



ENERGY TRANSITION BECOMES REALITY

Strategy Presentation and Full Year 2022 Results

23rd March 2023



Agenda

Speakers:



Paolo Dellachà - CEO



Matteo Lodrini - CFO



Chiara Locati - IR &
ESG Manager



2022 Achievements:
Energy Transition
becomes a reality



2022 Financial
Results Review



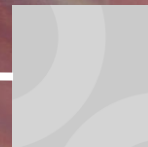
Strategy Update
& 2023-2025
Guidelines



ESG Journey



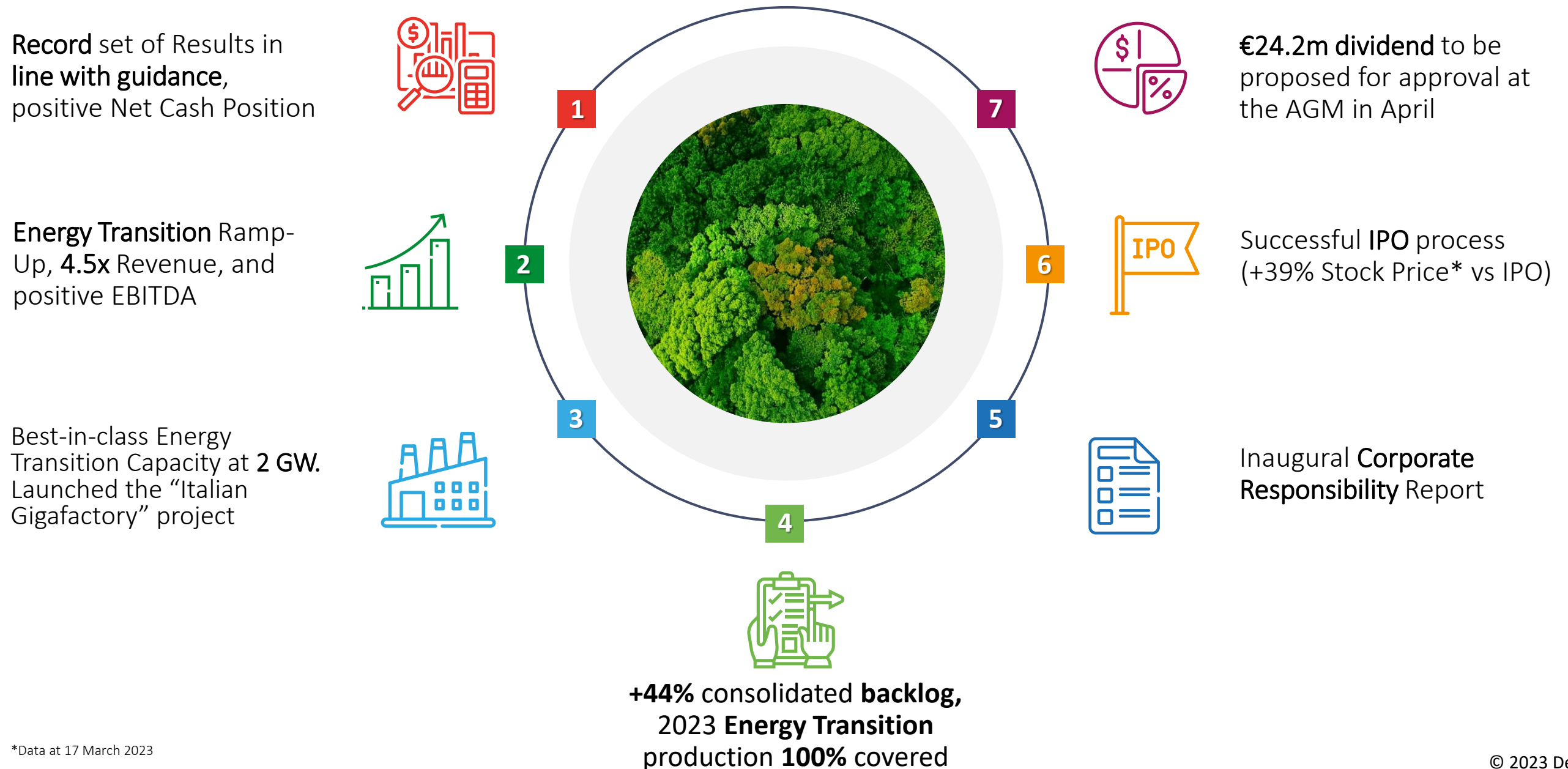
Final
Remarks



Q&A

2022 DELIVERING, EXECUTING, AND EVOLVING OUR BUSINESS

Energy Transition becomes Reality



*Data at 17 March 2023

2022 MAIN RESULTS

Strong set of Results in line with Guidance

STRONG ORGANIC GROWTH

€852.8m

Revenue

+38.5% vs 2021

INCREASED PROFITABILITY

€190.8m

Ebitda Adj

+50.6% vs 2021

22.4% margin, +180 bps

ALL-TIME HIGH BACKLOG

€789.6m

€193 Energy Transition

+44.0% vs 2021

HIGH CASH CONVERSION

€115m

Operating Cash Flow¹

97.5% Cash Conversion²

SOLID CAPITAL STRUCTURE

€51m

Net Cash Position

Net Debt €0.6 m in 9M2022

Net Debt €188m in 2021 pre-IPO

INVESTING IN OUR PEOPLE

1,929

Employees

+12.0% vs. 2021

¹ Operating Cash Flow: Ebitda + Changes in NWC - Capex

² Cash Conversion calculated as with (Adj. EBITDA - Maintenance Capex) / Adj. EBITDA.



Electrode Technologies



PRODUCTS

Anodes, Cathodes, Catalytic Coatings
Gas Diffusion Electrodes,
Cell Manufacturing

SERVICES



Electrodes recoating, repair
services and spare parts



Performance upgrades
and retrofits



Energy Transition



PRODUCTS

Electrodes for Alkaline Water
Electrolysis (AWE), Electrolysis Cells,
and Electrodes for Fuel Cells

SERVICES



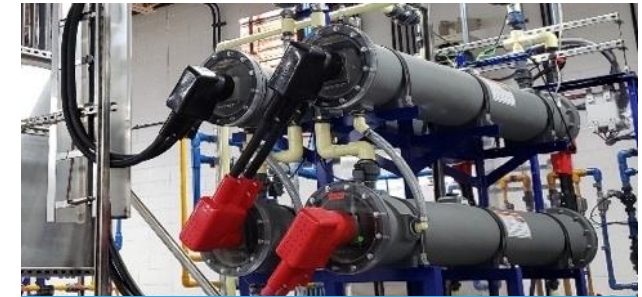
Engineering design



Supply and maintenance
agreements



Water Technologies



PRODUCTS

Electrochlorination, Disinfection and
Filtration Technologies, Ballast Water
Treatment, Water Treatment
Technologies, Electrodes for Pools

SERVICES



Technical assistance and
remote support services



Analytic services



- **300 MW** eq. produced and delivered for H₂ generation in 2022
- **100%** of 2023 production covered by the backlog
- **3 GW** hot deals¹ in Pipeline
- **2 GW** eq. capacity in place, ongoing fast expansion
- Italian Gigafactory project launched (IPCEI grant)
- Strategic Partnerships to accelerate growth



15+
partners

Main ongoing Projects under execution

(Backlog at 31 Dec 2022 2.2 GW, Completion by 2025)

NEOM, Saudi Arabia , Largest H₂ Project Globally

>2 GW H₂ to Green Ammonia



نيوم NEOM

H₂ Holland Project, Largest H₂ Project in Europe

200 MW H₂ to E-fuels



Projects Completed:

Casa Grande – USA

40 MW H₂ for mobility



Element One – Saudi Arabia

20 MW H₂ multiple purposes



نيوم NEOM

Donaldsonville Complex, USA

20 MW H₂ to green ammonia



New Project Awarded

Camacari Complex, First industrial-scale green H₂ Site in Brazil

60 MW H₂ to Fertilizers



MoU Announced² to extend project to **240 MW**

¹Hot Deals: projects with high probability of award shortly; ²Public Information 13 March 2023

ELECTRODE AND WATER TECHNOLOGIES 2022 HIGHLIGHTS

Record Performances Riding the Wave of 2022 Markets Momentum



- Confirmed our undisputed global Leadership Position
- Strengthened key relationships and enlarged customer base
- Service focused on performance upgrades
- Increased manufacturing efficiency and cost control

+36% Revenue in 2022 vs. 2021
25.9% EBITDA adj. Margin in 2022 (24% '21)



- Confirmed leadership in Pools and competitiveness of the product portfolio
- Improved services level in Water Systems
- Built large projects backlog, leveraging technologies expertise
- Enhanced projects execution

+31% Revenue in 2022 vs. 2021
19.5% EBITDA adj. Margin in 2022 (15.7% '21)



