4 March 2026

MAIRE

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The information contained and the opinions expressed in this document have not been independently verified. In particular, this document may contain forward-looking statements that are based on current estimates and assumptions made by the management of the Company to the best of its knowledge. Such forward-looking statements are subject to risks and uncertainties, the non-occurrence or occurrence of which could cause the actual results – including the financial condition and profitability of the Group – to differ materially from or be more negative than those expressed or implied by such forward-looking statements. This also applies to the forward-looking estimates and forecasts derived from third-party studies. Consequently, neither the Company nor its management can give any assurance regarding the future accuracy of the estimates of future performance set forth in this document or the actual occurrence of the predicted developments.

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.

The data and information contained in this document are subject to variations and integrations. Although the Company reserves the right to make such variations and integrations when it deems necessary or appropriate, the Company assumes no affirmative disclosure obligation to make such variations and integrations.

AGENDA

01

THE VISION: MAKE TO INSPIRE

F. Di Amato, Chairman and Founder

02

THE PROGRESS: CONSOLIDATING GROWTH

A. Bernini, Group Chief Executive Officer

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

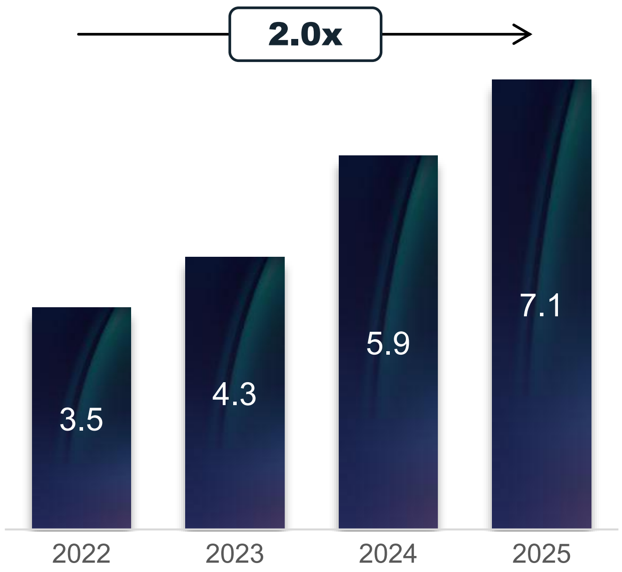
Project development

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

DOUBLED IN SIZE IN THE LAST 3 YEARS

CONSISTENTLY ENHANCING PROFITABILITY

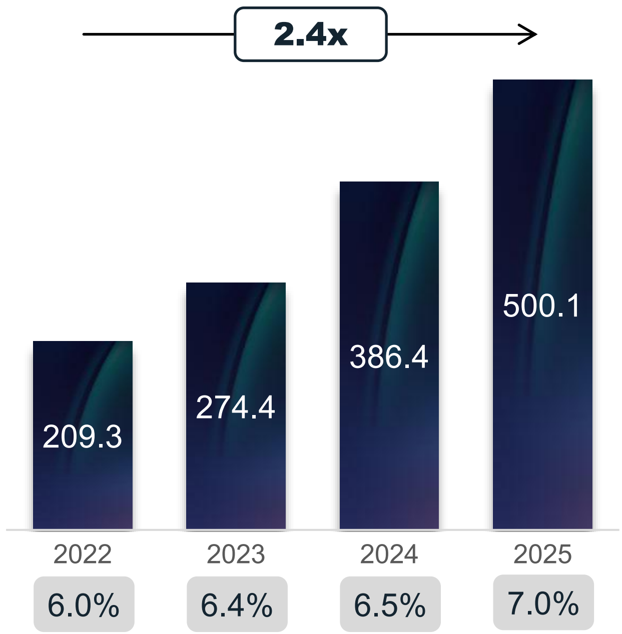
REVENUES (€bn)



Twofold
revenue growth

Guidance exceeded

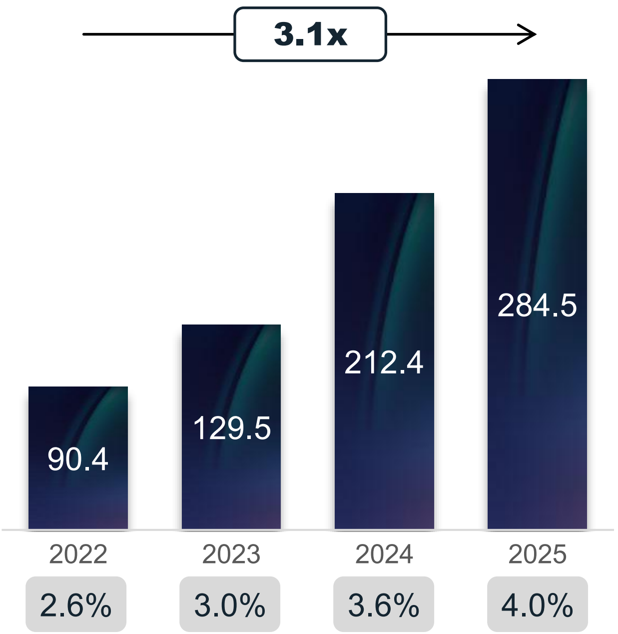
EBITDA (€m)



+100bps
EBITDA margin expansion

Guidance exceeded

NET INCOME (€m)



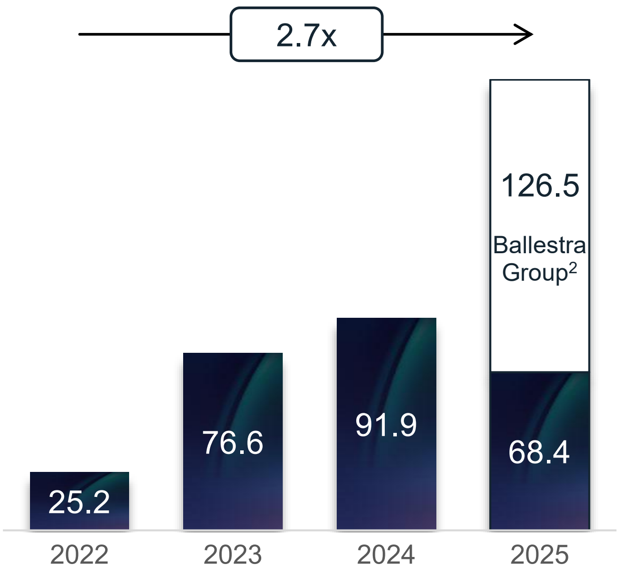
Tripled value creation
+42.8% 2022-2025 EPS CAGR

Growth | % Margin

PRESERVING BALANCE SHEET STRENGTH

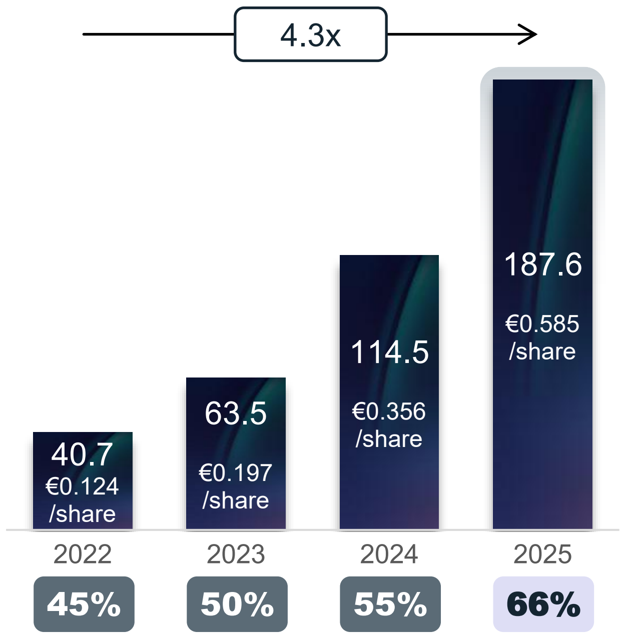
INVESTING IN OUR FUTURE WHILE RETURNING VALUE TO SHAREHOLDERS

CAPEX[1] (€m)



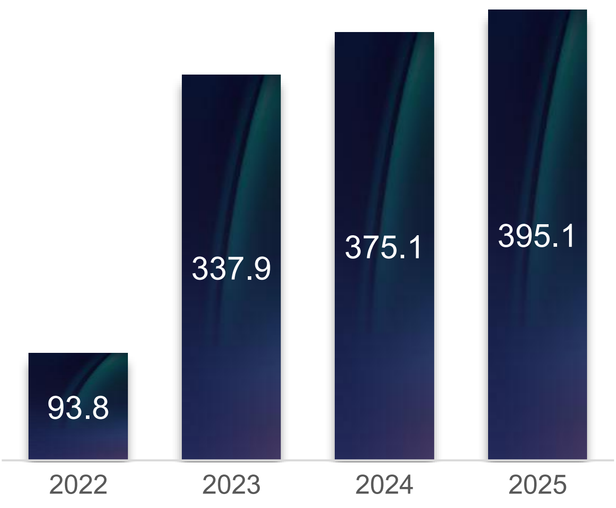
Broadened
the technology portfolio

DIVIDENDS[3] (€m)



Increased
the pay-out ratio

NET CASH[4] (€m)



Solid cash position
to selectively invest for future growth

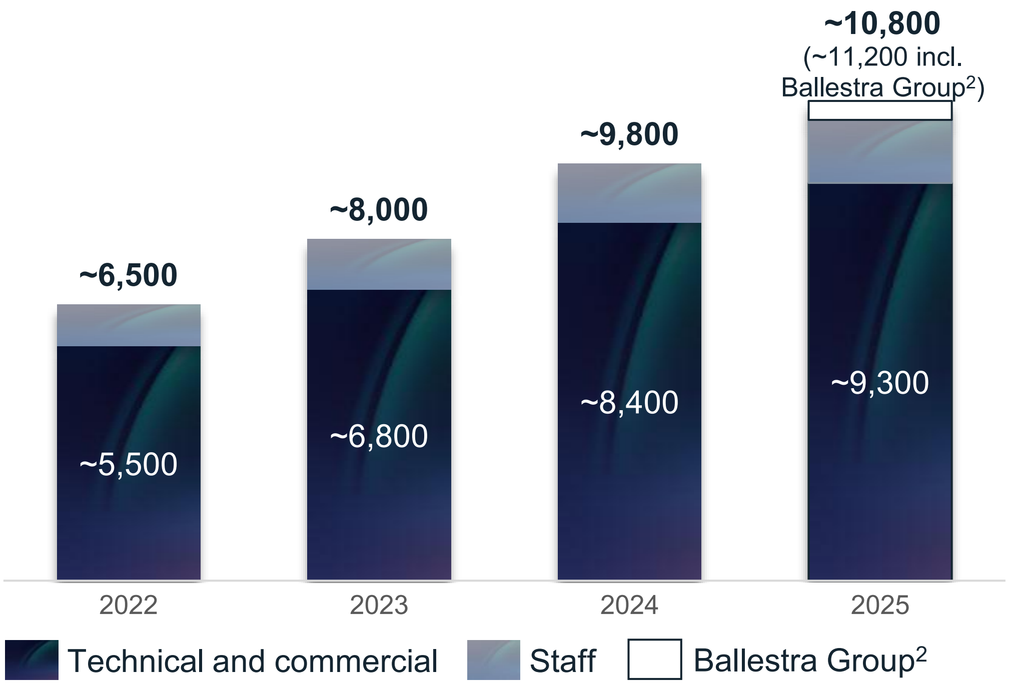
Growth | Pay-out

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. Final consideration subject to adjustments at closing of the acquisition, expected in Q2 2026. 3. Related to Fiscal Year. 2025 proposed dividend subject to 2026 Annual Shareholders Meeting approval. 4. 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[1]



