitetto



Tesmec SPA
Sirone
(precision machining work)



Tesmec Automation
Patrica

- Stringing
- Energy Automation
- Railway
- Trencher

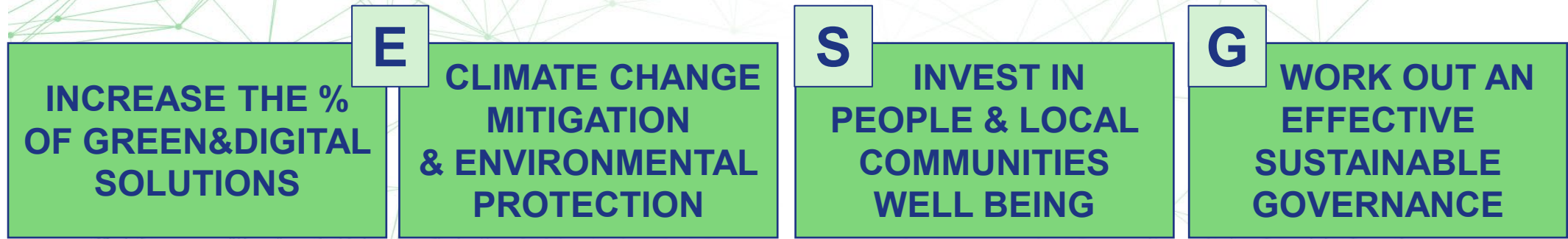
Sustainability - Strategy & Execution



Sustainable Development Goals



STRATEGIC GUIDELINES



ACTIONS TO BE PERFORMED

Give priority to sustainable innovation and meet the Technical screening criteria of the EU Taxonomy

Calculate the carbon footprint of the organization and implement actions to reduce it

Follow up on the several ongoing initiatives both for employees and for stakeholders

Strengthen the organization's governance around sustainability challenges and opportunities

Set and integrate ESG criteria in the business plan

Commitment to this target

Increase engagement in sustainability practices

Making every department accountable to sustainability

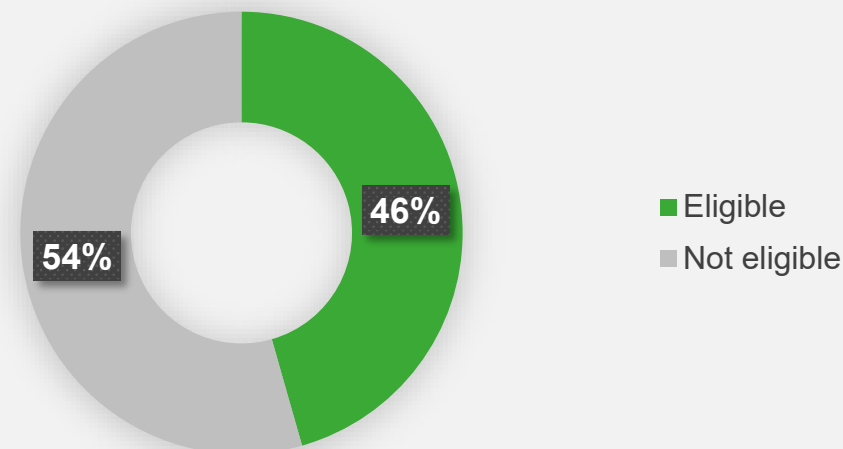
ANNEX I – Climate mitigation

3.Manufacturing

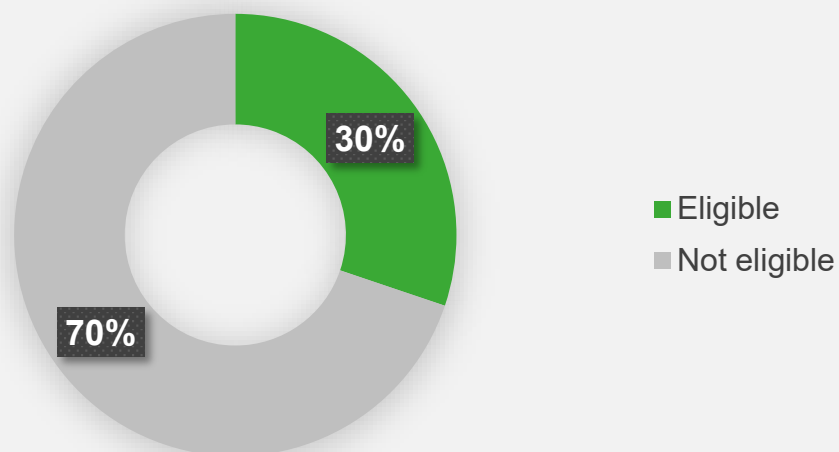
- 3.1 - Manufacture of renewable energy technologies
- 3.3 - Manufacture of low carbon technologies for transport
- 3.6 - Manufacture of other low carbon technologies

2021 is the first year of application of the European Taxonomy. For this reason, the below findings are based on currently available information, which may be subject to future revisions also based on the evolution of the legislation.

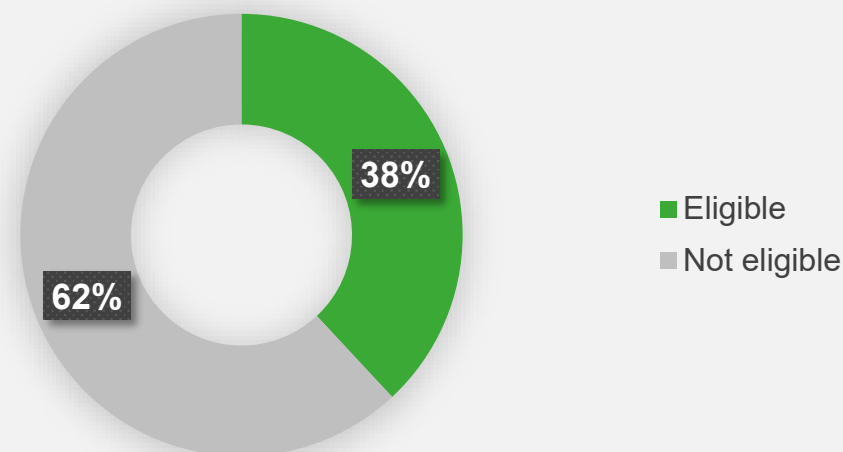
Revenues



Capex



Opex



Why our New Technologies for Detection & Mapping



TOWARDS OPERATIONS EXCELLENCE

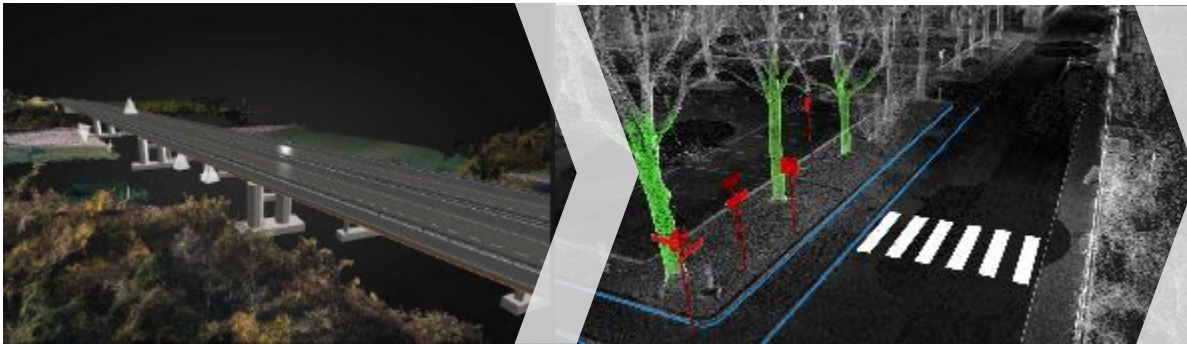
Delivering industrial competitiveness, measuring services and asset's assessment

INTEGRATED VALUE CHAIN

Multi Layering 3D Engineering

Risk Mitigation Plans

Predictive Maintenance Support



Digitalization of existing infrastructures

Live and synchronized working environment for professionals

Virtual reconstruction of under and above earth

TECHNOLOGIES

Advanced set of tools, technologies and assets to provide the most outstanding output