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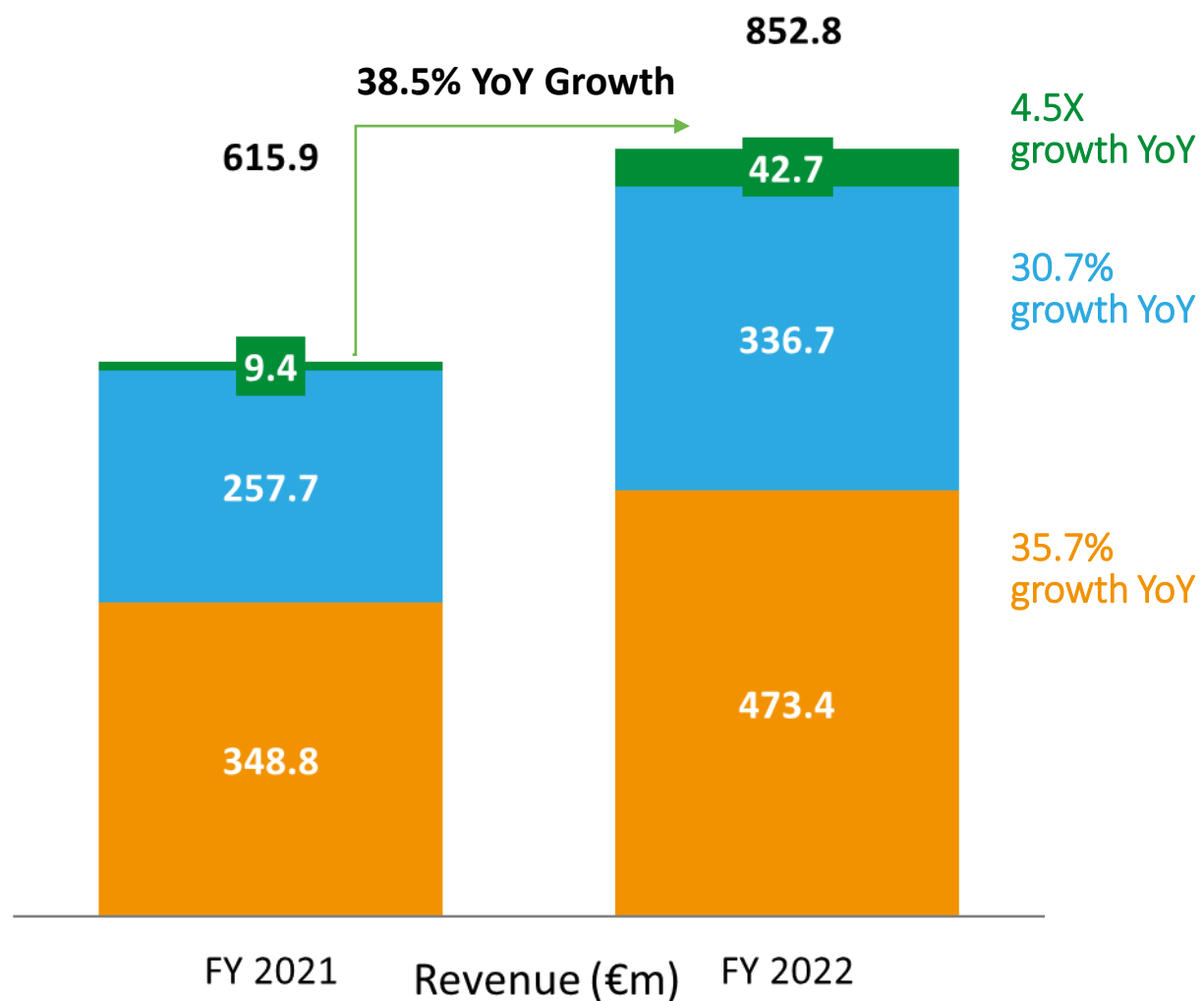
ESG Journey

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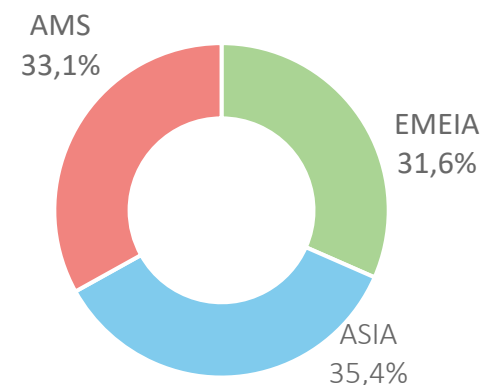
Q&A

FY 2022 RESULTS

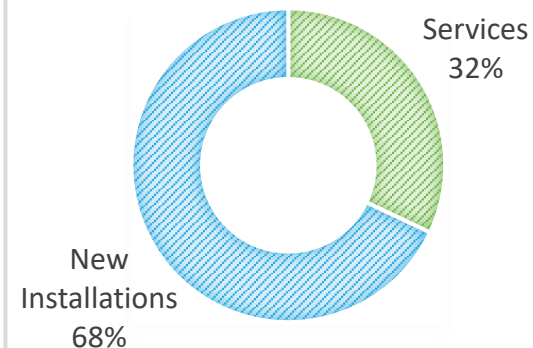
Solid Organic Growth, record performances in all divisions



Revenues By Geography



Revenues By Type



KEY HIGHLIGHTS

ELECTRODE TECHNOLOGIES

Growth was driven by:

- Volumes mainly in Chlor-alkali and Electrowinning lines
- price increase for noble metal costs, mainly in Q1 '22
- After-market revenue accounted for **43%**.

WATER TECHNOLOGIES

Significant growth despite Pool's demand normalization in the last two Qs

- **Pools** (+€64m) main contributor (25% volume –75% price increase for indexation to noble metals)
- **Water Systems** + 10% YoY, **After Market** revenue accounted for **40%**.

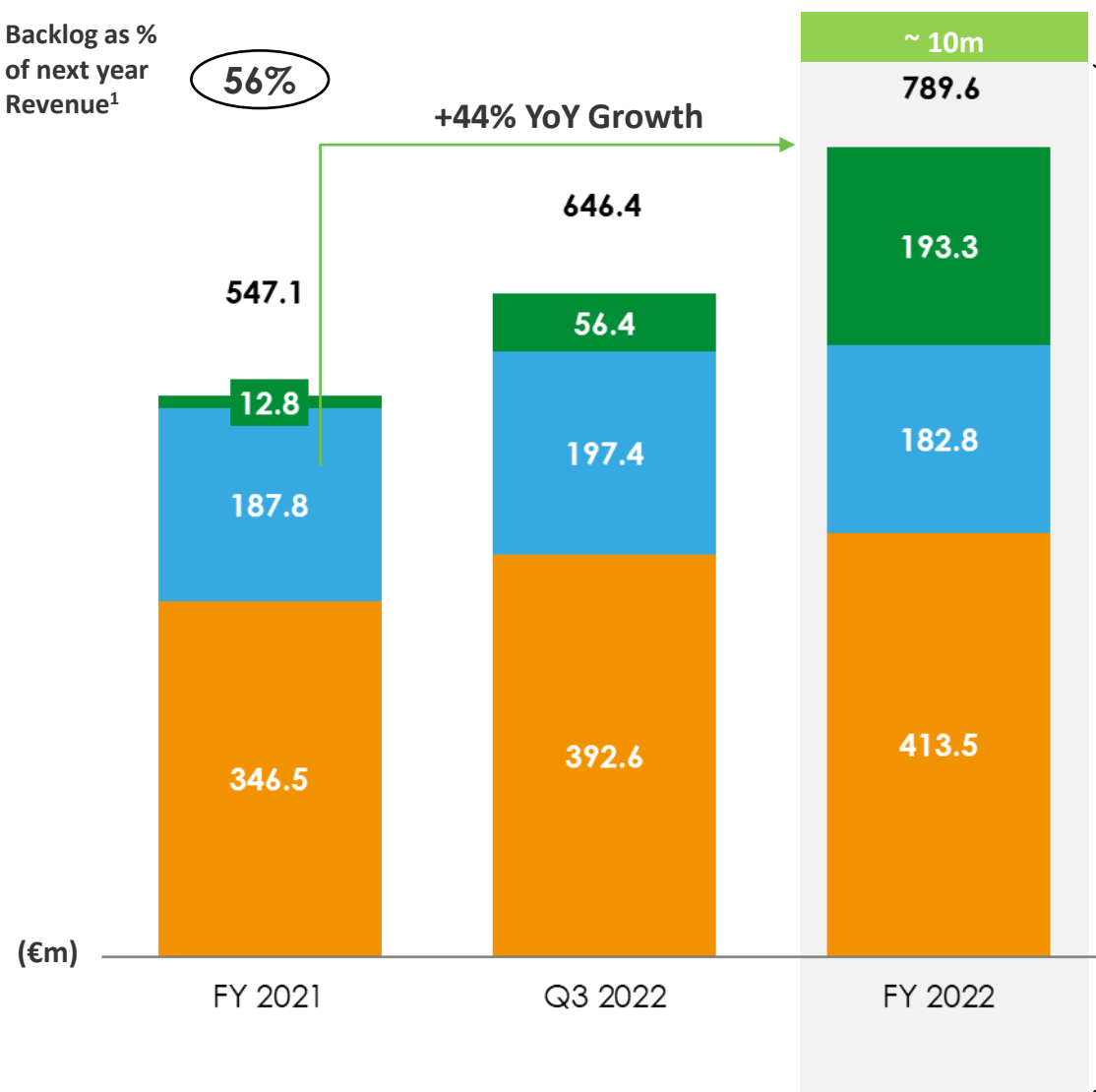
ENERGY TRANSITION

Ramp-up in Q4 (€28.6m) thanks to solid execution of the Neom project.

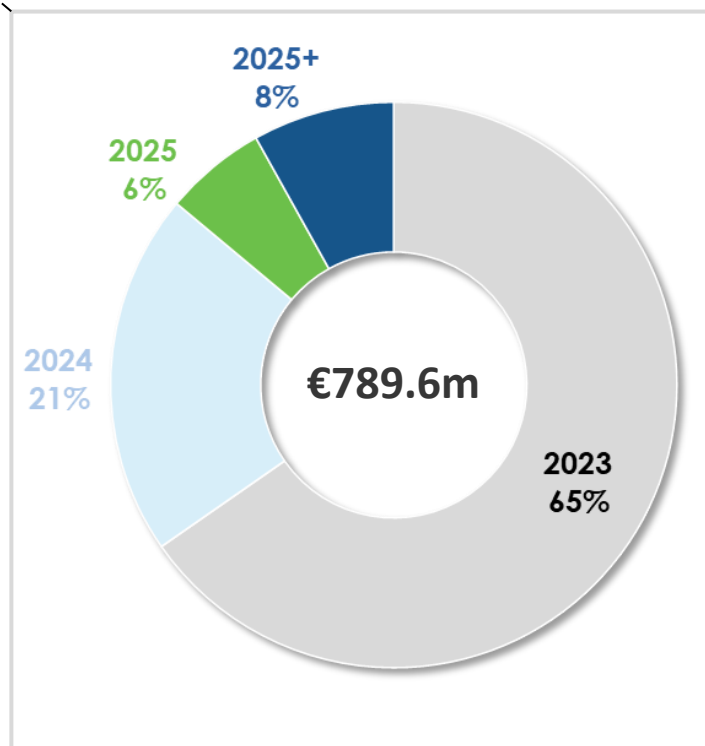
FY 2022 RESULTS

All-time-high backlog, providing good visibility on revenue

Backlog as %
of next year
Revenue¹



FY 2022 Backlog by
Year of Deployment



KEY HIGHLIGHTS

All-time high backlog at €789.6m, +44% YoY

ELECTRODE TECHNOLOGIES

Benefits from **multi-year contracts**, **recurrent aftermarket**, and an electrowinning project to be executed in the next 2 Yrs.