2022-2025 HEADCOUNT INCREASE

~70%

PEOPLE ADDED IN 2025

1,000+ (1,400+ incl. Ballestra Group[2])

2025 TRAINING HOURS[3]

700k

NATIONALITIES

85

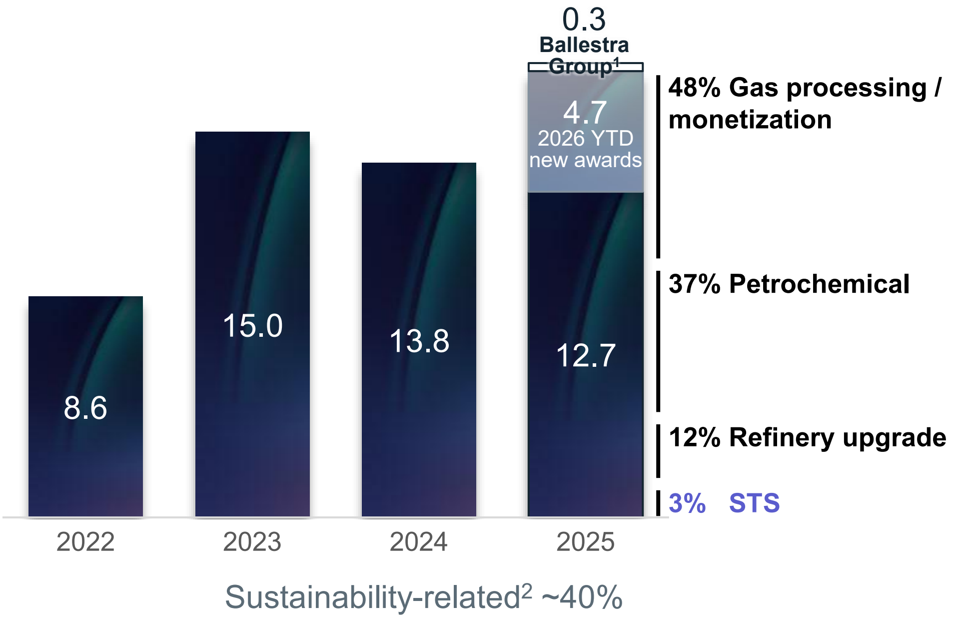
HEADCOUNT IS EXPECTED TO GROW FURTHER, AT A PACE CONSISTENT WITH AI-DRIVEN BENEFITS

1. As of 31 December. 2. Subject to closing of the acquisition, expected in Q2 2026. 3. Including Health, Safety, and Environment, and Social Accountability.

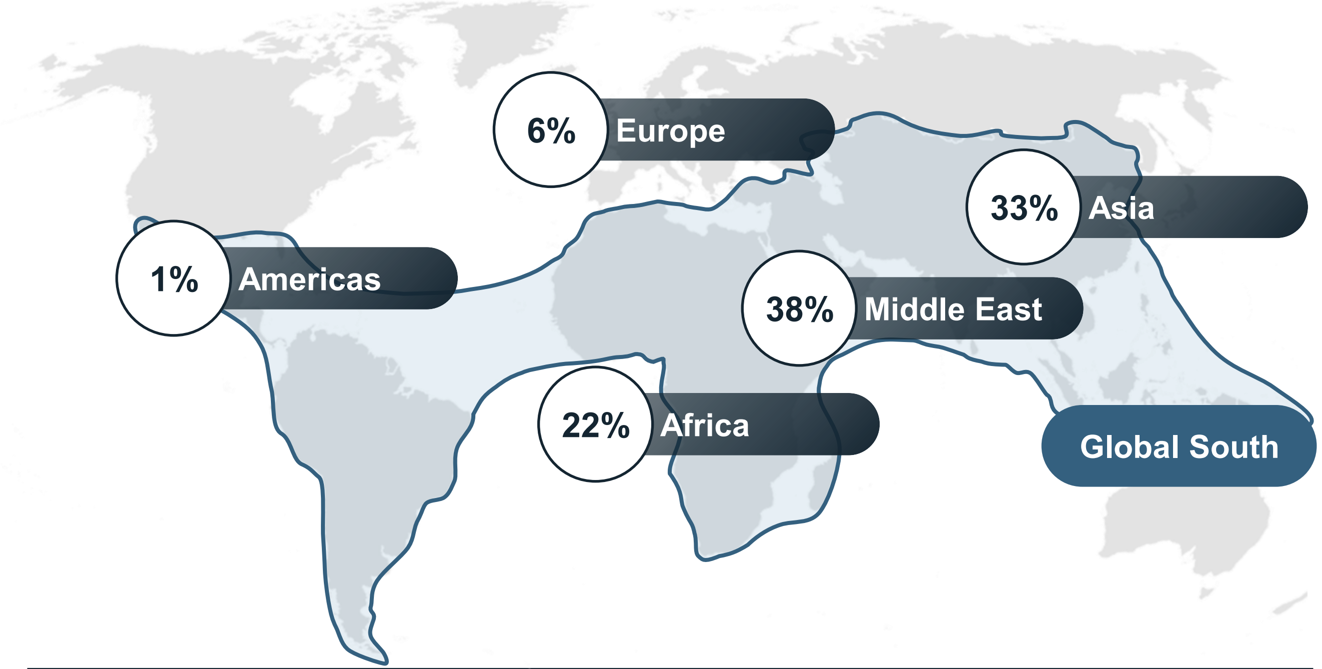
AN INCREASING BACKLOG

WITH PROJECTS IN FAST-GROWING GEOGRAPHIES

GROUP YEAR-END BACKLOG (€bn)



GEOGRAPHICAL FOOTPRINT (% of 2025 year-end backlog)



Increased visibility
thanks to recent large-scale awards

Exposure to the Global South
where most gas and transitional projects are expected to be sanctioned

1. Subject to closing of the acquisition, expected in Q2 2026. 2. Sustainability-related work is defined as the sum of transitional and sustainable work (respectively ~35% and ~5% of 2025 year-end backlog). Please refer to appendix for work classification criteria.

03

THE OPPORTUNITY: A RESHAPED ENERGY SCENARIO

G. Sale, Corporate and Business Strategy SVP

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

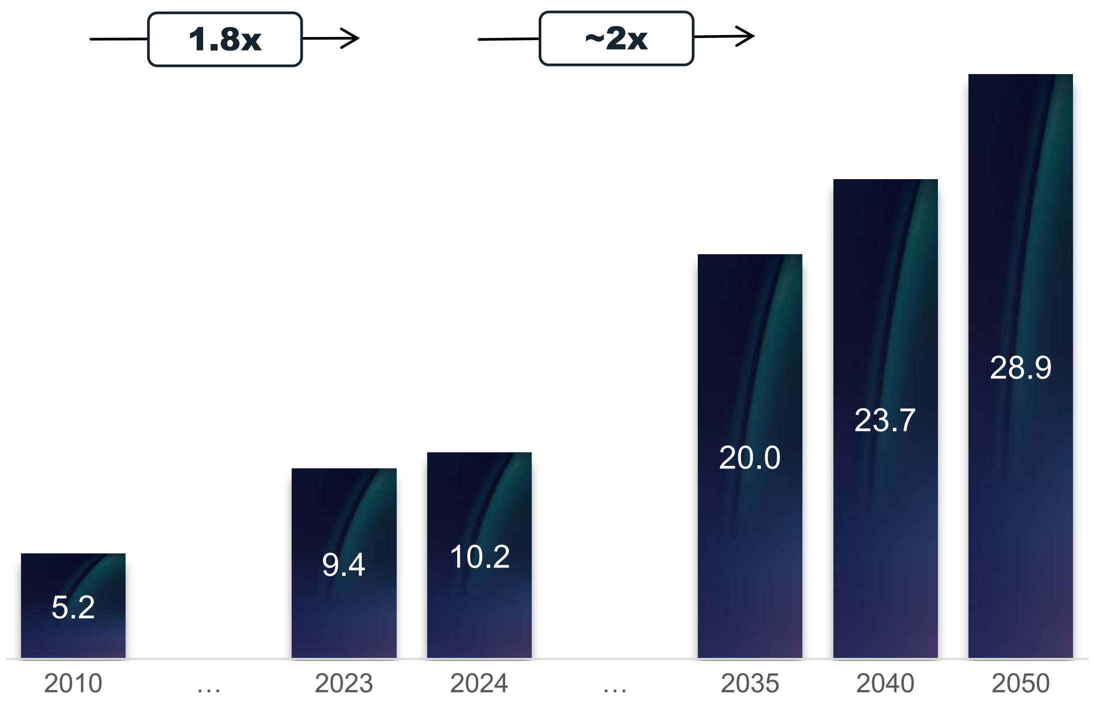
MOBILIZING EVERY ENERGY SOURCE IS ESSENTIAL TO ENSURE SECURITY, AFFORDABILITY AND SYSTEM RESILIENCE

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, sulfur 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, CPS scenario.

