August 2026

INTRODUCTION TO MAIRE

A PLATFORM TO ENGINEER ENERGIES FOR THE FUTURE

RESHAPING ENERGIES – 2026-2035 STRATEGIC PLAN

UPDATED WITH H1 2026 RESULTS

MAIRE

DISCLAIMER

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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.

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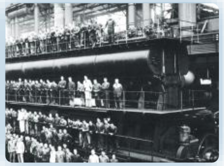
RESHAPING…

01

THE VISION:
MAKE TO INSPIRE

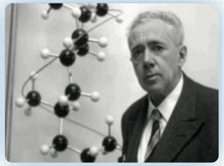
A HISTORY OF GROWTH, RESILIENCE AND INNOVATION

THE ROOTS



Late 1800s

Edison (1883), Montecatini (1888), and Fiat (1889) are born – Italian pioneers whose engineering legacies shaped MAIRE Group.



1963

Giulio Natta wins the Chemistry Nobel Prize for the invention of polypropylene, thanks to a collaboration with Montecatini.

1971-1973

Selas Italia (1971), later KTI, Fiat Engineering (1972), and Tecnimont (1973) are established.

THE FOUNDATION

1983

Fabrizio Di Amato launches his entrepreneurial project, which over time evolves into MAIRE Group, through M&A and organic growth.

THE GROWTH

2004-2005

MAIRE makes key acquisitions in Italy with **Fiat Engineering** (2004) and **Tecnimont** (Montedison Group, 2005).

2007

MAIRE is listed on the Milan Stock Exchange on 26 November 2007.

2008-2010

MAIRE expands further by acquiring **Tecnimont ICB** (2008), **Stamicarbon** (2009) and Technip KTI, today **KT** (2010).

2011-2017

The Group's turnaround and recapitalization start a new phase of growth with a technology-driven strategy.

THE NEW ERA

2018

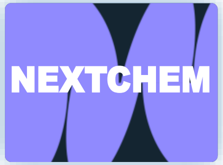
Nextchem is born, setting up a clear roadmap towards green chemistry and energy transition.

2021

The launch of MAIRE Foundation aims to drive engineering towards a more humanistic future.

2023

MAIRE adopts a new strategy and organizational structure with two business units and rebrands from Maire Tecnimont.



2023-2026

Nextchem's technology portfolio enhanced by the acquisitions of **Conser**, **MyRemono**, **HyDEP**, **GasConTec**, **Ballestra** and **ETEK**.

TWO ENGINES, ONE HORIZON

A PLATFORM TO ENGINEER ENERGIES FOR THE FUTURE

MAIRE

NEXTCHEM

MAIRE Sustainable Technology Solutions

Selling proprietary low-carbon and circular **technologies**

- Short-cycle business (12-18 months)
- Reaching new clients globally
- High-margin growth driver

TECNIMONT

MAIRE Integrated E&C Solutions

Providing superior **EPC services** in downstream and onshore

- Long-cycle business (3-4 years)
- Tailored to regional environment
- Predictable revenue visibility

OFFERING AN INTEGRATED APPROACH

FROM FEASIBILITY TO PLANT COMMISSIONING

NEXTCHEM
Proprietary technologies

TECNIMONT
Project execution

MET DEVELOPMENT
Strategic enabler

One-stop-shop model

Single point of accountability
reducing complexity for clients

End-to-end delivery

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

Project development

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

A FULLY-INTEGRATED ENERGY SERVICES PLAYER

MAIRE GROUP'S PRESENCE ACROSS THE ENTIRE VALUE CHAIN

Feasibility and structuring

- Feasibility study
- Licensing[1]
- Process Design Package (PDP)[2]
- Front End Engineering Design (FEED)[3]

Final Investment Decision (FID)

Execution

- Engineering
- Procurement
- Proprietary equipment[4] and catalysts[5]
- Construction management

Handover and commissioning

Life cycle support

- Operations and Maintenance (O&M)
- Catalysts[5] and spare parts
- Upgrading and revamping

STS | IE&CS

1. Fee-based sale of the right to use a proprietary technology. 2. Aimed at defining the optimal process configuration of the licensed technology. 3. Aimed at defining the technical requirements, basic engineering and investment cost for the project. 4. Supply of specialized equipment designed by Nextchem's companies holding exclusive rights or patents to the technology used and produced by specialized third-party suppliers. 5. Substances which speed up a chemical reaction, to be replaced every 12-24 months.

02

THE OPPORTUNITY:
A RESHAPED ENERGY SCENARIO

FROM ENERGY SUBSTITUTION TO SUSTAINABLE ENERGY ADDITION

STRUCTURAL DEMAND CALLS FOR A MULTI-SOURCE MODEL

Demographics and economic growth

	TODAY		2050
WORLD POPULATION (bn people)	8.2	**+1.5bn**	9.7
WORLD GDP ($tn)	196	**+2x**	385

Consumption rebalancing across geographies

TODAY	2050
<45% of the global population consuming 80%+ of global energy	Growth in energy demand coming from India, South-East Asia and Africa

ELECTRIFICATION AND AI POWER DEMAND

	TODAY		2050
POWER DEMAND (thousands of terawatt-hours)	27	**+2x**	59

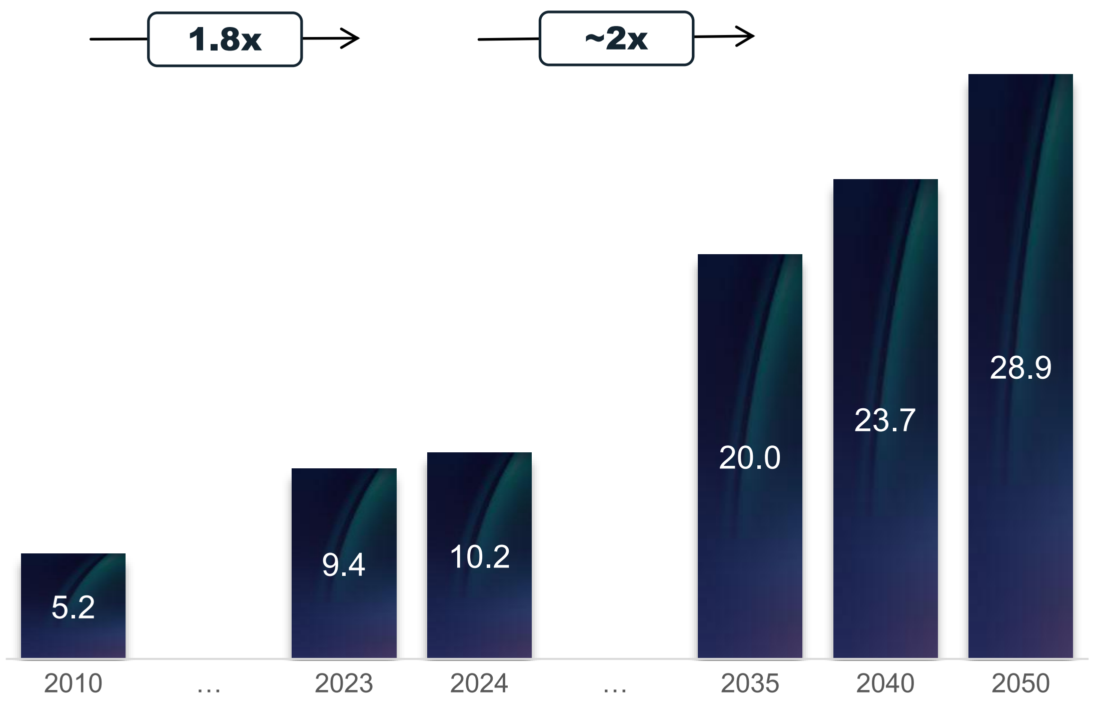
MOBILIZING EVERY ENERGY SOURCE IS ESSENTIAL TO ENSURE SECURITY, AFFORDABILITY AND SYSTEM RESILIENCE

Sources: United Nations Population Division (UNPD), IEA World Energy Outlook 2025, McKinsey's Global Energy Perspective 2025.

A DECADE OF ACCELERATION

INSTALLED CAPACITY SET TO DOUBLE AGAIN BY 2035

INSTALLED CAPACITY (TW)



WHAT'S BEHIND THIS DOUBLING?

ENERGY more than renewables	Stable base load requires gas and LNG today, new-generation nuclear and advanced fuels tomorrow
CHEMISTRY drives electrification	Stable grids, batteries and storage scale-up through polymers, phosphorus, lithium and fluorine
MATERIALS set the ceiling	Capacity growth relies on strategic and critical raw materials such as copper, sulphur and minerals
CIRCULARITY closes the loop	Managing the global carbon budget in a resource and emissions constrained world

AN **ENORMOUS MARKET POTENTIAL** FOR MAIRE

Source: IEA World Energy Outlook 2025, Current Policies Scenario (CPS).

A RESHAPED SCENARIO

A NEW ENERGY PARADIGM BUILT ON TWO STRUCTURAL REALITIES

MULTI-SOURCE ENERGY SYSTEM

Oil, gas, renewables, nuclear and low-carbon solutions are **complementary**, not mutually exclusive

- Secure supply
- Support industrial growth
- Reflect regional and sector-specific needs

- Economic and geopolitical priorities
- Regulatory frameworks
- Capital availability

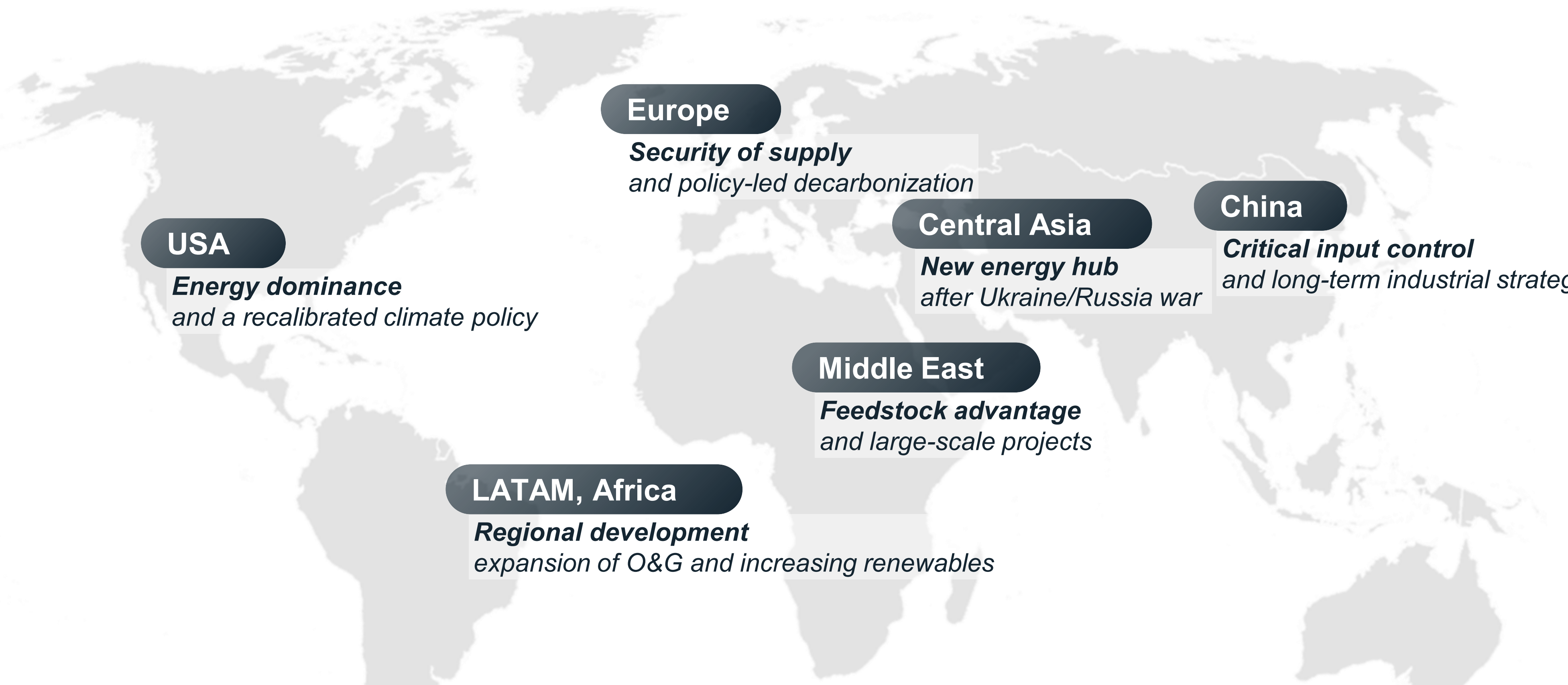
MULTI-SHAPE TRANSITION

Progressing at **different paces** and through different **pathways** across geographies, sectors and value chains

A PRAGMATIC, DIFFERENTIATED APPROACH
ANCHORED IN REAL DEMAND AND REAL-WORLD CONSTRAINTS

THE RISE OF A MULTI-SHAPE PARADIGM

DRIVEN BY ENERGY SECURITY AND GEOECONOMICS



DIFFERENT REGIONS, DIFFERENT ENERGY PATHWAYS.
ONE GLOBAL TECHNOLOGY AND ENGINEERING PARTNER: **MAIRE**

DESIGNED FOR COMPLEXITY

AN ENGINEERING DNA BUILT TO ADAPT AND SCALE

WHAT CLIENTS NEED

Flexibility to operate across geographies, technologies and transition speeds

Deployable, reliable solutions embedding decarbonization and energy efficiency

Engineering partners able to **handle complexity at scale**

WHERE MAIRE'S DNA COMES IN

An asset-light, people-driven model where **AI** enhances operational excellence and innovation → **Enabling efficiencies and competitiveness**

Expertise driven by a **broad technology portfolio** and process design capabilities → **Expanding from low-carbon and circular solutions to chemistry of critical raw materials**

A long-standing **track record** built on large, complex projects → **Ready to apply our competences beyond O&G, power and petrochemicals**

TURNING ENERGY CHALLENGES INTO SCALABLE, PRAGMATIC SOLUTIONS
POWERED BY AI

03

NEXTCHEM:
THE FUTURE YOU WANT TO SEE

AN UNMATCHED BREADTH OF TECHNOLOGY SOLUTIONS

CREATING VALUE IN EVER-CHANGING MARKET SCENARIOS

BROAD PORTFOLIO OF MARKET-READY TECHNOLOGIES

Proprietary solutions

50+ as of 31-Dec-25 › **80+** as of 30-Jun-26[1]

SUPERIOR PROCESS DESIGN CAPABILITIES

Employees

~730 as of 31-Dec-25 › **~1,200** as of 30-Jun-26[1]

VIDEO: be the future you want to see

END-TO-END ECONOMICALLY VIABLE SOLUTIONS

serving our clients through a diversified services mix

Robust backlog

€366m as of 31-Dec-25 › **€703m** as of 30-Jun-26[1]

NEXTCHEM'S OFFERING

Feasibility studies	Technology licensing	Process design packages	Proprietary equipment and catalysts	Digital services and spare parts

recurring revenues

1. Including the contribution from Ballestra Group following the completion of the acquisition in Q2 2026.

UNLOCKING VALUE THROUGH A DIVERSIFIED PLATFORM

ADDRESSING MAJOR DRIVING FORCES

a growing population

a world in expansion

materials more efficiently

THE MOST COMPLETE OFFERING OF FERTILIZERS

EXPANDING INTO THE FULL NPK SPECTRUM WITH POTASSIUM AND PHOSPHATE FERTILIZERS

MARKET DRIVERS

Demographic expansion	Urea and nitrates
Low-carbon fertilizer building block	Ammonia for fertilizers
Boost crop yields for efficient agriculture	Phosphate and potassium nutrients

~€200BN OVERALL MARKET CAPEX[1]
IN THE NEXT 10 YEARS

CONTINUED GROWTH POTENTIAL
FOR THE FERTILIZERS SECTOR

FEED

NEXTCHEM'S SOLUTIONS

Traditional fertilizers
nitrates and urea maximizing crop yield
→ **Global market leader in urea technology licensing**

Low-carbon fertilizers
nitrates and blue ammonia → **Enhanced to cover all the scales, from 50 to 3,500 mtpd, fully integrated with proprietary hydrogen suite**

Green fertilizers
carbon-free ammonia

Phosphate-based fertilizers
Phosphorus-rich nutrients for efficient agriculture

Specialty fertilizers
NPK[2] fertilizers for high nutrient delivery

1. Including investments in new plants, replacements, revamping and maintenance. Sources: IFA (International Fertilizer Association), Tecnimont's estimates; 2. NPK, i.e., Nitrogen (N), Phosphorus (P) and Potassium (K).

