

Year 2024

MAIRE COMPANY PROFILE

AGENDA

01 GROUP
OVERVIEW

02 STRATEGY
AND BUSINESS

03 FINANCIAL DATA

// MAKE TO INSPIRE

01

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** in nitrogen fertilizers, hydrogen, circular carbon, fuels, chemicals, and polymers.



4.3

Revenues (€ billion)

15.0

Backlog (€ billion)

129.5

Net Income (€ million)



~45

Countries



~8,300

Employees

29,000+

People engaged worldwide*

Data as of 31st December, 2023

*The data includes employees, collaborators and sub-contractors

MAIRE CORE BUSINESS



02

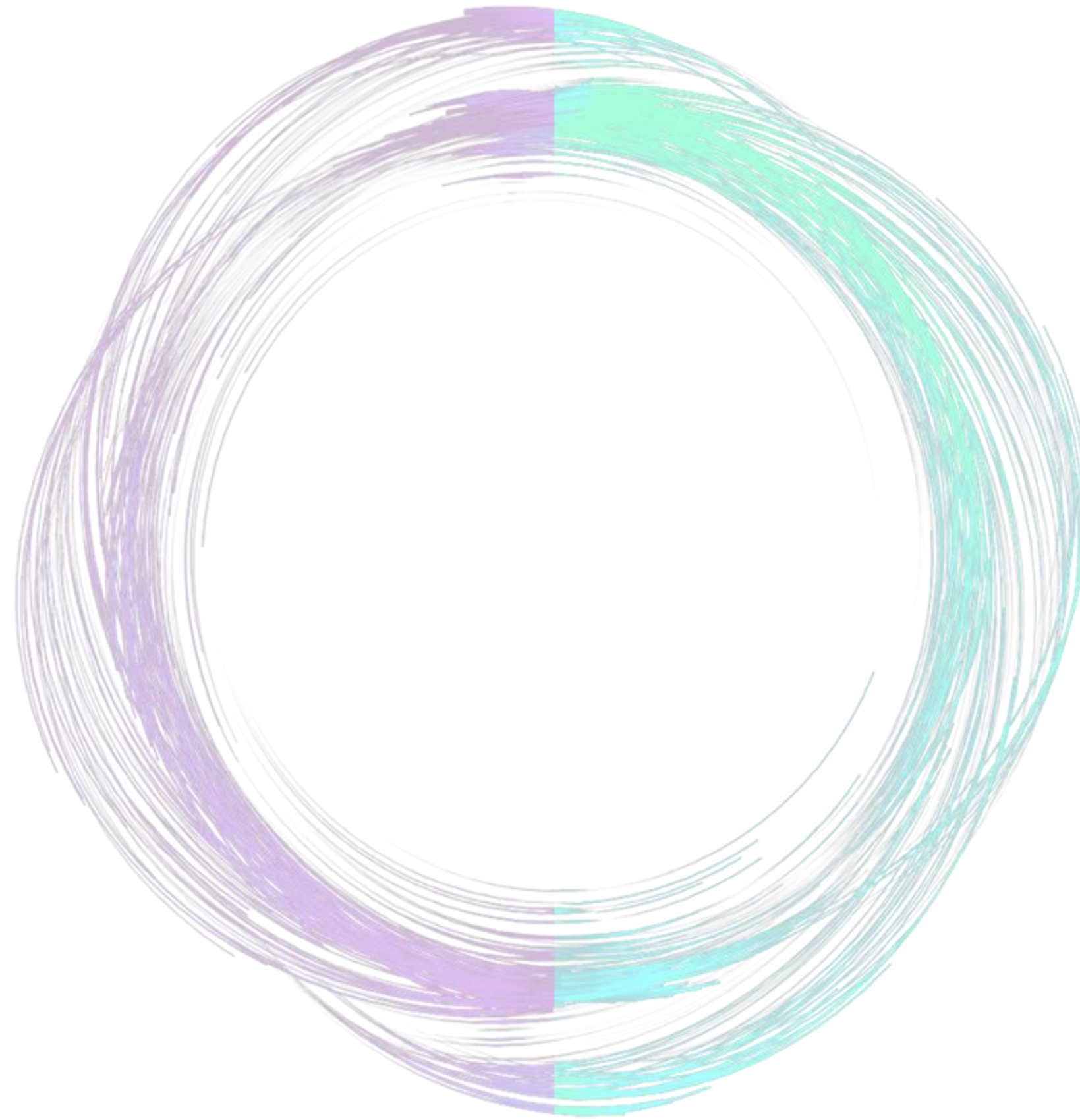
STRATEGY AND BUSINESS

HOME TO THOSE WHO MAKE TO INSPIRE

SUSTAINABLE TECHNOLOGY SOLUTIONS

We offer **Sustainable Technology Solutions** to fully **ENABLE** energy transition.

Innovative and sustainable processes, optimizing conventional ones and creating new processes from non-fossil feedstock.



INTEGRATED E&C SOLUTIONS

We **MAKE** energy transition happen through our **Integrated E&C Solutions**.

We bring into reality complex plants and frontier projects designed to provide access to the latest technologies.

