PRESS RELEASE

THE BOARD OF DIRECTORS APPROVES THE FIRST CYCLE OF THE PERFORMANCE SHARES PLAN

Milan, 7 October 2025 – The Board of Directors of Industrie De Nora S.p.A. ("**Industrie De Nora**" or the "**Company**") – an Italian multinational listed on Euronext Milan specializing in electrochemistry, a leader in sustainable technologies and the green hydrogen industry, chaired by Federico De Nora, in execution of the resolution of the Shareholders' Meeting of 29 April 2025 and subject to the favorable opinion of the Appointment and Remuneration Committee, resolved to allocate rights relating to the first cycle of the 2025-2027 Performance Shares Plan ("**PSP**").

In particular, the Board of Directors resolved to allocate a total of 433,595 rights, which may be increased to 814,303 in the event of maximum *over-performance*, divided between (i) Chief Executive Officer Paolo Dellachà (144,290 rights, which may be increased to 288,580 in the event of maximum *over-performance*); (ii) executives with strategic responsibilities (183,535 rights, which may be increased to 367,070 in the event of maximum *over-performance*); and (iii) other Group executives identified as beneficiaries of the PSP. The Board of Directors also approved an amendment to the regulations of the 2025-2027 Performance Share Plan in order to better align it with the characteristics of the PSP as set out in the Information Document *pursuant to* Article *84-bis* of the Issuers' Regulations (the "**Information Document**").

The information referred to in Annex 3A, Schedule 7, of Consob Regulation no. 11971 of 14 May 1999 ("**Issuers' Regulations**") will be provided in the manner and within the terms indicated in Article *84-bis*, paragraph 5, letter a) of the Issuers' Regulations. For further information, please refer to the Information Document, which is available at the Company's registered office and on its website.

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The Board of Directors has also updated the *Internal Dealing Procedure* in order, among other things, to incorporate the changes to the regulations introduced by Article 10 of Law No. 21 of 5 March 2024. The updated text of the *Internal Dealing Procedure* will be made available on the website www.denora.com in the section "*Corporate Governance / Documents and* Procedures".

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Industrie De Nora S.p.A. is an Italian multinational company founded in 1923 and listed on the Euronext Milan stock exchange. A global leader in electrochemical processes and technologies for water management, it provides products and services that enable industrial processes in the chlor-alkali, electronics, battery, water treatment (both municipal and industrial), and green hydrogen sectors. With an operational presence across multiple regions—including the Americas, Europe, Middle East, and Asia—De Nora delivers customized solutions, effectively and reliably meeting market demands. Committed to ESG principles, the company integrates environmental sustainability and social responsibility into all its activities.

For further information and to access the Media Kit: [Media Kit | De Nora]

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