

# QUALITY POLICY

APPROVED BY THE CHIEF EXECUTIVE OFFICER OF THE MAIRE GROUP  
ON 16 DECEMBER 2025

# 1 SCOPE

MAIRE group is a technology and engineering group (“the Group”) that develops and implements innovative solutions to enable the Energy Transition to accelerate decarbonization across industries.

The Group operates through two business units: Sustainable Technology Solutions to fully enable energy transition through innovative and sustainable processes, optimizing conventional ones and creating new processes from non-fossil feedstock. Integrated Engineering and Construction Solutions to bring into reality complex plants and frontier projects designed to provide access to the latest technologies.

MAIRE group stands for excellence in Quality being committed to complying with international standards, statutory/regulatory requirements, and exceeding customer expectations. The Group operates by applying a robust Quality Management System, a risk-based and process-oriented approach, also leveraging on its distinctive capabilities and in accordance with ethics, innovation, and sustainability principles.

Simplicity is a foundational principle of MAIRE Group’s Quality Strategy. The Group strongly believes that reducing operational complexity is key to enhance clarity, consistency, and compliance in the execution of processes. By promoting accessible and streamlined procedures and clearly defined responsibilities, the Group ensures that all personnel have a clear and shared understanding of how to execute the tasks of competence effectively, within the respective Functions.

This simplification fosters a culture of continuous improvement, essential to achieve best performance and maintaining high Quality standard. It also fosters global knowledge sharing and the systematic deployment of best practices.

Digital transformation, cybersecurity, and AI-driven solutions are embedded in MAIRE Group’s Quality and business strategy. These solutions enhance process monitoring, data-driven decision making, and operational control. Quality is achieved not only through compliance but also through a structured approach to managing processes, performance and risks, while consistently pursuing excellence and long-term stakeholders’ value.

## 1.1 Applicability and distribution

This policy applies to MAIRE group, which is required to comply with its principles. The policy is available on the MAIRE S.p.A. website to all interested parties involved in the Group’s operations, ensuring a standardized approach to Quality.

## 1.2 Approval and Review

The policy is approved by the Chief Executive Officer of the MAIRE group. It is subject to revision to reflect regulatory updates, strategy changes, or contextual evolutions.

## 1.3 Governance

The management and implementation of this policy are entrusted to all Group functions and personnel. The Management has appointed the Transformation Enabling & System Quality Responsible with the role of developing, maintaining, monitoring, and improving the Quality Management System.

# 2 COMMITMENT

The MAIRE group fosters a culture of Quality at every level of the organization and is committed to:

- ensure the continuous improvement of Quality Management System in line with the evolution of business needs and objectives, providing an operative reference that effectively supports business operations, facilitating processes and improving efficiency. The Group approach is based on simplicity to plan and develop processes improvements in a clear and simple manner, ensuring that every change is easily understood and immediately applicable;

- ensure the Quality, efficiency, and sustainability of processes, products, and services through the application of the Quality Management System, leveraging on People competences and relevant training activities, and requiring the same commitment to suppliers and subcontractors, in line with the Group's Supply Chain Policy;
- secure the specified Quality requirements of products and services through systematic monitoring of deliverables, products and services supplied,
- pursue operational excellence strengthening its own capacity to deliver complex, large-scale projects by focusing on performance, risk and opportunity management, value creation and environmental responsibility;
- extend to the proper governance and management of the processes through suitable identification, measurement, management, and monitoring of risks and opportunities;
- enhance the effectiveness of its Quality Management System by setting appropriate objectives, analyzing data indicators and audit results, collecting and implementing lessons learned, and ensuring that a comprehensive program of reporting is developed to measure the Group's performance;
- enhance the Quality Management System capacity to ensure operational consistency with the defined strategies through the synergy of Processes, Organization, Technological Platforms and distinctive skills of the MAIRE group personnel.

### 3 OBJECTIVES AND STRATEGIES

In MAIRE Group, Quality is considered a key factor in achieving excellence, innovation and sustainability. The Group applies a risk-based approach to improve efficiency, reduce uncertainties, and deliver high-performing, dependable, and sustainable solutions.

Through continuous improvement approach MAIRE Group learns from experience, optimizes processes, and integrates best practices, reinforcing its own position as a leader in the energy transition and industrial transformation sectors.