PROJECT DEVELOPMENT

We **PURSUE** opportunities to support both businesses by **developing projects**

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

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

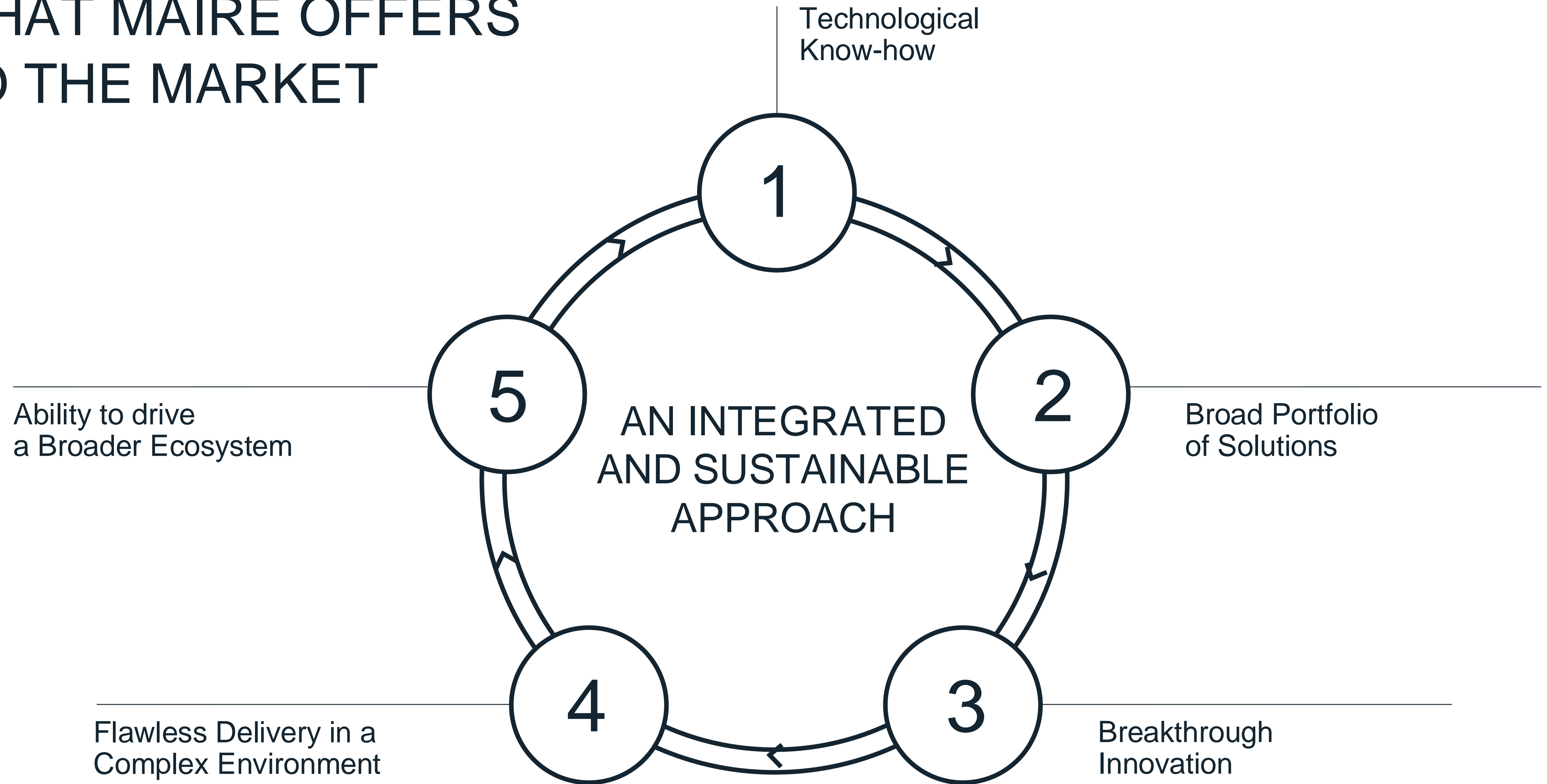
Capital Structuring

Project Structuring:
Feedstock, EPC, Offtake

Public Funding
& Grants Coordination

Co-Development
& Partnering

WHAT MAIRE OFFERS TO THE MARKET



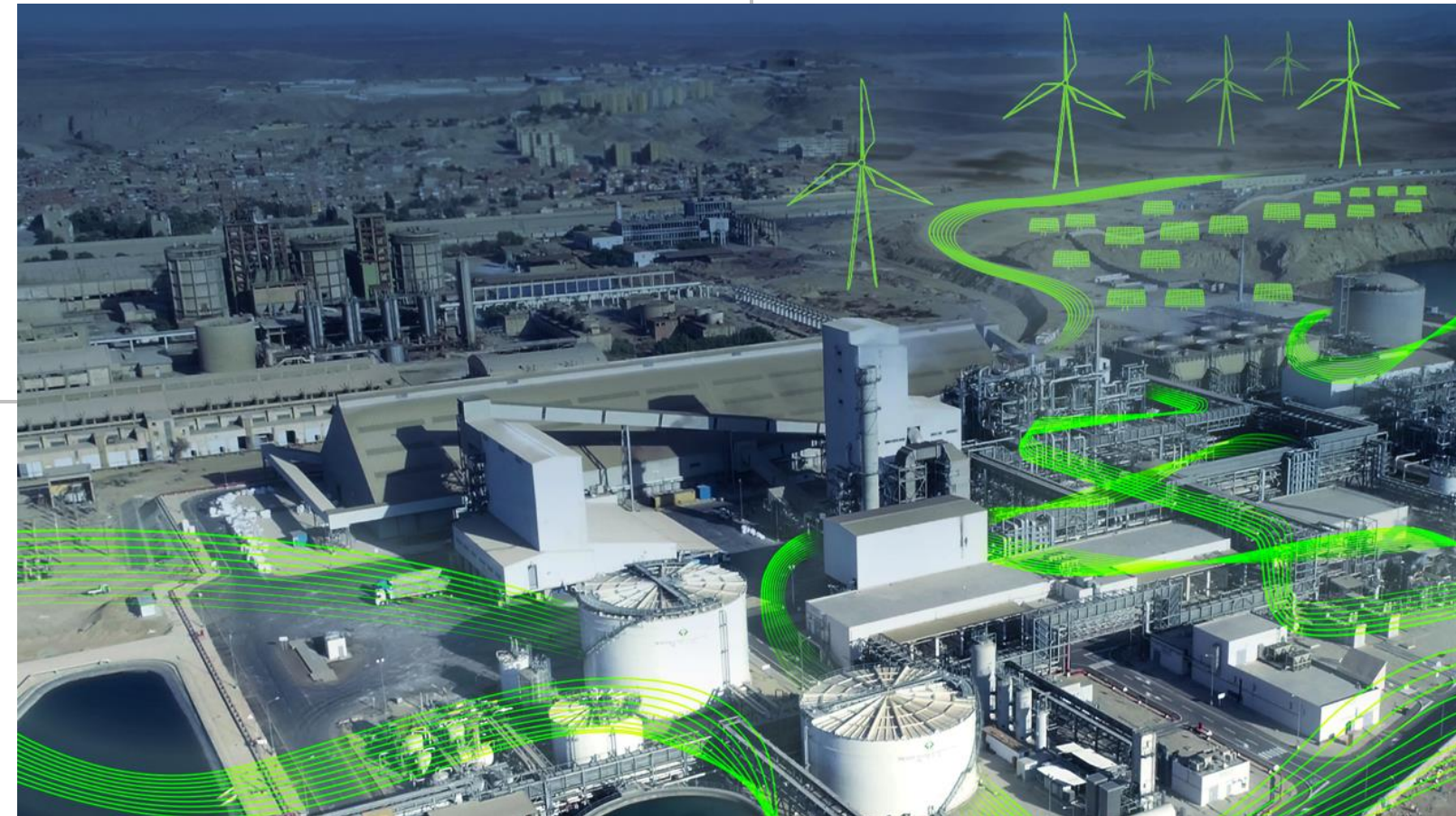
