

27 October 2026

9M 2026 RESULTS

RESILIENT EXECUTION, BROADER TECHNOLOGY PORTFOLIO

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Mariano Avanzi, as Executive for Financial Reporting, declares: i) in accordance with paragraph 2, Article 154-bis of Legislative Decree No. 58/1998 (“Consolidated Finance Act”), that the accounting information included in this presentation corresponds to the underlying accounting records, and ii) in accordance with paragraph 5-ter, Article 154-bis of the Consolidated Finance Act, that some of the information on the results relating to sustainability performance indicators included in this presentation corresponds to the information contained in the Group’s Sustainability Report approved.

This document makes use of some alternative performance indicators. The management of the Company considers these indicators key parameters to monitor the Group’s economic and financial performance. As the represented indicators are not identified as accounting measurements according to IFRS standards, the Group calculation criteria may not be uniform with those adopted by other groups and, therefore, may not be comparable.

The data and information contained in this document are subject to variations and integrations. Although the Company reserves the right to make such variations and integrations when it deems necessary or appropriate, the Company assumes no affirmative disclosure obligation to make such variations and integrations.

AGENDA

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04 FINANCIAL RESULTS
Mariano Avanzi, Chief Financial Officer

05 RESHAPING OPPORTUNITIES
Alessandro Bernini, Chief Executive Officer

01

INTRODUCTORY REMARKS

Alessandro Bernini, Chief Executive Officer

9M 2026 HIGHLIGHTS

PERFORMANCE BACKED BY MULTI-REGION EXECUTION AND TECHNOLOGY EXPANSION

Resilient project execution

supported by close coordination with clients in the Middle East and increasing contribution from North Africa and Central Asia

€5.6bn revenues
+7.7% YoY

Margin expansion

underpinned by Nextchem's technologies growing contribution and operating leverage from large-scale IE&CS projects

€414.3m EBITDA
+15.7% YoY, 7.4% margin

Strong commercial momentum

driven by MAIRE's distinctive integrated offering, with expansion into the Americas and the LNG segment

€16.4bn backlog
€8.9bn order intake

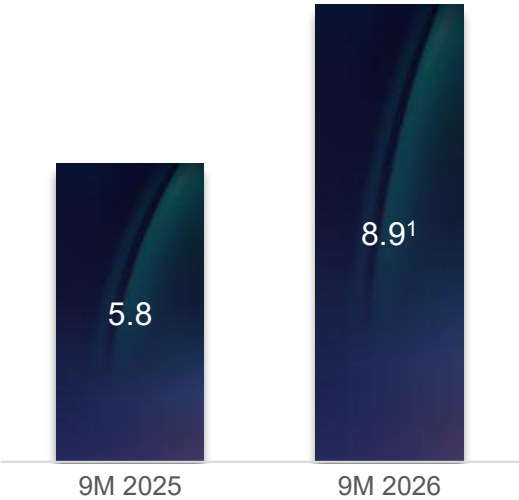
EXPANDING OUR TECHNOLOGY PLATFORM FOR CRITICAL AND STRATEGIC MATERIALS PROCESSING THROUGH THE ACQUISITION OF MEAB¹

1. Announced on 20 October 2026.

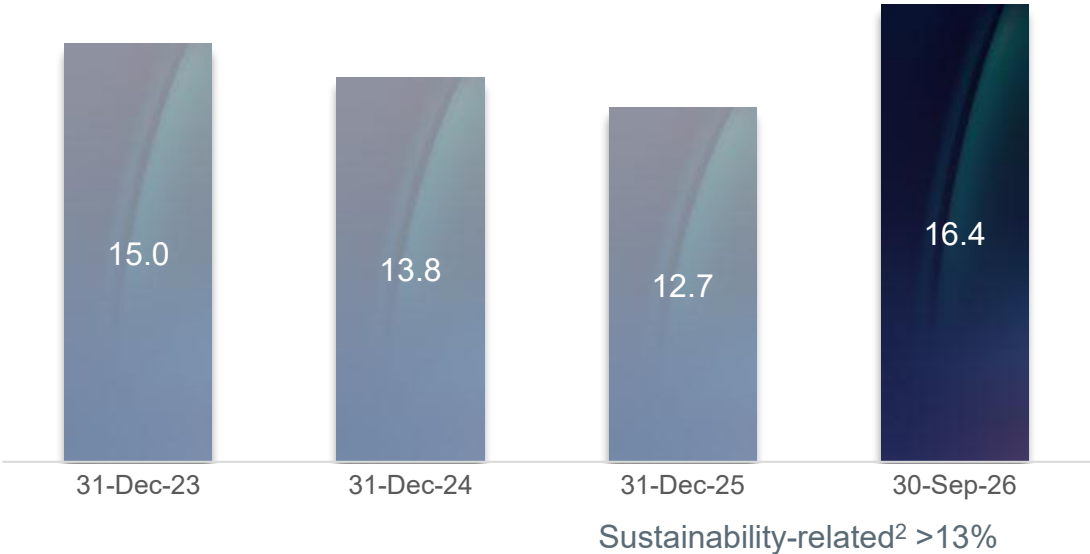
GROUP ORDER INTAKE AND BACKLOG

CAPTURING INVESTMENTS DRIVEN BY ENERGY SECURITY AND INDUSTRIAL RESILIENCE

ORDER INTAKE (€bn)



BACKLOG (€bn)



9M 2026 HIGHLIGHTS

1.6x
Book-to-bill³

2.2x
Backlog cover⁴

**YTD ORDER INTAKE HAS REACHED THE FY2026 TARGET,
SUPPORTED BY ACCELERATING FINAL INVESTMENT DECISIONS**

1. Including €265m consolidation of Ballestra Group's backlog following the completion of the acquisition in Q2 2026. 2. Sustainability-related work is defined as the sum of transitional and sustainable work (respectively ~10% and ~3%). Please refer to appendix for work classification criteria. 3. Ratio of new awards in 9M 2026 to revenues recognized over the same period. 4. Ratio of backlog at 30 September 2026 to revenues generated over last 12 months.

