
CREATING VALUE

2020 SUSTAINABILITY REPORT

**TALKING ABOUT SUSTAINABILITY
MEANS FOR US TALKING
ABOUT OUR VALUES.**

**BEING RESPECTFUL,
BEING RESPONSIBLE,
CREATING VALUE.**

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LETTER FROM THE CHAIRMAN

Dear Stakeholders,

2020 has been an extraordinary year on all levels. The Covid-19 pandemic has caused an unexpected crisis for communities, families, businesses and civil society around the world. Despite this, being ready for such a difficult challenge was of fundamental importance for us and something that is a source of pride. A solid business, built on lasting foundations but capable of adapting over time and to changing contexts is the result of an evolutionary path built by the entire Maire Tecnimont Group, in our domestic markets as well as in more remote areas. This is based on extensive teamwork at all levels, teamwork that is always proactive and not merely reactive in the face of an emergency.

Such a complex start to the new decade highlights even further the magnitude of the challenges that the economic system will have to face at international level to manage the global objectives of sustainability. The spread of the pandemic was indeed a powerful accelerator of change as well as a trigger in critical situations. Our role at such an alarming time was, above all, to make sure our people were safe, and then to secure the value that, thanks to them, we create all over the world. We listened with even greater attention to the needs our stakeholders expressed during this period of exceptional stress. An efficient use of resources and inclusive development are the prerequisites for the real creation and retention of economic, social and environmental value for us and our ecosystem. Being there for our stakeholders – above all our employees, business

partners, suppliers and the communities where we operate – is not only our duty as an active part of society, but it is part of our responsibility to ensure the sustainability of the business in the coming years and contribute to the socio-economic opportunities of future generations.

We have learned a lot from this turning point. Solutions for real, widespread and shared well-being and security can only be built with joint, solid and multi-stakeholder effort that also focuses on elements that lie at the margins of the system. We must face the challenges towards sustainability that we might encounter up to the crucial milestone, 2030, with the same impetus.



Fabrizio Di Amato
Maire Tecnimont Chairman
and Major Shareholder

“SOLUTIONS FOR REAL, WIDESPREAD AND SHARED WELL-BEING AND SECURITY CAN ONLY BE BUILT WITH JOINT, SOLID AND MULTI-STAKEHOLDER EFFORT”



LETTER FROM THE CEO

Dear Stakeholders,

This year more than ever, introducing our Sustainability Report means delving deep into our corporate fabric and telling a story of resilience, people, contexts and above all, the future.

Sustainability is not about “what” but about “how”. How we create value by doing business, how we manage economic, natural and social resources, how we see the future and face disruption by braving the unpredictability of the international situation. The pandemic has presented us with one of the most complex challenges of recent years. A large international player like Maire Tecnimont must know how to manage critical issues in the short term, while at the same time develop a new vision for the future. What we have taken away from the year of the pandemic is how we reacted and dealt with sudden and systemic changes, not only keeping the business stable but also holding on to the spirit needed to face shocks and unexpected consequences. It was, indeed, a huge shock for everyone, but also a good training ground for those of us who see resilience as a mantra.

This past year has clearly and dramatically demonstrated to us all how strongly connected non-economic phenomena are with the economy. Now, we must face the new decade with that same clearheaded attitude, working towards achieving the critical sustainability goals defined by the 2030 Agenda. The extent of global climatic phenomena and profound social change at various levels will inevitably have an impact on how the business sees the long term and plans for the future, taking into account the increasing importance of ESG factors.

It is not just a question of mindset, it is also a tangible question of how to manage the potential of resources. Indeed, the potential of natural resources is finite and increasingly under threat, but human potential is unlimited and able to make the best use of different resources. This is why unlocking people’s potential and allowing diversity to contribute in the creation of sustainable value without discrimination is not only right, but also a fundamental economic choice that allows for an efficient use of resources.

People, and their skills, are the central factor that will see our business through this new complex decade. It will be full of challenges but extremely stimulating for those who, like us, had already started on the path towards the energy transition some time ago. Our belief is that our work as enablers of innovative industrial choices is the most concrete way to talk about sustainability.

This is why our Sustainability strategy, which we present in this document, is based on an extensive investigation into our role as an industrial player. It will act as our compass on the road to 2030, project after project, and will contribute to the definition of a new long-term model of value creation that will meet the challenges of the coming decades.



Pierroberto Folgiero
Maire Tecnimont Group CEO
and Managing Director

“OUR BELIEF IS THAT OUR WORK AS ENABLERS OF INNOVATIVE INDUSTRIAL CHOICES IS THE MOST CONCRETE WAY TO TALK ABOUT SUSTAINABILITY”



2020 SUSTAINABILITY MILESTONES

/// MANGALORE, INDIA

Collaboration begins with the **National Institute of Technology Karnataka -Surathkal, Mangalore**, to support high-level training of professionals for the future energy transition.



/// MUMBAI, INDIA

Support for the Indian NGO **CORP** for the development of **women empowerment** activities among disadvantaged communities in the Mumbai metropolitan area is renewed for the fifth consecutive year.

/// EUROPE / ITALY

The Maire Tecnimont Group joins three "Manifestos" for the promotion of a **Green New Deal**, promoted by the European Alliance for a Green Recovery, the Sustainable Development Foundation and the Symbola Foundation respectively.

/// MILAN

Again in 2020, Maire Tecnimont is one of the companies involved in combatting **food waste in Milan**, contributing to the significant results of the **ZeroSprechi Project** promoted by the Municipality of Milan, Assolombarda and Politecnico di Milano.

/// ITALY

The Maire Tecnimont Group, through NextChem, joins the **Alleanza per l'Economia Circolare**, a group of 20 Italian companies committed to promoting the circular economy in Italy through targeted multi-stakeholder activities.

/// ROME, ITALY

The Maire Tecnimont Group presents its **model for a Green Circular District** for the first time, at the **"Stati Generali dell'Economia"** event promoted by the Italian Government.

/// ROME, ITALY

The Group attends the **Forum Compraverde**, the event dedicated to public and private Green Procurement policies, projects, goods and services, and **Ecoforum**, the annual circular economy Forum organized by Legambiente, Italy's largest environmental association.



/// ROME, ITALY

The Maire Tecnimont Group and CDP sign a memorandum of understanding with the aim of encouraging the growth and development plans of our strategic suppliers, through access to the CDP Group's financial products and services.

/// ROME, ITALY

Maire Tecnimont is **sponsor of the fifth Italian Business & SDGs Annual Forum** organized by the Global Compact Network Italy on the theme of 'a just transition' and dedicated to the role of the private sector in achieving the 2030 SDGs.

/// ROME, ITALY

The **Osservatorio Biolubrificanti** is launched, a multi-stakeholder working group dedicated to the sector, promoted by NextChem and coordinated together with the Ecosistemi Foundation.

/// BRUXELLES, BELGIUM

The Group joins, with NextChem, the **European Clean Hydrogen Alliance**, the initiative launched by the European Commission to support the development of a clean and globally competitive hydrogen industry in Europe.

/// MILAN, ITALY

Our **CEO Pierroberto Folgiero** is recognized at the **CEO Awards** held by Fiera Milano-Business International and Forbes Italia, in the Sustainability category, for leading us to act as **enablers of the global Energy Transition with entrepreneurship and Italian genius.**

/// MILAN, ITALY

Maire Tecnimont joins **Valore D**, the association of over 200 companies committed to gender balance and inclusive culture in Italy.

/// WORLDWIDE

Maire Tecnimont is confirmed **("B") in the ranking of the Carbon Disclosure Project (CDP)**, the international non-profit organization that every year assesses the impact of the main listed companies in terms of policies and performance related to climate change.

JAN FEB MAR APR MAY JUN JUL SEP OCT NOV DEC

/// WORLDWIDE

The communication campaign on **NextChem - Saola Energy** technology for the production of Renewable Diesel is launched.



/// WORLDWIDE

At the height of the spread of **Covid-19**, the Maire Tecnimont Group **supports the healthcare structures** that, at national and local level, are carrying out fundamental regional work in the treatment and **fight against the pandemic**.

/// WORLDWIDE

The Group, through Tecnimont, becomes a member of **Building Responsibly**, a group including the world's leading engineering and construction companies working together to **promote the rights and well-being of workers** throughout the sector.

/// MILAN, ITALY

Maire Tecnimont participates in the first edition of **"Il Verde e il Blu Festival, ideas and projects for the future of the planet"**, dedicated to a green, sustainable and digital future beyond the crisis.



/// MILAN, ITALY

Maire Tecnimont participates in the **Salone della CSR e dell'Innovazione Sociale**, the annual meeting for discussion and exchange on current sustainability issues.

/// FERRARA, ITALY

Maire Tecnimont participates as a partner in **RemTechExpo**, an international event on the themes of **land reclamation, climate and sustainable industry.**

/// RIMINI, ITALY

NextChem takes part in one of the opening **conferences of the "Stati Generali Green Economy"** event promoted by the **National Council of the Green Economy**, made up of 69 business organizations, in collaboration with the Ministry of the Environment, with the patronage of the European Commission and the Ministry of Economic Development.

/// ROME, ITALY

MyRechemical is founded, the NextChem subsidiary dedicated to **Waste to Chemical and Waste to Fuels technological solutions.**

OUR PURPOSE

TO CONTRIBUTE TO A HIGHER QUALITY OF LIFE WITH OUR TECHNOLOGICAL SOLUTIONS AND LARGE-SCALE EXECUTION SKILLS AT THE CROSSROAD BETWEEN ENERGY AND BASIC MATERIALS FOR MANUFACTURING AS WELL AS FOR FOOD CHAIN.

OUR MISSION

TO ORCHESTRATE THE TRANSFORMATION OF NATURAL RESOURCES INTO VALUE ADDED DERIVATIVES BOTH IN THE HYDROCARBON ECONOMY AND PROGRESSIVELY IN THE GREEN ECONOMY FOSTERING ENERGY TRANSITION TECHNOLOGIES FOR THE HIGHER PURPOSE OF THE CLIMATE CHANGE GLOBAL TARGET.

OUR STRENGTH

MANAGING COMPLEXITY, GEOGRAPHY AND TECHNOLOGY THANKS TO OUR PEOPLE'S WORLD CLASS COMPETENCIES AND CARE FOR THE ENVIRONMENT.

OUR PROMISE

A HEALTHY ENVIRONMENT, A SUSTAINABLE ECONOMY, A STABLE CLIMATE ARE THE ULTIMATE GOALS OF OUR TIMES, AND WE WILL PURSUE ALL OF THEM WITH THE SAME RESOLVE THAT HAS ALLOWED US TO NEVER STEP BACK FROM A CHALLENGE, EVER.

GROUP HIGHLIGHTS 2020

FINANCIALS

 **€2.63 BN**
REVENUES

 **€6.00 BN**
BACKLOG
(OF WHICH AROUND 83% GAS MONETIZATION & ENERGY TRANSITION)

 **€2.73 BN**
ACQUISITIONS

 **€172 MN**
EBITDA

SUPPLY CHAIN

 **€2.18 BN**
GOODS AND SERVICES ORDERED DURING THE YEAR

 **4,700+**
ACTIVE SUPPLIERS¹

 **53%**
LOCALLY PURCHASED GOODS AND SERVICES²

 **€2.6 BN**
DISTRIBUTED VALUE

TECHNOLOGY

 **81**
INNOVATION PROJECTS

 **6**
INNOVATION CENTERS

 **1,725**
PATENTS

HSE

 **"A" RATING**
MSCI


 **"B" RATING**
CDP

 **52,529 T**
EMISSIONS CO₂EQ
(SCOPE 1 + SCOPE 2)

 **0**
LTIR ON CONSTRUCTION SITES⁵
(LOST TIME INJURY RATE)


 **39 MN**
HOURS WORKED
ON CONSTRUCTION SITES

PEOPLE

 **~9,000**
EMPLOYEES AND COLLABORATORS³

 **1,234**
WOMEN

 **74**
NATIONALITIES

 **3,081**
ENGINEERING GRADUATES

TRAINING

 **1.27 MN**
HOURS OF TRAINING⁴

 **26.8**
AVERAGE HOURS OF TRAINING PER EMPLOYEE

 **~45**
COUNTRIES WHERE MAIRE TECNIMONT OPERATES

 **2011** OFFICIALLY JOINED THE "UNITED NATIONS GLOBAL COMPACT"

¹ Who received at least one order in 2020. ² Data referred to the 27 most representative projects of the Maire Tecnimont Group in terms of progress, both for product and technology type (See Par. 5.3). ³ The data includes ~3000 professionals from the electro-instrumental division. ⁴ For employees and sub-contractors. ⁵ Data refers to the Hydrocarbons Business Unit.

OUR CORPORATE IDENTITY

Maire Tecnimont is a leader in the natural resources processing industry with cutting-edge technological and executive expertise. We are a leader in plant engineering in oil&gas downstream, petrochemicals, fertilizers and energetic & new power. We also work to provide solutions in the field of green chemistry and energy transition technology, to meet the needs of our clients in the decarbonization process.

We are a technology-driven player working for the conversion of natural resources into energy and innovative and sustainable materials thanks to our highly technological DNA, at the crossroads between energy and manufacturing industry.

Our technological roots go back to the pioneers of the hydrocarbon chemical engineering industry. On these strong foundations, we have built an agile, flexible and international business model that offers continuous technological and implementable innovations ready to be developed for the energy transition and decarbonization.

Our three pillars to decarbonization are based on mitigation of the environmental impact of the oil&gas industry, on plastic recycling, and on the development of additives, oil substitutes for fuels or plastics from renewable sources.

We offer a wide range of services on a single or aggregate basis,

including licensing, engineering, procurement of materials and equipment and construction supervision, as well as our experience in project management. Our execution strategy is based on excellent HSE results, far above industry benchmarks.

Maire Tecnimont also acquired extensive expertise in the field of design and engineering of power generation plants. We build large-scale renewable power plants (wind, solar and biomass).

We leverage a distinctive technology-driven model for project development, which allows us to be involved in client investment initiatives from an early stage.



MARKET LEADERSHIP

PETROCHEMICALS

WELL ROOTED TECHNOLOGY ORIENTATION:
MARKET LEADER (#1) FOR INSTALLED CAPACITY (last 10yr)

30% MARKET SHARE IN POLYOLEFIN PLANTS
50% MARKET SHARE IN LDPE PLANTS

SINCE 1970
MORE THEN
210
POLYETHYLENE & POLYPROPYLENE PLANTS**

FERTILIZERS

52% MARKET SHARE IN LICENSING UREA PLANTS TECHNOLOGY (#1 WORLDWIDE)*
33% MARKET SHARE IN LICENSING UREA GRANULATION TECHNOLOGY (#2 WORLDWIDE)*

SINCE 1924
MORE THEN
175
AMMONIA AND UREA PLANTS**

OIL&GAS REFINING

WELL RECOGNIZED LEADERSHIP
IN LICENSING HYDROGEN TECHNOLOGY AND IN LICENSING SULPHUR RECOVERY AND TAIL GAS TREATMENT TECHNOLOGY

WORLD CLASS TRACK RECORD
IN LARGE GAS TREATMENT PLANTS AND REFINERY PROCESS UNITS

SINCE 1971
MORE THEN
250
HYDROGEN AND SULPHUR RECOVERY UNIT PROJECTS**

ENERGETIC & NEW POWER

21gw INSTALLED WORLDWIDE
7th RANK ENR WORLD TOP-10 POWER MARKET ENGINEERING COMPANIES 2016

SINCE 1962
MORE THEN
280
POWER GENERATION PROJECTS


RENEWABLES & GREEN CHEMISTRY

TECHNOLOGIES FOR ENERGY TRANSITION:
5 PROPRIETARY
6 UNDER PARTNERSHIP FOR EXCLUSIVE LICENSING
20 MORE THEN WITH A ROLE OF INTEGRATOR & EPC
OVER 12 RESEARCH PROJECTS WITH A ROLE OF PARTNER/COORDINATOR

DEVELOPED MORE THEN
1,000MW WIND
800MW SOLAR
DESIGNED MORE THEN
560MW WIND
300MW SOLAR
MANAGED MORE THEN
500MW WIND
150MW SOLAR
BUILT MORE THEN
480MW WIND
150MW SOLAR

* Data are based on corporate analysis.
** Completed.

OUR THREE SOULS: WHO WE ARE, WHAT WE DO

 <p>CONTRACTORS</p> <p>ENGINEERING, PROCUREMENT, CONSTRUCTION</p>	 <p>TECHNOLOGISTS</p> <p>TECHNOLOGY AND LICENSING</p>	 <p>ENTREPRENEURS</p> <p>BUSINESS DEVELOPMENT AND VENTURES</p>
<p>A well-rooted legacy in engineering design, along with a sound track record in managing large integrated complex projects, has allowed us to maintain a leading position as an international contractor.</p> <p>A highly technological approach provides access to the best available state-of-the art processes, guaranteeing us recognized world leadership as a contractor.</p> <p>Through our network of international engineering centers, we provide clients with services and know-how ranging from conceptual studies and technology selection to process engineering and detailed design. The services we provide benefit from business synergies and cross-fertilization across the Maire Tecnimont Group, profiting from all our companies' skills and specializations.</p>	<p>The Maire Tecnimont technology portfolio consists of more than 130 patent families and over 1,700 individual patents and patent applications in many countries. In addition, the innovation pipeline (IPL) process has been rolled out across the Group, resulting in over 70 new innovation projects in the last five years in the context of the Green Acceleration project, and more than 54 new patents in different fields. Maire Tecnimont's research activities fall mainly into the following categories: development of new raw materials for petrochemicals production; improvement of current technologies; and development of innovative and sustainable new technologies. The continuous cooperation with universities and research centers makes us frontrunners in Open Innovation and Research and Development, always at the cutting-edge of our industry.</p>	<p>We pursue opportunities by assisting potential clients from the early stages of the investment process, leveraging our advanced technical and financial skills to promote projects in which the Maire Tecnimont Group can play a pivotal role in coordinating the whole process and the various financial, institutional and technical actors involved.</p> <p>The Group itself initiates projects, bringing together investors and resources to establish a company to build and operate a plant. It entails playing a key role to steer strategic development - from concept to execution - of large-scale projects.</p>



ENERGY TRANSITION ENABLERS

Thanks to our extensive know-how in research, licensing, engineering and construction of processing plants, we provide **solutions for the energy transition**. Our history, expertise, knowledge and leadership in transformation of natural feedstocks make us an industrial developer of innovative and sustainable plants on an

industrial scale. From scouting, pivoting, industrializing and finally commercializing a portfolio of sustainable technologies dedicated to **decarbonization and green chemistry**, we are committed to accelerate the energy transition, making it a reality for our clients and the communities where we operate.

OUR ENTREPRENEURIAL VALUES

Entrepreneurship is a way of being, rather than a life choice and a professional commitment. All Maire Tecnimont staff carry out their work with a sense of

responsibility and pride in their contribution. We want to offer clients, partners and employees the tools and opportunities to bring their best ideas to life.

Whatever the natural resource to be transformed is, we have been bringing cutting edge research from the lab into the field for decades, offering our clients **chemical engineering innovations** that actually work from day one. With more than 1,700 patents, we find custom solutions that fit a rapidly changing environment. We breath life into raw materials and create new solutions for the energy transition.



INNOVATION

FINDING BETTER TECHNOLOGIES FOR NEW CHALLENGES



MULTICULTURALISM

BEING EQUALLY AT HOME ANYWHERE

The global presence we have cultivated for decades gives us a true international identity. We know how to operate in all parts of the world, because our projects always have local content. And we can work in every natural environment under any climatic condition. We don't have just a superficial appreciation for cultural diversity and distinct business sensibilities, we can adapt to different industrial systems and environments because **multiculturalism** is in us, diversity in action is us, no matter the continent we are in.

Whether it's a technologist studying a new solution, an engineer designing a blueprint, a technician building a system, a client turning a plant on for the first time or a final user enjoying a better quality of life thanks to something we did, we are in the **People** business. We don't have cranes, vessels, technical infrastructures but our key assets are the know-how and the distinctive competence of our People along with our proprietary technologies and patents.



PEOPLE

MAKING PEOPLE THE ENGINE FOR EVERYTHING WE DO



COMPLEXITY

THRIVING IN COMPLEXITY

We are orchestrators of complexity. We turn seemingly dissonant needs into harmonious technical solutions. We pride ourselves in being experts in the art and science of making order and clarity emerge out of **complexity**. We make good things happen when complexity looks insurmountable, taking difficult decisions under uncertain conditions. Problem-solving is what we do best. The harder the problem, the deeper our commitment. We have forged our temper in some of the most challenging circumstances around the world and we look at obstacles as opportunities to excel.

We configure our presence in the world so the communities we serve and economies we are part of can express their greatest potential in the present, while preserving natural and social diversity for the next generations. We believe technical inventiveness is best guided by respect for ethical values, respect for health and safety, respect for people and the environment. We believe there is no real economic growth without social and environmental **sustainability**.



SUSTAINABILITY

BOOSTING RESPECTFUL GROWTH

PARTNERSHIPS AND MEMBERSHIPS

Public and private institutions are converging towards the achievement of development results. The role of a multinational group like

Maire Tecnimont is to **facilitate this convergence, leading to a shared responsibility for the achievement of the development**

goals, in particular innovation, education and sustainable economic growth.



PROJECTS

● CO₂ to Olefins Research project

Milan Polytechnic, Italy

This project aims to develop a new technology for producing **high-value chemicals** while exploiting CO₂ as raw material. It will allow the use of the CO₂ as a carbon feedstock, while **reducing carbon emissions and CO₂ footprint** compared to conventional technologies.

● Acceleration of Green initiatives

MIND, Milano, Italy

The Maire Tecnimont Group is among the 10 founding companies of MIND (Milano Innovation District), a place where all ecosystem players – research institutes, companies, start-ups, incubators and accelerators – can **converge and select the best opportunities**, with the awareness that cross-pollination is a strategic development factor for the creation of synergies. As a partner, we work for the creation of an Open Innovation center in green technologies.

● Energy Solutions for a Sustainable Environment

University of Milano-Bicocca, BHOS

Renewable energy production, as well as water management and recycling in agriculture in the context of the circular economy, with a particular focus on climate change and environmental issues, have been at the center of the **Baku Summer School 2019**, with the support of our Group and the Italian Embassy in Baku.

● Sponsored Chair in Open Innovation

LUISS Guido Carli University of Rome, Italy

The new professorship was awarded to Professor Henry Chesbrough, Director of the Garwood Center for Corporate Innovation of the University of California at Berkeley and intellectual father of the “Open Innovation” concept, according to which **companies not only use internal resources but also utilise tools and technological skills that come from outside the organization.**

VALORE D: A TANGIBLE PATH TO BUILD AN INCLUSIVE AND GENDER-EQUAL CULTURE

In December 2020, Maire Tecnimont joined the group, including over 200 Italian companies, which for over 10 years has been committed to gender equality and an inclusive culture in organizations and in our country. We are part of a network that aims to put People at the center, to contribute to an integrated approach with a long-term vision, in

order to build value through the inclusion and promotion of diversity, as well as gender.

Joining Valore D followed on from our signing up to the Women’s Empowerment Principles defined by UN Global Compact and UN Women, in July 2020, thus expressing our broad, strong and multi-level commitment to gender equality.

ACADEMIC PARTNERSHIPS

Our Group is part of active collaboration agreements with several universities:

- **Campus Bio-Medico University** – Italy: undergraduate cohorts
- **University of Salerno** – Italy: postgraduate internships
- **Technical University of Eindhoven, TU/e** – The Netherlands: PhD programmes, internship periods PhDs, postgraduate internship
- **University of Bologna “Alma Mater Studiorum”** – Italy: undergraduate cohorts
- **La Sapienza University of Rome, Italy**: undergraduate cohorts

MEMBERSHIPS

Our membership in a number of associations is essential to foster dynamic and proactive relationships with our stakeholders and share best practice with our peers in business management at all levels. The Maire Tecnimont Group is an **active member in over 80 business and sector associations and organizations, chambers of commerce, technical, national and international federations**, as well as global organizations and their local entities, focused on promoting sustainability debate. Main business associations or national and international organizations and foundations with a focus on sustainability issues our Group participates as a member include:

- **Building Responsibly** – United States
- **CDP Carbon Disclosure Project** – United Kingdom
Non-profit organization that manages the global disclosure system of environmental impact measurement data for investors, companies, cities, states and regions.
- **IFA International Fertilizers Association** – France
Multi-stakeholder association committed to the efficient and responsible production, distribution and use of plant nutrients.
- **UNGC United Nations Global Compact** – United States of America
United Nations multi-stakeholder initiative created to encourage companies around the world to adopt sustainable policies and compliance with corporate social responsibility.



- **GCNI** Global Compact Network Italy
- **IPPR** Institute for the Promotion of Recycled Plastics - Italy
- **RES4AFRICA** Renewable Energy Solutions for Africa - Italy
- **Valore D** - Italy
- **Fondazione per lo Sviluppo Sostenibile** - Italy
Reference point for the main sectors and leaders of the green economy: the economy of sustainable development.
- **Fondazione Ecosistemi** - Italy
Organization specializing in strategies, programmes, actions and tools for sustainable development, and leader in GPP and green procurement.
- **World Energy Council Italy**
Multi-energy and multi-stakeholder association active in promoting the supply and sustainable use of energy for the maximum benefit of all people.
- **H2IT** Italian Association of Hydrogen and Fuel Cells
Organization committed to promoting the study of disciplines relating to technology and systems for the production and use of hydrogen.

We also participate in technical working groups, think-tanks, and wide-ranging multi-stakeholder initiatives such as:

- **Clean Hydrogen Alliance**
Multi-stakeholder initiative promoted by the European Commission aimed at promoting the diffusion of hydrogen technologies by 2030, as an enabler for the achievement of the objectives set by the European Green Deal.
- **Alleanza per l'Economia Circolare**
The Alliance collects and disseminates knowledge on the circular economy with the ultimate goal of promoting true circularity and minimizing consumption all forms of materials.
- **Osservatorio per i Biolubrificanti**
Multi-stakeholder working group that aims to collect technical and market data and information, identify best practices and analyse the environmental benefits associated with the use of biolubricants.
- **Plastics Working Group**⁷, set up in the Lombardy Region as part of the Observatory, focused on the circular economy and the energy transition.
- **Ref Ricerche e WAS**, two think-tanks dedicated to the development of innovative schemes for waste management and the implementation of the circular economy.

BUILDING RESPONSIBLY

In April 2020, Tecnimont joined Building Responsibly, a group of leading international engineering and construction companies that work together to promote the rights and well-being of workers throughout the sector. Our membership is a public commitment to promoting a focus on improving working conditions for construction site staff as

one of the most important assets for an E&C company. This step will strengthen our daily commitment by taking it to a new level, allowing us to share skills and experience with stakeholders and sector players, raising awareness of how essential it is to build responsibly.

OUR PRESENCE IN THE WORLD



45
COUNTRIES

50+
COMPANIES

~47
MAIN
PROJECTS⁶

~9,000
EMPLOYEES &
PROFESSIONALS⁷

⁶ The figure refers to ongoing projects worth more than €1 M and does not include licensing, maintenance and intercompany projects.

⁷ The figure includes ~3000 professionals from the electro-instrumental division.

SUSTAINABILITY AT MAIRE TECNIMONT

WE SUPPORT



RATINGS

B
RATING



A
RATING
MSCI

SUSTAINABILITY STRATEGY

OUR PEOPLE AND THE VALUE OF H&S AND DIVERSITY



OUR AIM



LOWER GHG EMISSIONS



REDUCE OUR CARBON-DIOXIDE (CO₂) EMISSIONS

MODELS



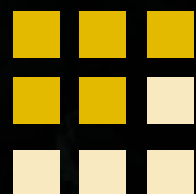
CODE OF ETHICS

231 MODEL

HSE CAMPAIGN



DIRECTORS



5
INDEPENDENT DIRECTORS

9
OF APPOINTED DIRECTORS

DIVERSITY



4
WOMEN ON THE BOARD OF DIRECTORS

1
WOMAN ON THE BOARD OF STATUTORY AUDITORS

2
WOMEN ON THE SUPERVISORY BODY

1



MATERIAL TOPICS

- ANTICORRUPTION
- ETHICS AND COMPLIANCE

1.1 MAIRE TECNIMONT GROUP'S NEW SUSTAINABILITY STRATEGY

Starting from this year, Maire Tecnimont's sustainability path is developing with a medium-long term vision and strategy, in line with the Group's values and areas of excellence and with a particular drive and commitment to the energy transition. Several lines of action and a joint effort on several fronts – organizational, technological and cultural – will contribute to this challenging goal.

Our organization counts 9,000 people spread across several continents. It has a valuable asset, and one that is indispensable to enable the energy transition: knowledge of the extraordinarily multi-layered potential of chemistry. Green chemistry can be used to recreate the molecules we have become used to producing with traditional fossil-based chemistry. We have figured out how to do this and are now very quickly developing a portfolio of enabling technologies together with our subsidiary NextChem. We are combining knowledge and skills within the Group to enrich our know-how even further, also in order to mitigate the climatic impact of traditional technologies and identify solutions that can help reduce CO₂ emissions into the atmosphere. We are working intensively on disseminating our knowledge and technological offer in the parts of the world where we are present. The effect of this is one that we see increasing day by day: the creation of demand for green chemistry and the energy transition.

At organizational level, the Sustainability office has been strengthened, a technical CO₂ task force is being set up, and project groups have been created for the various lines of action of the sustainability plan, which we are launching as these pages go to press. We have initiated significant internal stakeholder engagement, and are now implementing this externally.

On the technological level, there is a great deal of activity in the research and development of our proprietary solutions, and those of which we are licensees. We are working on green platforms that symbiotically integrate diverse technologies such as those that define the "new" chemistry and integrated waste chemistry, which we will describe later in our Circular Green District Model. We are also launching projects aimed at improving the GHG emissions performance of traditional technologies. We are capitalizing on the efforts made in the area of digitalization in order to reap all its benefits, also in terms of reducing the carbon footprint of our activities.

At a cultural and educational level, our work on research, open innovation and partnerships with universities are all geared towards providing know-how, tools, new minds and new ideas for the energy transition. Similarly, we are investing a lot of energy in promoting multi-stakeholder working groups, which are essential for pooling knowledge in order to create the basis on which to build a new sector and new skills. These think-tanks and cross-sector projects are

GREEN CHEMISTRY CAN BE USED TO RECREATE THE MOLECULES WE HAVE BECOME USED TO PRODUCING WITH TRADITIONAL FOSSIL-BASED CHEMISTRY.

strategically important in bringing together diverse sectors and supply chains so we can all share the same visions and languages.

This sustainability journey includes our commitment to the social arena: the well-being, health and professional growth of our people, the value we bring to the communities we operate in, and the promotion of multiculturalism as an asset. The challenge of diversity and inclusion is even more important in our sector than in others. Ours is a multinational company that needs to consider how the world is evolving with a modern, unbiased outlook. We need to understand which skills and talents will be most needed to face the challenges of the future, which skill mix will be the winning one to face the great changes that are now underway, and which to some extent have been accelerated by the pandemic. We must create the conditions in which everyone has equal access to any role within the company, and we believe that this is a factor of success.

The social footprint of our business and of our Group will be strongly influenced by the future path towards the creation of a truly multicultural, inclusive community within our organization. It will also be increasingly determined by the future impact – in terms of economic, employment-related and social value, and improved quality of life and education – on regions and local communities. We must work together with our suppliers in a process of shared steps to continue to improve this positive impact as it will become a common success factor for us, for them and also for our clients.

RESPONDING TO THE PANDEMIC WITH AN EVEN MORE AMBITIOUS SUSTAINABILITY STRATEGY

The pandemic that is still gripping the world in 2021 has widened social inequality everywhere, and will continue to do so. Our task is to ensure that through our activities we can contribute, as far as we are able to, to improving the living conditions of the people who live in the countries where we operate, working together with our suppliers on the projects we complete for our clients. Over the coming years, as our sustainability strategy evolves, we will have to continue to take into account the strong impact of the Covid-19 pandemic, especially on a social level, and the effects it will continue to have on the quality of life of the world's population.

Our social responsibility projects will also be aimed at providing aid – particularly in the geographical areas where we are most present – for specific public health situations, and at addressing the issue of educational poverty as this is a discriminating factor in the cultural growth and socio-economic well-being of large sections of the population. The pandemic found some of us better prepared than others. We were able to tackle it thanks to a worldwide smart working platform that was already operational, and also thanks to the digitization of engineering processes. We are now perfectly capable of managing complex projects with international teams in an innovative way. We are fully capable of tackling global problems such as the energy transition by using a global approach and drawing on a portfolio of partnerships with an international reach but attention to the local aspect, thanks to teams who have been working digitally on international projects for a year now.

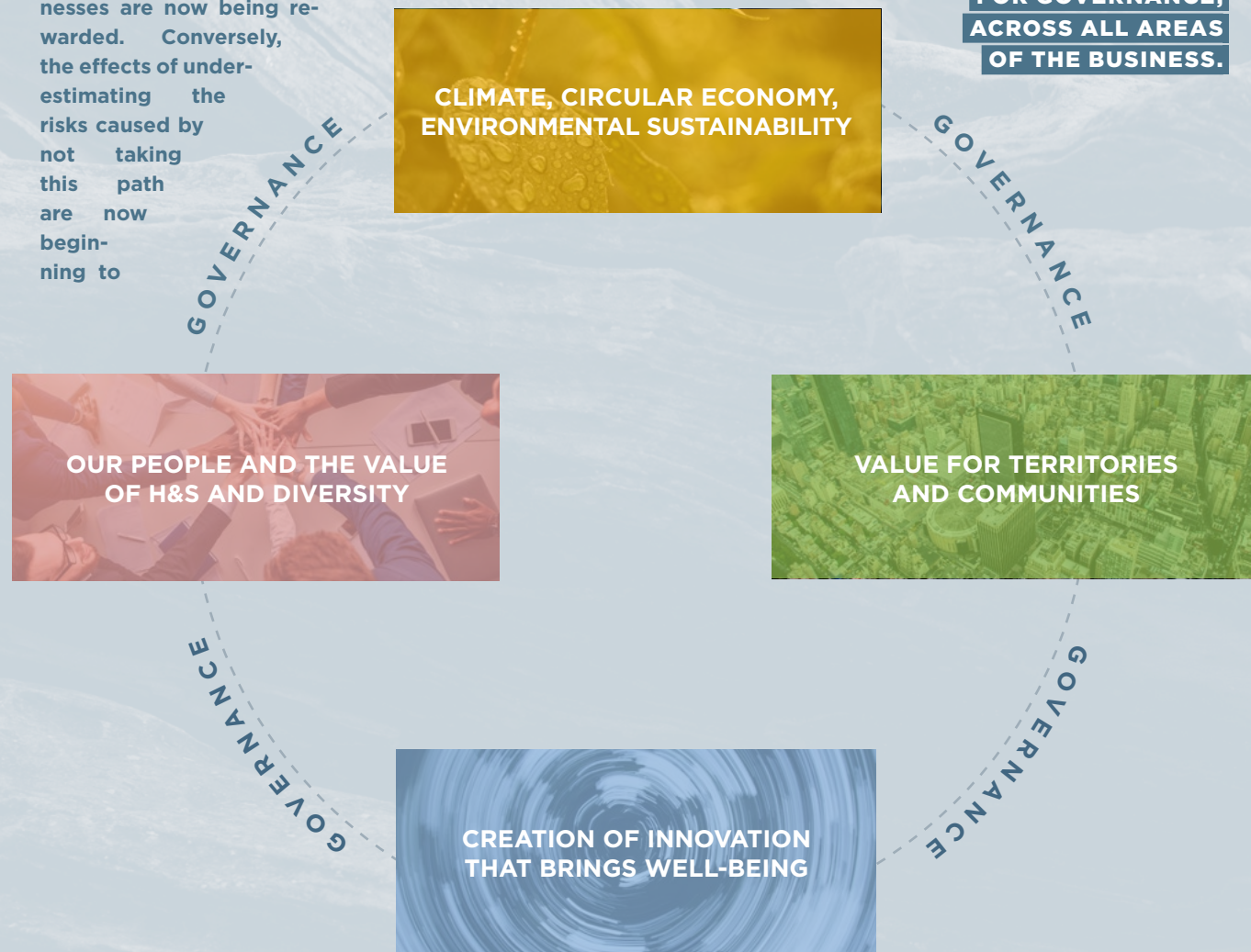
We have seen how, in the paradigm shift of the energy transition and in the one caused by the pandemic, a different way of looking at a global economy is emerging: one that is sustainable and based on the three pillars of environment, economy and society. We will be

1

WE MUST WORK TOGETHER WITH OUR SUPPLIERS IN A PROCESS OF SHARED STEPS TO CONTINUE TO IMPROVE THIS POSITIVE IMPACT AS IT WILL BECOME A COMMON SUCCESS FACTOR FOR US, FOR THEM AND ALSO FOR OUR CLIENTS.

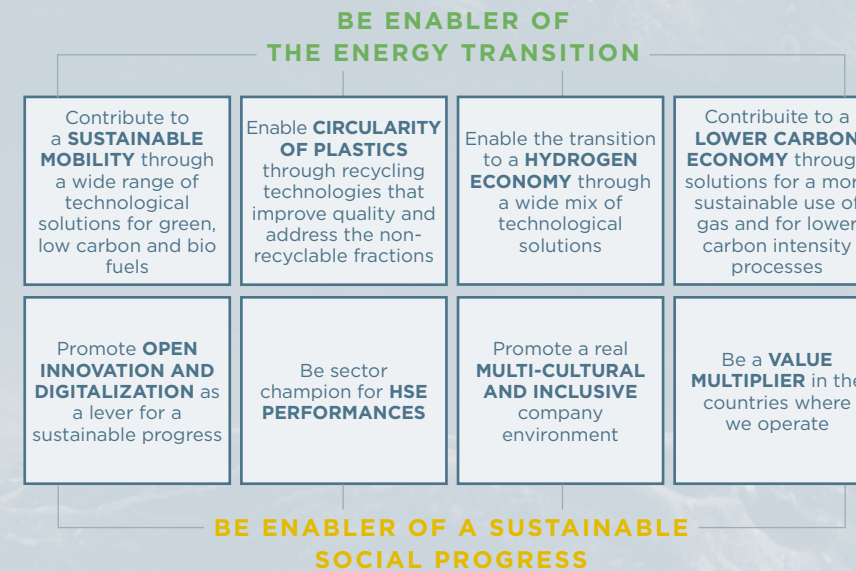
moving towards an economy that considers the impact of distance on the climate and that recognizes the value of local resources. An economy that designs its infrastructure projects in a way that minimizes transport emissions and optimizes the exploitation of second-generation resources that by their nature are fragmented and never found in large quantities in the same place. In this paradigm shift, other types of intelligence will also be needed, in addition to those which are indispensable to the linear economy: more holistic skills will be required (think of the huge problem of supplying the world with second-generation biogenic feedstocks for energy, and the many sectors affected by this, such as food and agriculture). Skills will need to be more practical than theoretical (think of the difference between waste as feedstock, in terms of homogeneity and consistency of characteristics compared to fossil feedstock). Networking, engagement and open innovation will become more important (just think of what transitioning to a hydrogen economy will mean for large industries). Solutions to energy problems in the renewables sector and in the bioeconomy have very different dynamics from country to country: the fact that the Maire Tecnimont Group is multinational and has a multicultural base will take on even more value and meaning from this perspective.

The climate crisis and the pandemic will push the world along a more sustainable path. At different speeds, the whole world is moving in this direction. The business world, industry and even finance, are well aware of this. The serious, concrete commitments made in this direction by businesses are now being rewarded. Conversely, the effects of underestimating the risks caused by not taking this path are now beginning to



be felt. We must therefore invest in actions that will create value in the medium and long term. Maire Tecnimont signed several pacts and manifestos during 2020 with international bodies – such as the European Alliance for a Green Recovery promoted by the President of the Environment Commission of the European Parliament, which unites many international companies, governments, universities and experts – and Italian organizations such as the Foundation for Sustainable Development (of which we are members) and the Symbola Foundation. We have embarked on a journey that we are passionate about, that we believe in and that we trust we can derive great benefits from, in terms of resilience and growth.

Our priority goals towards 2025 are as follows



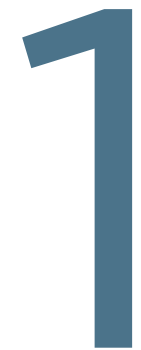
In order to realize this ambitious path, which includes the setting of challenging qualitative and quantitative objectives for the coming years, we are extensively involving all the Maire Tecnimont Group companies.

Our sustainability policy is inspired by the United Nations Sustainable Development Goals and the principles of the Global Compact, which we adopted several years ago.

As a compass for our sustainability journey, the Sustainable Development Goals (SDGs) help us to stay focused on our environmental, social and governance (ESG) targets. The acceleration of climate change has made the SDGs more real and urgent and the current international debate calls for a faster energy transition.

The 2021-2025 Industrial Plan approved by the Maire Tecnimont Board of Directors includes ESG (environmental, social and governance) indicators linked to the UN Sustainable Development Goals for 2030. As of this year, the Plan sets out and prioritizes the main topics on the basis of the various business lines and the relevant SDGs. The plan matches the economic and financial goals to the sustainability ones, allowing for integrated strategic planning.

A sound sustainability vision is not only a powerful risk management trigger for the Maire Tecnimont Group, but it also helps us to be increasingly resilient to the ever-changing energy scenario in which we operate. It also shapes our approach as we seek to generate shared value for our stakeholders over the long term.

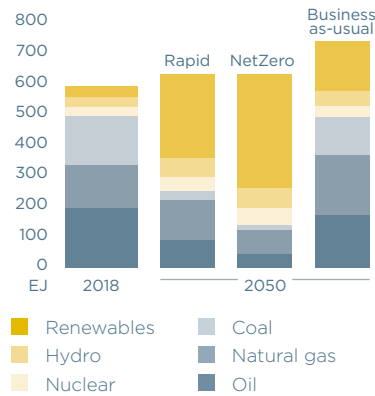


A SOUND SUSTAINABILITY VISION IS NOT ONLY A POWERFUL RISK MANAGEMENT TRIGGER FOR THE MAIRE TECNIMONT GROUP, BUT IT ALSO HELPS US TO BE INCREASINGLY RESILIENT TO THE EVER-CHANGING ENERGY SCENARIO IN WHICH WE OPERATE.

1.2 THE SUSTAINABILITY CONTEXT

That the energy transition is no longer an option but a must for the near future of industry, is a fact dictated not only by the environment but also by the market and by legislators. **The European Union has made sustainability one of the cornerstones of its future industrial strategy**, by committing to slash CO₂ emissions by 55% before 2030 and to achieve carbon neutrality by 2050. The EU aims to maintain its global leadership in renewable energies, and to meet its emissions reduction commitments in line with the Paris agreement.

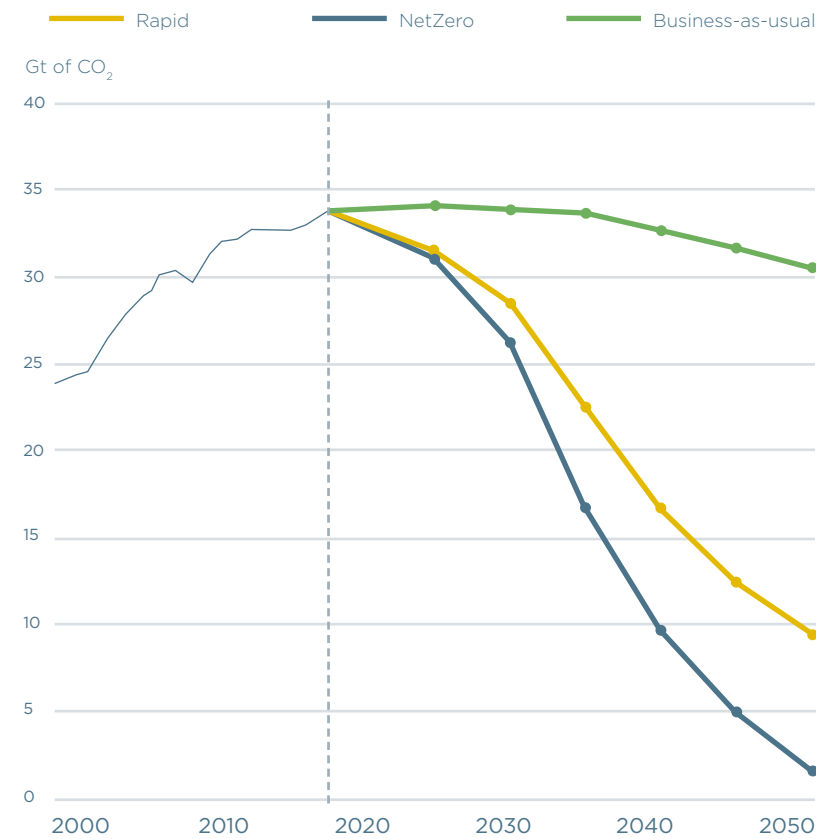
PRIMARY ENERGY CONSUMPTION BY SOURCE



The structural effort involved in these commitments will be supported by the allocation of substantial funds of up to one third of the total resources made available to the climate transition.

The European Green Deal - the EU flagship climate initiative - launched a shared strategy for a new climate-neutral, resource-efficient, competitive economy that detaches economic growth from the intensive use of resources.

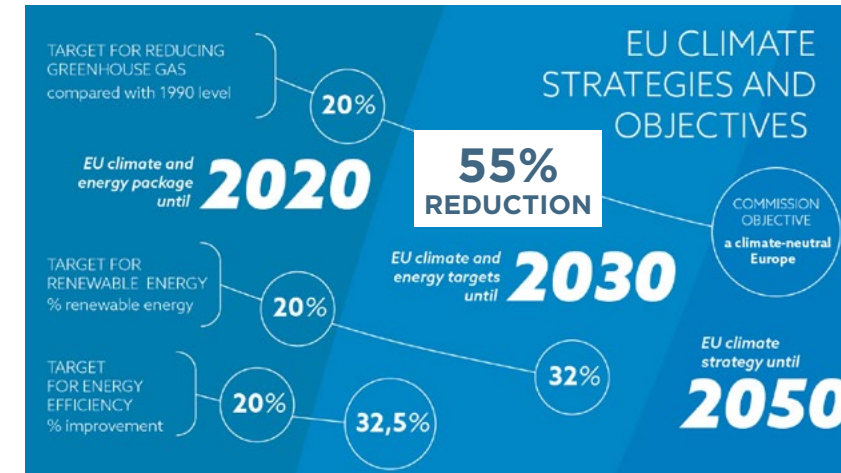
THREE SCENARIOS TO EXPLORE THE ENERGY TRANSITION TO 2050



Source: BP Outlook 2020.



Source: EU Commission.



Source: EU climate targets.

The definition of a single system for classifying the economic activities that can help achieve the zero-emissions objective by 2050 is key to steering the resetting of production systems that Europe needs.

It can offer substantial resource savings throughout the value chain and in production processes, generate added value and unlock economic opportunities.

The taxonomy developed by the EU in 2020 identifies six environmental and climate objectives (climate change mitigation; adaptation to climate change; sustainable use and protection of water and marine resources; the transition to a circular economy, including waste reduction and recycling; pollution prevention and control; the protection of biodiversity and the health of eco-systems) and possible categories of economic activity (those activities whose own performance makes a substantial contribution to at least one environmental objective); enabling activities that provide products or services that improve the environmental performance of other activities and do not harm other objectives.



The agenda of the Circular Economy Action Plan is geared towards accelerating the transformational change required by the European Green Deal, of which it is one of the main pillars. The action plan includes product lifecycle initiatives to promote the processes of the circular economy and encourage sustainable consumption, while aiming to ensure that the resources used are retained in the EU economy for as long as possible. It introduces legislative and non-legislative measures targeting areas in which action at EU level brings real added value.

age sustainable consumption, while aiming to ensure that the resources used are retained in the EU economy for as long as possible. It introduces legislative and non-legislative measures targeting areas in which action at EU level brings real added value.

Hydrogen is another key factor in achieving the goals of the European Green Deal and Europe's transition to clean energy. Hydrogen can be used for energy and non-energy purposes, from renewable energy storage to power for HGVs. It can also be used as a fuel and feedstock in

8 Source: Global Energy Perspective 2021, McKinsey.

energy-intensive industries such as steel or chemicals. As the usage of hydrogen has zero CO₂ emissions, it offers a solution for decarbonizing industrial processes and sectors of the economy in which the reduction of carbon emissions is both urgent and also difficult to achieve.