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

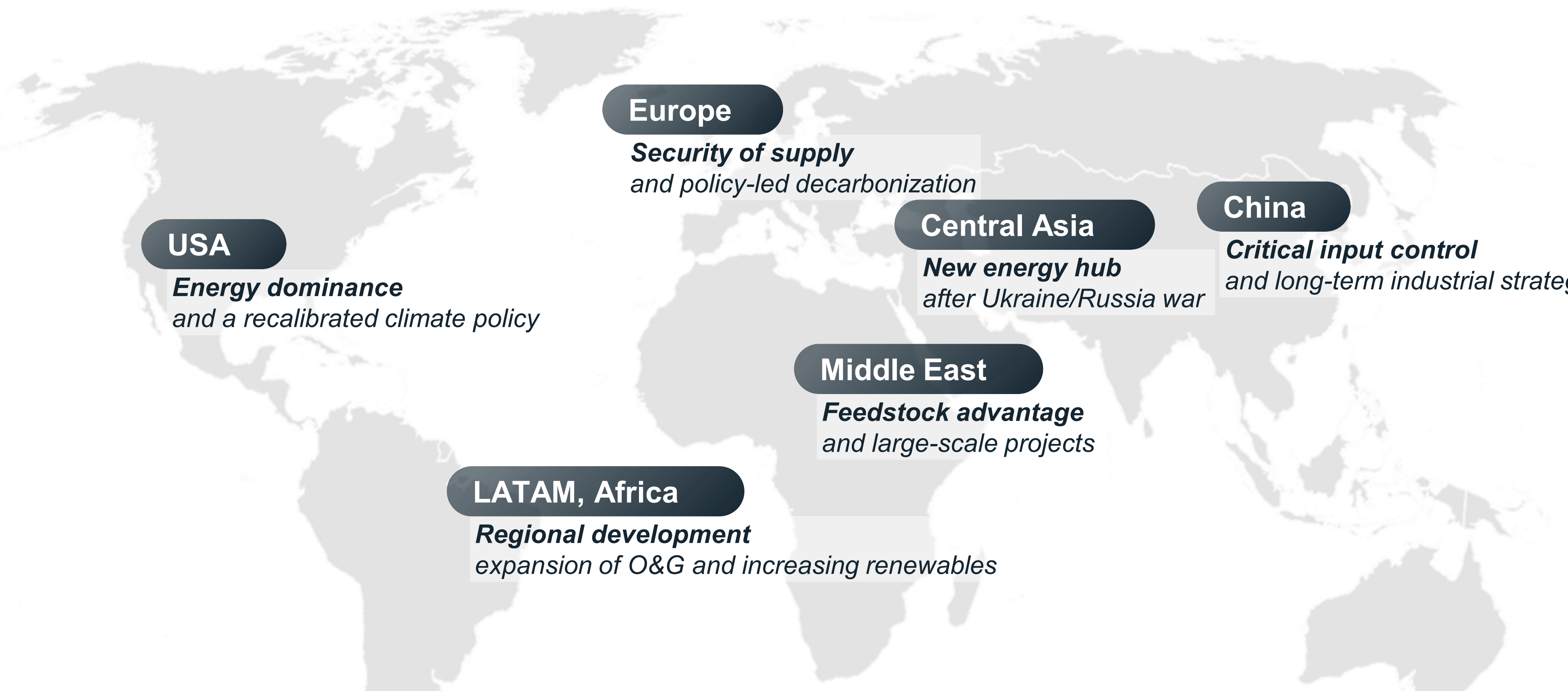
MULTI-SHAPE TRANSITION

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 PetChem**

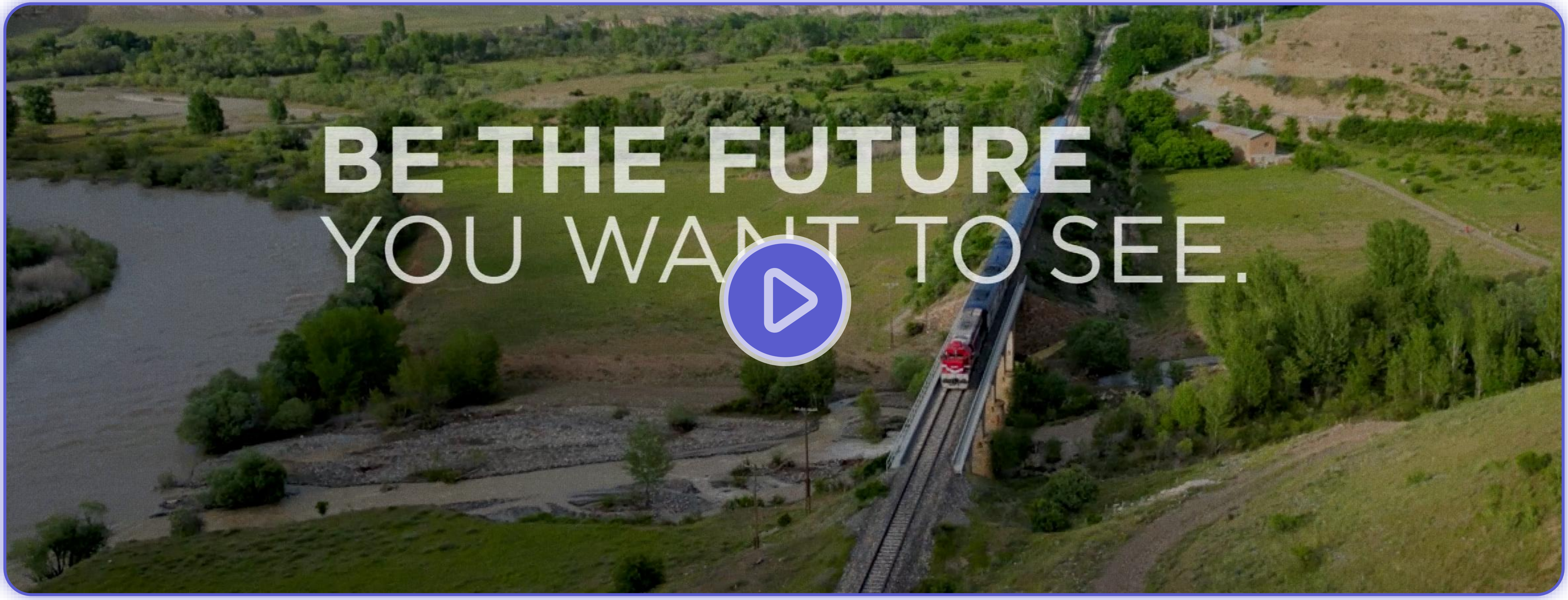
TURNING ENERGY CHALLENGES INTO SCALABLE, PRAGMATIC SOLUTIONS
POWERED BY AI

04

NEXTCHEM: THE FUTURE YOU WANT TO SEE

F. Fritelli, Nextchem Managing Director

BE THE FUTURE YOU WANT TO SEE



[VIDEO LINK]

AN UNMATCHED BREADTH OF TECHNOLOGY SOLUTIONS

CREATING VALUE IN EVER-CHANGING MARKET SCENARIOS

BROAD PORTFOLIO OF MARKET-READY TECHNOLOGIES

Technologies

50+
as of YE 2025

80+
proforma incl. Ballestra Group[1]

SUPERIOR PROCESS DESIGN CAPABILITIES

Employees

~730
as of YE 2025

1,100+
proforma incl. Ballestra Group[1]

END-TO-END ECONOMICALLY VIABLE SOLUTIONS

serving our clients through a diversified services mix

Growing backlog

€366m
as of YE 2025

€680m
proforma incl. Ballestra Group[1]

NEXTCHEM'S OFFERING

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

recurring revenues

1. Subject to closing of the acquisition, expected in Q2 2026. Ballestra Group 2025 YE backlog forecast.

THE MOST COMPLETE OFFERING OF FERTILIZER PRODUCTS

EXPANDING IN POTASSIUM AND PHOSPHATE FOR NPK NUTRIENTS

MARKET DRIVERS

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

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

CONTINUED GROWTH POTENTIAL
FOR THE FERTILIZERS SECTOR

NEXTCHEM'S SOLUTIONS

+ **Phosphate-based fertilizers**
Phosphorus-rich nutrients for efficient agriculture

+ **Specialty fertilizers**
NPK[2] fertilizers for high nutrient delivery

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

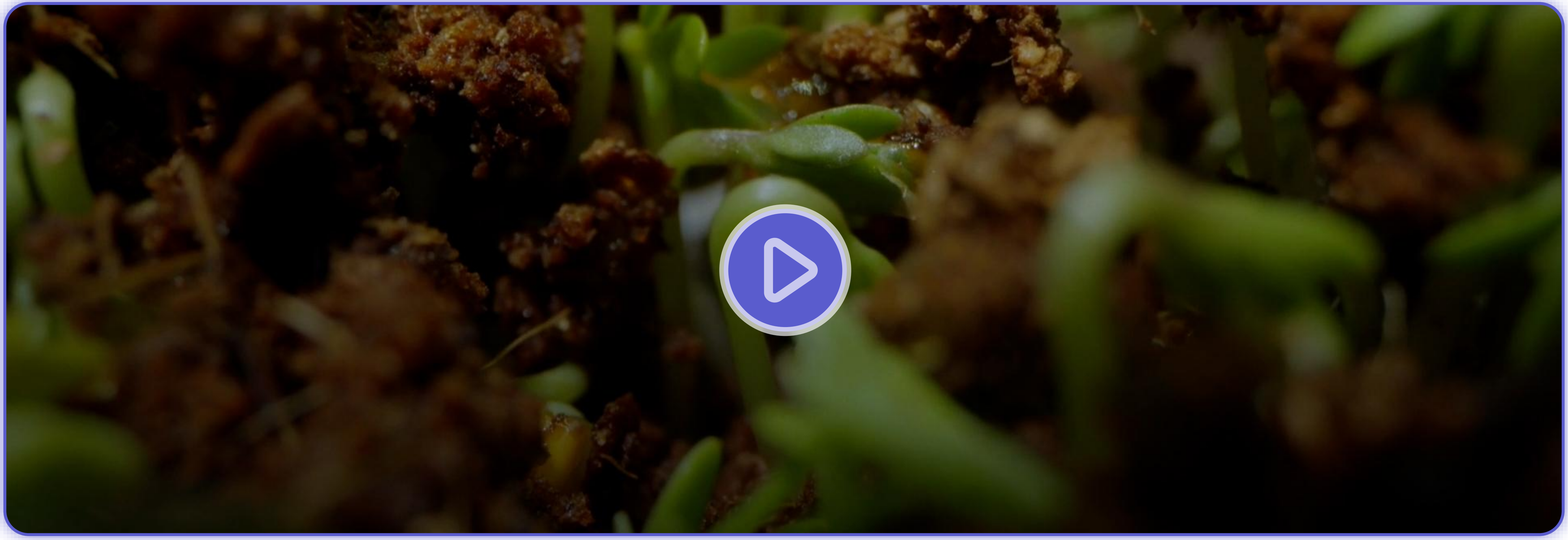
Low-carbon fertilizers
nitrates and blue ammonia → **Enhanced to cover all the scales, from 50 to 3,500 mtpd, fully integrated with proprietary hydrogen suite**

Green fertilizers
carbon-free ammonia

+ Subject to closing of the Ballestra Group acquisition, expected in Q2 2026.
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).

WHAT DOES IT TAKE TO FEED MORE WITH LESS?

