

March 2026

MAIRE COMPANY PROFILE

AGENDA

GROUP OVERVIEW

STRATEGY AND BUSINESS

FINANCIAL DATA

MAKE TO INSPIRE

GROUP OVERVIEW

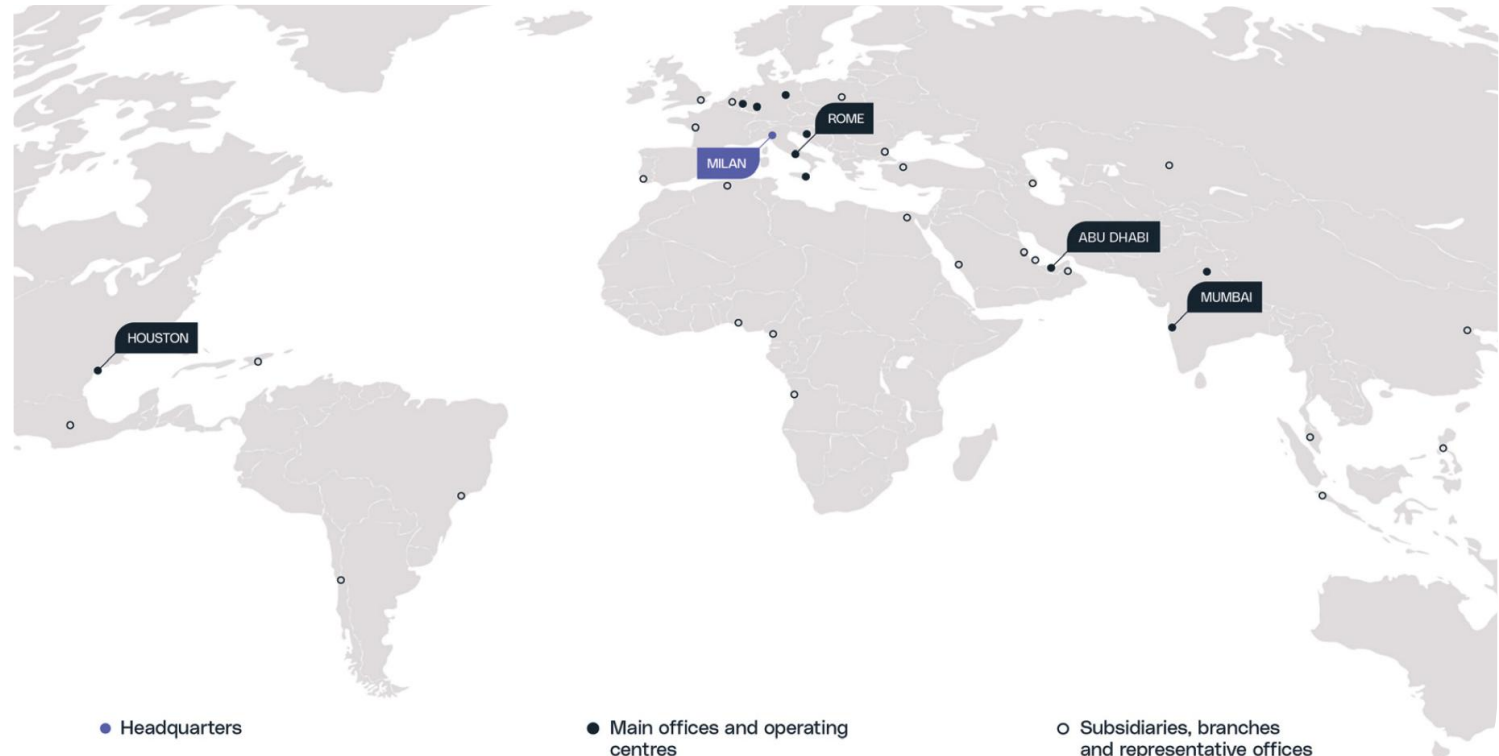
PURPOSE


We believe in a **future**
where humanity, industries,
and the planet can all thrive.

MAIRE AT A GLANCE

We are a technology and engineering Group that develops and implements innovative solutions to enable the energy transition.

We offer **Sustainable Technology Solutions** and **Integrated E&C Solutions** to accelerate decarbonization across industries.



 **7.1**
Revenues (€ billion)

12.7
Backlog (€ billion)

284.5
Net Income (€ million)

 **50**
Countries

 **~10,800**
Employees

~76,000
People engaged worldwide*

Data as of 31st December, 2025.