The hydrogen strategy for a climate-neutral Europe is one of the cornerstones of the Deal, which has a twofold objective. On the one hand, it aims to extend the use of hydrogen to replace fossil fuels, and on the other to decarbonize its production.

An economy driven by hydrogen offers opportunities for growth and innovation, which would consolidate Europe's position as a leader in clean technologies. To help implement the plan, Brussels has also presented the European Clean Hydrogen Alliance, of which the Maire Tecnimont Group is a member. Green hydrogen will become cost-competitive in the 2030s, and the 'indirect' energy demand for electrolysis will account for about 40% of the growth in demand for electricity between 2035 to 2050, mainly in industry and transport⁸.

The drive towards replacing fossil fuels, which is central to achieving the carbon neutrality target, includes a specific focus on renewable energy sources in the latest version of the Renewable Energy Directive (RED II, 2018), which will be further revised this year. **By 2030, energy efficiency in the EU needs to be improved by 32.5%.**

The share of energy from renewable sources should be at least 32% of the EU's gross final consumption. Biogenic (biofuels) and low-carbon fuels provide a renewable, low-carbon alternative to fossil fuels, particularly in the transport sector.

A key issue is the 'price' of CO₂ emissions. The Energy Trading System (ETS) is one of the cornerstones of the European Union's climate policy. Because of two essential features - it is a market-based system and a pan-European instrument - the ETS has also always enjoyed special attention. However, historically it has suffered from oversupply for a variety of reasons, and this has in the past weakened its ability to produce robust, stable pricing signals.

After several unsuccessful attempts to address the structural imbalance in the system, the 2018 reform provided a set of tools that immediately proved effective in rebooting the ETS price dynamics. Following the 2018 reforms, the price of allowances (equivalent to one million tonnes of CO₂) went from below €10 to a price that has remained stable between €20 and €30, and at the beginning of 2021 was just under €40. However, the ETS reform process is not over; **in July 2021, the Commission intends to present a further package of CO₂ pricing reforms, whose stated aim is to sustain the prices recently achieved by the ETS and to extend the same price signals to other sections of the energy markets that as yet have not been affected or only marginally impacted.** According to a convergent view among CO₂ market players, analysts and the Commission itself, the ETS price is certainly set to become stronger, and will represent an increasingly important component in the sustainability of all sectors.

In this sense, a strengthened ETS signal will abruptly accelerate the drive to replace traditional process technologies and identify solutions for the recovery of CO₂. These considerations are even more relevant for sectors where the replacement of fossil energy sources is more complex.

Europe, however committed it may be at every level, will not be able to bring about transformative change by acting alone. At a global level, the positioning of large industrial systems such as China and Japan in terms of further carbon reduction, and the renewed commitment of the United States within the Paris Agreement, as well as the increasingly clear shift of investors' attention towards low-carbon businesses, are factors which are marking out a precise, irreversible path for the construction of a new economic and industrial model.

Such far-reaching structural changes will require a specific focus on the resulting social impacts and the **need to ensure a fair transition that takes into account the post-Covid-19 situation and the SDGs framework as a permanent reference.** The spread of the pandemic and the consequent contraction of the world economy⁹ have exacerbated the existing social gaps, effectively rolling back the positive results of previous years. On the SDG spectrum, SDG 2 (Zero hunger) and SDG 10 (Reduce Inequalities) have been particularly

impacted. The temporary paralysis of manufacturing and service networks has affected those who were already on the margins of society or in situations of socio-economic vulnerability.

Within this framework, significant negative impacts have been found in women's employment (both informal and formal) and in the burden borne by female caregivers. This further emphasizes the need for active, long-term intervention on gender rebalancing in the world of work, and on women's presence in society, which has been hampered considerably in 2020 due to the pandemic.

However, the social acceleration of the pandemic has in some cases been permanent and positive. This is the case with digitalization, which has not only been key to enabling some economic activities to continue at the peak of the pandemic's spread but has now become a mainstay of our corporate and social life and an irreversible, lasting process. **This will be vital in creating leverage to give a strong boost to sustainability as a whole.**

DIGITALIZATION



DURING THE SPREAD OF THE PANDEMIC AS A KEY FACTOR FOR SUSTAINABILITY



⁹ -4.9% of world GDP - Source: IMF.

1.3 THE GROUP'S COMMITMENT TO THE UN GLOBAL COMPACT AND THE ACHIEVEMENT OF THE SDGs



WE SUPPORT Our adoption of the **UN Global Compact almost a decade ago** marked the beginning of a journey of growth and increased commitment to guiding the way we do business and create value for shareholders and stakeholders in line with the Compact's 10 principles.

Being part of a group of more than 12,000 companies and 3,000 non-business representa-

tives from more than 160 countries means we can compare and measure ourselves against our stakeholders who, like us, have decided to take up the challenge of achieving the goals of the 2030 Agenda through a shared effort.

The role of the private sector in this journey is crucial, and the power of joint multi-stakeholder action is becoming ever greater. The past year has made it even more apparent that participatory actions, which leverage the

strengths of all players in society, provide us with the tools we need to face unexpected challenges that have global, unpredictable impacts. With the same momentum, **the next decade poses complex but fundamental challenges:** increasingly rapid climate change, the direct and indirect impacts of international balances on human rights and labor, social fragility at the level of local communities and shared international rules that are increasingly needed in order to underpin future sustainable development.



"It is with pleasure and conviction that I confirm Maire Tecnimont Group's commitment to the UN Global Compact. I also renew for 2020 our intention to integrate the 10 Principles underpinning the UN Global Compact into our business, at all levels. The everyday actions taken in our offices and on our construction sites, with all our stakeholders, are geared towards the full, concrete integration of respect for human rights, the well-being of workers in our guarantee of high standards of working conditions, the fight against corruption in all its forms and attention to the environment and a sustainable future. This is our way of doing business while creating value. This is our responsibility, which we uphold not only out of respect for people and the planet, but also because we know that only sustainable action in line with the 10 UNGC Principles will lay the foundation for long-term business success. The next decade will be an important test for sustainability. As we have done over the past ten years, we will be tackling this by participating in the UN Global Compact, in the firm belief that the choices of each economic player are essential, but that it is only with the consistent commitment of all that significant and lasting changes can be generated."

Pierroberto Folgiero
Chief Executive Officer
Maire Tecnimont Group

To create the change we want to achieve, **it is essential that our business, in order to be sustainable, moves day by day in the direction of the Paris Agreement,** not only by making long-term commitments, but by taking action in our daily activities and in the choices we make on a local scale. "Making global goals local business" is the statement that best represents our approach. **Within the scope of the UN Global Compact, close collaboration and active involvement with the initiatives of the Global Compact Network Italy and interaction with participating companies is therefore fundamental.** After our upgrade to "Participant" member of the UN Global Compact, and our membership of the Board of Directors of the Italian Network in recent years, in 2020 we took another step forward in this process by signing the Women's Empowerment Principles promoted by the UN Global Compact and UN Women.

The 7 principles not only provide a frame of reference for the main focus points on which the private sector must concentrate to make gender equality a reality, they also clearly and concretely mark out the actions we are committed to

OUR INVOLVEMENT

INCLUSION AND GENDER EQUALITY IN THE WORKPLACE, IN COMMUNITIES AND IN THE MARKETPLACE

pursuing in order to achieve inclusion and gender equality in the workplace, in communities and in the marketplace.

Our growing involvement with the UNGC is supporting the strong push we want

to make towards achieving the goals of the 2030 Agenda. The Sustainable Development Goals on which we can actively intervene are the 12 we identified in 2017, but our role as a business player can also serve to fulfil a further 2 SDGs (10 and 16). Below is a map summarizing the objectives to which our business will contribute:

MAIRE TECNIMONT COMMITMENT TO THE SUSTAINABLE DEVELOPMENT GOALS



WOMEN'S EMPOWERMENT PRINCIPLES, EQUALITY MEANS BUSINESS

The **Women's Empowerment Principles (WEPs)** are a set of 7 principles that offer guidance to businesses on how to promote gender equality and women's empowerment in the workplace, marketplace and community. The WEPs are a concrete tool to activating pathways dedicated to achieving the goals set by the 2030 Agenda and defined by the Sustainable Development Goals.

By joining the WEPs community, the company is signalling its commitment from the highest level, confirming its intention to **work collaboratively in**

multi-stakeholder networks in order to promote business practices that make gender equality a reality.

Maire Tecnimont signed the WEPs on 6 July 2020 during the Business & SDGs High-Level Meeting, Gender Equality event organized by the Global Compact Network Italy. In doing so, it joined more than 4,500 signatories worldwide, and was among the first from Italy's industrial engineering sector.

1.4 THE RESPONSE TO COVID-19

In response to the spread of Coronavirus (Covid-19), the Maire Tecnimont Group was immediately committed to ensuring that all

operations at its offices and construction sites could continue in accordance with the highest health and safety standards.

Following the spread of the virus, the Maire Tecnimont Group put in place a list of actions which are summarized below.

PROTECTION OF PEOPLE

1 Creation of a Maire Tecnimont Group crisis unit, the HSE Crisis Coordination Team, consisting of the Maire Tecnimont Group's Human Resources, HSE (including the Prevention and Protection Service, according to the Italian Legislative Decree 81/2008) and the Group Coordinating Physician, which can be reached at a dedicated e-mail address.

2 Issuing new rules of conduct for staff.

3 Preparation of a Covid-19 HEALTH INFORMATION cycle.

4 Provision of a remote health care service for Maire Tecnimont Group personnel, composed by specialists and virologists.

5 Creation of a dedicated webpage: "Covid-19 Health Information" in order to facilitate the dissemination of Covid-19 guidance issued by the company to all Maire Tecnimont Group staff.

6 Preparation and adoption of specific health protocols in line with the regulations issued by the national authorities of various countries, with the aim of containing the pandemic in the workplace, both at the Maire Tecnimont Group's corporate offices and at construction sites.

7 Extension of smart working to all staff employed at Maire

Tecnimont Group offices during lockdown periods, and adoption of ad hoc solutions for staff whose activities are incompatible with remote working (early use of holidays, solidarity time bank, use of the wages guarantee fund and full pay met by the redundancy fund).

8 Restrictions on business travel.

9 Distribution of Personal Protective Equipment (hereafter "PPE").

10 Implementation of a new protocol for the cleaning and disinfection of workplaces.

PROTECTION OF OPERATIONS

1 Establishment of a "war room" of top management to ensure business continuity.

2 Creation of a virtual "Watchtower" to monitor the impact of Covid-19 on the supply chain.

3 100% utilization of IT resources: 60-fold increase in remote meetings due to the massive use of the most advanced collaborative working platforms introduced in the last 3 years.

4 Definition of behavioural standards for clients and suppliers (activities continued on most construction sites).

5 Innovative continuity solutions such as smart helmets for remote video inspections.

KEEPING OUR COMMUNITIES SAFE

1 Donations to local emergency hospital facilities.

In Italy, these donations helped to provide basic PPE for healthcare personnel, and to fund research into drugs to fight the virus.

In India and Russia, in addition to the supply of medical consumables (safety masks and gels), our donations enabled outlying, isolated health centers to purchase essential hospital equipment for the care and treatment of Covid-19 patients in their intensive care units.

2 Basic support for food and health needs in vulnerable communities.

To support the communities targeted by our CSR projects, and thanks to the local NGOs we work with, food box campaigns were launched for the economically weaker members affected by the work stoppages, PPE (safety masks) were distributed, and health and safety practices were disseminated.

MAINTAINING PROFITABILITY AND CASH FLOWS

1 Cost savings of approximately €60 million.

2 Strict working capital management.

- 3 Suspension of dividends and share buy-back.
- 4 Revision of recruitment plan.
- 5 Suspension for the 2020 financial year of the setting of targets for the short-term monetary incentive plans (MBO).
- 6 Coordination with clients, partners, suppliers and sub-contractors to ensure business continuity and the safety of workers.
- 7 Responsive supply chain management with extensive monitoring and support given to suppliers in obtaining financing.

In light of the importance the Maire Tecnimont Group devotes to the health and well-being of its workers, in response to the spread of Covid-19 that emerged at the beginning of 2020, a "Health Risk Information Cycle - CORONAVIRUS 2019-nCoV" by infectious disease specialists was provided in streaming. In order to reach all the Maire Tecnimont Group's staff, both those at headquarters and those working on construction sites, four sessions were organized in Italian and English. Each session lasted approximately three hours, and a total of 1,500 hours of information was provided.

As indicated above, the Maire Tecnimont Group has set up a Health Care Service, available in Italian and English, to support employees and consultants located across Italy, as well as clients and staff members visiting the Group offices in Milan and Rome.

The service consists of a dedicated phone line, through which people can:

- 1 Ask about the status of public measures in place to control Covid-19 infection.
- 2 Know the latest news about their own regions, or regions they would be travelling to for work reasons.

- 3 Obtain medical advice on health and safety measures.
- 4 Receive guidance from medical personnel in case of suspicious clinical symptoms.

All the recommendations from the government or relevant local authorities were also fully implemented within the offices. The Maire Tecnimont Group put in place a preventive protocol, consisting in a set of documents as dedicated entry policies and correct behaviours to be implemented following the emergency. Entry policies were also drawn up for each Italian and foreign office.

In order to ensure the required physical distancing, all the Maire Tecnimont Group's offices have been re-organized and set up to accommodate a suitable number of workstations. Only the identified workstations could be used, and were either booked in advance through the "IoT4Met-Booking" app (developed in-house), or, alternatively, directly allocated. The implementation of these measures enabled the full application of the fluid workstation and clean desk policies.

The Maire Tecnimont Group's HSE functions also monitored the system regularly to ensure that the necessary regulatory requirements were applied to prevent the spread of Covid-19 on company premises.

The Maire Tecnimont head office carried out a major coordination program between the foreign offices and construction sites, in order to regularly share information and best practices to be adopted during the emergency. In order to make this sharing process as effective as possible and to reach all Maire Tecnimont Group employees, a dedicated webpage has been created: "Covid-19 Health Information". Work on Maire Tecnimont Group's construction sites also continued according to the highest safety standards. The continuous use of PPE, daily temperature

screening, hygiene measures and social distancing were maintained at every stage of construction and in all working environments.

The Group implemented a major communication and employee engagement program, launching a new communication campaign for the current critical scenario: "SafethinkCovid-19".

In addition, the Maire Tecnimont Group joined the "World Day for Safety and Health at Work 2020" promoted by the ILO on 29 April 2020. A two-day workshop was organized between Maire Tecnimont's Top Management and HSE site managers from all the Group sites and teams involved in the projects, in or-



der to discuss the best practices adopted by construction site staff.

The Maire Tecnimont Group's HSE function planned Safety Moments for staff allocated to project task forces, with the involvement of the Project Director/Project Manager and the departments as well as the managers of the Group's Italian sister companies.

In 2020, over 2,300 hours of information were delivered throughout 14 informative sessions held jointly by Maire Tecnimont and the Group's Italian companies. The aim was to reinforce the policies and behaviours to be adopted at the Group's corporate offices from April 2020, as well as all the updates and additional requirements.

Across all the Group's Italian and foreign offices, more than 3,200 hours of information were delivered. On the other hand, **more than 89,200 hours were provided on the Maire Tecnimont Group's construction sites**, both to our own employees and to our subcontractors' workers.



In terms of quantifying the extra expenditure incurred by the Maire Tecnimont Group in implementing continuity measures in offices and on construction sites in accordance with the highest health and safety standards, and in guaranteeing the health and well-being of all employees and subcontractors, more than €690,000 spent in headquarters and over €1.5 million spent on construction sites.

SAFETHINKCOVID-19

To adapt to the rapidly evolving scenario following the Covid-19 emergency, the Maire Tecnimont Group launched a spin-off of its proprietary Safethink brand and adapted it to the current situation with Safethink-Covid-19, the related HSE campaign that was shared throughout the network by Maire Tecnimont.

A great deal of **communication and engagement work** was carried out by all Group staff, in record time. We developed a "Covid-19 Health Information" webpage to share all these recommendations and other useful information related to the Covid-19 emergency: in this context of global health emergency, **accurate information is essential in order to be able to manage risk and deal with critical issues effectively.** All the informative materials (pictograms, banners, templates, posters and rollups) were customized with the new spin-off. Specific **HSE Policy & Behaviours documentation** was also produced: this includes the Maire Tecnimont Group entry policy for Italian and foreign offices, Construction Site Guidelines, data sheets, posters, safety tips and safety moments.

Thanks to this communication campaign and the dedicated webpage, **all the Italian and foreign offices and construction sites were constantly aligned and kept informed with the same type of downloads and material.**

PROTECTIVE MASK WEARING RULES

HOW TO WEAR:

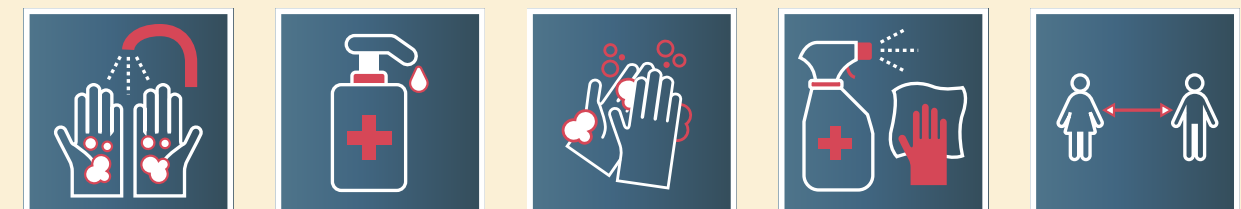
1. CLEAN YOUR HANDS WITH SOAP AND WATER OR HAND SANITIZER.
2. HOLD THE MASK BY THE EAR LOOPS AND PLACE A LOOP AROUND EACH EAR.
3. MOLD OR PINCH THE STIFF EDGE TO THE SHAPE OF YOUR NOSE.
4. PULL THE BOTTOM OF THE MASK OVER YOUR MOUTH AND CHIN, MAKE SURE THERE ARE NO GAPS BETWEEN YOUR FACE AND THE MASK.
5. AVOID TOUCHING THE FRONT OF THE MASK WHEN WEARING.

HOW TO REMOVE:

1. CLEAN YOUR HANDS WITH SOAP AND WATER OR HAND SANITIZER.
2. AVOID TOUCHING THE FRONT OF THE MASK, ONLY TOUCH THE EAR LOOPS.
3. HOLD BOTH OF THE EAR LOOPS AND GENTLY LEFT AND REMOVE THE MASK.
4. THROW THE MASK IN A CLOSED BIN.
5. CLEAN YOUR HANDS WITH SOAP AND WATER OR HAND SANITIZER.






Realized with reference to WHO - World Health Organization guidelines.

Maire Tecnimont | safethinkcovid-19



1.5 SUSTAINABILITY RATINGS

The Maire Tecnimont Group's commitment to sustainability issues and performance are reflected in its sustainability ratings.

INDEX	DESCRIPTION	SCORE 2019	SCORE 2020
	CDP is the world's most recognized international not-for-profit organization specializing in the assessment and measurement of the environmental performance of major listed companies in relation to climate change.	B	B
	Through its Supplier Engagement Report (SER), CDP assesses organizations' engagement with their suppliers on climate change, as they have the potential to drive significant environmental change through their involvement.	B	A-
	Morgan Stanley Capital International (MSCI) Research is a leading ESG rating agency that assesses the environmental, social and governance (ESG) performance of major companies worldwide.	BBB	A
	EcoVadis is a leading provider of ESG ratings used by over 60,000 companies worldwide to assess their suppliers.	N.A.	SILVER
	Bloomberg ESG Disclosure Scores assesses companies on the basis of their ESG disclosures, taking into account the relevant industrial sector.	44.2/100	51.2/100

1.6 STAKEHOLDER ENGAGEMENT

Sustainable growth over time is closely linked to the **Maire Tecnimont Group's ability to identify and respond to changes in the market and society.**

The identification, involvement and enhancement of those stakeholder relations that can reasonably be expected to affect the Group's ability to successfully implement its strategies and achieve its objectives are thus crucial in defining the Group's priorities.

Establishing and maintaining an ongoing dialogue with stakeholders over time allows the Maire Tecnimont Group to identify the most important sustainability issues, and to assess how best to integrate them into its industrial and management activities.

Regular dialogue, including a formal system of compliance reporting through the appropriate channels, creates shared value and supports the sustainable

growth of the company's business in line with stakeholder expectations.

For these reasons, Maire Tecnimont has identified and mapped its stakeholders in order to define the importance and impact of their expectations on the Group's activities, and to share programmes, objectives and initiatives. The main methods of stakeholder engagement are identified in the next page.

Throughout 2020, our interactions with stakeholders have changed in form but not in content, and are still vital to assuring active mutual involvement during a year as complex as the past one. The transformation of most meetings from face-to-face to digital has not reduced the

number of opportunities for discussion. On the contrary, thanks to technology, these opportunities have grown, reaching a larger number of stakeholders in more geographical areas. This acceleration in the use of more flexible media has transformed the way we communicate, both during

wider events and in everyday conversations. **20 corporate events, over 70 webinars and industry conferences, talks and international conventions, as well as constant communication through the press office and our social media channels.**


OUR SOCIAL MEDIA PRESENCE

The Maire Tecnimont Group is on LinkedIn, Twitter, Instagram and YouTube, where it promotes its corporate values and focuses on what it believes to be its key communication assets: people, technology, challenges, responsibilities and reliability.






Thanks to the Corporate TV digital signage project, we now have an integrated system of **30 connected**

TVs at 13 of our sites in Italy and around the world. Currently, they show more than 50 videos and the programme schedule is continuously updated.

MORE THAN

 **207 THOUSAND FOLLOWERS**

ON

-  **LINKEDIN**
-  **TWITTER**
-  **YOUTUBE**
-  **INSTAGRAM**
-  **SPOTIFY**

With more than 207,000 followers, 8 social profiles and 1,300 posts published in 2020, our social media accounts are now an essential point of contact for sharing daily updates on business issues and sustainability initiatives. Our Top Management also plays an active part in communications about our company, and they are keen to be ever more transparent with our stakeholders.

The Maire Tecnimont Group's intranet is the main touchpoint for supporting internal communications and for spreading information to all our people. **More than 150 news items were published** and disseminated through the portal.

750 THOUSAND INDIVIDUAL USERS ON GROUP WEBSITE

Maire Tecnimont's online presence also includes a Group website and 5 websites dedicated to our sister companies: Tecnimont, KT - Kinetics Technology, Stamicarbon and NextChem. **More than 750,000 unique users were registered during the past year.**

50+ VIDEOS

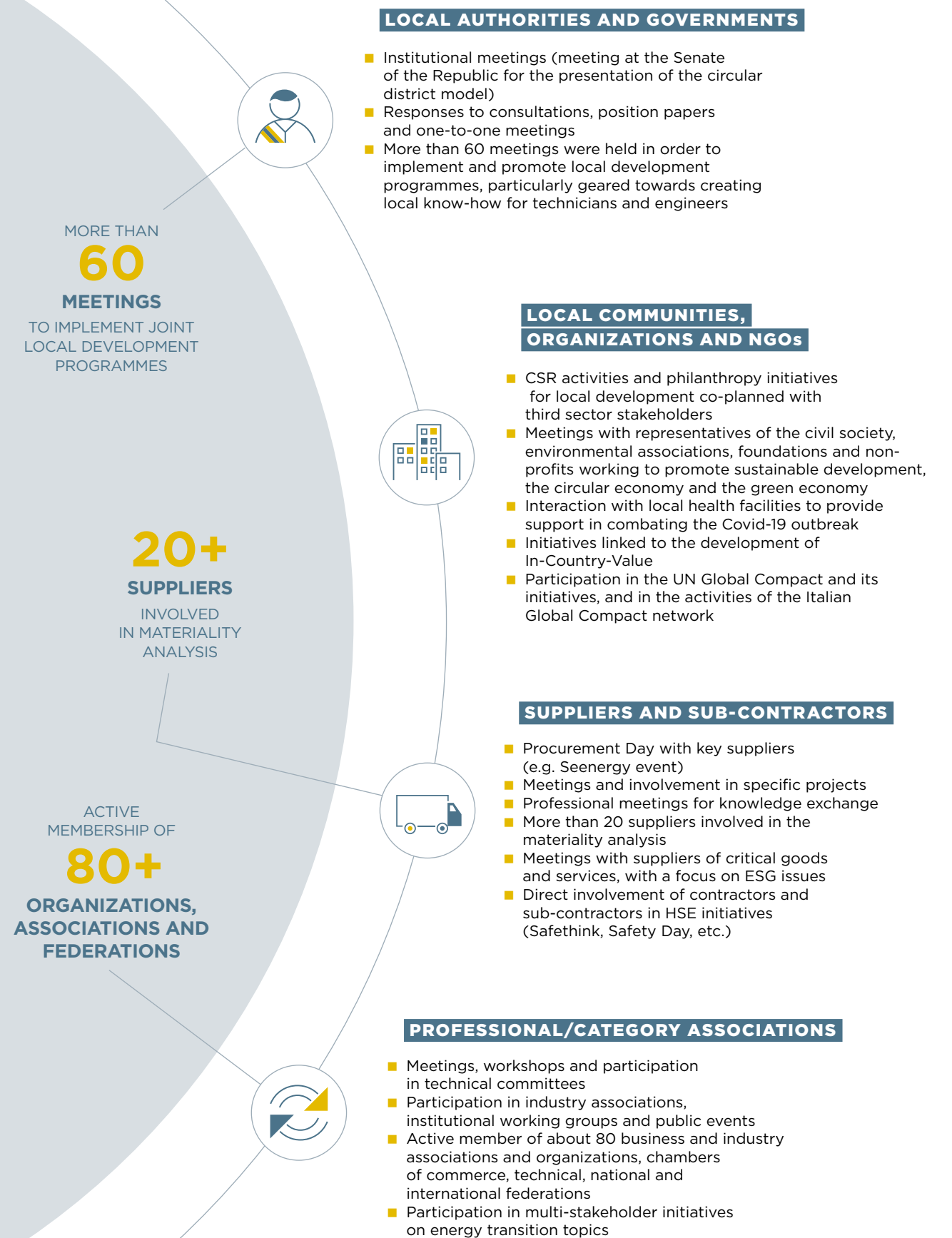
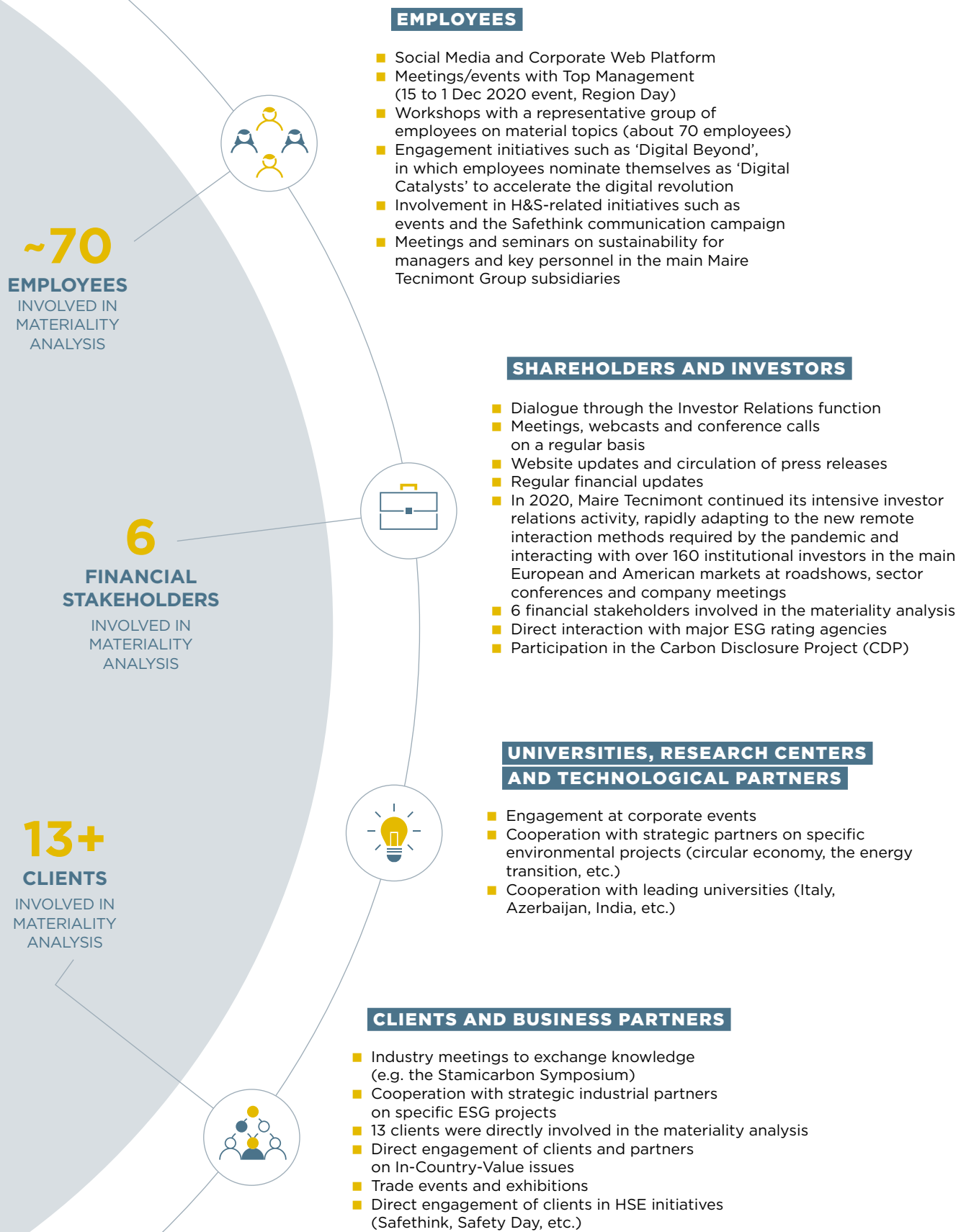
150+ NEWS

The media are essential in maintaining a dynamic flow of information to all stakeholder groups, as they allow us to explain the evolution of our business clearly and in detail, and enable constant

contact between the Maire Tecnimont Group and its internal and external stakeholders. From this perspective, our social media presence, up-to-date websites, the Corporate TV project

and the Group Intranet, are extremely effective channels for providing a concrete demonstration of what we do on a day-to-day basis, assuring rapid, transparent access to the relevant information.

STAKEHOLDERS MAP



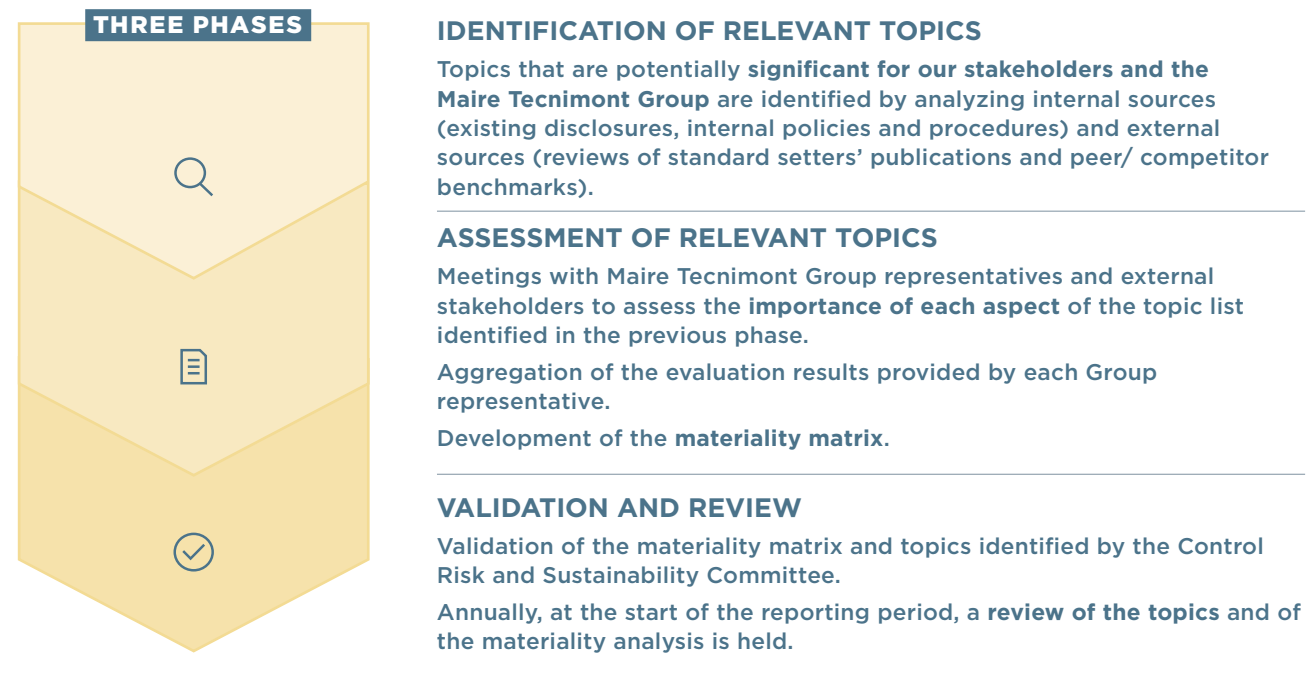
1.7 MATERIALITY ANALYSIS

In order to identify the Group's priorities for action, the issues on which further disclosure is required and the stakeholder engagement activities that require improvement, in 2017 Maire Tecnimont introduced a

materiality analysis, based on the guidelines of the most commonly-used international standards such as the Global Reporting Initiative (GRI) and the principles of the Communication on Progress (COP) of the UN Global Compact.

The objective of the analysis is to identify the key topics for Maire Tecnimont and its stakeholders, which can act as management levers to create long term value to support the Group's strategy.

The materiality analysis process is divided into three main phases:



The result of the materiality analysis is summarized in the materiality matrix, which contains the following information:

- **The horizontal axis shows the relevance of topics according to the Group.** The right part of the matrix shows the issues for which a high level of impact in the coming years is foreseen in terms of the capacity of Maire Tecnimont to create long-term value.
- **The vertical axis indicates the priority that stakeholders attribute to the various issues.**

The upper part of the matrix includes the issues which are more relevant to stakeholders in terms of the influence that each of them has on their decision-making;

Below are the topics that changed in the 2020 materiality analysis compared to 2019:

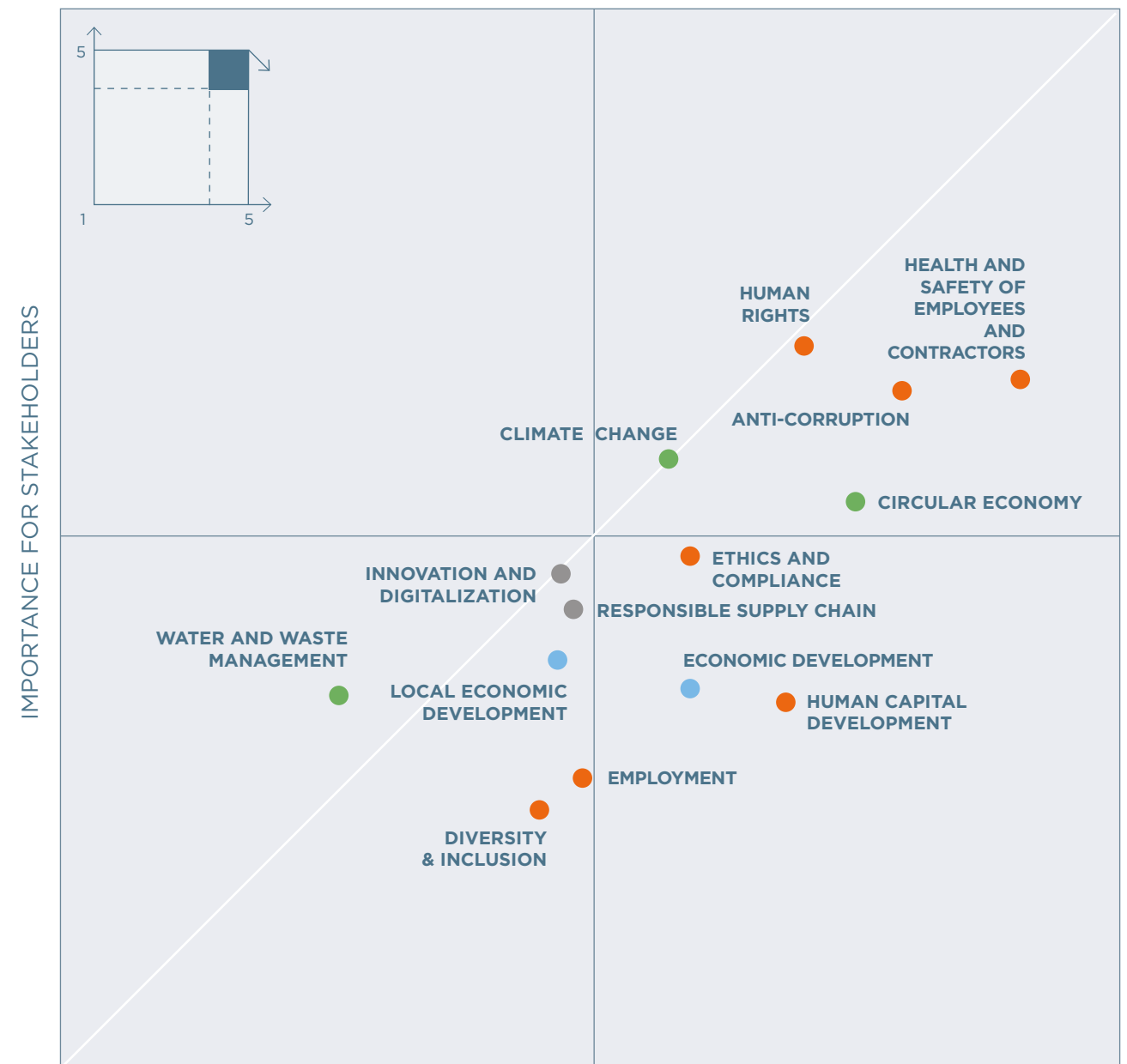
- "GHG emissions" and "Energy efficiency" have been merged into one topic, "Climate change"
- "Grievance mechanisms" and "Ethics & compliance" have been merged into one topic: "Ethics & Compliance"

■ "Local Economic Development", "Local Communities" and "Client Relations" were merged into one topic: "Local economic development/In-Country-Value"

■ "Waste management" and "water management" have been merged into one topic: "Water and waste management"

■ "Employment" and "Industrial Relations" have been merged into one topic: "Employment"

MATERIALITY MATRIX



IMPORTANCE FOR STAKEHOLDERS

IMPORTANCE FOR THE GROUP

CATEGORY ● Economic ● Social ● Environmental ● Cross themes

The topics emerging from the analysis reflect our corporate vision and represent the pillars of our sustainability strategy.

In particular, note that most of the topics, primarily "climate change", "people safety", "digital innovation" and "local content",

are placed around the diagonal from left to right, demonstrating how the Maire Tecnimont Group's internal view is aligned with the priorities reported by our stakeholders. Finally, note that some topics including "climate change" and "diversity" have grown in importance, for both the Group and

our stakeholders; this is thanks also to the engagement, training and awareness-raising activities we have put in place in recent years. This Report provides information on all these issues, including the information required under Legislative Decree 254/16 on non-financial aspects¹⁰.

¹⁰ For the correlation of these topics with those set out in Legislative Decree 254/2016, please refer to the "Correlation table to Legislative Decree 254/2016" in the section "Methodology, Principles, Reporting Criteria" on page 121.

In the process followed for the 2020 materiality analysis, the potentially significant topics and categories of stakeholder under assessment were reviewed, following the guidelines of the leading sustainability reporting standards. In particular, **the relevant topics were assessed with the involvement of 44 senior group managers and a representative group of employees, at a workshop attended by around one hundred people logging on from four continents.** The participants were asked to vote on the Maire Tecnimont Group's topics and also discussed the risks, opportunities and actions with respect to the core topics for the Group: climate change and energy transition, safeguarding people, the value of diversity, ethics and integrity, social responsibility and innovation.

Several representative groups of key categories of external stakeholders were also actively involved through a structured survey in order to assess and prioritize the topics. Specifically, the following external stakeholders were asked to contribute to the materiality analysis: investors, financiers, clients, suppliers and associations with the aim of taking note of the changes to the



sustainability scenario in which we operate, in particular the post-COVID scenario, the energy transition and the new ESG agenda.

The main issues emerging during the year from the stakeholder engagement process led to a review of the topics found to be material. Of these, the priorities were:

- health and safety of employees and contractors;
- ethics and compliance;
- human rights;
- innovation and digitalization;
- climate change and the circular economy (new material topic);

- local economic development;
- digital innovation.

The new 2020 materiality matrix was approved by the Sustainability Committee, which is chaired by the CEO and composed of the Maire Tecnimont Group's top management; it was then validated by the Control Risk and Sustainability Committee and finally illustrated to the Board of Directors. **The issues that emerged from the materiality analysis formed the basis for the definition of the new Maire Tecnimont Sustainability Plan,** which is an integral part of the Group's 2021-2025 Business Plan, and for the definition of the targets assigned to management.


















1.8 ESG AGENDA: COMMITMENTS, RESULTS, OBJECTIVES

MATERIAL TOPIC	SDGS	COMMITMENTS	2020 RESULTS	OBJECTIVES
CLIMATE, CIRCULAR ECONOMY, ENVIROMENTAL SUSTAINABILITY				
CLIMATE CHANGE & GHG EMISSIONS	 	<ul style="list-style-type: none"> Contributing to a low-carbon economy Expanding the portfolio of technologies from non-fossil, low-carbon and carbon-free sources, promoting the use of renewable non-food conflict raw materials and using waste as a resource to enable the energy transition Developing the supply of energy transition technologies and stimulating demand Reducing the carbon footprint of our direct and indirect activities Reducing the emissions from our plants that run on traditional technologies 	<ul style="list-style-type: none"> Launch of the Green Logistics Plan to reduce the carbon footprint along the supply chain Implementation of Scope 3 emission calculation methodology Implementation of numerous energy saving and greenhouse gas reduction projects at the Group's main offices (e.g. LED lighting) Collaboration/licensing agreements signed in relation to energy transition technologies Partnership with Saola Energy and Granbio to develop renewable diesel and 2G Ethanol production technologies Partnership with JFE and Lanzatech to develop technologies for low-carbon fuel from chemical conversion Launch of the Observatory on Biolubricants 	<ul style="list-style-type: none"> Objective of reducing CO₂ by 20% (Scope 1 + Scope 2 + Scope 3) by 2023 Carbon neutrality (Scope 1-2) by 2030 and Scope 3 by 2050 Launch of CO₂ task force and definition of climate strategy with Science Based Targets Implementation of green technology portfolio Implementation of projects and development of technologies related to clean hydrogen production (e.g. "Circular Hydrogen" and "Electric Blue Hydrogen" development) Launch of a multi-year reforestation programme ("Maire Tecnimont Forest") Launch of LCA on all major projects and licensed technologies Launch of the EEE - Energy Efficiency Engineering project Development of solutions and plant engineering for the production of low carbon, bio and advanced fuels Development of solutions for the electrification of traditional processes Development of solutions for CO₂ capture and recovery, recovery of waste from chemical processes and natural resource transformation Development of solutions for the sustainable use of natural gas as a co-player in the energy transition Launch of the EEE - Energy Efficiency Engineering project
CIRCULAR ECONOMY	 	<ul style="list-style-type: none"> Develop a strategy on the sustainability of plastics throughout their life cycle, including a range of recycling solutions that can improve countries' recycling rates and reduce incineration and landfill, also in collaboration with the supply chain, and leveraging education on proper consumption and waste management 	<ul style="list-style-type: none"> Development of a circular district model 10 feasibility studies underway for waste-to-chemical plants Registration of MyReplast trademark for upcycling technology and derived products Agreement with Eni to implement waste-to-fuels technology projects Creation of MyRechemical, NextChem's waste-to-chemical subsidiary Agreement with Hera to set up an upcycling plant in Italy 32,000 tonnes of recycled plastic, equal to over 40,000 tonnes of CO₂ saved (Bedizzole plastic upcycling plant) 	<ul style="list-style-type: none"> Development of Green Circular Districts Development of new projects related to the Circular Economy, Application of plastic waste upcycling technology for quality material recycling Development of waste-to-chemicals and waste-to-fuels technology for the recovery of waste plastics and other non-recyclable wastes Development of technologies for the production of second-generation biofuels from biomass waste Implementing circularity of plastics throughout the life cycle Development of closed loop projects Continuous improvement of the MyReplast™ product range in order to offer the market solutions for replacing virgin plastics with high quality recycled polymers

MATERIAL TOPIC	SDGS	COMMITMENTS	2020 RESULTS	OBJECTIVES
CLIMATE, CIRCULAR ECONOMY, ENVIRONMENTAL SUSTAINABILITY				
WATER AND WASTE MANAGEMENT	 	<ul style="list-style-type: none"> Reducing the environmental impact of production in terms of waste generation, by implementing circularity Developing technological solutions for waste recycling 	<ul style="list-style-type: none"> Mapping and monitoring of water and waste consumption at construction sites and offices Reducing the amount of packaging used in transporting components to construction sites 	<ul style="list-style-type: none"> Launch of the Sustainable Sites Project for the development of a low environmental impact pilot site Optimization of packaging consumption for transport of components to construction sites and locations (volume reduction and increased recycling) Development of a project for the recycling of face masks
OUR PEOPLE AND THE VALUE OF HEALTH & SAFETY AND DIVERSITY				
HEALTH & SAFETY		<ul style="list-style-type: none"> Protecting the health and safety of workers 	<ul style="list-style-type: none"> LTIR=0; TRIR=0.077¹¹ (per million hours worked) Obtaining ISO 45001 Group HSE Workshop (3rd edition) 	<ul style="list-style-type: none"> Ongoing promotion and strengthening of H&S culture ("HSE humanizing program") For 2021 LTIR < 0.126 and TRIR < 0.63 (per million hours worked) LTIR and TRIR: continue to perform better than the IOGP Construction Benchmark (2025)
HUMAN CAPITAL DEVELOPMENT	 	<ul style="list-style-type: none"> Promoting the professional development and talents of everyone Developing and strengthening skills as a tool for equality and generating opportunities Ensuring access to skills development projects as a tool for inclusion and equal opportunities Strengthening communication behaviours and methods, in order to foster constant dialogue and effective team collaboration 	<ul style="list-style-type: none"> Large-scale digital training programme on cybersecurity: 41,410 hours with 4,151 participants (about 70% of the total population) 79% of employees received feedback on performance and possible career development 116,358 training hours, excl. HSE (+76% vs 2019) Ad hoc training course for 58 young people from various Italian companies of the Maire Tecnimont Group in order to share and discuss Digital Transformation, Green Acceleration and In-Country-Value As part of the Digital Advantage training programme, a new training course was launched to become a Scrum Master - facilitator in agile methodology "Share your talents" programme 	<ul style="list-style-type: none"> Continued development of initiatives and training content to enrich the MET Academy offer: 8 webinars (on digital communication and working in virtual teams) and 3 new digital products Development of the Maire Tecnimont Group's Graduate Programme to support young graduates with structured job rotation and vocational training in an international, intergenerational, interprofessional and multidisciplinary context Mentoring and Reverse Mentoring actions Design and development of an Innovation Hub for knowledge sharing, which will leverage the principles of Open Innovation by generating opportunities for discussion and upskilling, with a view to continuous development between the Group and the supply chain Activation of further upskilling and reskilling projects for emerging skillsets, particularly in the field of digital transformation, by implementing ad hoc training provision on the basis of a mapping of the Group's internal skills
DIVERSITY & INCLUSION	 	<ul style="list-style-type: none"> Promoting equal opportunities for employees (gender, age, origin and skills) 	<ul style="list-style-type: none"> One percentage point increase in female presence compared to 2019 (21% women/total workforce) 93% average wage gap (main European Group companies) Adoption of "Women's Empowerment Principles" and "Value D" 	<ul style="list-style-type: none"> Formation of the Equal Opportunities and Inclusion Committee Launch of initiatives for the widespread dissemination of the culture of equal opportunities, the promotion of inclusion in all its forms, and the reduction of the gender gap (Value D, MET Agora)
HUMAN RIGHTS	 	<ul style="list-style-type: none"> Promoting the protection of human and labour rights 	<ul style="list-style-type: none"> Multi-site SA8000 certification 23% of staff trained on SA8000 issues in 2020 	<ul style="list-style-type: none"> Release of Group Social Accountability Policy integrated with HSE System Specific human rights training for staff, leveraging the multi-channel training platform MetAcademy

¹¹ LTIR=0 and TRIR=0.077 refer to the Hydrocarbons BU only.