02

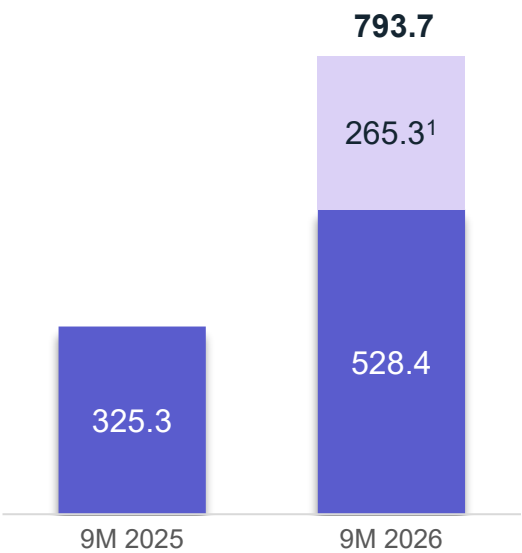
BUSINESS HIGHLIGHTS SUSTAINABLE TECHNOLOGY SOLUTIONS

Fabio Fritelli, Managing Director Nextchem

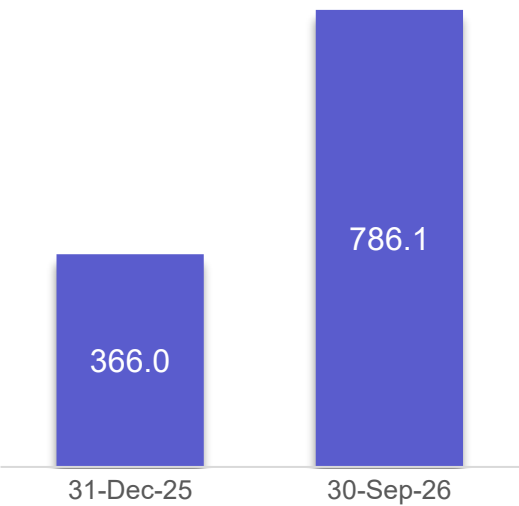
STS ORDER INTAKE AND BACKLOG

GROWTH DRIVEN BY FERTILIZERS AND A BROADER TECHNOLOGY PLATFORM

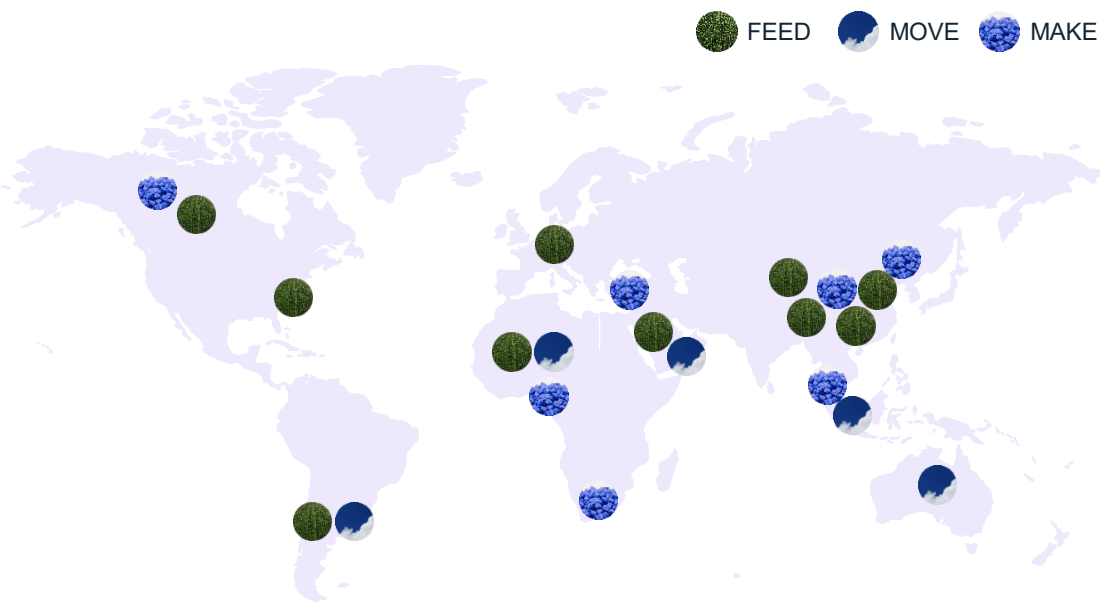
ORDER INTAKE (€m)



BACKLOG (€m)



9M 2026 MAIN AWARDS



**COMBINING ORGANIC MOMENTUM AND STRATEGIC ACQUISITIONS
TO EXPAND MARKET REACH**

1. Contribution from the consolidation of Ballestra Group backlog following completion of the acquisition in Q2 2026.

LARGE-SCALE FERTILIZER COMPLEX IN SAUDI ARABIA

NEXTCHEM'S TECHNOLOGY SELECTED FOR SABIC AGRI-NUTRIENTS' 7TH PROJECT

HIGHLIGHTS

€125m technology package

covering licensing, process design package and proprietary equipment,
based on NX STAMI™ Urea technology

Two 3,850 tons per day urea production units

located in Al Jubail Industrial City,
increasing SABIC's fertilizer production and export capabilities

Reinforcing Middle East footprint

while advancing Saudi Vision 2030
and strengthening global food security goals



CONFIRMING NX STAMI™ AS A TECHNOLOGY OF CHOICE FOR LANDMARK UREA PROJECTS

MEAB'S ACQUISITION

ADVANCING CRITICAL MATERIALS SEPARATION, PURIFICATION AND RECOVERY

HIGHLIGHTS

Hydrometallurgical technologies

with know-how in solvent extraction for the separation, recovery and purification of critical metals, complementing Nextchem's offering

Expanding processing capabilities

designed around the specific characteristics of primary or recycled feedstocks including precious metals, rare earth elements and critical materials

End-to-end engineering expertise

leveraging a team of 20+ engineers, from feasibility studies and process engineering to proprietary equipment packages and pilot-scale solutions

TRANSACTION¹ DETAILS

NEXTCHEM

100%

MEAB

➤ MEAB AB (Sweden)

engineering design and proprietary equipment

➤ MEAB GmbH (Germany)

process and chemical engineering, R&D projects

Closing expected in Q4 2026

€8.0m

total consideration

➤ €4.0m upfront

➤ remaining potential earn-outs²

FURTHER BROADENING NEXTCHEM'S TECHNOLOGY PORTFOLIO

SUPPORTING ELECTRIFICATION AND THE DEVELOPMENT OF DIGITAL AND AI INFRASTRUCTURE

1. Acquisition announced on 20 October 2026. 2. Linked to the company's future performance over 4 fiscal years.

ROME NODE OPENING: WHERE THE JOURNEY BEGAN 40 YEARS AGO

R&D, PILOT PLANTS AND PROCESS DEMONSTRATION COME TOGETHER

HIGHLIGHTS

6,000 sqm center of excellence

combining AI-enabled scientific research, engineering expertise and industrial know-how into a single platform, accommodating ~100 professionals

Accelerating technology development

integrating up to 15 pilot plants and dedicated laboratories supporting the scale-up of innovative technologies to demonstration