COMPLETING OUR FERTILIZERS OFFERING



[VIDEO LINK]

FUELS AND ENERGY STORAGE LEADING GROWTH

EXPANDING PORTFOLIO INTO SULPHURIC ACID AND FLUORINE

MARKET DRIVERS (CAGR 2024-2040)

SHORT-TO-MEDIUM TERM POTENTIAL

Clean energy storage	Fluorine as electrolyte enabler	+20-21%
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

Fluorine +
building block for power storage and electromobility

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

Traditional fuels
minimizing environmental impact

Low-carbon fuels
valorizing gas with carbon capture

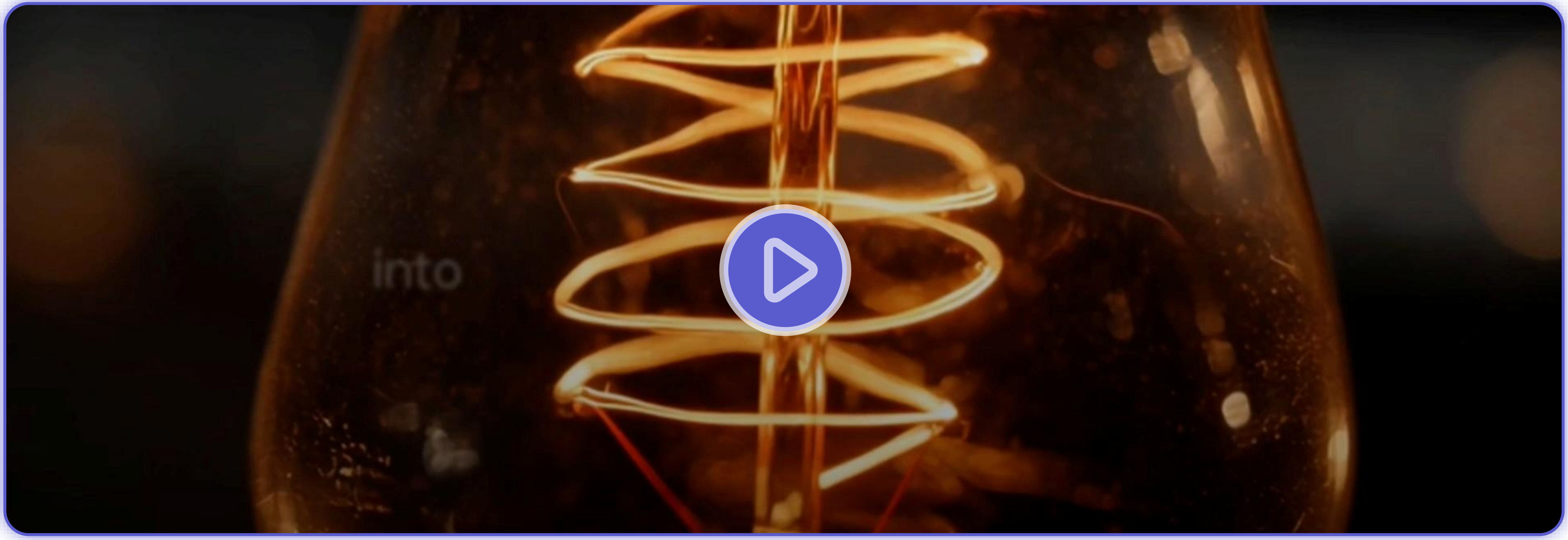
Circular and bio-fuels
leveraging waste and biomasses as feedstock

E-fuels
from green hydrogen and recycled CO_2

+ Subject to closing of the Ballestra Group acquisition, expected in Q2 2026.
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, S&P Global Fluorspar, Fluorosilicic Acid (FSA), Hydrofluoric Acid (HF) and Inorganic Fluorine Compounds, Growth Global Insights as of January 2026.

WHAT DOES IT TAKE TO MAKE ELECTRIFICATION POSSIBLE?

ADVANCED FLUORINE CHEMISTRY BEHIND BATTERIES



VIDEO LINK

EXPANDING SUSTAINABLE AND CIRCULAR MATERIALS

ADVANCING METAL RECYCLING TO VALORIZE ELECTRONIC WASTE

MARKET DRIVERS (CAGR 2024-2040)

High-performance cleaning solutions	Biosurfactants	+3-5%
Recovery of critical raw materials from e-waste	Metal recycling	+5-6%
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%

NEXTCHEM'S SOLUTIONS

Biobased detergents +
quality and efficiency in consumer goods

Metal recycling
from e-waste to precious metals recovery

Advanced polymers
abate polymer emission production

Bioplastics
biodegradable and biobased plastics

Mechanical recycling
upcycling plastic around consumer needs

Chemical recycling
recycling plastic into virgin-like monomers

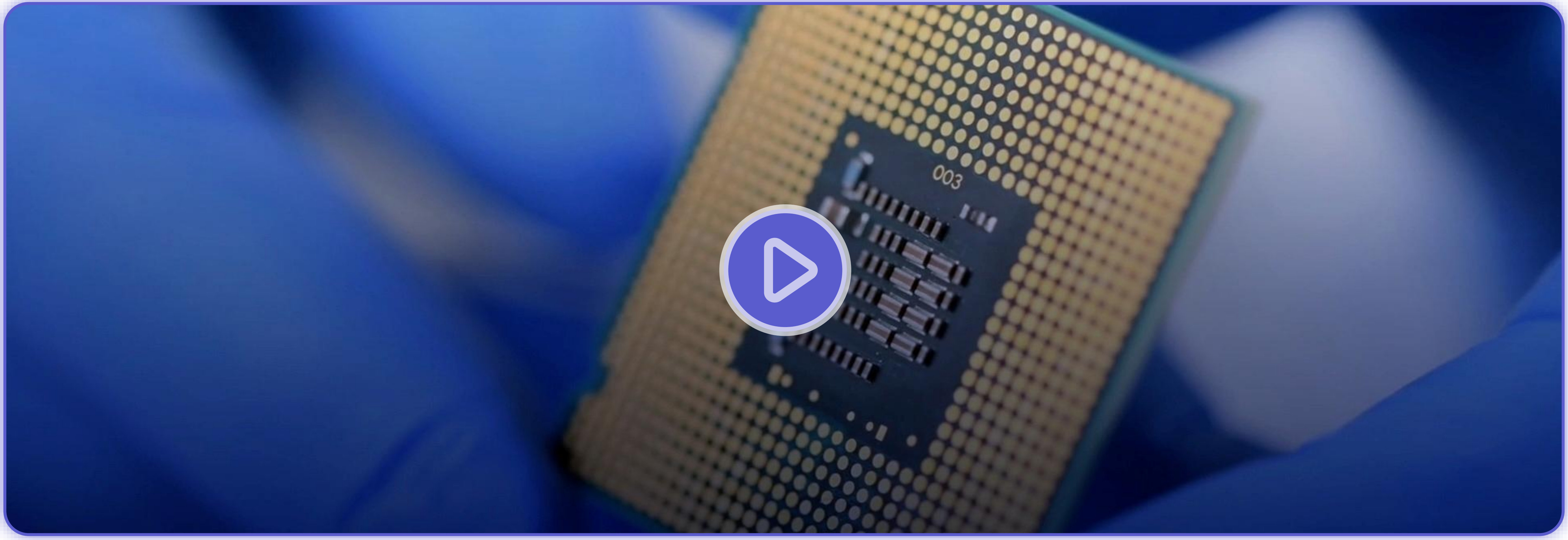
+ Subject to closing of the Ballestra Group acquisition, expected in Q2 2026.

Sources: BNEF Petrochemical Feedstock Demand Outlook 2025, The Global E-Waste Monitor 2024, Global Markets Insights Lithium-Ion Battery Recycling Market Report, Global Market Insights Biosurfactants Market Report.

1. Include biobased and biodegradable plastics.

WHAT DOES IT TAKE TO TURN E-WASTE INTO RESOURCES?

CIRCULAR TECHNOLOGIES THAT RECOVER VALUE FROM PRECIOUS METALS



VIDEO LINK

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

Fertilizers | Fuels & energy | Chemicals

Power
for data centers and other uses

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 GasConTec 2024 Ballestra 2025 signing (pending)

…and more to come

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]

The Netherlands	Rome	Milan	Switzerland (+)
Nitrogen and specialty fertilizers	Hydrogen, carbon capture and others	Polymers, sustainable fuels and soaps	Gas-liquid reactions and processes

GREEN INNOVATION DISTRICT NEXT OPENING IN ROME

Accelerator across pilots for technology validation and commercial deployment

(+) Subject to closing of the Ballestra Group acquisition, expected in Q2 2026. 1. Including the contribution of the Ballestra Group.

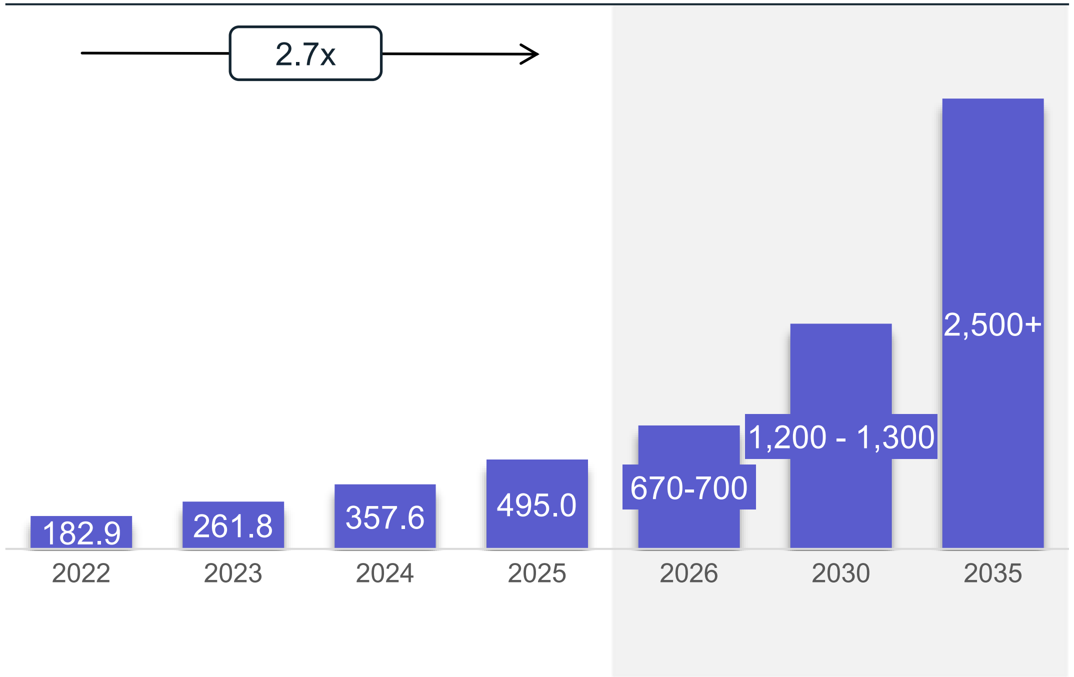
NEXTCHEM'S TECHNOLOGY DEVELOPMENT CENTERS