FUELS LEADING GROWTH

SAF POISED FOR THE STRONGEST NEAR-TERM MOMENTUM

MARKET DRIVERS (CAGR 2024-2040)

SHORT-TO-MEDIUM TERM POTENTIAL

Aviation emissions reduction	SAF	+23-25%

Strong expected growth driven by existing regulation

MEDIUM-TO-LONG TERM POTENTIAL

Low-carbon power and energy vectors	Low-carbon hydrogen and ammonia	+39-40%
Maritime industry decarbonization	Methanol as fuel	+33-35%

Full-speed deployment pending IMO Net-Zero Framework approval

MOVE

NEXTCHEM'S SOLUTIONS

Traditional fuels
minimizing environmental impact

Low-carbon fuels
valorizing gas with carbon capture

Circular and bio-fuels
leveraging waste and biomass as feedstock

E-fuels
from green hydrogen and recycled CO_2

Sources: S&P Global data extracted as of January 2026, S&P Global Fertecon Ammonia Outlook 2025, BNEF New Energy Outlook 2025, BNEF Aviation Fuel Outlook 2026.

EXPANDING CRITICAL AND CIRCULAR MATERIALS

STRENGTHENING OUR POSITIONING IN THE CHEMISTRY FOR MINERALS AND METALS

MARKET DRIVERS (CAGR 2024-2040)

Clean energy storage	❯	Fluorine as electrolyte enabler	+20-21%
Production of sustainable plastic	❯	Bioplastics[1]	+4-6%
Industrial-scale recycling of clean waste streams	❯	Mechanical recycling	+5-6%
From hard-to-recycle to virgin-quality	❯	Chemical recycling	+27-29%
Recovery of critical raw materials from e-waste	❯	Metal recycling	+5-6%

NEXTCHEM'S SOLUTIONS

Sulphuric acid
enabler of metal production for e-infrastructure
→ Unlocking new clients in the metals & mining industry

Fluorine
building block for power storage and electromobility

Advanced polymers and bioplastics
high-performance fine chemicals and biodegradable plastics

Biobased detergents
quality and efficiency in consumer goods

Mechanical recycling
upcycling plastic around consumer needs

Chemical recycling
recycling plastic into virgin-quality monomers

Metal recycling
from e-waste to precious metals recovery

Sources: BNEF Petrochemical Feedstock Demand Outlook 2025, The Global E-Waste Monitor 2024, Global Markets Insights Lithium-Ion Battery Recycling Market Report, S&P Global Fluorspar, Fluorosilicic Acid (FSA), Hydrofluoric Acid (HF) and Inorganic Fluorine Compounds, Growth Global Insights as of January 2026. 1. Include biobased and biodegradable plastics.

READY TO UNLEASH THE NUCLEAR POTENTIAL

ENABLING CLEAN POWER AND SUPPORTING THE E-FACTORY FOR CHEMISTRY MODEL

NEXT-N

Conventional island and balance of plant

to convert thermal energy into electricity for

NEW-GENERATION NUCLEAR PLANTS

Technology neutral
Based on best available SMRs and AMRs from multiple providers[1]

- IP and engineering services to develop the process design
- Design of proprietary and critical equipment
- Supporting the development of the new nuclear supply chain

THE E-FACTORY

safe, reliable and competitive energy supply for

Power
for data centers and other uses

Fertilizers

Fuels & energy

Chemicals

Carbon-neutral chemistry
integrated with Nextchem's technologies

1. SMR: Small Modular Reactor; AMR: Advanced Modular Reactor.

GOING FOR GROWTH: M&A AS A STRATEGIC LEVER

EXPANDING OUR PORTFOLIO BY BUYING AND SCALING-UP PROVEN SOLUTIONS

TECHNOLOGY READINESS LEVEL (TRL)

5 | 6 | 7 | 8 | 9 | Commercial roll-out

FROM PROVEN CONCEPTS… **…TO INDUSTRIAL SCALE SOLUTIONS**

FROM HIDDEN GEMS… **…TO GLOBAL TREASURES**

Time-to-market criteria	Validated technologies to be scaled-up	Established technologies to be marketed worldwide
Investment size/budget		
Track-record	MyRemono 2023 HyDEP 2024	Conser 2023 Ballestra 2026 GasConTec 2024 ETEK 2026

…and more to come

COMPLETION OF BALLESTRA GROUP'S ACQUISITION

EXPANDING INTO FERTILIZERS, INORGANIC CHEMISTRY AND STRATEGIC MATERIALS

HIGHLIGHTS

Full NPK[1] spectrum
adding phosphate and potassium fertilizers, complementing the existing nitrogen-based offering

Entry into inorganic chemistry
sulphur, fluorine and phosphoric technologies serving metals & mining and electrification value chains

Access to global FMCG[2] customers
leading technologies for surfactants, detergents and soap solutions addressing consumer goods needs

TRANSACTION[3] DETAILS

NEXTCHEM

100%

BALLESTRA GROUP

€148.2m
total consideration paid

- Ballestra (including Mazzoni)
  leader in surfactants, detergents and soaps solutions
- Buss ChemTech
  leader in fluorine derivatives and gas-liquid reactions
- Ballestra India
  engineering hub in Bangalore

Relying on a proven track record of **6,400+ plants worldwide**

ACCELERATING THE DEVELOPMENT OF NEXTCHEM'S TECHNOLOGY PLATFORM,
SUPPORTED BY A GROWING INNOVATION NETWORK FOR TECHNOLOGY SCALE-UP

1. NPK, i.e., Nitrogen (N), Phosphorus (P) and Potassium (K). 2. Fast-Moving Consumer Goods. 3. Acquisition completed in Q2 2026.

ETEK'S ACQUISITION

ENTERING THE PRECIOUS METALS RECOVERY MARKET

HIGHLIGHTS

Pyro- and hydrometallurgical technologies
strengthening resource recovery capabilities beyond plastics recycling and waste gasification

Proven references worldwide
high recovery rates, feedstocks flexibility and improved energy efficiency, underpinning attractive commercial prospects

Exposure to ever-growing waste streams
unlocking value from electrical and electronic equipment waste (so called e-waste or WEEE)

TRANSACTION[1] DETAILS

NEXTCHEM

70%

ETEK
Metals processing technologies

100%

SISEMTEK
TBRC[2] furnaces manufacturing

€17.5m
100% enterprise value

€11.1m
total consideration

- €5.0m upfront
- remaining potential earn-outs[3]

UNLOCKING AN EMERGING VALUE POOL DRIVEN BY RESOURCE CIRCULARITY

1. Acquisition completed in Q2 2026. 2.Top Blown Rotary Converter. 3. Linked to the company's future performance through 2030.

GOING FOR GROWTH: R&D TO SPUR INNOVATION

NEXTCHEM'S DEVELOPMENT CENTERS ACCELERATING NEW TECHNOLOGIES

TECHNOLOGY DEVELOPMENT

TECHNOLOGY READINESS LEVEL (TRL)

5 → 6 → 7 → 8 → 9 → Commercial roll-out

20

PILOTS
doubled thanks to Ballestra Group[1]

Netherlands	Germany	Rome	Milan	Switzerland
Nitrogen and specialty fertilizers	Hydrogen, ammonia and methanol	Hydrogen, carbon capture and others	Polymers, sustainable fuels and soaps	Gas-liquid reactions and processes

NODE
NEXTCHEM Operating Research & Development Excellence

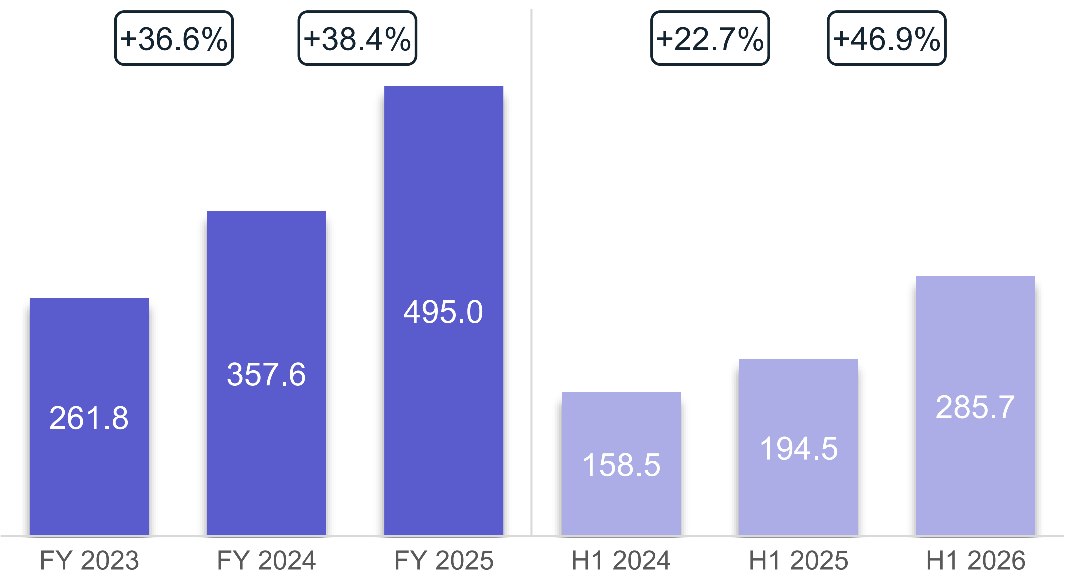
NEXT OPENING IN ROME
Advanced pilots for technology validation and commercial deployment

1. Acquisition completed in Q2 2026.

DELIVERING ON OUR PROMISES

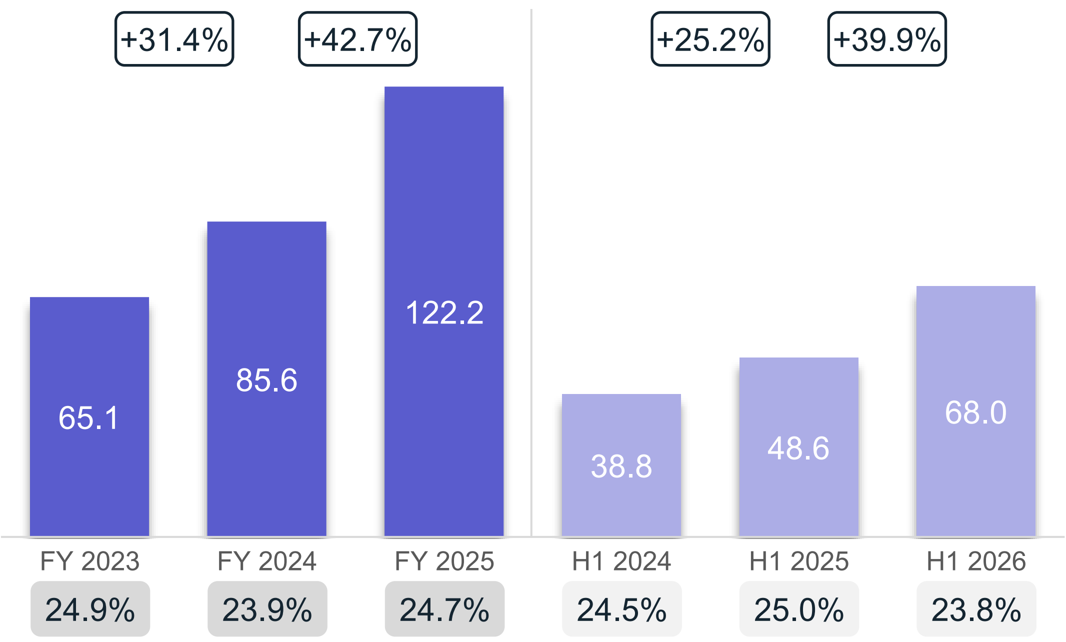
THANKS TO A UNIQUE TECHNOLOGY PORTFOLIO WITH GLOBAL REACH

REVENUES (€m)



Growing in a challenging market

EBITDA (€m)



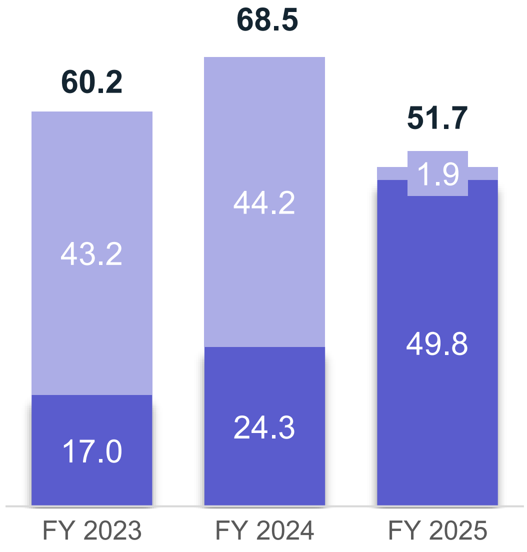
Driven by product mix

Growth | % Margin

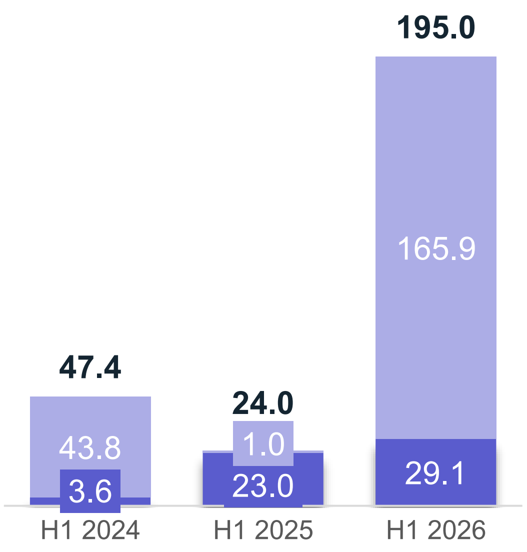
EXPANDING OUR TECHNOLOGY OFFERING

CAPEX SUPPORTING FUTURE GROWTH

FY 2023-2025 (€m)



H1 2024-2026 (€m)



ACQUISITIONS SINCE 2023

Conser (100%, 2023-2026)[1]
enhancing our technology portfolio in biodegradable plastic monomers

MyRemono (51%, 2023)
advancing in Plexiglas® chemical recycling (depolymerization)

HyDEP (80%, 2024)
strengthening our process engineering capabilities in electrochemistry

GasConTec (100%, 2024)
expanding in low-carbon hydrogen and methanol

MyReplast (100%, 2024-2026)[2]
consolidating our position in plastic upcycling

Ballestra (100%, 2026)
expanding in fertilizers and chemistry for critical minerals and metals

ETEK (70%, 2026)
entering the segment of strategic and precious metals recovery

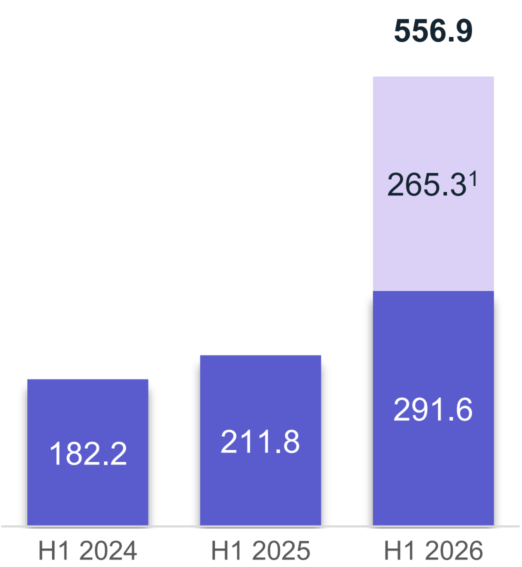
Organic | M&A

Note: 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. 1. 83.5% acquired in 2023; holding 100% since Q1 2026 following the exercise of the call option on the remaining 16.5% minority interest. 2. Increased the stake from 51% to 85% in 2024; holding 100% since Q2 2026 after acquiring the remaining 15.0% minority interest.