A milestone in Nextchem's journey

supporting innovation in green hydrogen, sustainable fuels, low-carbon energy carriers, and circular, critical and innovative materials



NODE: NEXTCHEM OPERATING RESEARCH & DEVELOPMENT EXCELLENCE

THE CORE OF AN INTERNATIONAL R&D NETWORK ACROSS ROME, MILAN, BRESCIA, BASEL, SITTARD AND FRANKFURT

03

BUSINESS HIGHLIGHTS INTEGRATED E&C SOLUTIONS

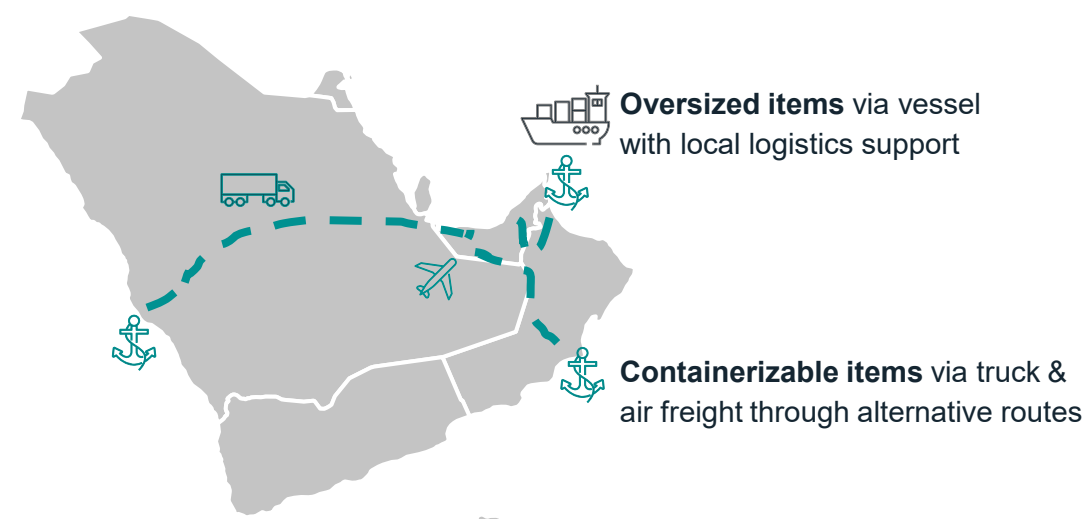
Alessandro Bernini, Chief Executive Officer

IE&CS MIDDLE EAST ONSITE OPERATIONS

ACTIVELY MANAGING THE OPERATING ENVIRONMENT

REGION OVERVIEW & LOGISTICS

Safeguarding ~2,500 people currently employed in the area



KEY PROJECT PROGRESS¹ AT 30-SEP-2026

	Hail and Ghasha progressing through construction (~80% overall progress)	Gas treatment
	Harvest under pre-commissioning phase	Ammonia
	Borouge 4 finalizing commissioning, utilities & offsites already in start-up	Petrochemical
	Amiral in advanced construction phase	Petrochemical
	Ras Laffan advancing mechanical completion	Petrochemical

CLOSE COORDINATION WITH CLIENTS TO ADVANCE PROJECT EXECUTION,
INCLUDING ALTERNATIVE ROUTES AND PROACTIVE MANAGEMENT OF LOGISTICS-RELATED IMPACTS

1. Main projects with ongoing on-site operations.

HAIL AND GHASHA

OVERALL PROGRESS AT ~80% AS OF 30 SEPTEMBER 2026

SCALE AND PROGRESS ACHIEVED

Civil/concrete activities
substantially completed

Steel structures
main installations completed

High temp. and humidity
during July and August

ACTIONS PROTECTING EXECUTION

~1,300 shipments re-routed
through alternative ports
+700 vs June 2026

~2,800 containers delivered
after reduced operability of the SoH¹
+1,300 vs June 2026

Night-shift operations
to protect construction pace



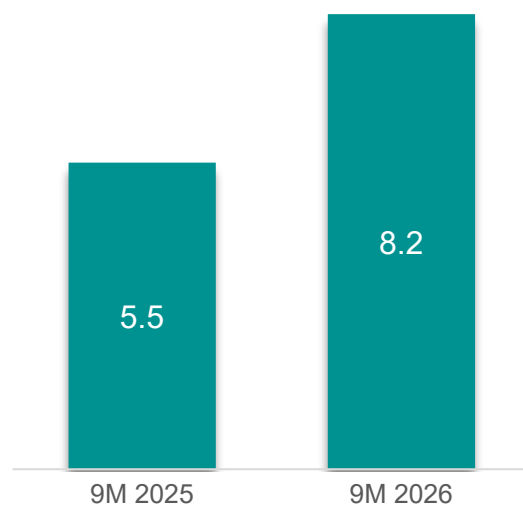
**OVERSIZED AND HEAVY-LIFT EQUIPMENT DELIVERIES WELL UNDERWAY,
SUPPORTING PROJECT PROGRESS**

1. Strait of Hormuz.

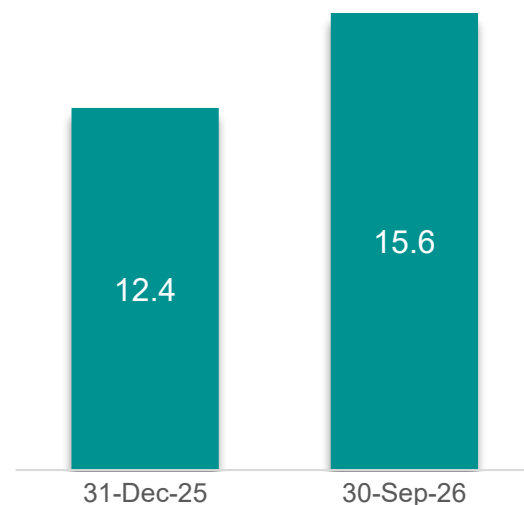
IE&CS ORDER INTAKE AND BACKLOG

STRONG MOMENTUM, WITH GROWING EXPOSURE TO LNG AND THE AMERICAS

ORDER INTAKE (€bn)



BACKLOG (€bn)



9M 2026 MAIN AWARDS

\$1.3bn EPC for a petrochemical project
scheduled for completion in 2031

\$4.3bn EPC for the Rich Gas Development project in the UAE
including a new natural gas liquids (NGL) fractionation train at Ruwais

\$2.3bn EPC for the Safaniyah Water Injection project in Saudi Arabia
including onshore water treatment and injection facilities & utilities

€1.2bn Fertil Pampa's fertilizer project in Argentina
including engineering, procurement, commissioning and start-up activities

Early engineering for a large-scale gas monetization plant in South America
expected to roll over into the EPC phase, subject to FID

Competitive FEED for the East Coast LNG Facility in UAE
expected to take approximately 12-15 months

FEED for a petrochemical project in Asia, including cost estimation
expected to roll over into the EPC phase, subject to FID

FEED for Argent LNG export facility in the USA, including FERC¹ support
following the agreement previously announced in January 2026

ENERGY SECURITY AND GAS MONETIZATION CONTINUE TO DRIVE INVESTMENT DECISIONS WORLDWIDE

1. Federal Energy Regulatory Commission (FERC) permitting process. Note: EPC (E: Engineering; P: Procurement; C: Construction).