GEORADAR



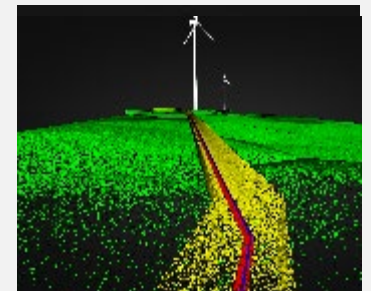
GEODRONE



MOBILE LAB



PRIMIS LIVE



Why our Stringing Solutions



“

**Digital & Green Solutions,
new methodologies for
T&D lines construction &
refurbishment.**

”

TECHNOLOGY FOR EFFICIENT STRINGING OPERATIONS

A new concept of integrated systems 4.0 for energy transport and distribution: **Simple, Safe and Reliable**

A COMPLETE PACKAGE OF SOLUTIONS

Machines, equipment and accessories specifically developed to face every jobsite conditions

CUSTOMIZED SOLUTIONS

Continuous improvement of methodologies and technologies to offer the best solution

NEW METHODOLOGIES

Continuous Linear Puller (CLP) is the first step of an R&D program for automated jobsites

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Stringing Solutions - Fields of application



ENERGY GRIDS

- SOLUTIONS FOR POWER LINES CONSTRUCTION & MAINTENANCE
- ADVANCED METHODOLOGIES FOR AUTOMATING JOBSITE
- ZERO EMISSIONS MACHINES



Stringing Solutions - Main worldwide experiences



Reconductoring

USA

Continuous Linear Puller
Type of line: transmission, 138kv
Capacity: 138kv
N conductors per phase: 1
Conductor type: 397acsr wrecking out, 1530 pulling in

Top efficiency

BRAZIL

500 kV line, 6 T&D lines,
5000 km long
70 sets of stringing equipment

Underground Cable

Laying

USA

Full Electric Machines First Experience in Jobsite

Underground Cable Laying

UK

Romford
3 x 33 kV cable pulling

Stringing Machines 4.0

BELGIUM

4.0 Machines

ACPR Lo-Sag Nexans conductor 37 mm diameter.

Fjord crossing

NORWAY

Special machines for fjord crossing and modular machines
Voltage: 420 kV

Extreme temperature

RUSSIA

Huge crossing of Lena river
Two bundled conductors 220 kV
Extreme conditions: -50°C (-58F)

Line construction

KSA

Yanbu-Madinah 380 kV line
Longest project portion: 230 km
4-500mm² AAAC conductors per phase

Helicopter stringing

CHINA

Extreme project in Zhejiang Province
Tower height: 380 m
Four bundled conductors 500 kV





Helicopter stringing

CHINA

Extreme project in Zhejiang Province

Tower height: 380 m

Four bundled conductors 500 kV



Reconductoring USA

Continuous Linear Puller
Training, service and product updates
Type of line: static removed, opgw pulled in
Project length: 26 miles
Span length: 500ft
Capacity: opgw
N conductors: 2 opgw
Conductor type: opgw 5/8in



Reconductoring

BELGIUM

4.0 Machines

ACPR Lo-Sag Nexans conductor 37 mm
diameter.

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Underground Cable Laying
USA
FULL ELECTRIC MACHINE
The first experience in jobsite

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Why our Energy Automation Solutions



“
Grid Reliability,
Efficiency and Security:
providing tailored and
integrated solutions to face
fast-changing grid
challenges.

”

PROTECTION & METERING SOLUTIONS FOR SMART GRID

From selectivity to reliability, ensuring **continuous operation** and increasing **grid efficiency** in compliance with **cyber-security standard requirements**

TELECOMMUNICATION SOLUTIONS FOR HV GRIDS

Performance improvement, reliable operation and enhanced management of the grid

EXCELLENCE IN SENSOR TECHNOLOGY

From fault passage indication and protection to smart metering applications with **high accuracy solutions**

FULL RANGE OF SERVICES

Tailored solutions for professional training, commissioning services and after-sales support by highly **specialized professionals**

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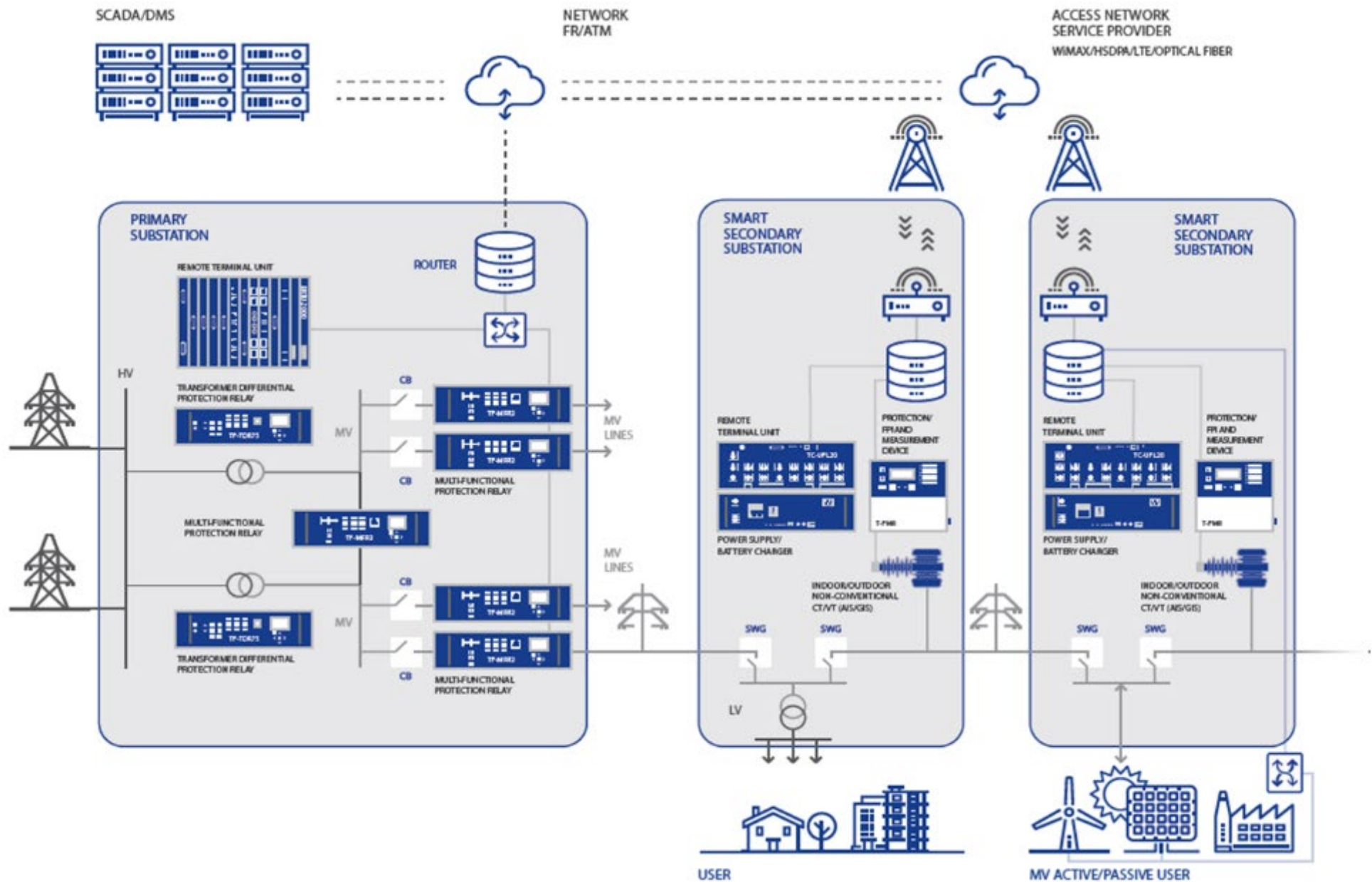


INTEGRATED SOLUTION PROVIDER FOR SMART GRIDS:

- PROTECTION & MONITORING SOLUTIONS
- REMOTE CONTROL SOLUTIONS
- SERVICE TELECOMMUNICATIONS SOLUTIONS FOR HV GRIDS
- SMART METERING SOLUTIONS



Energy Automation for Smart Grid Applications



Energy Automation - Main worldwide references



Telecommunication solution

ALGERIA

Remote management of HV substations and protection systems against unexpected grid faults

Fault Passage Indicator (FPI)

BRAZIL, COLOMBIA, CHILE

Fault location and Voltage supervision devices

Protection and Control solution

SPAIN, ITALY, ROMANIA

Multi-functional protection solutions with embedded measurement functions and suitable for network automation, electrical service analysis and quality monitoring