EMPLOYMENT	 	<ul style="list-style-type: none"> Giving increased prominence to the principles and values underlying the Remuneration Policy and the related objectives, to ESG issues and to the sustainability strategy Ensuring continuous improvement of the work-life balance and extending smart working 	<ul style="list-style-type: none"> Extension of the Smart Working programme (BE ADAPTIVE!) to the Maire Tecnimont Group's largest sister companies Maintaining employment levels despite the critical issues caused by the Covid-19 emergency Introduction of the NextChem 2020-2024 Investment Plan in support of the Maire Tecnimont Group's Green Acceleration project Activation of the 2020-2022 Employee Share Ownership Plan, which provides all employees with an inclusive engagement tool designed to continuously create sustainable long-term corporate value 	<ul style="list-style-type: none"> Activation of the Second Cycle (2021) of the 2020-2022 Employee Share Ownership Plan Continuation of initiatives to promote work-life balance (Family Care Programme) New Health & Insurance Programme extended to all Maire Tecnimont Group locations/branch offices Be Adaptive programme extended to all Maire Tecnimont Group locations
VALUE FOR COUNTRIES AND COMMUNITIES				
RESPONSIBLE SUPPLY CHAIN	 	<ul style="list-style-type: none"> Promoting a sustainable supply chain 	<ul style="list-style-type: none"> Release of a Sustainable Supply Chain policy 100% of new qualifications are based on ESG criteria Launch of the "Maire Tecnimont Up" programme to develop local supply chains 	<ul style="list-style-type: none"> Social Audit Programme on suppliers Specific project to support Italian SMEs Sustainable Supply Chain project implementation
DEVELOPING LOCAL ECONOMIES AND COMMUNITIES	  	<ul style="list-style-type: none"> Contribute to the development and economic growth of the countries in which the Group operates Support local communities Strengthen stakeholder engagement Promote cooperation agreements with universities 	<ul style="list-style-type: none"> Launch of a multi-year strategic In-Country-Value (ICV) programme with new governance The economic value directly generated by the Maire Tecnimont Group is €2.6 billion. 52% of goods and services purchased locally out of total purchases by area/country Implemented over 30 community initiatives in 4 countries 15 cooperation agreements with universities Growth Programme to support SMEs 	<ul style="list-style-type: none"> Green Site project launch Launch of the EEE - Energy Efficiency Engineering project +20 cooperation agreements with universities 70% increase in corporate giving initiatives in 5 countries Activation of advocacy initiatives on social impact issues through local UN Global Compact networks (Netherlands and India) Launch of Pro-Bono Programme: 2,000 h/year by 2025 Launch of the Maire Tecnimont Foundation, to contribute to the development of sustainable human and technological evolution
CREATING INNOVATION THAT BRINGS PROSPERITY				
R&D AND INNOVATION	  	<ul style="list-style-type: none"> Research to promote technological development and innovation 	<ul style="list-style-type: none"> Launch of a digital transformation programme involving the entire organization: Beyond Digital +80 ongoing innovation projects 1,725 patents in force (+233 vs 2019) Launch of new "Open Innovation" division: in 2020 we evaluated more than 300 projects and start-ups Obtaining ISO 27001 	<ul style="list-style-type: none"> +80 ongoing innovation projects Continue to invest in R&D to strengthen the Group's intellectual property portfolio Development of ULTRA-LOW ENERGY DESIGN technology for Urea plants
GOVERNANCE				
GOVERNANCE, ETHICS AND COMPLIANCE	    	<ul style="list-style-type: none"> We are committed to acting in line with international guidelines to respecting local laws, promoting our code of conduct and values throughout our supply chain and integrating the ESG approach into our corporate governance, with the aim of improving our ESG rating and of being included in one or more sustainability indices 	<ul style="list-style-type: none"> Implementation of a Sustainability Policy Set Introduction of a new Maire Tecnimont Group's Sustainability function to implement the new group strategy 	<ul style="list-style-type: none"> Adoption and implementation of the Maire Tecnimont Group Anti-Corruption Code (2021) Launch of training courses on the Maire Tecnimont Group Anti-Corruption Code (workshops, e-learning, job specific training) Setting of ESG-driven targets, primarily within the incentive systems for the Chief Executive Officer, Chief Operating Officer and Top Management, and a commitment to extending their application to the Maire Tecnimont Group's other key figures, for 10% of the weighting of the objectives (2021), and 15% (2025)

1.9 GOVERNANCE

Maire Tecnimont's corporate governance system, which is defined according to how the Company performs its activities and pursues its strategies, plays a central role in the process of identifying and subsequently implementing the Group's sustainability initiatives.

More specifically, the Company's sustainability strategies identify Maire Tecnimont's corporate governance system as the essential tool for developing and managing the key sustainability issues, in line with the approved Sustainability Plan. At its meeting on 11 February 2021, the Board of Directors of Maire Tecnimont resolved to adopt the Principles and Recommendations of the "Corporate Governance Code" approved by the Corporate

Governance Committee of Borsa Italiana S.p.A. in January 2020, which became effective on 1 January 2021 (the "New Code"). In passing the above resolution, the Maire Tecnimont's Board of Directors took into account the importance for stakeholders, in the current global market context, of having a corporate governance system that is always in line with the most recent international best practices, and the **Company's positive rankings in the main sustainability indices**, which is partly thanks to its ratings on corporate governance issues. In particular, the New Code provides that the Board of Directors guides the Company by pursuing "sustainable success", i.e. with the aim of creating long-term value to the benefit of shareholders,

taking into account the interests of Maire Tecnimont's other key stakeholders¹². Maire Tecnimont's governance is based on a traditional administration model that includes a Shareholders' Meeting, a Board of Directors and a Board of Statutory Auditors¹². The Board of Directors and the Board of Statutory Auditors of Maire Tecnimont are appointed at the Ordinary Shareholders' Meeting according to a slate voting system that protects the rights of the minority shareholders. On 29 April 2019, the Ordinary Shareholders' Meeting appointed a Board of Directors of 9 members (of which 2 executive Directors) for the three-year period 2019-2021, i.e. until approval of the company financial statements at 31 December 2021 as follows:

BOARD OF DIRECTORS

- 1 **Fabrizio DI AMATO**
CHAIRMAN
- 2 **Pierroberto FOLGIERO**
CEO & COO
- 3 **Luigi ALFIERI**
DIRECTOR
- 4 **Gabriella CHERSICLA**
DIRECTOR
- 5 **Andrea PELLEGRINI**
DIRECTOR
- 6 **Patrizia RIVA**
DIRECTOR
- 7 **Vittoria GIUSTINIANI**
DIRECTOR
- 8 **Stefano FIORINI**
DIRECTOR
- 9 **Maurizia SQUINZI**
DIRECTOR



¹² For further information on the New Code, its adoption by Maire Tecnimont and the ongoing process of adapting the Company's corporate governance system to the Principles and Recommendations of the New Code, please refer to the "Corporate Governance and Ownership Structure Report for 2020", which was prepared pursuant to art. 123-bis of the Consolidated Finance Act and is available on the corporate website (www.mairetecnimont.com, "Governance" section) (the "Corporate Governance for the year 2020").

¹³ Further information on Maire Tecnimont's corporate governance system can be found in the Corporate Governance Report for the year 2020.

Currently, the number of independent directors (5 independents out of 9 appointed directors), all non-executive, **exceeds the number required by law** and the Maire Tecnimont By-Laws. Similarly, the Committees are composed of non-executive directors, the majority of whom are independent, including the Chairperson.

Regarding gender diversity, **the current Board of Directors, with 4 women out of 9 directors, is fully compliant with the most recent legislative provisions**, effective from January 2020, strengthening gender diversity in the Board of Directors and the Board of Statutory Auditors.

The Board of Directors is also well-balanced in terms of educational background, professional and managerial skills, age, geographical origin and international experience, and meets the diversity criteria approved by the Board of Directors in 2019 when the Board was re-elected, as indicated in the Board of Directors' Illustrative Report¹⁴. Likewise, **the current Board of Statutory Auditors is also well-balanced in terms of diversity and meets the diversity criteria** approved by the Board of Directors in 2019 after consulting the Board of Statutory Auditors, at the time of re-election of the supervisory body, as indicated in the Board of Directors' Illustrative Report¹⁵.

The current composition of the Board of Statutory Auditors is also in line with the current legal provisions on gender diversity (1 woman out of 3 appointed Auditors).

The Board of Directors has two internal committees with advisory functions, the Remuneration Committee and the Control Risk and Sustainability Committee. The Board of Directors has also established a Related Party Committee, which is assigned the tasks and duties set out by the Related Parties Regulation issued by CONSOB, the Italian Authority for listed companies.

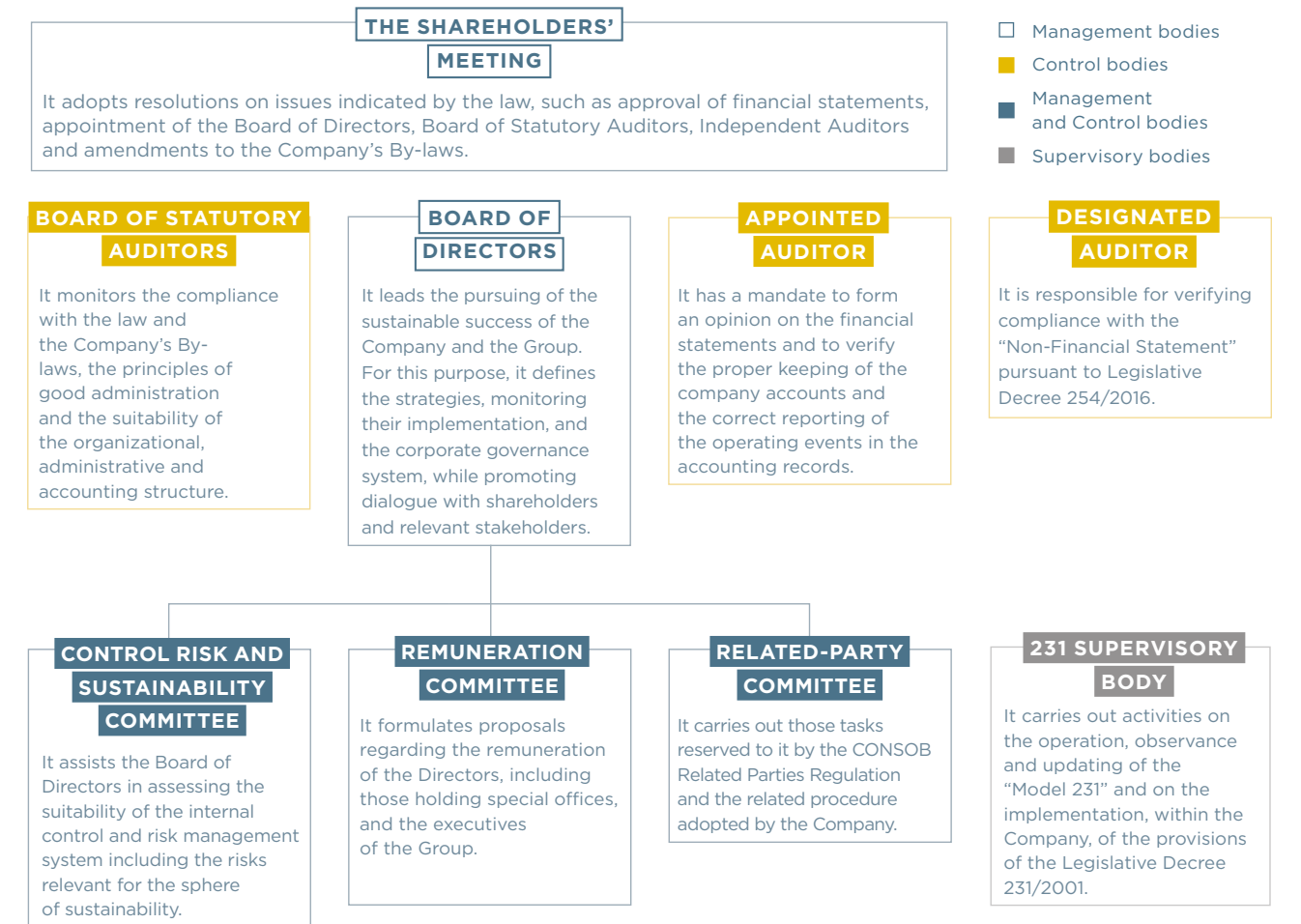
The Board of Directors has appointed a Supervisory Body ("231 Supervisory Body") involved in the operation, observance and updating of the 231 Model and in implementing at the Company the provisions of Italian Legislative Decree 231/2001.

DIVERSITY IN THE BOARDS

4 ON THE BOARD OF DIRECTORS
WOMEN

1 ON THE BOARD OF STATUTORY AUDITORS
WOMAN

2 ON THE SUPERVISORY BODY
WOMEN



¹⁴ on the second item on the Agenda of the Shareholders' Meeting held on 29 April 2019, which is available on the Company's website (www.mairetecnimont.com, "Governance" section, "Shareholders' Meeting Documents", "2019").

¹⁵ on the third item on the Agenda of the Shareholders' Meeting held on 29 April 2019, which is available on the Company's website (www.mairetecnimont.com, "Governance" section, "Shareholders' Meeting Documents", "2019").

Confirming the importance of the corporate governance system for Maire Tecnimont, the Board of Directors has stated its opinion on the opportunity not to take up the option of redefining the Company's governance by using the exemptions provided for in the New Code for "non-large companies" and "concentrated ownership companies", a category to which Maire Tecnimont currently belongs. These considerations also concerned the self-assessment of the Board of Directors and its Committees (the "Board Evaluation"), its effectiveness and usefulness, which were positively assessed by the Independent Directors.

Even though one of the recommendations of the New Code is that only "large companies" other than those with "concentrated ownership" should carry out an annual self-assessment of the size, composition and actual functioning of the Board of Directors and its Committees, rather than every three years, **the Company's Board of Directors has decided that the Board Evaluation should be carried out annually.**

This decision was made by taking into account the positive results

obtained in previous years, following the Board Evaluation, in terms of the Board members' discussions about issues relevant to the Company's corporate governance, also for the purpose of its continuous improvement.

The results of the Board Evaluation for 2020 were shared in advance with the Lead Independent Directors and were presented to the Board of Directors and reported in the 2020 Corporate Governance Report.

The Board of Statutory Auditors also conducted a self-assessment for 2020, concerning among other matters the adequacy of the composition of the Board of Statutory Auditors, the professional expertise on the Board, and the functioning and climate of its meetings.

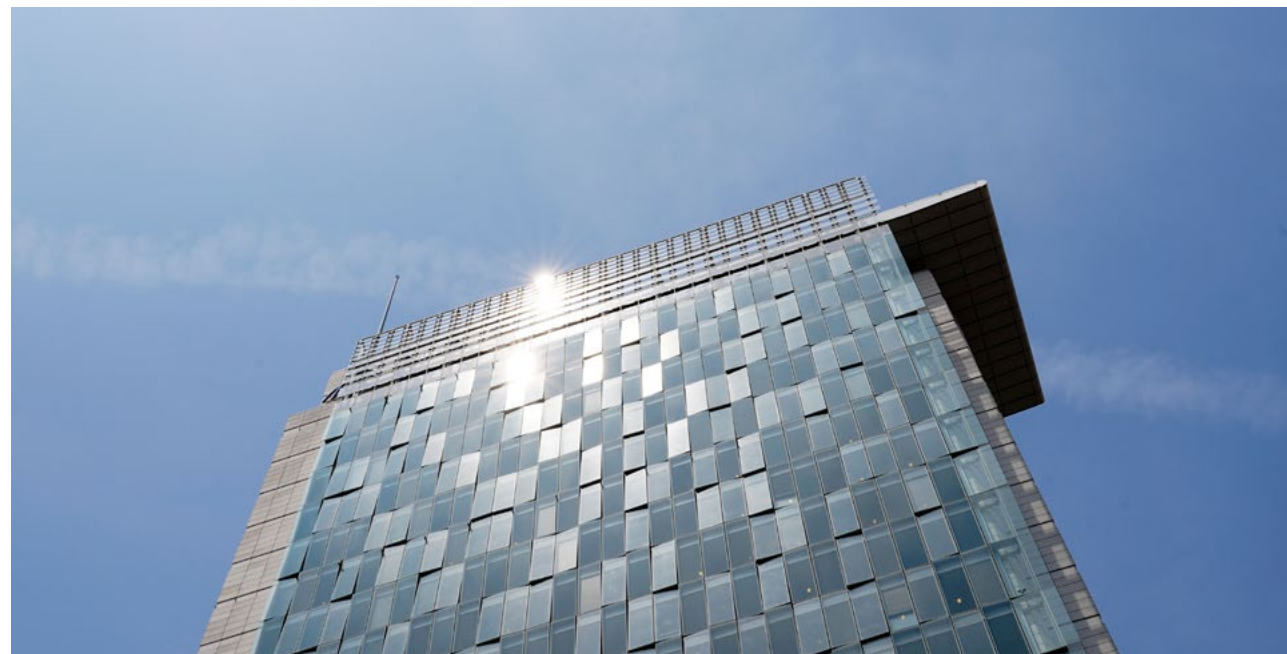
The results of the Board of Statutory Auditors' annual self-assessment were sent to the Board of Directors and were also reported in the 2020 Corporate Governance Report.

The Chairman of the Board of Directors of Maire Tecnimont, with the support of the Secretary to the Board and the Group Corporate

Affairs, Governance & Compliance function, held a series of induction sessions in order to improve the knowledge of the members of the Board of Directors and the Board of Statutory Auditors, in relation to the activities of the Company and the Maire Tecnimont Group, and on the principles of proper risk management and the applicable regulatory framework¹⁶.

The Board of Directors and the Board of Statutory Auditors periodically receive specific information about all the activities of Maire Tecnimont and the Group, with particular reference to the evolution of corporate dynamics, operating results and the most important economic, financial and equity transactions, ownership structure, financial position and extraordinary transactions.

The reports given to the Board of Directors and Board of Statutory Auditors are coordinated by the Chairman, in agreement with the Chief Executive Officer of Maire Tecnimont and with the support of the Secretary of the Board of Directors and the Group Corporate Affairs, Governance & Compliance function.



¹⁶ Further information about the induction sessions held in 2020 can be found in the Corporate Governance and Ownership Structure Report for 2020.

GOVERNANCE OF SUSTAINABILITY

The corporate governance of Maire Tecnimont is aligned to the international best practices on sustainability. The "Control Risk and Sustainability Committee" is tasked among other things with assisting the Maire Tecnimont Board of Directors in evaluating all risks that are relevant to the sustainability of the long-term activities of the Company and the Group. Specifically, this Committee is in charge of:

- examining sustainability matters related to the business and to relations with stakeholders;
- examining the reporting and consolidation system for drafting the Group's Sustainability Report that includes the Non-Financial Statement as per Legislative Decree No. 254/16 ("NFS");
- examining the Maire Tecnimont Group's Sustainability Report, which includes the NFS, and giving an opinion prior to its approval by the Board of Directors;
- monitoring the position of the Company on sustainability topics and in particular on the ethics indicators of sustainability;
- giving opinions on sustainability topics if they are required by Board of Directors.

The "Internal Sustainability Committee", a strategic advisory body for the Chief Executive Officer of Maire Tecnimont S.p.A., is tasked with assisting in the preparation of policies for the sustainable management of the business and of the related development programmes, guidelines and objectives including those on corporate giving, for monitoring their fulfilment, and for the analysis of interactions with stakeholders.

The "Sustainability Reporting" function, which reports directly to the Chief Financial Officer, is responsible for preparing the Group's Sustainability Report which contains the Non-Financial Statement required by Legislative Decree 254/2016 (NFS). It is also responsible for planning and monitoring sustainability activities, in collaboration with the Corporate functions involved.

The **Green Acceleration Advisory Board**, which is made up of leading representatives from Industry, Finance and Academia and which serves the Chairman of the Board of Directors and the Company's Chief.

Executive Officer, assists these bodies in developing their knowledge of the energy transition process and in consolidating the Group's identity as a leading player in innovating the green chemistry sector.

Lastly, in light of the positive results achieved by the Maire Tecnimont Group from its existing sustainability actions, the growing attention of stakeholders to sustainability issues and the evolution of self-regulatory provisions and international best practices, the "Group Sustainability" function will be set up in 2020, with a view to further strengthening internal skills and structures. This new function is responsible for implementing the Group's sustainability strategy as defined in line with the Sustainable Development Goals (SDGs), for engaging with internal and external stakeholders and for planning and monitoring sustainability activities.

The new function is responsible for managing philanthropy and cooperation initiatives with the sites where the Maire Tecnimont Group operates. In collaboration with the project teams and the regional Vice President, the function helps to develop the local social engagement plans, assuring the external communication of social responsibility initiatives.

In 2020, further steps in the process of strengthening sustainability governance led to the approval of new **Maire Tecnimont Group policies** that, along with the reference principles, define our vision for Sustainability, Health and Safety, Environment, Human Resources, Human Rights, Supply Chain and Quality.

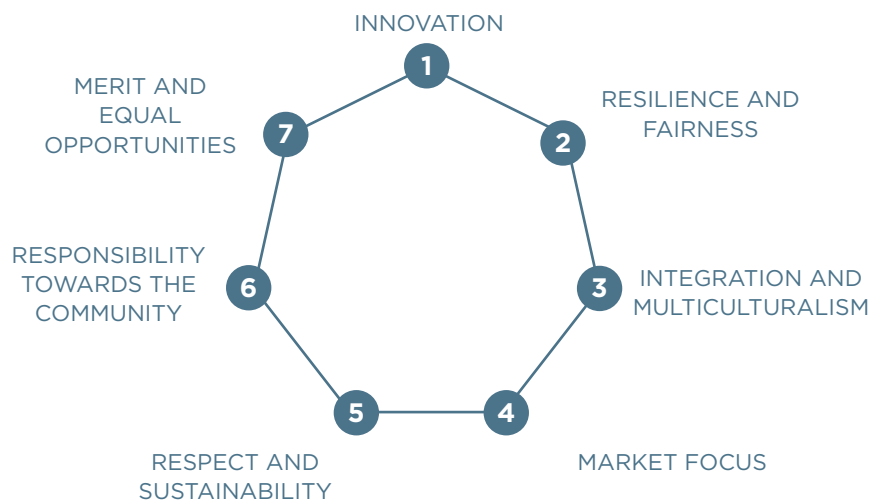
For the three-year period 2019-2021, the Maire Tecnimont Group has set up a **Long Term Incentive Plan** for its Chief Executive Officer and Chief Operating Officer, and for selected top managers, in which 10% of targets are linked to ESG parameters.

Taking into account the global changes deriving from the Covid-19 emergency and its impact on Maire Tecnimont Group's scope of action, the decision was taken - in the pursuit of the Company's medium-long term interests, the Group's sustainability and market competitiveness - to suspend for 2020 the application of any form of variable annual management incentive (MBO).

1.10 ETHICS AND COMPLIANCE

Maire Tecnimont, in building the Group's identity, has adopted specific ethical values and principles that guide the day-to-day activities of all Group employees.

GROUP'S VALUES



ETHICAL PRINCIPLES OF MAIRE TECNIMONT GROUP

- 1 LEGALITY
- 2 TRASPARENZY AND FAIRNESS
- 3 LOYALTY
- 4 RESPECT FOR INDIVIDUAL
- 5 PROTECTION OF HEALTH AND SAFETY IN THE WORKPLACE
- 6 PROTECTING THE ENVIRONMENT
- 7 PROTECTION OF PHYSICAL SAFETY

The Maire Tecnimont Group considers it essential to conduct business in full compliance with the law, regulations, statutory provisions and with the principles of ethical integrity and fairness.

Maire Tecnimont has set out these values and principles in the Group Code of Ethics¹⁷ and in its corporate standards and procedures.

The Group Code of Ethics applies to the Board of Directors, Auditors, all employees and external personnel (consultants, business partners, etc.), suppliers, sub-contractors, clients and any other parties who at any level come in contact with

Maire Tecnimont or act for and on its behalf¹⁸. It must be adopted by all Maire Tecnimont Group subsidiaries in Italy and abroad, to ensure that the conduct of business and the management of company operations is ethical and meets high standards of integrity at all times, in every location.

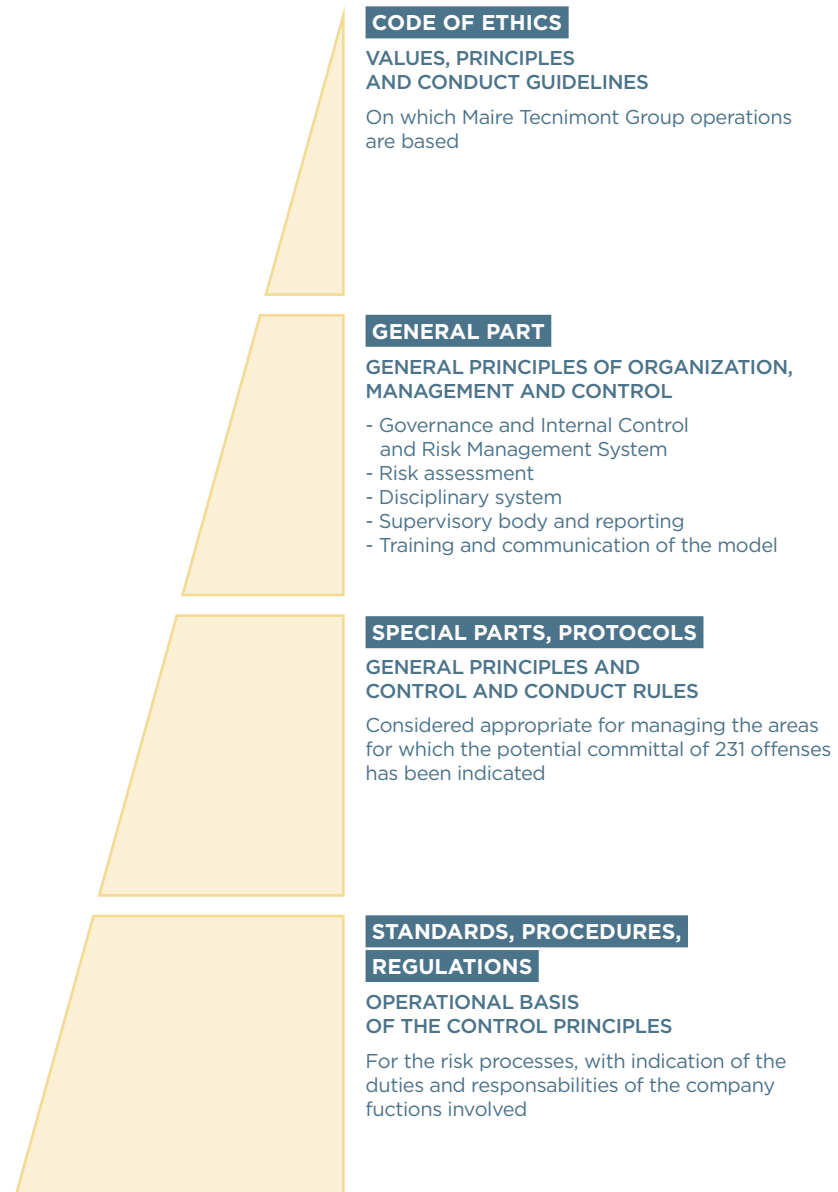
The Board of Directors of Maire Tecnimont S.p.A. has adopted its own 231 Model, which is updated from time to time to reflect regulatory developments and organizational and corporate changes, thus meeting the need for fairness and transparency in the conduct of its business and management of its

activities. The Board of Directors has therefore appointed a 231 Supervisory Body with autonomous powers of initiative and control.

The Italian sister companies directly controlled and fully-owned by Maire Tecnimont S.p.A. also have their own 231 Model and 231 Supervisory Body.

Aside from the Group Code of Ethics, the 231 Model establishes a set of rules and principles of control and conduct to be adopted and implemented in order to mitigate the risk of committing the offences referred to in Italian Legislative Decree 231/2001, including

ORGANIZATION, MANAGEMENT AND CONTROL MODEL: INTEGRATED SYSTEM OF RULES



corruption and the violation of environmental protection and workers' health and safety rules.

Maire Tecnimont Group personnel, and persons acting on its behalf, are responsible for understanding the applicable rules and must act in compliance with the internal regulatory instruments such as the Group Code of Ethics, the 231 Model and the corporate standards and procedures. Such instruments, which also include rules and principles concerning anti-corruption policies, are

communicated to all Group employees and Interested Parties.

Maire Tecnimont has committed to integrating the various mechanisms for collecting and managing complaints and reports. Maire Tecnimont is aware of the importance of these channels to prevent any category of abuse and is highly engaged in strengthening and ensuring their effectiveness.

The reporting mechanism is detailed not only in the Group's Code of Ethics and 231 Model, but

also in a specific procedure which is published on the Company's website and is thus available to all employees and external stakeholders.

Breaches (actual or alleged) of the 231 Model and/or of the Group's Code of Ethics or other company policies may be reported by employees and third parties to the Group Corporate Affairs Governance & Compliance function or to the 231 Supervisory Body respectively, through various channels including post, Supervisory Bodies' e-mail inboxes, and a specific platform.

All complaints are promptly dealt with and are managed by the Head of Group Corporate Affairs, Governance & Compliance in collaboration with the relevant Supervisory Body, the Head of Internal Audit of Maire Tecnimont, Human Resources, ICT & Process Excellence Senior Vice President and the Group General Counsel ("Work Group"). Anonymity for whistleblowers is guaranteed and all complaints are dealt with in accordance with the current regulations.

In 2020, 3 reports were received concerning Maire Tecnimont companies, referring to alleged breaches of the Code of Ethics or other company policies. The complaints were examined in accordance with the above procedure; for two of them, the investigations did not reveal any violations of the principles or controls of the Code of Ethics and the policy system; for one complaint, the investigations are still ongoing but no critical issues have yet emerged.

Over the last three years, all concerns raised have been addressed, and no concerns have been reported at any company of the Maire Tecnimont Group in relation to incidences of corruption, both active and passive, or of discrimination based on race, colour, gender, religion, political opinion or national or social origin.

¹⁷ The Group Code of Ethics is a single document for the whole Maire Tecnimont Group. It is available in Italian and English and is published in the "Governance" section of the website www.mairetecnimont.it. All the companies directly or indirectly controlled by Maire Tecnimont, in Italy and abroad, are required to adopt it and to comply with its contents.

¹⁸ The recipients of the Group Code of Ethics will hereafter be referred to as "Interested Parties".

1.11 THE FIGHT AGAINST CORRUPTION

The Maire Tecnimont Group has always been committed to fighting corruption, preventing the risks of illegal practices, and to creating and disseminating a culture of integrity and transparency.

The Maire Tecnimont Group companies, which operate in more than 45 countries and work with stakeholders of various nationalities, are subject to a variety of regulations and jurisdictions. **The Maire Tecnimont Group recognizes the primary importance of conducting its business in compliance with the law and with loyalty, transparency and fairness in all parts of the world, with all the stakeholders with whom it operates.**

By adopting a well-structured system of rules and controls, the Maire Tecnimont Group disseminates and promotes its values, ethics and rules of conduct in line with the requirements established by the applicable regulations and best practices, in order to prevent any form of corruption towards public officials or private entities.

In 2006 Maire Tecnimont adopted a Group Code of Ethics and its own 231 Model, which are constantly updated to reflect changes in the law or any organizational and corporate developments. In 2019, Maire Tecnimont's Board of Directors approved the latest revision of the Group Code of Ethics, and in 2020 started the process of updating the 231 Model and of preparing a Group Anti-Corruption Policy, whose adoption is expected in 2021. The policy is structured according to the international guidelines and the ISO 37001 standard. The adoption and implementation of the Group's Code of Ethics and the Anti-Corruption Policy are mandatory for all the

companies directly and indirectly controlled by Maire Tecnimont, in Italy and abroad.

The Group's Code of Ethics and 231 Model are consistent with the tenth principle of the Global Compact, which repudiates corruption "in all its forms, including extortion and bribery" and clearly outlines which behaviours are permitted and which are prohibited. In particular:

- practices aimed at promoting and/or facilitating and/or putting in place any behaviour, active or passive, from which an illegitimate or unlawful benefit derives or may derive in favour of an individual and/or third parties and/or the Maire Tecnimont Group are not allowed;

- it is expressly forbidden to exploit existing relations with persons in the role of public official or persons in charge of a public service for the purpose of illegal mediation, or to promise, offer or provide money or other benefits (gifts, donations, sponsorships, promises of employment, etc.), directly or through a third party, to a public official or a private individual, or to an individual indicated by a public official, or to directly or indirectly authorize anyone to carry out such activities in order to unduly promote or favour the interests of the Maire Tecnimont Group or breach the applicable laws.

- financial contributions to political parties or to associations and entities directly connected to political parties are allowed only if permitted by law, and only if expressly authorized by the competent corporate bodies.

The Group's Code of Ethics and 231 Model are an integral part of a

broader system of controls designed to standardize and make consistent the conduct of individuals within the Maire Tecnimont Group. This system is made up of policies, company regulations, standards, procedures and work instructions aimed at enabling the identification, measurement, management and monitoring of the main risks. The document system is easily accessible on the Group's website and intranet.

In order to strengthen the dissemination and knowledge of the Maire Tecnimont Group's principles and rules of conduct, the Group Corporate Affairs, Governance & Compliance function, in collaboration with the Group Development & Compensation function, assists in drawing up and implementing a training plan for internal and external personnel. The plan covers the 231/2001 Decree, the 231 Model, the Group Code of Ethics and other related areas of interest for all Maire Tecnimont Group companies. **It is vital that all internal and external Maire Tecnimont personnel are extensively informed of and trained on the importance of legal compliance and the 231 Model, so that they clearly understand the different risks and preventive measures.**

From 2021, after the adoption of the Anti-Corruption Policy, this training plan will be integrated with e-learning modules so that the main features of the Group Anti-Corruption Policy can be presented to all Maire Tecnimont Group employees, who will then have additional tools to continue their work in compliance with the Maire Tecnimont Group rules and the national and international anti-corruption laws.



To spread knowledge of the Maire Tecnimont Group's ethical principles, in the context of business relations all third parties are required to comply with the applicable laws, including anti-corruption laws and the Group's ethical principles.

The system of internal controls and the compliance with the anti-corruption principles and rules adopted by the Group are examined and assessed by the Maire Tecnimont Internal Audit function and by the Supervisory Bodies, where appointed, on the basis of their audit plans.

TAX GOVERNANCE

In the Maire Tecnimont organizational model, the Fiscal Affairs department is in charge of developing and implementing the Tax Strategy, and for identifying, analyzing and managing the various optimization initiatives, for monitoring the main tax issues and for providing support to the functions and Business Lines. In addition to the Holding function, the Fiscal Affairs offices in the various countries are responsible for managing tax compliance and for monitoring activities at local level, in accordance with the guidelines and

policies defined by the Holding function. As well as the tax strategy, there are specific organizational documents at both global and local level concerning the processes of Tax Compliance, Tax Planning, Tax Monitoring and Transfer Pricing. Finally, please note:

- Management and monitoring of tax risks: tax risks are assessed as part of the Maire Tecnimont Group's Enterprise Risk Management process. The Maire Tecnimont Group companies must comply with the principle of legality, by promptly applying the tax laws of the countries in which the Group operates, in order to ensure that the spirit and purpose that the law or regulation envisages for the matter being interpreted is observed.

In cases where tax legislation is not sufficiently clear or unambiguous, the competent tax department will follow a reasonable interpretation of the law, on the basis of the principles of legality, taking internal advice from the Maire Tecnimont Group's tax department or from external advisors where appropriate.

The Maire Tecnimont Group adheres to the provisions of transfer pricing documentation, in compliance with the OECD Transfer Pricing Guidelines. Intragroup transactions are regulated, for tax purposes, on the

basis of the arm's length principle, so that transfer prices and conditions are aligned as far as possible with the place of creation.

- Mechanisms for reporting concerns about unethical or illegal behaviour in tax matters: the reporting mechanisms and procedures adopted by the Maire Tecnimont Group also cover any critical issues relating to unethical or illegal conduct in tax matters.

- Verification of the information included in the Country-by-Country Report (which collates data on aggregate sales, profits and tax data from the jurisdictions in which the Group conducts business): the information, which is prepared with the support of the Maire Tecnimont Group's foreign subsidiaries and leading tax and law firms, is not subject to third-party verification.

- Approach to managing relations with tax authorities: the approach to managing relations with the tax authorities reflects the indications and provisions of the Code of Ethics and the Organization, Management and Control Model adopted by the Group pursuant to Italian Legislative Decree 231/2001.

ISO 9001 CERTIFICATION

During 2020, the major operational companies of Maire Tecnimont Group maintained their respective Quality Management System compliance certifications in accordance with ISO 9001:2015 "Quality Management Systems - Requirements", while the certification of the subsidiary NextChem is scheduled for next July. The Maire Tecnimont Group companies operating in the Oil&Gas sector are also certified according to the ISO/TS 29001:2010 standard "Petroleum, petrochemical and natural gas industries - Sector-specific quality management system - Requirements for product and services supply organizations".

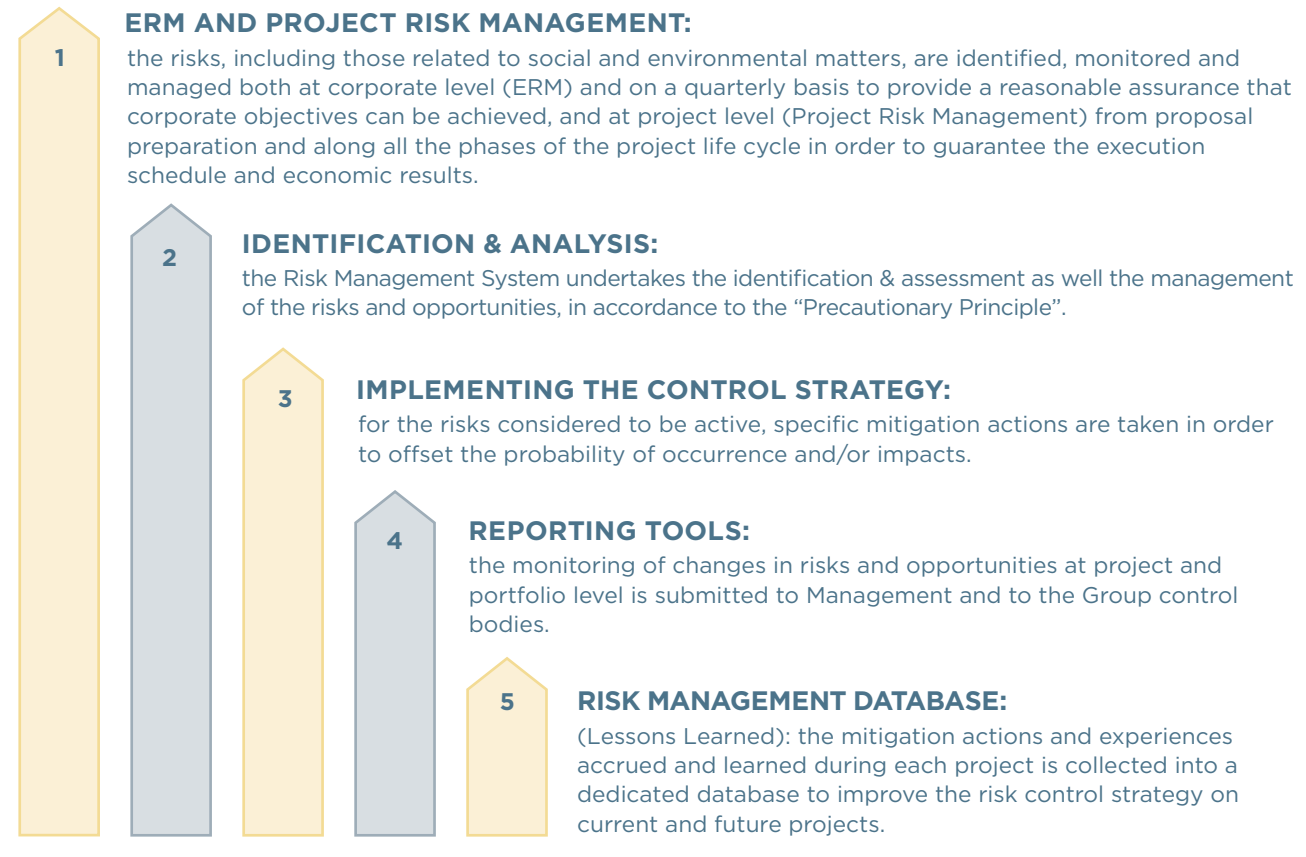
1.12 MANAGING RISKS AND OPPORTUNITIES

The implementation and the reinforcement of the internal system for control and management of risk and opportunities, comprising tools and organizational structures developed on guidelines and standards defined at Group level guarantees the achievement of the strategic objectives assigned by

Top Management. The Risk Management System adopted by Maire Tecnimont, and the continuous fine-tuning of risk management methodology based on experience and best practices, guarantees traceability and the transparent analysis and control of risks and opportunities through a process

that allows the monitoring and controlling of project risks from the offer stage, and the management of cross-sector risks that affect the corporate functions of Maire Tecnimont.

THE RISK MANAGEMENT SYSTEM IS BASED ON FIVE PILLARS:



As far as project risk management is concerned, in light of the experience gained in recent years, a process of improving methodology and fine-tuning of information was implemented in 2020, in order to better address the changing needs of the market and the operational complexities of projects and to ensure that these are profitably inte-

grated within the ERM structure. Moreover, in order to consistently translate Maire Tecnimont's values and in accordance with the Sustainability Plan that promotes sustainable development fully in line with the guidelines of the United Nations Global Compact of which Maire Tecnimont has been an active member since 2011, Maire Tecnimont has

decided to formalize specific Group policies on the subject of Sustainability that introduce principles and guidelines in order to link the internal operating policies/procedures and management systems already in place. The process of formalization has been completed in 2019 and the publication has taken place in the first quarter of 2020.

MATERIAL TOPIC ¹⁹	BASELINE SCENARIO AND DESCRIPTION OF RISKS/OPPORTUNITIES	MANAGEMENT METHOD (INCLUDING POLICIES ADOPTED/PRACTICED)
- Ethics and Compliance - Anti-corruption	In carrying out its activities in the international arena, the Maire Tecnimont Group must ensure that all its employees and other third parties comply with the Group's ethical principles, and with laws and relevant regulations. The main risks relate to non-compliance with these principles and laws, and to the risks of fraud and/or misconduct and active and passive corruption in all its forms, including bribery. Additional risks may arise from a failure to acknowledge grievances raised by an individual or group of individuals concerning possible related misconduct and/or effects which have been suffered or perceived as a result of the Maire Tecnimont Group's operations.	- Adoption and implementation of the Group Code of Ethics and of the Organization, Management and Control Model pursuant to Legislative Decree 231/2001 ("231 Model"); - Adoption and implementation of Group standard procedures by the Italian companies controlled by Maire Tecnimont; - Execution of audits by the Internal Audit function and by the Supervisory Board pursuant to the Italian Legislative Decree 231/2001; - Scheduling of training sessions on Legislative Decree 231/2001, the 231 Model and the Group's Code of Ethics, for members of the Board of Directors and the Board of Statutory Auditors; - Scheduling of training sessions on the Italian Legislative Decree 231/2001, the 231 Model and Group Code of Ethics and related issues, for all Maire Tecnimont personnel; - Channels used for reporting grievances are communicated in the Code of Ethics and in the Group 231 Model, to all employees, suppliers, sub-contractors and business partners. <i>For further details, please see chapter 1.</i>
- Employment - Diversity and Inclusion - Human Capital Development	The Maire Tecnimont Group operates in more than 45 countries, through about 50 companies, and has to manage almost 6,000 employees with different social and cultural backgrounds and skills, thus it faces the challenges of multicultural diversity on a daily basis. The main risks may be related to: - loss of key personnel and/or highly specialized professionals; - a decline in employee commitment and motivation; - a lack of training and development opportunities; - decreasing attractiveness as an employer in the labour market; - non-compliance with laws concerning workers' rights; - lack of respect for diversity and equal opportunities;	- adoption and implementation of the Group's Code of Ethics and the Organization, Management and Control Model pursuant to Legislative Decree 231/2001 ("231 Model"); - corporate guidelines on the management of Human Capital; - processes related to the evaluation of employees' skills and behaviour; - training plans; - reward and incentive processes; - surveys on commitment and motivation; - policies that promote the work-life balance and encourage accountability; - respecting the value of diversity within the Group; - monitoring respect for workers' rights and the application of collective agreements; - a system of industrial relations based on permanent and continuous dialogue. <i>For more details, see chapter 3.</i>
- Innovation & Digitalization	as the Maire Tecnimont Group operates in competitive sectors, it is exposed to the risks associated with the constant development of technologies and licences, in order to maintain and/or increase its market share. The main risks could be related to: - Technologies which are not up-to-date with market needs - Risks related to the infringement of know-how and intellectual property of proprietary and/or third party technologies - Financial risks related to R&D expenses	- Technical and economic resources used in R&D; - Proper management of the Maire Tecnimont Group's intellectual property assets and technological know-how in order to develop new commercial projects, technologies and licences; - Collaboration with universities and research centers; - Updating and protecting the Group's patents and other intellectual property rights; - Signing of specific confidentiality agreements with suppliers and third parties; - Constant monitoring of all research and development projects and new initiatives, by assessing the expected results throughout the development and industrialization process; - Development of a new business unit for green acceleration ('Next Chem') by launching new technological initiatives in the field of energy transition in order to better respond to new market dynamics. <i>For more details, see chapters 2 and 4.</i>

¹⁹ For the correlation of these topics with those set out in Legislative Decree 254/2016, please refer to the "Correlation table to Legislative Decree 254/2016" in the section "Methodology, Principles, Reporting Criteria" on page 121.