RICH GAS DEVELOPMENT PROJECT IN THE UAE

HIGH-VALUE LIQUIDS RECOVERY FROM RICH NATURAL GAS

HIGHLIGHTS

\$4.3bn EPC award¹ by ADNOC Gas
with completion expected in 2030

5th Ruwais NGL fractionation unit
for the treatment, separation and liquefaction of hydrocarbon components

Production of Natural Gas Liquids
primarily including ethane, propane, butane, isobutane, and pentane

Capacity of 23k tons per day
serving a wide range of manufacturing industries



TECNIMONT: A RECOGNIZED PARTNER,
ENABLING THE RECOVERY OF HIGHER-VALUE LIQUIDS FROM COMPLEX GAS STREAMS

1. Award announced on 4 March 2026.

Note: EPC (E: Engineering; P: Procurement; C: Construction).

SAFANIYAH WATER INJECTION PROJECT IN SAUDI ARABIA

SUSTAINING PRODUCTION AT THE WORLD'S LARGEST OFFSHORE FIELD

HIGHLIGHTS

\$2.3bn EPC award¹ by Saudi Aramco
with completion expected in late 2029

Two packages
covering onshore water treatment and injection along with associated utilities

Transport-optimized solutions
facilitating logistics and site assembly

Enhancing reservoir pressure maintenance
to support long-term production capacity for a strategic field



DELIVERING CRITICAL INFRASTRUCTURE TO SUPPORT LONG-TERM PRODUCTION CAPACITY

1. Award announced on 20 May 2026, with the subsequent scope of work integration communicated on 4 June 2026.

Note: EPC (E: Engineering; P: Procurement; C: Construction). Picture source: Saudi Aramco website.

BUILDING MOMENTUM IN LNG

EARLY ENGAGEMENT IN STRATEGIC PROJECT DEVELOPMENTS

LOUISIANA, USA

FEED contract

including technical support to the Federal Energy Regulatory Commission (FERC) permitting process

Argent LNG

25 million tons per annum export facility at Port Fourchon, one of the United States' hurricane-resilient energy hubs

Direct EPC roll-over

subject to client's FID, with Technimont's scope of work covering engineering, technology integration and PMC services

FUJAIRAH, UAE

Competitive FEED

with expected completion in 12-15 months before progressing to the next project phase

East Coast LNG Facility

part of ADNOC's "Zero Hormuz" strategy, enhancing export flexibility through direct access to the Gulf of Oman

Potential evolution into EPC

subject to competitive tender process and client's FID, Technimont scope of work may evolve into EPC

**POSITIONING TECNIMONT TO CAPTURE FUTURE LNG EXECUTION OPPORTUNITIES,
BUILDING ON GAS PROCESSING AND MODULAR ENGINEERING CAPABILITIES**

Note: FEED (Front-End Engineering Design); FID (Final Investment Decision).

04

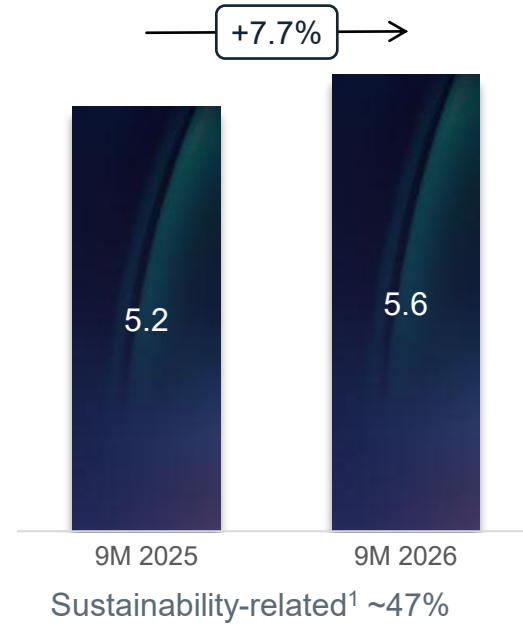
FINANCIAL RESULTS

Mariano Avanzi, Chief Financial Officer

GROUP P&L

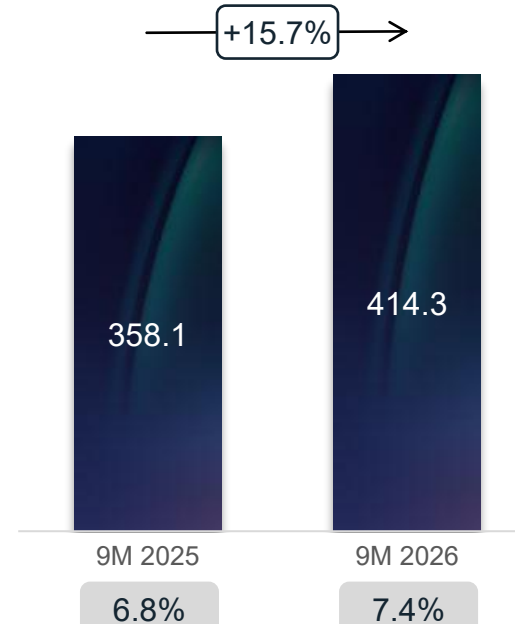
REVENUE GROWTH LED BY PROJECT EXECUTION, PROFITABILITY BOOSTED BY TECHNOLOGY

REVENUES (€bn)



High single-digit
revenue growth

EBITDA (€m)



+60bps
EBITDA margin expansion

NET INCOME (€m)



Double-digit growth
before €34.0m minorities²

Growth

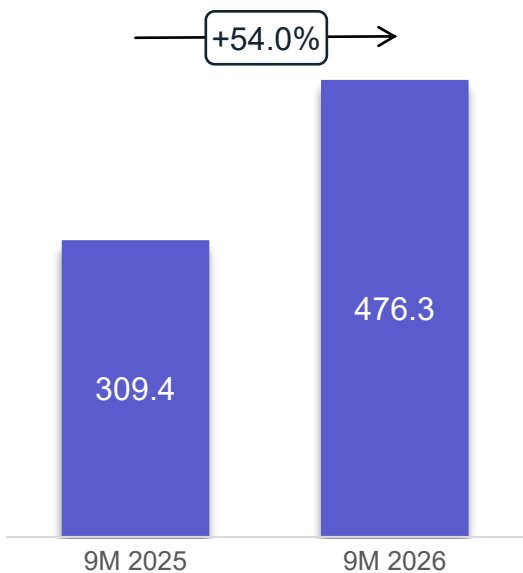
% Margin

1. Sustainability-related work is defined as the sum of transitional and sustainable work (respectively ~44% and ~3% of 9M revenues). Please refer to appendix for work classification criteria. 2. Related to Nextchem and JVs.