Non-Conventional sensors

ITALY

Full range of current and voltage sensors for outdoor applications and air/ gas-insulated switchgears

Smart Metering solution

RUSSIA

Metering and billing system for overhead power lines up to 10kv MV lines

Substation Automation System

ITALY

Protection and control systems for HV substations (SAS) based on IEC 61850

Internet of Things (IoT)

ITALY

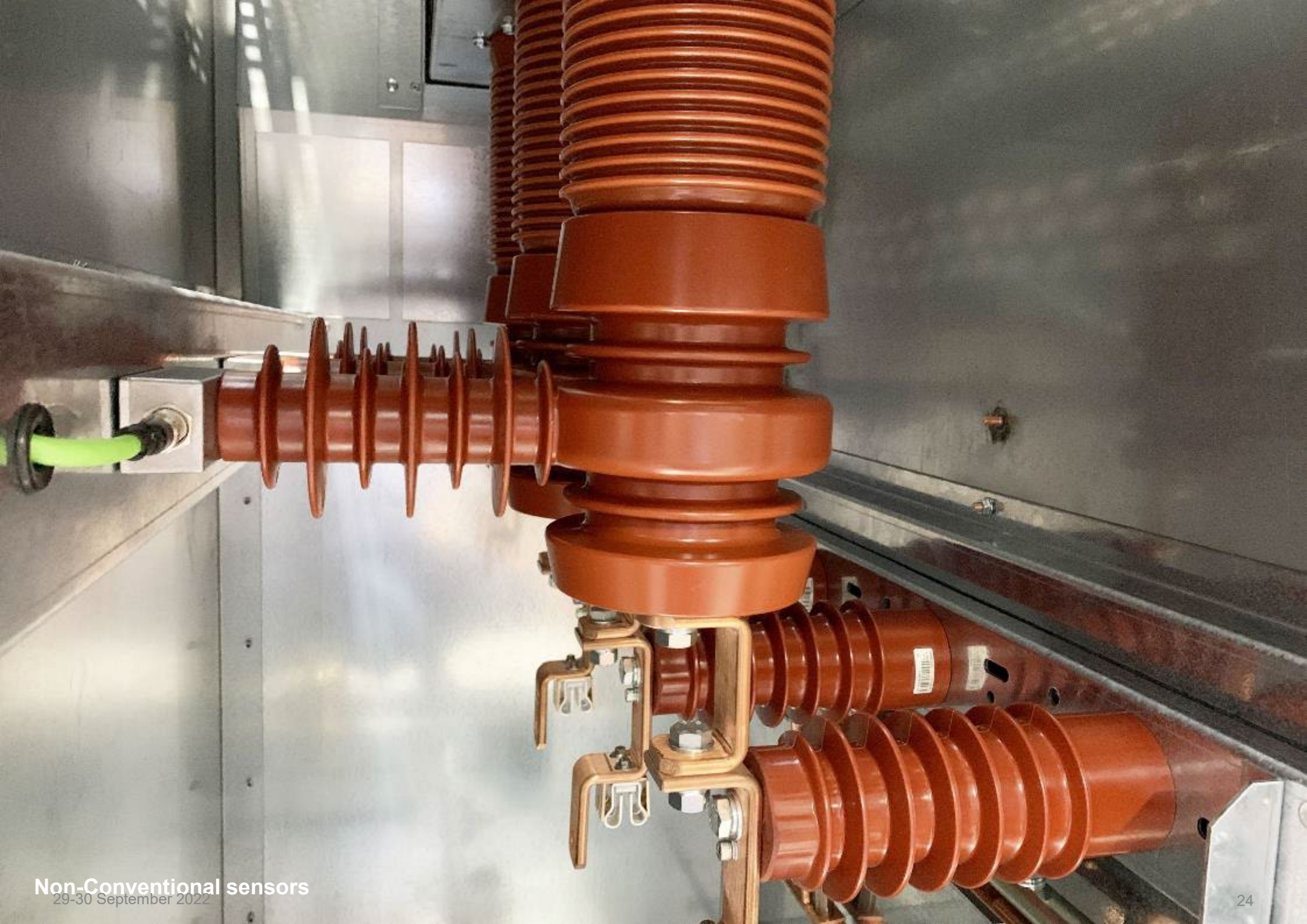
IoT sensors for real-time monitoring of electrical systems

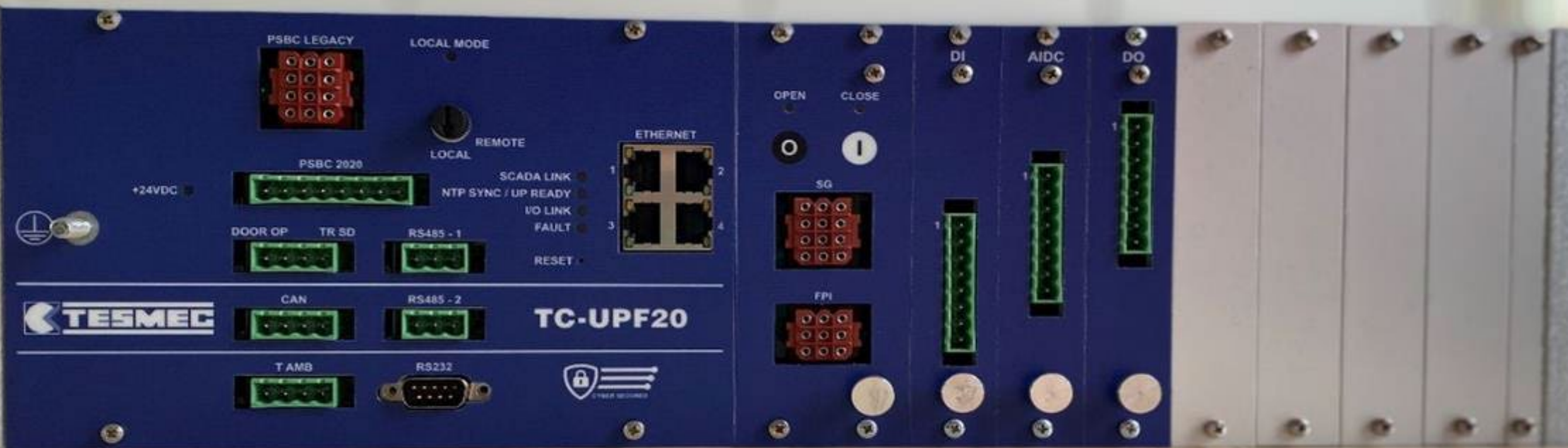
Remote control

ITALY, BRAZIL, COLOMBIA, CHILE

RTU modular solution designed for remote control of secondary MV/LV substations







Why our Railway Solutions



“
**CERTIFIED & CONNECTED
VEHICLES**
Global catenary specialist for
the installation and
maintenance of railway lines.
Diagnostic for Safety &
Reliability.”

RELIABILITY

Certified, automated and cloud connected vehicles

DIGITALIZATION

Centralized Platform for big data management

GREEN APPROACH

Design of hybrid and bimodal solutions

HIGH MOBILITY

Authorization to travel as passenger train on active lines



Railway - Fields of application



RAIL INFRASTRUCTURES

- CATENARY INSTALLATION & MAINTENANCE
- DIAGNOSTIC VEHICLES AND SYSTEMS
- INTEGRATED PLATFORM FOR SAFE INFRASTRUCTURE



Railway - Main worldwide experience



Stringing & recovering wires

USA

1 Work car + 1 Reel car with 6 reels
1 Catenary maintenance vehicle
Huge, top performing units
Designed according to US Standards

Installation of the contact line & catenary maintenance

“Eagle P3 Project”

USA

1 Stringing unit & 1 Catenary maintenance vehicle
A very fast rail wire installation

Snow removal

NORWAY

3 Snow removal vehicles
Maintenance unit operative at low temperatures

RER Catenary renewal

FRANCE

9 vehicles (6 different models)
Engineered to allow a correct execution of the works of catenary replacement

Customized solutions

CZECH REP.

4 Multipurpose vehicles + 1 Stringing vehicle
Tensioning system for railway wiring operations composed by working units mounted on 4 flats, to be installed on one existing railway wagon provided by customer. Integrated recovering device.