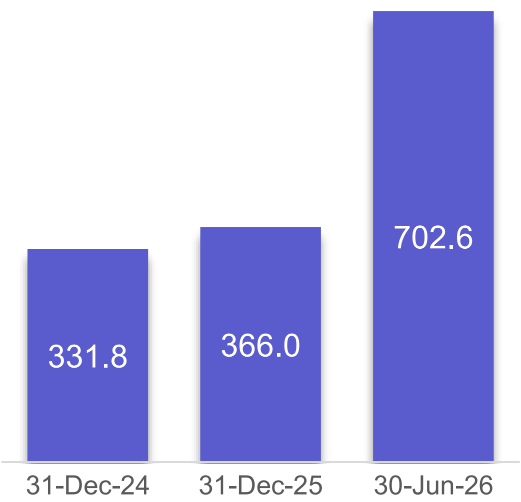
REACHING NEW HIGHS

SUPPORTED BY AN EXPANDED TECHNOLOGY PORTFOLIO

ORDER INTAKE (€m)



BACKLOG (€m)



H1 2026 MAIN AWARDS

FEED MOVE MAKE

- Licensing and PDP for a nitric acid plant in China
- Licensing and PDP for a urea-to-DEF plant in the US
- Licensing, PDP and PEQ supply in West Africa for fertilizer plants[2]
- Licensing, PDP and PEQ supply for a urea plant in Argentina
- PEQ supply in the Middle East to enhance complex production capacity
- Early engineering and PEQ supply for a SAF plant in Indonesia
- Licensing and PDP to produce specialty chemicals in China
- Two plastic upcycling feasibility studies in Southern Africa and SE Asia
- Licensing, PDP and technical services for trimellitic anhydride in China
- Licensing for biomass-to-syngas for a SAF plant in Canada

COMMERCIAL MOMENTUM IN FERTILIZERS, EXPECTED TO CONTINUE GOING FORWARD

1. Contribution from Ballestra Group backlog following the completion of the acquisition in Q2 2026. 2. €485m subject to final investment decision, except for €10m engineering activities.
Note: PDP (Process Design Package); PEQ (Proprietary Equipment).

04
TECNIMONT: DREAMS ARE IN THE MAKING

RELENTLESSLY RAISING THE BAR IN E&C

DELIVERING CLIENT PLANTS WITH EXCELLENCE

A TRUSTED MARKET LEADER

c.1,520 plants delivered in key markets[1]

	~450	~370	~700
	Fertilizers	Oil & Gas	Petrochemicals
To…	FEED	MOVE	MAKE

Shaping projects from design to lasting performance

TECNIMONT'S OFFERING

Front-End Engineering Design	Engineering, Procurement, Construction	Operations & Maintenance	Upgrading & Revamping

OPERATIONAL EXCELLENCE

selective project approach, proven risk controls, and world-class HSE[2] standards

PIONEERING EPC INNOVATION

with **AI** and **industrialized solutions** for low-emission large-scale plants

VIDEO: dreams are in the making

1. Including plants delivered by the sister companies since their establishment. 2. Health, Safety and Environment.

HOW AI IS RESHAPING ENERGY SERVICES

CAPTURING EMERGING DIGITAL VALUE POOLS LEVERAGING OUR UNIQUE DATA HERITAGE

From
UNLOCKING EFFICIENCIES

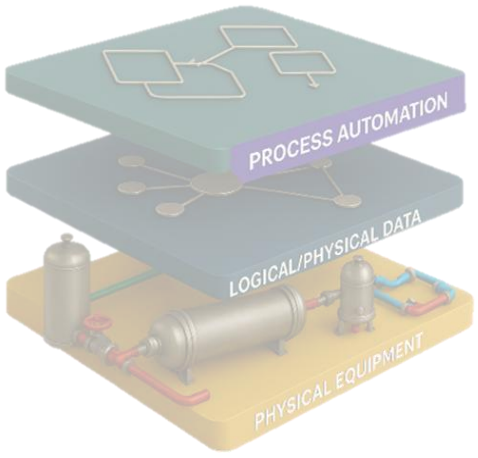
	2024	2025
AI users	4,000+	7,000+

- **AI-driven** process optimization
- Enhancing **quality** and **speed**

~1 million engineering hours
rerouted toward value-adding work in 2025

to NEXTBRAINS
The group's competence hub

- **~200** digital and AI internal experts
- Delivers advanced solutions for **Agentic AI**, ensuring **digital sovereignty**
- Develops digital solutions that integrate **process technologies** and improve **project delivery** efficiency



STRENGTHENING MAIRE'S INNOVATION IN AUTONOMOUS OPERATIONS FOR INDUSTRIAL PLANTS THROUGH AI AND ROBOTICS

A DEEPLY ROOTED ENGINEERING ADVANTAGE

AGILE TEAMS, SEAMLESS TECHNOLOGY INTEGRATION AND AI-EMBEDDED WORKFLOWS

GLOBAL WORKFORCE

10 engineering hubs across Europe, the Middle East and Central Asia

~8,700 skilled resources covering all disciplines

TECHNOLOGY INTEGRATION

Proven capability to integrate technologies into plant design

Optimal performance and reliability

OPTIMIZED DESIGN

Modular engineering drives standardization of packages

Designs ready for shop fabrication

AI AGENTS

Engineering assistant answering project queries and improving bid cost estimates

3D natural-language to query 3D models and retrieve components and insights

Reduction in home office[1] over the next 5Y

1. Engineering hours.

SMART SOURCING AND WORLDWIDE DELIVERY

DRIVING COST CONTROL THROUGH ADVANCED PURCHASING AND LOGISTICS

PROMPT BUY-IN

Ensuring cost accuracy
and mitigating volatility

Protecting schedule
with LLIs[1] placed early

REGIONAL MULTI-SOURCING

In-country value
30% from the UAE and KSA

Tariff-driven supply shifts
20% from China and India

GAINING CAPACITY

STEP-IN IN LOGISTICS

Direct engagement
with global shipping players

Shipped from China
150+ containers by week

PRIORITY SLOTS

New hub in China with a dedicated team

90% spending with ESG screened suppliers in 2025

AI AGENTS

Material-tracking
for access to logistic insights

Vendor intelligence
for bid comparison

Should-cost intelligence
for benchmarking and estimation

1. Long-Lead Items.

REDEFINING HOW TO BUILD COMPLEX PLANTS

INDUSTRIALIZING CONSTRUCTION WITH SAFETY, MODULARITY, AND PHYSICAL AI

BUILDING SAFELY AND CLEANLY

LTIR[1] 4.4x
better than benchmark[2]

Skill development
7.5m hours “on-site” training[3]

92,000 m³
water saving

“COSMONT” PROGRAM

FROM SITE TO SHOP

Relocating critical activities
outside construction sites

Reducing exposure
to harsh climate conditions

MAXIMIZING PREFABRICATION

MODULAR CONSTRUCTION

Plug-and-build assembly
with engineered modules

Global yard network
fabricating modules

REDUCING SITE HOURS

FROM DIGITAL TO PHYSICAL AI

Welding inspection
detecting defects from images

Smart warehouse
for material management

HSE monitoring
identifying safety risks

EVOLVING TOWARDS AUTOMATION

Data refer to 2025 figures. 1. LTIR: Lost Time Injury Rate. 2. IOGP: International Association of Oil & Gas Producers. 3. Including subcontractor workers.

A SELECTIVE DIVERSIFICATION INTO LNG

ARGENT LNG: AN EXPORT FACILITY PROJECT TO SERVE EUROPE AND ASIA

The energy gateway to the Gulf of America

Port Fourchon, Louisiana
Hurricane Resilient Hub

25 MTPA[1] modular LNG liquefaction platform

Multi-billion project, involving multiple packages with Tecnimont and other OEMs[2]

Tecnimont's role & strategy

LEVERAGING OUR EXPERIENCE IN GAS AND MODULAR ENGINEERING CAPABILITIES

- Term sheet signed to act as **EPC integrator**
- Early engagement with **FERC[3] permitting & FEED[4]**, expected soon
- Faster learning curve and access to LNG process integration
- Scalable platform to target modular LNG developments worldwide, together with Baker Hughes

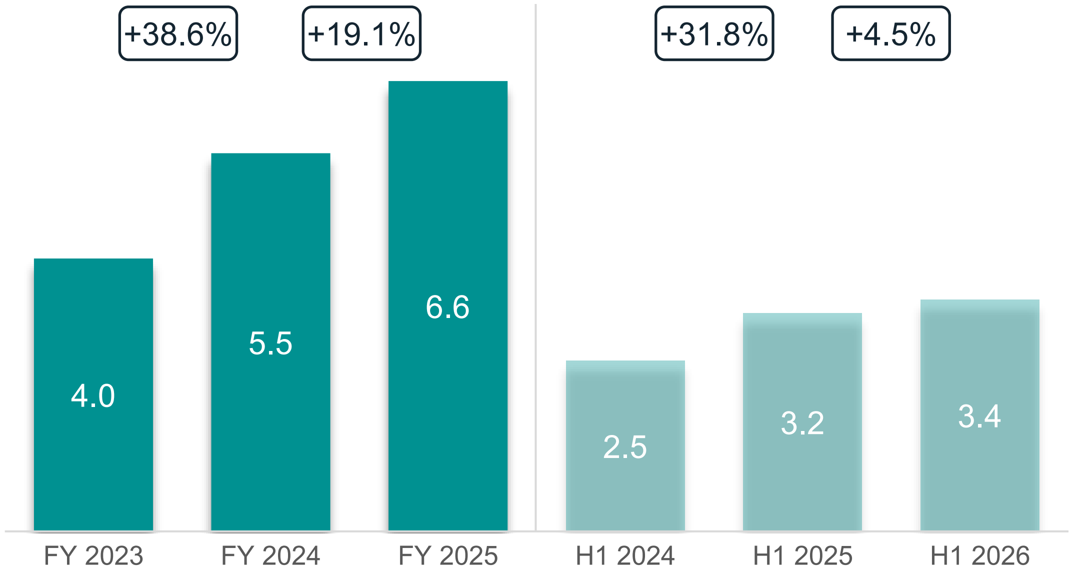
EXPANDING EPC CAPABILITIES AND TECHNOLOGY INTEGRATION SKILLS
WHILE PRESERVING A DISCIPLINED RISK PROFILE

1. Million tonnes per annum. 2. Original Equipment Manufacturers. 3. Federal Energy Regulatory Commission. 4. Front-End Engineering Design.

BUILDING ON STRENGTH

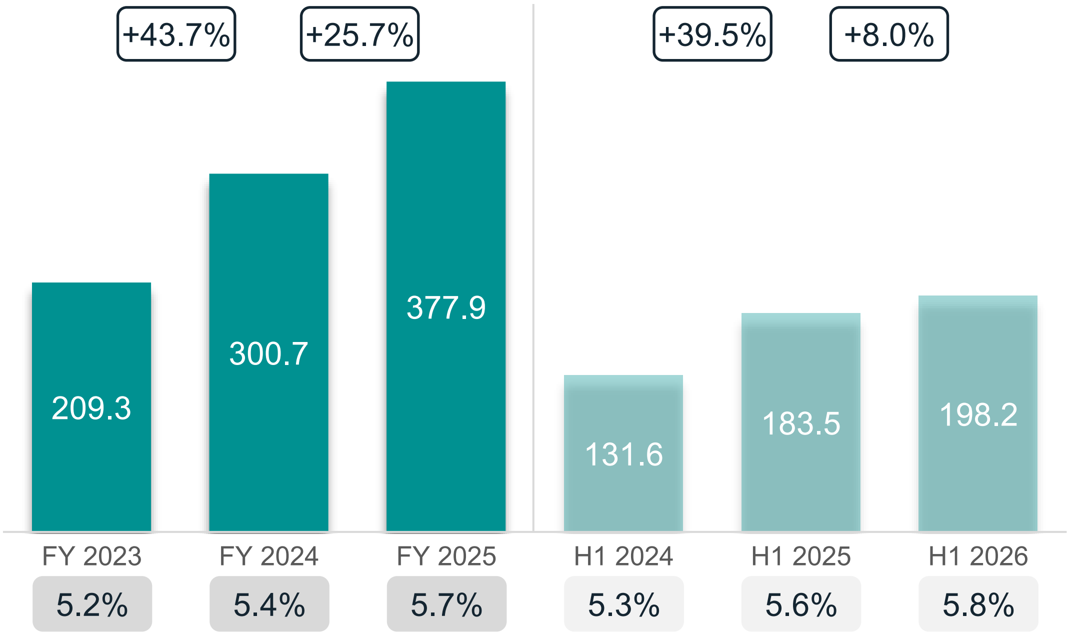
PROJECTS PROGRESSING IN A COMPLEX ENVIRONMENT

REVENUES (€bn)



Steady project execution

EBITDA (€m)



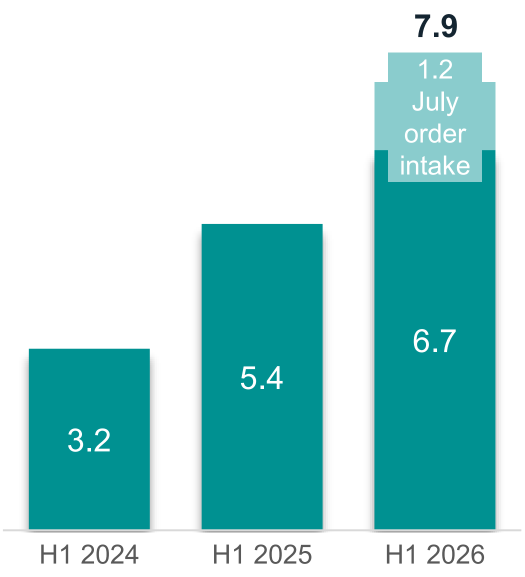
Supported by operating leverage

Growth | % Margin

A SOLID BACKLOG

DRIVEN BY CLIENTS' NEED TO SECURE EXECUTION CAPACITY

ORDER INTAKE (€bn)



BACKLOG (€bn)

H1 2026 MAIN AWARDS

EPC petrochemical project with completion in 2031
further details to be provided upon completion of certain formalities