VIDEO LINK

STS REVENUES AND EBITDA

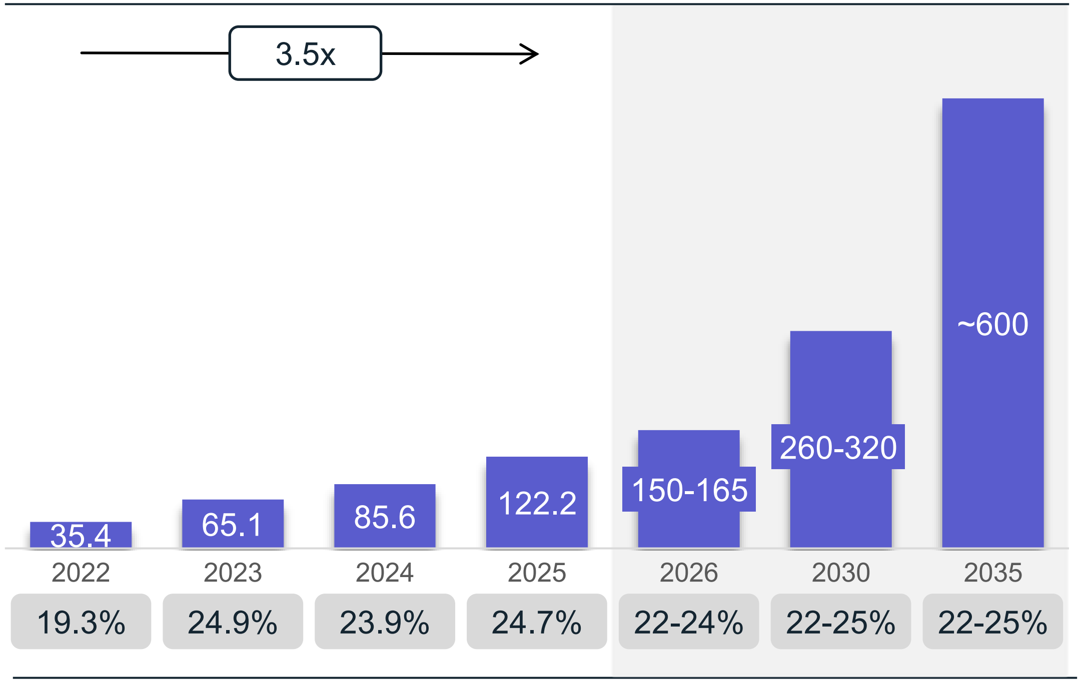
A GROWTH STORY THAT VALIDATES OUR VALUE PROPOSITION

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

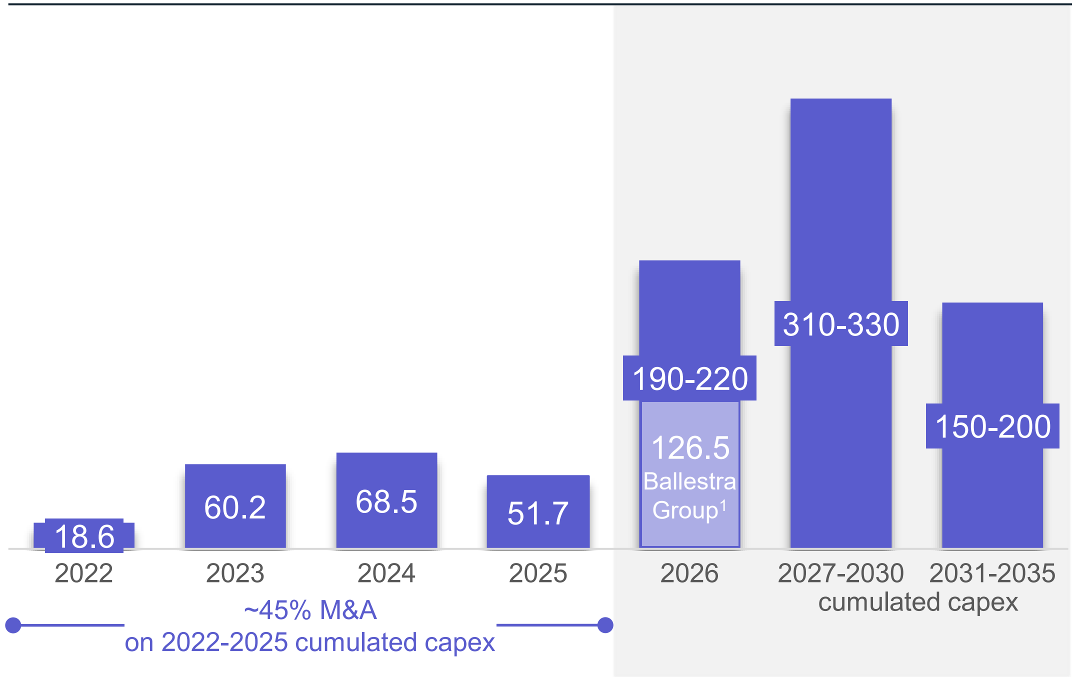
Growth | % Margin

Note: assuming FY consolidation of Ballestra Group, subject to closing of the acquisition expected in Q2 2026. FY 2022 pro forma figures.

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. Final consideration subject to adjustments at closing of the acquisition, expected in Q2 2026. 2. Recurring R&D investments to be capitalized.

05

TECNIMONT: DREAMS ARE IN THE MAKING

A. Bernini, Group Chief Executive Officer

DREAMS ARE IN THE MAKING

[VIDEO LINK]

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

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

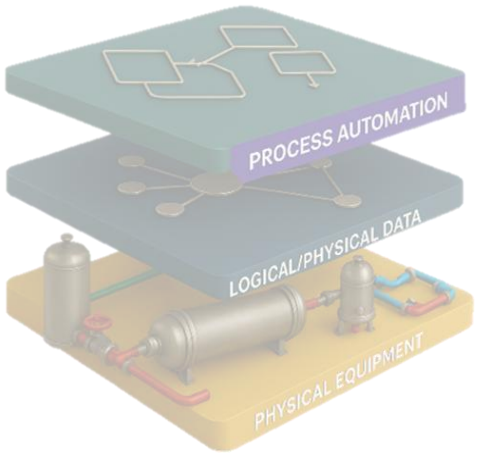
	2024	2025
AI users	4,000+	7,000+

- **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 ADVANCE 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 m^3
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.

OUR PROJECTS AROUND THE WORLD

WHERE WE TURN DESIGNS INTO REALITY

[VIDEO LINK]

SOLID VISIBILITY ON 2026 AND BEYOND

IE&CS REVENUE COVERAGE

IE&CS backlog

€12.4bn

As of 31 December 2025

+

YTD order intake

€4.7bn

As of 4 March 2026

2026	2027	2028
85% - 90%	**60% - 70%**	**40% - 50%**

KEY EXPECTED PROJECT PROGRESS

Provided no worsening of current geopolitical situation

UAE:
Hail and Ghasha continue advancing through construction (~60% progress as of December 2025)

Saudi Arabia and **Qatar**:
Amiral progresses through construction. Ras Laffan entering mechanical completion

Algeria:
Rhourde El Baguel, Hassi R'Mel, and LAB projects move forward in procurement and construction

Kazakhstan:
Silleno and Tengiz advance across engineering and procurement

New awards:
Contributing to 2027 and beyond

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.
Revenue coverage % based on 2026-2035 Strategic Plan.

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.

ARGENT LNG

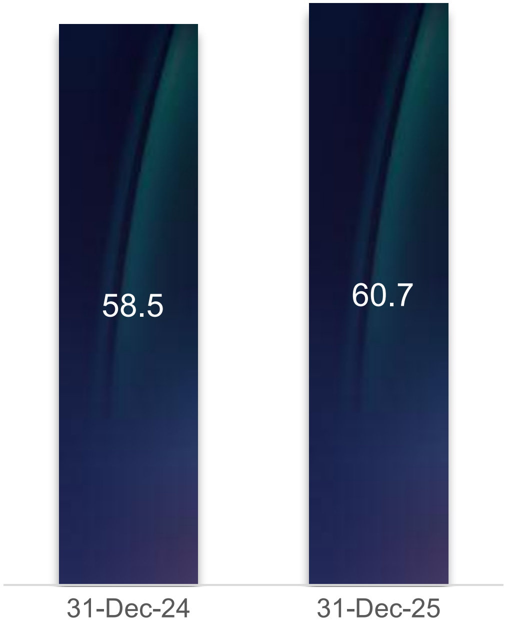
INTERVIEW WITH JONATHAN BASS, CEO OF ARGENT LNG

VIDEO LINK

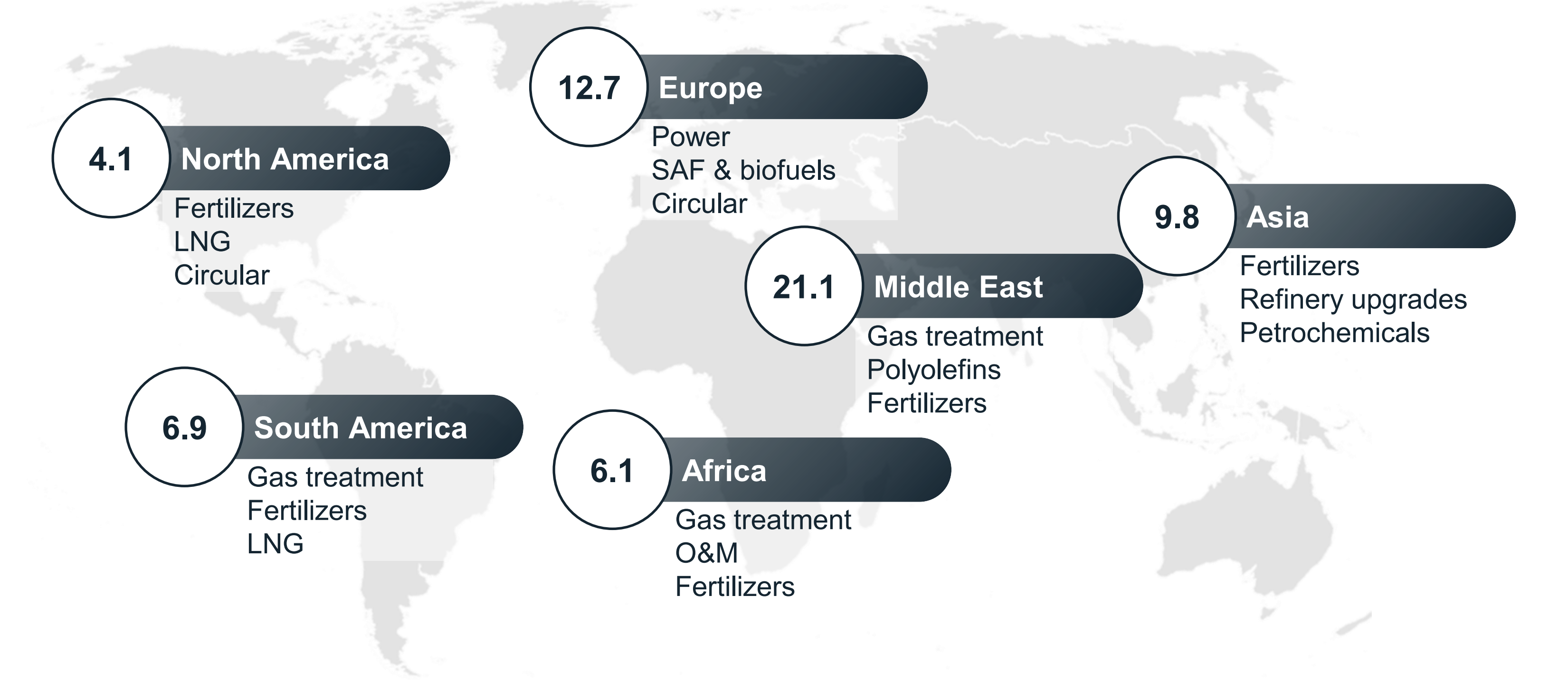
GROUP COMMERCIAL PIPELINE

TARGETING **€60.7BN** OPPORTUNITIES WHERE OUR EXPERTISE MATTERS MOST

BY YEAR (€bn)