MATERIAL TOPIC	BASELINE SCENARIO AND DESCRIPTION OF RISKS/OPPORTUNITIES	MANAGEMENT METHOD (INCLUDING POLICIES ADOPTED/PRACTICED)
<p>- Local Economic Development/In Country Value - Responsible supply chain</p>	<p>As the Maire Tecnimont Group has a presence in over 45 countries and executes projects in many of them, it necessarily has to interact with clients and local communities in order to ensure their economic development. Risks may arise from a lack of support in terms of opportunities for the local workforce and for the local vendors of goods and services, training for local people and investment in local resources. Moreover, in order to ensure a solid, reliable supply chain, both in terms of performance and ethical behaviours, risks may arise from a supplier's failure to comply with the principles and terms of the contract that the Maire Tecnimont Group requires it to sign and pursue. Finally, risks may arise in relation to non-compliance with product information or the labelling of products and services</p>	<ul style="list-style-type: none"> - Adoption and implementation of the Group's Code of Ethics and the Organization, Management and Control Model pursuant to Legislative Decree 231/2001 ("231 Model"); - Importance of Group Distributed Value; - Ability to provide a wide, integrated range of services, from feasibility studies to basic engineering, from the choice of technology through to turnkey project development; - The policy (applied) on the adoption of a follow-up strategy is indicated below: <ul style="list-style-type: none"> - Strengthening of opportunities for the local workforce and suppliers of goods and services, including providing training for local people; - Adoption of an internal model for reporting on the contribution made locally. - A supplier management policy which is applied according to the strategy outlined below: <ul style="list-style-type: none"> - Involvement of the supplier even before the bidding phase, proposing innovative solutions that create added value; - Strengthening of the local supply chain through the International Purchasing Office (IPO); - Scouting of suppliers in different countries around the world; - Use of the E2Y procurement management platform; - Supplier qualification and management processes that include questionnaires and tools requesting information on environment, social responsibility, health and safety (SupplHi platform); - Sharing and signing the Maire Tecnimont Group's contractual terms with suppliers, which include environmental and social requirements. - A policy (applied) on product information and the labelling of products and services (no cases of "non-compliance" in this regard). <p><i>For more details, please see chapter 5.</i></p>
<p>- Health and Safety of employees and contractors - Human Rights - Climate change - Water and waste management</p>	<p>Maire Tecnimont is bound by laws and regulations for the prevention of health and safety, the respect of human rights and the protection of the environment at national, international and EU level. As an EPC Contractor, all risks related to the health and safety of employees both on construction sites and in offices are continuously analysed and mitigated. HSE risk management is based on the principles of prevention, protection, awareness, promotion and participation; its aim is to ensure the health and safety of workers and to protect the environment and the general welfare of the community. Even if these actions are taken, the risk of harmful events to human health and the environment cannot be excluded. In addition, possible risks may relate to environmental non-compliance. The Maire Tecnimont Group is also exposed to risks related to climate change, such as:</p> <ul style="list-style-type: none"> (i) the impact of stricter laws and regulations on energy efficiency and climate change, which may lead to increased operating costs and thus reduced investment in the sector (ii) the impact of client awareness and sensitivity to climate change and GHG emissions reduction, resulting in a shift to low-carbon products (iii) the impact of climate change mainly due to greenhouse gases leading to changes in temperature and seasonality in different geographical areas <p>The development of "general environmental regulations" could generate new business opportunities for Maire Tecnimont, in the growing market for low-carbon products and services. The Group's expertise in developing sustainable solutions for its clients, and its ability to react quickly to changes in environmental regulations, are clear competitive advantages. The number of clients and end users who are demanding greener solutions and renewable energy technologies is growing. Maire Tecnimont is already providing low-carbon solutions to its clients, and is therefore equipped to handle the potential growth in demand.</p>	<ul style="list-style-type: none"> - Adoption and implementation of the Group's Code of Ethics and the Organization, Management and Control Model pursuant to Legislative Decree 231/2001 ("231 Model"); - Development and adoption of an HSE (Health, Safety and Environment) and SA (Social Accountability) management system that meets the requirements of current laws and international standards ISO 14001 and OHSAS 18001, ISO 9001, SA 8000, for which specific policies have been adopted and multi-site certification has been obtained; - Execution of a detailed risk analysis in order to eliminate or minimize the probability of occurrence or impact of an event; - Execution of HSE design, from front-end engineering design through to the detailed EPC phase; - Implementation of an intensive HSE training programme for workers, at each construction site and at headquarters; - Policy applied with regard to environmental compliance (no cases of "non-compliance" with environmental laws and regulations were reported) - Expert appraisals of localized partnerships. <p><i>For more details, please see chapter 2.</i></p>

MATERIAL TOPIC	BASELINE SCENARIO AND DESCRIPTION OF RISKS/OPPORTUNITIES	MANAGEMENT METHOD (INCLUDING POLICIES ADOPTED/PRACTICED)
<p>- Innovation and Digitalization / IT Risks</p>	<p>Maire Tecnimont pays particular attention to the reliability of its IT systems, which is necessary to achieve its business objectives. Particular emphasis is placed on the technology used to protect the confidential and proprietary information managed by IT systems. However, the hardware and software products and information contained in the Company's IT systems may be vulnerable to damage or disruption caused by circumstances beyond our control, such as malicious activity or fraud by unauthorized third parties who intentionally induce an employee to send confidential information in writing or orally by e-mail, fax, letter or telephone, cyber attacks, system or computer network failures or computer viruses. The inability of IT systems to function properly for any reason could compromise operations and lead to reduced performance, significant repair costs, transaction errors, data loss, processing inefficiencies, downtime, litigation, and adverse effects on business transactions and reputation.</p>	<p>In order to prevent these risks, the IT systems and related processes have been structured in accordance with the requirements of Maire Tecnimont IT policies in order to prevent cyber crime and attacks or social engineering fraud. The integrated solutions have been developed according to the following main pillars:</p> <ul style="list-style-type: none"> - Storage of data on Cloud infrastructure; - Centralization of software support services through the AMS-Application Management System (ERP-Enterprise Resources Planning, SAP, Documental, Custom Applications, Clessidra); - Enterprise Access that authenticates all users using multi-factor authentication procedures or security certificates. The Enterprise Access Service also filters access to its services so that devices or PCs without an antivirus, connections from untrustworthy locations or users who do not meet the company's policies are flagged up and access is denied; - Anti-fraud system managed by artificial intelligence; - Open Source Intelligence tools to search for sensitive corporate information on the dark web and protect domains and users more broadly; - Continuous, effective threat management through a 24/7 Security Operation Center to prevent virus activity, phishing, spam or spoofing and malicious domains; - regular back-up procedures; - relocation/decentralization of parts of systems (i.e. Sap) outside Head Office; - Periodic evaluation of IT security according to ISO:27001. Certification obtained in 2020; all risk control activities are included in the information security management system according to the standard; - Internal simulated phishing campaigns using different technologies (instant messaging, e-mail, paper documents) to identify at-risk user groups and reveal training needs; - Extensive, targeted IT and behavioural security training and awareness programme for staff; - Timely communication to all Maire Tecnimont Group employees as soon as the threat team identifies new phishing campaigns, potential fraud or vulnerabilities in new systems; - Integrated centralized payments are managed directly from the head office and there are advanced security policies to manage banking details across the entire value chain. <p><i>For more details, please see chapter 4.</i></p>
<p>- Health and safety of employees and subcontractors / Epidemics and diseases</p>	<p>The Maire Tecnimont Group operates in more than 45 countries and may be affected by a localized or widespread outbreak of disease or illness that could impact operations, employee productivity and the supply chain.</p> <p>The occurrence of any of these risks could have an adverse effect on trade and cash flows.</p>	<p>In 2018, Maire Tecnimont implemented the "Be Adaptive" programme to enable its employees to work in an agile context. This transformation involves the digital infrastructure, organizational policies, the team culture and employee skills. Maire Tecnimont can thus rely on an organizational, technological and training platform that enables its employees to work in agile smartworking mode, supporting normal productivity regardless of the employee's location. The distribution of the workforce across different continents together with the high levels of integration and collaboration can mitigate possible travel constraints or prohibitions.</p> <ul style="list-style-type: none"> - Dedicated health service for employees and consultants across Italy, as well as for the staff of clients hosted at the Maire Tecnimont Group's offices in Milan and Rome; - Strengthening of the dedicated travel agency in order to better manage possible travel restrictions; - Strengthening of foreign offices, in order to better manage any commercial, security and operational needs arising at the construction sites of foreign clients and partners; - Periodic impact analyses on key projects with dedicated accounting for pandemic impacts, to ensure business continuity in the supply chain and support commercial recovery actions with clients or insurers, with the integrated involvement of the entire organization in each country. <p><i>For more details, please see chapter 1.</i></p>

FIGHTING CLIMATE CHANGE

GREEN CIRCULAR DISTRICT MODEL



THE NEXTCHEM MODEL FOR RECYCLING AND DECARBONIZATION

DECARBONIZATION

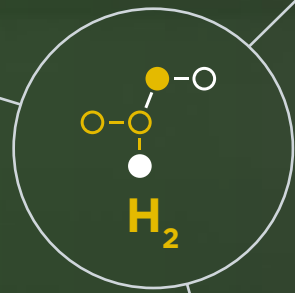
BY 2050



CARBON NEUTRALITY

HYDROGEN ECONOMY

ELECTRIC BLUE HYDROGEN
FROM NG WITH ELECTRIFIED SMR



CIRCULAR HYDROGEN
FROM PLASTIC WASTE CHEMICAL CONVERSION

GREEN HYDROGEN
FROM WATER ELECTROLYSIS

WATER MANAGEMENT



159,021 m³

TOTAL VOLUME OF WATER WITHDRAWN FROM CONSTRUCTION SITES

WASTE MANAGEMENT



99.5%

RECOVERY OF WASTE AT HEADQUARTERS

GHG EMISSIONS



SCOPE 1:
DIRECT EMISSIONS*
36,284
TONS OF CO₂

SCOPE 2:
INDIRECT EMISSIONS*
16,245
TONS OF CO₂

SCOPE 3:
INDIRECT EMISSIONS**
944,738
TONS OF CO₂

* Referred to the volume of GHG emissions generated from both in Headquarters and Construction sites.

** Referred to "Purchased Goods & Services", "Upstream Transportation", "Waste generated in Operations", "Business Travel" and "Employee Commuting" categories.



2



MATERIAL TOPICS

- WATER AND WASTE MANAGEMENT
- CLIMATE CHANGE
- CIRCULAR ECONOMY

2.1 MAIRE TECNIMONT: ENABLING THE ENERGY TRANSITION

The Maire Tecnimont Group is greatly increasing its efforts not only to reduce the carbon footprint of its activities, but also to provide the international industrial system with a portfolio of enabling technologies for the circular economy, in the areas of fuel production, biogenic and non-fossil fuels, green chemistry and energy, with particular regard to hydrogen production, the capture and recovery of CO₂ and the more sustainable use of gas as a co-actor in the energy transition.

In its role as an enabler of the energy transition, the Maire Tecnimont Group needs to work out a trajectory – which must necessarily be gradual – to help our clients in “hard to abate” oil and gas sectors to control the phase-out of oil and coal, by replacing existing installations with gas power plants that are ready to receive hydrogen, and by applying a different type of generation to other technologies, always with the aim of minimizing the use of coal and replacing it with gas and integrated technologies for the capture and recovery of CO₂. Finally, the Maire Tecnimont Group is implementing solutions for the treatment of hydrocarbon gas released from oil wells during extraction. Due to a lack of the necessary gas collection infrastructure, during extraction, transport and treatment a large amount of this natural resource is normally lost: it is simply burned in the torch, and this releases significant amounts of pollutants and climate-altering gases into the atmosphere. Maire Tecnimont is developing methods of using, recovering and monetizing the associated gas, thus reducing the emissions that result from its combustion.

The role of gas in this transition is certainly that of an agent moving from an industrial economy based on oil and coal to one that is based on the use of renewable, clean, organic sources. The key effort for us is thus to develop a package of green technologies that will help to substantially reduce the use of fossil fuels. Today, this package includes the production of second-generation biofuels and low carbon fuels from waste conversion; innovative solutions such as upcycling to recycle plastic waste; and a range of solutions for the production of blue, electric blue, green and circular hydrogen (described in more detail in the following paragraphs), which we plan to develop further in the coming years.

The Maire Tecnimont Group will be increasingly focused on projects aimed at improving the carbon footprint of traditional technologies, by working on value engineering and the supply chain, and also by reducing its own emissions at Scope 1, 2 and even 3, with the aim of achieving carbon neutrality for our business and contributing to carbon neutrality for the industrial system by 2050, the deadline set by the European Union.

**PROVIDE
THE INTERNATIONAL
INDUSTRIAL SYSTEM
WITH A PORTFOLIO
OF ENABLING
TECHNOLOGIES
FOR THE CIRCULAR
ECONOMY**



NEXTCHEM ACTIVITIES

Our subsidiary NextChem is actively working on a portfolio of extremely interesting technologies and projects in the area of green chemistry, the circular economy, biofuels and the capture and recovery of CO₂, and is also constantly researching important projects with an international reach.

One project in particular sees us very involved also at Group level. It concerns the creation of Circular Districts at sites of national interest, traditional brownfield sites to be converted to the green economy.

We have developed a Green Circular District model that integrates diverse technologies for the energy transition and brings together the circular economy with decarbonization. The model can additionally bring environmental benefits (less waste sent to landfill or incineration, reduced CO₂ emissions), social benefits (new jobs, reskilling) and economic benefits (outsourcing, new downstream supply chains) in a country like Italy, which has so many obsolete traditional industrial sites and needs to embark on a path of decarbonization and green conversion.

The Circular District model is one of industrial symbiosis between plastic waste recycling technologies, the use of waste for the production of circular chemicals, and the production of green hydrogen. It is particularly well-suited to the green conversion of traditional industrial sites such as refineries and metalworking plants. Green chemicals and fuels such as hydrogen, methanol, ethanol and ammonia can be obtained from a technological platform for the chemical conversion of non-recyclable plastics. These fuels have not only a low carbon impact, but also offer the advantage of increasing the share of recycled waste by removing it from the refuse sent for incineration and landfill disposal. These are products that Italy imports from abroad, and thus projects of this type also have a huge advantage in economic terms as they create downstream supply chains that do not currently exist, boosting the growth of related industries and also new jobs. This solution addresses Italy's problem of having excess waste compared to its processing capacity, especially in the southern regions. The model will help our country to meet its decarbonization goals, and the industry to innovate in a green way.

2

THE MAIRE TECNIMONT GROUP WILL BE INCREASINGLY FOCUSED ON PROJECTS AIMED AT IMPROVING THE CARBON FOOTPRINT OF TRADITIONAL TECHNOLOGIES, BY WORKING ON VALUE ENGINEERING AND THE SUPPLY CHAIN, AND ALSO BY REDUCING ITS OWN EMISSIONS AT SCOPE 1, 2 AND EVEN 3, WITH THE AIM OF ACHIEVING CARBON NEUTRALITY FOR OUR BUSINESS AND CONTRIBUTING TO CARBON NEUTRALITY FOR THE INDUSTRIAL SYSTEM BY 2050, THE DEADLINE SET BY THE EUROPEAN UNION.

The Maire Tecnimont Group is investing a great deal of resources and attention to this project. For us, the project unites several aspects: our ability to be developers and promoters of synergies between different players; our ability to engineer innovative solutions to complex problems; our ability to identify solutions which are economically sustainable, profitable and attractive to investors; our realization capacity; and the guarantee of excellence in plant design and construction. The project is creating a new image for the Maire Tecnimont Group as an enabler of the energy transition.

The transition from energy deriving from fossil sources towards energy harvested from renewable sources is gaining pace all the time. However, it will necessarily be a gradual process, requiring an extensive transformation of business models, a process of technological and plant innovation, and a new capacity for cross-sector work between supply chains. The shift away from an industry with processes based on fossil raw materials towards a green industry that uses feedstock derived from raw materials of biogenic origin and waste (urban, plastic and biomass) is at the heart of the energy transition. The world of chemistry is evolving rapidly, in order to reach European and global decarbonization targets. The “new” chemistry will be increasingly focused on waste recycling, biochemistry and electrochemistry, and we have already identified a range of solutions to meet this challenge.

As Maire Tecnimont, ten years ago we were already working on projects in new technologies for the energy transition, always focusing on our distinctive capabilities that make us a technological innovator and an industrial enabler at the same time. We have been the pioneers of this transformation, and Italy has been a pioneer in green chemistry: today, we can play a key role in beginning a new industrial cycle to accompany the energy transition, while creating employment and long-term industrial value.

OUR ABILITY TO BE DEVELOPERS AND PROMOTERS OF SYNERGIES BETWEEN DIFFERENT PLAYERS; OUR ABILITY TO ENGINEER INNOVATIVE SOLUTIONS TO COMPLEX PROBLEMS; OUR ABILITY TO IDENTIFY SOLUTIONS WHICH ARE ECONOMICALLY SUSTAINABLE, PROFITABLE AND ATTRACTIVE TO INVESTORS; OUR REALIZATION CAPACITY; AND THE GUARANTEE OF EXCELLENCE IN PLANT DESIGN AND CONSTRUCTION.

2

THE PROJECT IS CREATING A NEW IMAGE FOR THE MAIRE TECNIMONT GROUP AS AN ENABLER OF THE ENERGY TRANSITION.

2.2 TECHNOLOGIES FOR THE ENERGY TRANSITION, EMISSIONS REDUCTION

THE CHEMISTRY OF WASTE, BIOCHEMISTRY AND ELECTROCHEMISTRY ARE THE PATHS TOWARDS THE DECARBONIZATION OF TRADITIONAL, HARD-TO-ABATE INDUSTRY

The pivot point of this transition is to replace or recover the carbon used in processes. Chemical engineering is, by its nature, an enabler of this challenge: we must look for carbon molecules anywhere else other than in fossil fuels. But where?

The answer is quite simple: everywhere. Carbon molecules can be found in every element of our daily

life, both in nature and in the synthetic products of our modern industry.

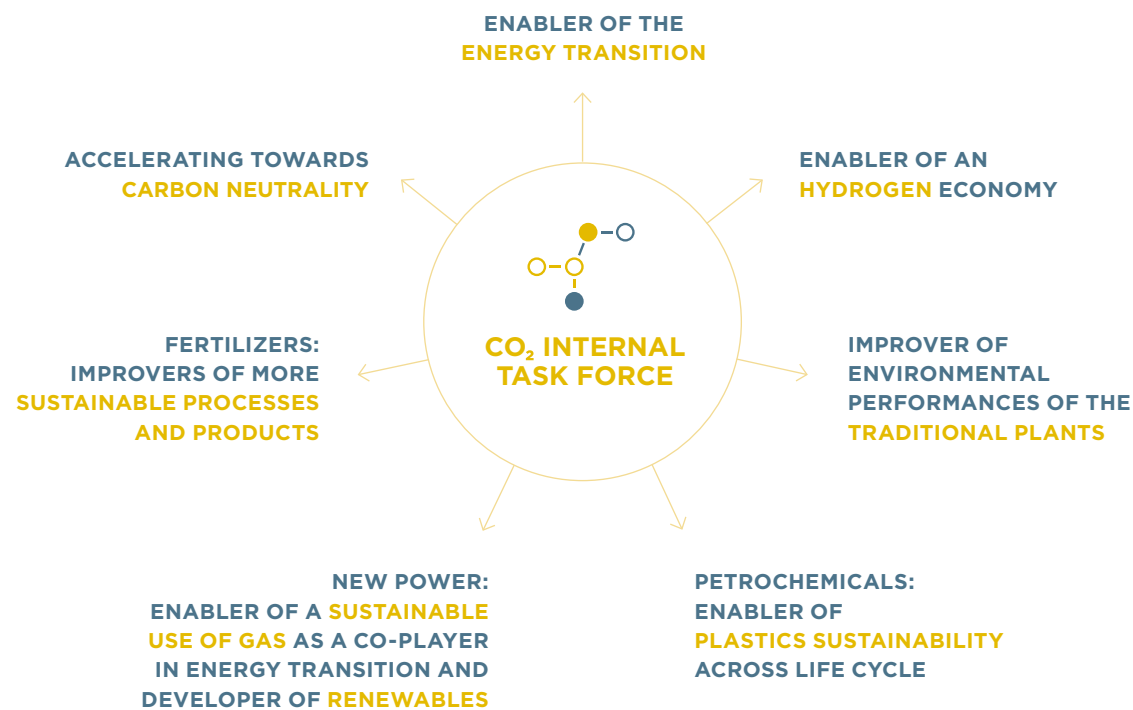
What we call "waste" is a treasure trove of carbon molecules that can be regenerated. We call this **waste chemistry**. We have developed technologies to create new molecules from the conversion of waste, through a process that produces a synthetic gas. This forms the basis for producing new "circular" molecules used to create products such as circular chemicals and circular fuels, all with a lower carbon impact than products derived from fossil sources.

Biochemistry searches for the molecules that serve to replace oil and gas

in agricultural, vegetal, fat-based and cellulosic residues. Also in this case, molecules derived from biochemical transformation processes can be considered "circular", if they derive from second-generation waste biomass. We have developed several technologies in this area, for the production of biofuels, intermediates for biolubricants, and other chemicals.

Then there is **electrochemistry**, the use of electricity to produce chemicals from water, for example. This is the case of electrolysis used to produce hydrogen, which will be green hydrogen if the starting electron is renewable. We are also working on ambitious projects on this third track.

CLIMATE, CIRCULAR ECONOMY, ENVIRONMENTAL SUSTAINABILITY



GREEN LOGISTIC PLAN

We have launched a Plan to promote **more sustainable logistics**, and this will enable us to **reduce transport-related CO₂ emissions**, to which we contribute indirectly. Our commitment over the coming years will be concentrated primarily on **optimizing container saturation**, incentivising the **tyre/train trade-off**, limiting air transport and promoting rail travel, engaging our suppliers in promoting **fleet upgrades**, encouraging the use of **alternative fuels** and if possible replacing refrigerants and lubricants. Product packaging will also be carefully evaluated, from the choice of materials to potential reductions in volume, to the possibilities of reverse logistics and **recovery or recycling**. Digitization has already allowed us to save much in terms of the paper used for transport documentation.



For 2021, the projects of our subsidiary NextChem include plants for the production of renewable diesel and 2G ethanol, circular ethanol, circular methanol, circular hydrogen and green hydrogen. **Our contribution to the fight against climate change will not only be to reduce the emissions from our activities, our People and our construction sites and from the transport of components for our plants:** thanks to our technologies, we will also make a contribution in terms of enabling our clients.

REDUCING OUR EMISSIONS: OUR PATH TO CARBON NEUTRALITY BY 2050

An important step awaiting our Group in the coming years is the definition of a plan with progressive emissions reduction targets – initially these will be direct, then indirect – and targets for the compensation of hard-to-abate emissions.

In 2021, the Maire Tecnimont Group will launch a substantial effort to adopt the recommendations of the Financial Stability Board Strategy and Science Based Targets set by the Task Force on Climate-related Financial Disclosure (TCFD), without losing sight of the indications coming from the definition of the technical criteria for European taxonomy, which are currently being elaborated.

To this end, we will be activating all the engineering skills already possessed by the Maire Tecnimont Group companies, in relation to CO₂, for which a specific Task Force will be set up. In parallel, the Maire Tecnimont Group will

implement a compensation plan, building on what has already been achieved in terms of planting trees, and extending what is already the Maire Tecnimont Forest.

Our commitment to reducing the Maire Tecnimont Group's direct and indirect emissions continues, with lines of action on various fronts:

- Reducing energy consumption at our workplaces;
- Energy efficiency projects for our construction sites;
- Measures related to the car fleet and business travel;
- Employee Awareness campaigns relating to energy saving and sustainable mobility;
- Supplier engagement;
- Launch of targeted carbon neutrality projects on some of our activities;
- The mapping of Scope 3 emissions and the drawing up of a plan to minimize indirect emissions (bought-in goods, transport, waste, travel, commuting);
- A specific line of action on logistics and transport.

PARTICIPATED IN

36

CONFERENCES PRESENTING ITS ROADMAP FOR THE ENERGY TRANSITION AND DISCUSSING TECHNOLOGICAL ISSUES RELATED TO THE DEVELOPMENT OF GREEN CHEMISTRY AND THE TECHNOLOGIES FOR THE CIRCULAR ECONOMY

LIFE CYCLE ASSESSMENT

The Maire Tecnimont Group is actively committed to **optimizing energy consumption** through “LCA” (Life Cycle Assessment) energy diagnostics, which evaluate the potential impact of a product (a good or service) on the environment throughout its life cycle.

NextChem first adopted LCAs in 2020, when it began to use an online tool for reference standards (ISO 14040 and 14044) in order to assess the environmental impact of its technologies, especially in terms of reducing GHG emissions. This tool, together with our extensive knowledge of the manufacturing processes of the various products, allows us **to carry out very accurate, reliable analyses**, which we can then use to

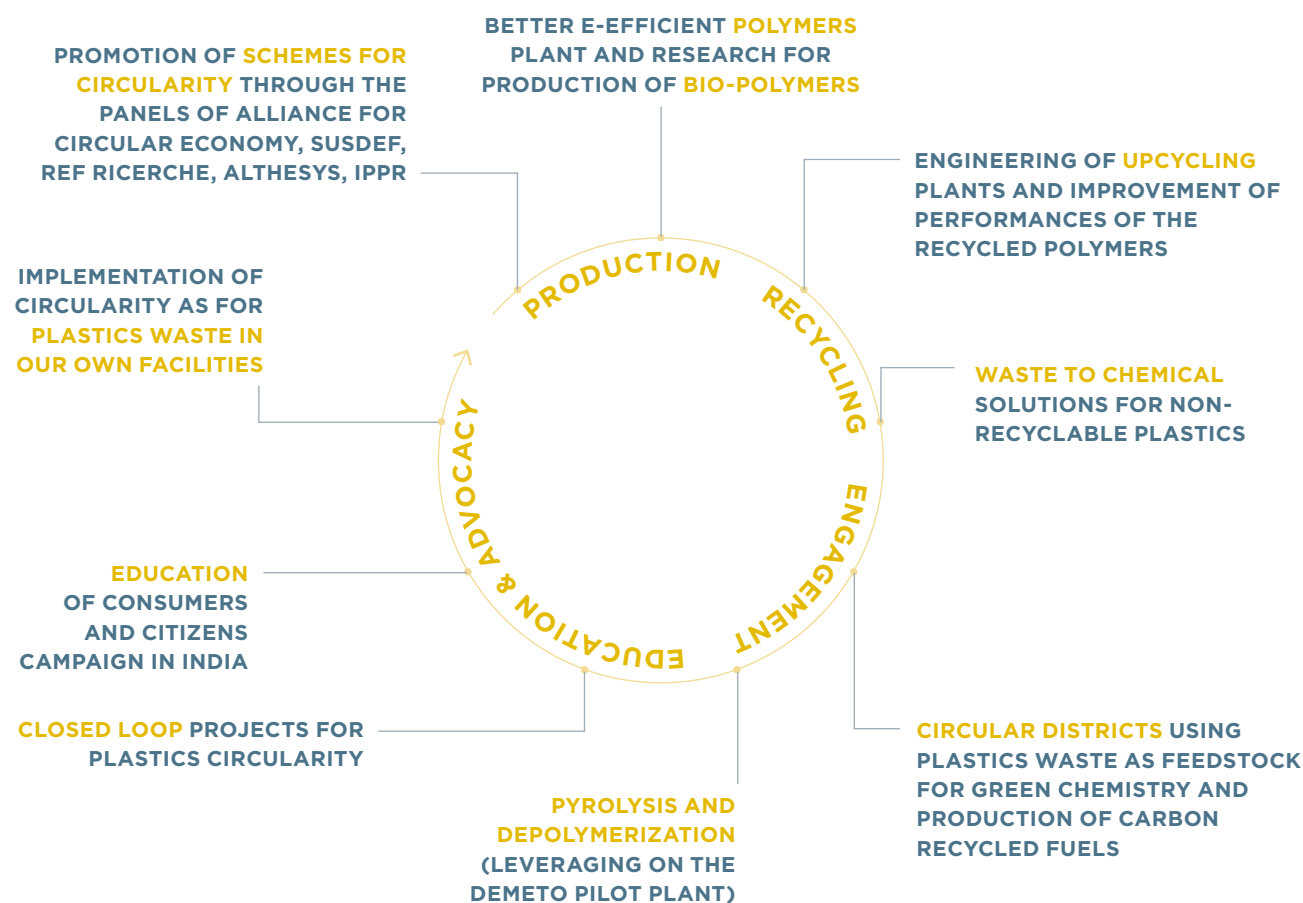
select the best technologies to be utilized at industrial level.

We have already applied this methodology on our proprietary technologies to produce renewable diesel and for the upcycling of plastic, with **very promising results** that have assisted us further in developing these technologies.

During 2021, energy diagnostics for emissions reduction will also be used by the other divisions of the Maire Tecnimont Group and in particular for the “Sustainable Sites” pilot project.

ENABLER OF PLASTICS SUSTAINABILITY ACROSS LIFE CYCLE

Petrochemicals (polymers) - Develop a strategy on plastics sustainability across life cycle, including a range of recycling solutions that can improve Countries' recycling rates and reduce incineration and landfill, also in partnership with the supply chain and leveraging education for correct consumption and waste management.



2.3 EMISSIONS

The protection and safeguarding of the environment are key factors and essential business objectives for the Maire Tecnimont Group. The Group is continually committed in the control and mitigation of impacts on the ecosystem resulting from the projects and activities conducted at its head offices.

The Maire Tecnimont Group's environmental policy is also defined in the engineering phase, which is an opportunity to propose technological modifications that can result in energy savings and cleaner emissions, leading to environmental and economic benefits for the client, stakeholders and for the whole community.

The ISO 14001 Multisite certification is confirmation of our focus and ongoing effort to implement an environmental management system at Group level. The Maire Tecnimont Group's HSE Policy is implemented across all our companies and activities at all

construction sites and offices: we conduct a detailed analysis to assess the importance of environmentally-critical activities that have a negative impact due to energy consumption, harmful atmospheric emissions, soil or water spills, waste production or resource depletion. The introduction of smart working for our Italian and foreign companies is an important factor in improving environmental performance, as it helps to reduce traffic with all its implications in terms of noise, emissions of CO₂ and particulates.



In order to measure the positive effects of their investments in climate change mitigation, which aim to achieve carbon neutrality by 2030 on direct emissions²⁰ (Scope 1), indirect emissions²¹ (Scope 2) and before 2050 for value chain emissions (Scope 3), Maire Tecnimont considers extremely important not only to quantify the emissions related to its organization, but also those throughout the value chain.

With this in mind, in 2020 Maire Tecnimont decided to continue its programme of improving its KPI reporting by developing - with the support of a specialized consulting firm - its own calculation methodology for value chain (Scope 3) emissions. It is based on the GHG Protocol, applied from 2019 data for certain categories more relevant to our business, such as “Purchased Goods & Services”, “Upstream Transportation”, “Waste generated in Operations”, “Business Travel” and “Employee Commuting”²². Maire Tecnimont's emissions calculation methodology is aligned with the most important international standards on the calculation of atmospheric emissions.

The Group's GHG emissions' intensity factors are calculated using both direct and indirect emissions (Scope 1 and Scope 2 emissions) as a numerator and man hours worked as a denominator. Hours worked have been recognized as representative of the Group's overall activity.

GHG EMISSION INTENSITY [kg CO₂/MAN HOURS WORKED]

Year	HQs	Construction Sites
2018	1.35	1.84
2019	1.30	1.98
2020	0.85	1.16

²⁰ Produced directly by the Maire Tecnimont Group's activities and operations from the use of fossil fuels such as natural gas, diesel and petrol.

²¹ Deriving from the Maire Tecnimont Group's direct electricity consumption.

²² The Scope 3 categories “Business Travel” and “Employee Commuting” were already included in the 2020 CDP Climate Change questionnaire, while the remaining categories will be added to the report on the CDP Climate Change 2021 questionnaire.

The table below shows the aggregate volume of direct greenhouse gas emissions in tonnes of CO₂ equivalent generated by Group activities (Scope 1 emissions), indirect emissions from electricity consumption (Scope 2 emissions) and value chain emissions (Scope 3 emissions).

With regard to Scope 1 and Scope 2 emissions, **in 2020 the Maire Tecnimont Group significantly reduced the intensity of GHG**

emissions at its home offices and construction sites, compared to 2019 and 2018. The reduction in offices emissions is specifically due to the reduced office usage following the Covid-19 emergency. For the construction sites, this reduced impact reflects on the one hand the decrease in the hours worked linked to progress on the various construction sites and the changes in the project phases and on the other the constant focus on environmental issues.

The decrease in Scope 3 emissions in 2020 compared to 2019 is mainly due to the different mix of bought-in materials and the vehicles used for their transport, different phases of the projects that affect the mix of waste produced by the construction sites in the year and the lower number of business trips and/or employee travel due to the pandemic.

GHG EMISSIONS

Year	Scope 1 emissions [tonnes of CO ₂ eq.]			Scope 2 emissions [tonnes of CO ₂ eq.]			Scope 3 emissions [tonnes of CO ₂ eq.]
	HQs	Construction Sites	Total	HQs	Construction Sites	Total	Total
2018	814	221,262	222,076	9,256	22,331	31,587	n.a.
2019	501	168,643	169,144	10,089	39,700	49,789	974,049
2020	327	35,957	36,284	6,789	9,456	16,245	944,738

ENERGY EFFICIENCY

The Maire Tecnimont Group's energy intensity factors are calculated using both direct and indirect energy consumption as a numerator, and man-hours worked as a denominator. Hours worked have been acknowledged as representative of the Group's overall activity.

In 2020, the Energy Intensity indicator decreased compared to 2019 for both the home offices and for all our construction sites: from 10,253 kJ in 2019 to 6,785 kJ in 2020 for home offices, while for construction sites it was reduced by about half from 24,437 in 2019 to 14,203 kJ in 2020²³. This testifies to a percentage reduction in environmental impacts, which is partially attributable to the changed working arrangements

resulting from the pandemic restrictions, and the Maire Tecnimont Group's attention to these issues.

The following main consumptions are monitored at home offices for continuous improvement:

- natural gas for heating offices;
- electricity for air conditioning, computer equipment, lighting, etc.;
- fuel for power production related to emergency generators and heating units;
- fuel for private and public transport for employees' journeys to work;
- fuel for the transportation of suppliers' goods or services.

In recent years, the Maire Tecnimont Group's main headquarters have adopted a series of energy efficiency initiatives including:

- Sittard (Netherlands): at the end of 2018, the offices of Stamicarbon switched from natural gas to a heat pump system. This resulted in a reduction of 74,423 kg of CO₂. The introduction of LED lighting led to an additional reduction of 76,800 kg of CO₂ during 2018/2019. In 2020, several measures were taken to reduce residual waste and carbon footprint. 80% of all paper was replaced by 100% recycled paper (FSC/EU Ecolabel), and all single-use plastic was eliminated. All these initiatives led to an energy performance label "A" (energy index 0.71-1.05) for the entire office.

²³ For more details on energy intensity, see the data in Appendix Sustainability Performance.

- Mumbai (India): during 2020 the headquarters of Tecnimont P.L. completely replaced their lighting system by switching to LED technology. This led to a 38% reduction in consumption.

- Milan (Italy): Maire Tecnimont's Headquarters in Milan produces about 30,000 kWh from the installed solar panels and the other energy-saving systems in the offices allow to reduce the impact in terms of local emissions of CO₂ eq.

The Maire Tecnimont Group monitors energy consumption of temporary facilities at its construction sites, including operating and machine power consumption, suppliers' materials and private vehicles used by sub-contractors²⁴.

"SUSTAINABLE SITES" PILOT PROJECT

In 2021, the Maire Tecnimont Group will launch the innovative Sustainable Sites project, to develop **an ideal construction site model** that optimizes environmental performance, minimizes energy consumption and the related CO₂ emissions, water consumption and environmental impact, and maximizes the quality of life for people working on the construction site, particularly in extreme conditions or in very hot and very cold climates. The model will be tested at a real construction site during 2021 or 2022, before being rolled out extensively. The project will also consider **aspects of circularity**, with reference both to post-completion dismantling of the construction site and the possibility of reconvert construction site to serve the local



THE EEE PROJECT - ENERGY EFFICIENCY ENGINEERING

Maire Tecnimont has launched an **Energy Efficiency and Carbon Footprint Reduction project** applied to the EPC business, in order to evaluate possible implementations, in terms of **energy efficiency and reduction of CO₂ emissions**, of traditional plant engineering pilot projects.

The aim is **to measure the potential environmental impacts of different types of interventions** and also to apply the model to other technologies. The pilot project will be configured for a petrochemical plant consisting of multiple process units, onto which the concepts of energy efficiency and CO₂ emissions reduction will be applied.

Over a two-year period, the project will investigate works on furnaces, machines, compressors, buildings and electrical systems, in order **to evaluate their benefits in terms of sustainability and economic impacts**.



²⁴ For more details on energy consumption, see the data in Appendix - Sustainability Performance.

2.4 MAIRE TECNIMONT FOR THE CIRCULAR ECONOMY

Maire Tecnimont has approached the theme of the circular economy with the precise aim of applying its know-how in chemical engineering and knowledge of hydrocarbon transformation processes to a more sustainable future, based on preserving resources and limiting climate-altering emissions.

The Maire Tecnimont Group, through its subsidiary NextChem, has developed a Circular District model, whose aim is to use innovative technologies in the green chemistry sector and for recycling at the production sites used by traditional and heavy industry. The model integrates the principles and objectives of the circular economy with those of the transition to a low-carbon economy. Our philosophy is to utilize these principles (circular economy and decarbonization) to good effect within a framework of economic and environmental sustainability.

The aim of the model is the synergistic production of high-quality recycled polymers from mechanically recyclable plastics and low-carbon chemicals, and of fuels from non-recyclable waste, while supporting the green conversion of industry (primarily refineries) by reducing its climate-altering emissions.

ENVIRONMENTAL BENEFITS OF OUR CIRCULAR DISTRICT MODEL

The new European Waste Directive has strengthened the principle of sustainable transition of the waste management cycle, in order to promote the principles of the circular economy. In particular, the Directive

sets out new objectives for the recycling of urban waste: **by 2025, at least 55% (by weight) of urban waste will have to be recycled.** The development of the circular economy is one of the primary objectives of the European Union, and is also much in evidence in the guidelines of supranational bodies and in the Sustainable Development Goals.

Our model contributes to the achievement of recycling and waste recovery targets by assuring the transition from a linear economy to a circular one; it allows the production not only of secondary raw materials to replace virgin ones, but also the production of an energy carrier such as hydrogen, for fuels like methanol, ethanol and high-value chemicals, which have a lower carbon content than traditional ones made from fossil fuels.

Maire Tecnimont's Green Circular District Model contributes to the decarbonization of hard-to-abate energy-intensive industries. It bolsters the efforts to mitigate the climate and environmental risks posed by the use of fossil fuels, by promoting the process of decarbonizing traditional industry, and contributes to the fulfilment of the European climate neutrality target for 2050.

INNOVATION AND THE POSITIVE SOCIOECONOMIC IMPACT OF THE GREEN CIRCULAR DISTRICT MODEL

Our model can be a benchmark for the creation of a best practice and at the same time for the creation of synergies between industrial actors in different supply chains (waste, refining, energy and distribution).

Our project can help promote private investment in order to promote economic recovery in strategic green sectors and preserve jobs in at-risk supply chains and geographical regions. **This will involve reskilling and creating new employment, including jobs for young people, by training dedicated professional roles.**

The project involves the realization of innovative solutions; the dissemination of know-how will also encourage the uptake of similar solutions in other industries and businesses, and it could encourage the formation of new downstream supply chains and allied industries, which will have a positive socio-economic impact on the communities that will host the Circular Districts.

A STRATEGY FOR PLASTIC LIFECYCLE SUSTAINABILITY

The future of plastic? According to the Maire Tecnimont Group's vision, it is sustainable. The way forward is to consider plastic waste as the oil of the new millennium.

Plastic has been the subject of great mobilization in recent years, and this has rightly focused our attention on the harm caused to the environment and wildlife by dumping plastic on the ground, in rivers or in seas; it is less fair to demonize plastic as a material in any of its applications. Plastic is one of the greatest inventions of the last century. It has made a fundamental contribution to improving the quality of life and well-being of millions of people in the most vulnerable areas of the planet, and its light weight allows goods and products to circulate in a less environmentally-

impactful way. It has also allowed us to make great strides in many fields, notably in medicine, mobility and electronics.

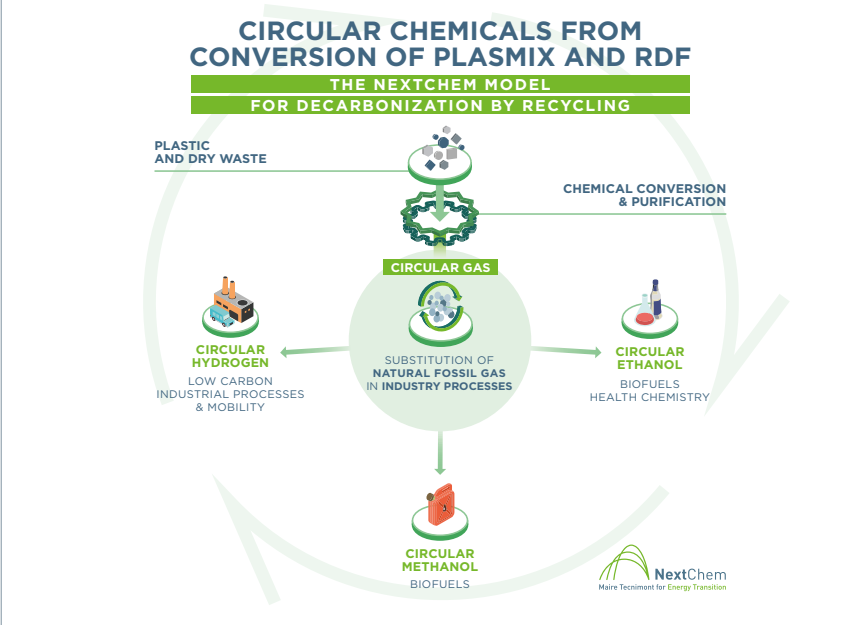
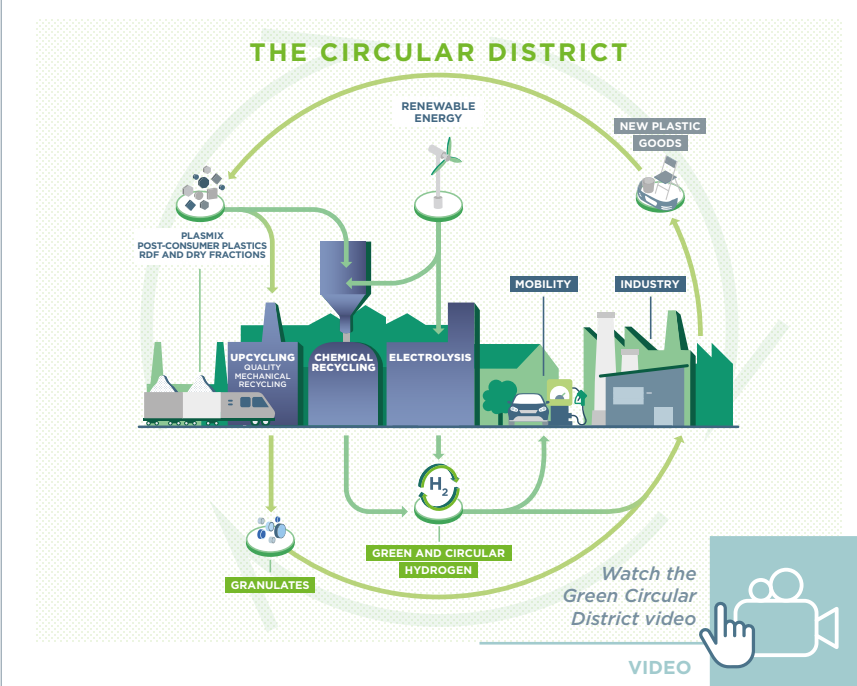
The fundamental problem related to the sustainability of plastic is how to manage this material once it becomes a waste product. The basic answer to this problem lies in educating consumers on the one hand, and in developing methods of recycling and waste recovery on the other, by increasing the share of recycled polymers on the market and in the mix of raw materials used in the supply chain, and by working on new ways of recovering plastic, also by chemical means. Maire Tecnimont has an extensive knowledge of the plastics and chemicals market, thanks to its decades of experience in the construction of polymer production plants all over the world. Knowing the specific needs and requirements of clients downstream of the transformation chain, Maire Tecnimont and its subsidiary NextChem have been able to work "in reverse gear", going back up the process in order to recompose the same product from new, waste-sourced raw materials. We have grafted our expertise as chemical engineers onto this new production chain, in order to offer concrete solutions to keep plastics sustainable throughout their lifecycle.

Towards a more sustainable production of traditional plastics. We are about to launch a project aimed at defining the points at which energy consumption and the environmental impacts of traditional polymer production plants can be optimized.

NextChem: exploring the world of bioplastics. Bioplastics, due to their nature and composition, cannot be a future substitute for all the plastics that surround us today. However, for certain applications they may offer interesting alternatives for the partial replacement of hydrocarbon-based polymers. A NextChem subsidiary, BIO-P, is engaged in researching the production of bioplastics from innovative sources.

Quality mechanical recycling. We have developed an upcycling technology called MyReplast™, which produces high-quality, high-performing recycled polymers that can replace virgin plastics in many industries. The technology is installed at the Bedizzole plant in the province of Brescia, Italy, managed by the subsidiary of NextChem, MyReplast Industries. NextChem has developed a proprietary upcycling technology. It is an innovative solution that combines mechanical recycling with the chemical process in order to create new recycled products whose

characteristics and properties are similar to those of fossil-based polymers. Our plastics recycling plant, one of the most advanced in Europe (95% recycling efficiency), is in the province of Brescia, Italy. The products (flakes and granule compounds), branded MyReplast™, have been the subject of accurate classification. The product sheets are available on the website myreplastindustries.it.



THE BEDIZZOLE UPCYCLING PLANT

In 2020, the Bedizzole mechanical plastic recycling plant processed about **32,000 tonnes of plastic** (corresponding to the average consumption of plastic by a city of about **700,000 people**). If we avoid sending plastic to landfill and recycle it properly, we can avoid the emission of **1.39 kg CO₂ eq. per kg of plastic**, thus helping to counteract the increase in carbon dioxide

emissions into the atmosphere: in 2020, the Bedizzole plant allowed a total **CO₂ equivalent saving of over 40 thousand tonnes**.

The industrial plant, located in Brescia and inaugurated in June 2019, is considered one of Europe's most advanced sites for the recycling of plastic waste.



AGREEMENT WITH HERA FOR THE CONSTRUCTION OF AN UPCYCLING PLANT

NextChem has signed an agreement with Aliplast, a Hera Group company which is a leader in plastics collection, recycling and regeneration, to build a plant that will use our MyReplast™ technology to upcycle plastic waste into high value-added polymers. NextChem will provide the technology and EPC services. The plant – which thanks to Herambiente will run on **green energy sources** – will have the capacity to produce around **30,000 tonnes of polymers** per year, and is the **only site of its kind in Europe**. The new plant will be built on land owned by the Hera Group, and will leverage the innovative MyReplast™ technology developed by NextChem. The objective of this plant is to process post-consumer plastic waste in order to obtain **customized recycled products** tailored to the demands of individual clients, made in accordance with the highest quality standards and with



properties and characteristics **similar to virgin fossil-based polymers**. The plant will ensure high safety standards, and will have innovative features such as deep process automation and high digitalization for data analytics, which will also **maximize energy efficiency** thus producing environmental benefits.



RECYCLING OF FACE MASKS

In 2020, NextChem committed to a feasibility study to investigate the possibility of **recycling** the polypropylene used in **Covid-19 face masks**. In 2021, progress will be made on this project with a view to

conducting a **pilot experiment** together with other research and industrial partners, in order to identify a solution to a problem whose effects are being felt worldwide.

■ **A chemical recycling solution for hard-to-recycle plastics.** NextChem, through its subsidiary MyRechemical, has developed a Waste to Chemical and Waste to Fuels technology, whereby the input is converted into high quality chemicals and low carbon fuels such as hydrogen, methanol and ethanol. The production of circular gas through chemical conversion is a valid response to the implementation of European guidelines for the transition from a linear to a circular economy; this method allows the recovery of materials which are currently non-recyclable, as an alternative to incineration and landfills. Incinerators (including those with energy recovery) contribute

substantially to CO₂ emissions compared to 1990: today, on average, a high-efficiency incinerator emits about 1.35 tonnes of CO₂ per tonne of incinerated waste, and under the current European ETS legislation, it does not pay for its own CO₂ emissions. The EU guidelines see the role of incineration as being heavily reduced in the short term, in accordance with European energy development strategies. The solution proposed by Maire Tecnimont is therefore a valid alternative, which will also reduce, and in some cases eliminate, the use of landfills so that Italy can avoid the imposition of sanctions envisaged by the EU.

■ **Pyrolysis and depolymerization.** NextChem is also investing in the research of innovative, effective, economically sustainable solutions in the area of chemical recycling by pyrolysis and depolymerization, the latter through DEMETO, European project platform for which a pilot plant will be built during 2021.

■ **A green circular district model.** NextChem has developed a Green Circular District model which is a symbiotic integration of diverse green chemistry and plastic waste recycling technologies for the production of secondary raw materials, circular chemicals, circular low carbon fuels, circular hydrogen and also green hydrogen by electrolysis.

PLANS FOR GREEN CIRCULAR DISTRICTS IN ITALY

NextChem, through its subsidiary MyRechemical, is studying **11 projects in Italy** aimed at introducing the “Circular Green District” model nationwide, based on a “Waste-to-Chemical” approach. The model is aimed at the use of **innovative green chemistry technologies** applied to production sites used by traditional and heavy industry. At full capacity, collectively all the projects in the study **could absorb 2.6 million tonnes of waste per year**, which would represent 8.81% of the total waste produced nationally in 2019, and 42% of the total urban waste sent to landfill. At European level, the contribution that these projects would make would be a 1% reduction of the waste produced in

Europe, and a potential reduction of 4.5% in landfill waste. The **production of circular gases and hydrogen** would allow a total saving of approximately **2.5 million tonnes of CO₂ per annum**. Biofuels produced from waste recovery would contribute to the achievement of the targets set in the RED2 Directive, which fixes the share of renewable energy in the transport sector to be reached within 2030, both in absolute terms (14%) and in terms of advanced components (3.5%). The potential **socioeconomic impact** of all these projects on Value Added* has been estimated at approximately €1.5-1.6 billion, generated directly and indirectly during the months of the project activities.