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

$50m rehabilitation study for a refinery upgrade
including energy efficiency, environmental performance assessment

Large-scale onshore EPC project
for the optimization of Oil & Gas facilities, including process units and utilities

JULY 2026 AWARDS

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

STRONGER-THAN-EXPECTED ORDER INTAKE **REFLECTS ACCELERATING INVESTMENT DECISIONS**

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

IE&CS BACKLOG SCHEDULE

INCREASED VISIBILITY THANKS TO THE STRONG ORDER INTAKE SECURED YEAR-TO-DATE

IE&CS backlog

€15.6bn

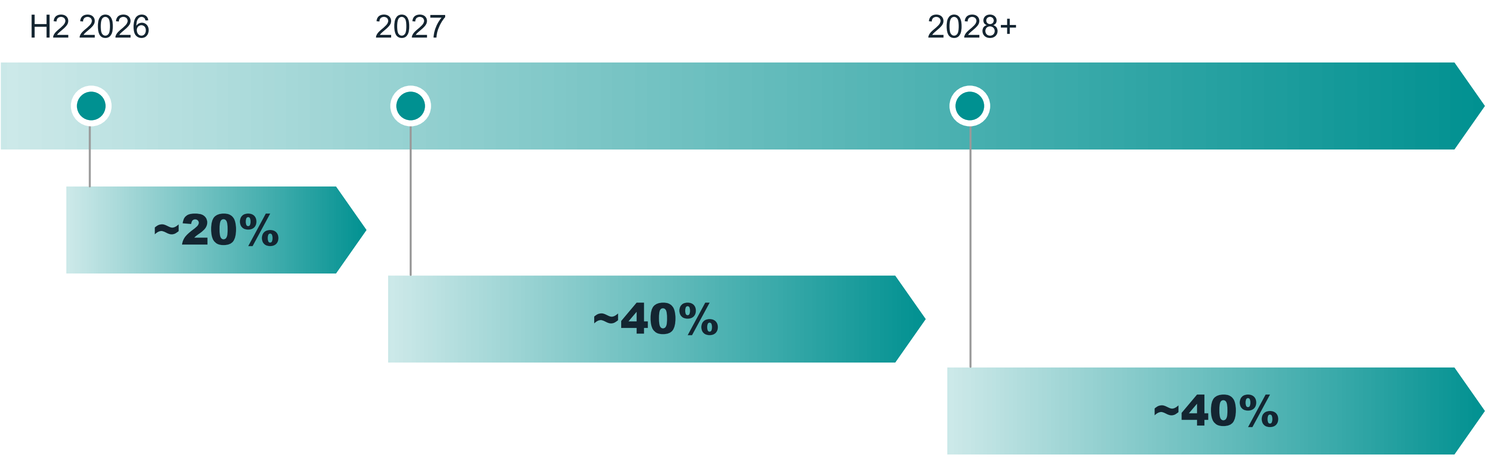
As of 30 June 2026

+

July order intake

€1.2bn

As of 30 July 2026



KEY EXPECTED PROJECT PROGRESS

Provided no worsening of current geopolitical situation

Middle East: Hail and Ghasha, Harvest and Amiral advancing through construction

Africa: Algeria, Egypt, Nigeria and Côte d'Ivoire, with projects advancing through different EPC phases

Central Asia: Silleno and Tengiz progressing through engineering, procurement and the start of construction

South America: Fertil Pampa starting engineering and procurement

Other 2026 awards: Contributing to 2027 and beyond, extending to 2030-31

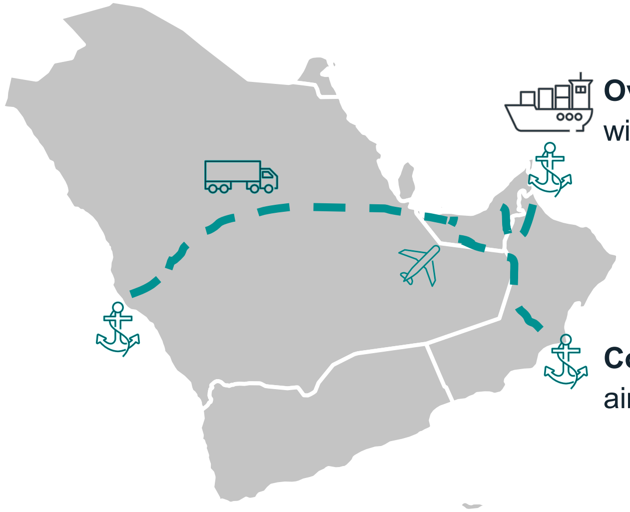
Note: based on current management assumptions, excluding major contractual amendments or extraordinary events beyond the reasonable control of the Group which may impact its operations.

IE&CS MIDDLE EAST OPERATIONS

MANAGING A COMPLEX OPERATING ENVIRONMENT

REGION OVERVIEW & LOGISTICS

Safeguarding **~2,500** people currently employed in the area



KEY PROJECT PROGRESS[1] AT 30 JUNE 2026

Hail and Ghasha gas development project
progressing through construction (~75% overall progress)

Harvest ammonia project
in advanced construction phase

Borouge 4 petrochemical project
finalizing commissioning activities, with utilities & offsites already in start-up

Amiral petrochemical project
in advanced construction phase

Ras Laffan petrochemical project
advancing mechanical completion

WORKING CLOSELY WITH CLIENTS TO SUPPORT PROJECT CONTINUITY, INCLUDING THE ADOPTION OF ALTERNATIVE ROUTES

1. Main projects with ongoing on-site operations.

HAIL AND GHASHA

OVERALL PROGRESS AT ~75% AS OF 30 JUNE 2026

SCALE AND PROGRESS ACHIEVED

529,000 m³
of concrete
equivalent to >70,000 truckloads[1]

129,000 tons
of steel structures
equivalent to 18 Eiffel Towers

31,000 people
mobilized on site
including construction subcontractors

ACTIONS PROTECTING EXECUTION

~600
shipments re-routed
through alternative ports

~1,500
containers delivered at site
after reduced operability of the SoH[2]

Incentives and
night-shift measures
to protect construction pace

MULTIPLE EXECUTION PATHWAYS ALREADY IDENTIFIED

1. Assuming an average concrete mixer truck load of 7.5 m³. 2. Strait of Hormuz.

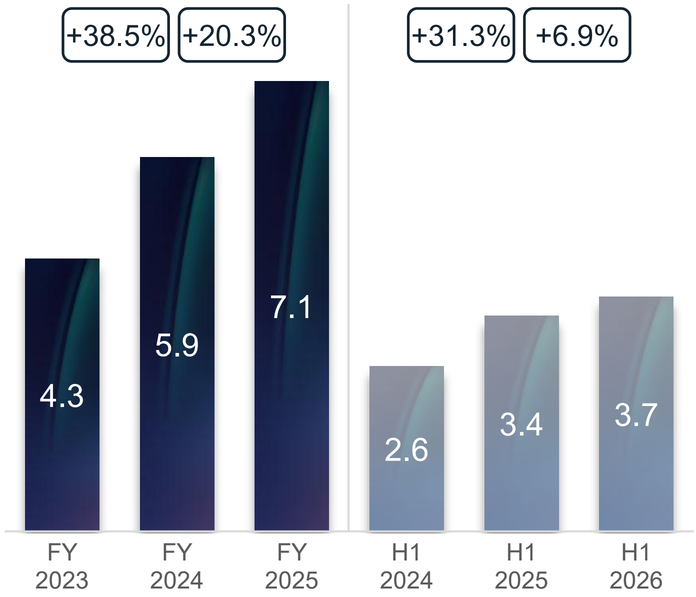
05

THE PROGRESS: CONSOLIDATING GROWTH

DOUBLED IN SIZE IN THE LAST 3 YEARS

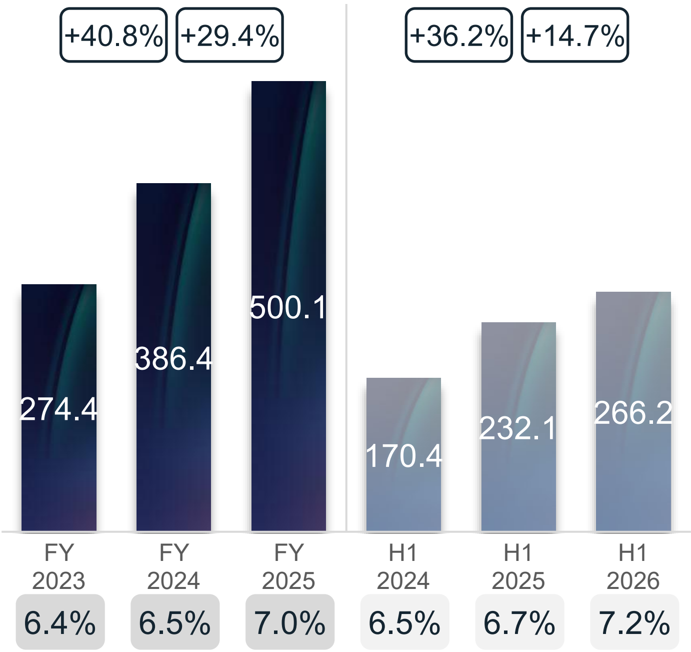
CONSISTENTLY ENHANCING PROFITABILITY

REVENUES (€bn)



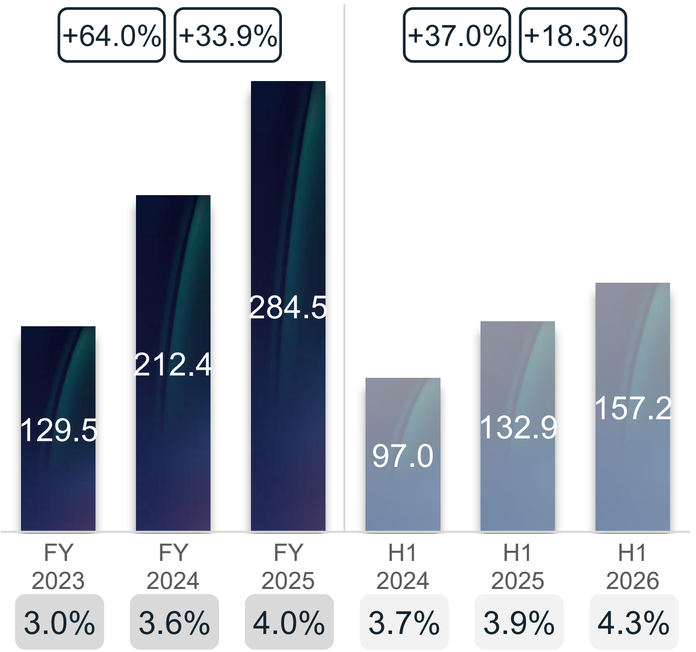
Steady
project execution

EBITDA (€m)



High value-added services
and **operating leverage**

NET INCOME (€m)



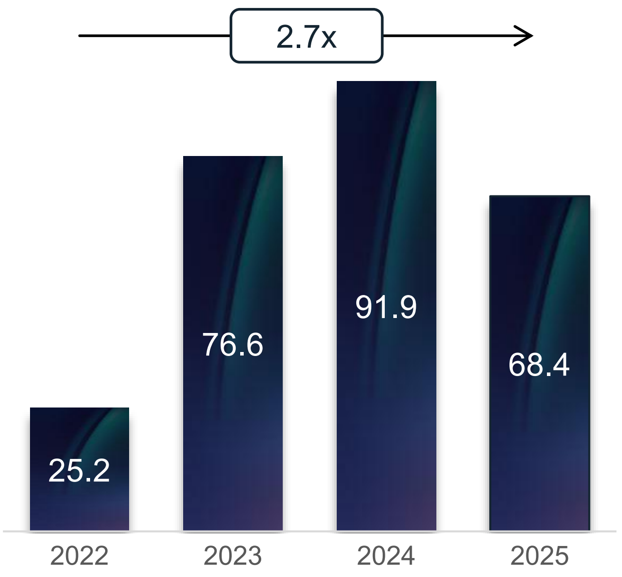
Robust
earnings expansion

Growth | % Margin

PRESERVING BALANCE SHEET STRENGTH

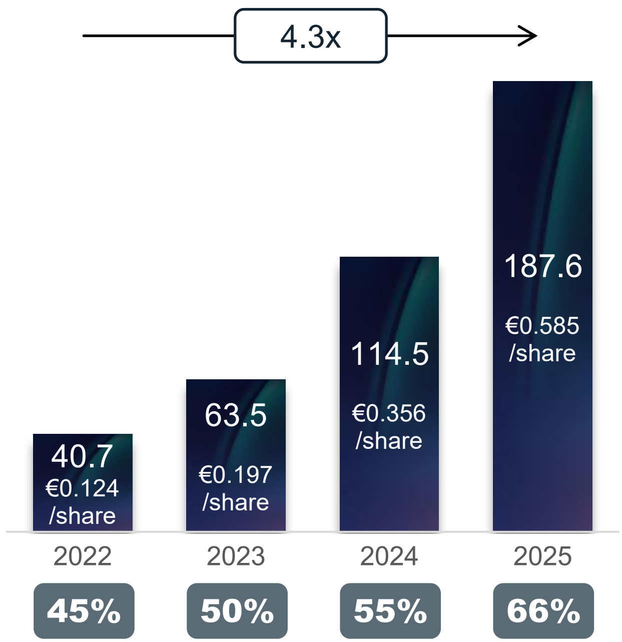
INVESTING IN OUR FUTURE WHILE RETURNING VALUE TO SHAREHOLDERS

CAPEX[1] (€m)



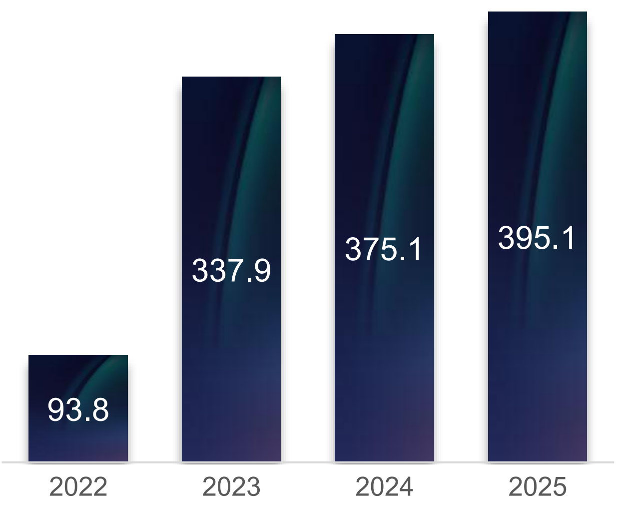
Broadened
the technology portfolio

DIVIDENDS[2] (€m)



Increased
the pay-out ratio

NET CASH[3] (€m)



Solid cash position
to selectively invest for future growth

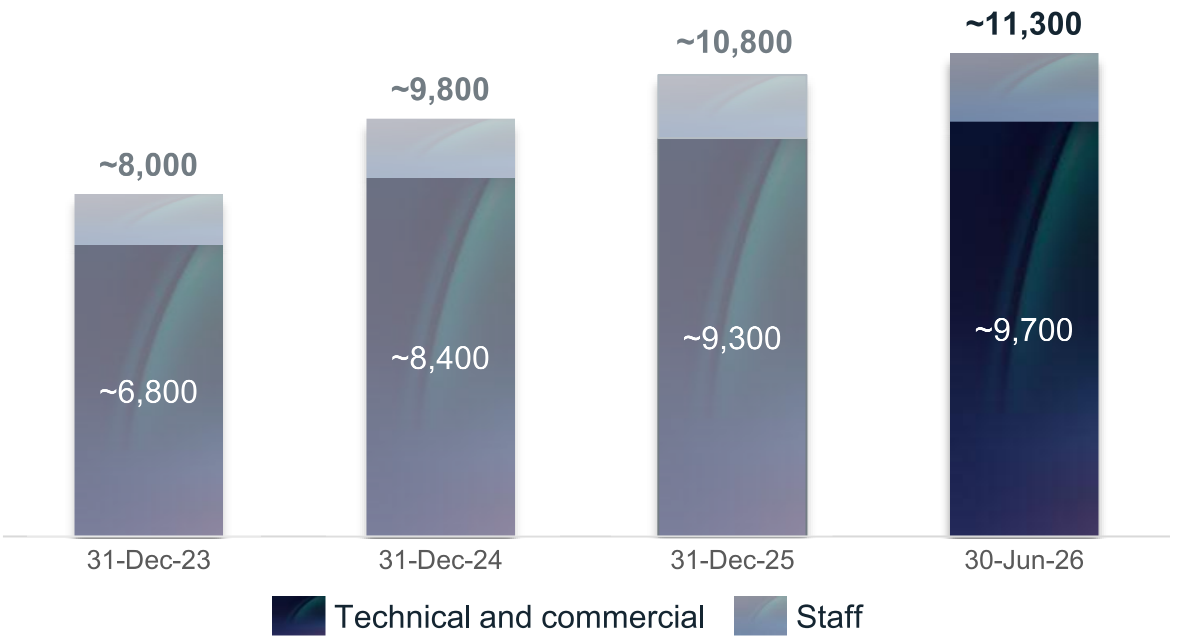
Growth Pay-out

1. 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. 2. Related to Fiscal Year. 3. Excluding leasing liabilities – IFRS 16 and other minor items. As of 31 December.