BY GEOGRAPHY (€bn, Dec-25)

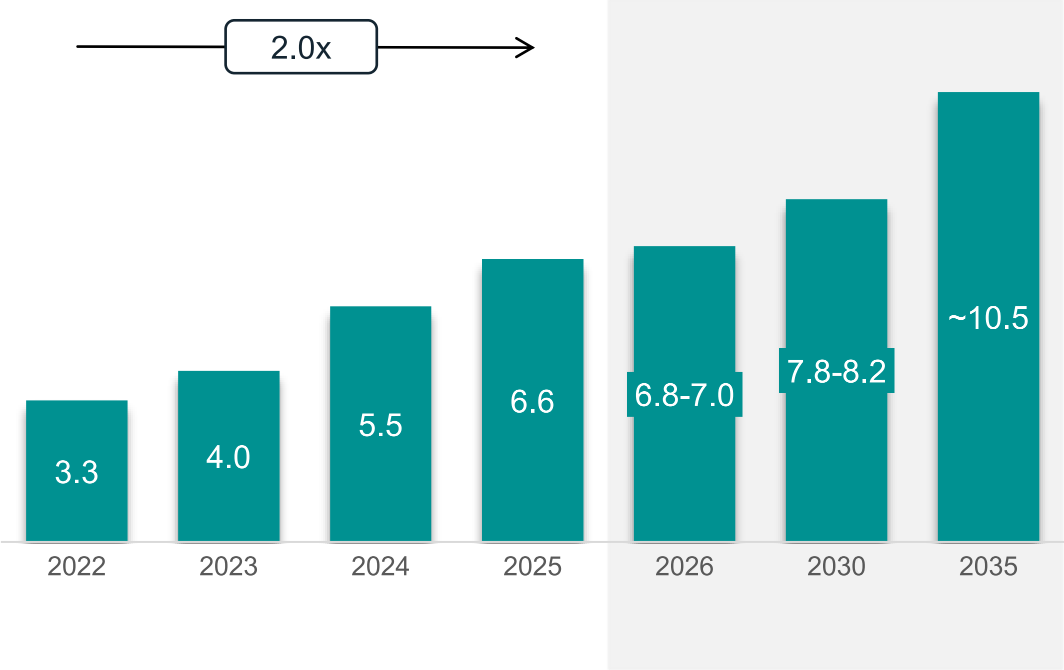


~€9BN 2026 ORDER INTAKE POTENTIAL,
OF WHICH €4.7BN ALREADY AWARDED

IE&CS REVENUES AND EBITDA

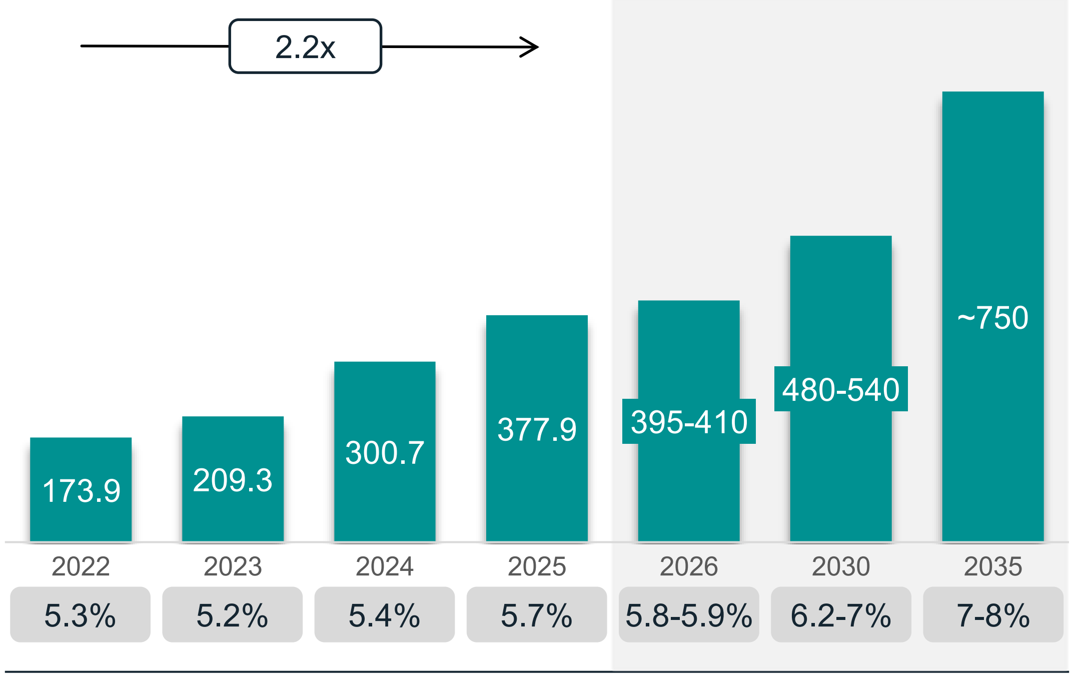
OPERATIONAL EXCELLENCE AND INNOVATION AS LEVERS TO DOUBLE EBITDA IN 10 YEARS

REVENUES (€bn)



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

EBITDA (€m)



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

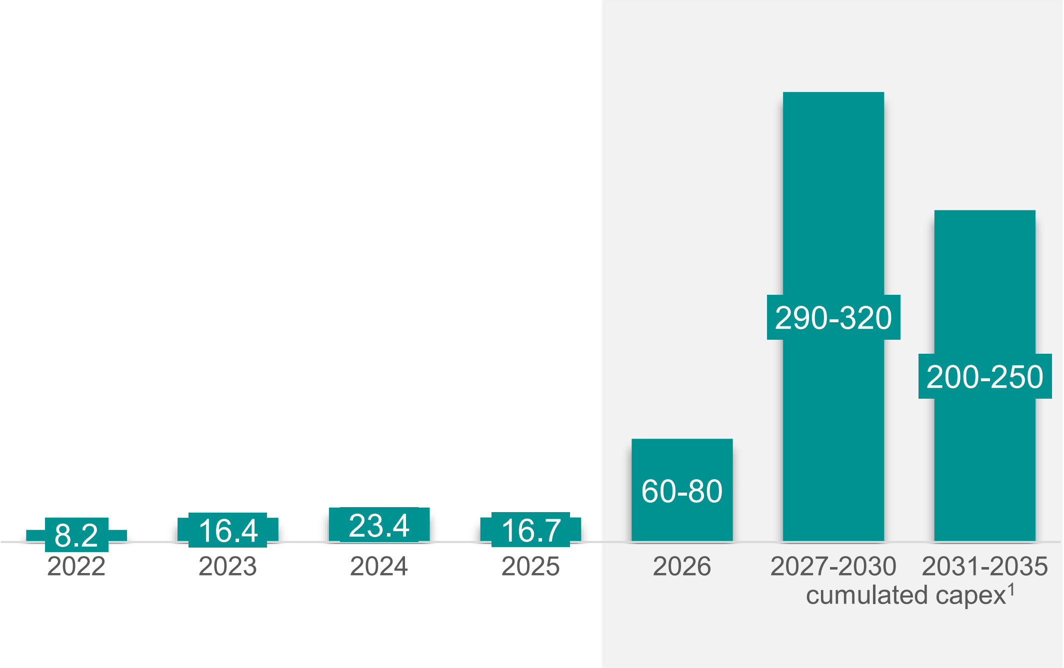
Growth | % Margin

Note: assuming no significant deterioration of the current geopolitical scenario. FY 2022 pro forma figures.

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.

06
THE FUTURE: 2026-2035 GROUP STRATEGIC PLAN

A. Bernini, Group Chief Executive Officer

2026 GUIDANCE

ANOTHER YEAR OF GROWTH AND MARGIN EXPANSION

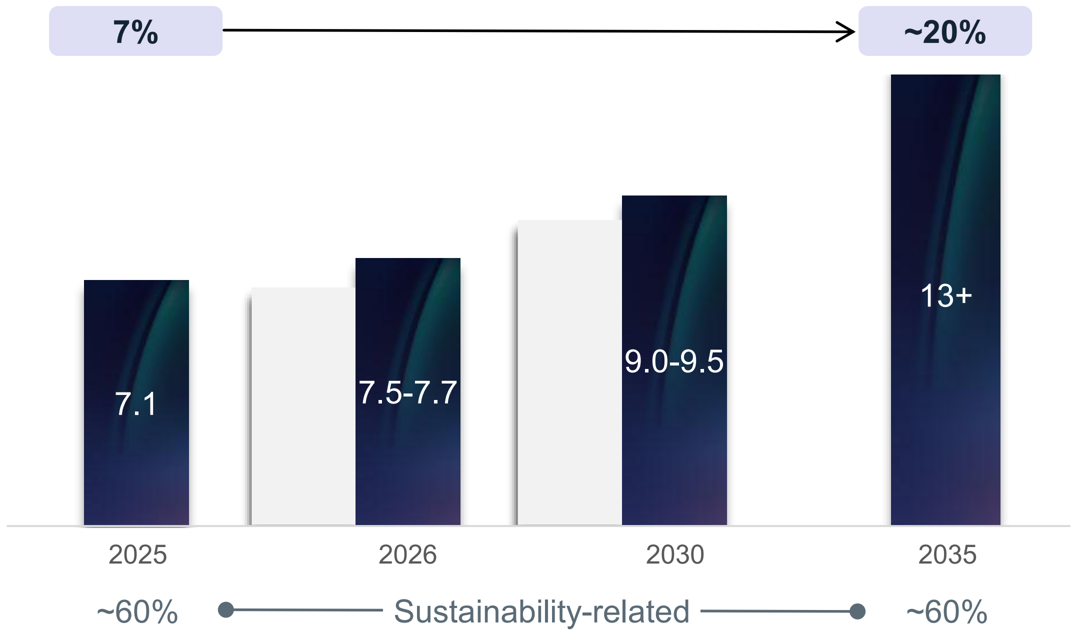
Provided no worsening of current geopolitical situation Assuming FY consolidation of Ballestra Group[1]		**STS**	**IE&CS**	**GROUP**
REVENUES	Strong visibility, with a progressive revenue acceleration through the year	€ 670 – 700m	€ 6.8 – 7.0bn	€ 7.5 – 7.7bn
EBITDA	Reflecting an evolving business mix, operating leverage and efficiencies	€ 150 – 165m 22 – 24% margin	€ 395 – 410m 5.8 – 5.9% margin	€ 545 – 575m 7.3 – 7.5% margin
CAPEX[2]	Supporting technology bolt-on acquisitions and digital innovation	€ 190 – 220m	€ 60 – 80m	€ 250 – 300m
ADJ. NET CASH[3]	Operating cash flows offsetting capex, share buy-back and dividends			In line with YE25 (€395.1m)

1. Subject to closing of the acquisition, expected in Q2 2026. 2. Including bolt-on M&A transactions. In case of acquisitions involving deferred price components and/or earn-outs, the total consideration is considered. 3. Excluding leasing liabilities – IFRS 16 and other minor items.