MAIRE FLAGSHIP PROJECTS

NITROGEN

Blue Ammonia plant in USA

H₂ AND CIRCULAR CARBON

Integrated Renewable Hydrogen and Green Ammonia plant in Portugal



FUELS AND CHEMICALS

Hail & Ghasha
in Abu Dhabi

POLYMERS

Borouge 4 Petrochemical Complex
in Abu Dhabi

OUR FLAGSHIPS

NITROGEN

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

FUELS AND CHEMICALS

PROJECT

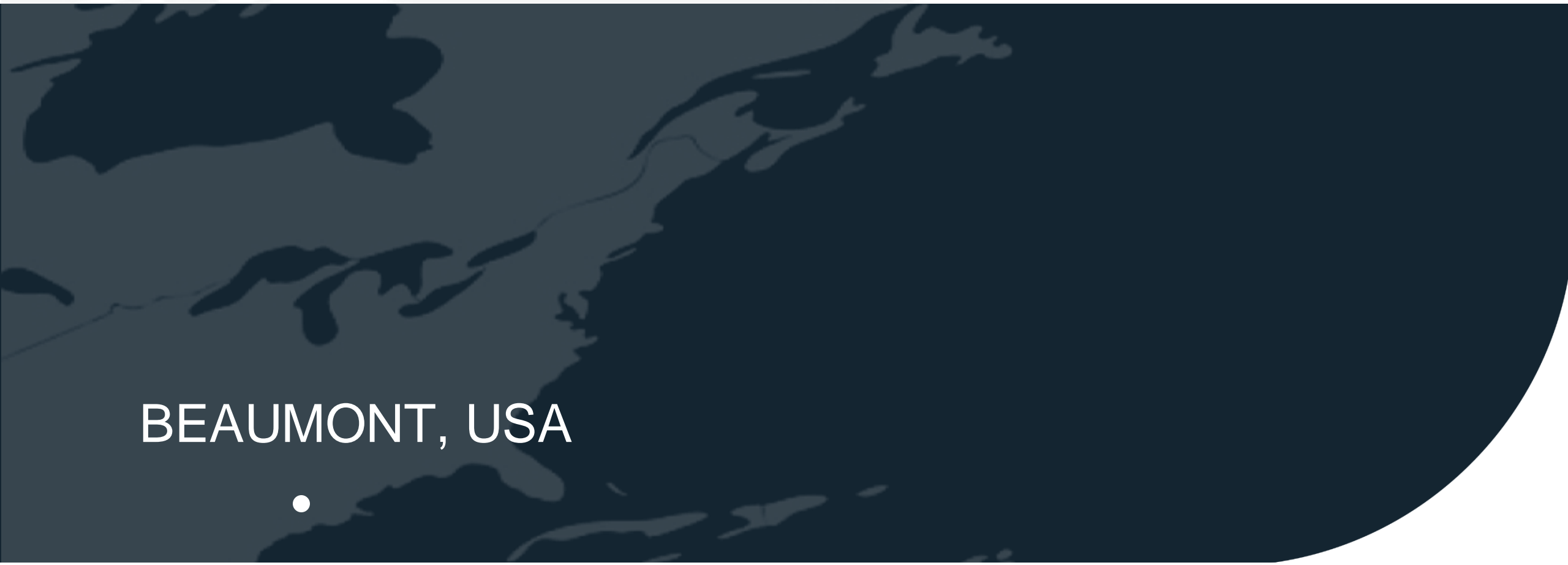
Hail & Ghasha

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.