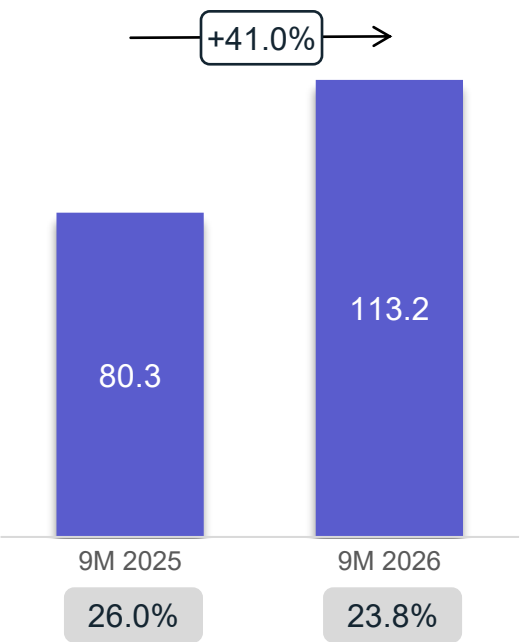
SUSTAINABLE TECHNOLOGY SOLUTIONS

CONTINUED STRONG DOUBLE-DIGIT GROWTH

REVENUES (€m)



EBITDA (€m)



Revenue growth

sustained by low-carbon chemicals and fertilizers

Profitability

reflects a higher contribution from proprietary equipment in the product mix

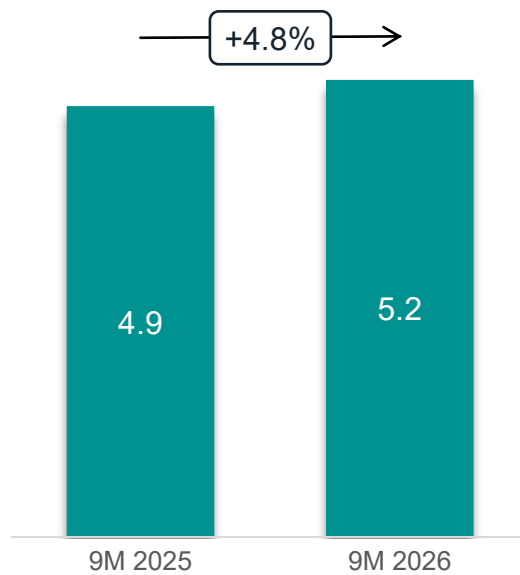
Growth

% Margin

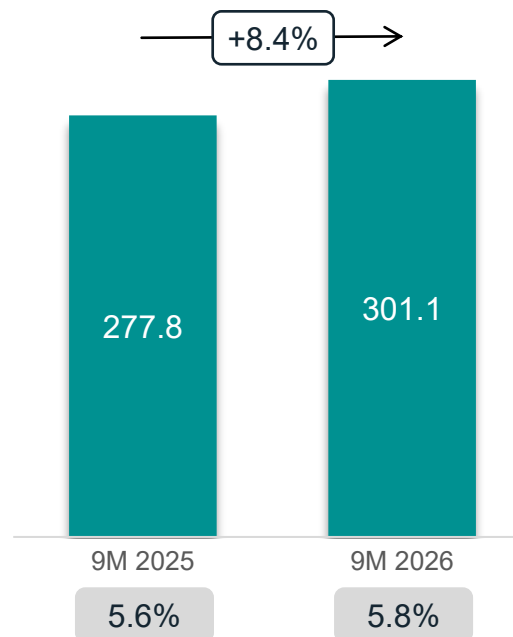
INTEGRATED E&C SOLUTIONS

MULTI-REGION EXECUTION DRIVING GROWTH

REVENUES (€bn)



EBITDA (€m)



Revenue increase

driven by resilient project execution in the Middle East and growing contribution from North Africa and Central Asia