EQUIPPED WITH A WORKFORCE FIT TO LEAD

A DEEP, MULTI-DISCIPLINARY EXPERTISE, WITH ROOM TO GROW EVEN MORE

GROUP EMPLOYEES



~40%
Headcount increase[1]

90
Nationalities

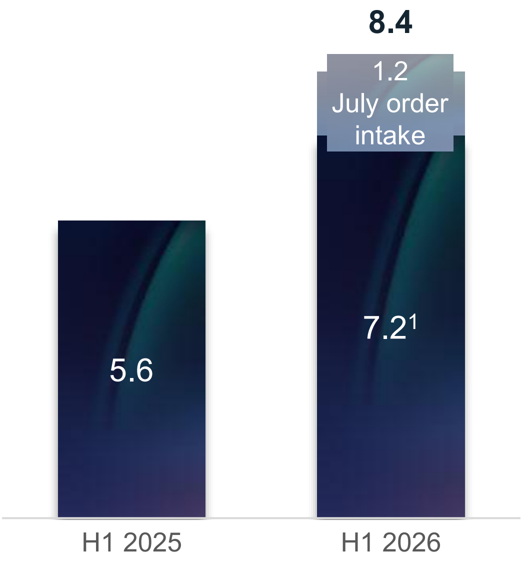
~500 PEOPLE ADDED IN H1 2026 DRIVEN BY BALLESTRA AND ETEK ACQUISITIONS

1. From 31 December 2023 to 30 June 2026.

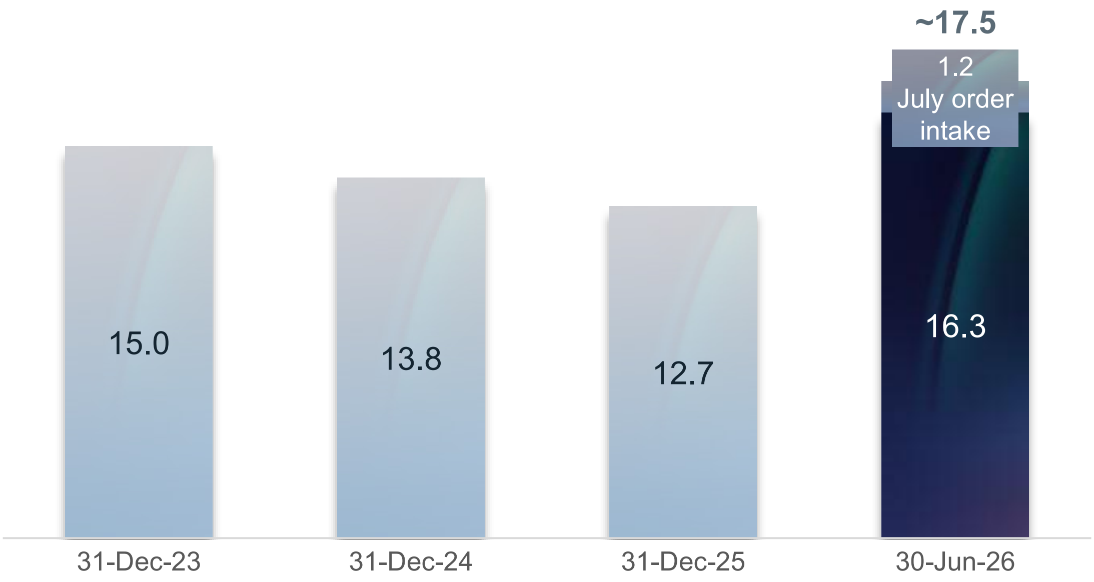
STRONG ORDER INTAKE SUPPORTS VISIBILITY

AMID RISING DEMAND FOR ENERGY SECURITY AND INDUSTRIAL RESILIENCE

ORDER INTAKE (€bn)



BACKLOG (€bn)



Sustainability-related[2] >15%

H1 2026 HIGHLIGHTS

2.0x
Book-to-bill[3]

2.2x
Backlog cover[4]

CLOSE TO ACHIEVING THE €9BN ANNUAL ORDER INTAKE TARGET IN JUST 7 MONTHS, ALSO ENTERING NEW GEOGRAPHIES

1. Including €265m contribution from Ballestra Group 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 ~13% and ~3%). Please refer to appendix for work classification criteria. 3. Ratio of new awards in H1 2026 to revenues recognized over the same period. 4. Ratio of backlog at 30 June 2026 to revenues generated over last 12 months.

INTEGRATED FERTILIZER PROJECT IN ARGENTINA

COMBINING NEXTCHEM'S TECHNOLOGIES WITH TECNIMONT'S ENGINEERING

HIGHLIGHTS

€1.3bn contract awarded by Fertil Pampa[1]
of which €140m attributable to Nextchem's technology package[2]

6,000 metric tons/day of urea capacity
through two ultra-low energy urea trains, to be completed in 41 months

Integrated scope of work
leveraging Nextchem's urea licensing, PDP and PEQ, and Tecnimont's engineering, procurement, commissioning and start-up capabilities

De-risked market entry
with local construction entrusted to SACDE, a leading Argentine contractor

SUPPORTING ARGENTINA'S DEVELOPMENT

- monetizing gas from Vaca Muerta through downstream transformation
- strengthening fertilizer production
- enabling efficient logistics through direct access to key infrastructures

Further opportunities expected, supported by strong regional momentum

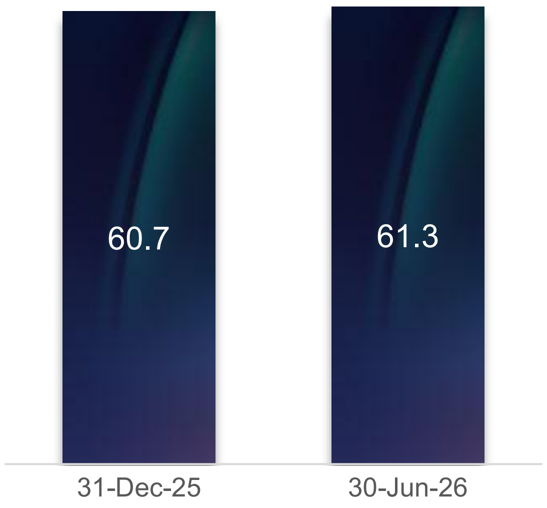
DEVELOPMENT OF **THE LARGEST UREA PLANT IN LATIN AMERICA**
DEPLOYING MAIRE'S INTEGRATED OFFERING

1. A wholly owned subsidiary of Pampa Energia 2. Awarded in Q2 2026. Note: PDP (Process Design Package); PEQ (Proprietary Equipment).

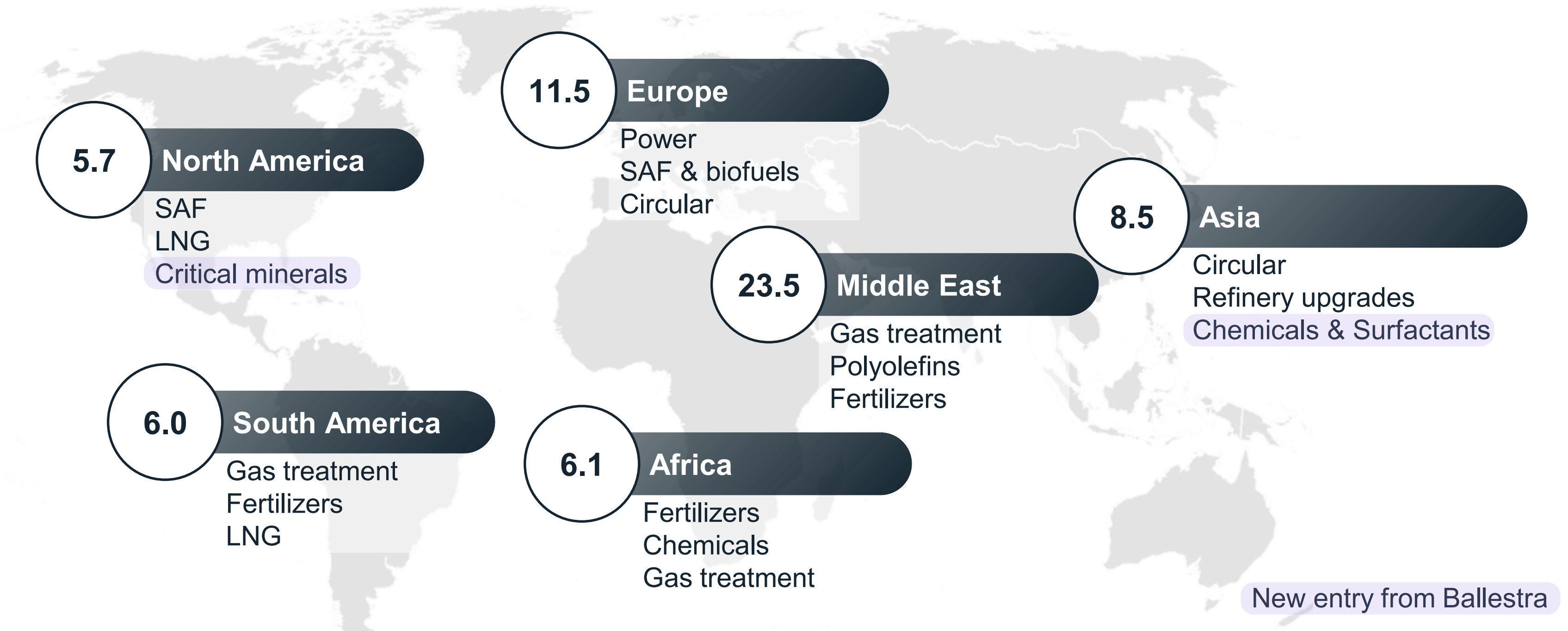
GROUP COMMERCIAL PIPELINE

MOST OF THE MARKET OPPORTUNITIES CAN BENEFIT FROM OUR INTEGRATED OFFERING

GROUP PIPELINE (€bn)



BY GEOGRAPHY (€bn, Jun-26)



AT LEAST ~€9BN 2026 ORDER INTAKE TARGET (€8.4BN ALREADY AWARDED AS OF 30 JULY)

06
THE FUTURE: 2026-2035 GROUP STRATEGIC PLAN

2026 GUIDANCE CONFIRMED

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

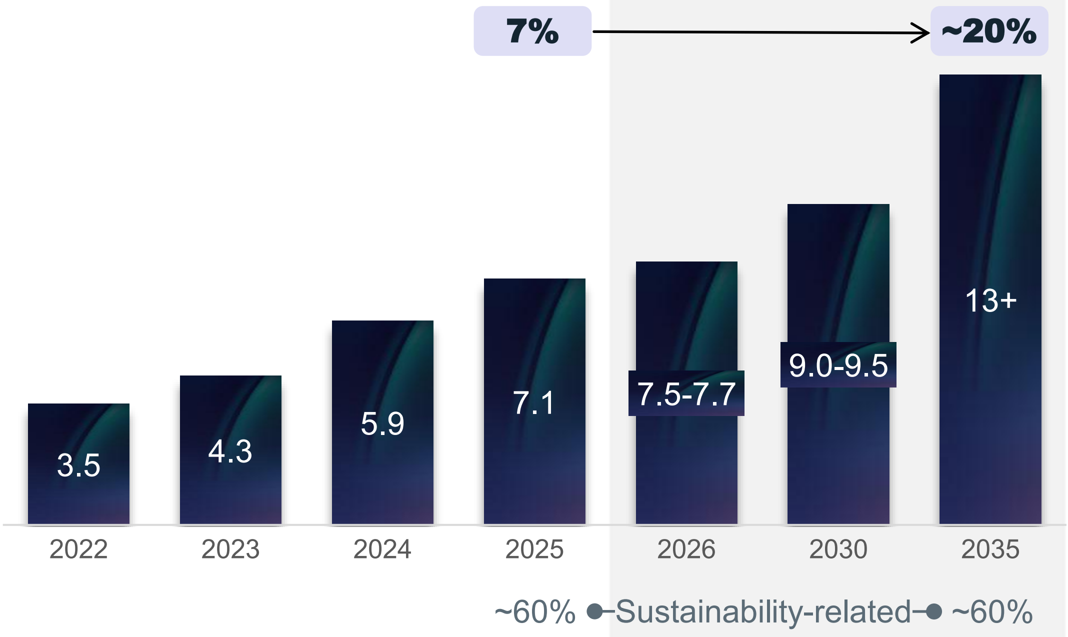
Assuming no significant deterioration of the geopolitical situation		STS	IE&CS	GROUP
REVENUES	Progressive acceleration in H2 sustained by a diversified backlog	€ 670 – 700m	€ 6.8 – 7.0bn	€ 7.5 – 7.7bn
EBITDA	Reflecting an evolving business mix, operating leverage and efficiencies	€ 150 – 165m 22 – 24% margin	€ 395 – 410m 5.8 – 5.9% margin	€ 545 – 575m 7.3 – 7.5% margin
CAPEX[1]	Supporting technology bolt-on acquisitions and digital innovation	€ 190 – 220m	€ 60 – 80m	€ 250 – 300m
ADJ. NET CASH[2]	Operating cash flows offsetting capex, share buy-back and dividends			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.