GROUP REVENUES AND EBITDA

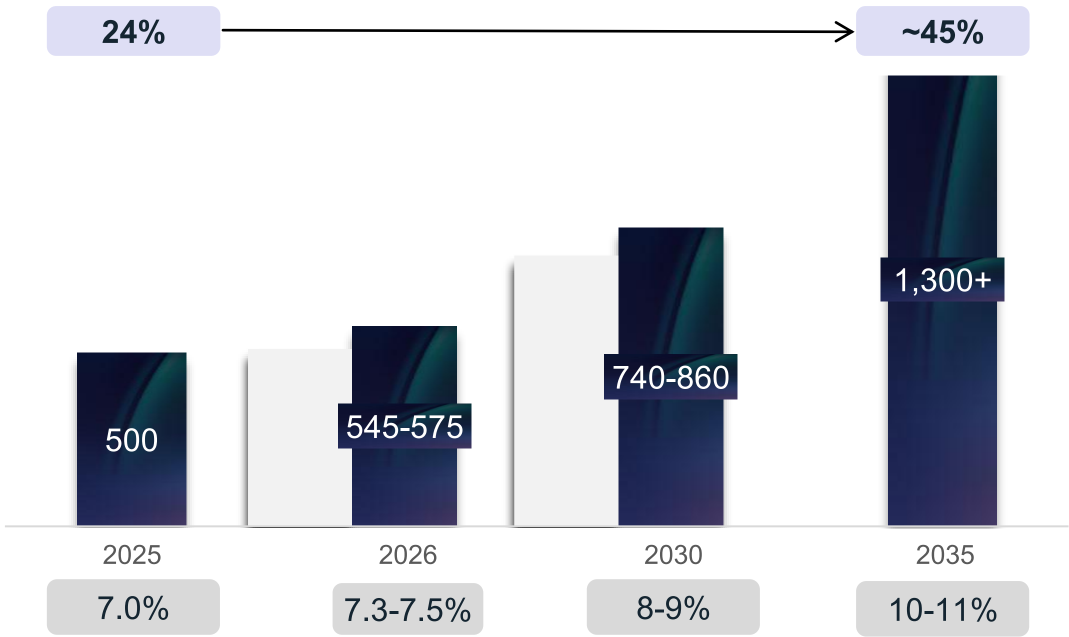
MEANINGFUL **UPSIDE** VERSUS PRIOR TARGETS

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

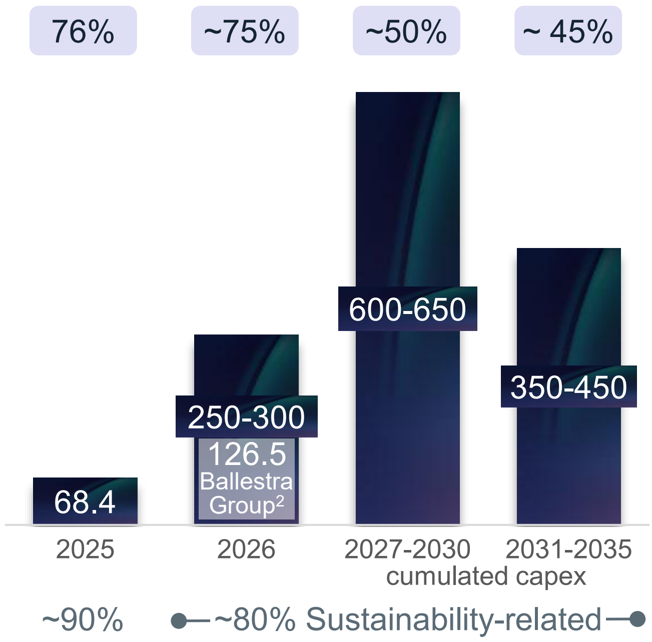
2026 BP | 2025 BP | % STS | % Margin

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.

GROUP CAPEX AND NET CASH

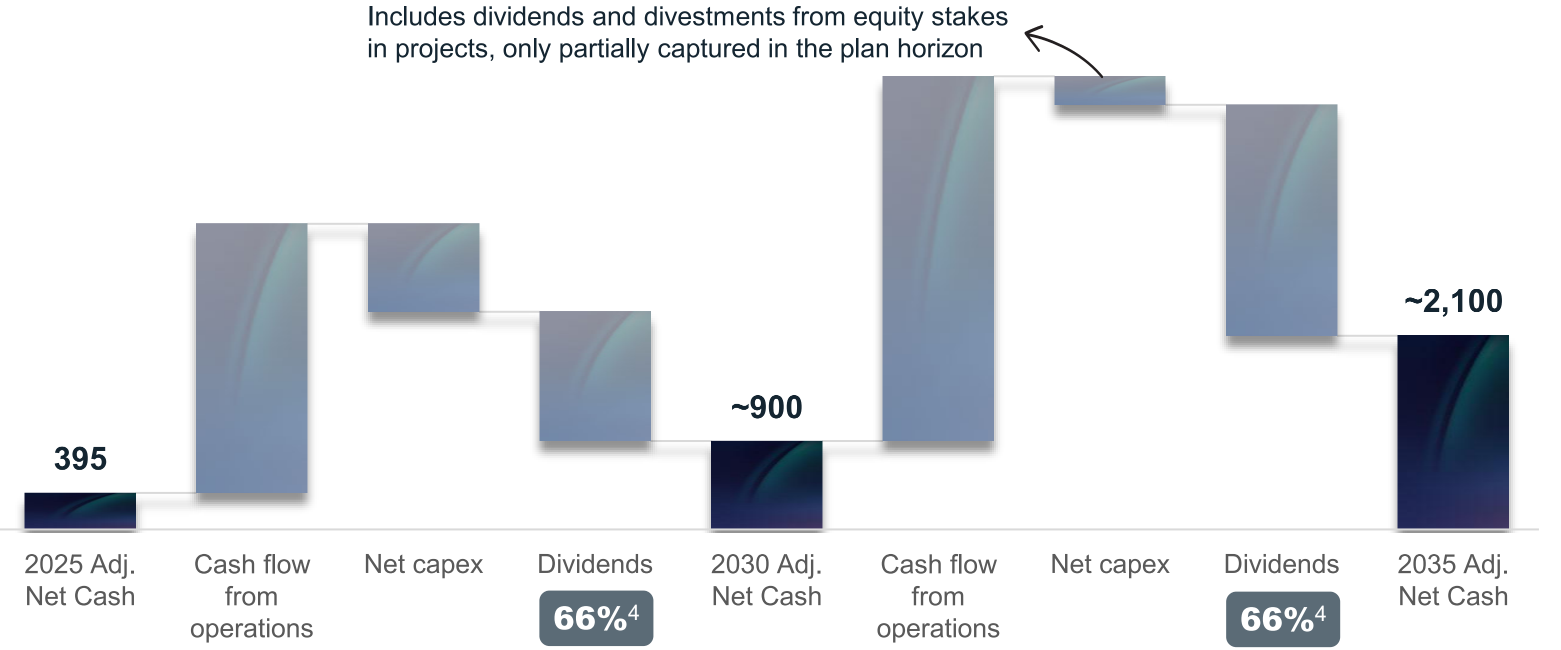
CAPITAL ALLOCATION SUPPORTING GROWTH AND SHAREHOLDER RETURNS

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. Final consideration subject to adjustments at closing of the acquisition, expected 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.

OUR

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

Q&A

APPENDIX

SUSTAINABLE FERTILIZERS AND NITROGEN-BASED FUELS

THE ENTIRE SPECTRUM OF NPK FERTILIZERS

FEED

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	✓			

(+) Subject to closing of the Ballestra Group acquisition, expected in Q2 2026; NPK, i.e., Nitrogen (N), Phosphorus (P) and Potassium (K).

LOW-CARBON ENERGY VECTORS (1/3)

HYDROGEN SUITE AND LOW-CARBON FUELS

MOVE

TECHNOLOGY SOLUTIONS BY FAMILY		MARKETS SERVED: 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	✓		✓

LOW-CARBON ENERGY VECTORS (2/3)

CARBON CAPTURE, SULPHUR RECOVERY AND ADVANCED POLYMERS

MOVE

TECHNOLOGY SOLUTIONS BY FAMILY		MARKETS SERVED: ENERGY	HARD TO ABATE	MANUFACTURING	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	✓			✓
NX Conser™ MAN	Sustainable production of maleic anhydride used for multiple fine chemicals production			✓	
NX Conser™ Duetto	Solutions for the 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			✓	

LOW-CARBON ENERGY VECTORS (3/3)

PROCESSING OF CRITICAL RAW MATERIALS

MOVE

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 multiple industrial applications	✓	✓	✓	
Fluorine	Building block for clean energy storage through batteries for electromobility	✓	✓	✓	✓
Gas-Liquid Reactions	Advanced gas-liquid reactions for industrial processing		✓	✓	
Phosgene	Phosgene production as high-value intermediate for advanced materials			✓	

(+) Subject to closing of the Ballestra Group acquisition, expected in Q2 2026.

SUSTAINABLE MATERIALS AND CIRCULAR SOLUTIONS

FROM MULTIPLE FEEDSTOCK STREAMS TO VALUABLE RESOURCES

TECHNOLOGY SOLUTIONS BY FAMILY		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			✓	
Soaps & Detergents	High-efficiency, end-to-end production of cleaning solutions			✓	
Surfactants	High-quality building blocks for cleaning solutions			✓	
Prilling	Solidification of melt products into uniform prills for specialty applications			✓	
Pyrolysis	Chemical recycling of hard-to-recycle plastics into high-value feedstocks			✓	

MARKETS SERVED

+ Subject to closing of the Ballestra Group acquisition, expected in Q2 2026.

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

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).