OUR FLAGSHIPS

H₂ AND CIRCULAR CARBON

PROJECT

Renewable hydrogen and green ammonia production plant

CLIENT

MadoquaPower2X

SCOPE

Development of an integrated plant to produce 50 Ktons per year of green hydrogen and 500 Ktons per year of green ammonia

POLYMERS

PROJECT

Polyolefin complex

CLIENT

Borouge






SCOPE

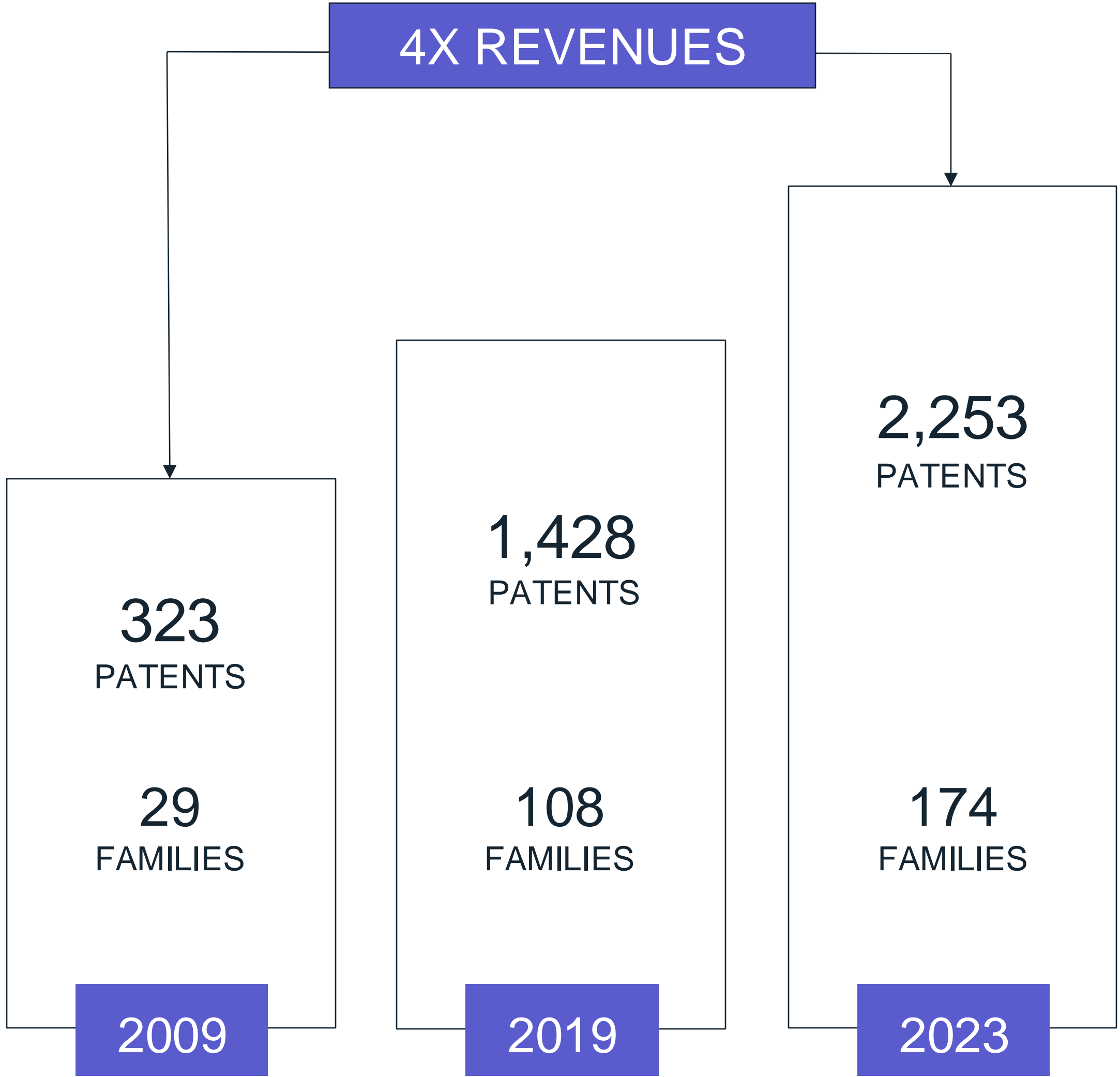
Borouge 4 will be the world's largest single-site polyolefin facility in Abu Dhabi, UAE, with a worth of 3.5 billion \$



OUR DNA IS TECHNOLOGY, OUR HERITAGE IS INNOVATION

2024 YTD

-  2,300 Patents
-  170+ families
-  60% Share Urea Licensing - #1
-  H₂ Technology since the 1970s
-  10 innovation centres across the world



We have been maximizing our commitment to accelerating the energy transition, digitalization, open innovation, and the creation of value for the people, environment, and communities in the areas where we operate.