*The data includes employees, collaborators and sub-contractors

STRATEGY AND BUSINESS

MAIRE INTEGRATED ORGANIZATION



Sustainable Technology Solutions

NEXTCHEM

MAIRE Sustainable Technology Solutions

Integrated E&C Solutions

TECNIMONT

MAIRE Integrated E&C Solutions

KT

MAIRE Integrated E&C Solutions

Project Development

MET DEVELOPMENT

MAIRE Project Development

**TECNIMONT
SERVICES**

MAIRE Integrated E&C Solutions

OFFERING AN INTEGRATED APPROACH

FROM FEASIBILITY TO PLANT COMMISSIONING

One-stop-shop model

Single point of accountability
reducing complexity for clients

NEXTCHEM
Proprietary technologies

End-to-end delivery

Covering the full value chain,
from feasibility study to plant commissioning

TECNIMONT
Project execution

MET DEVELOPMENT
Strategic enabler

Project development

Selected equity initiatives, expertise in securing
financing, permits & grants, industrial partnerships

PROVIDING TOMORROW'S TECHNOLOGY



NEXTCHEM

MAIRE Sustainable Technology Solutions

Technology
Licensing

Process Design Package
Basic Engineering Design

Proprietary Equipment
& Catalysts

Services and
Digital Solutions

Selected Specialty
Solutions

DELIVERING FUTURE-PROOF PLANTS



Front End
Engineering Design

Engineering
& Procurement

Engineering, Procurement
& Construction (management)

Upgrading
& Revamping

Operations
& Maintenance

PROJECT DEVELOPMENT REMARKS

OUR DISTINCTIVENESS



Investors & Financial
Sponsors Involvement

Project Structuring:
Feedstock, EPC, Offtake

Co-Development
& Partnering

Capital Structuring

Public Funding
& Grants Coordination

MAIRE FLAGSHIP PROJECTS

FERTILIZERS

PROJECT **BLUE AMMONIA PLANT**

 **BEAUMONT, USA**

GAS TREATMENT & SUSTAINABLE FUELS

PROJECT **SYNGAS PRODUCTION**

 **PAVIA, ITALY**

PROJECT **HAIL & GHASHA**

 **ABU DHABI, UAE**

POLYMERS & CHEMICALS

PROJECT **BOROUGE 4
PETROCHEMICAL COMPLEX**

 **ABU DHABI, UAE**



OUR FLAGSHIPS

FERTILIZERS

PROJECT

BLUE AMMONIA PLANT

CLIENT

OCI, Orascom Construction Industries

SCOPE

The plant entails 3,000 tons per day Blue ammonia. Blue ammonia produced from hydrogen derived from natural gas where the CO₂ by-product is captured and sequestered



POLYMERS & CHEMICALS

PROJECT

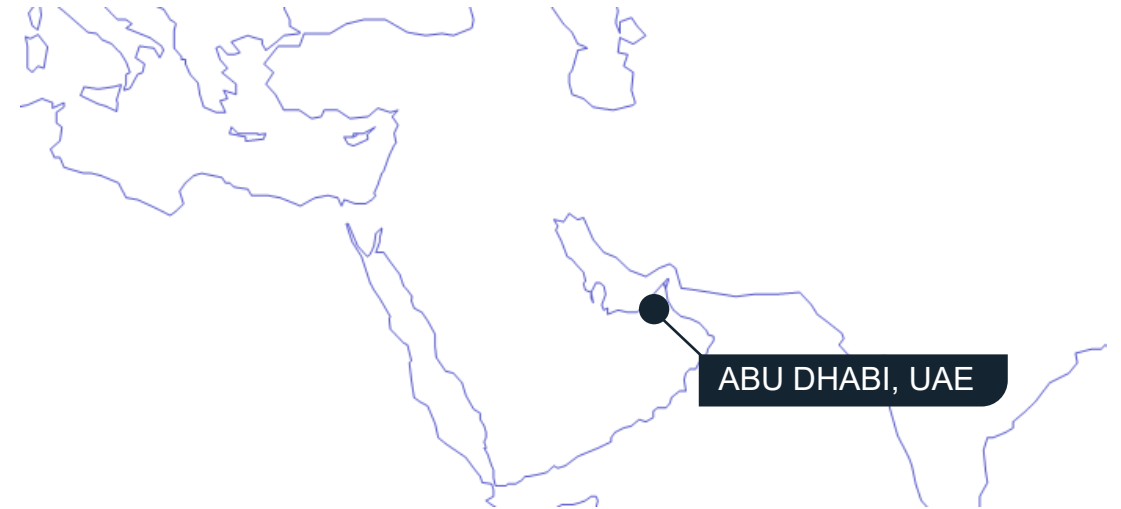
POLYOLEFIN COMPLEX

CLIENT

Borouge

SCOPE

Borouge 4 will be the world's largest single-site polyolefin facility in Abu Dhabi, UAE, with a worth of 3.5 billion \$