INCOME STATEMENT

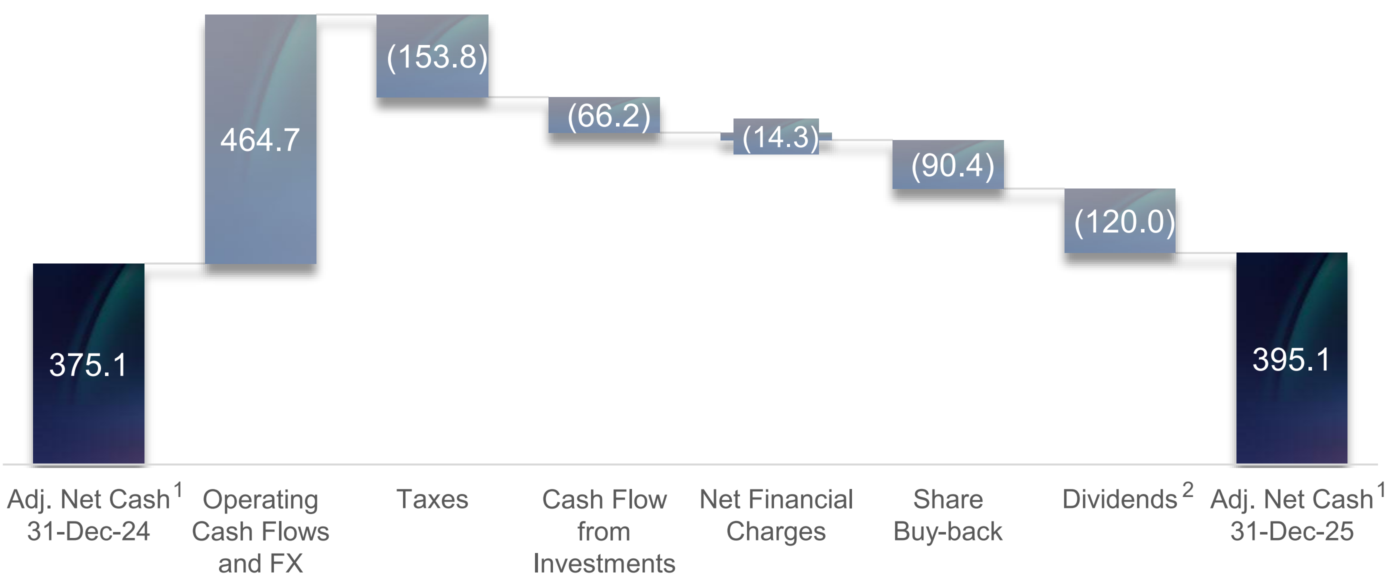
2025 RESULTS

	Q1 2025		Q2 2025		Q3 2025		Q4 2025		FY 2025		Change YoY	
	€m	%	€m	%	€m	%	€m	%	€m	%	€m	%
GROUP												
Revenues	1,706.2	100.0%	1,737.9	100.0%	1,790.6	100.0%	1,861.7	100.0%	7,096.5	100.0%	1,196.5	20.3%
Operating costs	(1,592.8)	(93.4%)	(1,619.2)	(93.2%)	(1,664.6)	(93.0%)	(1,719.7)	(92.4%)	(6,596.4)	(93.0%)	(1,082.7)	19.6%
EBITDA	**113.5**	**6.6%**	**118.7**	**6.8%**	**126.0**	**7.0%**	**142.0**	**7.6%**	**500.1**	**7.0%**	**113.8**	**29.4%**
Depreciation and amortization	(15.5)	(0.9%)	(17.0)	(1.0%)	(16.8)	(0.9%)	(19.9)	(1.1%)	(69.1)	(1.0%)	(4.4)	6.8%
EBIT	**98.0**	**5.7%**	**101.7**	**5.9%**	**109.2**	**6.1%**	**122.1**	**6.6%**	**431.0**	**6.1%**	**109.4**	**34.0%**
Net financial income/(charges)	(4.6)	(0.3%)	(0.2)	(0.0%)	(3.4)	(0.2%)	(7.4)	(0.4%)	(15.6)	(0.2%)	(5.3)	51.5%
EBT	**93.4**	**5.5%**	**101.4**	**5.8%**	**105.8**	**5.9%**	**114.8**	**6.2%**	**415.4**	**5.9%**	**104.1**	**33.4%**
Tax provision	(29.4)	(1.7%)	(32.5)	(1.9%)	(33.8)	(1.9%)	(35.1)	(1.9%)	(130.9)	(1.8%)	(32.0)	32.3%
Net Income	**64.0**	**3.8%**	**68.9**	**4.0%**	**72.0**	**4.0%**	**79.7**	**4.3%**	**284.5**	**4.0%**	**72.1**	**33.9%**
Group Net Income	**61.5**	**3.6%**	**65.2**	**3.7%**	**66.9**	**3.7%**	**66.7**	**3.6%**	**260.3**	**3.7%**	**61.6**	**31.0%**
STS												
Revenues	96.1	100.0%	98.3	100.0%	114.9	100.0%	185.6	100.0%	495.0	100.0%	137.5	38.4%
EBITDA	**22.9**	**23.9%**	**25.7**	**26.1%**	**31.7**	**27.6%**	**41.9**	**22.6%**	**122.2**	**24.7%**	**36.6**	**42.7%**
IE&CS												
Revenues	1,610.1	100.0%	1,639.6	100.0%	1,675.7	100.0%	1,676.1	100.0%	6,601.5	100.0%	1,059.0	19.1%
EBITDA	**90.5**	**5.6%**	**93.0**	**5.7%**	**94.3**	**5.6%**	**100.1**	**6.0%**	**377.9**	**5.7%**	**77.2**	**25.7%**

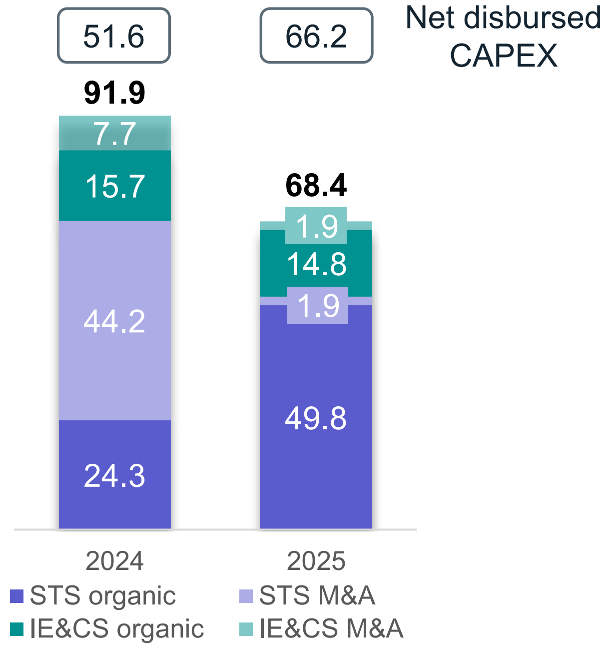
NET CASH POSITION AND CAPEX

CASH FLOW FROM OPERATIONS MORE THAN OFFSETS CAPEX AND CAPITAL RETURN

CASH FLOW BRIDGE (€m, ex-IFRS 16)



CAPEX (€m)[3]



~60% ~90%

Sustainability-related[4]

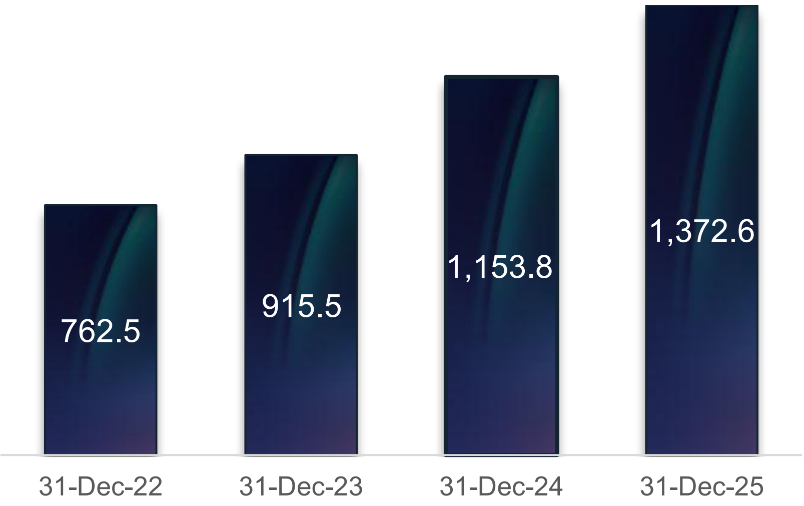
Strict financial discipline
to preserve balance sheet strength, invest in the business and return value to shareholders

1. Excluding leasing liabilities - IFRS 16 (€111.2m as of 31 December 2025 and €136.6m as of 31 December 2024) and other minor items. 2. Of which €114.5m paid to MAIRE shareholders and €5.5m paid on minority interests. 3. 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. 4. Sustainability-related capex are defined as the sum of transitional and sustainable investments. Please refer to the appendix for the criteria used in the determination of transitional and sustainable work.

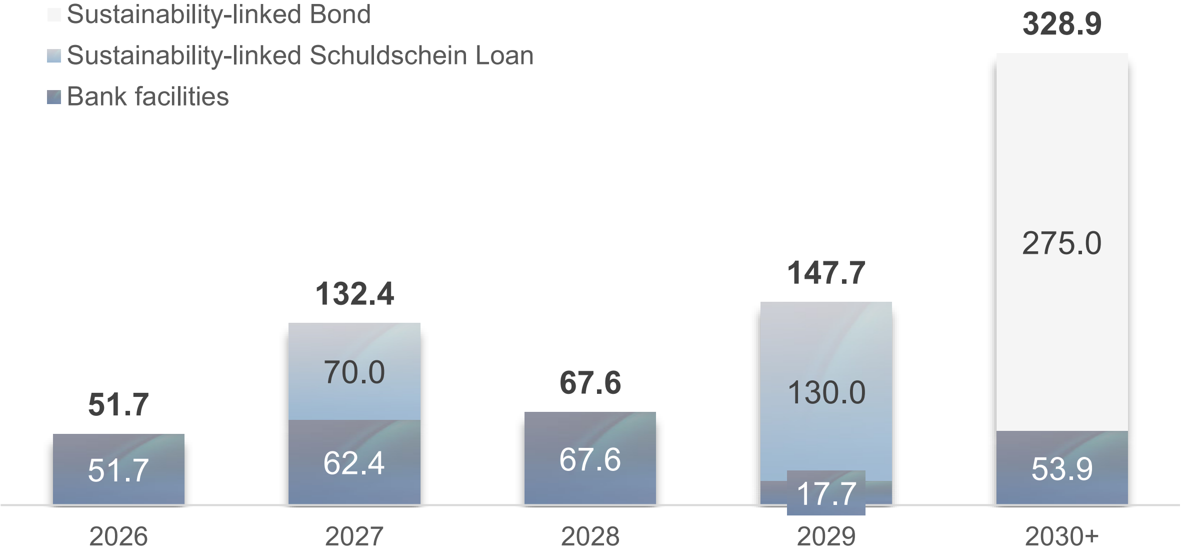
FINANCIAL STRUCTURE

SOUND LIQUIDITY AND ROBUST BALANCE SHEET

LIQUIDITY (€m)



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



A solid foundation
for both operations and future investments

Total €728.3m as of 31 December 2025
vs €598.1m as of 31 December 2024

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