WATER TECHNOLOGIES

Strong backlog of Water Systems (+156 € M), ensuring a **higher-than-average coverage** of 2023 sales.

ENERGY TRANSITION

Backlog Ramp-Up covering **100%** of production scheduled for 2023.



tk nucera's order
received in Mar. 2023

Note: Backlog signed orders in execution. ¹ Ratio between Backlog in FY (only the portion expected to be executed in FY+1) and Revenues in FY+1.

FY 2022 RESULTS

Continuous focus on cost control

KEY HIGHLIGHTS

COGS in FY 2022 have been in line with FY 2021 relative to sales, confirming De Nora's ability in passing-through raw materials price increases.

SG&A costs in FY 2022 grew both in expenses (mainly T&E) and labor cost (+24 average Headcount vs. 2021) to support business development.

Corporate costs: lower incidence on sales vs. 2021, despite the increase in absolute value due to corporate structure enhancement.

On a relative basis, the increase registered in Revenues more than offsets the rise in costs.

COGS (€m)*

As %
of
Sales

63.5%

63.8%

391.3

544.3

FY 2021

FY 2022

SG&A Costs (€m)*

10.6%

9.3%

65.1

78.9

32.8%

36.1%

67.2%

63.9%

FY 2021

FY 2022

■ Other Costs SG&A
■ Labour Costs SG&A

Corporate Costs (€m)*

3.5%

3.1%

21.3

26.5

51.5%

57.7%

48.5%

42.3%

FY 2021

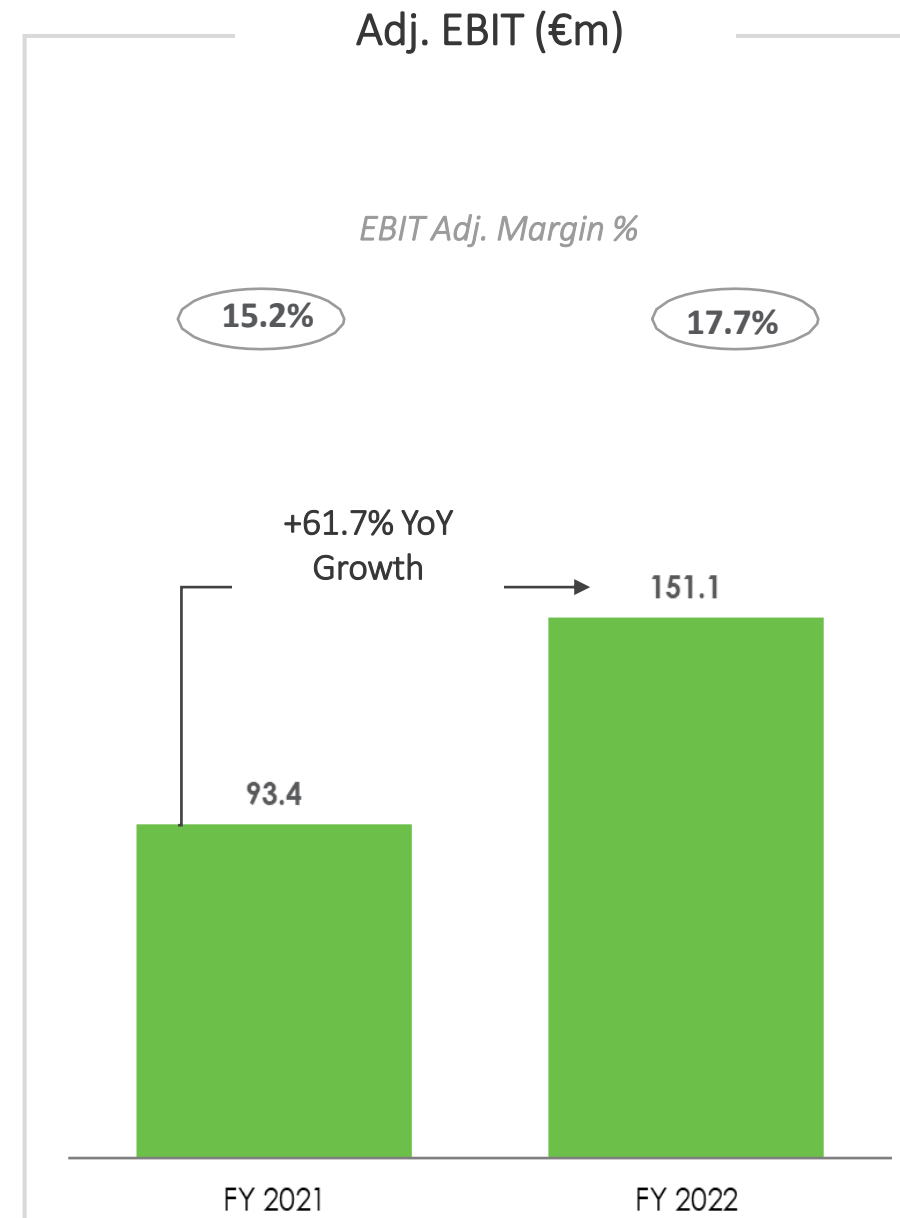
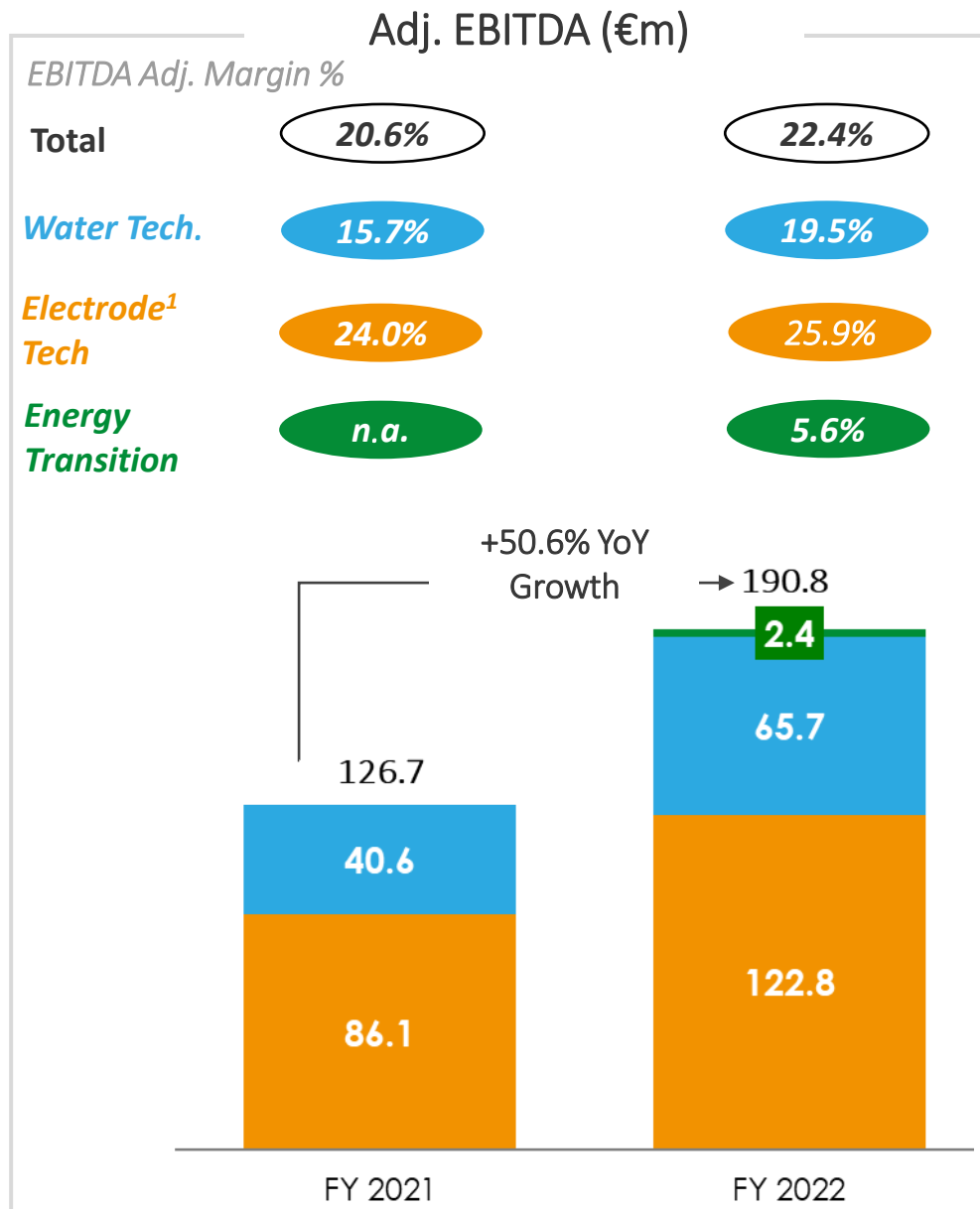
FY 2022

■ Other Costs - Corporate
■ Labour Costs - Corporate

*Net of non-recurring costs: 1)COGS: €0.5m in FY2021; €0.1m in FY2022; 2)SG&A: €3.1m in FY2021; €1.7m in FY2022; 3) Corporate: €1.9m in FY2021; €23.8m in FY2022 (o/w €19.4m Management Incentive Plan and €3.6m IPO costs)

FY 2022 RESULTS

Premium Profitability with Increasing Margins



KEY HIGHLIGHTS

ELECTRODE TECHNOLOGIES

Surge in profitability driven by:

- Revenue growth
- Continuous control of fixed costs.