THE EVOLUTION OF OUR SUSTAINABILITY STRATEGY



MAIN ESG RATING



MAIN RATING

Bloomberg

RATING SCORE

64.04/100 disclosure score
> peers' average



22.4/100
Medium Risk



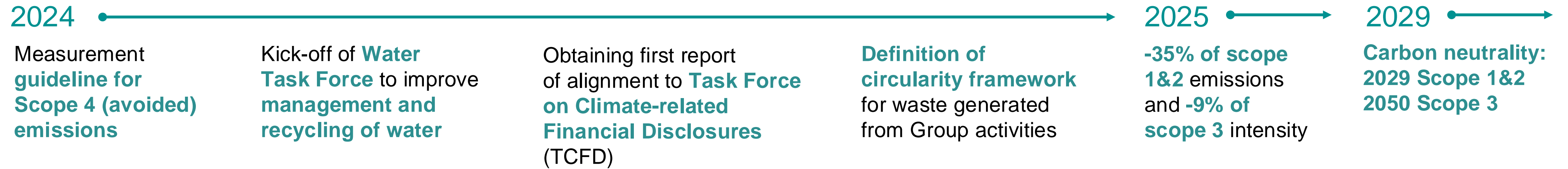
Gold



B

SUSTAINABILITY STRATEGY GOALS AND PERFORMANCE

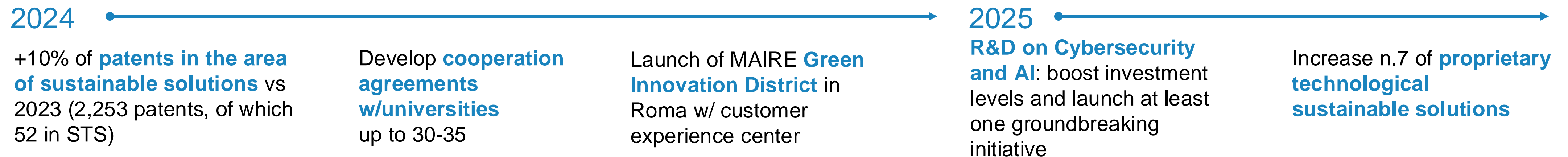
CLIMATE, CIRCULAR ECONOMY, ENVIRONMENTAL SUSTAINABILITY



OUR PEOPLE AND THE VALUE OF HEALTH, SAFETY AND DIVERSITY



INNOVATION THAT BRINGS WELL-BEING



VALUE FOR TERRITORIES & COMMUNITIES



GOVERNANCE



BEST-IN CLASS FOR HEALTH AND SAFETY

A TOP PRIORITY FOR OUR CONSTRUCTION MANAGEMENT ACTIVITIES

0.063

Lost Time Injury Rate¹

0.265

Total Recordable Injury Rate²

2.4m

Hours of on-site training in 2023



LTIR 58% lower than the IOGP³ construction benchmark

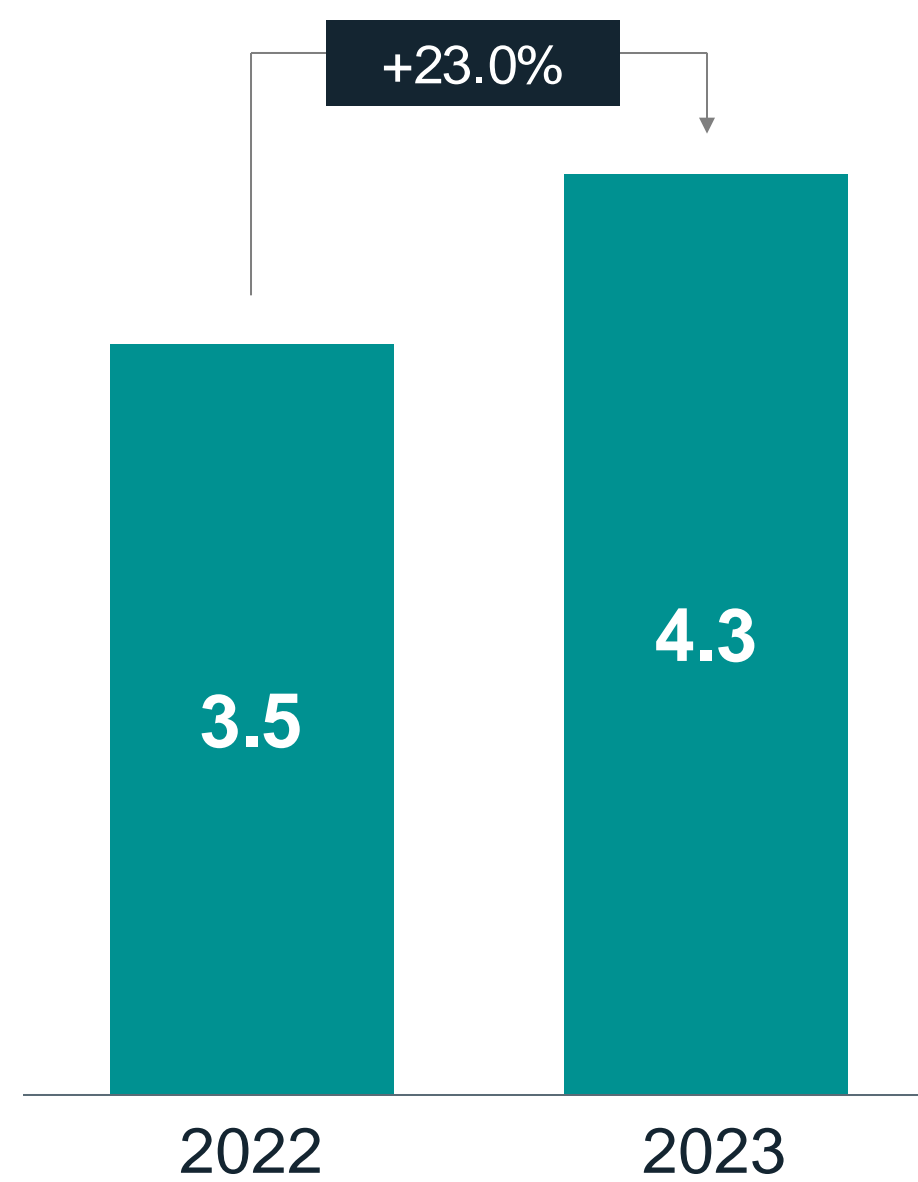
1. LTIR five-year rolling average. 2. 2023 TRIR. 3. IOGP: International Association of Oil & Gas Producers.