The Green Circular Districts: a proposal for Italy

With **20 districts**, one in each region, without further land consumption:

- **4 million tons of recovered waste** through carbon and hydrogen conversion
- **4 million tons of CO₂ avoided**
- **circular hydrogen at competitive costs**
- **circular chemical products made in Italy** and no longer imported

In the map the 42 brownfield industrial sites of national interest

- < 100
- 100 - 1.000
- 1.000 - 10.000
- 10.000 - 100.000



* The project's socioeconomic impact in terms of Value Added (VA) measures the effect of the investment on the Italian economy, as a new economic value. This value is generated by the process of transforming the factors of production during the implementation of the project; this is then transferred to the national economy in terms of income to workers, dividends to shareholders and taxes paid to the State. As with the assessment of the effect on employment, the direct impact on VA derives from the phases more closely related to the implementation of the project, while the indirect impact is generated throughout the project supply chain. The estimate was drawn up by a consulting firm.

■ **Promoting closed-loop projects and consumer education.** NextChem is engaged in the study of closed-loop projects, in order to optimize the efficiency of recycling, the quality of the

feedstock input, the return of the recycled polymers into the supply chain, and to raise awareness of the importance of proper waste management and sustainable purchasing choices.

NextChem is also participating in several multi-stakeholder work groups, whose aim is to promote the culture of circularity and innovative plans for the circular economy.

MOU WITH THE INDIAN OIL CORPORATION FOR CIRCULAR ECONOMY PROJECTS

In November 2020 we signed a Memorandum of Understanding with **Indian Oil Corporation Ltd.** (IndianOil), to develop industrial projects using NextChem technologies in order to assist the **industrialization of the circular economy** in India. The projects will focus on plastics recycling, the production of biofuels from renewable feedstock, circular fuels and waste chemicals.



In accordance with its "Plastic Neutrality Initiative", IndianOil aims to **introduce recycled material** as a new product line in its portfolio, alongside the existing virgin polymers. The MoU is one of the **strategic initiatives** of the collaboration **between India and Italy** in the context of consolidating their industrial and commercial relations.

ALLEANZA PER L'ECONOMIA CIRCOLARE

NextChem is a partner of the **Alleanza per l'Economia Circolare** (Alliance for the Circular Economy), together with 20 other Italian companies, and is aiming to guide the **transition to the circular economy** through a commitment shared by all. The Alliance involves people, associations and interest groups, and addresses the Government and Europe. The Alliance, together with all its partners, aims **to achieve true**



circularity, which minimizes the consumption of materials in all their forms.

The circular economy is a **model of excellence** that needs to be developed: it is a beacon on which we can focus in order to leave behind a period of crisis, while respecting the environment and **making the economy more competitive and efficient.**



2.5 MAIRE TECNIMONT'S COMMITMENT TO A NEW HYDROGEN ECONOMY

The decarbonization processes we need to put in place in order to limit the rise in the temperature of our planet require the modification and replacement of a vast number of plant engineering technologies, which were born in the past decades on the basis of feedstock of fossil origin. **This is a true "industrial plant revolution"** which is opening up enormous opportunities for innovation and for business.

One of the paradigms currently being talked about is the conversion of the energy system for industrial, transport and civil uses in which the use of low- or zero-hydrogen as a carrier is gaining ground, alongside the massive development of renewable-source electricity and the tactical use of natural gas as a co-player in the transition, accompanied by techniques for the capture and recovery of CO₂.

Our focus on "New Power" covers all these aspects: the electrification of processes, the production of renewables, the valorization of CO₂ and the production of hydrogen are all areas in which the Maire Tecnimont Group intends to exploit its extensive experience in the Power sector and hydrogen production, to serve an industrial infrastructure based on non-fossil energy sources.

Hydrogen can be used in as many ways as there are applications for industry, mobility and public life. It is what is known as a "building block" of chemistry: a base product which can be used to create

more or less everything we see around us daily. **Hydrogen can support the decarbonization of energy-intensive industries which lack scalable electrification solutions.** Two of these industries are chemicals and petroleum refining, where hydrogen is already used as a raw material, both in the production of basic chemicals such as ammonia and methanol (in Italy we no longer have products of this type) but also in all refining processes. Another sector is the primary steel industry, where hydrogen is the only zero-carbon alternative to carbon in the production of direct reduced iron (DRI), which can be progressively used to avoid high CO₂ emissions in blast furnaces.

It is estimated that by 2025, 23% of the energy in Europe will come from hydrogen. The European Union has launched its own strategy, demonstrating once again its intention to take a leading position on these issues, at global level. In Europe, forecasts indicate a total electrolysis capacity of 40GW by 2030, with 6,800 km of pipelines; that figure will rise to 23,000 by 2040 (75% of these pipelines will be converted gas networks).

Of the 70 million tonnes of hydrogen produced today, the prevailing share comes from steam reforming, which uses a fossil source, namely natural gas. It is estimated that this type of 'grey' hydrogen,

which alone accounts for about 75% of the world's hydrogen production, is responsible, along with that generated by coal, for almost 3% of global CO₂ emissions. This is because the carbon contained in the fossil source is directly discharged into the atmosphere during the production cycle. For each kg

BY 2025
23%
OF THE ENERGY
IN EUROPE
WILL COME FROM
HYDROGEN

of hydrogen produced from steam reforming, 10 kg of CO₂ is released into the atmosphere. If we want to implement a fast-acting strategy to cut emissions, **we cannot wait many more years: we need a gradual strategy, which will involve not only the implementation of the necessary infrastructure (on an international scale), but also transitional solutions, which are already available today.**

Today, twenty years after Jeremy Rifkin's farsighted and visionary projections, it seems the time might be ripe. Maire Tecnimont has developed its own strategy for hydrogen. **The Maire Tecnimont Group has great experience in hydrogen technology, having completed more than 100 projects in the grey hydrogen sector.** We are convinced that hydrogen will be one of the drivers of the energy transition, and that Italian technologies are at the forefront of this. We already have storage technologies, improved electrolysis technologies, and new technology platforms such as those offered by NextChem.

Our portfolio now includes technologies for the production of at least four types of hydrogen:

■ **‘Electric Blue’ hydrogen**, produced using traditional technologies but with CO₂ capture – thus reducing climate-altering atmospheric emissions;

■ NextChem is also studying innovative technologies in order to overcome technical problems related to the capture of CO₂ and to develop solutions for its reuse. “Electric blue” technology takes the concept of blue hydrogen to

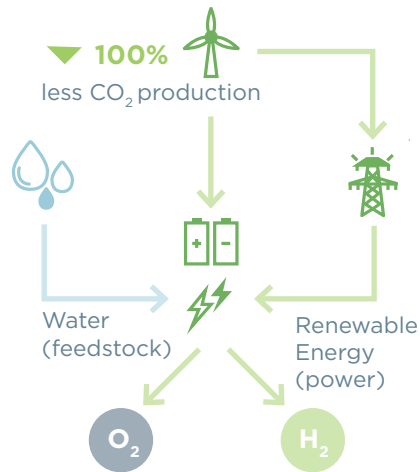
another level; an innovative aspect of this technology is process electrification by using renewable energy as an alternative in the thermal process of furnaces. This approach slashes the generation of CO₂ during production by 50%, thus facilitating its total recovery.

■ **‘Green’ hydrogen**, produced by electrolysis using renewable energy sources: this is the optimal solution in environmental terms, but its production still poses problems in terms of costs and the continuity of the energy supply;

■ **‘Circular’ hydrogen**, produced from waste-based processes in which the carbon and hydrogen content is recovered through chemical conversion technologies: this solution has considerable environmental advantages, not only in terms of the impact on the climate but also from the perspective of the circular economy, as it resolves the problem of recycling the huge volumes of plastic waste that as yet has nowhere to go.

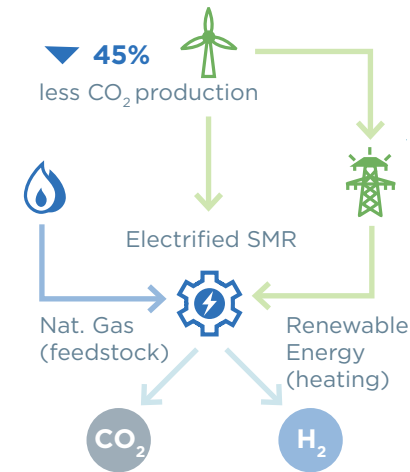


GREEN HYDROGEN
H₂ FROM WATER ELECTROLYSIS



Hydrogen produced from waste, mainly plastic waste, is a pure hydrogen that comes from a technologically consolidated process; when used as a substitute for grey hydrogen, circular hydrogen can significantly reduce the carbon footprint. **If it is produced using other hydrogen from renewable electrolysis, the industrial process can even achieve carbonic neutrality at the production stage.** The cost of production is competitive, compared to conventional fossil-sourced hydrogen, as it relies on the difference represented by the cost of disposal. The plants used for its production – which utilize

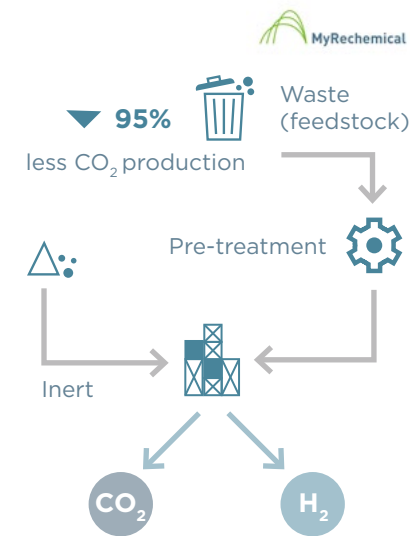
ELECTRIC BLUE HYDROGEN
H₂ FROM NG WITH ELECTRIFIED SMR



technologies that are already viable today – can be placed in traditional energy-intensive industrial sites such as refineries, contributing to their decarbonization, or possibly near waste sorting and processing plants in order to optimize the supply logistics, further shrinking the environmental footprint and creating a virtuous “zero km” system.

Circular hydrogen has a lower carbon intensity than grey hydrogen, and is economically competitive thanks to the gate fee on the transfer of waste. It is a concrete, viable solution, in relation to which we are already working on several projects,

CIRCULAR HYDROGEN
H₂ FROM PLASTIC WASTE CHEMICAL CONVERSION



together with the Italian energy company Eni and several other international oil companies, with the aim of creating Waste to Chemicals systems at traditional refineries; these processes would also benefit from the reduction of the CO₂ emissions at their respective sites. In the meantime, we are also working on green hydrogen projects: we recently signed an agreement with Enel for the construction in the USA of an electrolysis plant, connected upstream to a solar power system owned by the same company, and downstream to a biorefinery for production of renewable diesel.

CIRCULAR HYDROGEN

This technology is immediately viable at competitive prices, and lies at the heart of the **Circular District Model**. It is realized through the **chemical conversion of carbon and hydrogen** contained in plastic waste and non-recyclable dry waste. **Circular hydrogen is produced from a syngas obtained from the chemical conversion of the carbon and hydrogen contained in plastic and dry waste.** Circular hydrogen has a lower carbon impact than traditional hydrogen, especially when considering the reduction in CO₂ emissions achieved by **avoiding the incineration of recovered waste**. The comparison between the emissions per kg of grey hydrogen produced (9 to 10kg CO₂/kgH₂) and the emissions per kg of circular hydrogen produced from the dry fraction of urban waste or from non-recyclable plastics (from 0.5 to 1 kg CO₂ per kg H₂) allows us to estimate **savings of up to 95%** per tonne of hydrogen produced. Circular hydrogen made with the possible addition of green hydrogen from electrolysis could lead to the **substantial carbon neutrality of the process**. In Italy alone, if ten plants were built in the center and south of the country, within a period of 4-6 years the hydrogen obtained from the chemical conversion of waste could lead to the production of 160-200,000 tonnes of hydrogen per year, which would **cover a large part of Italy’s targets for 2030**. In the steel industry, DRI technology currently uses natural gas as the preferred raw material for the production of syngas. Natural gas can now be replaced in production with syngas, obtained from the partial oxidation of waste. This would allow savings of between 0.5 and 0.6 tonnes of CO₂ per tonne of final product.



MAIRE TECNIMONT'S STRATEGY FOR THE TRANSITION TO A HYDROGEN ECONOMY

If we want to implement a transition to a hydrogen economy that will act quickly in cutting emissions, we cannot wait many more years: we need a gradual strategy, which will involve not only the implementation of the necessary infrastructure (on an international scale), but also transitional solutions, which are already available today.

To make the strategy viable for implementation and also economically feasible, we now need to

embark on the intermediate stages, in order to arrive at full green hydrogen solutions. It must be remembered that electrolysis production is only “green” at the time when the production of electricity becomes fully renewable. Currently, connecting an electrolyser to the mains means emitting more CO₂ than a conventional steam reformer (15 to 18 kg CO₂ per kg of H₂). This situation is likely to persist until the fraction of renewable energy exceeds 50% of the total national production of electricity.

The economic gap between the hydrogen obtained from natural extraction, which costs 1 euro per kilo, and the renewables-sourced

hydrogen that costs 10 euros per kilo, cannot be filled immediately. The cost of renewables is expected to fall as the installed capacity increases, and the problems with unstable supplies will probably be resolved with time. Nevertheless, we still need to map out the path towards transition. It will involve the use of blue and superblue hydrogen, with the capture and recovery of CO₂ to develop plants that can produce circular hydrogen from the chemical conversion of waste, and to research solutions for the industrial sustainability of green hydrogen.

GREEN HYDROGEN

NextChem's agreement with Enel Green Power to build an electrolyser in the USA for the production of green hydrogen from renewable sources.

NextChem and Enel Green Power North America, Inc. (EGPNA) have signed a Memorandum of Understanding linked to a project for the **production of green hydrogen by electrolysis**, which is expected to be operational in 2023. The project will use renewable energy generated by one of the EGPNA solar plants in the United States, to produce the green hydrogen that will be **supplied to a biorefinery**. Under

the agreement, NextChem will act as a technological and engineering partner, as well as a full turnkey EPC (Engineering, Procurement and Construction) contractor, providing Enel Green Power with the technical assistance needed for the project's development and implementation. This agreement represents the **first application of a framework collaboration agreement** between Enel and NextChem, to evaluate the implementation of joint projects, including experimenting with advanced technologies **to boost efficiency in the production of renewable-source green hydrogen**.

MAIRE TECNIMONT'S PROPOSAL FOR HYDROGEN VALLEYS

Maire Tecnimont has developed technological platforms with the flexibility to integrate different solutions, which are already allowing the production of a range of chemicals used in refining and merchant processes. It is likely that the world's hydrogen production will be concentrated in certain areas, or "hydrogen valleys", where supply and demand will coexist, and collaboration models can potentially be created locally. For example, in heavily industrialized areas, hydrogen valleys could bring together diverse hydrogen applications whose management can be combined, in order to maximize synergies and the return on investments in infrastructure. Certain industries, such as chemicals and refining, could favour the production of hydrogen in the local area, given the considerable demand for hydrogen.

The application of a Circular District model by recovering and converting existing sites would create the first example of a hydrogen valley for the production of circular and green hydrogen. This offers the potential for integration with other circular economy technologies, such as the upcycling of industrial

plastic waste and even the possibility of generating other types of low carbon chemicals and green fuels.

Circular hydrogen from the chemical conversion of the carbon and hydrogen contained in waste, with the possible addition of green hydrogen from electrolysis could be used immediately: we already have technologies that can start replacing grey hydrogen from steam reforming, which would have a substantial impact in terms of reducing CO₂.

The possibility of setting up circular districts on brownfield sites such as refineries and chemical plants makes use of valuable industrial facilities and expertise, while reducing the economic and environmental cost of transporting products. **This improves the efficacy of reducing the carbon footprint in cases where hydrogen is used in refining processes, allowing a neutral impact in terms of land use, and allowing for the use of existing logistics infrastructure when producing hydrogen and chemicals for sale on the market.**

THE NEED FOR INTERSECTORAL SYNERGIES

The development of a hydrogen system requires investment, a strong

political will and a synergistic, cross-sector approach, as we are looking at a radical change in terms of technologies, industrial systems and transport and distribution networks, on a level that can only be supranational. We thus need an overall vision of the system. **To develop the hydrogen system, synergies must be triggered between diverse sectors such as energy, manufacturing and transport.** Distant supply chains must be united with the same languages and knowledge, to share data and information and create brand new synapses. What we have today, twenty years after Rifkin, is perhaps the ability to bring together these different worlds in order to create a systemic vision. Collaboration between different industrial supply chains, between universities and industry and between industry and institutions, is thus the key to the future scenario. In Italy, the 'Hydrogen Table' set up by the Ministry for Economic Development is an initiative in which our company has participated. **We are happy to continue our collaboration with this work group, when work re-starts.** We have also joined the European Clean Hydrogen Alliance, which was created by the European Commission to play a central role in the debate on all aspects of energy production and transmission, mobility and industry.

2.6 OUR COMMITMENT TO SUSTAINABLE MOBILITY AND BIOFUEL AVAILABILITY

Transport-related emissions represent a significant share of the overall volume of CO₂ emissions. Reducing transport emissions can be achieved by promoting more sustainable forms of mobility. **The first, most pressing action is to cut road travel, where possible. The second is to reduce CO₂ emissions related to the production of fuels.**

The European Union has provided guidelines to promote sustainability in the mobility sector with its Renewable Energy Directive (RED), which has set a target of a 14% share of renewables for fuels by 2030 (European average). The second edition of the RED is moving towards a revision (RED3), and will certainly reinforce the guidelines on reducing emissions in

order to make the greatest possible contribution to the target of -55% set for 2030, and carbon neutrality by 2050.

In the transport sector, the scenario will be very changeable. Over the coming years, we should expect to see major changes in the range and type of raw materials and fuel production technologies, distribution infrastructure and in the types of vehicles, lifestyles and behaviours.

TWO ACTIONS



CUT ROAD TRAVEL WHERE POSSIBLE

REDUCE CO₂ EMISSIONS RELATED TO THE PRODUCTION OF FUELS

Thanks also to Red II legislation in Europe and new regulations in the United States, a new concept of biofuels is taking shape, with the accent on reducing CO₂ emissions and the avoidance of conflict with food production. In practice, this new line is evolving the bio concept into a concept of "low carbon intensity".

A low-carbon fuel is one that drastically reduces CO₂ emissions. Second-generation fuels are produced from waste biomass, and have a significantly lower carbon intensity than all others, as they do not compete with food production. This is the important switch that is taking place in the biofuels market: the lower the carbon intensity, the more these products have a value on the market, because they make a greater contribution to decarbonization.

The implementation of innovative technologies to produce 2G low-carbon biofuels is one of the core businesses of NextChem. NextChem has developed various biofuel technologies, to produce renewable diesel (HVO) and second-generation ethanol (2G). One estimate of the capacity needed to meet both the European and the US targets refers to hundreds of plants in Europe and the Americas, to produce billions of tonnes of low carbon fuels each year.

VARIOUS FACTORS WILL INFLUENCE CHANGES IN SUSTAINABLE MOBILITY OVER THE NEXT FEW YEARS



ELECTRIFICATION is not the only possible option, partly because renewable sources are, by their nature, limited. For certain transport sectors, different solutions will need to be found.



HYDROGEN MOBILITY is the most popular trend, but its concrete development will require considerable time and economic resources.



ORGANIC RAW MATERIALS for the production of biofuels are limited in quantity but second-generation ones are even more so, as they are territorially fragmented and must not compete with farming for the food industry.



THE BIO-ECONOMY must therefore begin to look more closely at circularity, and begin to change the way it views waste, not only agricultural and forestry biomass.



In each of these areas, **TECHNOLOGICAL DEVELOPMENT** is of key importance for the energy transition.

RENEWABLE DIESEL

Renewable diesel is a **hydrocarbon product** made from **waste vegetable oils or fats** from the food industry. These waste oils are then transformed into a molecule that is identical to the diesel used in car engines. It is the fastest-growing segment in the biofuel industry, and is

creating enormous economic value for industrial players. However, small and medium-sized enterprises which only have restricted or regional access to FOGs (Fats, Oils and Greases) are not capitalizing on the value of their feedstock which is thus left to the large downstream operators. These include ethanol manufacturers, renderers and other FOG recyclers.

NextChem's offer is economically attractive, and allows these industrial players **to participate in the second-generation renewable fuel market**. For example, co-housing our technology at ethanol plants used to process non-edible residual oil in order to obtain renewable diesel makes these operations more profitable, and diversifies the business.

NextChem is working with Saola Energy to license a technology for the **production of renewable diesel from residual vegetable oils and fats**, and which is suitable for small plants to integrate with existing sites, and also for large production sites. NextChem and Saola Energy have combined their know-how and experience to develop a solution for the



to ensure full success in the use of this technology. The technology patented by Saola Energy consists of a hydro-treatment phase followed by isomerization to **produce high-quality renewable diesel made from residual oils and greases**. The technology can process a wide range of raw materials and is ideal for realizing the full economic value of low-carbon



turnkey market. NextChem is the licensor of the combined technology, and provides clients with engineering, procurement, construction and training services

fuels, considering the incentives currently available under the various regulations. The integration of our technology with existing plants (bio-refineries) allows economic optimization by exploiting by-products.

Discover more about the Renewable Diesel

WEBSITE



ETHANOL 2G

NextChem is also working on the **re-use of waste from forestry and farming**, and of lignocellulosic feedstock in general. The planet is full of many types of unused feedstock, which in some cases are sent for incineration, resulting in

pollution. All too often, unfortunately, agricultural residues such as straw, palm, sugarcane, soft and hard wood, corn or sorghum are left on the fields and burned, when in fact they **make excellent green feedstock for biofuels**. 2G ethanol is a low-carbon product that comes from these types of feedstock, it

does not compete with food and is used in the blending of gasoline; it is already on the market, mainly in the United States and Latin America.



Discover more about the 2G Ethanol

WEBSITE



NextChem is the only company in the world to have validated industrial technology that uses **agricultural and forestry waste as feedstock for 2G Ethanol**.

NextChem has signed a partnership



non-food biomass into renewable, low-carbon biofuels. NextChem will license the technology worldwide. This alliance will combine GranBio's expertise in 2G biofuels with NextChem's engineering, EPC expertise and the Maire Tecnimont Group's global presence, in order to offer integrated services ranging from feasibility studies through to supply chain integration and the construction of production plants all over the world.

The technology developed by GranBio to produce 2G Ethanol has already been implemented at the site in São Miguel dos Campos, Alagoas, Brazil, which is the first in the southern hemisphere dedicated to cellulose-

with GranBio, a Brazilian industrial biotechnology firm, with the aim of acquiring global leadership of the sector by licensing GranBio 2G ethanol technology for the **production of cellulosic ethanol**. GranBio 2G ethanol technology **converts**

LOW-CARBON FUELS FROM CHEMICAL RECOVERY OF WASTE

One way of producing fuels with a smaller carbon footprint is to take advantage of a carbon source that is commonly available in waste. Low-carbon fuels can therefore also be obtained from the chemical conversion of waste, even plastic waste.

One of the technologies developed by NextChem enables the conversion of the carbon and hydrogen contained in plastic and dry waste into a syngas, which then serves as a basis for producing low carbon combustibles and fuels such as circular hydrogen, methanol and ethanol.

Today, the marine transport sector relies on fuel oil, which emits a vast amount of CO₂ and which in the future can be replaced by methanol (a

much simpler molecule) from waste. Circular hydrogen can also be made from waste. One kilo of hydrogen produced in the conventional way, from methane gas, generates 10 kilos of CO₂; producing it with our technology of chemical waste recycling, the emission of CO₂ reaches 1 kg; the cost of production is slightly higher than with conventional hydrogen, and much lower than for electrolyte hydrogen.

PARTNERSHIP WITH JFE

NextChem and the JFE Engineering Corporation have signed an agreement to jointly develop the **production of low-carbon chemicals**, including hydrogen and fertilizers.

The alliance allows the integrated use of the plant technologies of the JFE Group and the Maire Tecnimont Group for the realization of **Waste to Chemicals projects**, from the technical and economic feasibility analysis through to turnkey construction, also including the training of

highly-skilled personnel training at JFE's sites in Japan. Using JFE's experience, NextChem has developed an integrated Waste to Chemicals technology which it can license worldwide.



Discover more about the Waste to Chemicals technology

WEBSITE

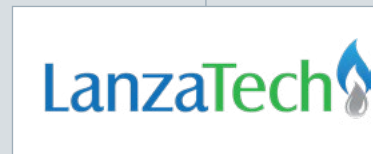
PARTNERSHIP WITH LANZATECH

NextChem has signed an agreement with the American company LanzaTech, which specializes in carbon recovery, to license the **"Waste to Ethanol"** process line.

The agreement means that NextChem has added the **production of circular ethanol** to the technological platforms for the production of circular hydrogen and methanol from plastic and dry waste (currently in engineering design).

With LanzaTech's syngas **fermentation technology, ethanol is produced by bacteria, transforming the**

circular gas obtained from the chemical conversion of waste at low temperature and low pressure and improving the sustainability of the entire process. NextChem will exclusively license this technology for Italy with targeted agreements for foreign markets.



The circular ethanol produced from this process can be mixed with gasoline, **replacing fossil components**, with a lower carbon footprint. When produced from dry waste containing non-fossil fractions (e.g. wood), 40% of circular ethanol can be regarded as "advanced", according to the European Renewable Energy Directive.

GREEN CHEMISTRY FOR INTERMEDIATES: NEXTCHEM IS PROMOTING THE FIRST NATIONAL OBSERVATORY ON BIOLUBRICANTS

NextChem has developed a technology for the **production of oleic acid from waste vegetable oils and residual food-industry fats, as an intermediate for the biolubricant industry.**

Biolubricants are products with an all-natural or partially-natural origin, which are **not toxic to living species and are easily biodegradable.** Since the beginning of human history,

fatty substances have been used as a lubricant to reduce friction between two parts in reciprocal movement. For millennia, fats in the native state such as cattle tallow, lard and vegetable oils, were the only available lubricants. With the advent of the petroleum age, large quantities of low-cost fluids with excellent lubricating properties have become available. This meant that the lubricants of the 20th century were essentially made from material of petroleum origin.

In recent years, we have witnessed a partial reversal of the trend, which was essentially driven by the usual ecological, environmental, renewability and

sustainability reasons. There are three aspects which encourage the use of fat derivatives for certain applications:

- the better **viscosity index** of fatty derivatives, which is understood as a smaller change in viscosity as temperature changes;
- the better **flammability performance** makes natural fluids fire resistant products, which are thus well suited for use as hydraulic fluids in situations of objective danger;
- grease-based lubricants also demonstrate **superior adhesion** behaviour to metal surfaces.

OSSERVATORIO BIOLUBRIFICANTI

NextChem promoted the foundation of the Osservatorio Biolubrificanti (Observatory on Biolubricants) together with Fondazione Ecosistemi, which specializes in green purchasing. The Observatory is a **voluntary multi-stakeholder work group**, whose aim is to collect technical and market data, identify best practices, and analyse the environmental benefits of **using biolubricants in place of similar fossil source products**, in order to promote their use in different sectors. The Observatory's objective is to establish itself as a source of

information for industry, the public administration, research, media and the institutions. It also aims to **disseminate** the information externally, through position papers and by organizing meetings in order to arrive at a regulatory definition that favours the use of biolubricants also through green purchases by the public administration and private companies. There are currently some fifteen public and private actors representing the world of research, renewable feedstocks, technology, manufacturing and the consumer sector.

2.7 ENVIRONMENT WATER AND WASTE MANAGEMENT

The sources of water for sanitation and civil purposes (canteen, toilets, flushing, etc.) used by the companies located at the Maire Tecnimont Group's Headquarters in Milan, are provided via public supply network and via the rainwater collection systems on the roof. The facilities of the complex use, without chemical

changes, ground water to feed the Heating Ventilation Air Conditioning (HVAC) systems, both for heating and air conditioning. Waste water is discharged into the urban sewerage network, for which no discharge authorization is needed under the current local law. Over the last three years, the total

water withdrawn from municipal water supplies or other public or private water utilities was: 41,145 m³ in 2018; 47,544 m³ in 2019; and 30,766 m³ in 2020. The same quantity of water was discharged into sewers over the last three years. Of the 30,766 m³, only 9,904 m³ was withdrawn off and then discharged

in areas considered to be under "water stress"²⁵.

In 2018, 1,494,510 m³ of ground water was withdrawn and then discharged, while in 2019, 1,436,860 m³ was withdrawn. The figure was 1,121,802 m³ in 2020. These quantities do not fall into areas considered as being under "water stress".

During construction phase, the safeguarding of water resources is one of the topics highlighted during training and environmental awareness campaigns.



In respecting Client rules and the local laws, no water can be discharged into the public sewer or directly into seas and rivers. Water consumption, in particular, is influenced by the phases of construction on the construction site during the year. **In 2020 there was a decrease in water consumption compared to 2019, and this was due to the different mix of project phases.** Some of the projects were at the pre-commissioning and commissioning phase, while others were at an early stage and had not yet begun hydraulic testing. Water consumption on con-

struction sites over the last three years is presented in detail in "Appendix - Sustainability Performance."

The Maire Tecnimont Group undertakes great care and comprehensive collection, transportation and final treatment of waste by means qualified external providers. The Group has provided several locations with segregated collection bins for paper waste, plastic and toners, promoting the "reduce - reuse - recycle" message, and provides specific temporary storage areas, avoiding the mixing of hazardous waste (electronic computer parts, lead-acid batteries or neon lamps) with non-hazardous waste (paper, toner, electronic components, alkaline batteries, furniture, plastic packaging, mixed metals, insulating materials and wood).

Paper represents the highest percentage of all waste produced; the digitalization of documents assists a

paperless approach, which helps to reduce paper supplies and consequently the volume of paper waste. The Maire Tecnimont Group has started also to increase its purchases of recycled paper, encouraging even more a "recycling culture".

In 2020, more waste was generated by the offices due to renovations and the creation of positions for smart working. According to the Group Policy, daily checks are conducted on waste management procedures and sub-contractors' behaviours at construction sites, in cooperation with specialized waste companies and in accordance with local laws. Waste production is also influenced by the work phase of construction sites during the year. **In 2020 there was a decrease in waste, as several projects had been completed, while others were in the early stages or were in the final stages of pre-commissioning and commissioning, when less waste is produced as the construction phase is complete.**

²⁵ By water stress we mean the ability or inability to meet the demand for water, both human and ecological (see GRI 303). The "Aqueduct Water Risk Atlas" tool of the "World Resources Institute" was used to assess the water stress areas. Those classified as "High" and "Extremely high" were considered as water stress areas.

PROTECTING BIODIVERSITY

Our Group has always considered the issue of biodiversity: although it is in some ways far removed from pure engineering activities, **biodiversity must be duly taken into account when designing construction sites and plants**, due to the effects that the setting up of sites and the running of plants can have on the local plant and animal ecosystem. During 2021, the Maire Tecnimont Group will be focusing specifically on this issue, which is a specific objective of the UN Agenda for Sustainable Development. One aspect that allows us in some way to contribute to the overall mitigation of impacts - not directly deriving from our business but from the industrial system as a

whole - is the area of second-generation biofuels, such as those derived from agricultural waste not in conflict with food. Biorefineries fed with feedstocks such as palm oil contribute indirectly to the problem of declining biodiversity, due to the dynamics of deforestation underlying the availability of palm oil for industrial and energy uses. The use of **biorefining technologies** based on alternative renewable feedstock (as is the case with our technologies for renewable diesel and ethanol 2G) or circular sources (as is the case with our technologies for the production of low carbon fuels from waste), represents a concrete contribution towards the protection of biodiversity.

OUR PEOPLE AND THE VALUE OF HEALTH, SAFETY AND DIVERSITY

EMPLOYMENT



5,960
EMPLOYEES



21%
WOMEN



3,081
ENGINEERS

TRAINING



~160,000 h
TOTAL HOURS OF TRAINING FOR EMPLOYEES

26.8 h
AVERAGE HOURS OF TRAINING PER EMPLOYEE

SAFETHINK: HSE AWARENESS PROGRAM



HEALTH AND SAFETY ON SITE*

0 LTIR
LOST TIME INJURY RATE IN 2020

0.077 TRIR
TOTAL RECORDABLE INJURY RATE IN 2020

* Referred to Hydrocarbons Business Unit and based on 1 million hours worked.

MULTI-SITE CERTIFICATIONS



SA8000:2014
ISO 45001:2018
ISO 14001:2015

MAIRE TECNIMONT GROUP MULTI-SITE CERTIFICATION

3



MATERIAL TOPICS

- EMPLOYMENT
- DIVERSITY AND INCLUSION
- HUMAN CAPITAL DEVELOPMENT
- HEALTH AND SAFETY OF EMPLOYEES AND SUBCONTRACTORS
- HUMAN RIGHTS

3.1 PEOPLE AT THE CENTER FOR THE TRANSITION TOWARDS AN INCREASINGLY SUSTAINABLE AND MORE DIGITAL ECONOMY

The current environmental and digital transition is a revolutionary transformation requiring new and diversified technical, managerial and entrepreneurial professional expertise. It also requires a sustainable approach, as well as high-level digital skills and enriching value of Diversity in terms of gender, ethnicity, age, diverse abilities and professional experience and knowledge.

Our People are the enablers of the transformation and the change taking place. Therefore, our priority objective and the cornerstone of our Human Resources Policies are investing in protecting their health and safety and promoting well-being and professional growth, while recognizing merit, making the most of everyone's talent and guaranteeing equal opportunities.

Our Group considers the focus on the working conditions of employees among its main priorities, and recognises the fundamental value of the quality of their working experience. These, together with protecting and valuing Diversity, represent the essential and fundamental elements of its ethical approach to Human Resources management in a context, such as the current one, which is increasingly diverse and challenging.

While overcoming differences in gender, age, religion, culture, skill and ability, we will continue to enhance the richness of Diversity to maintain an authentically sustainable and inclusive organization, where each individual contributes to generating value, able to attract new professionals ready to share our challenges and our vision, in the spirit of the founding values of the Maire Tecnimont Group, the Code of Ethics and sustainability policies.

Promoting equal opportunities is a business priority which, through the extension of access to technology and skills development initiatives, as instrument of equity and opportunity generation, can encourage the continuous evolution of the Group in the direction of increasing effectiveness, resilience and innovation.

To this end, we will endeavour to develop initiatives to continue to stand out in terms of our excellence on health and safety in every area of our business and in all phases of project execution. We will continue our journey of social accountability, aimed at ensuring the utmost focus on and protection of all the People along our supply chain. We will complete our programme for additional professional health insurance coverage to all employees and extend it to their families. We will expand investment in continuing education through

OUR PEOPLE ARE THE ENABLERS OF THE TRANSFORMATION AND THE CHANGE TAKING PLACE.

the constant improvement of the content and courses offered by our MET Academy platform.

To make this evolution possible, the Maire Tecnimont Group has undertaken to foster an environment that allows everyone's talent to emerge, through the launch of programmes aimed at promoting the innovation and transformation, and enabling our People to fully express their strengths, capabilities and potential.

Our Human Resources Policies also provide for continuous investment in the protection of the health and safety of Human Capital and in the promotion of well-being, developing welfare services and expanding the related offer, also by adopting initiatives aimed at increasingly strengthening the engagement and retention policy.

Our Remuneration Policy, also in the new macro-economic scenario, will continue to support the pursuit of strategic and business objectives, guiding management action and strengthening the engagement of our Human Capital. This will encourage continuation along the industrial path already undertaken by the Company, increasingly focused on the pursuit of results related to the Maire Tecnimont Group's sustainability strategy and the continuous creation of sustainable business value in the long-term, as demonstrated moreover by the launch, also in 2021, of an inclusive incentive scheme, the Second Cycle of the 2020-2022 Employee Share Ownership Plan.

The growing focus on material sustainability issues has led the Company to further reinforce the importance of the connection between the logics of performance measurement and the achievement of ESG goals - in particular in protecting health and safety, as well as in valorizing Human Capital and environmental sustainability. As of 2021, the abovementioned ESG goals will account for at least 10% of the weighting for objectives assigned to people involved in incentive systems. Even this choice confirms the strategic value of People for the Maire Tecnimont Group's long-term sustainable growth, as well as for the achievement of its corporate objectives and the overcoming of increasingly innovative challenges.

MESSAGE FROM ONE OF OUR EMPLOYEES AT A CORPORATE EVENT

I was hired at the end of 2019 and 2020 was my first year at Tecnimont, the year when we got to know each other. 2020 was also a really extraordinary year, which has actually turned into an accelerator of ideas and a rapid creator of a cutting-edge think tank.

I am a proud millennial. I dream of a sustainable, green, smart, creative and challenging future. That's why I wonder: which projects can we build together for our future? What can we do to contribute to improving life in our country and in the others where we work? How can we, the employees, be part of the path?

Thank you for this opportunity and thank you in advance for giving your attention to our questions. I am really pleased and grateful to be part of this project and this vision.

3

WHILE OVERCOMING DIFFERENCES IN GENDER, AGE, RELIGION, CULTURE, SKILL AND ABILITY, WE WILL CONTINUE TO ENHANCE THE RICHNESS OF DIVERSITY TO MAINTAIN AN AUTHENTICALLY SUSTAINABLE AND INCLUSIVE ORGANIZATION

In this changed global context, suddenly and radically transformed by the Covid-19 pandemic, the Maire Tecnimont Group has demonstrated a timely and well-structured reaction capacity, succeeding in putting into place – centrally and locally – appropriate measures and actions to ensure the operational continuity and coordination of around 50 national and international sites, always maintaining the primary objective of fully safeguarding and protecting the Health and Safety of its Human Capital.

Since the start of the pandemic, in fact, the Group has worked to define and implement rapid and effective contagion containment initiatives, based on constant and timely monitoring of the pandemic's evolution and fully adhering to the guidelines and measures of the competent authorities, often anticipating them in line with the spirit and founding values of the Maire Tecnimont Group to protect its People. These initiatives have been structured by promoting ongoing dialogue with Stakeholders (including clients, suppliers and trade union representatives), extending remote work programmes to all employees and, finally, launching regular information and awareness campaigns, aimed at employees and collaborators, covering appropriate behaviour and the precautionary measures to be taken.

The largely consolidated experience in agile working at the Milan headquarters and the availability of the IT infrastructures already put in place to support the related programme, have allowed remote working to be successfully and rapidly rolled out to all employees, in several locations and construction sites worldwide, minimizing the potential impact of the various lockdowns in Italy and in other countries where the Maire Tecnimont Group is present. The restrictions on movement, imposed by Italian and foreign authorities, also made it necessary, in collaboration with the competent corporate function, to revise international staff mobilization programmes in order to continue to protect their health and safety, even while working abroad.

THE LARGELY CONSOLIDATED EXPERIENCE IN AGILE WORKING AT THE MILAN HEADQUARTERS AND THE AVAILABILITY OF THE IT INFRASTRUCTURES ALREADY PUT IN PLACE TO SUPPORT THE RELATED PROGRAMME, HAVE ALLOWED REMOTE WORKING TO BE SUCCESSFULLY AND RAPIDLY ROLLED OUT TO ALL EMPLOYEES

3

IN THIS CHANGED GLOBAL CONTEXT, SUDDENLY AND RADICALLY TRANSFORMED BY THE COVID-19 PANDEMIC, THE MAIRE TECNIMONT GROUP HAS DEMONSTRATED A TIMELY AND WELL-STRUCTURED REACTION CAPACITY, SUCCEEDING IN PUTTING INTO PLACE – CENTRALLY AND LOCALLY – APPROPRIATE MEASURES AND ACTIONS TO ENSURE THE OPERATIONAL CONTINUITY AND COORDINATION OF AROUND 50 NATIONAL AND INTERNATIONAL SITES

3.2 EMPLOYMENT

The Covid-19 pandemic, its consequent emergency scenarios and the impact on the global socio-economic environment had a significant influence on personnel management policies and resulted in the reshaping of the Maire Tecnimont Group pre-Covid period recruitment plan. **This focused on the placement of essential positions, with the aim to guarantee continuity in operational activities and the pursuit of business goals.** Despite the severe economic and labour market crisis, and the enormous impact on people on a global scale, **the Company has not planned any personnel reduction actions, thereby confirming to look at the Human Capital as a fundamental asset in overcoming and successfully facing the current challenges.**

As of 31 December 2020, the Maire Tecnimont Group's staff consisted of 5,960 employees, 85.3% of which on a permanent contract, recording a decrease of around 6% compared to 2019. In addition to the slowdown in the number of hirings, such decrease - mostly experienced in the Middle East, in India and in the Far East area - can however be ascribed to the normal turnover, connected to the completion of the construction phase of several projects, which usually involves the greatest amount of resources. In Italy, on the other hand, the decrease mainly concerned personnel on fixed-term contract.

The recruitment plan has also been redefined to ensure the reintegration into the permanent headcount of job positions left vacant by colleagues who, taking advantage of the available options and

considering the possible impact of Covid-19 on the prospects for the social security system, chose to retire in advance, profiting from the options made available by the current legislation (Early Pension, Quota 100 and Opzione Donna).

Despite the lower number of hires compared to the previous two years and the initial forecasts for the financial year, **the Maire Tecnimont Group confirmed its willingness to continue investing in young people**, as demonstrated by the fact that 32% of permanent new hires in 2020 was related to staff aged 30 or lower, 90% of which being graduates in engineering and other technical disciplines and almost 40% female.

HIRES



32%
PERMANENT RECRUITMENT RELATED TO STAFF AGED 30 OR LOWER



90%
GRADUATES IN ENGINEERING AND OTHER TECHNICAL DISCIPLINES

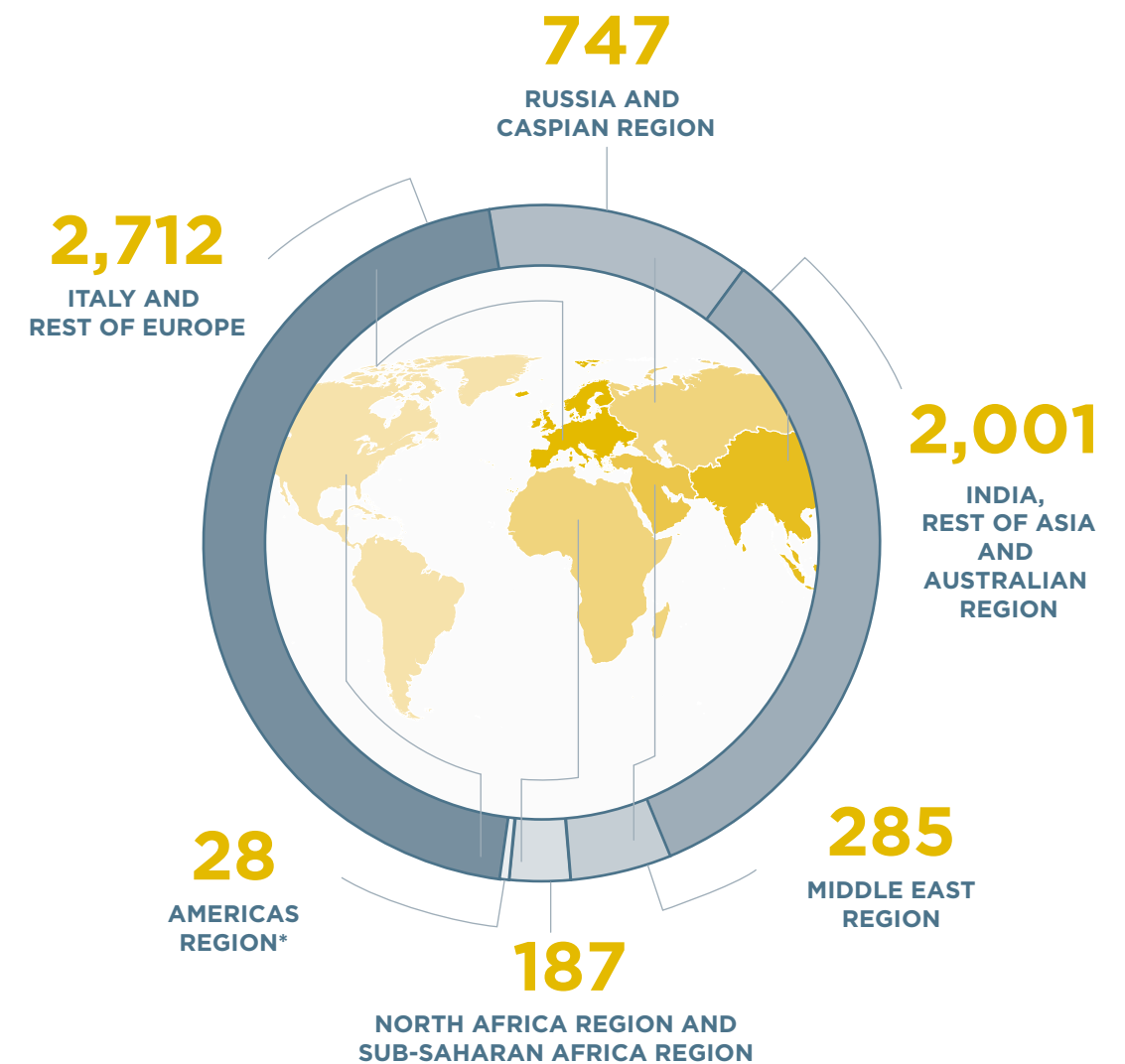
Only the subsidiaries MST S.r.l. and Neosia S.p.A. (at the date of this Report merged by incorporation with the acquiring company MST S.r.l. into MST S.p.A.) appealed to the Ordinary Wage Guarantee Fund (CIGO) for a certain number of resources. The above following the temporary suspension of activities requested by some clients, and whose duties were not properly carried out from remote. In fact, taking the opportunity offered by the "Salva Italia", "Relaunch" and subsequent Decrees, such subsidiaries shared with trade union representatives the decision to apply to the Wage Guarantee Fund for a total of 76 staff members, supplementing CIGO funds to provide 100% of workers' pay and providing for the staff involved to return to their respective activities.





5,960
EMPLOYEES

BREAKDOWN OF EMPLOYEES BY OPERATIONAL GEOGRAPHIC AREA



* In this representation "North America Region" and "Central and South America Region" are shown together as "Americas Region". For more details on "Employees by location of operation" see "Appendix - Sustainability Performance".

INDUSTRIAL RELATIONS AND COLLECTIVE BARGAINING

The Maire Tecnimont Group complies, on a global scale, with the employment legislation of the countries in which it operates and the conventions of the International Labour Organization (ILO) on workers' rights (freedom of association and collective bargaining, consultation, right to strike, etc.), systematically promoting dialogue between the parties and constantly searching for an adequate level of agreement and sharing of

objectives and company strategies between parties.

During 2020, **informing and consulting activities with trade union representatives at corporate and country level were also intensified**, both in Italy and the Netherlands, with particular reference to conciliation related to extraordinary operations with organizational impact (the Neosia Merger Operation with MST), extraordinary measures implemented for the pandemic management (application of CIGO in MST), as well as consultation on training.

In 2020, the percentage of employees of the Maire Tecnimont Group covered by collective bargaining agreements was around 92%.

It should be noted that, with regard to organizational changes and the relative minimum notice period, the Maire Tecnimont Group complies with local regulations in each country of operation.

3.3 DIVERSITY

Diversity and inclusion are values which the Maire Tecnimont Group has always identified with and recognised itself in. They represent an integral part of the Group's Code of Ethics and culture. **The Maire Tecnimont Group has always put People at the center**, promoting diversity, supporting inclusion and recognizing the unique value and fundamental contribution of each person to the corporate development and growth strategy. An increasingly inclusive working environment, a committed and heterogenous workforce, a more and more open culture, attentive to valuing the richness of differences are the ambitious objectives that have always guided Maire Tecnimont in its everyday activities and long-term strategies.

The Maire Tecnimont Group manages its business in an international and multicultural context, in which the diversity represents a value, an opportunity and a key competitive factor to better face the challenges of the global market.

The Maire Tecnimont Group operates in 45 countries and employs

staff of over 70 nationalities. Their development is a founding and distinctive element of the sustainability policy in the medium to long-term.

The path taken by the Group has evolved over time from an approach to protect and integrate diversity to a proactive strategy.