WATER TECHNOLOGIES

Strong increase in profitability, mainly driven by gross margin improvement and volume growth for Pools.

ENERGY TRANSITION

Positive EBITDA due to revenue growth exploiting operating leverage.



¹ Includes Energy Transition for FY 2021.

Q4 REVIEW

Revenue Growth Normalization in Electrodes and Water Divisions,
Ramp-up in Energy Transition

KEY HIGHLIGHTS

ELECTRODE TECHNOLOGIES

- Revenue in line with Q3 (+5% YoY)
- EBITDA margin decrease mainly driven by products mix.

WATER TECHNOLOGIES

- Normalization of Pools' volumes, offset by water systems revenue increase on projects execution
- EBITDA impacted by Pools' volumes reduction.

ENERGY TRANSITION

- Revenues ramp-up based on backlog execution: 300 MW
- Positive €6m EBITDA mainly driven by volume increase and operating efficiency.

€m	Q4'21	Q3'22	Q4'22	Q4'22 vs Q4'21
REVENUES	209.8	206.2	236.2	12.6%
ELECTRODE TECHNOLOGIES	115.7	123.5	122.0	5.4%
ENERGY TRANSITION	5.1	7.2	28.6	460.9%
WATER TECHNOLOGIES	89.0	75.4	85.6	-3.8%
EBITDA	45.4	43.6	44.9	-0.9%
<i>Ebitda Adj. Margin</i>	<i>21.6%</i>	<i>21.1%</i>	<i>19.0%</i>	
ELECTRODE TECHNOLOGIES	26.7	32.0	25.3	-5.2%
<i>Ebitda Adj. Margin</i>	<i>23.1%</i>	<i>25.9%</i>	<i>20.8%</i>	
ENERGY TRANSITION	na	-0.4	6.2	na
<i>Ebitda Adj. Margin</i>	<i>nm</i>	<i>nm</i>	<i>21.7%</i>	
WATER TECHNOLOGIES	18.6	11.9	13.4	-28.1%
<i>Ebitda Adj. Margin</i>	<i>20.9%</i>	<i>15.8%</i>	<i>15.6%</i>	

NWC % Sales

41.3%

39.4%

32.9%

254.3

325.9

280.2

(€m)

FY 2021

Q3 2022

FY 2022

Inventories	233.0	326.2	295.5
Contract WIP	12.4	25.7	16.4
Trade Receivables	140.0	136.2	123.4
Trade Payables	(61.4)	(72.9)	(80.6)
Other current assets and liabilities	(69.6)	(89.3)	(74.6)
Net Working Capital	254.3	325.9	280.2

FY 2021

Q3 2022

FY 2022

Inventories % of sales	37.8%	39.5%	34.6%
DSO	69.0	72.0	68.0
DPO	46.0	47.0	49.0

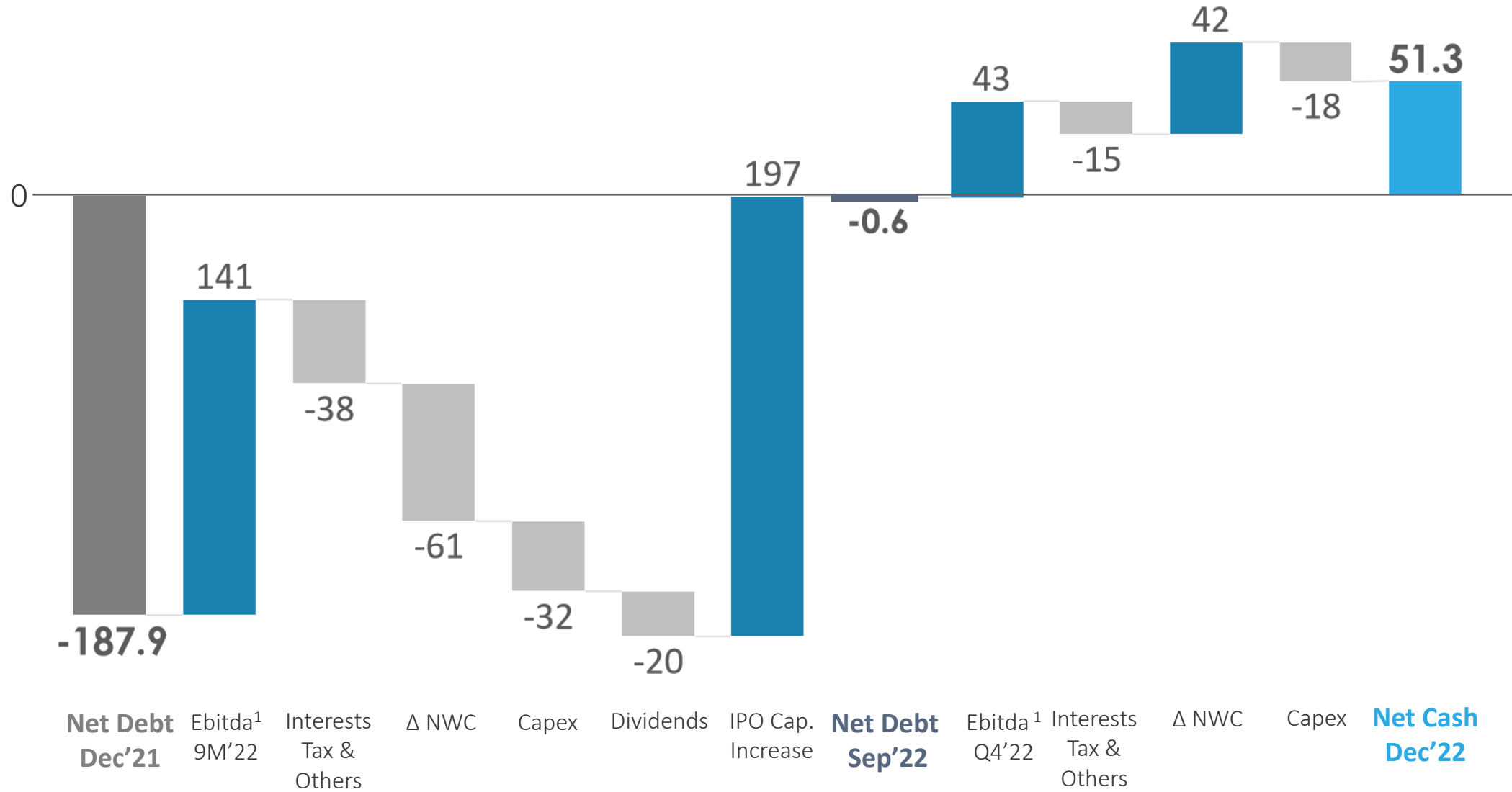
KEY HIGHLIGHTS

NWC was €280m in FY 2022 with a **lower incidence on revenue** (32.9%) vs. 2021 (41.3%) mainly due to:

- Improvement of the inventory ratio, led by a reduction of inventories in Q4, also driven by the Energy Transition rump-up
- Some advance payments received by clients.

The inventory ratio positive trend is also confirmed this year.

(€'m)



KEY HIGHLIGHTS

Operating Cash Flow² in 2022 was positive by ~€115m.

IPO Capital Increase led to Cash Neutrality in 9M'22.

Q4 Solid Cash Flow from Operating Activities in Q4 led to a Positive Financial position as a result of:

- Projects execution
- NWC management
- Some capex postponement.

	2021	2022
Ebitda Adj	126.7	190.8
Maintenance Capex	4.1	4.7
Cash Conversion ³	96.8%	97.5%

1 Ebitda Reported 2. Operating Cash Flow: Ebitda + Changes in NWC - Maintenance Capex 3. Cash Conversion calculated as with (Adj. EBITDA - Maintenance Capex) / Adj. EBITDA

2023 GUIDANCE

Consolidation in Electrodes and Water Divisions, further ramp-up in Energy Transition

KEY HIGHLIGHTS

Revenue increase was driven by Energy Transition.

Electrode and Water Technologies, after exceptional growth in 2021-2022, to consolidate on 2022 levels.

Slow down in noble metal trend is expected to impact revenue, not margins, thanks to De Nora's 100% pass-through capacity.

The profitability trend reflects the combination of:

- Electrodes - product mix
- Water - lower incidence of pools business
- Energy Transition - volumes increase associated with lower profitability vs. Electrode and Water divisions.

Further ramp-up expected in Energy Transition

- 100% production already covered by the backlog
- Increase in profitability vs 2022 reflects volumes, cost efficiencies, and technological leadership.