Safety of Railway Infrastructure

ITALY

2 Diagnostic Vehicles

Stringing of 3 independent wires & recovery of 2

RUSSIA

10 stringing units
Extreme temperature
Compliance with Russian Standards

Catenary maintenance

ITALY

88 Multipurpose railway vehicles
16 Revamping maintenance units
1 Constant tension stringing unit
Full maintenance service

Self-propelled diagnostic vehicle

LITHUANIA

A new self-propelled diagnostic rolling-stock, with a range of speed up to 140km/h designed and manufactured in accordance with the latest European safety rules EN 14033

Electrification of new lines High speed

CHINA

> 30 stringing units
1,318 km BEIJING-SHANGHAI





Safety of Railway
Infrastructure
ITALY

2 Diagnostic Vehicles
29-30 September 2022



**Installation of the contact
line & catenary
maintenance
“Eagle P3 Project”
USA**
1 Stringing unit & 1 Catenary maintenance
vehicle
A very fast rail wire installation
29-30 September 2022



Customized solutions

POLAND

4 Stringing units

Tensioning system for railway wiring
operations composed by working units
mounted on ISO 20 size flat modules

29-30 September 2022



**Electrification of new
lines High speed
CHINA**

> 30 stringing units
1,318 km BEIJING-SHANGHAI
29-30 September 2014

Why our Trenching and Surface Mining Solutions



“

**Advanced working methodology:
integrated systems & technological solutions
for a complete jobsite management**

”

VALUE CHAIN

Complete offer package **combining internal and partner's solutions**

DIGITALIZATION

Wide range of machines equipped with the latest digital technologies to allow **higher reliability, easier management, lower maintenance costs**

CLEAN & FAST SOLUTIONS

Providing services and solutions based on the **innovative “clean & fast” methodology**, especially in the 5G market

BESPOKE CONSULTANCY, RENTAL AND SERVICE

Rental solutions, experienced operators, consultancy services to best meet specific jobsite and customer requirements



Trenchers and Surface Miners - Fields of application



UNDERGROUND INFRASTRUCTURES

- TELECOM NETWORKS, FTTH & LONG DISTANCE, POWER CABLE INSTALLATION
- OIL & GAS, WATER PIPELINES, RENEWABLES
- BULK EXCAVATION, QUARRIES & SURFACES MINING



Trenchers and Surface Miners - Main worldwide experience



Gas Pipeline

USA

1150XHD Chainsaw

Water Pipeline

CHILE

1675 Chainsaw

Bauxite Mining

WEST AFRICA (GUINEA, IVORY COAST)

1150 & 1475 Rock Hawg
30xTrucks + Semi-trailers

Golden Valley Wind Farm

SOUTH AFRICA

1150 Rocksaw & ST2

South Al Mutlaa project

KUWAIT

1475 & 1675 Chainsaw EVO

Tunneling project

AUSTRALIA

1475 Rock Hawg EVO

Riyadh metro station

KSA

1475 Rock Hawg

Fiber Optic Project s

NEW ZEALAND

Cleanfast, ST2

Fiber Optics Laying

UK

Georadar Explorer 2.0 & Sidecut

Surface mining Gold

RUSSIA

1475 Rock Hawg

Limestone quarry

UZBEKISTAN

1475 Rock Hawg

Canal Sugar Project

EGYPT

1150EVO & 1475EVO Chainsaw

Wind Farms Projects

AUSTRALIA

Automatic cable laying system





Fiber Optics Laying
UK
Georadar Explorer 2.0 & Sidecut



29-30 September 2022

Bauxite Mining
WEST AFRICA (GUINEA, IVORY COAST)
1150 & 1475 Rock Hawg



Tunneling project
AUSTRALIA
1475 Rock Hawg EVO



Wind Farms Projects
AUSTRALIA
Automatic cable laying system

2. 2022.H1 Business highlights & Results

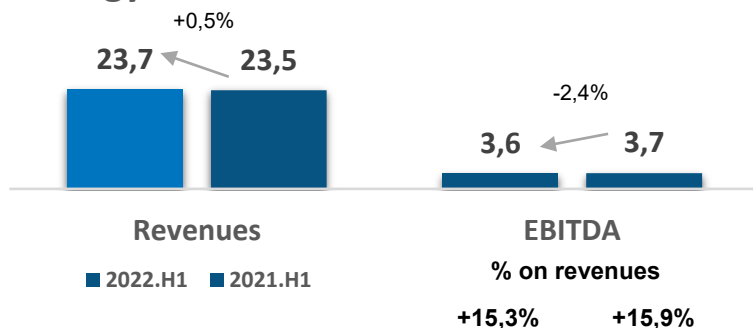
GROUP (€ mln)	2022.H1	2021.H1	Delta vs.21
REVENUES (1)	113,3	96,9	16,9%
EBITDA (2) (3)	18,7	13,7	36,5%
% on Revenues	16,5%	14,2%	
EBIT	8,0	2,9	
% on Revenues	7,1%	3,0%	
Differences in Exchange (4)	5,3	1,1	
% on Revenues	4,7%	1,2%	
PROFIT (LOSS) BEFORE TAX	11,4	1,8	
% on Revenues	10,1%	1,8%	
NET INCOME/(LOSS)	7,9	1,0	
% on Revenues	7,0%	1,0%	
GROUP (€ mln)	2022.H1	2021.H1	Delta vs.21
NFP ante IFRS 16	108,2	96,8	-11,8%
NFP post IFRS 16	133,1	118,5	-12,3%

- (1) **Revenues: Increase in sales & growth** thanks to the **Rail** performance and the rebound of the **Trencher** sector, particularly in the US market
- (2) **EBITDA: positive impact** mainly by the **Rail** and **Trencher** performance
- (3) **EBITDA: improve** thanks to **recurring activities** with **high margin** and the contract inherent to the Rail Business
- (4) **The exchange differences are positive (USD & related currencies)**, more compared both to the 2021.H1 and the closing of 2021.
- (5) **Net interest: decrease** from 2,3 € Mln of 2021.H1 to 2,0 € Mln of 2022.H1.
- (6) **NFP increase** due to the **change in NWC**, necessary to support the growth expected during the year and to face the worldwide criticalities in the supplying and shipment activities.

2022.H1 Closing – Business Breakdown (€ mln)



Energy



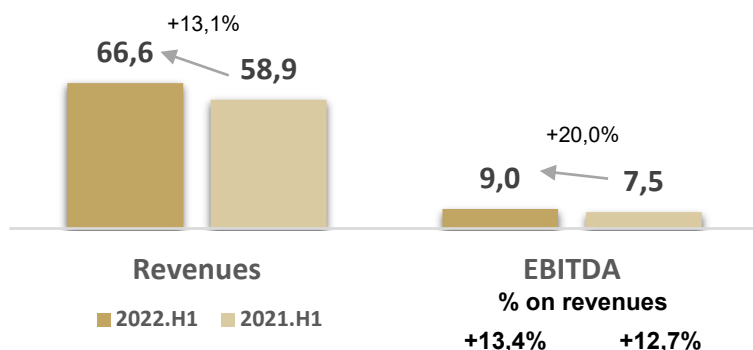
> Sales stable compared to 2021.H1 lead by the **Energy industry trend**

> **EBITDA:** impacted by the utilities, raw material and freight costs increase, with higher effect on the **Stringing segment**. Started the process of reviewing the price related to the contract already signed. Still **in line** with the 2021.H1 results.

> The **confirmed order backlog** was **Euro 109,2 million** of which **Euro 86,6 million** from the **Energy Automation**



Trencher



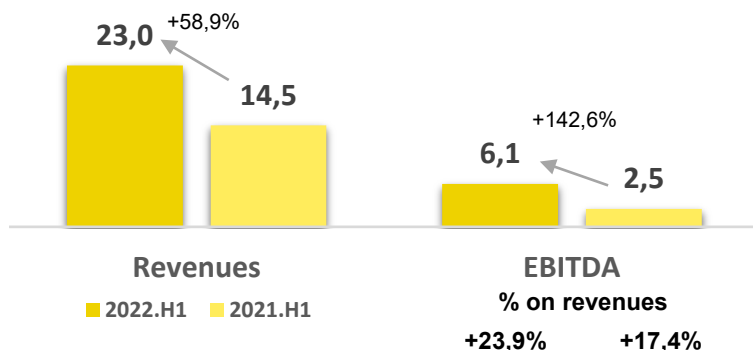
> **Increase** respect to 2021.H1 thanks to the **rebound** of the US market

> **EBITDA:** impacted by the utilities, raw material and freight costs increase related to the worldwide criticalities however still increasing respect to 2021.H1.