+20bps margin

sustained by operating leverage and efficiencies

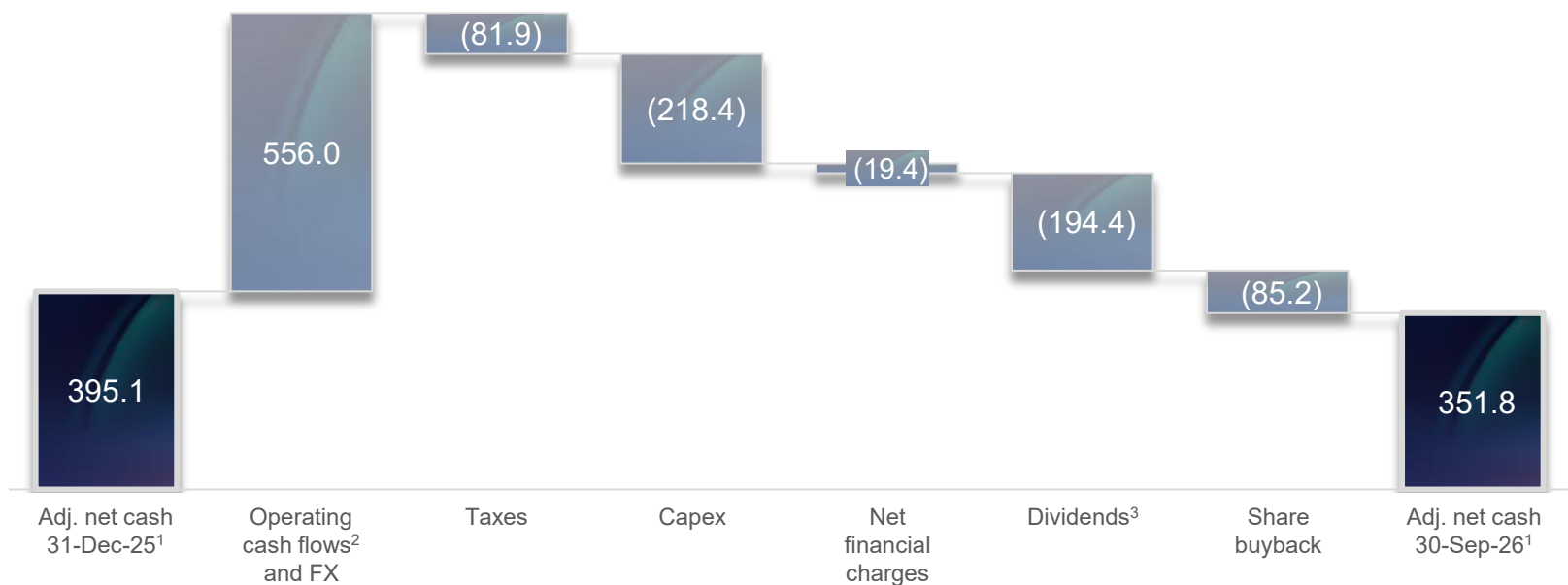
Growth

% Margin

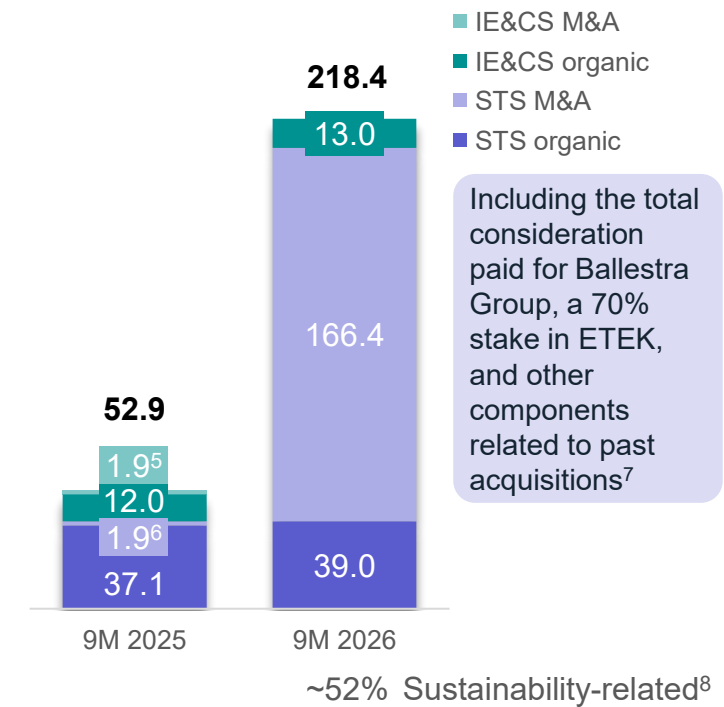
NET CASH POSITION AND CAPEX

SOLID OPERATING CASH FLOWS SUSTAIN INVESTMENTS AND SHAREHOLDER RETURNS

CASH FLOW BRIDGE (€m, ex-IFRS 16)



CAPEX (€m)⁴



1. Excluding leasing liabilities - IFRS 16 (€111.2m as of 31 December 2025 and €440.3m as of 30 September 2026) and other minor items. 2. Including the impact from the consolidation of Ballestra Group 3. Of which €187.6m paid to MAIRE shareholders and €6.8m paid on minority interests. 4. Deferred price and earn-out components related to M&A transactions are included at closing of the transactions and may result in a cash outflow in the following periods. 5. Including a deferred price component for the acquisition of APS Group. 6. Including a deferred price component for the acquisition of MyRemono and GasConTec, and an earn-out component related to the acquisition of Conser. 7. Including the consideration paid for the exercise of the call option on the remaining 16.5% minority interest in Conser, the consideration paid on the remaining 15% minority interest in MyReplast and MyReplast Industries, as well as earn-outs related to the acquisition of Conser and GasConTec, and a deferred price component for the acquisition of MyRemono. 8. Sustainability-related capex are defined as the sum of transitional and sustainable investments. Please refer to appendix for work classification criteria.