The aim is to encourage effective inclusion to fully seize opportunities and generate value through an activity plan inspired by the principles contained in the Human Resources Policy. This Policy, published in March 2020, guarantees, starting from the selection stage, a system based solely on merit and on the absence of discrimination of any kind, focusing Human Resources management and development plans on professionalism and on the values and culture of the Maire Tecnimont Group, with the aim to foster enduring relationships and ensure sustainable investment in the long-term. This plan provides for:

1 Continuous improvement of the **MET Academy contents**,

also including training initiatives that propose specific further and varied courses on the themes of diversity – such as, for example, those proposed by Valore D – and a renewed push for digitization as a tool to guarantee equal opportunities for access to training;

2 Promotion of **mentoring** and reverse mentoring initiatives to enhance intergenerational, intercultural and gender collaboration, to further strengthen the value and richness of inclusion;

3 The **Family Care Programme**, expanding the welfare offer for employees, aimed at the constant improvement of work-life balance and increasing support for the needs of the family, related to “parental leave” and part-time working, in addition to the already widespread policies in the field of flexible and smart / remote working;

4 Development of the Maire Tecnimont Group **Graduate Programme** – to accompany the placement of young graduates and build the “managerial generation of the future”, able to support the long-term strategy of energy and digital transition;

GEOGRAPHY



74

NATIONALITIES

DIVERSITY AND INCLUSION COMMITTEE

The Maire Tecnimont Group has put sustainability at the center of its strategic action plan, also in terms of Governance. To provide a **more structured guarantee of equal opportunities** as a business priority, a system of widespread governance has been implemented to encourage the development of an always growing inclusive culture, focused on **enhancing diversity** by es-

tablishing an “Diversity and Inclusion Committee”. The launch of focal points and working tables within the main sister companies and geographical areas of the Maire Tecnimont Group will further **strengthen the local support for equal opportunities, inclusion and diversity**, in all its dimensions.

FAMILY CARE PROGRAMME

The birth of a child implies a great change in the overall balance of family life, leading to new habits, priorities and, in many cases, a new organization of daily life's routine. To support employees in achieving an ever better **work-life balance**, one of the most effective factors in increasing well-being at work, the Maire

Tecnimont Group decided to expand its welfare policies, strengthening the national and contractual legislative provisions, with a specific Family Care Programme that aims to **encourage the use of the “parental leave”** and guarantee access to part-time working until the child is three years old.

5 Promotion of communication and discussion initiatives on the culture of diversity through “**MET Agora**”, a collection of meetings, workshops, interviews and dedicated round tables involving experts from the industrial, academic, institutional and associative world, and also personalities belonging to the Maire Tecnimont Group.

A heterogenous and diversified Human Capital in terms of culture, social and generational background, expertise, skills and experience is a distinctive value and a competitive advantage, as it enables collaboration, promotes mutual and constant improvement, and guarantees the ability to understand and adequately meet the needs and requests of stakeholders.

When it comes to gender diversity, as of December 2020 women represent the 21% of the Maire Tecnimont Group's entire population, with an improvement of 1 percentage point compared to 2019. The current rate is slightly higher than the average for the reference sector (European O&G Services).

An analysis of the workforce in terms of gender shows, as far as Italy is concerned, that **the current proportion of women with engineering degrees in Italian companies of the Maire Tecnimont Group is in line**

with the percentage of female graduates in engineering in Italy, equal to 18%, in the disciplines of Industrial and Building/Architectural Engineering (Source: Miur – AlmaLaurea Report).

As far as equal pay is concerned, 2020 data from the Maire Tecnimont Group's main European companies also essentially confirms a gender pay gap average of 93% which, for the middle manager and white collar population, stands at an average value of 97%. Entry wage conditions are substantially equal for men and women. To be noted instead, with reference to the executive population, an increase of female employees in all age groups.

GENDER



21%

WOMEN

The average age in the

Maire Tecnimont Group is 42 years old, almost in line with 2019. Again in 2020, this data confirms that, by age, the Maire Tecnimont Group population **is correctly balanced** and therefore it is possible to exclude any significant issues in relation to generational change, also taking into account the policies adopted by the Group to promote the cross-pollination of inter-generational skills and expertise.

AVERAGE SALARY GAP



93%

To conclude, **the analysis of the Maire Tecnimont Group workforce by nationality and employment area confirms the consolidation of the local content strategy put in place some time ago.** This is not a mere response to the conditions of employment imposed by countries and/or the limits of access to the local labour market, but is a result of the con-

tinuous search for efficiency and quality, to develop a competitive positioning advantage and generate added value through the transfer of skills and know-how, also by including workforce along the local supply chain.

The range of nationalities represented (74) and new hires in 2020 in the various regions where the Maire Tecnimont Group operates (410²⁶, of which more than 88% consists of local staff) highlight the pursuit of our long-term local content strategy.

NEW HIRES



88%

LOCAL STAFF HIRED²⁶ IN 2020

100% of new hires in the “North Africa Region & Sub-Saharan Africa Region” involved local resources. In the Russian & Caspian Region, with the highest number of new hiring, the local staff stood at around 87%. In Europe too, with particular

reference to projects in Poland, Belgium and Croatia, the local staff recruitment amounted to 76%.

²⁶ The 410 recruits and the 88% of local staff cover the various regions where the Maire Tecnimont Group operates, excluding the Italian headquarters, Holland and Germany and recruitment carried out in the Middle East area.

3.4 HUMAN CAPITAL DEVELOPMENT

Even during the complex emergency period that characterised 2020, the Maire Tecnimont Group's focus on the centrality and value of initiatives dedicated to Human Capital continued, using its resilience and adaptability to quickly and efficiently redesign the delivery approach and methods for training and development activities. Such a prompt reaction - also made possible thanks to the availability of advanced digital and social collaboration tools already widely in use under the ongoing digitalization process and the Maire Tecnimont Group's MET Academy project - allowed it to guarantee continuity of activities, through the redesigning of courses and the extended adoption of the e-learning methodology. The entire institutional training catalogue was rapidly virtualized, providing for distance participation in the courses

offered and the maintenance of a high level of interactivity for participants, even remotely. Also through this full digital approach, more than 160,000 hours of training were provided as follows (see pie chart "Breakdown of training by content").



The 76% increase²⁷ in training hours compared to the previous year demonstrates the Group's ever growing focus on Human Capital development. This increase is particularly significant with reference to two specific types of training. Firstly, specialized technical training, in which important initiatives were carried out involving employees at the

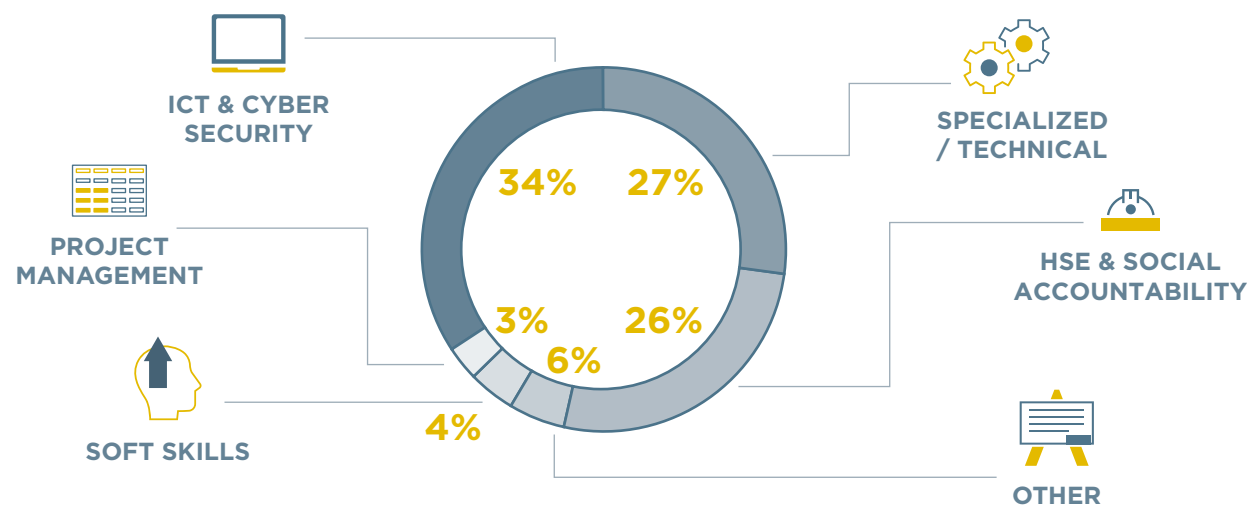


construction site in Russia, in order to get the technical certifications required by local legislation and, secondarily, the area of ICT. Great importance has been placed in fact on training activities dedicated to the use of IT tools and aimed at increasing awareness related to Cyber Security issues, continuing with the initiatives in place and proposing new courses to strengthen the relative skills.

Ad hoc courses have also been offered with reference to the soft skills which, with the increasing focus on the cultural specificities of the individual reference countries and business presence, represent further evidence of the corporate's attention and commitment to sustainability themes.

²⁷ The 76% increase does not include training hours on "HSE & Social Accountability".

BREAKDOWN OF TRAINING BY CONTENT



DIGITAL COMMUNICATION AND VIRTUAL TEAMS - TRAINING FOR EVERYONE

The Maire Tecnimont Group, once again demonstrating its resilience and adaptability, has been able to rapidly respond to the challenges over recent months thanks to the consolidated agile working methods and availability of advanced digital and social collaboration tools, now fully integrated into everyone's daily work. Extensive use of full digital and remote working confirms the importance of strengthening behaviours and communication methods that foster constant dialogue and effective team collaboration. Therefore, a series of live webinars were launched to offer all employees the opportunity to deepen their knowledge of digital

communication and working in virtual teams. This initiative was the first experience of launching live free access training opportunities, open to all People in the Maire Tecnimont Group.

Through this tool, hundreds of employees around the world shared an important development moment, even capable of improving their working experience, confirming that the Group is continuing to invest in the learning and training offer as opportunities for the enhancement and growth of the Human Capital.

SUSTAINABILITY AND LISTENING

The commitment to act responsibly towards all Stakeholders - clients, suppliers, employees, investors, lenders and associations - is a distinctive feature of the Maire Tecnimont Group and its business model. Recognizing the importance of their role and contribution, they have been recently involved in the initiative aimed at updating the Materiality Matrix, in order to identify the priority action topics in the field of sustainability, and ensure its consistency in relation to the evolution and dynamics of the context in which the Group operates. To this end, employees have

been invited to directly participate in updating the Matrix, promoting dialogue and listening to their proposals, once again demonstrating an inclusive approach and recognition of the value of the contribution of each person in the evolution of the sustainability strategy. Through identifying a representative sample of the heterogeneity of the corporate population (in terms of gender, age, seniority in the Maire Tecnimont Group, professional family and company) and of the overall vision, People in the Group actively contributed to the classification of material topics.

MAIRE TECNIMONT UP - GROWTH PROGRAMME - KNOWLEDGE SHARING

With a view to promoting sustainability values and with reference to corporate initiatives on the subject of local content, we underline the design and development of an Innovation Hub for knowledge dissemination and acquisition of key skills for growth, through the sharing of knowledge gained by the Group and the supply chain. This project is part of the broader memorandum of understanding between Maire Tecnimont and Cassa Depositi e Prestiti (CDP) - the "Growth Programme" project. It provides for specific initiatives dedicated to the Industrial and Financial Development of involved suppliers. This

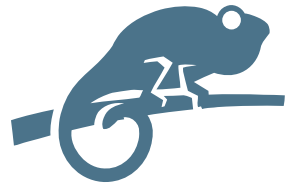
initiative will address numerous issues of interest to the Maire Tecnimont Group and the identified Champions, and will leverage the principles of Open Innovation. It will also generate opportunities for discussion and mutual upskilling with a view to continuous development, as well as cooperation, to identify opportunities for creating value for the participants. This programme will be developed in workshop mode with download and upload opportunities among



Champions, sector experts and Maire Tecnimont Group representatives, who will facilitate opinion sharing, also acting as innovation accelerators.

Still on the subject of Open Innovation, as part of the broader and already structured collaboration with Open Italy, in 2020 Maire Tecnimont promoted the participation of ten identified persons from different professional backgrounds in the “Share Your Talent” programme, to enable them to play the role of mentors. This programme will allow them to acquire specific professionalism to pass on their know-how and promote the generation of innovation for selected Italian startups.

In relation to Regulation (EU) 2016/679 (“GDPR”) on the processing of personal data, the Group continued on its journey to increasingly adapt its internal and training processes, in order to further consolidate the dissemination of knowledge and best practices on the subject, also by launching ad hoc training initiatives.



BE ADAPTIVE!

“People at the center” for sustainable and long-lasting success. The Maire Tecnimont Group’s Human Capital Management strategy is confirmed with Maire Tecnimont’s constant commitment to promoting well-being and professional growth, the recognition of merit and the protection of health, guaranteeing equal opportunities within an authentically sustainable and inclusive organization.

This approach characterises Maire Tecnimont’s commitment to the development of its business activities and has proven to be an effective and winning lever in resiliently facing the critical issues caused by the effects of the Covid-19 pandemic. Having introduced already for a while the “BE ADAPTIVE!”

CONTINUOUS INVESTMENT IN THE GROWTH OF YOUNG PEOPLE

Graduate Programme

To support the energy and digital transition strategy in the long-term and continue to **enhance individual talent and the richness of Diversity**, the Maire Tecnimont Group Graduate Programme is being developed. It will **accompany the inclusion of young graduates** with structured experiences of **job rotation** and **professional training** from an international, inter-generational, inter-professional and multidisciplinary perspective – to build the “**managerial generation of the future**”, always confirming a multicultural and multi-gender approach.



Training paths of excellence

The Maire Tecnimont Group offers deserving and motivated young people the opportunity to apply to be selected to take part in an **excellent training course, the Executive Master in Project Management**, provided by MIP Politecnico di Milano – Graduate School of Business. The high number of applications received is evidence of the appreciation of the initiative and of the willingness of the people involved to seize this important opportunity to consolidate their Project Management skills.

The Group, which strongly believes in the potential of training and development levers as accelerators in the pursuit of business objectives, wanted to meet this need, promoting **a new initiative for young people** who have chosen to get involved by applying. An ad hoc **training course** was therefore designed, launched with **a meeting with the CEO and COO of the Group**, Pierroberto Folgiero. This has been **an important and privileged opportunity for sharing and mutual discussion on the themes of Innovation, Resilience and Entrepreneurship**. In the first few months of 2021, this initiative will continue proposing digital workshops held by representatives of the Group and dedicated to current and strategic issues for the Maire Tecnimont Group such as, among others, Digital Transformation, Green Acceleration and In-Country-Value.

CYBERSECURITY

The acceleration of the digitization process was accompanied by an extensive “engagement” campaign – aimed at implementing exponential organization and the widespread dissemination of awareness of the transformation underway as well as of the **potential IT risks** connected to it. This process was made possible through the provision of **E-Learning content** accessible through the MET Academy platform which, in addition to covering knowledge of the main tools already in use, offers

in-depth learning on **Security Awareness issues**. Indeed, a new **online training campaign** was launched, significant both in terms of the variety of content and topics covered, and of the number of people involved (more than 4,100 participants, for a total of over 41,000 training hours provided). This course has been made available to **the entire company population** in India and Italy, with the prospect of it soon being extended to all of the Maire Tecnimont Group’s People.

Programme, the Group has created the enabling conditions – technological and cultural – **to ensure its People can work in an agile way**. The Programme, in fact, has been fully operational for the employees in Italian offices and was significantly – and rapidly – accelerated in 2020, due to the emergency situation requiring to keep all foreign offices operative, particularly in India – one of the major hubs in terms of company population. **The massive introduction of this working method has made it possible to protect the health of individuals, minimize the risk of spreading the virus and guarantee business continuity and constant productivity levels, also promoting the benefits of work-life balance.**

NOT JUST THE COMPANY, THIS IS YOUR COMPANY!

The launch of the new 2020-2022 Employee Share Ownership Plan – designed on the basis of the previous positive experience of the 2016-2018 three-year Plan – **confirms the willingness to continue identifying incentive mechanisms aimed at encouraging the participation of all employees in the achievement of objectives and the growth of corporate value in the long-term**. All the above, strengthening the motivation, sense of belonging and loyalty of its collaborators on the Maire Tecnimont Group’s development journey. The Plan, which provides for the free allocation of Maire Tecnimont Shares, upon the achievement of certain consolidated economic and financial results, **recorded an adherence rate of over 95% for the First Cycle (2020), confirming the deep appreciation of employees for the initiative and the reasons that led**

the Maire Tecnimont Group to implement it despite the peculiarity of the period.

ASSESSING SKILLS TO INVEST IN OUR GROWTH

Specifically in relation to Development activities during the period, it is also noted that within the wider process of increasing harmonization and uniformity of Group processes, **the performance assessment process (Employee Performance Commitment) has been implemented in various Maire Tecnimont Group companies**, in Italy and abroad. The process was deployed in the subsidiaries Stamicarbon BV, Tecnimont USA Inc, Met T&S Limited, and in the legal entities present in Azerbaijan and the Middle East (United Arab Emirates, Saudi Arabia and Oman), involving all employees possessing the necessary requisites.

DIGITAL AND AGILE SKILLS

Among the initiatives included within the Maire Tecnimont Group’s digital transformation process, it has to be highlighted the continuation of the training activities relating to the **Digital Advantage programme**. This has among its objectives the further **strengthening and dissemination of digital skills**, including the ones facilitating the management of

initiatives carried out in agile methodology. A good example of these initiatives is **a new path aimed at training selected people** – across the various professional families – **for the role of Scrum Masters**, facilitators in agile methodology able to stimulate team productivity and promote the **development of innovative solutions** and ways of working.

3.5 HEALTH AND SAFETY

The Maire Tecnimont Group is committed on a daily basis to promoting workplace safety, environmental protection and people's well-being. In general, a continuous focus is placed on creating a positive workplace, in which people can work safely, aware of the risk and consequences for the environment related to their job, and cooperating and sharing work and life experiences while growing professionally with their colleagues. **For the Maire Tecnimont Group, as EPC Contractors, people have a distinctive value.** Therefore, the risks relative to the health and safety of the employees present every day at home offices and construction sites are continuously assessed and mitigated. The safety and protection of people is not only a priority but a fundamental value that each of us puts into practice in all our activities, day after day. We are putting our efforts into increasing the engagement of our colleagues, clients and subcontractors, because HSE²⁸ is a value which everyone believes in and identifies with. The challenge of our journey is to humanize HSE.

Focusing on the prevention of any type of accident and the mitigation of any impact on the ecosystem, the Maire Tecnimont Group is therefore committed to providing workplaces, services and industrial plants compliant with applicable legal requirements and the highest Health, Safety and Environment (HSE) standards, while also encouraging "work safely" and environmental protection approaches for every area of Company operations and during all phases of project execution, both at home office and construction site level.

The HSE Policy specifies principles, objectives, targets, roles and responsibilities, in addition to the management criteria necessary to control HSE issues. These objectives and targets are communicated to the Companies by Top Management and pursued through involving all personnel in each activity during the engineering, procurement, construction and commissioning stages of our projects. Continuous and intensive monitoring and periodic audits are carried out by the HSE internal auditors within the organization and by external notified bodies, ensuring that the HSE obligations are effectively met.

Training is essential to create value for our stakeholders and to continuously develop the professional skills and competence of employees across the Maire Tecnimont Group. An intensive training program and specific sessions involve all employees in order to improve their knowledge on Health, Safety and Environment issues, tailored according to the role and tasks of the employee. In terms of the activities performed on construction sites, training is a key element for incident prevention. Over 7 million hours have been dedicated to HSE courses over the last three years. The ratio between HSE training hours and man hours worked on construction sites was 2.52% in 2018, 2.45% in 2019 and 2.91% in 2020. Despite the decreasing of man-hours worked, **this ratio has increased, demonstrating the effort and commitment on these issues.**

HSE TRAINING



OVER
7 MN HOURS
OVER THE LAST
THREE YEARS

The average hours of training per capita provided to employees at home office and construction sites for Maire Tecnimont Group on HSE, Social Accountability and Project Quality topics were 13.8 hours in 2018, 11.9 hours in 2019 and 7.3 hours in 2020²⁹. The variation observed on the absolute values are linked to the cyclical nature of the training campaigns carried out over the years and to the reduction in hours worked in 2020. In addition, all sub-contractors workers at construction sites belonging to the Maire Tecnimont Group receive training on HSE and Human rights issues. The numbers are significant and indicative not only of the adoption of correct methodologies and intense commitment, but also of the awareness and involvement of all those who take part in our activities.

In this perspective, in 2018 we launched a five-year plan with the aim of define a new approach to HSE culture, not confined to individual projects but comprehensively facilitating general empowerment of HSE awareness in the Maire Tecnimont Group. The "HSE Awareness Program" is structured into a series of initiatives, all focused on this singular objective, applying a multi-stakeholder approach. **Just one year after the launch of the program, numerous activities have been launched and developed, reaching and exceeding the challenging goal to create the innovative "Safethink" brand as the basis of a new shared HSE culture and identity.**

²⁸ HSE: Health, Safety and Environment.

²⁹ For more details on HSE training hours see the Appendix.

WORLD DAY FOR SAFETY AND HEALTH AT WORK 2020

We need resilience now more than ever today in order to meet the great challenge of the Covid-19 emergency: **maintain production and operational efficiency, in full compliance with the Health, Safety and Environment (HSE) regulations.** Maire Tecnimont launched this message in a two-day workshop bringing together **20 construction sites** totaling about 33,500 people, including Maire Tecnimont's construction team and direct and indirect workers, across eight time zones passing from North America, Europe, Africa, Middle East and Russia to South East Asia. The group decided to organize this sharing event to mark the **World Day for Safety and Health at Work 2020**, sponsored by the International Labour Organization. During the two-day workshop, Maire Tecnimont's top management connected with HSE site managers as well as the teams involved in the daily operations for project implementation. It was an opportunity **to share best practices** on how staff at each site - despite the distinct circumstances of its often very remote location - is carrying out its normal daily activities, facing the current global emergency proactively and with a strong spirit of adaptation. Maire Tecnimont defined and implemented a set of COVID-related safety and remote-working policies

starting in February to keep staff and workers safe. Colleagues traded thoughts about their experience after construction teams demonstrated **the ability to absorb shocks** and respond not only promptly to a constantly evolving situation, but to **actively contribute with real solutions.** The workshop was also an opportunity for the Group to launch the "spin-off" of its proprietary brand Safethink, adapting it to the current situation with **SafethinkCovid-19**, and the related HSE campaign that will be spread throughout the Maire Tecnimont network.

"For us the priority is to ensure the health and safety of all colleagues and their families, while we maintain full operational continuity in the four continents in which we operate, from the United States to Malaysia," commented Maire Tecnimont CEO Pierroberto Folgiero during the event. "In recent years, our Group has made the HSE component a clear factor of competitiveness, and today we are further demonstrating that this is not rhetoric, but a tangible value helping us face the challenges that await us in the future -- together with the passion that has always distinguished us."

SAFETHINK: HSE AWARENESS PROGRAM



From 2020, we have therefore set higher goals, strengthening and renewing this Program. **The Maire Tecnimont Group was committed to strengthen this culture through a deeper humanizing program that fosters/promotes engagement with each employee and third parties and ensures that the new HSE vision is applied by everyone in each single activity.** From this perspective, the "Safethink" brand has undergone an evolution, becoming the cultural basis of our awareness program and representing the center around which all the initiatives of the program are based.

Despite the emergency situation in 2020, we responded with full resilience, continuing on our path by adapting and customizing our goals to the emergency situation. Therefore, not only did our activities never cease, but on the contrary we strengthened them in order to maximize focus on prevention and protection for people.

IN PARTICULAR, THE FOLLOWING INITIATIVES WERE DEVELOPED IN THE 2019/2020 TWO-YEAR PERIOD:

HSE COMMUNICATION CAMPAIGN

Communication campaigns to keep focus on HSE & Social Accountability issues. In 2019, we launched an innovative communication campaign and a new HSE brand, "Safethink", aimed at maximizing our safety culture and strengthening a shared identity. In 2020, the campaign was implemented with the following activities:

- **SafethinkCovid19:** to adapt to the rapidly changing scenario of the Covid-19 emergency, the Maire Tecnimont Group launched a "spin-off" of the proprietary Safethink brand with SafethinkCovid-19, and the related HSE campaign;
- **Safethink Rules for Life Guidelines:** as part of the "Safethink" campaign dedicated to "BEHAVIOUR", the Rules launched in the campaign were structured and detailed through the publishing of specific guidelines.

HSE&SA ENGAGEMENT INITIATIVES

Engagement initiatives aimed at starting a humanization process on these issues, raising awareness and spreading the new HSE & SA vision in the Maire Tecnimont Group. In 2020, as part of this "humanizing" process, engagement initiatives in the HSE area aimed at involving leaders were identified:

- **World Day for Safety and Health at work:** the Maire Tecnimont Group's participated for the first time in the world day promoted by ILO - International Labour Organization - in order to spread and strengthen the commitment of Maire Tecnimont on these issues;
- **Maire Tecnimont Group HSE Workshop:** the Maire Tecnimont Group Site HSE Managers took part in the third edition of the Group HSE Workshop.

HSE CELEBRATION DAY

Celebration days following strong HSE performances during construction projects. In 2020, the HSE Celebration Day for the HAOR Project and the Safety Award for the LUKOIL Project should be noted.

RAISE PROGRAMME

"Reinforce Awareness in Safety & Environment" is an intensive program within a Tecnimont-Exxon Mobil Project aimed at spreading and strengthening HSE awareness and consciousness through Team building, in the form of a series of workshops on specific safety topics.

MAIRE TECNIMONT HSE & SA8000 MULTI-SITE CERTIFICATIONS

A dual goal achieved by the Maire Tecnimont Group in HSE and Social Accountability, which improves the synergies between the various companies. In 2020, the Maire Tecnimont Group obtained the challenging SA8000 Multi-site certification. Furthermore, with reference to the Multi-site HSE certification, the important objective of transitioning to the new Health and Safety ISO 45001:2018 international standard was also achieved despite the contingent situation.

HSE&SA SOCIAL INITIATIVES

Social initiatives on HSE and SA8000 topics to support local development, undertaking activities which best reflect the Maire Tecnimont Group's values.

TRAINING TOOLS

Spread of information pills and training tools to increase awareness of procedures and good practices on HSE & SA8000 issues in and out of the workplace. In this context, in 2020 the following activities were carried out:

- **Safety Tips:** publication of 9 Safety Tips on specific issues related to Covid-19 (hand washing; social distancing; avoid touching; surface cleaning; etc);
- **Safety Moment:** around 14 informative Safety Moments were held, for a total of more than 2,300 hours of information provided, with the aim of reinforcing the policies and behaviours to be followed within the Maire Tecnimont Group's home offices, defined and adopted starting from April 2020, as well as all updates and additional requirements;
- **Maire Tecnimont Group HSE Best Practices:** publication of a Guideline for EPC contracts in addition to the HSE practices reported in the system of procedures of each individual Company (i.e. HSE plans), with the ultimate aim of improving the HSE Best Practices already implemented within the Maire Tecnimont Group, sharing and disseminating them to all Maire Tecnimont Group companies. This was undertaken in order to increase HSE Awareness at all levels, regardless of the context (client, geographical area, sub-contractors) in which it operates;
- **Maire Tecnimont Group Guidelines for the management of Personal Protective Equipment (PPE):** publication of a Group's Guideline, which aims to establish the minimum requirements for PPE and workwear supplied to all Maire Tecnimont Group personnel;
- **Certification of HSE Managers:** the Maire Tecnimont Group's HSE Managers achieved a distinctive skills certification in accordance with UNI 11720:2018, a new professional role recognized and defined as "professionals who supports the organization in achieving the related HSE objectives on the basis of their own specifications knowledge, skills and competences". In addition to this important certification, and again with a view to improving skills, HSE Managers have been certified as auditors in accordance with the ISO 14001:2015 and ISO 45001:2018 international standards.



2021 OBJECTIVES

<0.63
TRIR
(TOTAL RECORDABLE INJURY RATE)*

<0.126
LTIR
(LOST TIME INJURY RATE)*

ONGOING PROMOTION AND STRENGTHENING OF H&S CULTURE ("HSE HUMANIZING PROGRAM")

3%
(CONSTRUCTION SITES)
TRAINING HOURS PROVIDED / HOURS WORKED

**based on 1 million hours worked*

EVOLUTION OF THE SAFETHINK CAMPAIGN



In July 2019, the Maire Tecnimont Group launched an innovative communication campaign and a new "Safethink" brand in the HSE area, aimed at maximizing our safety culture and strengthening a shared identity.

The campaign aims to **strengthen this safety culture and achieve shared practices** through new initiatives, including 4 cycles, 4 different themes (Tools, Behaviours, Environment, Social Accountability), 4 different moments designed to reach everywhere, from offices to construction sites.

As part of the campaign dedicated to "BEHAVIOUR", the "Life Saving Rules" of the Maire Tecnimont Group were defined and launched, in line with the reference standard of the International Association of Oil & Gas Producers (IOGP), with the name: "Safethink Rules for Life". They are a selection of safety rules that the Maire Tecnimont Group considers of primary importance for preventing injuries with particularly serious consequences.

In addition to the rules, the "Safethink Rules for Life Guidelines" were issued in 2020, to provide instructions and tools for their implementation in all Maire Tecnimont Group companies, outlining and detailing the purpose and scope of application of each of them.

Also in 2020, following the Covid-19 emergency, the Maire Tecnimont Group launched a "spin-off" of the proprietary Safethink brand with SafethinkCovid-19, and the related HSE campaign that was shared throughout the network by Maire Tecnimont. (For more information, see par. 1.4 "The response to Covid-19").



Watch the Safethink One Team, One Goal video

VIDEO



Discover more about the Safethink Rules for Life guidelines Social Campaign

WEBSITE

3.6 HEALTH AND SAFETY PERFORMANCE

The Maire Tecnimont Group strongly supports a preventative approach to reduce the risk of accidents and their associated effects, safeguarding the health and safety of its employees and personnel under its responsibility and minimizing negative impacts at its headquarters and construction sites.

Over the last three years, a total of more than **301 million man hours** were worked at the Maire Tecnimont Group's home offices and construction sites worldwide³⁰.

The Occupational Disease Rate (ODR) measures the frequency of occupational diseases relative to the total time worked by all employees. No occupational diseases were recorded over the last three years (ODR=0).

PERFORMANCE AT HEADQUARTERS

At the Maire Tecnimont Group's head offices, for the Hydrocarbons³¹ business unit, over the last three years a total of over 23.5 million man hours were worked. Including branches, man hours work amounted to 7,298,596 for 2018; 8,063,986 for 2019; and 8,151,755 for 2020.

Four injuries³² were recorded in 2018 (with 127 lost days), four in 2019 (with 116 lost days), and zero in 2020. According to OHSA, over the three years of observation the Lost Time Injury Rate (LTIR)³³ indicator fell, reaching 0.110 in 2018, 0.099 in 2019 and 0 in 2020. Again, according to OHSA, the same reduction was recorded for the Total Recordable Injury Rate indicator³⁴, which was 0.137 in 2018, 0.149 in 2019 and 0 for 2020.

In Italy, commuting injuries, those occurring outside company headquarters, must be recorded according to domestic legislation. Commuting injuries over the last three years for the Maire Tecnimont Group's Italian companies are 17 for 2018, 9 for 2019 and 3 for 2020.

Relating to the Green business unit³⁵, over the last three years, a total of over 0.49 million man hours were worked on Headquarters. More in detail, man hours worked amounted to 187,268 for 2018; 105,161 for 2019; and 198,129 for 2020.

In 2018, one injury was recorded (with 50 working days lost); in 2019 the number of injuries recorded was zero; in 2020, one injury was recorded (with 53 working days lost). According to OHSA, the Lost time Injury Rate (LTIR) indicator stands at 1.068 for 2018, **zero**

for 2019 and 1.009 for 2020. Also according to OHSA, the same trend was recorded for the Total Recordable Injury Rate indicator,

In the last three years, commuting injuries relating to the Green business unit amounted to three in 2018 (with 200 days lost) and **zero in both 2019 and 2020.**

CONSTRUCTION SITE PERFORMANCE

For the Hydrocarbons business unit, the Maire Tecnimont Group adopts the main performance indicators set out by OSHA (the US Occupational Safety and Health Administration) and IOGP (International Association of Oil & Gas Producers), in order to monitor and detect areas for improvement and to continuously promote a strongly HSE focused approach on worksites.

Over the last three years, a total of over **272 million** man hours were worked in construction sites of the Maire Tecnimont Hydrocarbons business unit.

The table below shows the main safety indicators for the Maire Tecnimont Group as per IOGP criteria.

HYDROCARBONS SAFETY INDICATORS ACCORDING TO IOGP

	2018	2019	2020
Man- hours worked in construction sites (employees + sub-contractors) - million	129.9	103.9	38.7
Lost time injury rate - LTIR ³⁶	0.015	0.096	0
Total recordable injury rate - TRIR ³⁷	0.062	0.317	0.077

The numbers and trends emerging according to these indicators are regularly compared with internationally recognized benchmarks, such as those provided annually by the IOGP for EPC (Engineering Procurement & Construction) contractors.

2020 data for IOGP is not available yet (as benchmark data will

be published in the second quarter 2021) and for this reason the Maire Tecnimont Group will maintain the same 2019 benchmark data also for 2020.

In 2020, the Maire Tecnimont Group recorded 38.7 million LTI free man-hours worked in the Hydrocarbons BU. This is evidence of the intense focus on

health and safety issues, as documented by an average injury rate (LTIR) constantly below the sector average, with a peak of zero accidents in 2020. Furthermore, maintaining the same reference data of 2019 for 2020, the TRIR indicator recorded is 9 times lower than the benchmark³⁸.

365 DAYS WITH NO LTIs

Despite all the difficulties faced over the last months, activities at our sites and offices have continued, ensuring both full production and the prevention of incident for Clients, and this is thanks to the huge effort made by all of us. This year our ability to perform to high standards has not changed: we reached a remarkable safety milestone, **one year without Lost Time Injuries - LTI free in the Group.**

A total of 45 million man-hours were worked in the Maire Tecnimont Hydrocarbons Business



Unit, which includes **23 construction sites across 8 time zones**, from North America, Europe, Africa, the Middle East and Russia to South East Asia, with a global average on-site workforce of around **35 thousand people**, including Maire Tecnimont's construction teams and direct and indirect workers. To make this possible, on a daily basis, we adopt the correct behaviour on construction sites and at all times during our activities, to ensure that we all consistently make the right choices. We are implementing the very essence of the second Safethink campaign on "Behaviours", within which we have defined and launched our "Safethink Rules for Life".

³⁰ Details of the hours worked by personnel in the Offices and Construction Sites is shown in the "Appendix - Sustainability Performance".

³¹ The Hydrocarbons business unit includes the companies that deal with petrochemical and Oil & Gas activities.

³² Commuting injuries are not included.

³³ Lost Time Injury Rate (LTIR) is the number of injuries including at least one day lost divided by the hours worked in a year the year times 200,000.

The LTIF indicator takes into account fatalities and injuries with lost days.

³⁴ Total Recordable Injury Rate (TRIR) is the total number of recordable injuries divided by the hours worked in a year times 200,000. The indicator takes into account: fatal events, injuries with lost days, restricted work day cases and medical treatment cases.

³⁵ The Green business unit includes the companies that deal with activities in the Renewables and Green Chemicals sectors.

³⁶ Lost Time Injury Rate (LTIR) is the number of injuries including at least one day lost divided by the hours worked in a year times one million. The LTIF indicator takes into account fatalities and injuries with lost days.

³⁷ Total Recordable Injury Rate (TRIR) is the total number of recordable injuries divided by the hours worked in the year times one million. The indicator takes into account: fatal events, injuries with lost days, restricted work day cases and medical treatment cases.

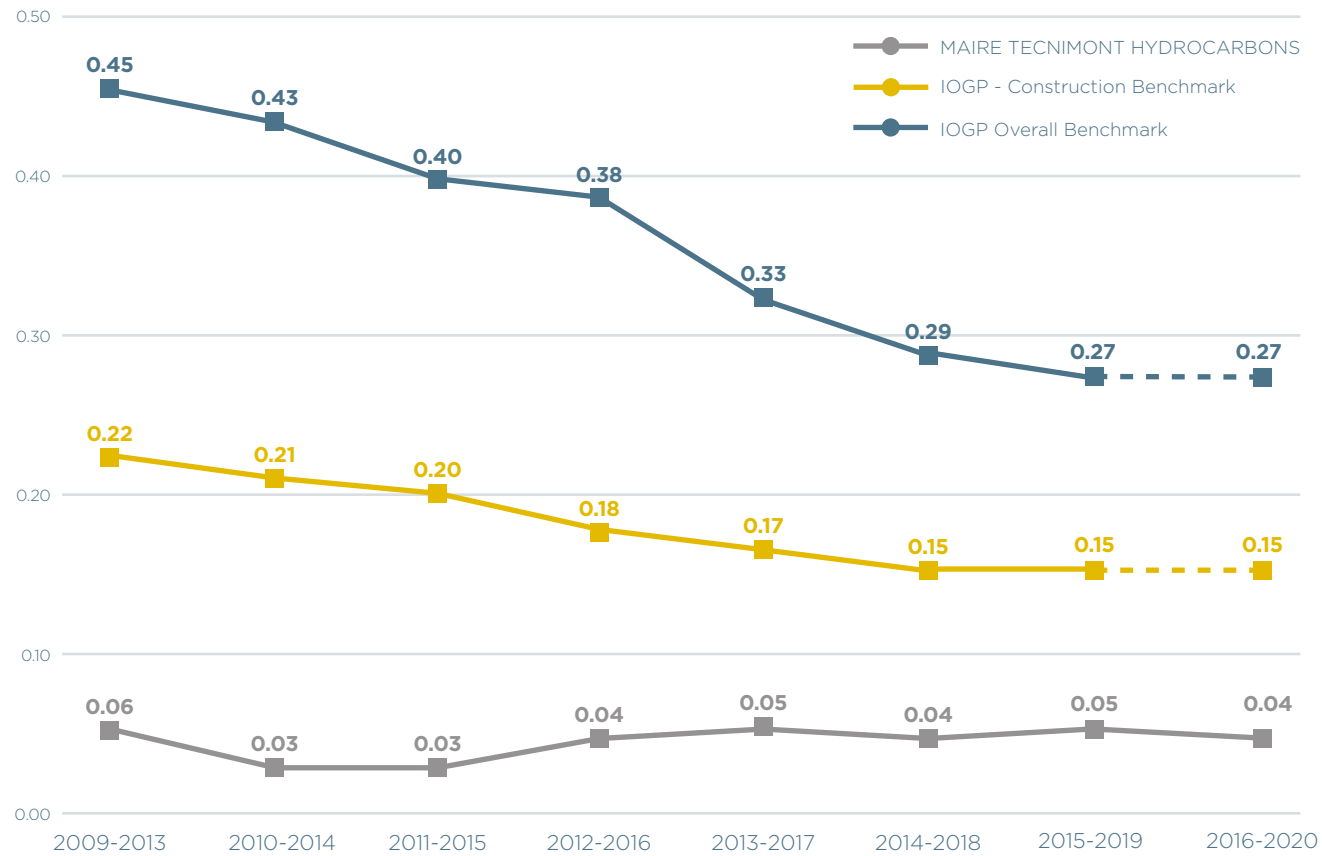
³⁸ For more information on safety indicators see "Appendix - Sustainability Performance".

By their nature, events categorised as LTIs³⁹ have a very low rate of occurrence, therefore, in order to value their trend over time it is necessary

to embrace a much longer observation period than the single year; for this purpose, the IOGP, whose statistical data we use as a sector

benchmark for HSE, has adopted a five-year rolling formula for the LTIR indicator and our organization has made similar processing.

LTIF FIVE YEAR ROLLING AVERAGE (per million hours)



Analysis of the trends of the last few years shows the Maire Tecnimont Group's commitment to excellence in injuries prevention. In fact our figures consistently remain well below the IOGP benchmarks, and **over the last five years the trend is decreasing**, as one can immediately see in the above graphic⁴⁰.

In 2020, no fatal accidents were recorded.

Work hours for the Green business unit⁴¹ over the last three years totalled to over 4.6 million. Work hours on construction sites (employees in construction sites + sub-contractors) amounted to 2.685 million for 2018, 1.501 million for 2019 and 0.45 million for 2020. The recordable incident cases reported the following safety performance, calculated across 1 million hours worked times the Injury Frequency Index (INAIL) and across 1,000 hours worked

times the Injury Severity Index (UNI: 7249).

■ The Injury Frequency Index⁴² was 12.29 for 2018, 6.66 for 2019 and **4.39 for 2020**;

■ The Injury Severity Index⁴³ was 0.128 for 2018, 0.353 for 2019 and **0.377⁴⁴ for 2020**.

In 2020, the Injury Frequency Index fell by one and a half times compared to 2019.

³⁹ Lost Time Injury (LTI) is the sum of fatalities and lost work day cases.

⁴⁰ The calculation was made on the basis of the subsidiaries Tecnimont S.p.A. and Kinetics Technology S.p.A. (KT), as they are the leading companies in the Maire Tecnimont Group by hours worked in construction.

⁴¹ The data does not include those relating to the MyReplast and Green Compound plants.

⁴² The Injury Frequency Index is the number of lost time injuries (fatalities + lost work day cases + restricted work day cases + medical treatment cases) divided by work hours worked times 1

million. The indicator takes into account: fatalities, injuries with lost days, restricted work day cases and medical treatment cases.

⁴³ The Injury Severity Index is the number of lost days divided by work hours times 1,000. The indicator takes into account lost days due to injuries. Injury Severity Index is defined according to OSHA Forms 300 methodology.

⁴⁴ In 2020, 114 lost days were also recorded due to the return of an injury that occurred in 2019.

HSE CELEBRATION DAY - HAOR PROJECT

Despite the critical issues related to the Covid-19 pandemic, the Maire Tecnimont Group continues to express its commitment to HSE issues also through specific events held on construction sites, in compliance with all the necessary prevention measures. Below we note the **celebration day**, an established practice in the Maire Tecnimont Group, of the important milestone reached **in Azerbaijan, at the HAOR project construction site**. In the project managed by the joint venture of subsidiaries Tecnimont S.p.A. and KT-Kinetics Technology S.p.A., **7 million man-hours were worked without LTIs** (injuries with lost working days according to OSHA - Occupational Safety and Health Administration). This remarkable result was made possible thanks to an **exceptional HSE commitment** by both the HSE team and the Construction team. Maire Tecnimont top management continued to join in with the celebrations on each construction site to express its gratitude to everybody who made this significant result possible.



SAFETY AWARD - LUKOIL PROJECT



The HSE commitment expressed and disseminated by the Group has resulted in the Maire Tecnimont Group's subsidiary KT - Kinetics Technology S.p.A. **receiving significant recognition** from an important Russian client, Lukoil. As part of the project within the Kstovo Refinery, KT won the competition as **best contractor in the HSE field**, thanks to its excellent statistics and proactive approach in fully applying the values of the Maire Tecnimont Group's "SAFETHINK" culture.

During the awards ceremony, Lukoil raised the KT flag at the refinery's main entrance. There can be no better award for KT to celebrate the excellent milestone of (injuries with loss of working days according to OSHA - Occupational Safety and Health Administration). This is a very significant achievement in a difficult working environment, rewarding all the HSE team and the Construction team's effort, who gave their full commitment to safety and showed **incredible resilience during this critical historical period**.

Discover more about the award

WEBSITE



GROUP HSE WORKSHOP - 3RD EDITION

The Maire Tecnimont Group Site HSE Managers took part in the third edition of the **Group HSE Workshop**, held in the Auditorium at our Milan office. The event was successfully and jointly organised by the construction departments of Tecnimont, KT - Kinetics Technology and the Maire Tecnimont Group HSE department, with the Group's Site HSE managers also having the opportunity to achieve the important certification of their skills as HSE managers, in accordance with UNI 11720:2018, and auditor certification, in accordance with the ISO 14001:2015 and ISO 45001:2018 international standards. Our Top Management launched the meeting on 29 January, welcoming participants, and then, with the support of presentations and videos, held a **discussion on the positive and negative experiences at the various construction sites and on the sharing of Lessons Learned**. In addition, Head Quarter representatives

shared and discussed details on the Maire Tecnimont Group's plans and expectations for 2020. The Workshop was closed on 30 January by Maire Tecnimont's CEO, Pierroberto Folgiero, who underlined the importance of spreading and consolidating the Safety culture. HSE is not approached as mere rhetoric, but as a real value. With this in mind, the HSE communication campaign and the new Safethink brand were launched, both to make everyone increasingly aware of **"actively thinking about safety"** before taking action and to maximize our HSE culture.



3.7 HUMAN RIGHTS

Respect for Human Rights is an essential element of the vision of the Maire Tecnimont Group and is one of the values underlying our activities in all the countries where we operate. The Company therefore recognises the diversity of the countries where it is present and of its clients, suppliers and employees, and each is valued as a strategic asset.

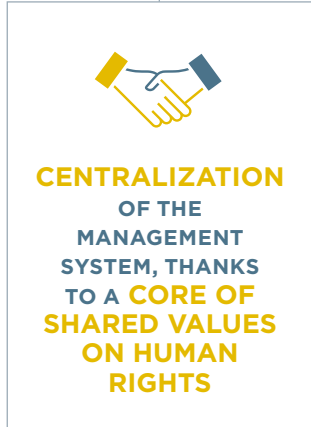
Maire Tecnimont's position on safeguarding human rights is made clear to all stakeholders, both internal and external, through the Code of Ethics - a copy of which is provided to new hires and suppliers and is always available on the Corporate website.

One of Maire Tecnimont's key goals is to ensure its business is



managed ethically, fairly and responsibly, also taking into account certain intangibles, such as the Company's human, organizational and social resources. The Maire Tecnimont Group, in compliance with the SA8000 standard and the United Nations' Universal Declaration of Human Rights, recognises and promotes among its employees and business partners respect for the individual and their values as a core aspect of its identity and of its conduct. Accordingly, any form of intolerance, violence, harassment and discrimination (be it

based on gender, race, nationality, age, political opinion, religion, sexual orientation, health condition or socio-economic conditions) is disavowed. In order to ensure ethical and responsible business management, the Maire Tecnimont Group's companies, with a similar process to that used for the Health, Safety, and the Environment assessments, are committed to a voluntary social responsibility certification in accordance with the SA8000 management system.



As a result of the strong commitment to fundamental values such as respect for human rights, protection of the individual and promotion of their well-being, at the end of

2020, the Maire Tecnimont Group received the multi-site certification from Bureau Veritas Italia in accordance with the SA8000:2014 standard. Achieving this ambitious goal was the result of coordinated work between the Group companies that were already individually SA8000 certified (see BOX "Social Accountability Multi-site Certification").

In addressing all these issues, Maire Tecnimont has therefore demonstrated the implementation of a solid and structured management system, made up of policies and procedures that are able to clearly guide the work of the certified companies. The centralization of the management



heavily in training and internal communication activities to raise awareness and involve everyone on these issues, with the aim of making each person an active participant on this journey and in their personal well-being. On construction sites, Construction Management plays a lead role in increasing awareness and monitoring of human rights. All construction site personnel receive social responsibility training, both in a traditional classroom setting and through e-learning.

The total number of hours in the reporting period for the companies included in the multi-site certification in relation to training on human rights policies or procedures concerning the human rights aspects of operations were as follows: 5,815 hours in 2018, 4,077 hours in 2019 and 1,660 hours in 2020.

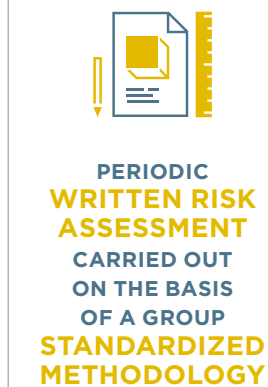
The fluctuations observed on the absolute values are linked to the cyclical nature of the training campaigns carried out over the years and the reduction in hours worked in 2020 in the Maire Tecnimont's construction sites.

The percentage of employees trained on human rights policies and procedures concerning human rights aspects, out of the total number of employees and during the reporting period, was 23% in 2020 compared to 35% in the previous year.

system, far from obvious in a complex organization like ours, was possible thanks to the presence of a core of shared values that translate into strategic choices and operational practices applied uniformly among the various companies of the Maire Tecnimont Group, while taking into account the specific characteristics of the individual businesses.

This system can be certified through an audit system by an independent body and is based on international human rights standards (ILO and UN conventions) and national employment laws. Its purpose is to provide a tool

that protects and gives authority to all personnel working for a company and to all those who collaborate with the company, such as suppliers, contractors, sub-contractors, and home workers. The Maire Tecnimont Group has implemented this system not only by fully complying with the requirements of the SA8000 standard, but by customizing the Management System to increasingly put the individual at the center. We have invested



The commitment to human rights training also involves sub-contractors, in addition to employees. 100% of sub-contractors receive human rights issue training.