GROUP REVENUES AND EBITDA

MEANINGFUL UPSIDE VERSUS PRIOR TARGETS

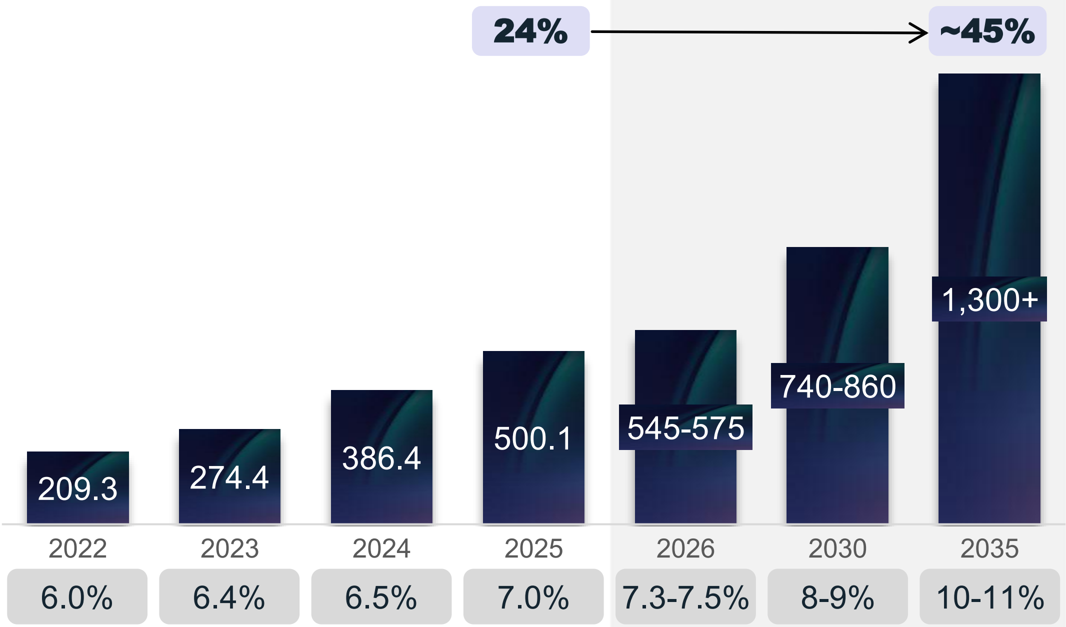
REVENUES (€bn)



Sustained top-line growth

driven by solid market fundamentals and transitional solutions

EBITDA (€m)



Robust margin expansion

driven by technologies, operating leverage and efficiencies

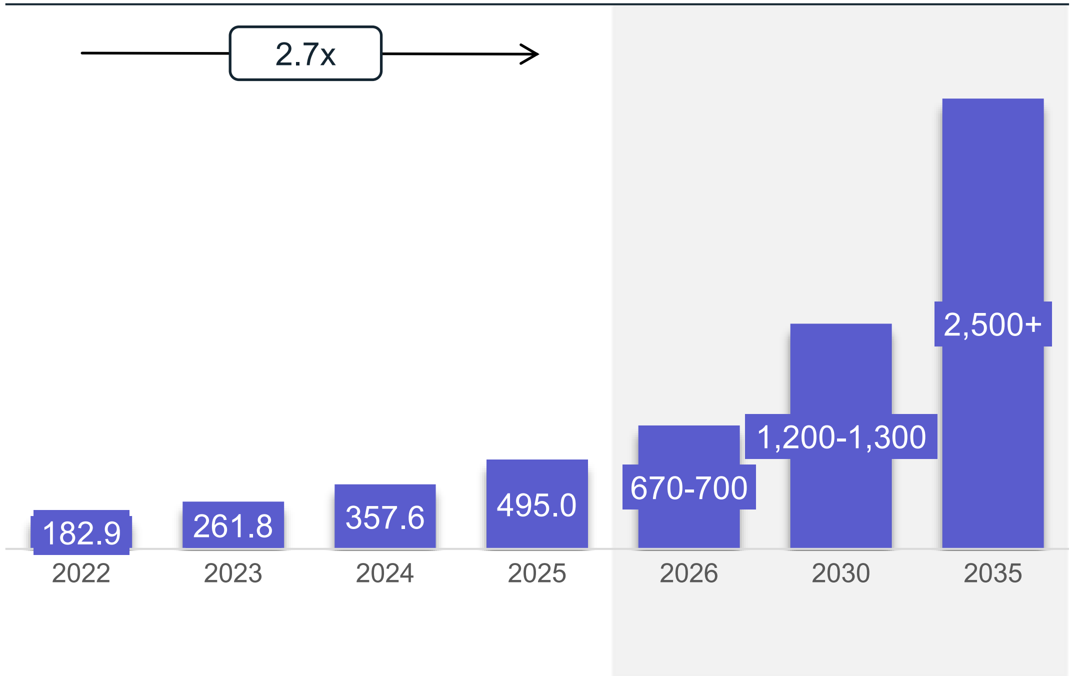
% STS % Margin

Note: Sustainability-related revenues are defined as the sum of transitional and sustainable work. Please refer to the slide in appendix for the criteria used in the determination of transitional and sustainable work.

STS REVENUES AND EBITDA

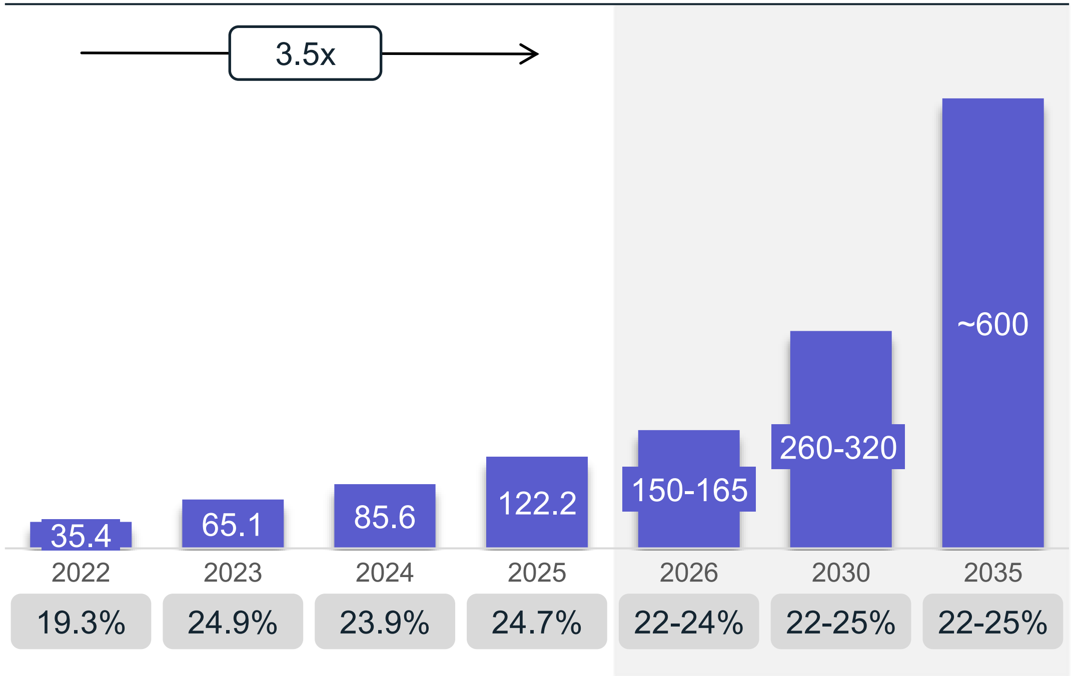
A GROWTH STORY THAT VALIDATES OUR VALUE PROPOSITION

REVENUES (€m)



Targeting **€2.5bn+ revenues** by 2035
after nearly tripling them over the past three years

EBITDA (€m)



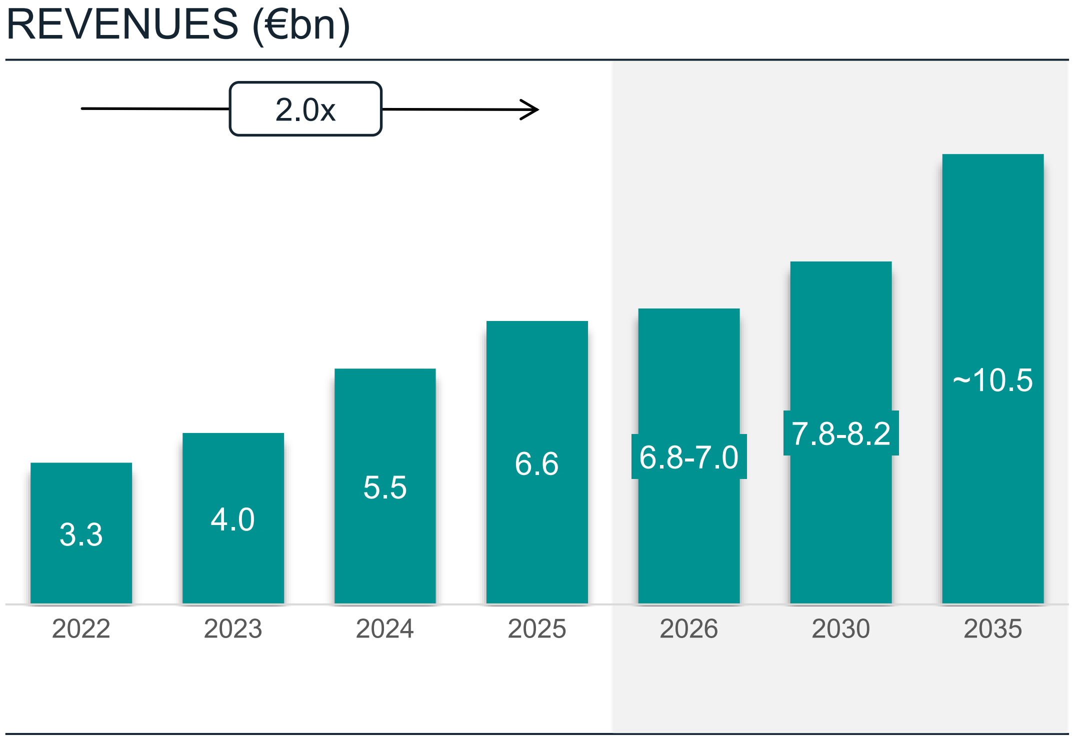
Best-in-class **profitability**
backed by proprietary solutions and services mix

Growth % Margin

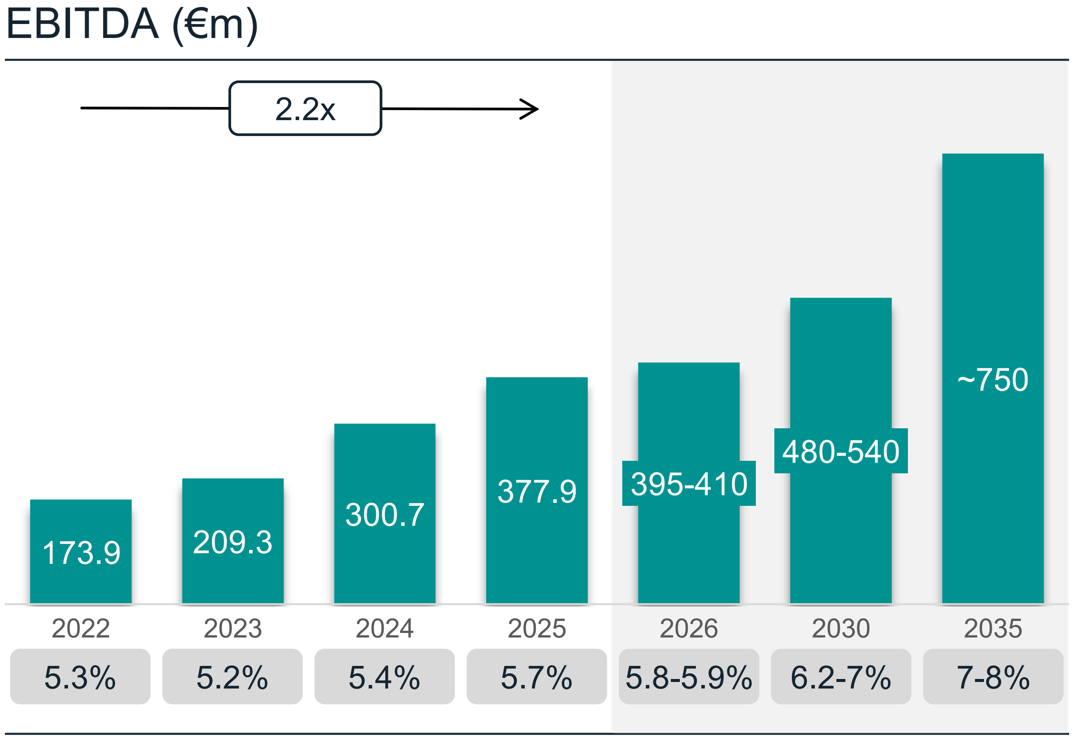
Note: FY 2022 pro forma figures.

IE&CS REVENUES AND EBITDA

OPERATIONAL EXCELLENCE AND INNOVATION AS LEVERS TO DOUBLE EBITDA IN 10 YEARS



Targeting ~**€10.5bn revenues** by 2035
with gas projects supporting visibility in the first years



Growing **profitability**
benefitting from large-scale projects and EPC innovation

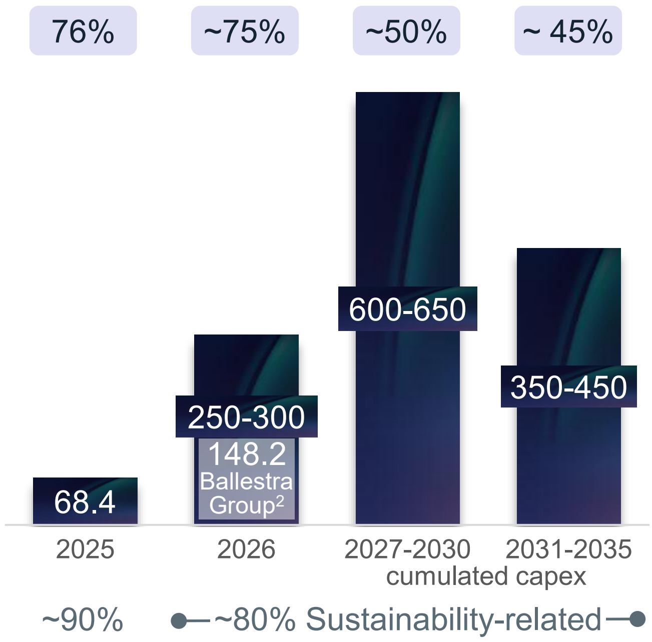
Growth | % Margin

Note: FY 2022 pro forma figures.