05

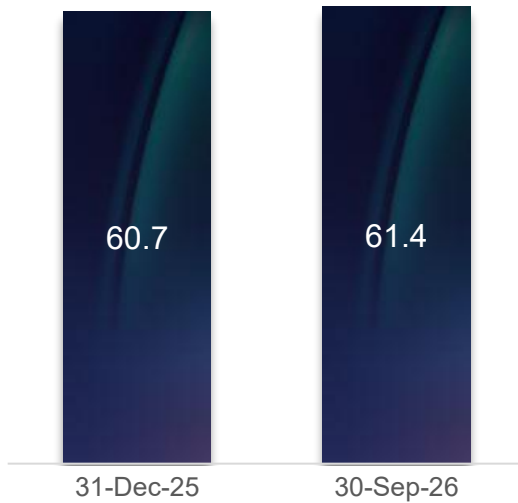
RESHAPING OPPORTUNITIES

Alessandro Bernini, Chief Executive Officer

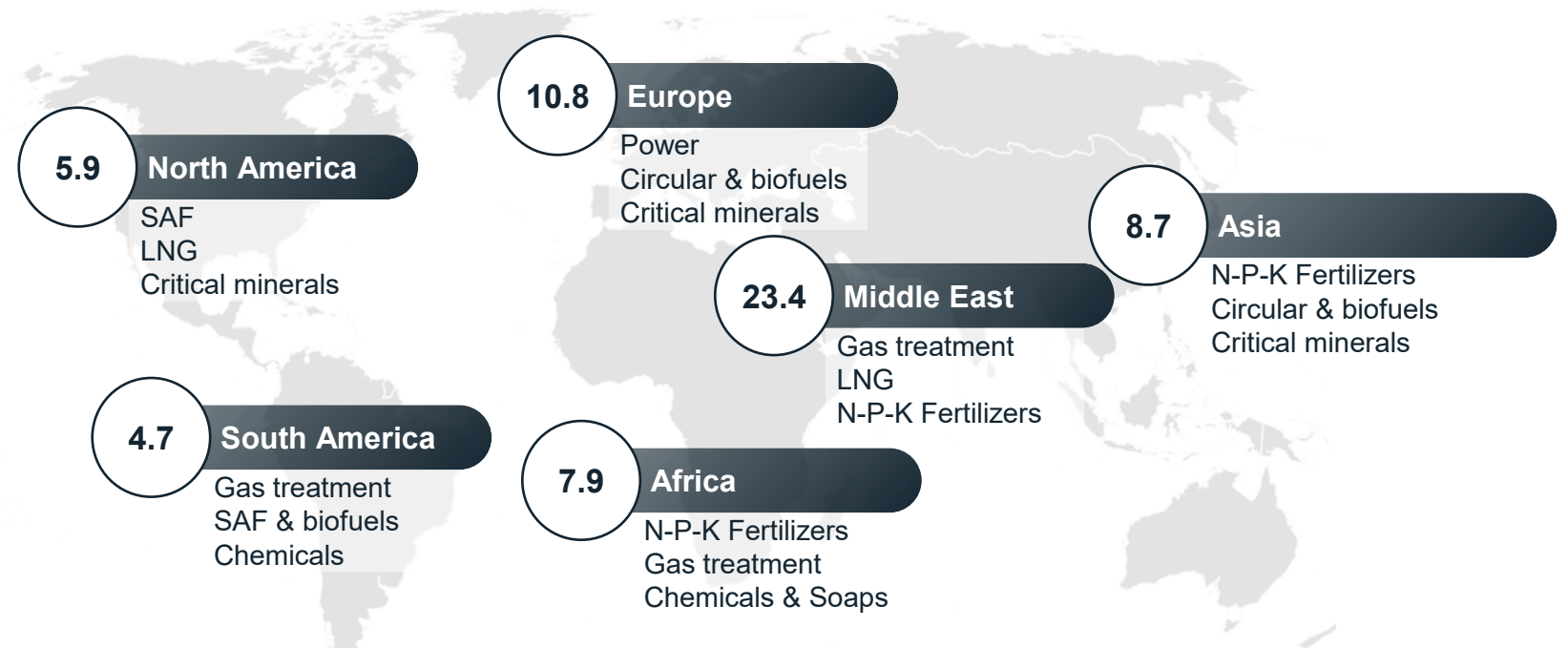
GROUP COMMERCIAL PIPELINE

€61.4BN OF OPPORTUNITIES ACROSS DIVERSIFIED GEOGRAPHIES AND MARKETS

BY PERIOD (€bn)



BY GEOGRAPHY (€bn, 30-Sep-26)



POSITIONED TO CAPTURE LARGE-SCALE PROJECTS EXPECTED TO BE SANCTIONED IN 2027

OUTLOOK

SOLID FOUNDATIONS, EXPANDING OPPORTUNITIES

Robust IE&CS performance

Resilient execution, with Middle East mitigation measures and solid progress in Central Asia and North Africa further supporting Q4

Enhanced STS technology platform

Nextchem to accelerate further in Q4, supported by backlog conversion, project mix and increasing contribution from Ballestra

Building momentum for 2027 and beyond

Strong commercial pipeline supports further expansion across new geographies and high-growth segments, including LNG

2026 GUIDANCE CONFIRMED¹

GROUP REVENUES AND EBITDA EXPECTED IN THE MID-TO-UPPER END OF THE RANGE

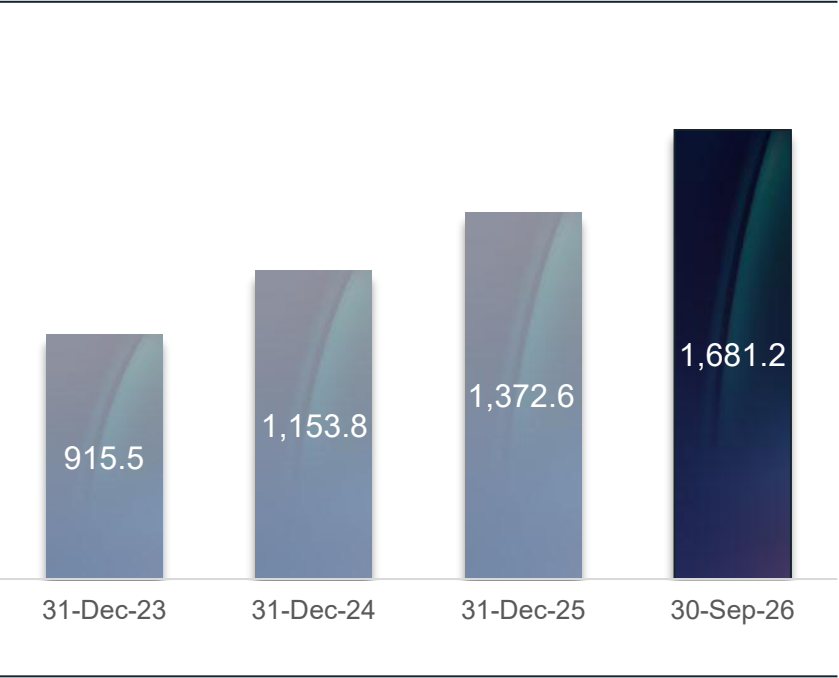
1. As announced on 4 March 2026 with the 2026-2035 Strategic Plan.

APPENDIX

FINANCIAL STRUCTURE

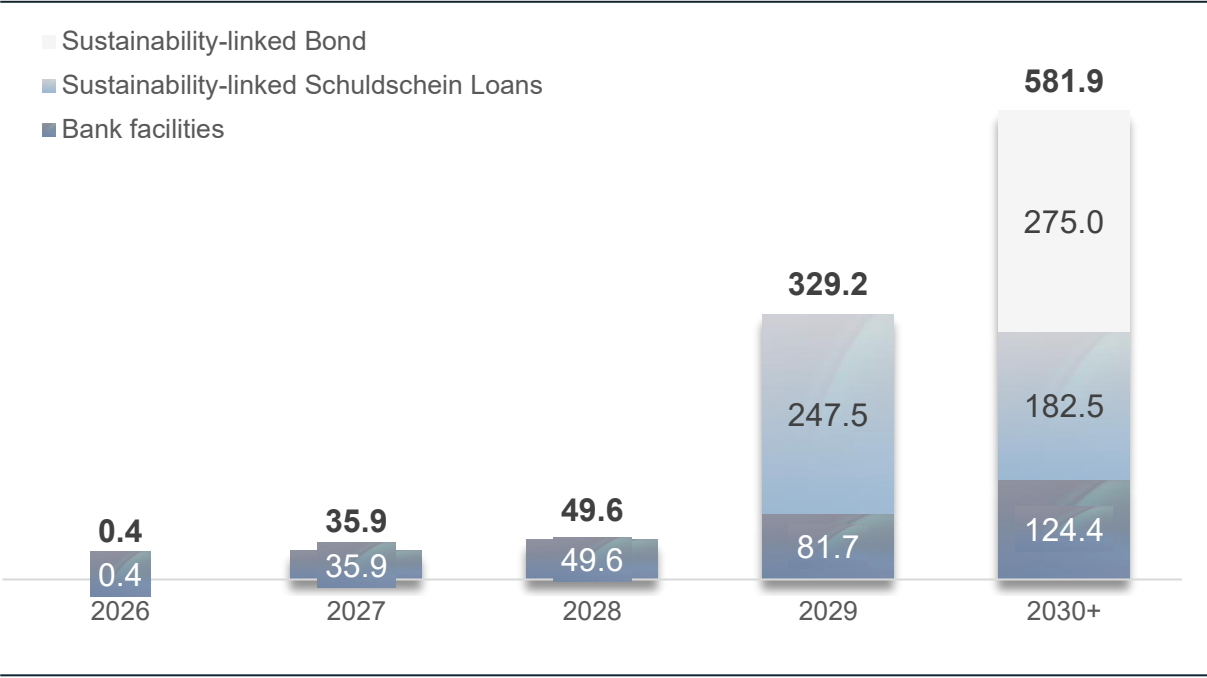
SOUND LIQUIDITY AND ROBUST BALANCE SHEET