OUR FLAGSHIPS

GAS TREATMENT & SUSTAINABLE FUELS

PROJECT
SYNGAS PRODUCTION

CLIENT
ENI – Met Dev

SCOPE
Refinery to produce synthesis gas converted with a capacity up to 110,000 tons per year of circular methanol and up to 1,500 tons per year of circular hydrogen



PROJECT
HAIL & GHASHA

CLIENT
ADNOC

SCOPE
A key feature of the project is the goal to operate with net-zero emissions, incorporating advanced carbon capture and hydrogen recovery solutions.



BEST-IN CLASS FOR HEALTH AND SAFETY

A TOP PRIORITY FOR OUR CONSTRUCTION MANAGEMENT ACTIVITIES

0.036

Lost Time Injury Rate¹

0.130

Total Recordable Injury Rate¹

7.5m

Training work hours of on-site in 2025



LTIR x4.4 times better than benchmark²

1. 2025 LTIR e TRIR.

2. IOGP: International Association of Oil & Gas Producers.

OUR SUSTAINABILITY STRATEGY

Our industrial strategy is driven by cutting-edge technologies that optimize resources, reduce environmental impact and enhance every step of our value chain. At the heart of it all: people, communities, and the sustainable growth of the territories.

MAIRE SUSTAINABILITY AT A GLANCE

2025 DASHBOARD:

ENABLING ACTIONS

ENABLING TECHNOLOGIES

TO DECARBONIZE

E1 CLIMATE

22 TECHNOLOGIES for decarbonization (7 Sustainable, 15 Transitional)

1,225 kt CO₂eq of cumulative avoided emissions in operative plants

TO REDUCE MICROPLASTICS

E2 POLLUTION

2 TECHNOLOGIES for biodegradable plastics

TO SAVE WATER

E3 WATER

3 STS TECHNOLOGIES on which water saving solutions were evaluated

4 IE&CS PROJECTS on which water management initiatives were evaluated

TO RECYCLE

E5 CIRCULARITY

8 TECHNOLOGIES for circularity

26.8 kt RECYCLED PLASTICS in MAIRE's plant

MITIGATING ACTIONS

PRESERVING THE ENVIRONMENT

EMISSIONS

E1 CLIMATE

ENERGY EFFICIENCY **90%** of green energy

SCOPE 1&2 EMISSIONS net-zero in 2029
14.7 kt CO₂eq **-6%** (baseline 2024)

SCOPE 3 EMISSIONS net-zero in 2050
~5Mt CO₂eq **4%** SUPPLIERS W/ SBT TARGET

WATER

E3 WATER

53% OF RECYCLED HYDROTEST WATER in construction sites

92,000m³ OF SAVED WATER IN 2 RO PLANTS (B4 & H&G) in construction sites

BIODIVERSITY

E4 BIODIVERSITY

7 BIODIVERSITY PROTECTION INITIATIVES

COVERING **60%** OF RISK AREAS

WASTE

E5 CIRCULARITY

28.5% OF RECYCLED WASTE on sites in 4 STRATEGIC COUNTRIES on 7 waste streams

5,600 ton OF RECYCLED WASTE on sites in 4 STRATEGIC COUNTRIES on 7 waste streams

S

EMPOWERING PEOPLE

OUR PEOPLE

S1 OUR WORKFORCE

+10% GROWTH in employees (tot ~10,755)

+12.4% TRAINING HOURS (198,098) Of which **8.3%** TRAINING ON SPECIALIZED, ENERGY & DIGITAL TRANSITION

PEOPLE OF OUR SUBCONTRACTORS

S2 SUPPLY CHAIN

76,405 INDIRECT WORKERS

PEOPLE OF COMMUNITIES

S3 AFFECTED COMMUNITIES

55% LOCAL CONTENT **29** COMMUNITY INVESTMENT INITIATIVES **18,770** BENEFICIARIES

50 UNIVERSITIES w/ whom we collaborate **~4,680** EDUCATION HOURS by FONDAZIONE MAIRE - ETS

CARING FOR PEOPLE

DIVERSITY

S1 OUR WORKFORCE

20% OF WOMEN in our workforce

18.4% OF WOMEN in new hirings*

85 NATIONALITIES

HEALTH & SAFETY

S2 SUPPLY CHAIN

HSE&SA TRAINING

0.7 M EMPLOYEES HOURS offices & sites

6.7 M WORKERS HOURS

(3.9% of worked hrs on site)