In compliance with the SA8000 standard, an SA8000 Workers' representative has been elected

at each Maire Tecnimont Group's sister company to facilitate workers' liaison and communication with company management on matters related to social responsibility.

The Social Performance Team (SPT) was also defined, made up of a balanced representation of managers and representatives of SA8000 workers, and is responsible for monitoring and maintaining the SA8000 Management System. In this context, the SPT conducts a periodic written Risk Assessment to identify and prioritise areas of current or potential non-compliance with the standard and ensure that corrective and preventative actions are effectively implemented.

The risk assessment is carried out on the basis of the ERM (Enterprise Risk Management) methodology that the Maire Tecnimont Group has adapted from the assessment of corporate business risks. Involving the Social Performance Team in this systematic process, the Maire Tecnimont Group's companies are able to foster worker-manager collaboration around a proactive process that leads to practical workplace improvements.

A central aspect of our vision is to listen and give voice to the Maire Tecnimont Group's various internal and external stakeholders. We have therefore created a channel for all our stakeholders to send/receive reports, as a direct way of receiving insights and suggestions to improve daily working life. These channels differ depending on the type of stakeholder involved and are all managed through applying thorough analysis and transparency. In particular, alongside the dedicated



SA8000 Management Team and Worker Representative mail-boxes, the Maire Tecnimont Group has developed more structured ways to access the channels and ensure the anonymity of the complainant, as per the previously mentioned grievance mechanism.

Two special sections of the corporate website and the internal portal allow both internal and external stakeholders to report alleged breaches of company policies and/or of SA8000 standard requirements. A system for collecting reports was also established with 'physical boxes', both in offices and in our construction sites.

OUR ASSET

THE PEOPLE'S AWARENESS IS AN ASSET WE ARE WORKING ON TODAY

Communication and personnel engagement is a fundamental aspect of the SA8000 Management System. On the subject of social responsibility, as well as on that of health and safety, the Maire Tecnimont Group has put in place

many initiatives to generally strengthen awareness on these issues. Above all, the innovative communication campaign, both in offices and construction sites, and the "Safethink" brand, aimed at maximizing the culture of safety and social accountability of the Maire Tecnimont Group.

People's awareness is an asset we are working on today and which we are committed to for the next few years. In the SA8000 context, dedicating focus and commitment to these matters does not only mean improving the well-being of employees, but the even more complex mission to transfer and share these requirements with all the companies that work with us, and this is our challenge for the future.

MULTI-SITE SOCIAL ACCOUNTABILITY CERTIFICATION: A SINGLE SA8000 MANAGEMENT SYSTEM AT INTERNATIONAL LEVEL

Discover more about the multi-site certification

WEBSITE

Maire Tecnimont is the first group in Italy as well as the first group worldwide in the technology, engineering and construction field of the energy industry **to certify a unique social accountability management system at a multi-geographic level**, confirming its commitment to the well-being of its people in offices and on construction sites.

Respect for human rights, the protection of individuals and the promotion of their well-being: it is thanks to its strong commitment to these fundamental values that the **Maire Tecnimont Group has received a multi-site certification from Bureau Veritas Italia** in accordance with the SA 8000:2014 standard. An ambitious goal, the result of a complex coordination effort among the various Group entities that were already individually SA8000 certified, particularly those with offices in Italy (Tecnimont SpA, KT - Kinetics Technology SpA, M.S.T. Manutenzioni & Servizi Tecnici s.r.l.), Germany (TPI GMBH) and the

Netherlands (Stamicarbon B.V.). Today Maire Tecnimont, thanks to the invaluable collaboration of Bureau Veritas Italia, is extending its SA8000 social accountability certification beyond national borders, once again confirming its role as a **pioneer in change**: the certification highlights the synergies among the different corporate entities, which share a solid core of Group values, first and foremost of which is the protection and growth of people, the primary asset at the center of Maire Tecnimont's business in every country in which it operates.

Having multi-site certification extended to different countries allows the Group **to standardize procedures and methods, optimize audit times, as well as further strengthen the dynamics of exchange along its supply chain**, increasing the market competitive-

Discover more about the Round Table with Bureau Veritas

WEBSITE

ness of each individual entity and the Group as a whole.

Pierroberto Folgiero, Maire Tecnimont Group CEO, commented: "The certification we have received today represents an important milestone: it is another fundamental step in our journey to ensure that the utmost attention is paid to the protection of all the people who share Maire Tecnimont's DNA and values, and at the same time reinforces our commitment to the entire supply chain, an essential element of a company that firmly believes in its code of ethics. With this result we value the important work carried out in previous years, which has led to the implementation of robust and mature management systems by each of the companies included in the scope of certification".

Discover more on the Forbes article

WEBSITE



Diego D'Amato, President and CEO of Bureau Veritas Italia, commented: "For many years, in the long history of SA8000 certification, certificates could not "cross borders" and were limited to the national perimeter. Today, the new rules provided by SAI (Social Accountability International) and SAAS (Social Accountability Accreditation Services) foresee the possibility of including sites belonging to different countries in a single certificate, provided that there is a single, centralized management, capable of guaranteeing an effective and homogeneous system for managing social accountability. Maire Tecnimont's biggest challenge was to bring together the various SA8000 certifications that already existed for the Group's individual companies under a single umbrella. Bureau Veritas is particularly proud to have certified this groundbreaking system, paying tribute to Maire Tecnimont's great organizational capacity and commitment to values that know no geographical boundaries."

CREATION OF INNOVATION THAT BRINGS WELL-BEING

INNOVATION AND R&D



6

INNOVATION CENTERS



81

INNOVATION PROJECTS



~76

PEOPLE INVOLVED IN R&D AS FULL TIME EQUIVALENT



25

PARTNERSHIPS FOR TECHNOLOGICAL DEVELOPMENT

PATENTS



131

FAMILY BASED



1,725

EQUIVALENTS

RESEARCH



13

EUROPEAN RESEARCH PROJECTS

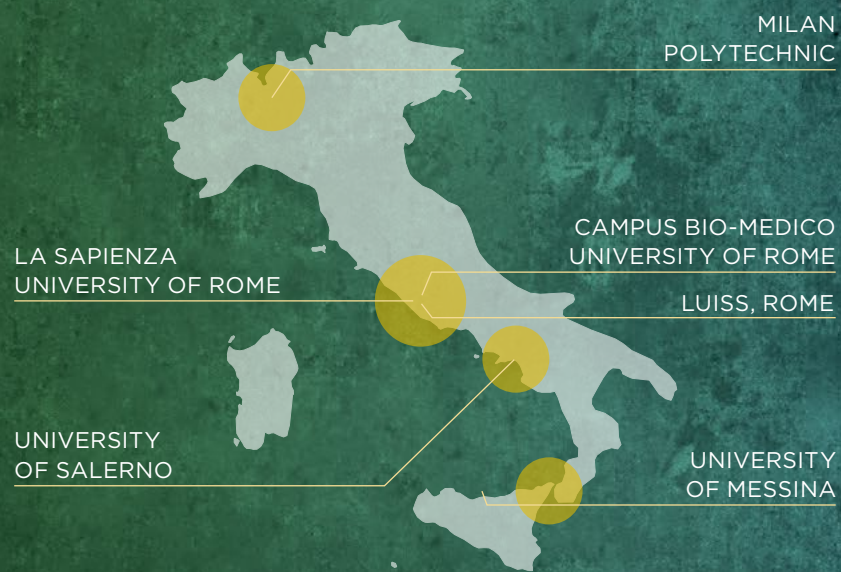
INITIATIVES



3

OPEN INNOVATION INITIATIVES

COLLABORATIONS



ITALIAN UNIVERSITIES



4



MATERIAL TOPICS

- INNOVATION AND DIGITALIZATION

4.1 TOWARDS SUSTAINABLE, INCLUSIVE INNOVATION

Above all, environmental and social sustainability needs innovation – technological and organizational innovation – but also humanistic knowledge. This is even more the case in relation to the ecological and energy transition, which requires research into new forms and sources of energy, a reconsideration of how we produce in every industrial sector and of how we transport, consume and recover materials and molecules at the end of a product's lifecycle.

Innovation for sustainability is as yet a new area, but one that is changing the way that sectors of industry communicate with each other: one example is the range of new waste-to-chemicals projects that the Maire Tecnimont Group is promoting, which is bringing together the refining and waste industries for the first time. Another example is the biofuels sector, which is based on the connections between agriculture and industry. Think of hydrogen: it entails a vast area that will change industrial processes, mobility systems, storage systems and network infrastructures.

Businesses must operate as a system: they need to work in order to promote supply chain agreements, and joint research and study platforms should be pursued increasingly more. The capacity of our institutions to support innovation in this sector needs to be developed. Companies must be guided on how to use the resources that will become available over the next few years, to set up projects that will certainly bear fruit in the medium and long term and which need a forward-looking, innovative approach. This is another area in which we need to become increasingly systematic.

The Maire Tecnimont Group believes that we can play an important role in this respect as enablers of this paradigm shift, through our role not only as engineering developers, but also by developing projects from technological concept through to project financing schemes. This will involve forging partnerships, engineering innovations, creating a governance structure, implementations, and even management co-participation.

The ecological transition is changing the trade and political balance between countries, and it is an area that will also require innovation in the field of politics and international relations. The drive towards environmental and social sustainability, accompanied by an ever increasing volume of online information, is raising awareness of the principles of equity and justice. This awareness is changing the appearance and shape of our political and institutional systems, and will require new humanistic expertise and innovative forms of public decision-making to accompany this great change. Our newly-formed Foundation will be able to make a contribution in this respect.

That contribution is innovation. Continuous, growing innovation on a technological, organizational and humanistic level.

INNOVATION FOR SUSTAINABILITY IS AS YET A NEW AREA, BUT ONE THAT IS CHANGING THE WAY THAT SECTORS OF INDUSTRY COMMUNICATE WITH EACH OTHER: ONE EXAMPLE IS THE RANGE OF NEW WASTE-TO-CHEMICALS PROJECTS THAT THE MAIRE TECNIMONT GROUP IS PROMOTING, WHICH IS BRINGING TOGETHER THE REFINING AND WASTE INDUSTRIES FOR THE FIRST TIME.

As we move towards 2025, we will strive to develop and industrialise innovation by opening it up and connecting it to the external ecosystem, enhancing its contribution to the well-being and progress of humanity. For us, this will mean:

- developing a three-pronged approach along the lines of technological innovation (process engineering, digitization and innovation in EPC) to increasingly support technological, industrial and social progress, reducing environmental impacts and contributing to decarbonization;

- promoting Open Innovation platforms and ecosystems that support innovation and business start-ups;

- supporting skills training at universities, with a training programme for energy transition specialists aimed at incubating young talent on an innovation-intensive path. We want to help create synergy best practices between universities and businesses, as we believe this is an enabling factor for the long-term growth of the Maire Tecnimont Group.

Innovation has always been in our DNA. Our Group pursues it on many, often interconnected, fronts. Our investments in innovation are evident in the thousands of work hours dedicated each year to the implementation of plant technologies, EPC optimization, patent development, digitalization, and to many international research projects, some of which we also coordinate and for which in some cases we build pilot plants.

The Maire Tecnimont Group strongly believes in the exchange between the world of research and that of business. As “industrial developers of innovation”, we have always collaborated extensively with universities and research institutes, sometimes through joint participation in many European and national projects. We have also undertaken a number of research projects directly, and have a growing basket of patents. In recent years, we have invested much effort and resources in the digitalization of processes: to our Group, this is a claim to excellence within the sector and a source of pride. It enabled us, among other things, to be ready for the pandemic and to continue to manage people, teams, projects, inspections and acceptance procedures remotely, all over the world. The continuous development of our digital infrastructure is one of the priority goals as we move towards 2025.

Our commitment will continue in this direction in an increasingly structured way, with a greater focus on Open Innovation and partnerships with the world of academia. We believe in the potential of creating ecosystems that feed on the exchange of information and experience; we believe that all positive energies and ideas should be tapped into and tested for applicability in pilot schemes and on an industrial scale. We are involved in many projects that encourage creative start-ups and innovative ideas in the area of sustainability, through our participation in platforms such as the CDP GreenTech Accelerator, the Open Italy Programme, the Elis Consortium, the Lventure Scouting Activities project, MIND (Milano Innovation District), and the Circular4Recovery project-award. We have made Open Innovation one of the Maire Tecnimont Group's priority goals for 2025 and are strongly committed to this trajectory.

4

INNOVATION HAS ALWAYS BEEN IN OUR DNA. OUR GROUP PURSUES IT ON MANY, OFTEN INTERCONNECTED, FRONTS.

Technological innovation for sustainability needs a constant supply of new ideas. The only way to secure this supply is to encourage more and more graduates to become experts in technologies dedicated to the energy transition, in solutions for reducing energy, water consumption and polluting emissions and for reducing and recovering CO₂. These experts will become the creators of new circular business models and solutions for remanufacturing and for the sharing economy, leading new generations towards social inclusion and enhanced well-being, economic stability, as well as peaceful civil coexistence.

If there is one way to interpret the application of the UN Sustainable Development Goals, we believe this is it. We believe we can do this primarily by trying to apply these principles every day in our business, but also by investing resources, energy, time and dedication to training new generations of men and women, technicians and managers (people, first and foremost), who will be called to give direction to the future, inside or outside the Maire Tecnimont Group.

This is why we see the training of future energy transition managers as part of our being enablers of the transition. We have many ongoing research projects with universities and training institutes, in which we fund courses and professorships created with our contribution. Our managers and engineers regularly give lectures as an integral part of their work, providing support for apprenticeships, degree dissertations and PhD theses, at times also accompanied by internships that often turn into talent acquisition. We have many partnerships with Italian universities and several international institutions: from the Milan Polytechnic, where we sponsor the teaching of industrial engineering, to LUISS, where we have set up an Open Innovation course, and from La Sapienza to the Biomedical Campus. International projects include the BHOS Development Program (Azerbaijan) and the Cooperation Agreement with NITK in India.

Business grows where there is innovation, and innovation grows where there are new paradigms to explore. The road ahead is fascinating and full of opportunities, and we want to play a leading role.

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DEVELOPMENT GOALS,
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4

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4.2 DIGITAL INNOVATION

The current scenarios for defining the organization of work, industrial processes and methodologies, skills and workspaces are significantly different from the recent past. The natural evolution of these areas has been amplified by the consequences of the Covid-19 pandemic. These processes are now evolving further, and present opportunities for development, which the digital transformation undertaken by the Maire Tecnimont Group in 2015 is now enabling us to address and accelerate. **In this sense, the choices made by our Group are rewarding, both in terms of the energy transition (green chemistry and the circular economy) and in terms of digital transformation.** These two areas are both heavily geared towards innovation and are significantly interconnected.

The main impacts of Covid-19, which have manifested themselves during the lengthy lockdown periods across the world from March 2020, have validated our Group's decisions to develop the digital aspect (Fig. 1).

These choices were focused on the main asset of the Maire Tecnimont Group: Human Capital. **People are at the heart of our business: our commitment is to promote their well-being and career development, and to recognise their merits while protecting their health and promoting equal opportunities for a truly sustainable, inclusive organization.** This is achieved by recognizing merit and enhancing talent, thus building on our ability to attract new professionals who share the challenges of our leadership role, "doers" who can work for a non-generalist, technology-driven EPC Contractor such as the Maire Tecnimont Group.

The digital transformation is a driving force behind the spirit of the Maire Tecnimont Group's founding values and its Code of Ethics. It sees equal opportunities as an industrial priority, and helps to overcome constraints and prejudices of any kind (gender, age, ethnicity, religion or different abilities). **Access to technology and digital initiatives fosters the development of skills and the**

evolution of the business towards increased efficacy, resilience and innovation. At the same time, it supports the creation of a genuinely sustainable organization, and a working environment that recognises heterogeneity and inclusiveness as its strengths.

The Digital Programme is still developing along two separate yet synergetic paths:

1 Digitalizing CORE processes by improving the business model using digital enablers, in order to:

- **increase competitiveness** by reducing set-up and plant running costs for Maire Tecnimont Group companies and for their clients;

- **redefining sequences and optimizing timeframes** in order to speed up the bidding process and project execution;

- **improving productivity and performance** in terms of energy efficiency and sustainability.

2 Bringing a digital advantage, by integrating new digital services for new and existing clients into the Maire Tecnimont Group's value proposition, with the aim of:

- **identifying new value-generating services,** enabled by technology;

- **improving client experience and business positioning** for the Maire Tecnimont Group;

- **evaluating new opportunities** to enhance the generation of In-Country-Value (ICV).

Today, the Maire Tecnimont Group manages a digital portfolio of about 50 development streams,

MAIRE TECNIMONT DIGITAL SUITE PILLARS		Extended Organization Approach and Advanced Design collaboration		
		Robotization and Machine Learning		
		Smart network management		
		Advance reporting through Business Intelligence		
		Field Workforce control (HSE)		
		Advance Analytics and Artificial intelligence		
		Process Innovation		

Figure 1 - Main areas of digital transformation. = Time = Quality = Safety

structured around the two dimensions of **DIGITALIZING CORE PROCESSES** and **DIGITAL ADVANTAGE**. These two dimensions, while obviously constantly evolving and developing, are progressively becoming a reality within the projects executed by our operational companies. They allow better management of work sequences throughout EPC development, leading to improved control of project execution times, and also greater control of HSE issues during construction.

At the same time, by developing an ecosystem of qualified partners, the Maire Tecnimont Group is expanding its digital portfolio to include products and services that can reduce the operating costs of industrial plants, helping to increase their sustainability by lowering atmospheric CO₂ emissions (for example by using process optimizers), reducing the risk of accidents affecting humans and the environment (through predictive maintenance), facilitating the transfer of skills and creating new job opportunities (such as advanced training systems), in order to reduce the risks for operators in the field (IT/OT convergence).

During 2020, the transformation programme facilitated the achievement of two key objectives for the Maire Tecnimont Group:

- it ensured business continuity in the global pandemic;
- it proved to be a founding element of the Sustainability framework.

BUSINESS CONTINUITY

The choices related to organizational model, extensive smart working, technological preferences, the migration of all systems to cloud environments, the extensive use of remote collaboration tools and the implementation of advanced cybersecurity to manage access to company information, are all factors that guaranteed the full operational continuity of the Maire Tecnimont Group and its projects in 2020. The projects that slowed down, did so in keeping with client requirements.

Covid-19 has had a disruptive effect on the way we work, and on the attendance of in-person meetings. During the 2020 spring, all operational sites were impacted by the lockdown policies implemented in every country around the world.

During the same period, there was an explosion in the use of collaborative tools at all the Maire Tecnimont Group companies (Fig. 3). Meetings on the Group's chosen collaborative platform (Teams) increased from a few hundred to over 3,000 events per day. Chats and calls showed similar rates of increase.

This shows how, thanks to the choices made in recent years in relation to smart working and IT platforms, our Group has managed to respond to lockdown by leveraging the new digital tools now available for our projects and operational companies. This paradigm shift allowed us to pursue full business continuity and maintain the expected level of productivity. On the subject of productivity, it is worth noting that the number of Maire Tecnimont

Group transmittals issued to clients remained unchanged.

The digital transformation has given our Group the reactivity and flexibility it needed, and in fact the impact of extended global lockdown periods on our production of home office services was negligible.

MEETINGS

3,396
DAILY AVERAGE FOR WEEK

+6,507%
FROM
PRE COVID-19

REMOTE MEETING PERFORMED (VIA TEAMS)



Figure 2.

SUSTAINABLE DIGITAL TRANSFORMATION

The Covid-19 situation has brought about a major change in many of the basic aspects of our working environment: our concept of the workplace, the way we relate to each other, and our colleagues' work-life balance have all changed.

In this context, **the Maire Tecnimont Group's digital transformation has been a pillar of our sustainability strategies** (Fig. 3).

Digital transformation plays an important role in all sustainability issues: on the one hand, it dematerialises the physical concept of the workplace in favour of a logical concept, while on the other, it makes information and data fully transparent and accessible, eliminating role and generation gaps as well as gender and disability gaps. It also encourages the transfer of know-how to local workers in the countries hosting our projects; for example, remote collaboration tools facilitate on-the-job training throughout the various stages of project development. **Digital solutions increase the level of HSE** at the plant construction and commissioning stage, as potentially dangerous inspections can be carried out remotely, and they allow for a better investigation of "congested" work areas.

DIGITAL SOLUTIONS TO SUPPORT ESG ISSUES



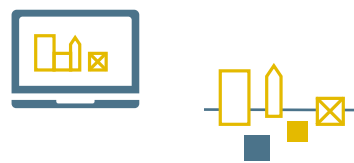
Figure 3.

By dematerializing work processes, remote digital solutions also significantly reduce the environmental impact of the Maire Tecnimont Group's activities and of the operational plants.

The 1% (one percent) upgrade of a medium-sized fertilizer plant (1,500 MTPD) leads to a reduction in energy consumption of around 1,600 tonnes of CO₂ per year. We can pursue this target using the new generation of process optimizers, which are under development for all the licensing companies in the Maire Tecnimont Group.

SUSTAINABLE DIGITAL TRANSFORMATION

Example
PROCESS OPTIMIZATOR AND OTS FOR UREA PLANT OF 1,500 MTPD



ECONOMIC SAVING (PRODUCTION, ENERGY SAVING) 1.2M€/YEAR



SITE OPERATORS FULLY TRAINED

SIMULATION, VIRTUAL AND AUGMENTED REALITY TRAINING

The Maire Tecnimont Group has invested heavily in **advanced simulation skills** to train plant personnel. By complementing its own expertise, for example by acquiring PROTOMATION, Maire Tecnimont can **support clients through plant operation simulations**, so that the plant's on-site teams can work independently and efficiently in as short a time as possible.

In synergy with operator training simulators, virtual reality (VR) and augmented reality (AR) are technologies that make operator training more effective. This has a **positive impact on plant operation and maintenance from an HSE perspective**.

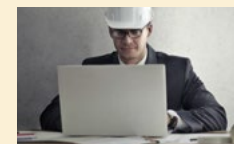
Using these simulation techniques, trainees can obtain first-hand experience of how they will interact with the system before it is physically constructed, by comparing the plant with an **advanced 3D digital twin** made during the project engineering phase.

**A/V REALITY
OTS EVOLUTION THROUGH VIRTUAL REALITY SUPPORT
HSE DURING OPERATIONS AND MAINTENANCES**



OTS operates as a real plant in a large operating window...

...allowing to simulate realistic operating scenarios to board operator...



...that will interact with field operator who experience almost-real situations through VR, that affect emulator in real time

DO MET SUITE SATISFY WITH THIS GOAL?



We have our own standard but we can also work on others



We have Virtual/Augmented Reality competencies



We have established partnership for VR developments



We have established a Roadmap to drive vs OTS evolution

Training in a simulated environment makes it easier to provide guidance to control room and field operators, **facilitating optimal plant operation and minimizing the risk of errors** in the field, thus reducing the risk of accidents with a consequent reduction of **the potential HSE impact**.

In parallel, the Maire Tecnimont Group is extending its digital portfolio in order **to maximize remote assistance to plant operation and maintenance**, as well as to support field activities.

THE DIGITAL PORTFOLIO

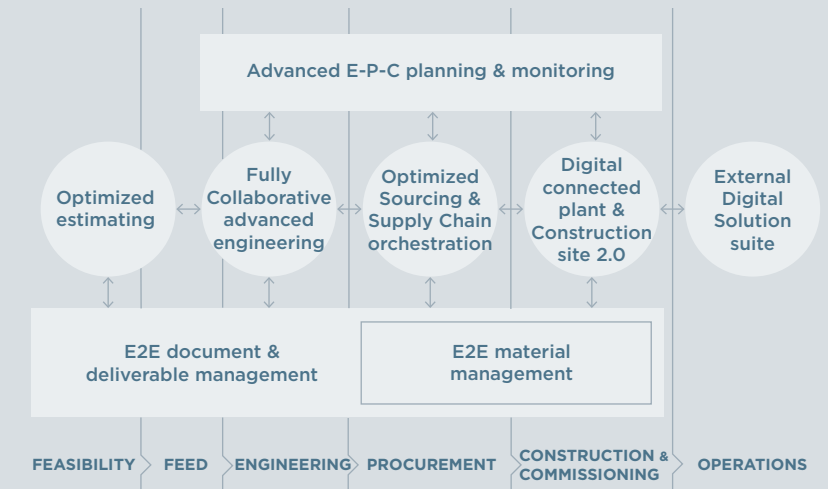
The Maire Tecnimont Group's **digital transition project is managed on a portfolio basis**, in order to optimize the resources and products delivered to the business.

The portfolio is fed through a **stage-and-gate process**, whereby different problems and their solutions are analysed in order to define their feasibility, benefits and priorities. The business, and thus the Maire Tecnimont Group's resources, remains central at every stage of the analysis and development process, until the solution has been fully rolled out.

Using this approach, the Group is currently managing a **portfolio of 64 different projects** that draw on EPC and Plant Operations components. We are developing AI solutions to support estimation, process innovation solutions such as the Advance Work Package (AWP), and ideas to support our clients' operations such as predictive maintenance and process optimization.

The strength of our portfolio is its dynamic content, which is constantly modified through constant input.

All the Maire Tecnimont Group's executive projects are now gradually **coming to implement the portfolio solutions**. The adoption rate is boosted by the application of these solutions on newly acquired projects which can be run as natively digital. This is important if we are to enable the development of solutions to support the construction, start-up and running phases. The portfolio as a whole contributes to **reducing the Total Cost of Plant Ownership (TCO)** that we can offer clients.



CYBERSECURITY

The acceleration of the digitalization process in 2020 not only made it possible to **guarantee operational and business continuity**, it also confirmed the **robustness of our transformation and innovation strategy**. This not only in terms of the complexity and size of the IT infrastructure, but also in terms of our decision to maintain the **highest standards of IT security** as an essential and integral part of our development model. The result is that **no security vulnerabilities** have been found in the system. Again, our operating model is geared towards involving all staff in keeping the work

environment safe and efficient, also from an IT perspective (see the User Awareness section in the slide below). By leveraging an **advanced IT infrastructure** and through staff training we can also **guarantee full data protection** for clients and partners. In 2020, the Maire Tecnimont Group obtained ISO:27001 certification for the management of corporate information. As required by the standard, we identified the focal points for compliance and security management, which report directly to the ICT HoD.

2020 FULL YEAR STATISTICS

AVERAGE PHISHING EMAILS BLOCKED		4500 PER DAY
MANAGED INCIDENTS FROM SECURITY OPERATION CENTER	<ul style="list-style-type: none"> ■ EDR Incidents 35 PER DAY ■ Mobile Incidents 8 PER DAY ■ User Anomalous Behavior 10 PER DAY ■ Blocked apps 5 PER DAY ■ Proactive reporting of suspicious events by users 7 PER DAY 	
BREACH AND ATTACK SIMULATION	<ul style="list-style-type: none"> ■ Endpoint Vector Attacks 290 PER DAY ■ Mail Vector Attacks 870 PER DAY 	
WAF - BLOCKED WEB TRAFFIC ATTACKS		160 PER DAY
THREAT INTELLIGENCE - DOMAINS, SUBNETS AND USERS ASSESSED WITH OSINT PLATFORM		250 PER MONTH
<ul style="list-style-type: none"> 7000 ENDPOINTS 1000 SERVICES (ONPREM, IAAS, PAAS, SAAS) 3500 MOBILE DEVICES 10000 USERS (EMPLOYEES, CONSULTANTS, B2B) 		MONITORED ON ATP

IMPROVEMENT ACTIONS TAKEN



7 ASSESSMENT PERFORMED:

- On-demand Assessment - Active Directory Security
- Cybersecurity Operations Service - Forensic
- External Network Penetration Test
- Internal Network Penetration Test
- Wireless Network Penetration Test
- Corporate Network Penetration Test
- Web Applications Penetration Test



USER AWARENESS:

- 10 e-learning modules embedded in a cybersecurity course delivered to the entire Company population;
- 40 ICT communications related to ongoing threats to increase consciousness;
- 3 internal simulated phishing campaigns to test to test user behaviour and take corrective actions;

BIG DATA ANALYSIS AND DIGITAL TWIN - DIGITAL PLATFORM

The availability of digital technologies for **analyzing plant-related big data** and the **remote supervision** of plant operations means that our company can enhance its competitiveness both as a licensee (upgrading its proprietary technological skills) and as an EPC contractor. For the client, the availability of **digital tools translates into accurate plant management**, with the following advantages: increased productivity, greater environmental and economic sustainability, and minimization of human error. The **Digital Twin** was designed to provide clients with an **innovative digital platform**, to help them **tackle digital transformation effectively and productively**. The KT (Kinetics Technology) platform is designed to analyse plant data (in refineries, gas fields and the petrochemical industry), what is termed Big data, converting it into information and/or new data (reconciled data, optimized data and soft sensors). This can be utilised by the client through the use of algorithms, proprietary models and digital tools developed by KT thanks to its specific industrial expertise as a "Licensor, technology provider & EPC contractor" of gas treatment and

sulphur recovery plants and in hydrogen production and purification plants. The Digital Platform is designed to **connect directly to the plant**, collect data and store it. "Data Preprocessing", which is a data analysis algorithm developed by KT, selects the input fed into the simulator from the field data. Any data that may be insignificant, such as instrumentation reading errors, or data that is incompatible with the installed instruments, will be eliminated or corrected.

The process model, which uses Proprietary Unit Operations, is a **faithful digital replica of the industrial plant**. The model can thus simulate and/or verify the behaviour of the plant with extreme accuracy. The original, creative aspect of this product is the creation of a unique platform on which the client can access a series of useful tools. The platform provides tools to **ensure remote assistance for plant operation, troubleshooting support, and staff training** to increase process efficiency, reduce energy consumption and energy loss, increase product quality and ensure compliance with environmental regulations.

4.3 TECHNOLOGICAL INNOVATION, RESEARCH AND DEVELOPMENT

The technological advantage is a key strategic asset for the Group, whose innovation strategy is developed primarily to protect its portfolio of patents and developed technologies.

The Maire Tecnimont Group also leverages its intellectual property assets and technological expertise in order to develop new commercial projects, technology alliances and licensing.

INVESTMENT IN RESEARCH AND DEVELOPMENT



Over the last five years, Maire Tecnimont has invested around **€37 million in innovation projects**, including targeted investments in start-ups and partnerships, in order to create a portfolio of technologies that responds optimally to the new needs of the ongoing revolution in energy and chemistry.

NRs OF PATENTS OWNED

BY THE MAIRE TECNIMONT GROUP ⁴⁵



131

FAMILY BASED



1,725

EQUIVALENTS

As of the end of 2020, the Maire Tecnimont Group owns a portfolio of more than 1,700 patents, most of which relate to urea and fertilizers.

The Maire Tecnimont Group's patents and other intellectual property rights covering the products and services it offers, including trademarks, are key assets fundamental to the Group's success and position.

As innovation is also one of the prime areas of competitive advantage for the Group, we are continuously strengthening our R&D and our portfolio of proprietary innovative technologies in order to boost our position as a technology provider for the refining, power, oil&gas and petrochemical industries. We deliver a number of innovation projects every year and actively cooperate with leading research centers and industrial partners to continuously improve the overall performance of our technologies.

INNOVATION AND R&D



6

INNOVATION CENTERS



81

INNOVATION PROJECTS



~76

PEOPLE INVOLVED IN R&D AS FULL TIME EQUIVALENT



25

PARTNERSHIPS FOR TECHNOLOGICAL DEVELOPMENT

⁴⁵ The table lists the number of patents, including patent applications. Each patent group has different equivalents (same invention but filed in a different country).

COOPERATION WITH UNIVERSITIES AND RESEARCH CENTERS

A plaque at the entrance to the Chemical Engineering department of the Polytechnic in Milan recalls that in 1927, Montecatini (from which Tecnimont descends) was one of the first contributors to the purchase of equipment for the new laboratory. **This demonstrates how the Maire Tecnimont Group has always been committed to building a true symbiosis with the university, as a way of interacting with its past, present and future.** Over recent years, the Maire Tecnimont Group has stepped up its collaboration with top Italian and foreign universities, developing research projects and exchanging views and ideas to forge a strong bridge between academia and industry.

Maire Tecnimont's long-standing collaboration with the Polytechnic has been further strengthened with partnerships for research projects, and the funding of a 15-year professorship in Chemical Engineering and Project Management, launched in 2018. We are also heavily engaged in education, specialization and career guidance.

In a scenario in which innovation is becoming a critical factor for success, in 2019 Maire Tecnimont established a synergetic collaboration with the LUISS Guido Carli University by launching a professorship for Open Innovation, the first of its kind in Europe. Important collaborations are also ongoing with La Sapienza University in the field of energy transition technologies and socio-economic studies, and with Campus Bio-Medico, in the context of a master's degree course in

Chemical Engineering for Sustainable Development. Other Italian academic partners include the University of Salerno and the University of Messina.

Internationally, in 2018 the Maire Tecnimont Group began working with BHOS (Baku Higher Oil School), to provide concrete support for their University Master's Degree course and to supply research facilities. In India, a partnership with the National Institute of Technology in Karnataka has been in place since 2020, as part of our corporate giving programme.

Further collaborations are underway with Eindhoven University of Technology, the École des Mines in Paris, and TecNALIA, a Spanish research center that develops membrane reactors for hydrogen production.

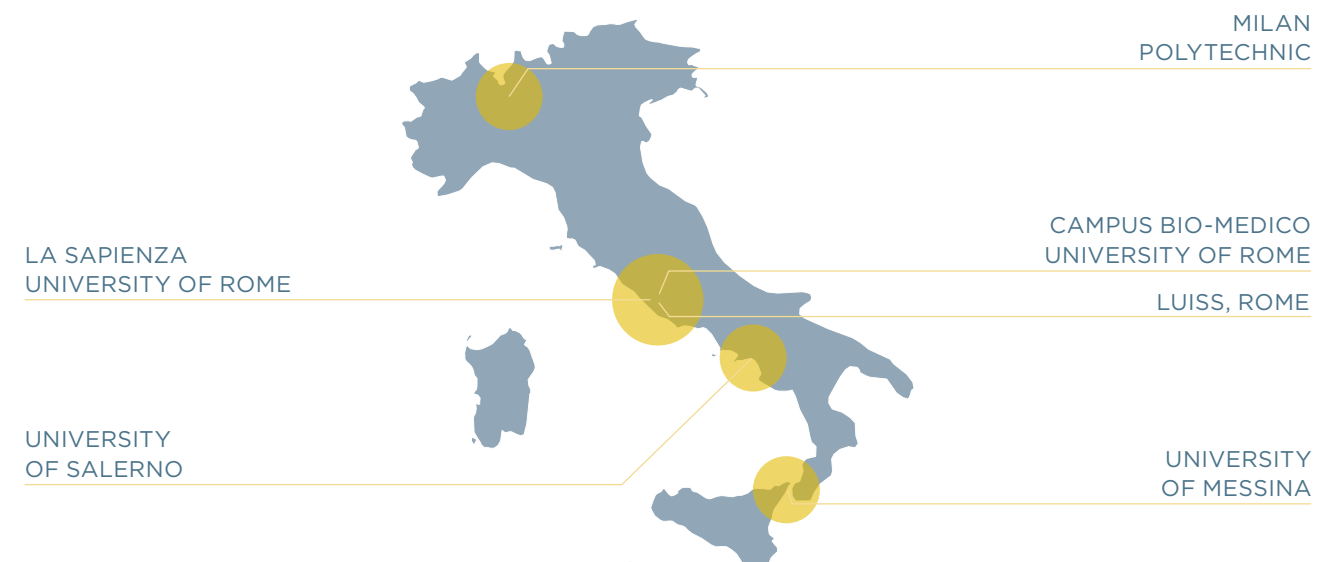
EUROPEAN UNIVERSITY

- TECHNICAL UNIVERSITY OF EINDHOVEN
- ÉCOLE DES MINES IN PARIS

INTERNATIONAL RESEARCH INSTITUTIONS

- NATIONAL INSTITUTE OF TECHNOLOGY IN KARNATAKA, INDIA
- BHOS IN BAKU
- TECNALIA IN SPAIN

ITALIAN UNIVERSITIES



ELECTRIFICATION OF THE STEAM REFORMING PROCESS: A SUSTAINABLE APPROACH TO PRODUCING HYDROGEN WITH REDUCED CO₂ EMISSIONS

Today, most hydrogen, known as “grey hydrogen”, is produced through the steam reforming of natural gas. It is estimated that this type of hydrogen, which alone accounts for about 75% of the world’s hydrogen production, is responsible, along with that generated by coal, for almost 3% of global CO₂ emissions. This means it is essential to work on **developing and implementing different solutions to allow for more sustainable hydrogen production**, while at the same time optimizing the response to the diverse needs of the market.

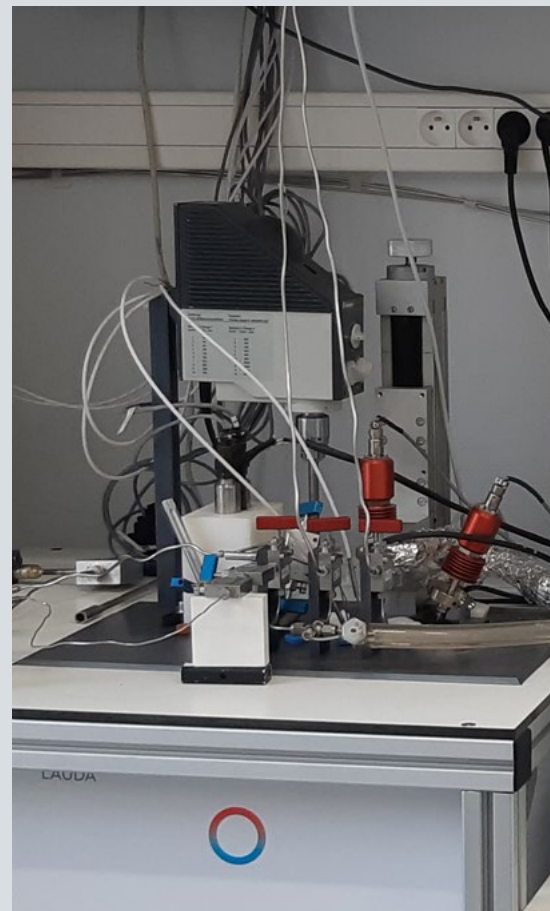
With a view to decarbonizing the hydrogen production process, “blue hydrogen” is currently one of the technologies being pursued. Unlike grey hydrogen, **blue hydrogen involves a stage through which CO₂ is captured for storage or reuse in downstream processes**.

In this energy transition scenario, KT - Kinetics Technology and NextChem are working on an innovative proprietary technology for the production of hydrogen, which combines the use of natural gas and electricity from renewable sources using an intelligent solution that acts as a hybrid between blue and green hydrogen. **This approach reduces the CO₂ generated during the process by up to 45%**, thus facilitating its total recovery.

The technology is also highly flexible, and this means it can be easily modularised and therefore adapted to distributed and centralised applications.



THIS APPROACH REDUCES THE CO₂ GENERATED DURING THE PROCESS BY UP TO 45%



RESEARCH AGREEMENT WITH THE ÉCOLE DES MINES IN PARIS: STUDYING THE THERMODYNAMIC BEHAVIOUR OF NATURAL GAS IN THE PRESENCE OF CO₂

Natural gas is the fossil fuel with the lowest environmental impact due to its low CO₂, NO_x and SO₂ emissions. It thus plays a key role in the energy transition, and with the growth of liquefied gas (LNG) transport, its potential as a bridge towards a low-carbon economy is even greater.

In 2011, Tecnimont began promoting studies and research **to develop a new natural gas purification technology** that, compared to the technologies currently available on the market, would be both **less energy-intensive and more cost-effective**, in the context of a more sustainable use of natural gas.

The DCCD™(Dual Column Cryogenic Distillation) technology patented by the Maire Tecnimont Group and experimentally validated during a research project conducted by Tecnimont, is based on an **innovative cryogenic distillation process** that purifies natural gas, removing CO₂ and other impurities to achieve LNG production specifications, which require a residual CO₂ content of 50 parts per million (ppm).

The use of this technology for the direct production of LNG requires cryogenic distillation under the

stringent purity conditions required for gas liquefaction. The correct design of the distillation columns is based on the reliability of the calculation models used in the process simulation software as compared to the actual thermodynamic properties of natural gas.









Inaccurate or suboptimal forecasting can lead to the oversizing of equipment, which entails a considerable increase in energy expenditure.

In order to refine its knowledge, Tecnimont has signed a Research Agreement with the **École des Mines in Paris** to study the thermodynamic properties of natural gas with a low CO₂ content.

The one-year study was conducted during 2020 and consisted of three separate phases (see table).

Based on the results of the study, Tecnimont’s Research, Innovation and Development Department is working to create new proprietary tools integrated with the process simulators, in order to energetically optimize the DCCD™ technology and its integration with LNG production.

	PHASE 1: THEORETICAL STUDY	PHASE 2: EXPERIMENTAL STUDY	PHASE 3: MODELING STUDY
PERFORMED ACTIVITIES	 Bibliographic search of solid-liquid-vapor equilibrium data of gas mixtures	 Experimental measurements of thermodynamic properties of gases in laboratory	 Comparison between experimental data and data calculated by process simulators’ models
MAIN OUTCOMES	 Lack of data in the desired conditions	 89 new experimental points measured	 Re-definition of models’ parameters

“CO₂ TO OLEFINS” RESEARCH PROJECT: CONVERSION OF CO₂ INTO HIGH VALUE-ADDED CHEMICALS FOR CARBON VALORIZATION AND EMISSIONS REDUCTION

In order to meet the targets set in the Paris Agreement, it is crucial to adopt **strategies to mitigate CO₂ emissions** from industry and from energy production: these include energy efficiency, the use of renewable resources, and the **capture of CO₂ emissions**.

But once the CO₂ has been captured, what can we do with it? The current solution is to store it permanently in underground geological reservoirs, where it is buried without any value being extracted from it. But then, why not **reuse that same CO₂ as a source of carbon** and turn it into chemical compounds?

This is precisely the aim of the collaboration between **Tecnimont** and the **Polytechnic of Milan**: to study a way of **converting CO₂ into high value-added chemicals**, with the dual aim of reducing the CO₂ emitted and giving it new life.

The specific objective of the “CO₂ to Olefins” research project is to develop a new catalyst and a process to convert CO₂ into olefins, which are mainly used in the production of plastics such as polyethylene and polypropylene, a sector in which Tecnimont is the market leader.



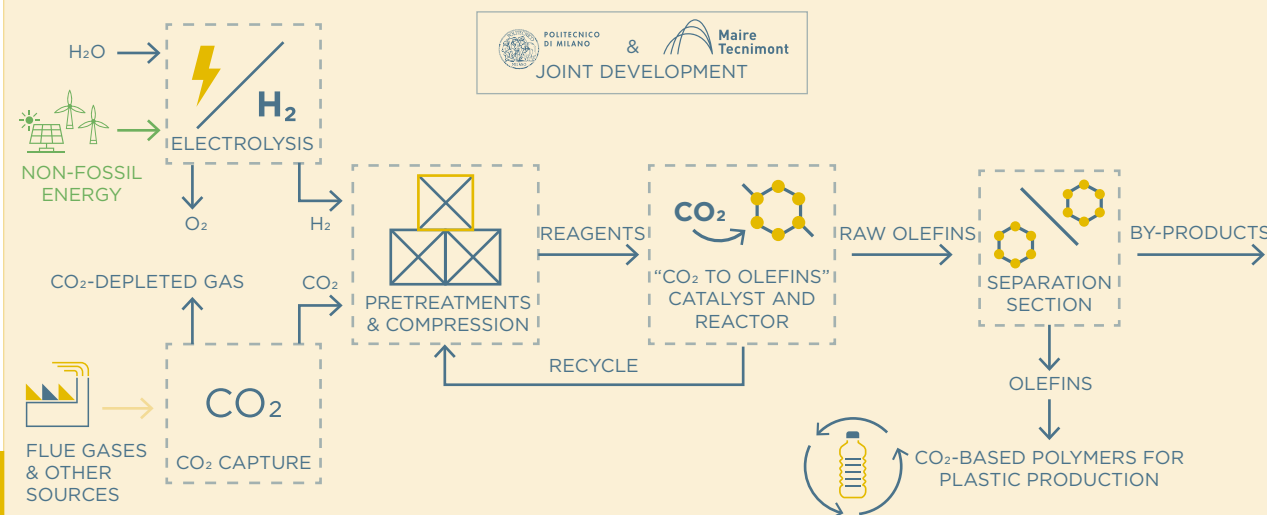
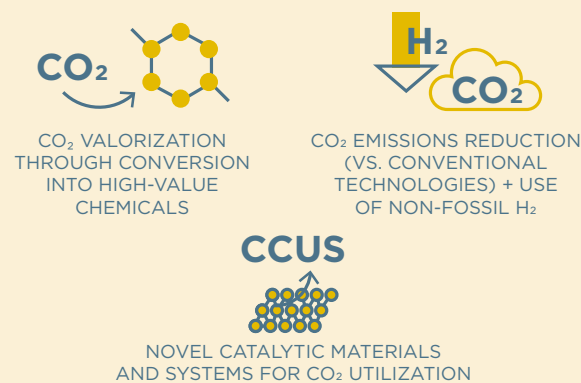
The three-year project started in November 2019.

During the first year of research, an extensive **study of scientific and patent**

literature enabled the **most promising and innovative route to be selected** from three alternatives for converting CO₂ into olefins. The chosen route uses hydrogen from non-fossil sources (such as green hydrogen) as the main CO₂ co-reactant. Over the next two years, **the new material**, will be **experimentally developed** at the Polytechnic’s laboratories. This will be accompanied by **process studies** and technical, economic and environmental **feasibility analyses** conducted by Tecnimont’s Research, Innovation and Development department.

At the end of the three years of research, a decision will be taken as to whether or not to continue with the development of the catalyst and the process, possibly with the construction of a pilot plant to develop a technology capable of reducing emissions by exploiting CO₂ as an alternative source of carbon for the production of polymers.

“CO₂ TO OLEFINS” VALUE PROPOSITION



INNOVATION IN THE FERTILIZER SECTOR



Stamicarbon, which is Maire Tecnimont’s innovation and licensing arm, licenses technology for manufacturing urea and also provides follow-up services designed to ensure the best possible operation of a urea plant throughout its working life.

ULTRA-LOW ENERGY DESIGN

Stamicarbon’s novel Ultra-Low Energy Design project is based on a truly radical innovation in energy efficiency, which leads to a reduction of about 40% reduction in the steam consumption of urea plants. This is a significant reduction in energy costs and therefore in operating expenses, and it also substantially reduces the carbon footprint compared to other types of urea plants.

MICROMIST™ VENTURI SCRUBBER

With Micromist Venturi cleaning technology, urea dust emissions of up to 10 mg/Nm³ can be achieved. An additional Wet ElectroStatic Precipitator (WESP) can be integrated into the MMV scrubber, to reduce urea particulate emissions up to 5 mg/Nm³. This washing technology has been combined with Stamicarbon’s fluid bed urea granulation technology, which sets a new standard in urea granulation and emission control.

SUSTAINABLE PRODUCTION OF NITRATE FERTILIZERS

In a consortium led by METDEV, the project development arm of the Maire Tecnimont Group, Stamicarbon is partnering with Siemens and Sowitec (Vestas) to develop a fertilizer plant for the production of green nitrate fertilizers in Kenya. The topic has received a lot of positive responses from the industry in order to make fertilizer production sustainable.

SAFUREX®

Recycling of high-pressure equipment via a buy-back programme in partnership with Sandvik, with whom we have an exclusive collaboration aimed at raising the content of recycled material in our proprietary Safurex® material from 84% to 90%. The pilot project has been successfully completed, and the next opportunities for recycling are now being explored.

SYMBIOSIS BETWEEN STEEL AND FERTILIZERS: BASIC OXYGEN FURNACE (BOF) GAS TO UREA

In a large consortium led by Dutch Research Institute TNO, Stamicarbon, METDEV and NEXTCHEM are participating in the BOF2Urea project. The goal is to apply carbon capture and utilization (CCU) technologies in combination with carbon capture and storage (CCS) technologies based on the off-gases from steel mills, using BF or BOF gas. In this project, Stamicarbon cooperates with Arcelor Mittal.

The objective is to produce ammonia/urea (in this case as AdBlue®), but the process can also be used to produce fertilizers based on recycled carbon. This is a very hot topic, as the decarbonization of the European steel industry is one of the pillars of the proposed “green deal” of the European Union.