> The **confirmed order backlog** was **Euro 75,3 million**



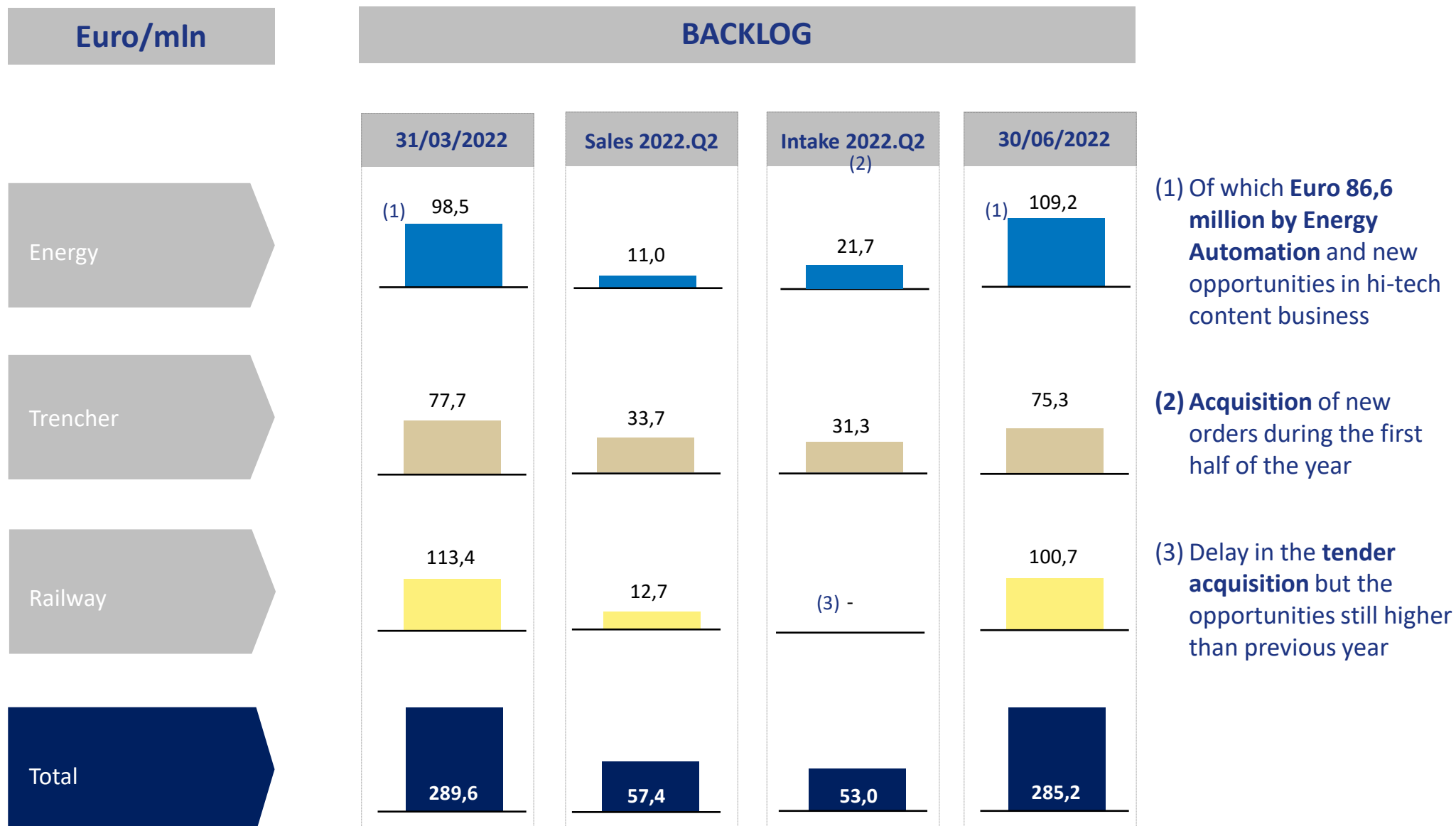
Rail



> The revenues are related to the medium-long term contracts and are **increased** compared to 2021.H1.

> **EBITDA:** the **increase** compared to 2021.H1 is related to a different products range with higher marginality and value added (i.e.: diagnostic). The price variation process related to the contract already signed is in an advanced stage and partially already secured

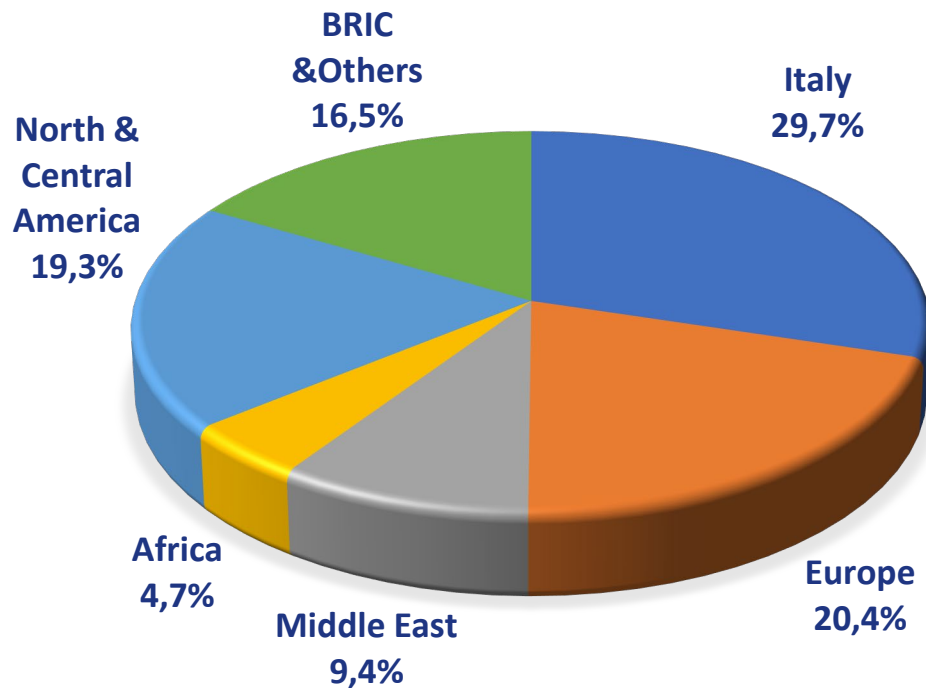
> The **confirmed order backlog** was **Euro 100,7 million**



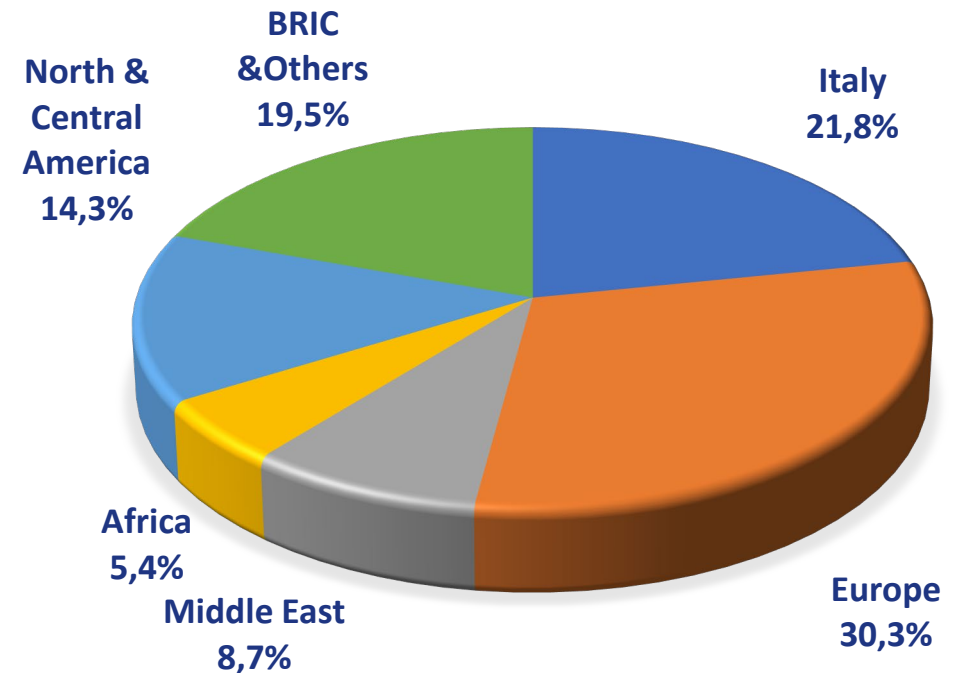
2022.H1 Revenues: sales spread over different geographical area