TRIR 6.3x better than benchmark (0.185 BU IE&CS)

LTIR 4.4x better than benchmark (0.031 BU IE&CS)

HUMAN RIGHTS

10 SOCIAL AUDITS on vendors

100% SUBCONTRACTORS audited

G

ENABLING ETHICAL BEHAVIOR

ESG SCREENING

G1 BUSINESS BEHAVIOR

90% of PURCHASES

15% of MBO of ESG COMPONENTS **20%** of LTI** **15%** of ESOP***

ANTICORRUPTION

73% of TRAINED EMPLOYEES

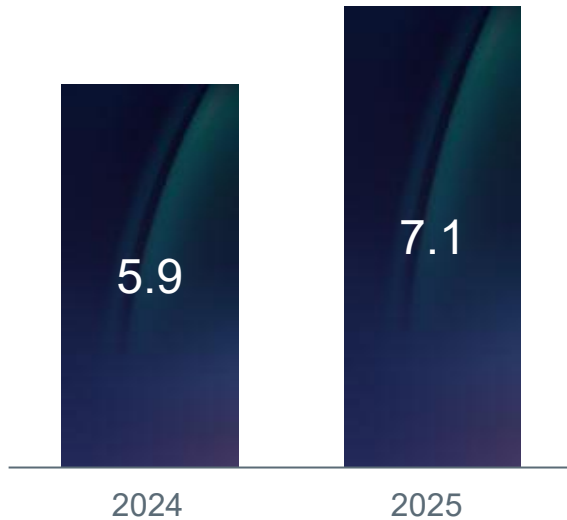
* Excluding commissioning
** Planned for LTI 2025-2027
*** Employees' Share Ownership Plan

FINANCIAL DATA

FY 2025 CONSOLIDATED FINANCIAL RESULTS

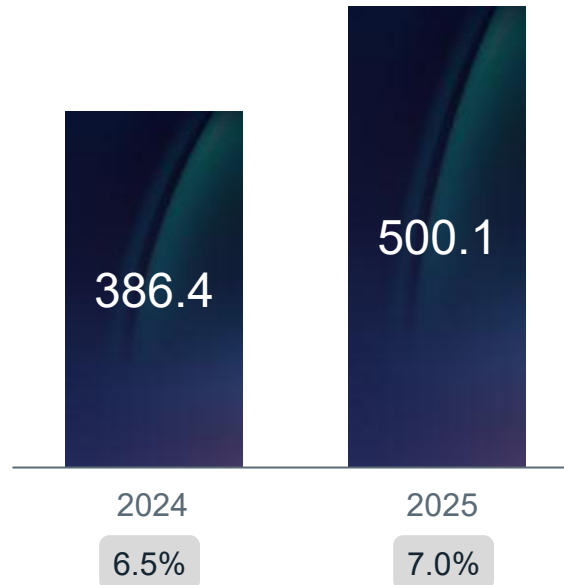
REVENUES (€bn, 2024-2025)

+20.3%



EBITDA (€m, 2024-2025)

+29.4%



NET INCOME (€m, 2024-2025)

+33.9%



Growth

% Margin

FY 2025 CONSOLIDATED FINANCIAL RESULTS

BY BUSINESS UNIT

	STS	IE&CS	GROUP
REVENUES	€ 495.0m	€ 6,601.5m	€ 7,096.5m
EBITDA	€ 122.2m 24.7%	€ 377.9m 5.7%	€ 500.1m 7.0%
ORDER INTAKE	€ 500.0m	€ 6,327.9m	€ 6,827.9m
BACKLOG	€ 366.0m	€ 12,364.7m	€ 12,730.7m



OUR HISTORY

LATE 1800s-2000s

Our story begins with the legacy of great pioneers: **Edison, Montecatini, Fiat, Stamicarbon** and **ICB**, giants who shaped the industrial landscape.

In 1963, **Giulio Natta**, working with Montecatini and Politecnico di Milano, invents **polypropylene**, a breakthrough that earns him a **Nobel Prize**.

In 1983, **Fabrizio Di Amato** founds **MAIRE** to build a new industrial platform rooted in engineering excellence.

2000s-2010s

MAIRE grows with the acquisitions of **Fiat Engineering** (2004) and **Tecnimont** (2005), entering the **Milan Stock Exchange** in 2007.