The Group focuses on several key objectives by defining the Quality strategy:

- **Act with Simplicity** – Simplifying processes and system documentation to reduce complexity, enhance clarity, and enable efficient execution. The Group Quality Management System ensures that procedures and responsibilities are clearly defined, accessible, and effectively implemented to deliver better solutions, increasing efficiency and efficacy in successfully achieving goals;
- **Customer Focus** – prioritizing clients' needs with an emphasis on meeting contractual obligations and adhering to regulatory standards. Potential deviations are addressed through clear communication and proactive resolutions;
- **A strong and resilient Supply Chain** – requiring Suppliers and Subcontractors to meet the Group's high standards for Quality, safety, and sustainability, ensuring responsible and long-term collaboration for project success;
- **Operational Excellence** – striving for excellence in project, services, and technology solutions delivery, also leveraging on digitalization, to enhance Quality and efficiency. Utilizing data analytics, digital tools, automated monitoring, and AI-driven optimization to predict requirements, identify process improvements, and optimize operations;
- **Information Security** – considering it is an integral part of our Quality framework. MAIRE Group is strongly committed to data protection, confidentiality and cyber security, ensuring reliability and reinforcing the leadership position as stated in the Information Security Management Policy;
- **People and Leadership Development** - recognizing that personnel are essential to the strategic and operational success of the organization, MAIRE invests in people professional growth to ensure continuous updating of skills to meet the evolving business context, drive innovation, and enhance personal development;

- **Sustainability as an integral part of Quality** – embedding Sustainability in the Quality Management System, MAIRE integrates ESG (Environmental, Social, Governance) principles into its operations and project execution.

To reinforce these objectives and strategies, MAIRE ensures full compliance with international standards, statutory/regulations requirements, and Group governance principles, maintaining the highest levels of integrity, and responsibility. The Group engages with stakeholders, regulatory bodies, and communities to align its own Quality initiatives with broader environmental and social priorities.

By embedding these principles into daily operations, the Group ensures that Quality remains the foundation of its work, delivering safe, innovative, and sustainable solutions that generate long-term value for clients and stakeholders.

## 4 TRANSPARENCY & REPORTING MECHANISMS

Recipients who have any suggestions for reinforcing the Group's continuous improvement are encouraged to contact:

- [Transformation.Enabling-System.Quality@mairetecnimont.it](mailto:Transformation.Enabling-System.Quality@mairetecnimont.it)

## 5 REFERENCES

The MAIRE group Quality Policy is aligned with international standards, regulatory frameworks, and internal document management system to ensure compliance, consistency, and continuous improvement. Key references include:

- ISO 9001:2015 – International Standard for Quality Management Systems (QMS), emphasizing customer satisfaction, risk management, and continuous improvement;
- ISO 29001:2015 – Quality Management Systems (QMS) standard for the petroleum, petrochemical, and natural gas industries;
- ISO 27001:2022 - Information security, cybersecurity and privacy protection — Information security management systems — Requirements;
- ISO 14001:2015 Environmental management systems — Requirements with guidance for use
- ISO 45001:2018 - Occupational health and safety management systems — Requirements with guidance for use;
- Information Security Management Policy – protecting Group's assets against all internal, external, deliberate or accidental threats during each phase of Group's processes;
- Sustainability Policy – Aligning Quality management with the long-term sustainability strategy;
- HSE&SA Policy – Aligning Quality management with MAIRE commitment to workplace safety and risk mitigation, ensuring sustainability, environmental responsibility and social accountability in its operations;
- Supply Chain Policy – Ensuring that suppliers and subcontractors meet the required Quality, safety, and sustainability standards;
- Human rights Policy – Ensuring that all business operations respect fundamental human rights, contributing to an ethical and responsible work environment, in alignment with the quality standards;
- Human resources Policy - Ensuring that the Group workforce is managed ethically and effectively, fostering a supportive and productive work environment;
- Diversity & Equity Policy - Promoting an inclusive and equitable workplace, to ensure that the personnel are valued and treated fairly;
- Anti-harassment Policy - Integrating the anti-harassment policy into its framework, MAIRE ensures a respectful, inclusive, and safe work environment by preventing and addressing any form of violence, harassment, and discrimination;



- Security Policy - Ensuring a safe and compliant work environment by adhering to legal requirements and international standards, focusing on the protection of personnel, third parties, and company assets.