GROUP CAPEX AND NET CASH

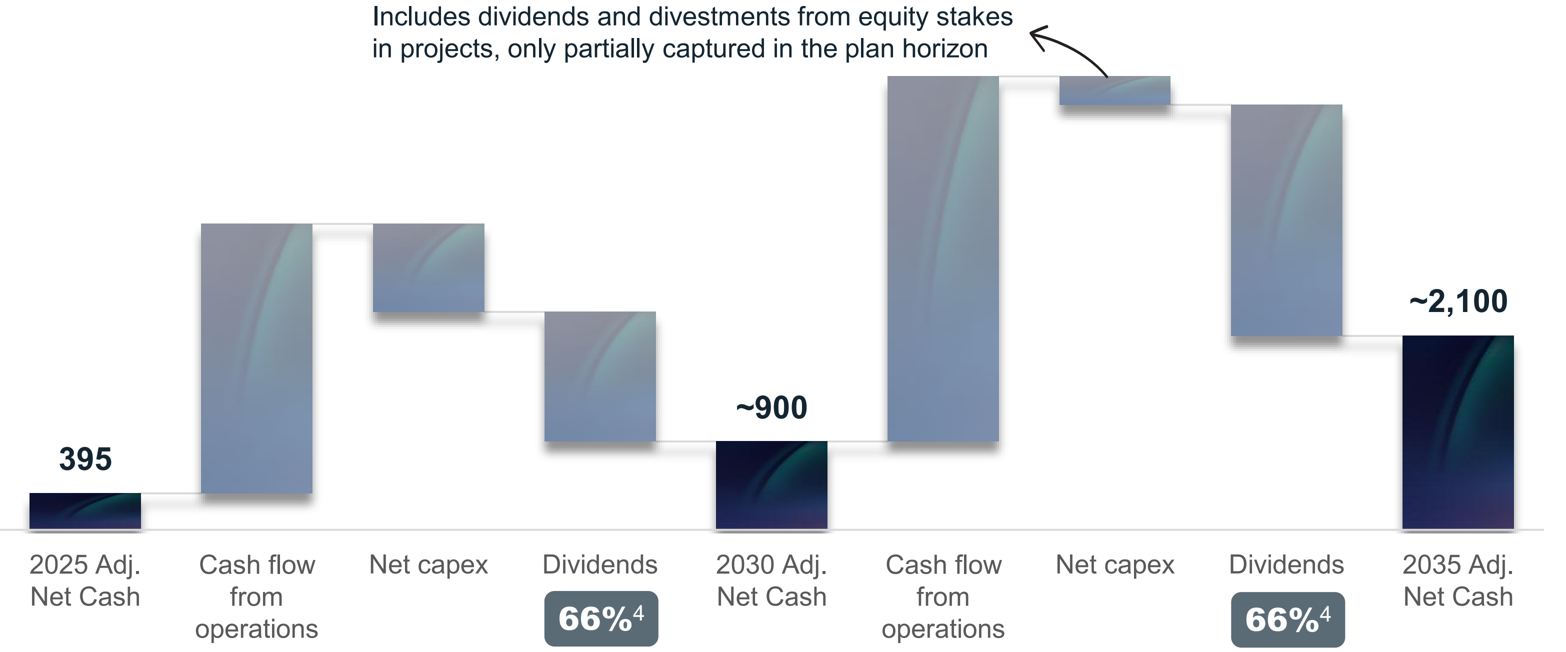
CAPITAL ALLOCATION SUPPORTING GROWTH AND SHAREHOLDER RETURNS

CAPEX[1] (€m)



Total €1.2-1.4bn
for technology solutions and innovation

ADJUSTED NET CASH[3] (€m)



Operating cash flow
comfortably supports capex, debt service and dividends

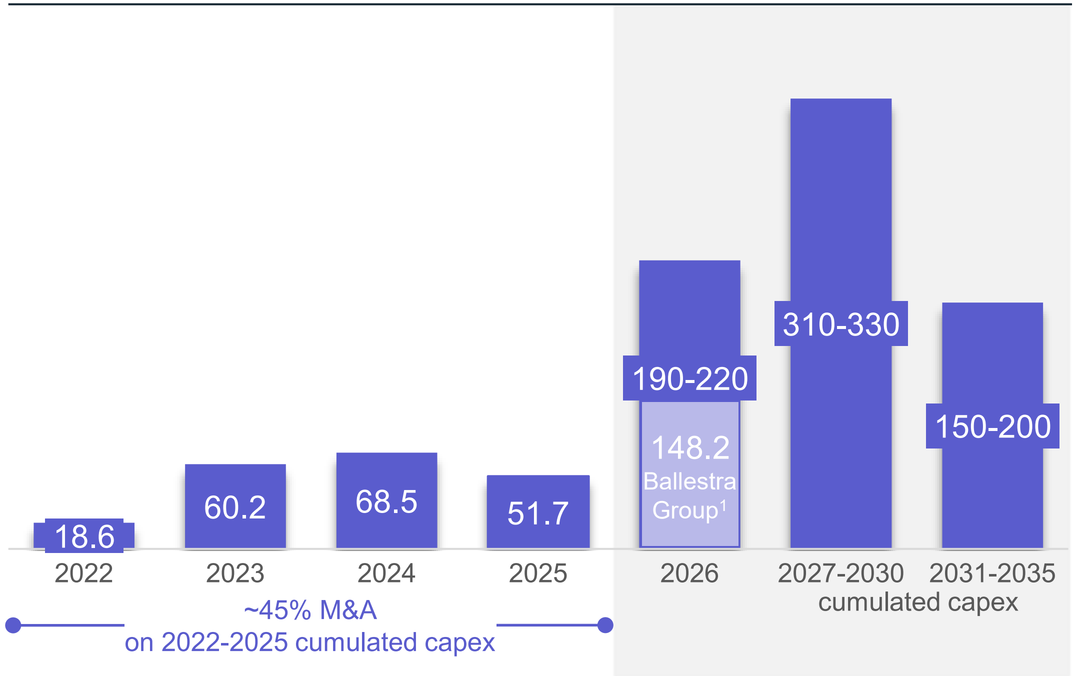
% STS

Capex not including potential transformational M&A transactions. Sustainability-related capex are defined as the sum of transitional and sustainable investments; please refer to the slide in appendix for the criteria used in the determination of transitional and sustainable work. 1. Gross amount not including dividends and divestment proceeds from equity investments in projects. 2. Acquisition completed in Q2 2026. 3. Adjusted Net Cash excludes leasing liabilities – IFRS 16 and other minor items. Net capex includes project dividends and divestments. 4. Pay-out assumptions.

STS CAPEX

INVESTING TO SHAPE THE TECHNOLOGIES OF TOMORROW

CAPEX (€m)



Total capex of **€650-750m**
concentrated in the first five years of the plan

Bolt-on M&A — 40-60%

- EBITDA-generating targets → Value accretive
- Deferred price and earn-outs → Pay for performance

Technology validation — 30-40%

- Bridging pilot plants to full industrial-scale
- Enabling global technology deployment

Recurring R&D[2] — 10%+

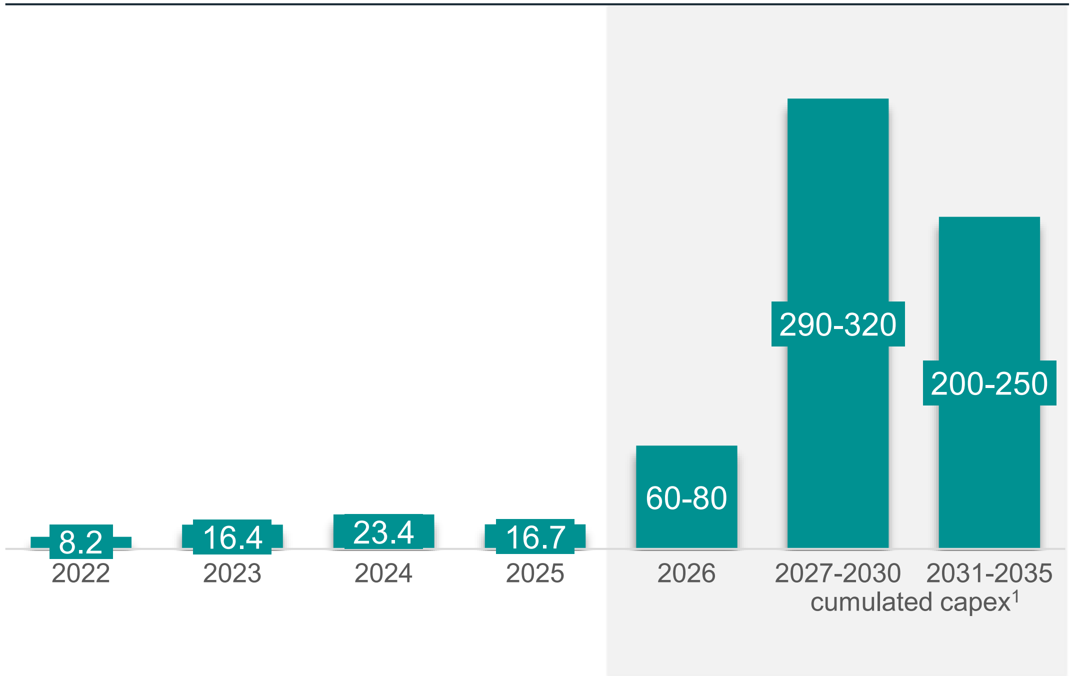
- Driving continuous efficiency enhancement
- Expanding digital capabilities

FY 2022 pro forma figures. Capex not including potential transformational M&A transactions. 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. 1. Acquisition completed in Q2 2026. 2. Recurring R&D investments to be capitalized.

IE&CS CAPEX

SHAPING THE NEXT EVOLUTION OF TECNIMONT

CAPEX (€m)



Total **€550-650m** capex
concentrated in the first years of the plan

Pioneering EPC innovation 20-30%

- Digital transformation
- "Cosmont" new construction model

MET Development's co-investments[1] 40-50%

- Minority investments in integrated projects
- Double-digit target return
- Exit 2 years after project completion

Recurring investments 10%+

- MET Zero plan to lower emissions
- Energy efficiency program

FY 2022 pro forma figures. Capex not including potential transformational M&A transactions. 1. Gross amount not including dividends and divestment proceeds from equity investments in projects.

RESHAPING OUR ENERGIES

OUR STRATEGIC RESPONSE TO A MULTI-SOURCE, MULTI-SHAPE, GROWING ENERGY SCENARIO

What we do

Expanding Nextchem's technology portfolio
for fertilizers and raw materials processing, advancing on new-generation nuclear

Widening market segments for Tecnimont, including LNG
leveraging our leading capabilities in managing complex projects

Integrated approach

One-stop shop

Powered by AI
smarter engineering, faster execution, higher efficiency

How we do it

Enhancing R&D capabilities at Nextchem
accelerating technology innovation and scalability

Pioneering EPC innovation at Tecnimont
enhancing execution excellence and competitiveness

LEADING PERFORMANCE
IN A FAST-EVOLVING MARKET ENVIRONMENT

APPENDIX

FERTILIZERS

COVERING THE ENTIRE NPK (NITROGEN-PHOSPHORUS-POTASSIUM) SPECTRUM

TECHNOLOGY SOLUTIONS BY FAMILY		AGRICULTURE	ENERGY	MANUFACTURING	TRANSPORTATION
NX STAMI™ Ammonia	All scales of ammonia from traditional, low-carbon and green hydrogen	✓	✓	✓	✓
NX STAMI™ Urea	Market leaders including ultra low energy design and fluid bed granulation	✓		✓	
NX STAMI™ Nitrates	Maximizing efficiency across nitric acid production processes	✓			
Phosphate Fertilizers	Delivering integrated solutions across the phosphate value chain	✓			
Potassium Fertilizers	Premium-grade potassium fertilizers production	✓			
Specialty and NPK Fertilizers	Advanced specialty solutions for enhanced nutrient performance	✓			

END MARKETS SERVED

+ Contribution from Ballestra Group following the completion of the acquisition in Q2 2026.

FUELS (1/2)

HYDROGEN SUITE AND LOW-CARBON FUELS

MOVE

TECHNOLOGY SOLUTIONS BY FAMILY		ENERGY	HARD TO ABATE	TRANSPORTATION
NX CPO™	Syngas through catalytic partial oxidation for hydrogen production for hard to abate	✓	✓	✓
NX Reform™	Hydrogen from natural gas through steam methane reforming, available with CCS	✓	✓	✓
NX eBlue™	Low-carbon hydrogen production through electric steam methane reforming	✓	✓	✓
NX AdWin Hydrogen®	Large scale low-carbon hydrogen through autothermal reforming with high efficiency	✓	✓	✓
NX FHYVE™	Reliable and cost-effective green hydrogen production through alkaline water electrolysis	✓	✓	✓
NX AdWin Methanol® Suite	Large scale low-carbon methanol through hydrogen produced with autothermal reforming	✓	✓	✓
NX SAF™ BIO	Cost-effective SAF production through HEFA process for the sustainability of aviation	✓		✓
NX PTU™	Advanced pretreatment of waste-based lipids for high-quality bio SAF production	✓		✓

FUELS (2/2)

CARBON CAPTURE AND SULPHUR RECOVERY

MOVE

TECHNOLOGY SOLUTIONS BY FAMILY		END MARKETS SERVED: ENERGY	HARD TO ABATE	TRANSPORTATION
NX Decarb™ Suite	Complete suite of solutions optimizing and integrating core carbon capture units	✓	✓	✓
NX SulphuRec™	Sulphur recovery to abate pollutants in refinery and natural gas processing	✓		✓

RECYCLING AND RECOVERY

FROM MULTIPLE FEEDSTOCK STREAMS TO VALUABLE RESOURCES

TECHNOLOGY SOLUTIONS BY FAMILY		END MARKETS SERVED: ENERGY	HARD TO ABATE	MANUFACTURING	TRANSPORTATION
NX Circular™	From waste to syngas through gasification and conversion into hydrogen, methanol, SAF	✓	✓	✓	✓
NX EnerCircle™	Production of power from waste and agricultural biomass materials	✓	✓		
NX Replast™	Upcycling rigid plastic waste into virgin-quality recycled products			✓	
NX Re™ Suite	Chemical recycling of plastic waste into monomers			✓	
Pyrolysis (+)	Chemical recycling of hard-to-recycle plastics into high-value feedstocks			✓	

(+) Contribution from Ballestra Group following the completion of the acquisition in Q2 2026.

SPECIALTY CHEMICALS (1/2)

ADVANCED PROCESSING SERVING MULTIPLE APPLICATIONS

MAKE

TECHNOLOGY SOLUTIONS BY FAMILY		END MARKETS SERVED: ENERGY	HARD TO ABATE	MANUFACTURING	TRANSPORTATION
NX Conser™ MAN	Sustainable production of maleic anhydride used for multiple fine chemicals production			✓	
NX Conser™ Duetto	Solutions for monomers needed for the production of biodegradable plastic		✓	✓	
NX Conser™ PolyFlex	Polymer production for elastomeric products from conventional and biological feedstock			✓	
NX Conser™ Derivatives	Light hydrocarbons valorization into multiple high-value molecules with broad applications			✓	
NX Conser™ Halo-Butyl Rubber	Top-tier rubber production with excellent impermeability and mechanical properties			✓	
NX Conser™ Aromatics	Production of trimellitic anhydride for higher performance of plastic			✓	
Soaps & Detergents (+)	High-efficiency, end-to-end production of cleaning solutions			✓	
Surfactants (+)	High-quality building blocks for cleaning solutions			✓	

(+) Contribution from Ballestra Group following the completion of the acquisition in Q2 2026.

SPECIALTY CHEMICALS (2/2)

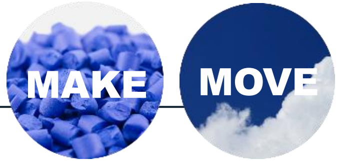
ADVANCED PROCESSING SERVING MULTIPLE APPLICATIONS

TECHNOLOGY SOLUTIONS BY FAMILY		END MARKETS SERVED: ENERGY	HARD TO ABATE	MANUFACTURING	TRANSPORTATION
Phosgene (+)	Phosgene production as high-value intermediate for advanced materials			✓	
Gas-Liquid Reactions	Advanced gas-liquid reactions for industrial processing		✓	✓	

(+) Contribution from Ballestra Group following the completion of the acquisition in Q2 2026.

STRATEGIC MATERIALS

PROCESSING OF CRITICAL MATERIALS, INCLUDING METALS AND MINERALS



TECHNOLOGY SOLUTIONS BY FAMILY		ENERGY	HARD TO ABATE	MANUFACTURING	TRANSPORTATION
Sulphuric Acid	Sulphuric acid production enabling metal production for e-infrastructure		✓	✓	
Phosphoric Acid	High-quality phosphoric acid for multiple industrial applications	✓	✓	✓	
Fluorine	Building block for clean energy storage through batteries for electromobility	✓	✓	✓	✓
Precious Metals Recovery	Advanced processes for the recovery of precious metals from electronic waste streams			✓	

The four end-market columns are grouped under the heading END MARKETS SERVED.