CONSOLIDATED

REVENUES

€900- 950m
2023E

EBITDA

€175-185m
2023E
Ebitda Margin 18%-19%

ENERGY TRANSITION

REVENUES

€130-150m
2023E

EBITDA Margin

Low Double Digit

VOLUMES

1.3 GW



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ESG Journey

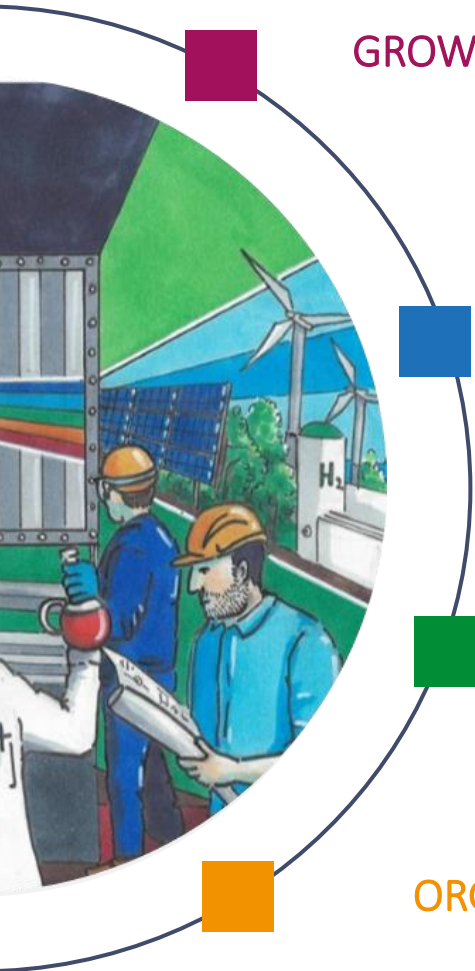
Final
Remarks

Q&A



2022-2025 STRATEGY CONFIRMED

Electrochemistry, Water, Energy:
our future for a cleaner World



GROWTH & MARKET POSITIONING

- Deliver **step-change organic growth** driven by **energy transition** in partnership with the leading players
- **Evolve** our Energy Transition **portfolio**, targeting LCOH reduction¹
- Pursue **profitable growth** in both Electrode and Water Technologies

PRODUCT LEADERSHIP

- **Continuous safeguard leadership** position (products, industries, and geographies)
- Enhance and strengthen Water portfolio **value proposition** leveraging on electrochlorination techs

MANUFACTURING EXPANSION

- **Strategic** and **scalable CAPEX** allocation, responding with **flexibility** to changes in trends
- Enhance project execution and tighten cost management
- Boost **lean transformation**, highest automation and technological upgrades to enhance productivity

ORGANIZATION DEVELOPMENT

- **People Strategy** to Sustain the organization's development
- Intensify process effectiveness through **digitalization**
- Strengthen further our **commitment to sustainability** by establishing a Goal Plan on ESG issues

1. Levelized Cost of Hydrogen

TRENDS SUPPORTING OUR GROWTH

Unprecedented opportunities in Energy Transition and Stable Growth in Electrode and Water Businesses

TRENDS



Climate Change

> 300 Mton of Green H₂
by 2050



Demographic & social changes

~ +30% in urban population
by 2040



Need for power & energy

~ +50% global primary energy
consumption growth by 2050



Technological expansion

~ +50% 5G infrastructure market
global revenues 2020-25 CAGR



Resource scarcity

+56% water supply/
demand gap by 2030

DRIVERS

- Infrastructure
- Energy Efficiency
- Upgrades and expansion of the aging structure
- Upgrades and expansion of the aging structure
- Advanced systems for water and wastewater treatment
- Clean water
- Green Hydrogen
- High-performance materials
- Energy Efficiency

OUR OFFERINGS



Electrode
Technologies



Water
Technologies



Energy
Transition



UNDISPUTED GLOBAL TECHNOLOGY LEADER ACROSS ALL BUSINESS



Chlor-alkali,
Electronics, Nickel &
Cobalt Electrowinning
> 50% share



Metal coated
Electrodes for
alkaline water
electrolysis



Pools & industrial
electrochlorination; within
the top 5 in municipal
disinfection & filtration
~80% Share in Pools

CUTTING-EDGE PROPRIETARY TECHNOLOGIES



268 Patent Families
2600+ Territorial
Extensions



5 R&D Centers
around the world



100+
researchers

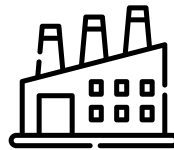
STRONG INTERNATIONAL FOOTPRINT AND LEAN/FLEXIBLE ORGANIZATION



~140 countries
served



25 operating
companies/branches

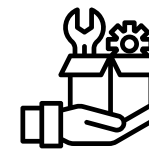


14 manufacturing and
assembling facilities

LONG-STANDING CUSTOMERS RELATIONSHIP



From Joint R&D to After Market Services,
Partner of choice with industry leaders



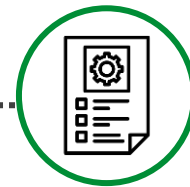
«To be the key enabler for the green hydrogen revolution, thanks to a diversified portfolio of best-performing electrodes and the readiness of our production capacity.»



TECHNOLOGY
LEADERSHIP



STRATEGIC
PARTNERS SERVICE



BROAD PORTFOLIO
OFFERING



MANUFACTURING
EXPANSION

INDUSTRIAL SCALE GREEN H2 SOLUTIONS

Unique, Efficient, Ready to use Technologies... and ongoing innovation



In The Market

Under development

Services

ELECTRODES
FOR AWE

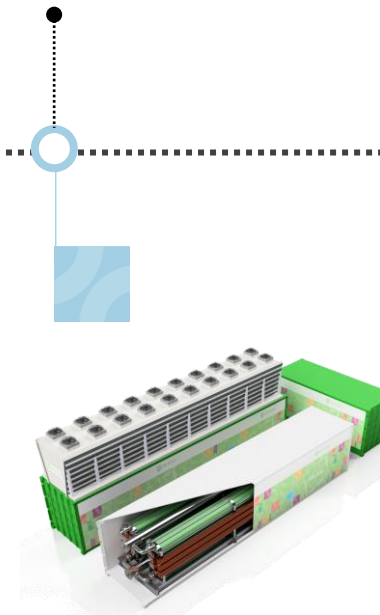
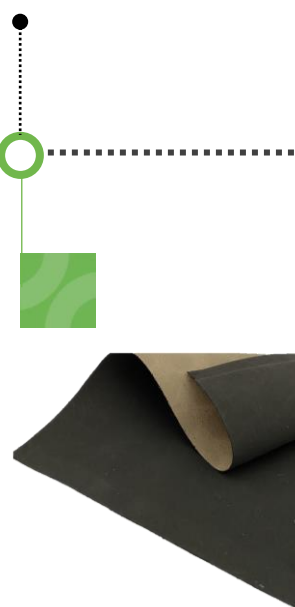
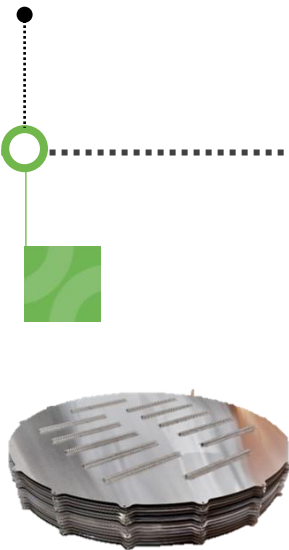
CELLS
FOR AWE

ELECTRODES
FOR FUEL
CELLS

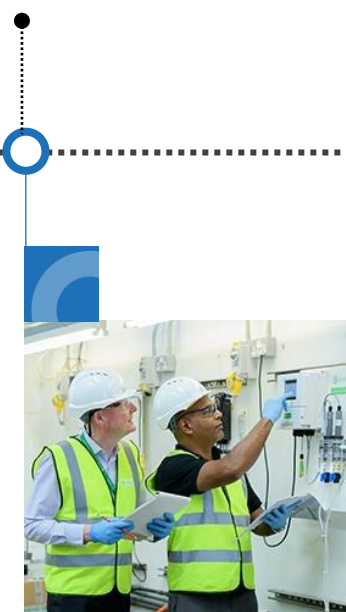
SMALL SIZE
ELECTROLYSERS
MODULES

OTHER R&D
INITIATIVES

AFTERMARKET



AEM Electrodes
Transport & Storage
Carbon Utilization



ENERGY TRANSITION PIPELINE

Continuously increasing pipeline up to 44 GW, providing visibility for future growth

BACKLOG	~2.2 GW	<ul style="list-style-type: none">• ELECTRODES• CELL MANUFACTURING• ELECTRODE PACKAGE	~193 m€
HOT DEALS ¹	~3.0 GW		~285 m€
ACTIVELY PURSUED PROJECTS ²	~8,0 GW		~760 m€
IDENTIFIED PIPELINE ³	~33 GW		~3.1 bn€
ADDRESSABLE MARKET ⁴	~67 GW	GREEN H ₂ MARKET IN 2030 ⁵	700-750 GW

¹Hot Deals: projects with high probability of award shortly. ²Actively pursued projects in which our partners, and especially those with whom we are closely cooperating, have been having active interactions ³Identified pipeline: Projects with which our partners had first interactions. ⁴Roland Berger: cumulated AWE market at 2030. ⁵IEA Forecasts Net Zero Scenario

EXPANSION PRODUCTION CAPACITY

With a Best-in-Class capacity in place we focus on readiness and flexibility to market trends



Ongoing investments in brown and green field projects

AMS

- Increase of existing plants' capacity with **automation** and **technology upgrades**
- **New facility** for local production of alkali water coating and cells



EMEIA

- Strengthen further manufacturing set-up in Germany to enhance Energy Transition productivity
- **Greenfield Gigafactory** (Italy) for electrolyzer manufacturing



ASIA

- Synergic plan of expansion for China & Japan. Multi-year scalable project



2022

2025E

€200m by 2025
o/w ~€60 m IPCEI Grant
Investments in Energy Transitions

 **2 GW eq.**

 **6 GW eq.**



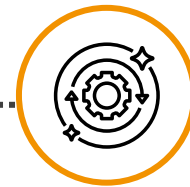
«Continuously safeguard leadership position across products, industries, and geographies by leveraging strengths.»



MAINTAIN
LEADERSHIP POSITION



EXPAND
SERVICES



OPERATIONAL
EXCELLENCE



INVEST IN TECHNOLOGY
INNOVATION

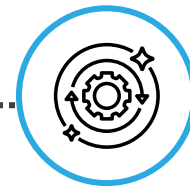
«Positioning De Nora for profitable growth through value additions and efficiency enhancements.»



