H1 2025 Results

July 31st, 2025

Juan Lladó – Executive Chairman
Eduardo San Miguel - CEO

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Business performance

24-month Commercial Pipeline

72.3 B€

H1 2025 Order intake

3.8 B€

YTD Backlog

13.1 B€

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Business performance - Services awards

We remain selective capturing attractive **services contracts**…

• **FEED** - Consortium with Thyssenkrupp for fertilizers facility	**~65 M€**	Undisclosed client
• **FEED** - Clean fuels facility	**~35 M€**	Middle East NOC
• **O&M digitalization**	**~20 M€**	Middle East NOC
• **FEED and rollover** - Green Ammonia plant	**~8 M€**	ACWA POWER

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Business performance - ACWA Power FEED

Client	ACWA POWER
Contract	FEED and rollover
Sector and Business Unit	Low carbon technologies track TECNICAS REUNIDAS
Partner	SINOPEC

Location

Total project CAPEX	+4 B€

Project overview

- Capacity of 0.4 MTPA of hydrogen
- Largest green ammonia plant in the world
- 100,000 engineering services hours executed in 10 months
- **KSA – Europe's Green Hydrogen Corridor**

MTPA: Million Tonnes Per Annum

Business performance - Engineering resources

... **services growth** implies updating our **engineering capacity**

TR's workforce, thousands employees

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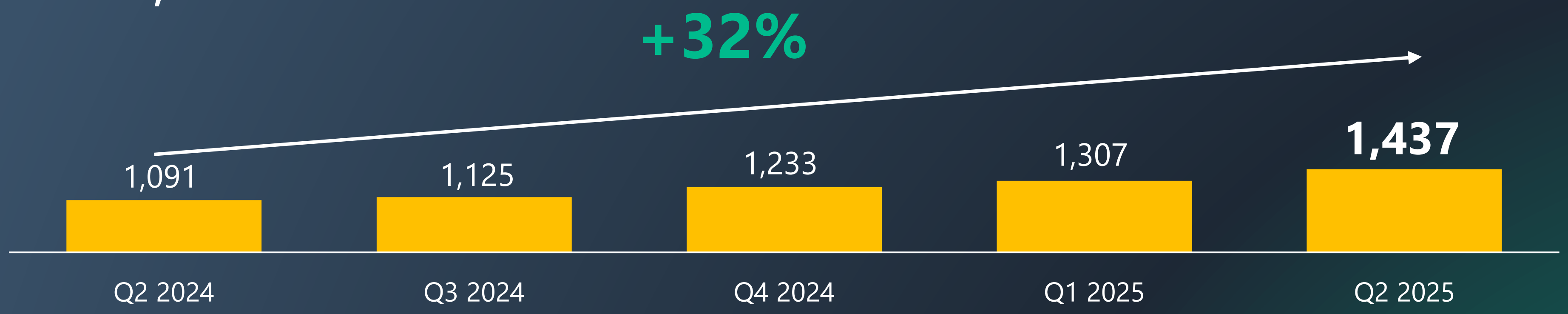
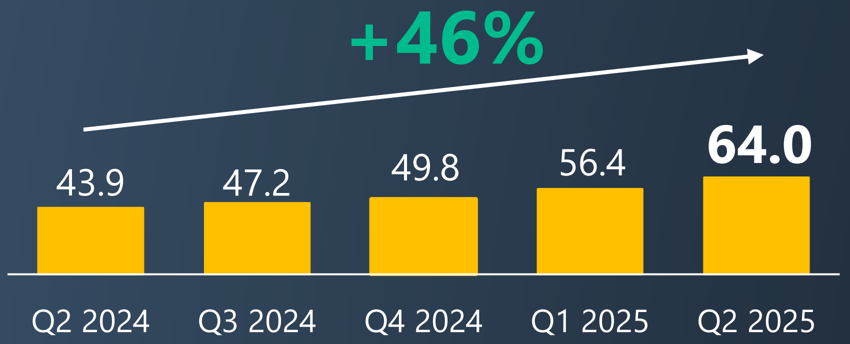
P&L