REVENUE BY GEOGRAPHY 2022.H1



REVENUE BY GEOGRAPHY 2021.H1



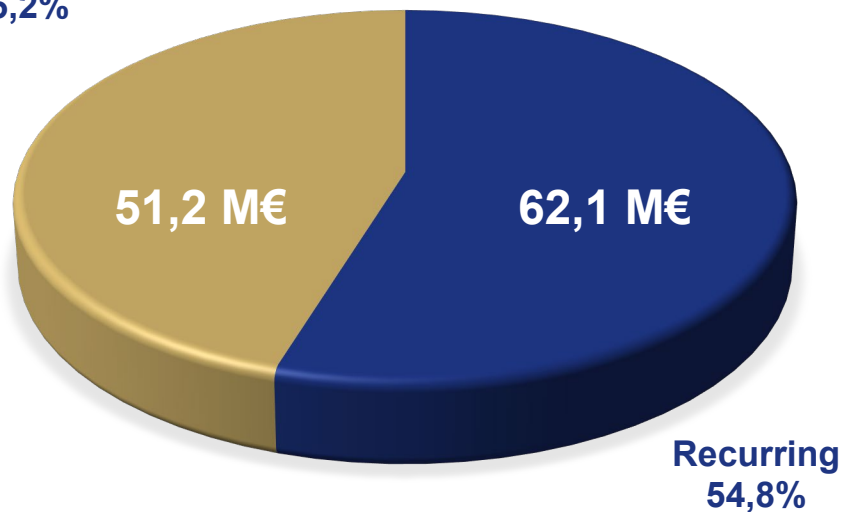
- **ITALY:** railway, trencher & energy automation impact
- **USA&EU:** trencher impact
- **BRICS:** trencher and stringing impact

2022.H1 Revenues: recurring vs non recurring



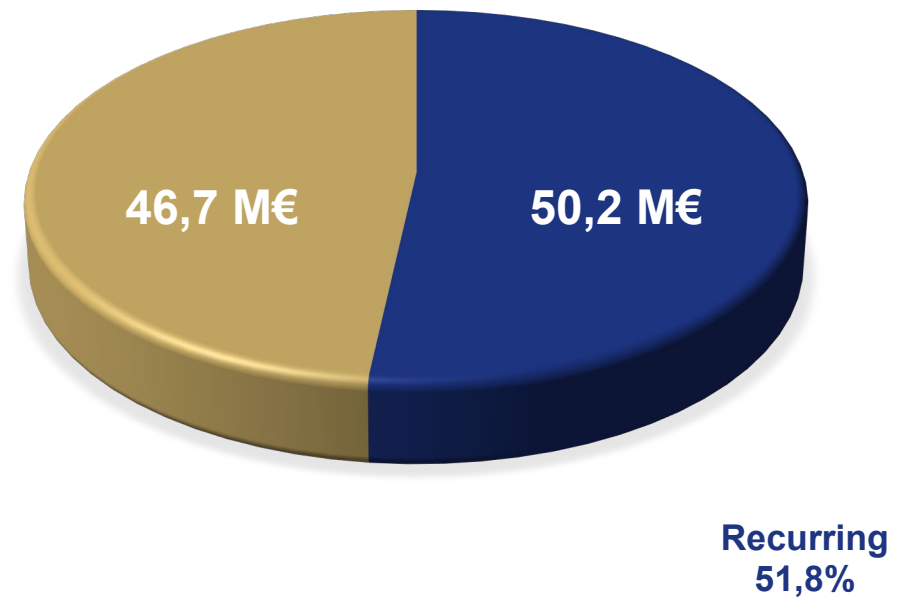
REVENUES RECURRING VS NON
RECURRING 2022.H1

Non recurring
45,2%



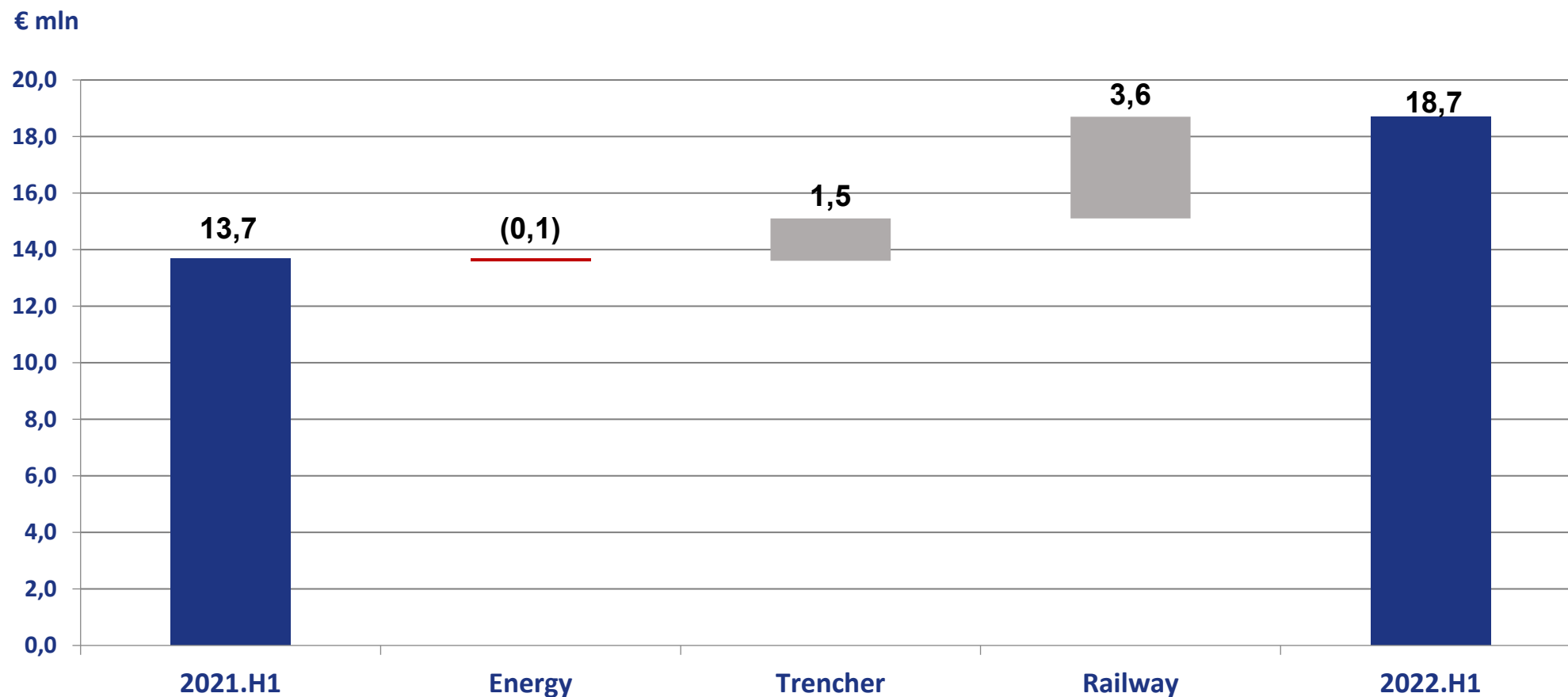
REVENUES RECURRING VS NON
RECURRING 2021.H1

Non recurring
48,2%



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

2022.H1 EBITDA



2021.H1

Impacted by the increase of costs of utilities, raw materials and freight, highly mitigated by the Rail and Trencher performance

2022.H1

2022.H1 Financial Results



Financial Information (€ mln)	2022.H1	2021
Net Working Capital	98,1	76,5
Non Current assets	81,6	79,6
Right of use - IFRS 16/IAS 17	22,3	23,4
Other Long Term assets/liabilities	14,6	14,2
Net Invested Capital	216,6	193,7
Net Financial Indebtness	108,2	96,6
Lease liability - IFRS 16/IAS 17	24,9	24,5
Equity	83,5	72,6
Total Sources of Financing	216,6	193,7