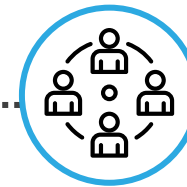
MARKET
PENETRATION



PORTFOLIO
ENHANCEMENT








OPERATIONAL
EXCELLENCE



FUTURE-READY
ORGANIZATION

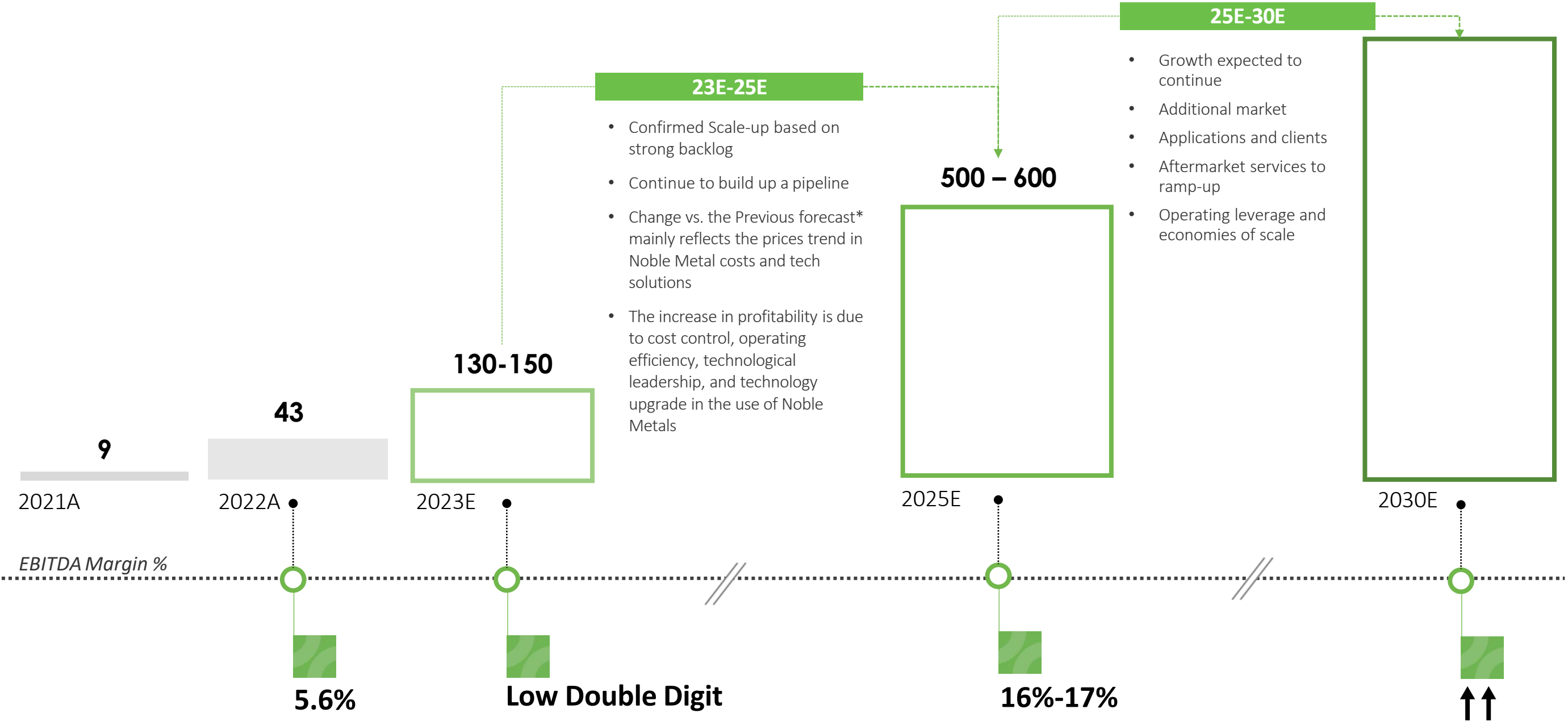
2025 NEW FINACIALS TARGETS

Improved profitability forecasts

DATA		DE NORA 2025 NEW TARGETS		vs. PREVIOUS TARGETS	
	REVENUES	€1,350 - €1,500m		€1,500 - €1,700m	↓
	EBITDA	€250 - €280m		€230 - €270m	↑
	MARGIN	18% - 20%		15% - 16%	↑
	REVENUES	CAGR 2022 - 2025 2% - 4%	CAGR 2021- 2025 9% - 11%	CAGR 2021 - 2025 7% - 9%	↑
	EBITDA MARGIN	24% - 26%		In line with 2021	↑
	REVENUES	CAGR 2022 - 2025 3% - 5%	CAGR 2021- 2025 10% - 11%	CAGR 2021-2025 13% - 15%	↓
	EBITDA MARGIN	16% - 18%		Between 16% - 20%	↔
	REVENUES	€500 - €600m		€650 - 750m	↓
	EBITDA MARGIN	16% - 17%		10%+	↑
	CAPEX	~€330m (cumulative 2023 - 2025)		€300m 2022 - 2025	↑

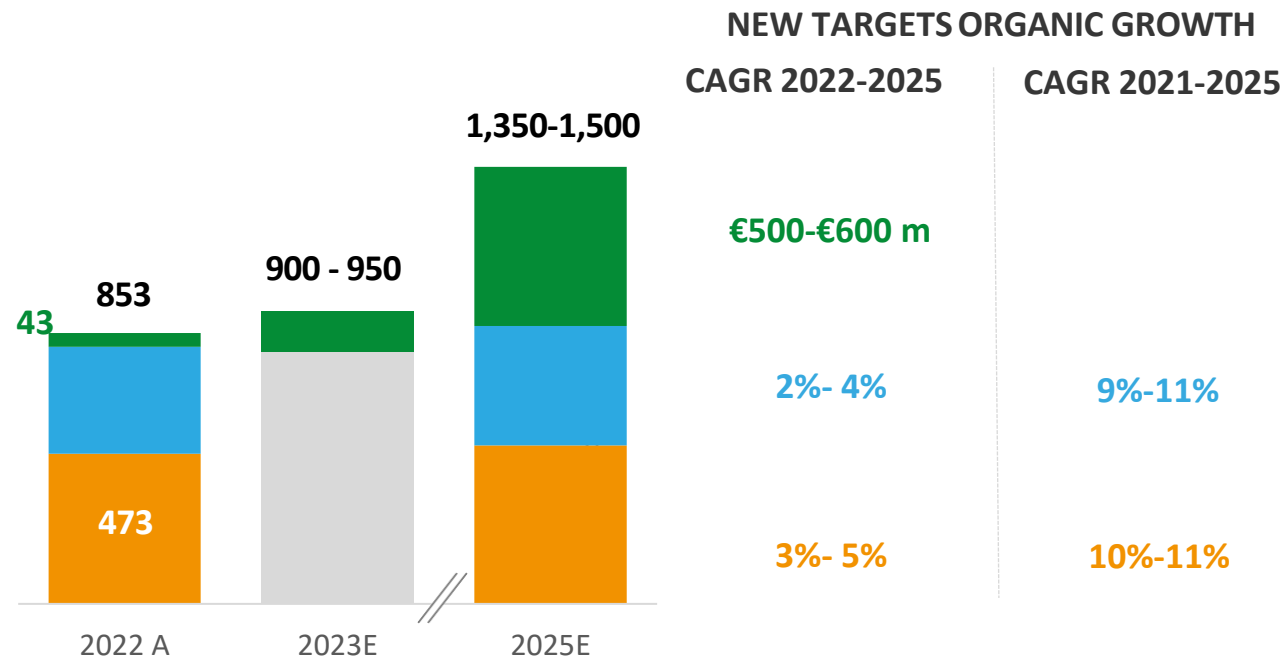
ENERGY TRANSITION TO DRIVE FURTHER FUTURE GROWTH

Organic Sales (€m)

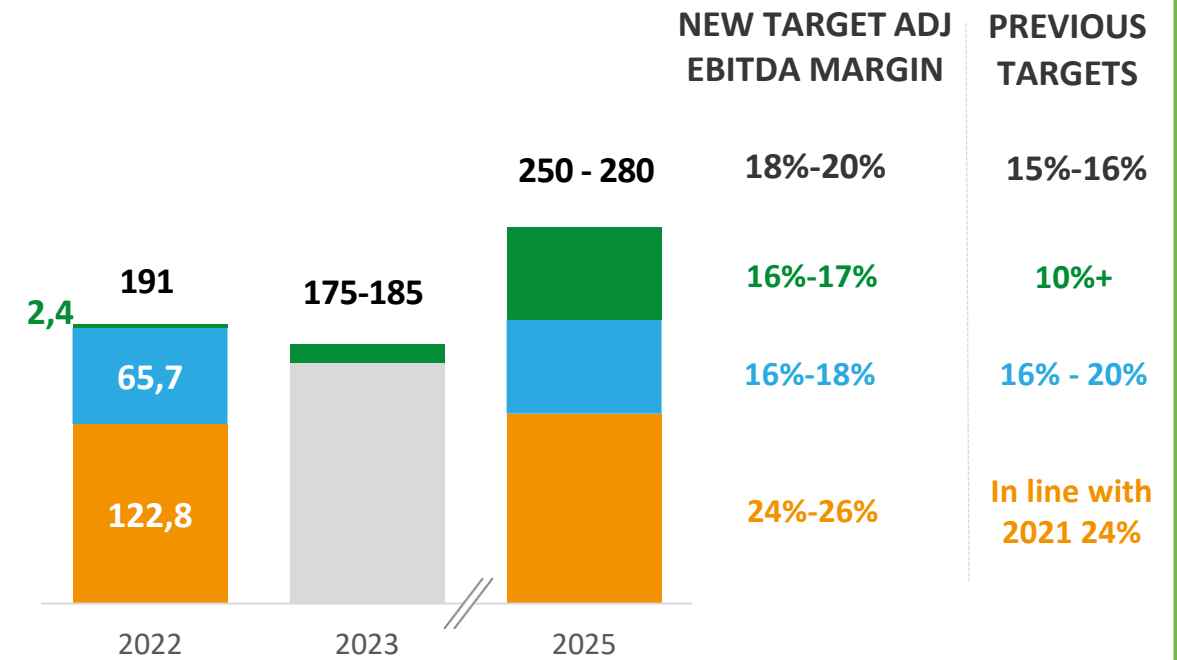


*Previous Forecast: IPO BP 2022-2025, Revenues €650m-€750m

ORGANIC SALES (€m)