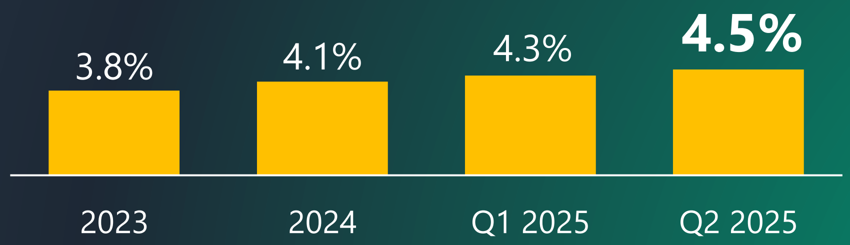
Sales, M€



EBIT, M€

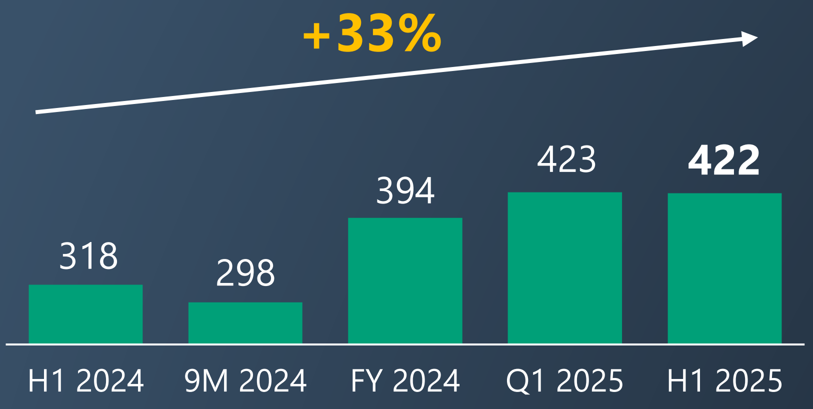


EBIT margin

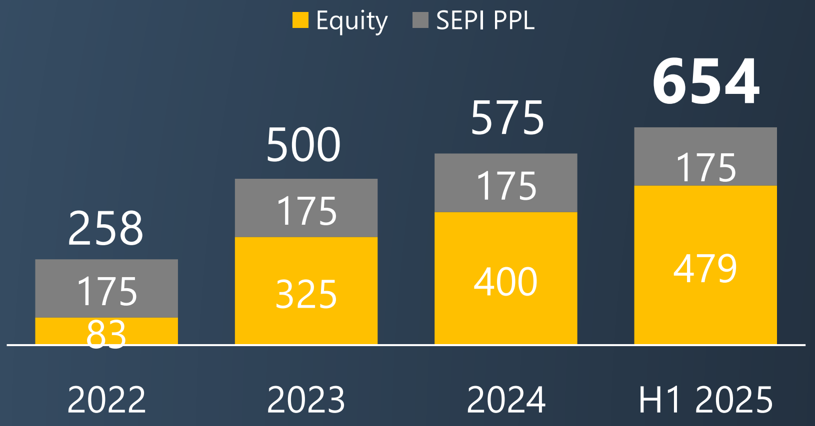


Balance sheet

Net cash position, M€



Equity, M€



- **Net Cash position firmly consolidated**
- **Fast-track execution enables:**
  - Better purchasing conditions
  - Better delivery times
  - Better operating margins
  - Better cost efficiencies

Q3 2025 financial highlights

1 Project´s acceleration leading to a possible new sales guidance for 2025

2 SEPI loans repayment update

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H1 2025 Final remarks

Order Intake
EUR 3.8 billion

YTD Backlog
EUR 13.1 billion

Sales
EUR 2,744 million

EBIT
EUR 120 million

EBIT margin vs **Sales**
4.4%

Net Cash position
EUR 422 million

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Investor Day
to update SALTA's progress
next 2nd October 2025

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Investor Day

to update SALTA's progress

next **2nd October 2025**