2021

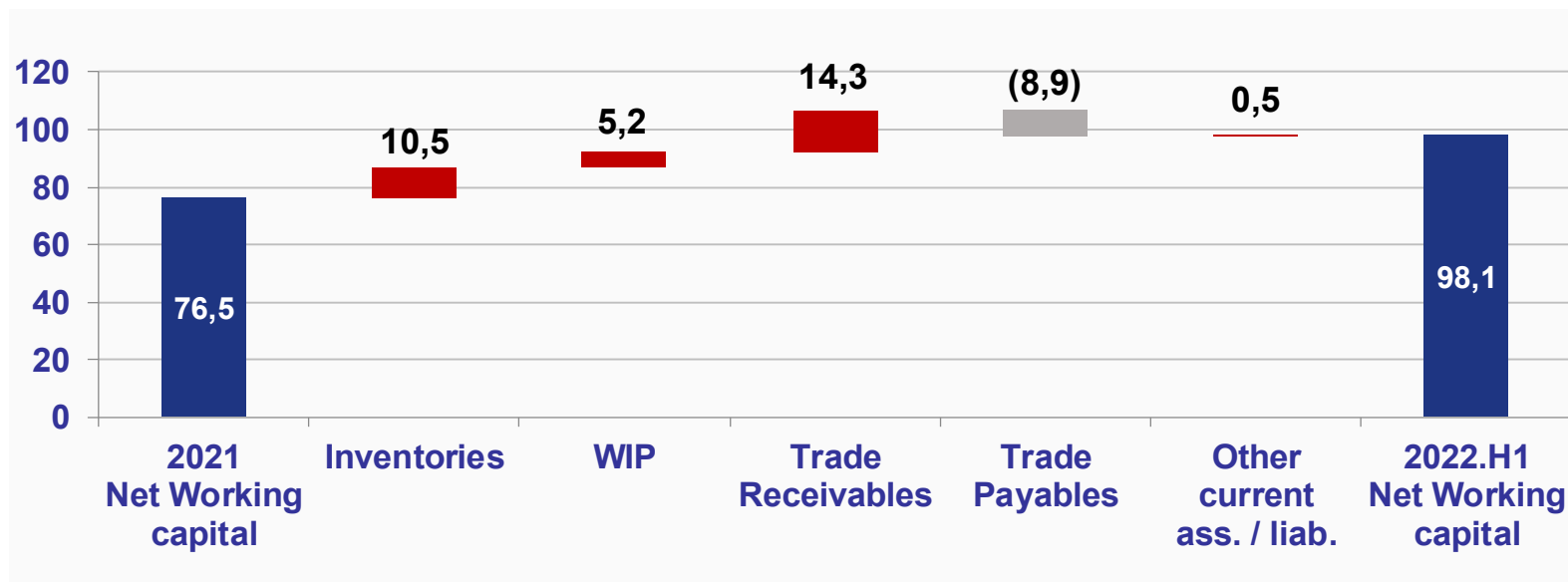
Increase of the NWC mainly due to trade receivable and inventory

2022.H1

2022.H1 Working Capital evolution



€ mln



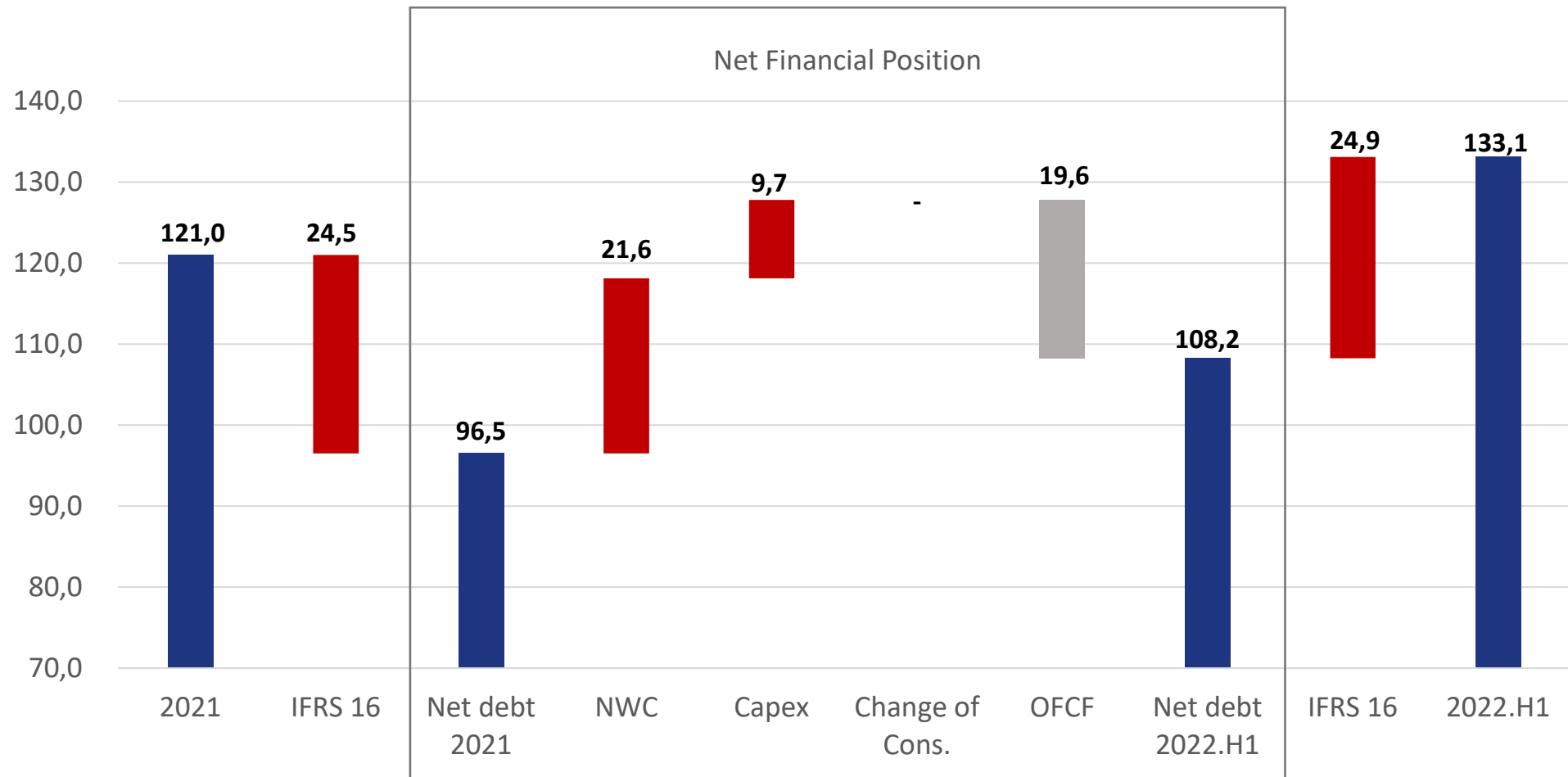
€ Mln	2022.H1	2021.FY	2022.H1	2021.FY
Trade Receivables	68,7	54,4	95	101
Inventories	91,8	81,3	127	151
Work in progress contracts	20,9	15,7	29	29
Trade Payables	(64,9)	(56,0)	-90	-104
Other Current Assets/(Liabilities)	(18,4)	(18,9)	-26	-35
Net Working Capital	98,1	76,5		

2021
€ 76,5 mln

The increase of NWC is mainly due to the increase of trade receivable related to the sales concentrated at the end of the half and to the inventory, increased in order to face the conjunctural criticalities on supply chain and logistics