Global expansion follows, with full takeover of **Tecnimont ICB**, **Stamicarbon**, and Technip KTI, today **KT - Kinetics Technology**.

2010s-TODAY

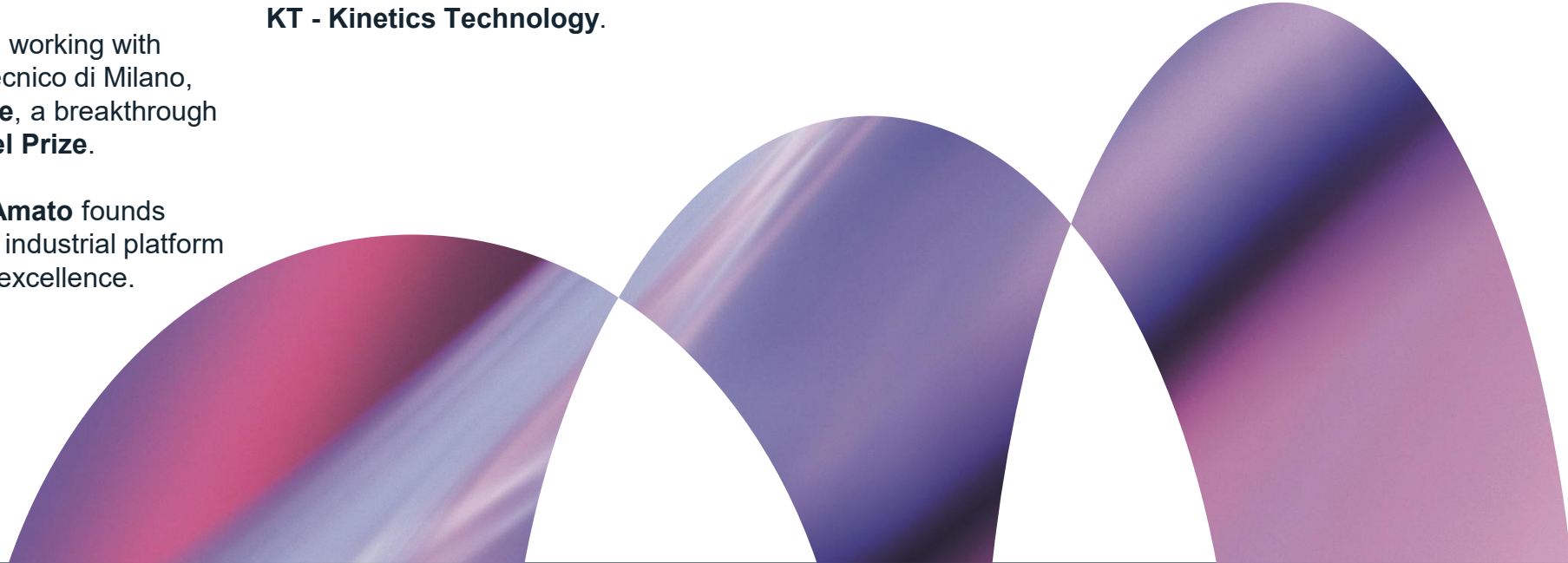
In 2018, MAIRE launches **NEXTCHEM**, marking a decisive shift toward green chemistry and energy transition.

In 2021, **Fondazione MAIRE** is born, to promote education, culture and a more human-centered approach to technology and engineering.

In 2023, the “**Unbox the Future**” strategic plan redefines MAIRE’s identity and ambitions for the years ahead.

The new acquisitions of **Conser** and **MyRemono** expand expertise in chemical recycling and bioplastics.

In 2024, MAIRE welcomes **four new companies**: **HYDEP**, focused on green hydrogen solutions; **GASCONTEC**, specialists in low-carbon ammonia and methanol; **APS**, experts in complex engineering services; and **KTI Poland**, with strong know-how in energy and chemical plant projects.



OUR MOTTOS

MAKE
AN IMPACT

M

Let simplicity be our strategy.
Let's embrace it, make
the most of simplifying
decisions and collaborate
to accomplish goals.

A

ACT
WITH SIMPLICITY

R

INSPIRE
INNOVATION

Innovation is in everything
we do. We improve as we learn,
and we engage others to keep
that mindset.

Inclusion as a way of being.
Integration as a way of doing.
We act together as an evolving
ecosystem, creating value
and sustainable results.

RISE
TOGETHER

E

ENJOY
OUR WAY

Everyone makes MAIRE
the place to be. We maintain
a positive attitude, take care
of each other, and enjoy
everything that makes us unique.



MAIRE