03

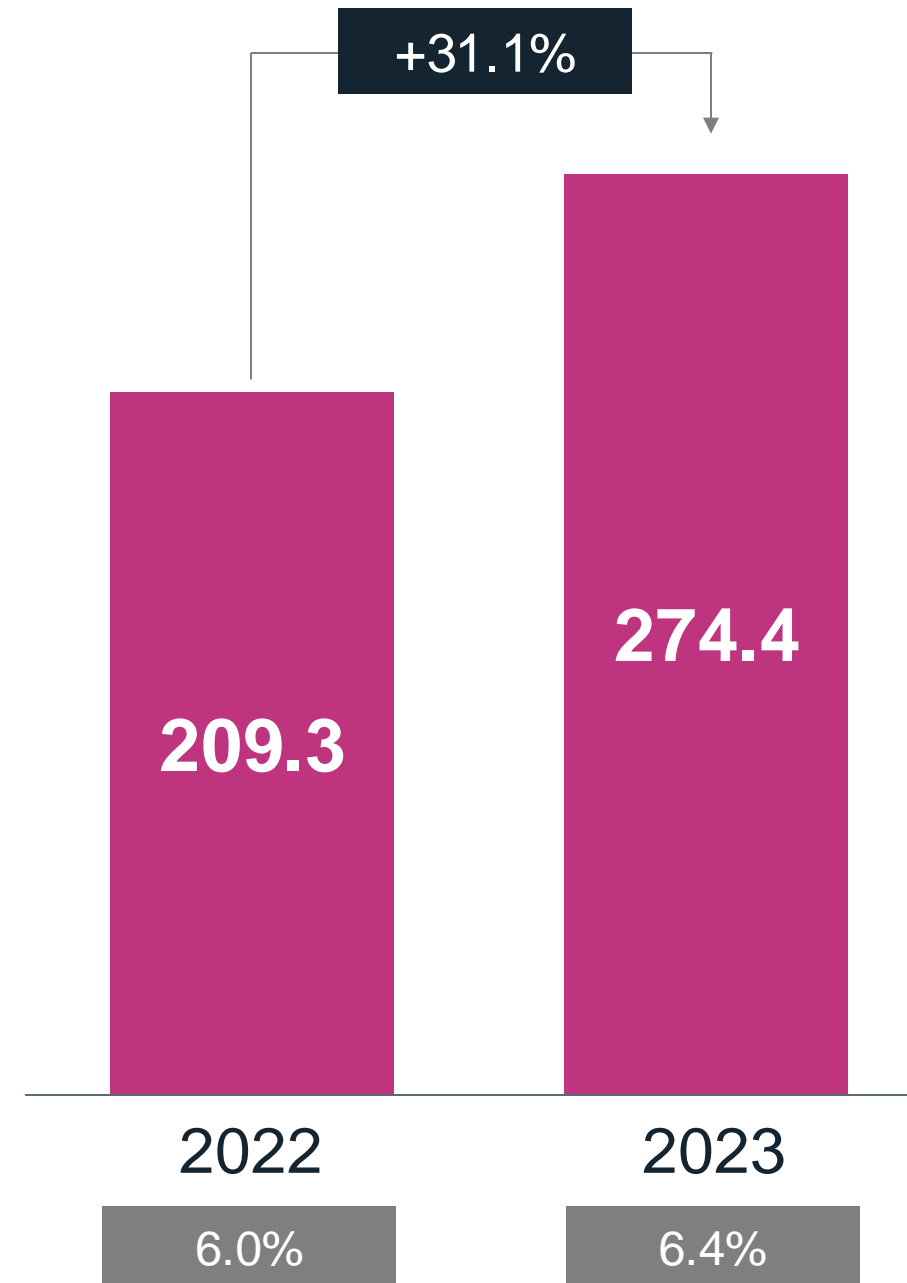
FINANCIAL DATA

FY 2023 CONSOLIDATED FINANCIAL RESULTS

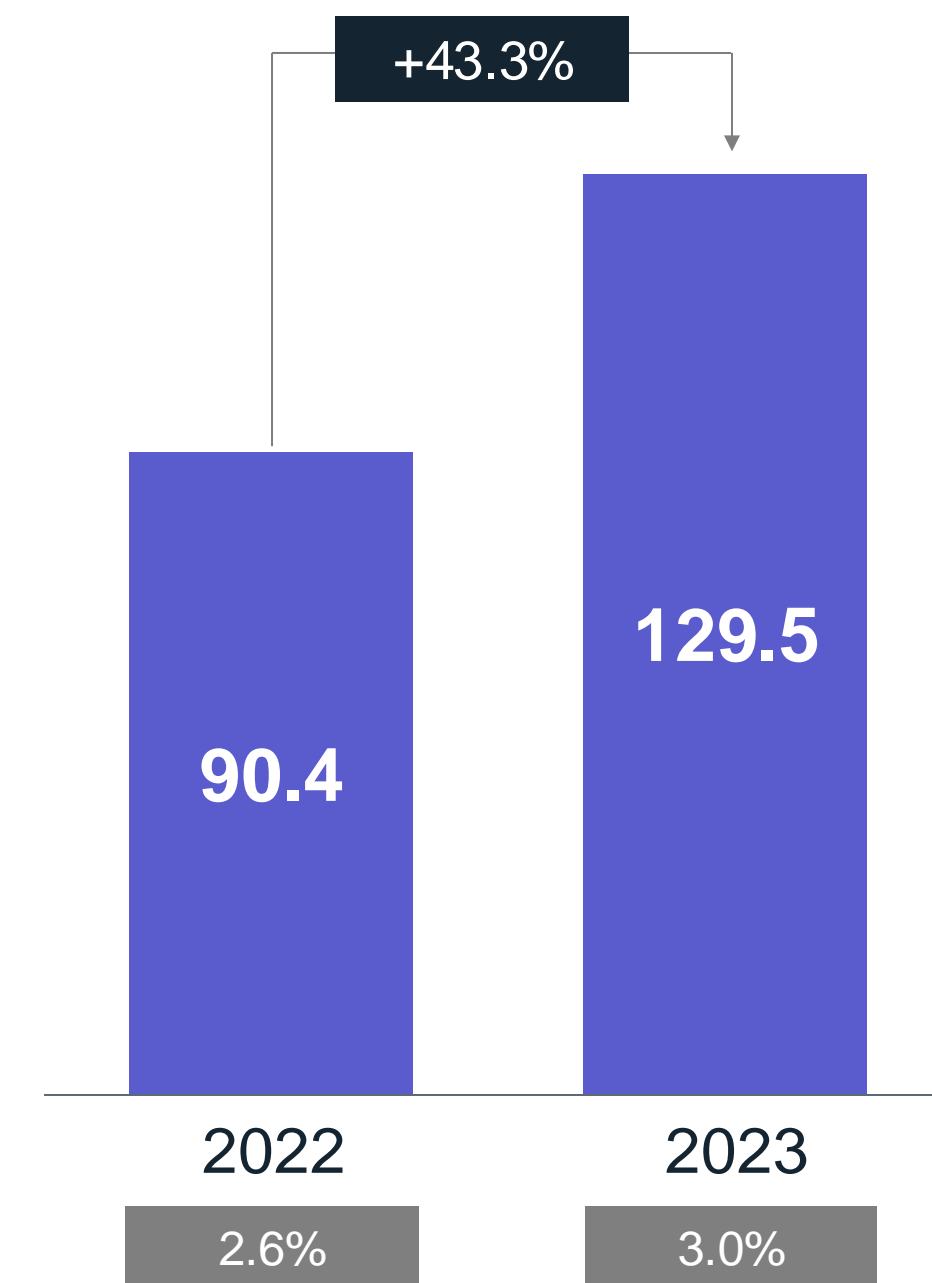
REVENUES
(€bn, 2022-2023)



EBITDA
(€m, 2022-2023)



NET INCOME
(€m, 2022-2023)



+23.0% Growth 6.4% EBITDA Margin %

FY 2023 CONSOLIDATED FINANCIAL RESULTS

BY BUSINESS UNIT (in €m)

	STS	IE&CS	Total
REVENUES	261.8	3,997.7	4,259.5
BUSINESS PROFIT	83.9 32.1%	278.9 7.0%	362.9 8.5%
EBITDA	65.1 24.9%	209.3 5.2%	274.4 6.4%

2023 ORDER INTAKE

BY BUSINESS UNIT (in €m)

TOTAL	11,174.1
SUSTAINABLE TECHNOLOGY SOLUTIONS	299.1
INTEGRATED E&C SOLUTIONS	10,875.0

OUR HISTORY

The Core

LATE 19° CENTURY

Three pioneers of the Italian industry are born: Edison (1883), Montecatini (1888), and Fiat (1889), industrial groups whose engineering divisions are at the core of the current Maire group.