ADJ. EBITDA (€m)



OTHER FINANCIAL TARGETS

~€330m

Cumulative Capex 23-25E
o/w ~€60m funded by IPCEI grant
(of which **~€200m** to Energy Transition)

Slightly
Positive NFP (net cash)

2025E (Subject to **M&A**)

up to 25%

Annual Dividend Pay-out

(Subject to **M&A**)






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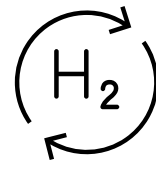
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Q&A

SUSTAINABILITY IS OUR BUSINESS MODEL

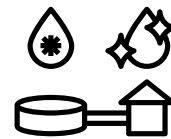
Our offerings are aligned with the UN Sustainable Development Goals



Green H₂

Delivery of **energy savings** for our customers

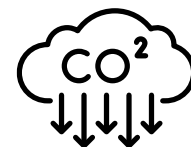
Providing reliable, sustainable, cost-effective solutions for **water treatment**



Water treatment

Common set of **values** with customers and society

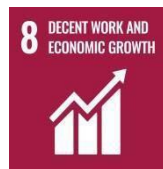
Respectful & inclusive workplace, no tolerance for discriminatory behavior



Net Zero Emissions

Engage with **local communities** to improve lives around the world

Conduct our business **ethically** to assure our core value of **integrity**



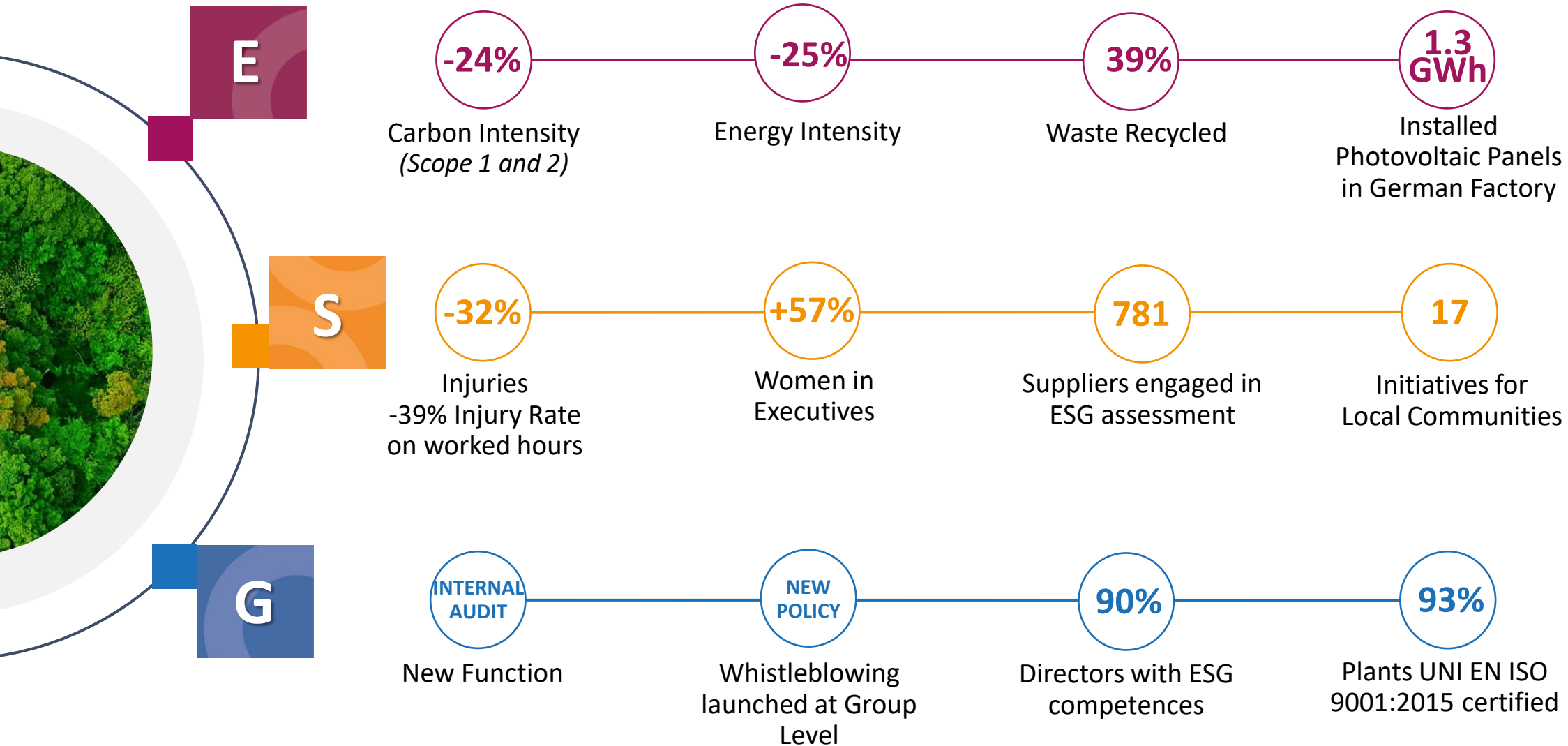
2022

De Nora Inaugural Corporate Sustainability Report

We aim to strengthen further our commitment by establishing a **Goal Plan** on ESG issues.

2022 ESG KPIs & PERFORMANCES

Our Journey Continues...



ONGOING PROJECTS

8GWh Solar Renewable Energy by 2025 in 12 sites

UN EN ISO 14001 all plants certified by 2025

DEI (Diversity, Equity & Inclusion) Committee enhanced in 2023

20% MBO of the CEO (>10% all Chief Officers) ESG related in 2023

Anti-Corruption Policy in 2023




Agenda



2022 Achievements:
Energy Transition
becomes a reality


2022 Financial
Results Review



Strategy Update
& 2023-2025
Guidelines



ESG Journey



Final
Remarks



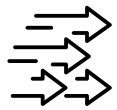
Q&A



Record set of results in 2022, in line with guidance, driven by the leading position of the Group in all divisions and strong market momentum



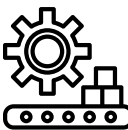
Solid Financial Structure thanks to cash flow generation from operations



Ramp-Up of Energy Transition Division, with early-than-expected positive EBITDA and strong backlog covering 100% of 2023 production



Building – up a robust pipeline



Best-in-class manufacturing capacity in place, to be exploited 3x by 2025 with a focus on readiness and flexibility to market demand

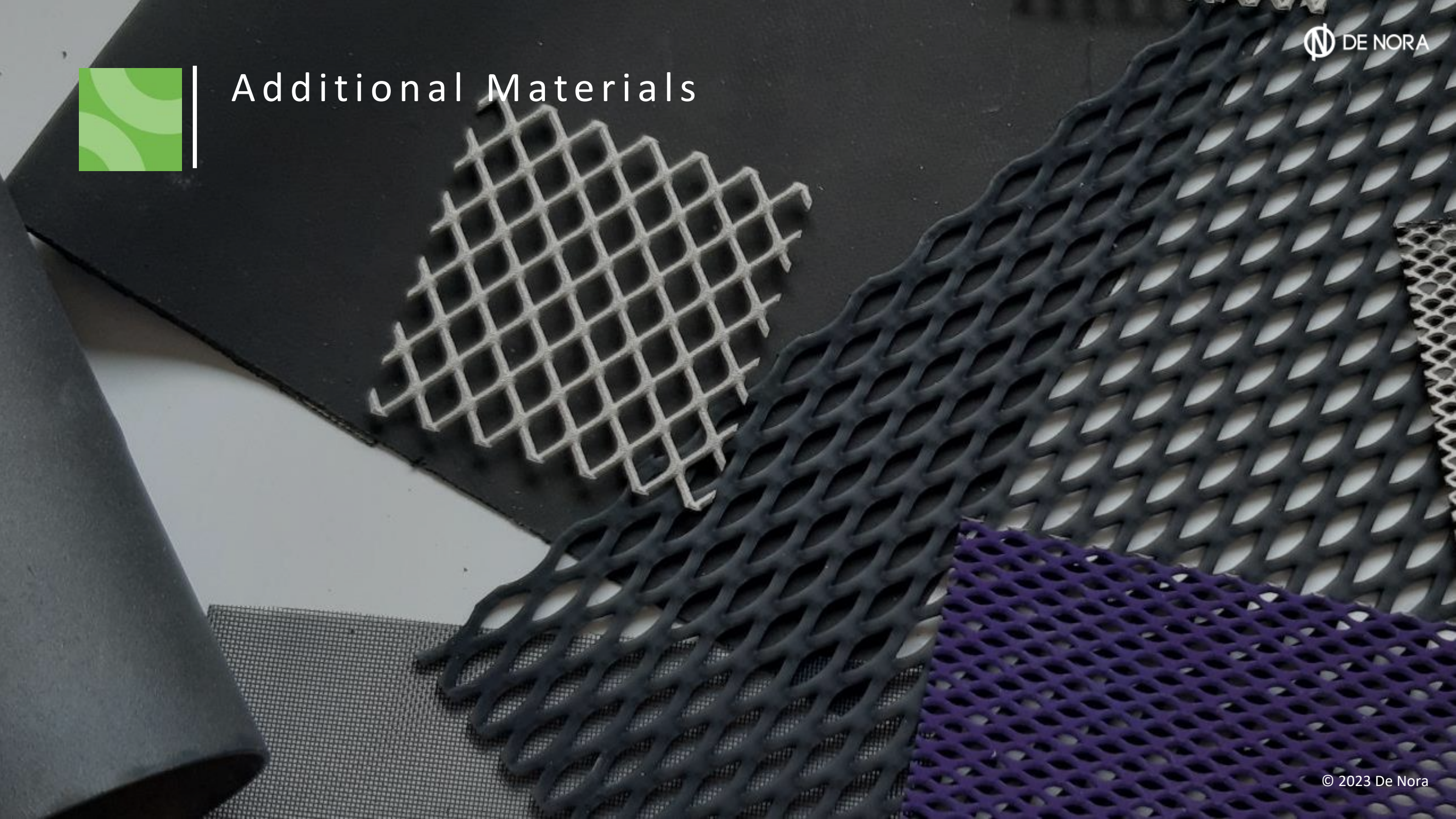


2025 targets:

- Growth driven by Energy Transition
- Confirmed growth for Electrodes and Water Technologies
- Energy Transition: Improved Profitability and developed a solid and realistic pipeline to grow.