+ Contribution from Ballestra Group and ETEK following the completion of the acquisitions in Q2 2026.

INCOME STATEMENT

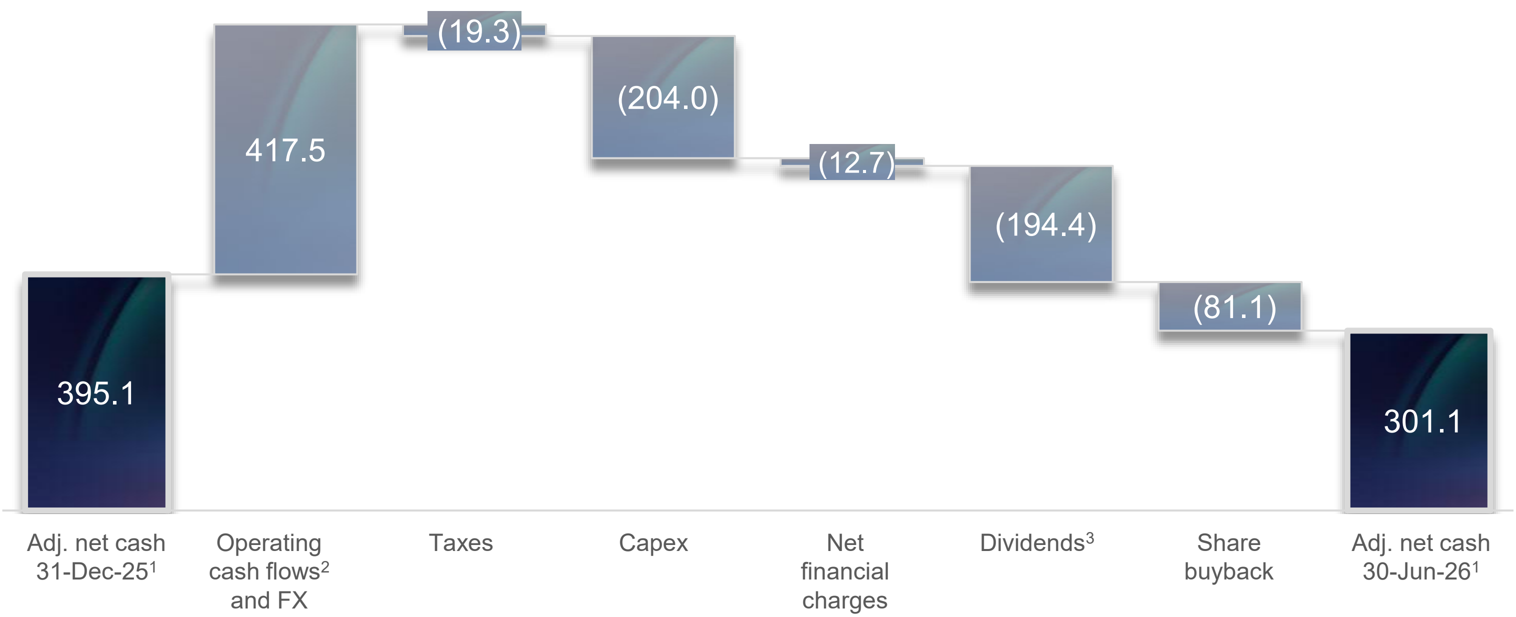
H1 RESULTS

	Q1 2026		Q2 2026		Change QoQ		H1 2025		H1 2026		Change YoY	
	€m	%	€m	%	€m	%	€m	%	€m	%	€m	%
GROUP												
Revenues	1,836.5	100.0%	1,845.8	100.0%	9.3	0.5%	3,444.1	100.0%	3,682.4	100.0%	238.2	6.9%
Operating costs	(1,705.3)	(92.9%)	(1,710.9)	(92.7%)	(5.6)	0.3%	(3,212.0)	(93.3%)	(3,416.2)	(92.8%)	(204.2)	6.4%
EBITDA	**131.2**	**7.1%**	**134.9**	**7.3%**	**3.7**	**2.8%**	**232.1**	**6.7%**	**266.2**	**7.2%**	**34.0**	**14.7%**
Depreciation and amortization	(17.9)	(1.0%)	(18.8)	(1.0%)	(0.9)	4.9%	(32.5)	(0.9%)	(36.7)	(1.0%)	(4.2)	13.0%
EBIT	**113.3**	**6.2%**	**116.2**	**6.3%**	**2.8**	**2.5%**	**199.7**	**5.8%**	**229.5**	**6.2%**	**29.8**	**14.9%**
Net financial income/(charges)	(3.0)	(0.2%)	(0.2)	0.0%	2.8	(93.4%)	(4.8)	(0.1%)	(3.2)	(0.1%)	1.6	(33.2%)
EBT	**110.3**	**6.0%**	**116.0**	**6.3%**	**5.6**	**5.1%**	**194.9**	**5.7%**	**226.3**	**6.1%**	**31.4**	**16.1%**
Tax provision	(33.6)	(1.8%)	(35.5)	(1.9%)	(1.9)	5.7%	(62.0)	(1.8%)	(69.1)	(1.9%)	(7.1)	11.5%
Net Income	**76.7**	**4.2%**	**80.5**	**4.4%**	**3.7**	**4.8%**	**132.9**	**3.9%**	**157.2**	**4.3%**	**24.3**	**18.3%**
Group Net Income	**67.4**	**3.7%**	**70.5**	**3.8%**	**3.2**	**4.7%**	**126.7**	**3.7%**	**137.9**	**3.7%**	**11.2**	**8.8%**
STS												
Revenues	140.6	100.0%	145.1	100.0%	4.5	3.2%	194.5	100.0%	285.7	100.0%	91.2	46.9%
EBITDA	**32.3**	**23.0%**	**35.7**	**24.6%**	**3.4**	**10.6%**	**48.6**	**25.0%**	**68.0**	**23.8%**	**19.4**	**39.9%**
IE&CS												
Revenues	1,696.0	100.0%	1,700.7	100.0%	4.7	0.3%	3,249.7	100.0%	3,396.7	100.0%	147.0	4.5%
EBITDA	**98.9**	**5.8%**	**99.2**	**5.8%**	**0.3**	**0.3%**	**183.5**	**5.6%**	**198.2**	**5.8%**	**14.7**	**8.0%**

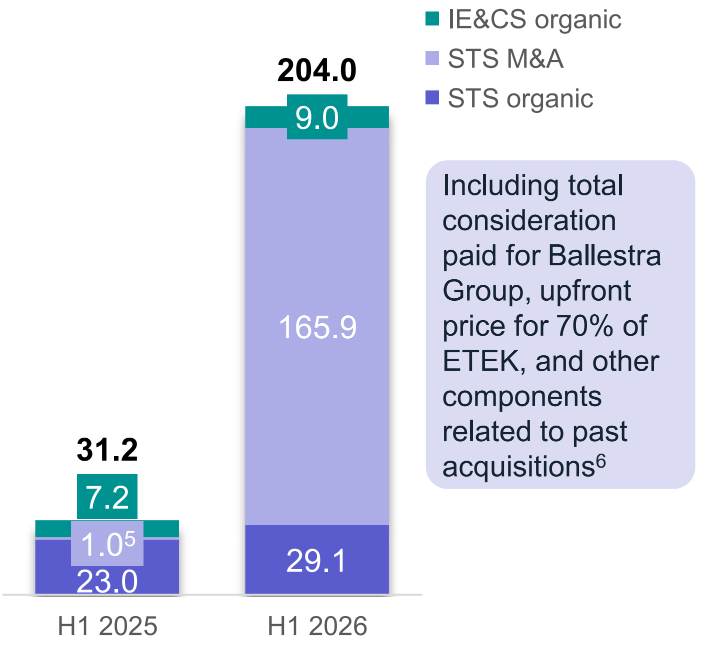
NET CASH POSITION AND CAPEX

OPERATING CASH FLOW SUPPORTING TECH EXPANSION AND SHAREHOLDER RETURNS

CASH FLOW BRIDGE (€m, ex-IFRS 16)



CAPEX (€m)[4]



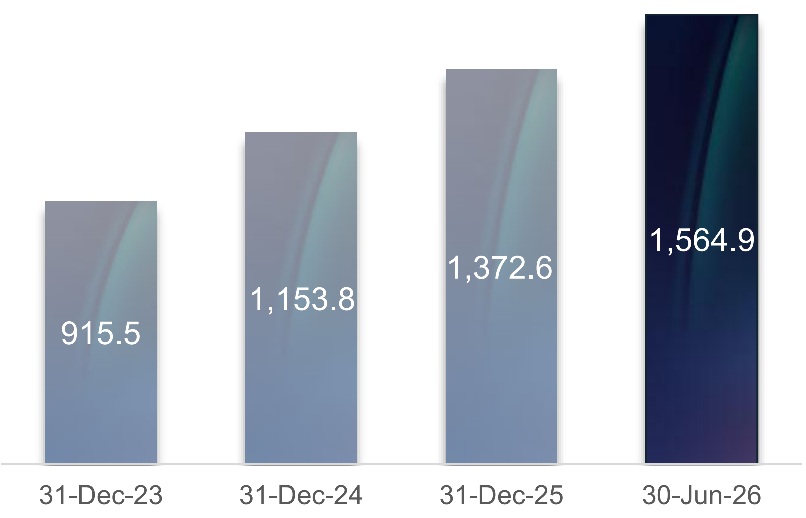
~60% Sustainability-related[7]

1. Excluding leasing liabilities - IFRS 16 (€111.2m as of 31 December 2025 and €114.2m as of 30 June 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 MyRemono. 6. 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 15.0% 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. 7. Sustainability-related capex are defined as the sum of transitional and sustainable investments. Please refer to appendix for work classification criteria.

FINANCIAL STRUCTURE

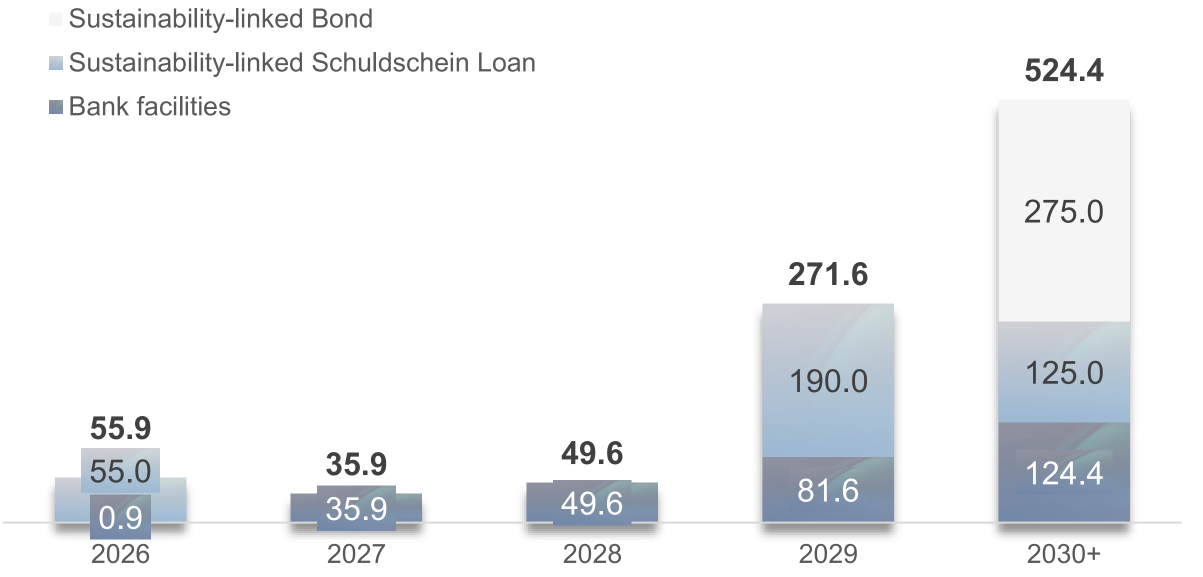
SOUND LIQUIDITY AND ROBUST BALANCE SHEET

LIQUIDITY (€m)



A solid foundation
for both operations and future investments

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



Total €937.4m as of 30 June 2026
vs €728.3m as of 31 December 2025

ADDING VALUE TO SHAREHOLDERS

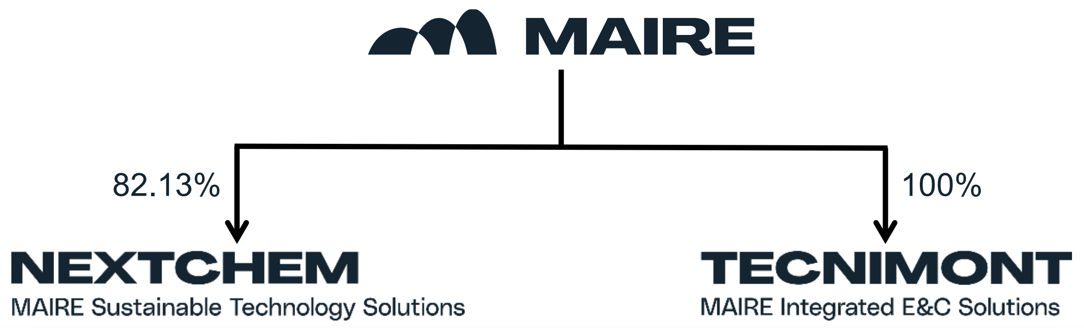
STABLE SHAREHOLDERS' BASE AND STRONG DIVIDEND POLICY

MAIRE

Shareholder[1]	% of ordinary shares	% of voting rights[2]
GLV Capital S.p.A. (Fabrizio Di Amato)	51.02%	75.66%
Yousif Mohamed Ali Nasser Al Nowais	3.10%	1.53%
Other institutional and retail investors	45.88%	22.80%

NEXTCHEM
MAIRE Sustainable Technology Solutions

Shareholder[1]	% of ordinary shares	% of voting rights
MAIRE S.p.A.	82.13%	82.13%
Azzurra Next One S.p.A.	7.88%	7.88%
Yousif Mohamed Ali Nasser Al Nowais	5.00%	5.00%
Maire Investments S.p.A. (Fabrizio Di Amato)	4.99%	4.99%



MAIRE STOCK INFORMATION

Listed on the Milan Stock Exchange since November 2007

ISIN code: IT0004931058

Ticker: MAIRE

Market Capitalization on 31 July 2026: €4.2bn

€629m
Dividends distributed since 2014

+1,012%
Total return[3] 1 January 2014 – 31 July 2026
+21% annual equivalent

1. Based on the latest official information communicated to MAIRE (e.g., shareholders' register, official filings). 2. Pursuant to Article 120, Paragraph 1 of the Legislative Decree no. 58 of 24 February 1998 (Italian "Consolidated Law on Finance") and to Article 6-bis of the By-Laws ("Voting right increase"), share capital of MAIRE refers to the total number of voting rights equal to 664,770,700. 3. Total return calculated as price performance plus dividends.

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 derivatives[1] 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 derivatives[1] (blue), carbon capture, biodegradable plastics from fossil feedstock, ultra-low energy urea and nitric acid, phosphate- and potassium-based fertilizers, specialty and NPK[2] fertilizers, fluorine technologies

TRADITIONAL

All other market segments, including, for example: oil refining, chemicals, petrochemicals, hydrogen and hydrogen derivatives[1] 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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MAIRE