LIQUIDITY (€m)



A solid foundation
for both operations and future investments

MEDIUM/LONG TERM LOANS AND BOND MATURITIES (€m)



Total €997.0m as of 30 September 2026
vs €728.3m as of 31 December 2025

GROUP HEADCOUNT

GROWING TALENT BASE SUPPORTING OPERATIONAL STRENGTH

GROUP EMPLOYEES



~45%
Headcount increase¹

90+
Nationalities

~700 PEOPLE ADDED IN 9M 2026 DRIVEN BY RECENT ACQUISITIONS

1. From 31 December 2023 to 30 September 2026.

INCOME STATEMENT

9M RESULTS

	Q1 2026		Q2 2026		Q3 2026		9M 2025		9M 2026		Change YoY	
	€m	%	€m	%	€m	%	€m	%	€m	%	€m	%
GROUP												
Revenues	1,836.5	100.0%	1,845.8	100.0%	1,954.4	100.0%	5,234.8	100.0%	5,636.7	100.0%	401.9	7.7%
Operating costs	(1,705.3)	(92.9%)	(1,710.9)	(92.7%)	(1,806.2)	(92.4%)	(4,876.6)	(93.2%)	(5,222.4)	(92.6%)	(345.7)	7.1%
EBITDA	131.2	7.1%	134.9	7.3%	148.2	7.6%	358.1	6.8%	414.3	7.4%	56.2	15.7%
Depreciation and amortization	(17.9)	(1.0%)	(18.8)	(1.0%)	(19.9)	(1.0%)	(49.3)	(0.9%)	(56.6)	(1.0%)	(7.3)	14.9%
EBIT	113.3	6.2%	116.2	6.3%	128.3	6.6%	308.9	5.9%	357.8	6.3%	48.9	15.8%
Net financial income/(charges)	(3.0)	(0.2%)	(0.2)	0.0%	(5.3)	(0.3%)	(8.2)	(0.2%)	(8.5)	(0.2%)	(0.3)	3.7%
EBT	110.3	6.0%	116.0	6.3%	122.9	6.3%	300.6	5.7%	349.2	6.2%	48.6	16.2%
Tax provision	(33.6)	(1.8%)	(35.5)	(1.9%)	(37.2)	(1.9%)	(95.8)	(1.8%)	(106.3)	(1.9%)	(10.5)	10.9%
Net Income	76.7	4.2%	80.5	4.4%	85.8	4.4%	204.8	3.9%	243.0	4.3%	38.1	18.6%
Group Net Income	67.4	3.7%	70.5	3.8%	71.0	3.6%	193.6	3.7%	208.9	3.7%	15.3	7.9%
STS												
Revenues	140.6	100.0%	145.1	100.0%	190.6	100.0%	309.4	100.0%	476.3	100.0%	166.9	54.0%
EBITDA	32.3	23.0%	35.7	24.6%	45.2	23.7%	80.3	26.0%	113.2	23.8%	32.9	41.0%
IE&CS												
Revenues	1,696.0	100.0%	1,700.7	100.0%	1,763.7	100.0%	4,925.4	100.0%	5,160.4	100.0%	235.0	4.8%
EBITDA	98.9	5.8%	99.2	5.8%	102.9	5.8%	277.8	5.6%	301.1	5.8%	23.3	8.4%

2026 GUIDANCE CONFIRMED

AS ANNOUNCED TO THE MARKET WITH THE 2026-2035 STRATEGIC PLAN

	STS	IE&CS	GROUP
REVENUES	€ 670 – 700m	€ 6.8 – 7.0bn	€ 7.5 – 7.7bn
EBITDA	€ 150 – 165m 22 – 24% margin	€ 395 – 410m 5.8 – 5.9% margin	€ 545 – 575m 7.3 – 7.5% margin
CAPEX ¹	€ 190 – 220m	€ 60 – 80m	€ 250 – 300m
ADJ. NET CASH ²			In line with YE25 (€395.1m)

1. Including bolt-on M&A transactions. In case of acquisitions involving deferred price components and/or earn-outs, the total consideration is considered. 2. Excluding leasing liabilities – IFRS 16 and other minor items.

SUSTAINABILITY-RELATED WORK FRAMEWORK

BASIS OF PREPARATION

- We categorize our work under three types – Sustainable, Transitional or Traditional – in relation to the contribution to decarbonization and circularity objectives
- We make this classification based on management's evaluation considering life-cycle assessments of technologies and/or specific project characteristics
- Sustainability-related backlog, revenue and capex are calculated aggregating items categorized as Transitional or Sustainable

SUSTAINABLE

Includes hydrogen and hydrogen derivatives¹ from electrolysis (green and pink), e-fuels, biofuels, SAF, bioplastics from bio-feedstock, plastic upcycling, chemical recycling (depolymerization), Waste-to-X (gasification), renewables and nuclear energy, precious metals recovery

TRANSITIONAL

Includes gas processing with carbon capture, LNG, low-carbon hydrogen and hydrogen derivatives¹ (blue), carbon capture, biodegradable plastics from fossil feedstock, ultra-low energy urea and nitric acid, phosphate- and potassium-based fertilizers, specialty and NPK² fertilizers, fluorine technologies

TRADITIONAL

All other market segments, including, for example: oil refining, chemicals, petrochemicals, hydrogen and hydrogen derivatives¹ produced without carbon capture (grey), sulphur recovery units, traditional urea, sulphuric and phosphoric acid, soaps and detergents

Not subject to third-party assurance. 1. Including ammonia and methanol. 2. NPK, i.e., Nitrogen (N), Phosphorus (P), and Potassium (K).

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