2022.H1
€ 98,1 mln

2022.H1 Net Financial Position Evolution



2021

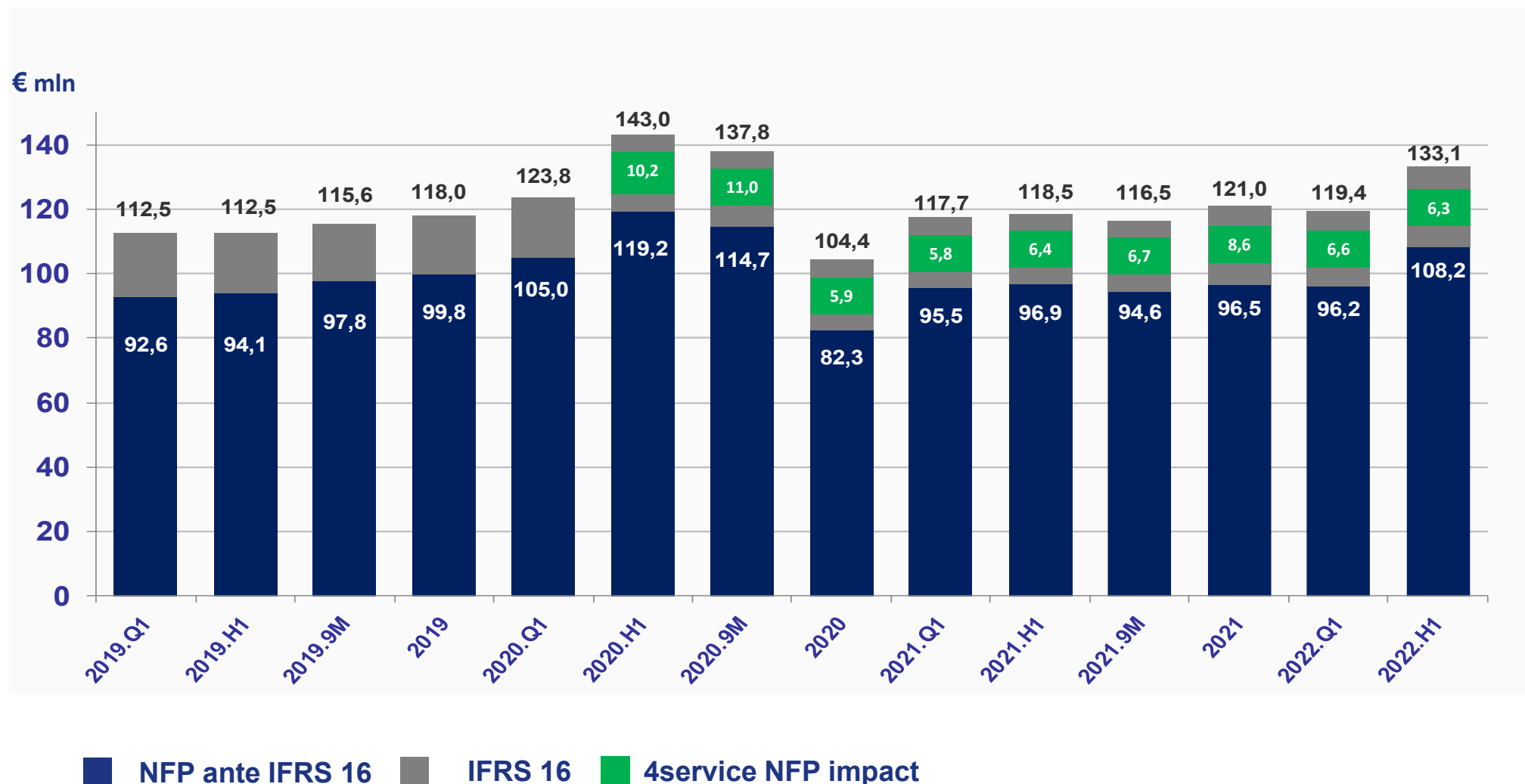
Impacted by the increase of NWC to support the 2nd half growth, totally mitigated by operating cash generation

2022.H1

2022 Net Financial Position Evolution



NET FINANCIAL POSITION



From 1st January 2019, the new IFRS 16 has been introduced, the impact in term of NFP is around 24,9 M€, otherwise the NFP would have been around 108,2. Since April 2020 the NFP included the financial debt from the acquisition of 4service around 6,3 M€ (of which 9,1 M€ related to the IFRS 16) at 30 June 2022.

2020-2023 Business Plan guidelines



	2019pf	2020pf	2021	2022	2023	Confirmed
TURNOVER	199,6 M€	172,8 M€	194,3 M€	>240,0 M€	<ul style="list-style-type: none"> >> Significant performance of the Energy Automation segment; Stringing segment back to historical performances >> Focus on recurring revenues (rental & services) >> Growth in each business line >> Price lists variation and review of the medium-long term contracts (actual context) 	275~290 M€ cagr ₁₉₋₂₃ : 8.5%~10.0%
EBITDA	30,0 M€	22,9 M€	28,1 M€	>16%	<ul style="list-style-type: none"> >> Better mix of products & systems, premium price policy, impact of new high margin activities such as rental and hi-tech solutions >> Rationalization and standardization of the products portfolio >> Broadly stable fixed costs and review of the price lists and the medium-long term contracts >> Facing the price variation with alternative supplying solutions, new applications and reversing the cost to the price 	53~58 M€ cagr ₁₉₋₂₃ : 17.0%~18.0%
NFP	130,0 M€	104,4 M€	121,0 M€	Improvement	<ul style="list-style-type: none"> >> Net working capital improvement and efficiency actions on inventory >> Optimization of credit management policies >> 2020-2023: Cumulated Capex in 4 years 75/80M€ (including 2021 variation), progressive reduction to 5% of the CAPEX/Revenues 	Improvement

OUTLOOK 2022

- Further development in Arab Peninsula
- Consolidation of growth in Europe and the USA driven by support programs
- Stocks to guarantee business continuity
- Electrification & Sustainable solutions



Tesmec is strengthening its presence in the Arabian Gulf area, to provide specialized service for the upcoming development projects in the area



Growth measures passed in Europe and America are favoring Trenchers & Surface Miners provision



Raw materials and semi-finished products shortage represent a tough challenge, Tesmec is coping with it thanks to flexibility, knowledge and stocks



Electrification path is being undertook, to make urban works emission-less. GreenPose sustainable digging&laying recycling system is being recognized on the market

OUTLOOK 2022

- Important re-lining & cable laying projects
- R&D focus on new methodologies & green solutions
- Supply Chain impact



Focus on re-lining & transmission projects in Middle East with important orders acquisition on Q1



Push on German corridors with special solutions dedicated to underground transmission lines



Development of a special light solution for reconductoring projects, enlargement of the zero emissions machines range for distribution.



Supply Chain disruption with a critical impact on delivery & warehouse management (push on standard solutions)

OUTLOOK 2022

- Consolidation of existing market
- Focus on market expansion through the promotion of new business models
- New organization of Service & After-Sales activities
- Significant challenges related to supply chain and delivery plans during the year
- Participation in international events to expand business network and penetrate new market channels and geographical areas



Completion of product portfolio and promotion of innovative solutions to develop new market channels



Consolidation of existing market with accurate sales initiatives and participation to new and on-going tenders



Reinforcement of service activities to support business growth and generate new revenue streams



Relevant steps forward to increase the positioning in the Substation Automation market

OUTLOOK 2022

- **INTERNATIONALIZATION OF THE BUSINESS**

From the domestic market to the **international market**: increase of the portfolio of customers.

- **GREEN TRANSITION**

From traditional vehicles with diesel engine to **sustainable vehicles** (bimodal & full electric) with zero environmental impacts.

- **INTEGRATED DIAGNOSTIC SOLUTIONS: CONSOLIDATED VEHICLES & SYSTEMS**

Artificial Intelligence applied to vision systems to identify and validate defects for safety of rail infrastructures



Internationalization of the business

Export the business from Italy increasing the portfolio of key clients: participation to domestic & international tenders.

- Tesmec low bidder for strategic tenders, which results are part of the backlog 2023, if confirmed by year end.

**AS IS
1H 2022**

- 75% Italy
- 25% International

**TO BE
FORECAST 2H 2022**

- 45% Italy
- 55% International

Green Transition



AS IS

From classic vehicles with diesel engines...



TO BE

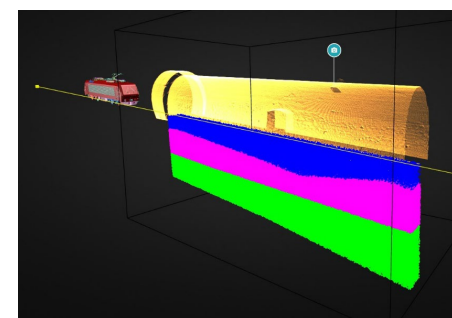
...to Full Electric, Bimodal and Hybrid technologies

Artificial Intelligence applied to Diagnostic



AS IS

From a standard centralized diagnostic platform with the operator....



TO BE

..to AI applied to diagnostic vision systems to identify and validate defects on railway infrastructure for a safety & reliable network

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