Additional Materials



INCOME STATEMENTS

(€m)	FY 2021	FY 2022	Q1 2021	Q1 2022	Q2 2021	Q2 2022	Q3 2021	Q3 2022	Q4 2021	Q4 2022
Revenue	615.9	852.8	111.3	200.1	142.4	210.4	152.4	206.2	209.8	236.2
<i>YoY Growth (%)</i>										
Change in inventory of finished goods and work in progress	35.3	34.8	11.5	6.8	4.0	7.7	25.4	23.4	(5.5)	(3.1)
Other income	4.0	6.5	0.6	1.6	1.3	0.9	0.7	0.7	1.4	3.2
Costs for raw materials, consumables, supplies and goods, excluding utilization of provision	(291.0)	(401.8)	(52.7)	(89.5)	(64.0)	(100.5)	(83.9)	(108.8)	(90.4)	(103.0)
Personnel expenses, excluding utilization of provision	(116.1)	(154.7)	(26.7)	(31.2)	(28.1)	(52.3)	(30.8)	(34.7)	(30.5)	(36.4)
Costs for services, excluding utilization of provision	(117.1)	(162.1)	(22.6)	(31.5)	(28.9)	(38.1)	(27.6)	(42.3)	(37.9)	(50.2)
Other operating expenses, excluding utilization of provision	(9.8)	(10.4)	(1.7)	(2.3)	(3.4)	(2.5)	(1.3)	(2.3)	(3.4)	(3.4)
EBITDA	121.2	165.2	19.8	54.0	23.2	25.6	34.9	42.3	43.4	43.2
<i>Margin (%)</i>	20%	19%	18%	27%	16%	12%	23%	21%	21%	18%
Amortization and depreciation	(26.2)	(28.1)	(6.3)	(6.8)	(6.5)	(6.8)	(6.7)	(6.9)	(6.7)	(7.6)
Reinstatement (write down) of property, plant and equipment & intangible assets	(2.9)	(9.0)	0.0	(0.2)	0.1	(2.8)	0.1	0.3	(3.2)	(6.2)
Net provision for risk and charges ¹	(4.4)	(2.3)	(0.1)	(0.3)	(0.3)	0.2	(0.5)	(1.2)	(3.5)	(0.9)
EBIT	87.6	125.8	13.3	46.7	16.5	16.1	27.8	34.5	30.0	28.5
<i>Margin (%)</i>	14%	15%	12%	23%	12%	8%	18%	17%	14%	12%
Share of profit of equity-accounted investees ²	8.8	(1.2)	1.0	(6.3)	2.4	0.8	0.7	1.3	4.8	3.0
Finance income	13.5	23.5	5.2	7.4	1.7	14.1	2.1	9.1	4.5	(7.1)
Finance expenses	(16.3)	(27.7)	(4.5)	(6.1)	(3.4)	(11.7)	(3.0)	(8.6)	(5.4)	(1.3)
Profit before tax	93.6	120.4	14.9	41.7	17.1	19.2	27.6	36.3	33.9	23.1
Income tax expense	(27.1)	(30.8)	(4.4)	(15.2)	(4.1)	(6.1)	(8.8)	(12.1)	(9.7)	2.6
Profit for the period	66.4	89.7	10.5	26.5	13.0	13.2	18.8	24.2	24.2	25.8

Source: Company Information. ¹ This item includes the utilization of provisions on the following Income Statement line items: Costs for raw materials, Consumables, supplies and goods, Personnel expenses, Costs for services, Other operating expenses. ² Negative € 1.2 m in 2022 is made up as follows: € (4.0) m refer to a late adjustment in the net profit of tk Nucera as of December 2021 that was communicated to De Nora after the approval of its FY 2021 consolidated financials, € (2.3) m refer to the P&L impact of the Preferred dividends distributed in March 2022 by tk Nucera to its other shareholder Thyssenkrupp Projekt 1 GmbH and € 5.1 m is the share of profit for the period January-December 2022

QUARTERLY REVENUE AND ADJ.EBITDA BY DIVISION

€m		Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022
Revenue	Electrode Technologies	115.7	109.4	118.5	123.5	122.0
	YoY variation		72%	46%	40%	5.4%
	Water Technologies	89.0	86.2	89.5	75.4	85.6
	YoY variation		85%	51%	20%	-3.8%
	Energy Transition	5.1	4.5	2.4	7.2	28.6
	YoY variation		347%	20%	456%	460.9%
	Total	209.8	200.1	210.4	206.2	236.2
Adjusted EBITDA	Electrode Technologies ¹	26.7	31.8	30.2	32.0	25.3
	YoY variation ²		126%	80%	11%	18%
	Water Technologies	18.6	23.4	16.9	11.9	13.4
	YoY variation		272%	114%	55%	-28%
	Energy Transition ³		-3.4		-0.4	6.2
	YoY variation					
	Total	45.4	55.2	47.1	43.6	44.9
Adjusted EBITDA Margin	Electrode Technologies ¹	23.1%	27.9%	24.9%	25.9%	20.8%
	Water Technologies	20.9%	27.2%	18.9%	15.8%	15.6%
	Energy Transition				-5.7%	21.7%
	Total	21.6%	27.6%	22.4%	21.1%	19.0%

YoY % Change refers to % changes between 2022 individual quarters vs. the same period of 2021

¹ Q1 2022 and Q2 2022 Adj Ebitda include Energy Transition.

² Q3 2022 and Q4 2022 YoY variation calculated including Energy Transition EBITDA ADJ 2022 since no comparison is available for Energy Transition segment in 2021. ³ H1 2022 for reference only H2 2022 for reference only

³ H2 2022 for reference only.

INCOME STATEMENT

Focus on EBITDA Adjustments

(€m)	2021 YTD	2022 YTD
Sales	615.9	852.8
EBITDA	121.2	165.2
<i>Margin (%)</i>	19.7%	19.4%
Costs relative DND fire	1.2	-
Terminations costs (labor + legal expenses)	0.5	0.5
Costs relative to IPO process	1.2	3.6
Costs relative to M&A, integration, and company reorganization	0.9	0.3
Costs relative to startup of De Nora Tech, LLC – US plant	0.6	1.2
Costs relative to Covid-19	0.5	-
Advisory costs for special projects	0.5	0.5
Management Incentive Plan	-	19.4
Other non recurring costs	0.1	0.2
Adj. EBITDA	126.7	190.8
<i>Margin (%)</i>	20.6%	22.4%

BALANCE SHEET

(€m)	FY 2021	FY 2022
Intangible assets	132.8	131.6
Property, plant and equipment	167.6	184.2
Equity-accounted investees	121.8	122.7
Fixed asset	422.2	438.4
Inventories	233.0	295.5
Contract work in progress, net of advances from customers	12.4	16.4
Trade receivables	140.0	123.4
Trade payables	(61.4)	(80.6)
Operating working capital	323.9	354.8
Other current assets and liabilities	(69.6)	(74.6)
Net working capital	254.3	280.2
Deferred tax assets	29.4	13.1
Trade receivables	-	-
Other receivables and non-current financial assets	15.7	13.6
Employee benefits	(26.0)	(20.6)
Provisions for risks and charges	(21.1)	(20.7)
Deferred tax liabilities	(29.3)	(8.7)
Trade payables	(0.2)	(0.1)
Income tax payables	(0.1)	-
Other payables	(2.2)	(2.4)
Other net non current asset and liabilities	(33.7)	(25.7)
Net invested capital	642.8	692.8
Net current financial position	(184.1)	318.9
Non-current financial position	(3.8)	(267.5)
Net financial position - ESMA	(187.9)	51.3
Fair value of financial instruments	(0.9)	0.6
Net financial position - De Nora	(188.8)	52.0
Total Equity	(454.0)	(744.8)
Total sources	(642.8)	(692.8)

CASH FLOW STATEMENT

(€m)	FY 2022	FY 2021
EBITDA	165,176	121,206
Losses on the sale of property, plant and equipment and intangible assets	330	1,803
Other non-monetary items	10,672	(3,456)
Cash flows generated by operating activities before changes in net working capital	176,177	119,553
Change in inventory	(60,408)	(105,237)
Change in trade receivables and construction contracts	15,614	(42,991)
Change in trade payables	19,509	11,904
Change in other receivables/payables	5,494	25,267
Cash flows generated by changes in net working capital	(19,791)	(111,056)
Cash flows generated by operating activities	156,386	8,497
Net Interest and Net other financial expense paid	(6,663)	(6,461)
Income taxes paid	(36,748)	(17,554)
Net cash flows generated by operating activities	112,975	(15,519)
Sales of property, plant and equipment and intangible assets	382	770
Investments in tangible and intangible assets	(46,142)	(30,989)
Investments in Associated companies (TK nucera Management AG)	(17)	-
Acquisitions (net of cash acquired)	-	(6,352)
Investments in financial activities	(159,291)	3,779
Net cash flows used in investing activities	(205,068)	(32,792)
Share capital increase	196,707	18,090
New loans/(Repayment) of loans	16,650	85,466
Increase (decrease) in other financial liabilities	(8)	(8)
(Increase) decrease in financial assets	-	-
Dividends paid	(20,030)	(60,028)
Net cash flows generated by financing activities	193,319	43,519
Net increase (decrease) in cash and cash equivalents	101,226	(4,792)
Opening cash and cash equivalents	73,843	75,658
Exchange rate gains/(losses)	(940)	2,977
Closing cash and cash equivalents	174,129	73,843

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