The Beginnings

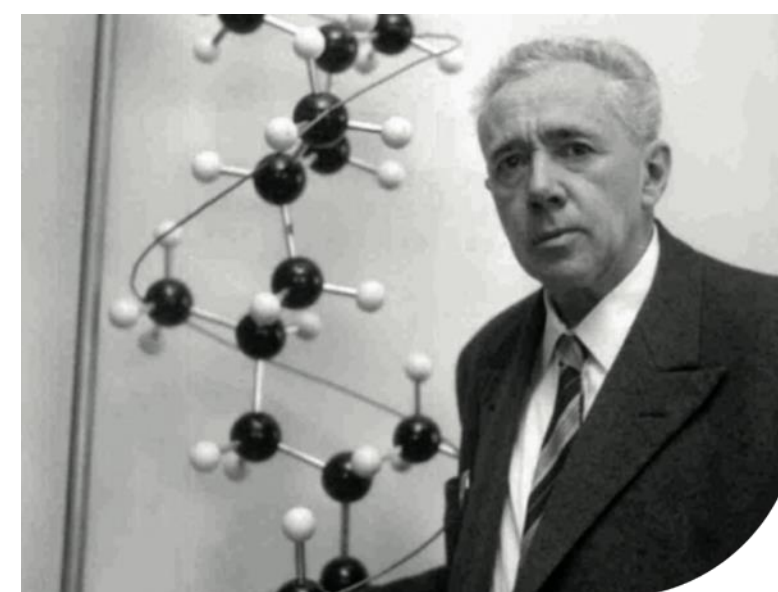
1940s - 1950s

In the Netherlands and India, the companies Stamicarbon (1947) and ICB (1958) are born, with important technological and engineering skills.



1963

Giulio Natta wins the Chemistry Nobel Prize for the invention of polypropylene, thanks to the collaboration between the Polytechnic of Milan and Montecatini.



1971 - 1973

The Italian engineering companies Selas Italia (1971), which later became KTI, Fiat Engineering (1972), formerly the Construction and Plant Service of the Fiat group, and Tecnimont (1973) within the Montedison Group were born.



The Growth

1983 - 2003

Fabrizio Di Amato launches his entrepreneurial project. Over the years, through a process of internal growth and acquisitions, the Maire Group is consolidated.



OUR HISTORY

The Acquisitions

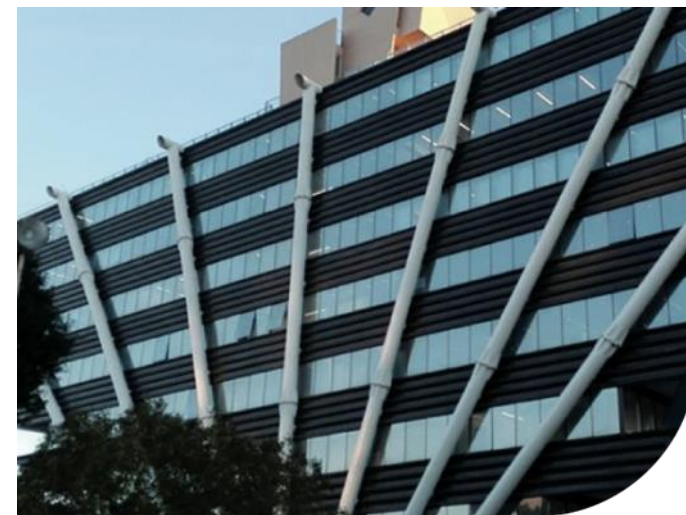
2004 - 2007

Maire makes key acquisitions with **Fiat Engineering** (2004) and **Tecnimont** (2005), thus consolidating the Maire group, which was listed on the **Milan Stock Exchange** since November 2007.



2008 - 2010

The group expands internationally, completing the acquisition of **Tecnimont ICB** in India (2008), the Dutch company **Stamicarbon** (2009) and Technip KTI (2010), today **KT - Kinetics Technology**.



The New Era

2011 - 2017

The Group's **turnaround**: parallel to the recapitalization, the Top Management is reorganized. A new phase for business growth: the Group opts for a technology-driven strategy in the field of hydrocarbon transformation, while gradually adopting renewable energy production and green chemistry.^[SEP]



2018 - 2020

The beginning of a journey towards green acceleration: the newborn company, **NEXTCHEM**, becomes the group's focal point for green chemistry and energy transition. Meanwhile, the acquisition of **MyReplast Industries** and the creation of **MyRechemical** strengthens the group's position in plastic upcycling and waste-to-chemical technologies.^[SEP]



2021

The launch of the **MAIRE Foundation**, whose mission is to drive engineering towards a more humanistic future. Taking its cue from an historical heritage of immense value, the Foundation's activities respond to the vast environmental and social needs of our times and the digital revolution.



2023

The Group announces its 2023-2032 Strategic Plan "**Unbox the Future**", a new phase in its industrial cycle with a new structure based on two Business Units: **Sustainable Technology Solutions** and **Integrated E&C Solutions**. Maire Tecnimont has become MAIRE launching its rebranding, a new identity a new logo. The acquisition of **Conser** and **CatC** enhances the presence of MAIRE in the technology for the energy transition.



OUR NEW MOTTOS

M MAKE AN IMPACT

We're here to generate an impact. We have to be aware of the result we want, focus on it, and let it inspire us to overcome any challenge.

A ACT WITH SIMPLICITY

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

I INSPIRE INNOVATION

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

R RISE TOGETHER

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

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