FROM ENERGY TO FERTILIZERS

In collaboration with a number of different research institutes, Stamicarbon’s R&D department is developing new advanced technologies for the sustainable production of nitrogen-based fertilizers, using renewable energy and raw materials, and with the lowest possible level of operational expenditure and investment.

SPECIAL FERTILIZERS

With the support of external partners and using the facilities of its pilot plant for fertilizer finishing technologies, Stamicarbon’s strategic R&D department is developing new technologies for the production of sustainable nitrogen-based fertilizers. One technique is to add different nutrients to the fertilizer and to increase the efficient uptake of nutrients while minimizing the footprint of fertilizer production and usage.

RESEARCH PROJECTS

Maire Tecnimont, through its subsidiaries NextChem, KT – Kinetics Technologies and Stamicarbon, participates in numerous research projects either as coordinator or partner. Some of these are EU funded, while others have been nationally funded.



The H2020 project INITIATE (Innovative industrial transformation of the steel and chemical industries of Europe) involves major industrial players from the steel, fertilizer and energy transition industries (Arcelor Mittal, SSAB, Stamicarbon, NextChem), functional material suppliers (Johnson Matthey and Kisuma Chemicals), multidisciplinary research centers (TNO, SWERIM, POLIMI and Radboud University) and experts in the dissemination of circular economy issues (CO₂ Value Europe). With the INITIATE circular economy project, the carbon and energy contained in the gases emitted by steelmaking processes become raw material used in the production of urea, which is the basis for the production of fertilizers and other products. The project will demonstrate a reduction of 30% in primary energy intensity, of 95% in the carbon footprint, of 40% in raw material intensity and of 90% in waste production. INITIATE will validate the proposed technologies on a pilot scale in a real industrial environment (TRL7) by producing NH₃ from the residual gases of steel production, through three experimental test campaigns lasting six weeks each. Grant agreement No. 958318.

RECYCLING AND EXTRACTING VALUE FROM CO₂



The H2020 project DECADE (DistributEd Chemicals And fuels production from CO₂ in photoelectrocatalytic Devices) proposes a new photoelectrocatalytic (PEC) approach for the conversion of CO₂ to overcome the limitations of current PEC systems and to maximize the effective use of solar energy. Bioethanol and waste CO₂ are used to produce a mixture of high value-added products (ethyl acetate and ethyl formate in ethanol), to be used as a green solvent or as a performance-enhancing component for biofuels. The application of this technology on flue gas (containing CO₂) from methanol production plants will also be analysed, in order to produce compounds with higher added value, reduce the overall carbon footprint from methanol production, valorise waste CO₂ and introduce renewable energy into the production chain. The consortium comprises 14 European partners: European Research Institute of Catalysis A.I.S.B.L. (Coordinator), Interuniversity Consortium for Materials Science and Technology, Fundacio Privada Institut Catala D'Investigacio Química, MAX-PLANCK-Gesellschaft Zur Forderung Der Wissenschaften EV, Asociacion Centro de Investigacion Cooperativa en Biomateriales - CICbiomagune, Forschungszentrum Jülich GMBH, NextChem, HYSYTECH, EKODENGE Muhendislik Mimarlik Danismanlik Ticaret Anonim Sirketi, UNISMART Padova Enterprise, Motor Oil Hellas Diilistiria Korinthou AE, MERIT Consulting House, FILA Industria Chimica, CASALE SA, and 1 international partner: the University of Tokyo. Grant agreement No. 862030.

RECYCLING AND EXTRACTING VALUE FROM CO₂ AND IMPLEMENTATION OF SOLAR ENERGY IN PROCESSES



The H2020 project DEMETO (Modular, scalable and high-performance DE-polymerization by MicrowavE TechnoOgy) is aimed at the industrial-scale chemical recycling of PET-based waste by intensifying the alkaline hydrolysis reaction with microwaves. NextChem is involved in the design and construction of a demonstration plant capable of processing 500 kg/day of PET flakes obtained from mechanical recycling, and of producing ultra-pure monomers that can be reintroduced into the production of new "virgin" PET. The consortium running the project consists of 14 European partners from the entire PET value chain (NextChem (Coordinator), 3V Tech, ACTOR Technical University of Denmark, The European Outdoor Group, EuPC, The Fricke and Mallah GmbH, GR3N, H&M Nennes & Mauritz AB, NEOGROUP, RECUPRENDIA, PETCIA, SUPSI and Synesis). The project is also being monitored by an Industrial Advisory Board whose members include Coca-Cola, Adidas, Nike, Oviessie, Danone and Unilever, among others, who are committed to researching recycling technologies for their materials of interest. Grant agreement No. 768573.

CHEMICAL RECYCLING OF PLASTICS



The H2020 project PEGASUS (Renewable Power generation by solar Particle Receiver Driven Sulphur Storage Cycle) aims to investigate a new cycle for renewable electricity generation that integrates an innovative solar technology, based on a solid particle centrifugal solar receiver, and a sulphur thermochemical cycle. The passage of sulphur through its various oxidation states allows excess solar thermal energy to be stored in the form of chemical energy through elemental solid sulphur. Unlike conventional storage based on high-temperature fluids such as diathermic oil or molten salts, this particular type of storage is long term, as it is achieved from a compound that is stable at room temperature, and which as such is not subject to degradation through thermal dissipation. Through combustion within a power generation cycle, solid sulphur releases the stored chemical energy as heat, and re-enters the thermochemical cycle. The project is run by a consortium consisting of DLR as coordinator, NextChem, APTL/CERTH, the Karlsruhe Institute of Technology (KIT) and BrightSource (BRS). Grant agreement No. 727540.

IMPLEMENTATION OF SOLAR ENERGY IN PROCESSES



MEWLIFE (MicroalgaE biomass from phototrophic-heterotrophic cultivation using olive oil Wastewater) aims to demonstrate the environmental benefits and economic feasibility of an innovative system of algal biomass cultivation through an integrated phototrophic-heterotrophic cultivation system. The specific objective is the re-use and valorization of waste water used in olive oil production as a source of carbon for microalgae growth. The compounds (starch and carotenoids) accumulated in the algal biomass will be extracted and tested for the production of biopolymers and for use in nutraceuticals. The consortium includes 6 partners: NextChem (Coordinator), BIO-P, Labor, High Tech Recycling (HTR), Technosind and Megara Resins. Grant agreement:

LIFE17 ENV IT000180 – MEWLIFE. VALORIZATION OF WASTE STREAMS AND USE OF ALGAL BIOMASS

HiFlex

The H2020 project HIFLEX (High storage density solar power plant for FLEXible energy systems) aims to demonstrate, on an industrial scale, an innovative technology in the field of concentrated solar power, based on a solid particle centrifugal receiver. The use of a solid that can reach temperatures of around 1000 °C as a heat carrier and storage medium enables electricity to be produced by means of highly efficient thermodynamic cycles. The project includes among others NextChem and KT-Kinetics Technology as coordinators, Barilla, DLR, John Cockerill, SUGIMAT, HelioHeat GmbH, Tekfen, Dürmeier and Quantis. The objective is the design, construction and commissioning of a semi-industrial plant within a Barilla production facility. The collected solar energy will be used in the pasta production cycles on the site. This project is the only one of its kind. Grant agreement No. 857768.

IMPLEMENTATION OF SOLAR ENERGY IN PROCESSES



STREAM is funded by the Italian Ministry of Economic Development in the framework of the National Operational Programme on Enterprise and Competitiveness for 2014-2020. It is focused on developing a technology for wastewater treatment, and offers the opportunity of purifying highly contaminated wastewater, recovering materials of interest and demineralised water for re-use in the production process by exploiting low-value waste energy. The technology underpinning the project involves the use of thermal processes for wastewater concentration, and a refining step for the reuse of water with the aim of achieving a ZLD (zero liquid discharge) system. The prototype, built in Chieti, can be tested on wastewater from various sectors. The project consortium is made up of Quality Engineering Srl, the project coordinator, and NextChem. Unique project code: B18117000010008.

VALORIZATION OF WASTE STREAMS



The H2020 project BIZEOLCAT (Bifunctional zeolite based catalysts and innovative process for sustainable hydrocarbon transformation) is being run by a consortium of 14 partners: Fundacio EURECAT (Project Coordinator), NextChem, Universitetet I Oslo, Technische Universiteit Eindhoven, Sintef AS, Centre National De La Recherche Scientifique – CNRS, Kemijski Institut, Turkiye Petrol Rafinerileri Anonim Sirketi, Perstorp AB, Strane Innovation SAS, European Research Institute Of Catalysis, A.I.S.B.L., Asociacion Española De Normalizacion, and CEPISA. BIZEOLCAT addresses the need to reduce the carbon footprint of the refining sector by developing innovative catalysts and process models for the conversion of light hydrocarbons (C1, C3 and C4) into light olefins and aromatic compounds. Grant agreement No. 958318.

CHEMICALS PRODUCTION



The INCITE (INnovative Chemoenzymatic INTEgrated processes) H2020 project is fostering the competitiveness of Europe's green chemistry industry. The project will be demonstrated on the basis of two chemo-enzymatic processes that use enzymes, through the creation of two new demonstration plants in real industrial settings. The first process is catalysed by esterase enzymes of an important precursor in the production of insecticides, while the other process uses lipase enzymes for the solvent-free synthesis of oleochemical esters. Developed by OLEON, the project coordinator, the other project partners are: ENDURA, VLAAMSE INSTELLING VOOR TECHNOLOGISCH ONDERZOEK N.V. (VITO), FRAUNHOFER GESELLSCHAFT ZUR FÖRDERUNG DER ANGEWANDTEN FORSCHUNG E.V., BICT, UNIVERSITEIT GENT, ASSOCIATION INDUSTRIES ET AGRO-RESSOURCES and BIO-P, which is in charge of process engineering up to the construction of the demonstration plants. Grant Agreement No. 870023.

PRODUCTION OF NEW BIOCHEMICAL COMPOUNDS



MEMBER (advanced MEMbranes and membrane assisted procEsses for pre- and post-combustion CO₂ captuRe) includes a consortium of 17 partners, with Tecnalia as Project Coordinator. The main objective of the MEMBER project is to demonstrate the application of advanced materials and innovative technologies based on membrane separation to pre- and post-combustion CO₂ capture processes for power plants and hydrogen production coupled with CO₂ capture. Three prototypes will be designed and tested during the course of the project. The project received funding from the European Union's Horizon 2020 research and innovation programme (Grant Agreement No. 760944).

CO₂ CAPTURE



The R&D project PROMECA (PROcess intensification through the development of innovative MEMbranes and CATalysts) involves a consortium of 6 partners, with the University of Salerno as Project Coordinator. The project's strategic objective is to make a substantial contribution to empowering the knowledge, skills and competitiveness of European research by implementing a research programme and seconding researchers to academic and industrial partners in Europe; this will make a significant contribution to Europe's existing trend in innovation. The technological topic of interest is the distributed production of hydrogen from renewable feedstocks, through the innovative technology of catalytic membrane reactors. The project received funding from the European Union through the Marie Skłodowska-Curie and Innovation Staff Exchange (RISE) (Grant Agreement No. 734561).

HYDROGEN PRODUCTION



MACBETH (Membranes And Catalysts Beyond Economic and Technological Hurdles) project aims to demonstrate membrane catalytic reactor technology at an industrial level. The project, coordinated by Evonik, brings together the skills of 24 partners working in selected teams across four lines of technological development who will also engage in simultaneous cross-fertilization activities to identify further ideas for innovation. The project's large consortium can draw on a wide range of technological expertise in the fields of catalysis, membranes, media, reactors, engineering and modelling, and also includes several end users of the proposed technologies.

Sustainability is the key driver of the project, as the new technology aims to significantly reduce GHG emissions by more than 20%, with a simultaneous 20% increase in energy efficiency. The project received funding from the European Union's Horizon 2020 research and innovation programme (Grant Agreement No. 869896).

CHEMICALS PRODUCTION



LIFE SUGAR (Sustainable Glass: Architecture of a furnace heat recovery system including a steam Reformer) project involves a consortium of 5 partners, with Stara Glass as Project Coordinator. The aim of the project is to provide the glass industry with a new technology to reduce energy consumption and CO₂ emissions during the melting process, by integrating a steam reforming unit into the plant architecture. The concept will be demonstrated through the design, construction and testing of an innovative steam reformer pilot unit, which will be installed in an industrial environment. The project received funding from the European Union's Horizon 2020 research and innovation programme (LIFE19 CCM/IT/001314).

ENERGY SAVING AND REDUCING EMISSIONS OF CO₂

4.4 OPEN INNOVATION

We live in a very fluid, dynamic world, where change is discontinuous, sudden and difficult to manage. In this context, companies all over the world, of all sizes and from all industries, are facing a profound transformation of their business models, which must necessarily shift from a "closed innovation" model based mainly on internal R&D towards a permanent, synergistic dialogue with the outside world: the so-called Open Innovation model. They are therefore called upon to make their own important contribution to the SDG era by identifying new, responsible business models, investments, innovation, technological development and by activating multi-stakeholder collaborations.

Sustainability issues are increasingly becoming a vitally important part of corporate strategy. Even more so than in the past, this is taking on a fundamental role in the transformation, development and innovation of companies whose effectiveness, in terms of implementation, is largely represented by their ability to manage innovation in its broadest sense: Open Innovation. These capabilities are thus crucial in supporting the achievement of strategic objectives, and consequently of the expected business benefits.

They will contribute to the process of change and transformation of the company over time. Open "green" innovation, which means the right combination of innovation (product, service or process) and sustainability, is the key to tackling this profound transformation, in which innovative technologies will be used in order to develop new sustainable solutions in line with the SDGs. Clearly, if a company is to take a decisive stance on the environmental and social impact of its

business, this attention must be extended to all the partners in its value chain.

Open Innovation therefore represents a new cultural and strategic approach, whereby in order to create value and to compete in the marketplace, companies are also choosing to make use of solutions, tools and technological expertise from the outside. The definition of an Open Innovation management strategy therefore becomes a critical factor for success. Another such factor is the implementation process, which depends on its alignment with the corporate vision, so that the process is firstly accepted at management level and then at all levels of the wider corporate culture.

Engagement in Open Innovation is a key variable, which is now determining the competitive edge of businesses and economic systems in general, and it will do so increasingly in the future.

In a context in which innovation has become a critical factor for success, the adoption of open systems of collaboration with a range of players allows us to pool resources and skills in order to develop new solutions.

Maire Tecnimont sees the adoption of an Open Innovation model as a strategic need. Such a model must not seek to wall in the innovation process, but instead must open it up to collaboration across a wide network of players: exploiting external resources, developing new products and generating new ideas and sources of income for the Group and the system. To this end, the Maire Tecnimont Group has adopted some Open Innovation practices to accompany the process of transformation which is now underway in relation to Open

Innovation and related issues, in order to promote and spread the culture of Open Innovation, to establish a presence in contexts and communities engaged in innovation, to coordinate the Group's internal and external Open Innovation initiatives, and to enable the innovation ecosystem.

During the year, several collaborations and strategic initiatives were launched to enable the Open Innovation model, including:

- **MIND** - a partnership has been formed with the Milano Innovation District (MIND), which will be built on the former Expo site in Milan. The objective is to build an innovation district in which the academic world, training and research institutes, companies, start-ups, incubators and accelerators can exchange and share resources, knowledge and technologies. In addition to being one of the founders of the MIND initiative, and thus a member of the steering committee of layer 1 (Innovation Alliance), we are the Thematic Area Leader of the GreenTech cluster.

- **OPEN ITALY** (Elis) - this is the innovation ecosystem created within the Elis Consortium. The aim of OPEN ITALY is to foster dialogue and collaboration between large enterprises, Italian start-ups/SMEs and innovation enablers such as accelerators, research centers, venture capitalists and young talents.

- **SHARE YOUR TALENT** - this is a mentoring platform involving managers and start-ups.

MIND

The **Milano Innovation District** is one in which the academic world, educational and research institutions, companies, start-ups, incubators and accelerators will exchange and share resources, knowledge and technologies. Innovation and sustainability are the drivers of MIND, which aims to become a new destination for Italy: an **innovative, integrated city hub** and a model for future regeneration projects, characterised by **inclusiveness, connectivity and resilience**. MIND is the result of a public-private partnership between Arexpo, the owner of the site and the coordinator of its development plan, and Lendlease, which is responsible for designing and building the areas for private use. The MIND vision is the result of a joint effort by Lendlease, Arexpo and Ospedale Galeazzi, the University of Milan, the Human Technopole Research Institute and the Triulza Foundation. MIND brings together **national and international excellence in scientific, technological and digital experimentation**. The companies will experiment with



technological, scientific and digital innovation projects using the **“Federated Innovation Model”**, an innovative and collaborative methodology that combines **Open Innovation with the more traditional business model**. In the context of MIND, **Maire Tecnimont**, besides being **one of the founders** of the initiative, is also the leader of the GreenTech thematic area together with Enel X and A2A. The aim is to make an active contribution to the project by offering on the one hand a technological platform to facilitate the industrialization of solutions of interest, and on the other, to offer our commercial platform to facilitate the international dissemination of these solutions.



OPEN ITALY 2020

OPEN ITALY is the innovation ecosystem created within the Elis Consortium. The aim of OPEN ITALY is to **foster dialogue and collaboration between large enterprises, Italian start-ups/SMEs and innovation enablers** such as accelerators, research centers, venture capitalists and young talents through tangible innovation projects. Over time, OPEN ITALY has built a space where **diverse stakeholders meet and work together** in order to stimulate the introduction and development of innovative solutions in the Italian economy, by **fostering the culture of Open Innovation** across the country. #InnovationtoImpact. Founded in 1965 as a not-for-profit training organization, ELIS has grown steadily over the years, giving rise to several organizations including the ELIS Consortium, all of which share the common theme of social impact. The consortium, which today comprises **more than 70 large companies and approximately 20 Italian SMEs and university research centers**, has launched projects related to technological innovation



and social progress approximately every 6 months for more than 25 years, under the guidance of a consortium member. The aim of the Consortium is **to enhance and promote the role of large companies as changemakers**, by exploiting competition and new trends in training in order to create an impact on business and society. In connection with OPEN ITALY, Maire Tecnimont is an industrial enabler of green technologies thanks to the expertise provided by NextChem, and is contributing to the growth of this ecosystem thanks to the strength of our Group. Our participation in the initiative allows us to develop a dealflow of solutions that represent opportunities for the development of green projects.



260 STARTUPS	30 COMPANIES	40 PARTNERS
20 CO-INNOVATION PROJECTS	80 JUDGES	80 STARTUPS AI DEMODEY

- CLUSTER**
- DIGITAL HR & NEW WAYS OF WORKING
URBAN INTELLIGENCE & SMART MOBILITY
 - CLIENT ENGAGEMENT & NEW SALES CHANNELS
CIRCULAR ECONOMY & SOCIAL INNOVATION
 - OPERATION IMPROVEMENT & OPTIMIZATION CYBERTECH
 - SMART HEALTH & SAFETY
CLEAN TECHNOLOGIES & ADVANCED MATERIALS

SHARE YOUR TALENT

SYT is a **digital platform** that brings together managers and start-ups within the context of the Elis Consortium projects. It has **more than 40 corporate members** from different industries, and a repository that currently hosts **more than 300 start-ups**; its aim is to increase that number to over a thousand within a few years. All this is in synergy with the objectives of the project work accomplished during the 2020 six-month term on the upskilling and reskilling of corporate roles. A mix of training, development and networking for all members of the Community. The first **Mentoring platform dedicated to co-innovation**. The aim of the platform is to use mentoring **to create a virtuous circle of exchange and continuous improvement for all participants**. Share Your Talent is based on the following three strands:

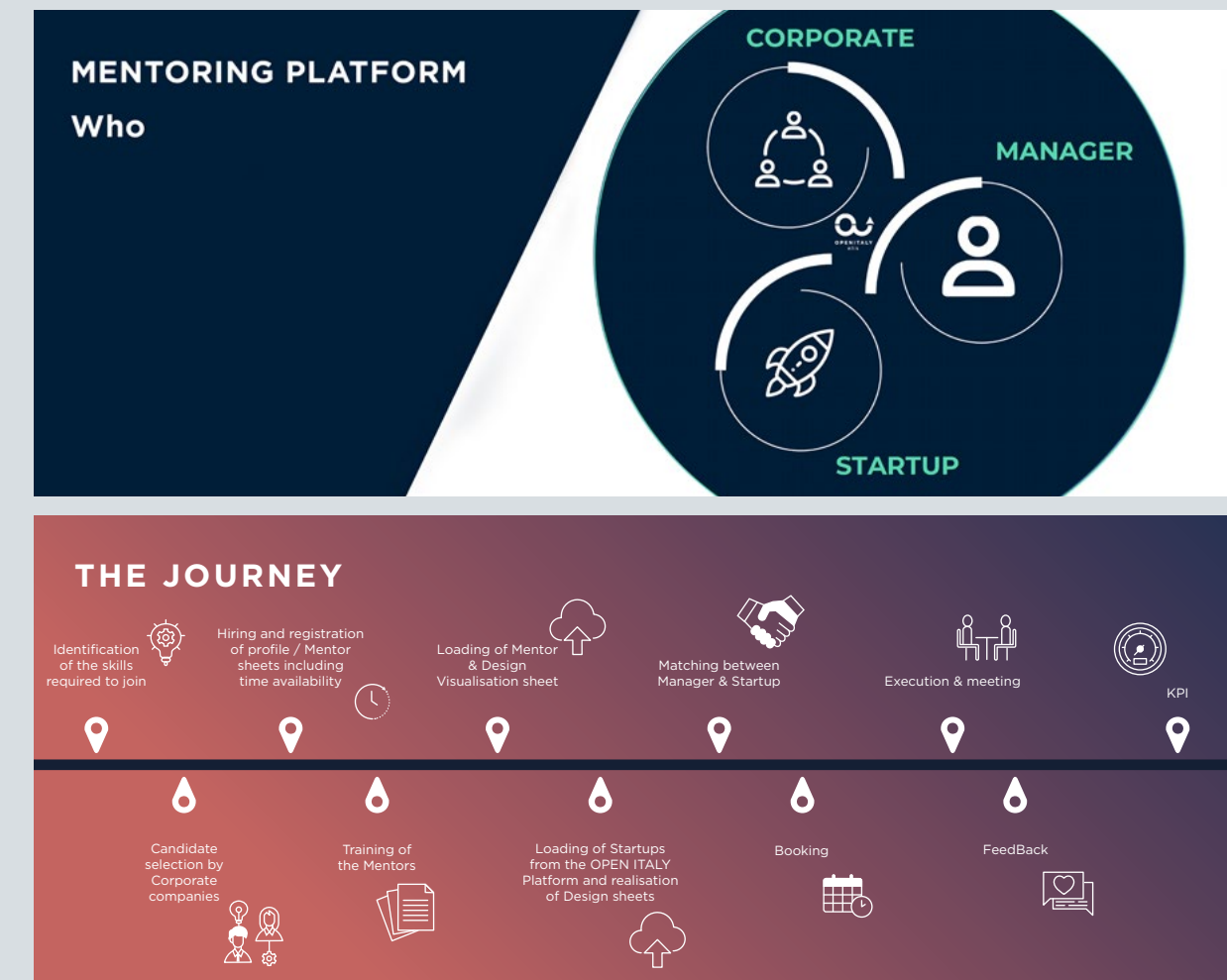
■ **Community:** the exchange and sharing of ideas across the network of Mentors and Mentees, and participation at special events;

■ **Mentoring:** meetings between Mentor and Mentee in order to structure a professional development pathway, which is monitored through a process of cross-feedback.

Maire Tecnimont is participating in the new Elis initiative through its Open Innovation practice, in collaboration with the organization. 10 Group managers are involved in this cross-sector training pathway.



■ **Training:** a wide-ranging teacher training programme for Mentors, including an initial assessment to identify their own areas of improvement and resources and inspirational meetings for self-study;



VALUE FOR COUNTRIES AND COMMUNITIES

SUPPLY CHAIN



4,700 +

ACTIVE SUPPLIERS (AT LEAST ONE ORDER PLACED IN 2020)



476

NEW POSITIVE QUALIFICATIONS WITH SOCIAL AND ENVIRONMENTAL REQUIREMENTS

LOCAL CONTENT IN OUR MOST REPRESENTATIVE PROJECTS*



€3.2 BN

TOTAL SPEND ON GOODS AND SERVICES IN THE LOCAL ENVIRONMENT

53%

OF THE PROJECT COSTS

* Referred to 27 projects that best represent the business of the Group both in terms of progress and as a type of product and technology.



2020 PROCUREMENT FIGURES



27,000+
SUPPLIERS



700+
MATERIAL GROUPS



70+
COUNTRIES



7
IPO'S/PROCUREMENT HUBS

ECONOMIC DEVELOPMENT



€2,594 MN
ECONOMIC VALUE DISTRIBUTED

5



MATERIAL TOPICS

- ECONOMIC DEVELOPMENT
- LOCAL ECONOMIC DEVELOPMENT/ IN-COUNTRY VALUE
- RESPONSIBLE SUPPLY CHAIN

5.1 THE VALUE GENERATED IN THE AREAS WHERE WE OPERATE

Our extensive global presence enables us to contribute to social development, the economy and employment in many countries, including in geographical areas that are still vulnerable and plagued by social inequity, pockets of intense poverty and low average education and unemployment levels.

Through our presence with our offices, operational activities related to the engineering and construction projects we carry out, and our construction sites, we create job opportunities, development and stability for thousands of people.

In our roadmap to 2025, we want to focus on this side of our business. The value we create in the countries where we operate is crucial to our sustainability. It relates to our relationship with our suppliers' supply chain and with our own supply chains, as well as to our direct contribution to them. In these two areas we want to make a specific effort to:

- increase the share of products and services purchased locally while at the same time seek to strengthen the ability of Italian companies to be strong players on foreign markets;

- implement knowledge exchange with local value chains (suppliers and sub-contractors) on health and safety issues in construction and on issues related to the well-being of people working on construction sites, increase audits on the respect of human rights along our supply chain and extend Social Impact Assessments geographically;

- strengthen technology transfer programmes with local universities and social initiatives for the benefit of local communities, through a specific corporate giving plan.

In 2021, we will develop a five-year strategy with the aim of increasing positive socio-economic impact by creating dedicated sustainability reports for local activities. The pilot region will be Azerbaijan, an area where we believe our work can also contribute to creating the prosperity and stability needed to improve social conditions.

In many cases, our journey will develop together with our supply chain. Several initiatives are planned.

THROUGH OUR PRESENCE WITH OUR OFFICES, OPERATIONAL ACTIVITIES RELATED TO THE ENGINEERING AND CONSTRUCTION PROJECTS WE CARRY OUT, AND OUR CONSTRUCTION SITES, WE CREATE JOB OPPORTUNITIES, DEVELOPMENT AND STABILITY FOR THOUSANDS OF PEOPLE.

5

IN OUR ROADMAP TO 2025, WE WANT TO FOCUS ON THIS SIDE OF OUR BUSINESS. THE VALUE WE CREATE IN THE COUNTRIES WHERE WE OPERATE IS CRUCIAL TO OUR SUSTAINABILITY. IT RELATES TO OUR RELATIONSHIP WITH OUR SUPPLIERS' SUPPLY CHAIN AND WITH OUR OWN SUPPLY CHAINS, AS WELL AS TO OUR DIRECT CONTRIBUTION TO THEM.

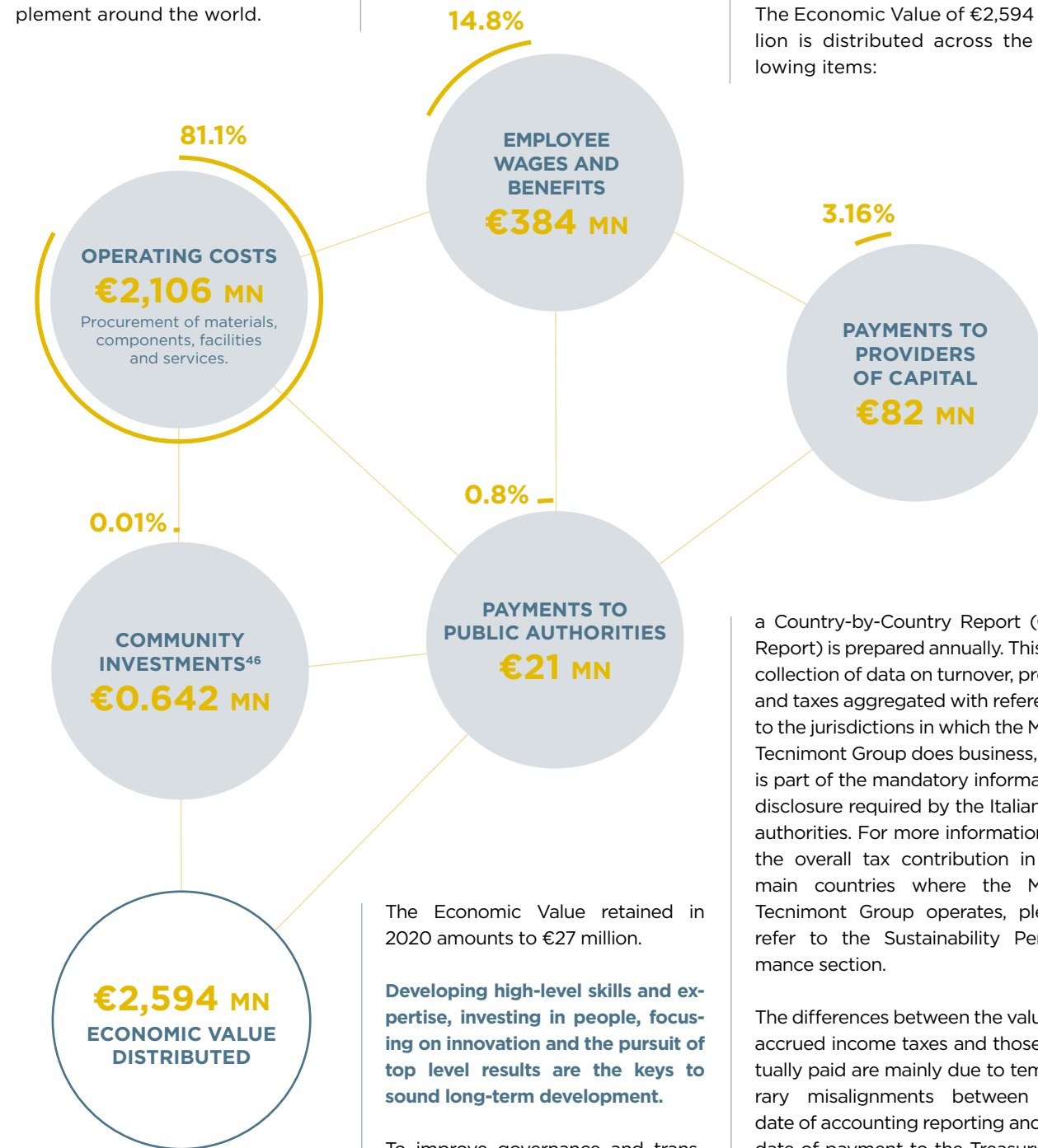
5.2 ECONOMIC DEVELOPMENT

We are convinced that the best way to add value locally and improve our contribution in terms of responsibility as a corporate citizen is through the projects we implement around the world.

We let our business speak for itself: **in 2020, Maire Tecnimont generated an Economic Value of €2,621 million.**

This mainly follows the progress made on major projects in the Middle East, Russia, Europe and America.

The Economic Value of €2,594 million is distributed across the following items:



The Economic Value retained in 2020 amounts to €27 million.

Developing high-level skills and expertise, investing in people, focusing on innovation and the pursuit of top level results are the keys to sound long-term development.

To improve governance and transparency towards local communities,

a Country-by-Country Report (CbC Report) is prepared annually. This is a collection of data on turnover, profits and taxes aggregated with reference to the jurisdictions in which the Maire Tecnimont Group does business, and is part of the mandatory information disclosure required by the Italian tax authorities. For more information on the overall tax contribution in the main countries where the Maire Tecnimont Group operates, please refer to the Sustainability Performance section.

The differences between the value of accrued income taxes and those actually paid are mainly due to temporary misalignments between the date of accounting reporting and the date of payment to the Treasury required by tax regulations.

⁴⁶ It does not include direct and indirect investments related to projects ("Local Content").

5.3 LOCAL COMMUNITIES AND LOCAL ECONOMIC DEVELOPMENT

Maire Tecnimont plays a significant role in its sector and contributes substantially to the economic development of the countries in which it operates. The Group considers the socio-economic and employment impact that the business generates as an integral part of its strategy and is committed to creating long-term value for all its stakeholders, particularly at local level, by identifying common objectives and agreeing on specific initiatives, in line with the 2030 Agenda for the United Nations Sustainable Development Goals.

Keeping in mind the increasingly demanding In-Country-Value (ICV) requirements of each country and combining the Group's regional approach with an integrated business plan, Maire Tecnimont wants to continue on the path already taken in terms of ICV in 2019, additionally focusing, in 2020, on priority areas, to enable the creation of a competitive advantage for the Group and the entire supply chain in the face of global challenges related to ICV issues. To enable the sustainable growth of the Group

and its supply chain, **Maire Tecnimont launched a new initiative in 2020 that aims to support SMEs in their growth with an ad-hoc Growth Programme leveraging Maire Tecnimont experience and know-how.** In parallel, the project also aims to review the engagement model and approach to strategic suppliers by leveraging the Group's regional footprint. To strengthen and drive change, new ICV-related governance measures have been put in place to ensure Group-wide support on ICV issues.

Given our activities, engagement with local stakeholders requires a comprehensive approach to sustainability. Furthermore, the variety of projects undertaken and the differences between countries in which they are executed demands that a distinctive local approach be developed.

FOCUS ON ICV

The E&C sector is a major source of economic growth for many developing countries where we operate, yet historically the opportunities for local companies and the local workforce to participate in this sector have been limited.

The programme launched by Maire Tecnimont aims to address the development of the local workforce, the local procurement of goods and services and the improvement of the business environment to support the socio-economic development of the countries where we operate.

GROWTH PROGRAMME - MAIRE TECNIMONT UP

For Maire Tecnimont, value generation increasingly involves the entire **supply chain**, made up of more than **5,000 Italian and foreign companies.**

The Group has always been committed to ensuring the growth and flexibility of its supply chain, one of the key factors

for competitiveness on foreign markets and a result of the technological excellence of the many Italian and foreign SMEs that contribute to Maire Tecnimont projects. In the initial phase, the Maire Tecnimont Group supported its Italian suppliers, those that were strategic in terms of technological content and growth potential. **The programme includes activities to facilitate access to credit,**

support internationalization processes and strengthen training to foster sustainable innovation. In particular, the growth and development plan for Italian suppliers developed by Maire Tecnimont ("Maire Tecnimont UP - In support of SMEs") includes coaching and training activities in areas such as co-engineering, product and process innovation, project management, credit management, digitalization and the finalization of strategic partnerships on foreign markets. In relation to the focus on Italy, Maire Tecnimont's Italian supplier base will be analysed and categorized to identify the suppliers defined as 'champions' on the basis of their operational and strategic/sustainability dimensions.



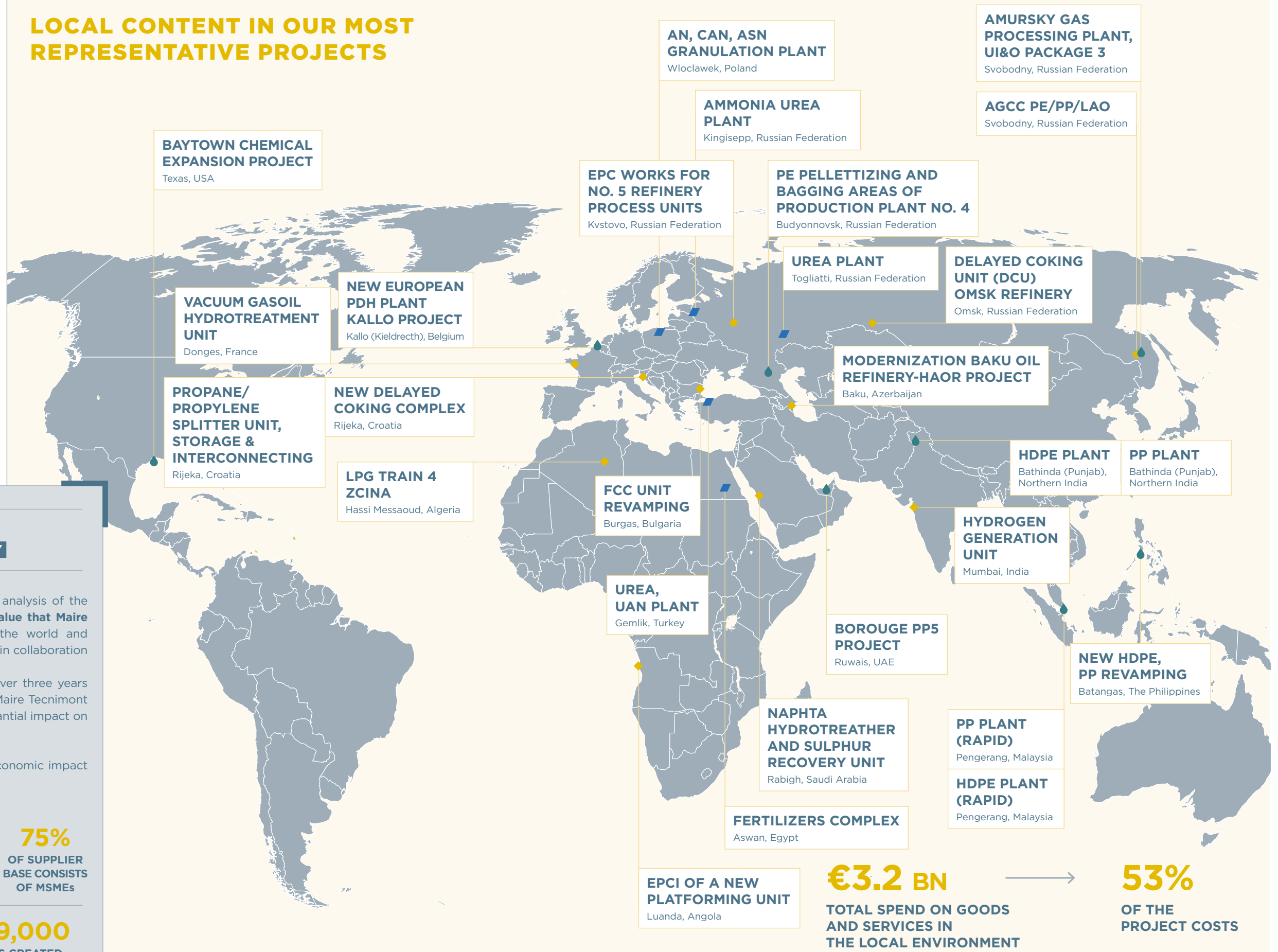
and the finalization of strategic partnerships on foreign markets. In relation to the focus on Italy, Maire Tecnimont's Italian supplier base will be analysed and categorized to identify the suppliers defined as 'champions' on the basis of their operational and strategic/sustainability dimensions.

ANALYSIS OF THE LOCAL CONTRIBUTION OF MAJOR ONGOING PROJECTS

Evaluation of local content in quantitative terms helps Maire Tecnimont to quantify the positive effects of its activities on local economies and societies.

For this reason, the Group has developed an internal model to quantify its footprint when operating in a territory that takes into consideration economic development, local employment and Human Capital growth. In particular, the 27 Group's most representative projects around the world have been identified and with reference to these projects the total spend on goods and services, together with the economic development of labour and training in the local environment at December 2020, amounts to approx. €3.2 billion, corresponding to 53% of the costs of the projects.

LOCAL CONTENT IN OUR MOST REPRESENTATIVE PROJECTS



SOCIO-ECONOMIC IMPACT ANALYSIS: FOCUS ON ITALY

In 2020, the Group launched an analysis of the socio-economic impact, or the **Value that Maire Tecnimont gathers** throughout the world and brings to the Italian supply chain, in collaboration with a leading consulting firm. The study looks at a period of over three years (2017-2019) and shows how the Maire Tecnimont Group has had a direct and substantial impact on GDP and employment in Italy.

The main findings of the socio-economic impact analysis were:

~€2.2 BN SPENT OVER THE THREE-YEAR PERIOD	OVER 2,600 LOCAL SUPPLIERS	75% OF SUPPLIER BASE CONSISTS OF MSMEs
~€2.2 BN OF ADDED VALUE CREATED	~39,000 JOBS CREATED	

€3.2 BN TOTAL SPEND ON GOODS AND SERVICES IN THE LOCAL ENVIRONMENT → **53%** OF THE PROJECT COSTS

TYPE OF PROJECTS ■ FERTILIZERS ■ PETROCHEMICALS ■ OIL&GAS REFINING

**CORPORATE GIVING:
A LEVER FOR LOCAL
DEVELOPMENT AND
COUNTRY RELATIONSHIPS**

Corporate Giving exists and grows in synergy with the strategic actions of the Maire Tecnimont Group's Sustainability Plan. By its very nature, Corporate Giving is a tool that matches the emerging social needs of the countries where the Maire Tecnimont Group operates with the resources it makes available to contribute to community development, assisting with resilience building and returning value to local stakeholders, with an approach not only based on give-back but also on sharing skills and mutual growth. **Promoting the well-being of the communities we work with is not just a rhetoric matter, it is an actual investment in the long-term sustainability of the business.** The relationships we build at local level, in the areas where we have offices and construction sites, are also fostered by the opportunities provided for listening and contact through philanthropy and CSR initiatives. The relationship of trust built on these foundations reinforces our role as a corporate citizen, as well as a business player acknowledged as such by our clients. **Corporate giving helps us become part of the social fabric of each community in a way that no other activity can.** It immediately puts us in direct contact with those who work and manage the daily complexities of social phenomena, be they actors in the third sector or institutions, and clearly gives us a more faithful and true image of the contexts where we work.

Due to the evolution of the Covid-19 pandemic in 2020, the interconnection between our social role and the urgent - at times very tangible - needs of the regions, became even tighter. After listening to the support needs of healthcare structures, we took action to make our contribution and help at a time when hospitals and health personnel were under the greatest pressure,

providing the necessary tools required by the emergency, as well as resources for research into possible solutions to combat the virus. Our focus continued after the first phase of the pandemic. **Throughout 2020, and especially in the areas close to our construction sites, we continued to listen carefully and provide solid support for communities.**

In addition to the focus on Covid-19, which the international situation very specifically required, we also kept our long-standing commitment to female empowerment in disadvantaged social communities and to training for the development of high-level skills needed by the new professional roles required by the energy transition.

**RECOGNITION FROM OUR STAKEHOLDERS
FOR ENGAGING WITH AMUR COMMUNITIES**

DEC 23 2020 During a session of AGPP and AGCC Joint Public Council, Maire Tecnimont Group representatives were awarded certificates of appreciation and diplomas for the social and cultural integration activities carried out by Tecnimont in the city of Svobodny. Since the beginning of 2019, Maire Tecnimont has implemented an extensive **social and cultural integration programme** in the Amur region, carrying out cultural and educational projects, supporting local communities with charitable activities and working closely with local authorities and non-governmental organizations. These activities were highly appreciated by both the customer and the Russian federal and regional authorities. In his speech, Yuriy Lebedev, General Director of Gazprom Pererabotka Blagoveschensk, head of the AGPP Project, underlined the significant role of Tecnimont as an example of integration and support for sustainability programmes for the city of Svobodny and expressed his wish for further fruitful cooperation.



Antonio Donato, Managing Director of MT Russia, received an award by the Resource Centre for Volunteer Development of the Amur Region for the company's significant contribution to the development of social volunteering in the city of Svobodny.

Constantin Cimpuiaru, Senior Project Director and Group VP for Integrated Projects, received an award from the Mayor of Svobodny for the development of youth volunteering programmes in the city.

Eugenia Zavadsкая, coordinator of the social and cultural integration project, won the regional competition "Amur Volunteer-2020" and was also recognized by the Federal Agency for Youth Affairs (Moscow) for her work in supporting people affected by the COVID-19 pandemic and its negative impact.

WORLDWIDE

A GLOBAL PANDEMIC TACKLED ON A LOCAL SCALE

With the rapid spread of Covid-19 from March 2020, it immediately became clear that community healthcare structures would need the support of all society. The private business sector moved swiftly to respond to this unforeseen and unpredictable global event, whose impact was immediately recognized as complex.



The Maire Tecnimont Group has also played a part in supporting healthcare structures that acted as emergency healthcare centers in the areas most affected by Covid-19 nationwide or in remote areas during the periods of greatest pressure. We supported the Foundation Agostino Gemelli IRCCS University Policlinic, the regional social and healthcare organization Fatebenefratelli - Sacco, Infectious Diseases Department, and the regional social and healthcare organization Bergamo Ovest Treviglio Hospital in Italy, both by supplying personal protective equipment for medical and nursing staff, and by providing resources for research into solutions to combat the virus. Within our projects' areas where unfavourable geographical locations made access to hospital facilities difficult, the Group decided to support the Indrani Hospital in Bhatinda, India, and the Svobodny City Hospital in Svobodny, Russia, by contributing to the purchase of complex equipment for the care of Covid-19 patients.

**ECONOMIC DEVELOPMENT HAND IN HAND WITH
CULTURAL INTEGRATION**

Amur Gas Processing plant, located 13 km north of the city in the Amur Region of the Russian Federation, will be the largest gas processing plant worldwide with a capacity of 42 billion cubic meters of natural gas per year. More than 32,000 people of 20 nationalities are engaged in building the plant, with the UI&O P3 project involving about 20,000 people alone. Together with Amur Gas and Chemical Plant, the second project located nearby and launched in 2020 with the participation of the Group, over 40 000 people will be engaged in the joint project in its peak phase. The remoteness of the location, the size of the projects, and tough extreme climate conditions create a higher level of complexity both in terms of project execution and social and cultural integration, but at the same time it will have a huge impact in terms of creation of infrastructure and in employment market in the area, representing an important opportunity for local economic development as well as a goal within the sustainability challenge. Aware of the delicate social environment in which the mega-project will be completed during the coming years, an AGPP P3 Programme for Social and Cultural Integration has been set up and is in its second year of development, aimed at:



- reducing the possible risks arising from the involvement of a very diverse workforce at nationality level, focusing on improving relationships between different ethnic groups;
- supporting local communities and contributing to their long-term socio-economic development;
- improving working and living conditions of the personnel involved in the project;
- sharing Italian cultural heritage and Group's values among local communities and other participants in the project.

After the first year from its launch, during which several initiatives were implemented at local level (volunteer programmes, sports competitions, educational programmes, scientific and cultural initiatives), made possible thanks to the constant involvement of a dedicated site staff member with all project stakeholders and the community, in 2020 the Plan underwent a necessary remodelling in order to overcome the restrictions related to the spread of the pandemic. Inevitably, some initiatives had to be stopped, while others were implemented to respond more promptly to the needs of the local community, and in particular to relieve specific hardship situations and support the local healthcare structures serving the area.



Watch the video about our presence in the Amur region

VIDEO

**LOOKING TO 2025,
ONE OF THE CHALLENGE PROJECTS
IS THE "SUSTAINABLE SITE" PROJECT**

This year, the Maire Tecnimont Group will launch the innovative Green Sites project, to develop an ideal construction site model that optimizes **environmental performance**, minimizes **energy consumption** and the related **CO₂ emissions**, **water consumption** and **environmental impact**, and maximizes the **quality of life** for people working on the site, particularly in extreme conditions or in very hot and very cold climates. The model will be tested at a real construction site during 2021 or 2022, before being rolled out extensively. The project will also consider **aspects of circularity**, with reference both to post-completion dismantling of the site and the possibility of using construction site structures to serve the local community.

MUMBAI, INDIA

360° WOMEN EMPOWERMENT

The Maire Tecnimont Group continues to invest in education and vocational training opportunities for Indian women in socially marginalized situations, seeing economic independence as the first step in steering the discussion on gender equality. Working with the local NGO CORP, for the fifth year running our Group has promoted the active participation of women living in Mumbai's slums in the economic life of their communities, through vocational courses capable of generating quality employment and micro-enterprises (tailoring, beauty parlours, training programmes, computer literacy and income generation). The project, launched in 2015, has involved around 1,000 women and their children each year, in 7 centers of the most disadvantaged districts of the Mumbai metropolitan area. In addition to providing basic professional knowledge through training opportunities, the programme also aims to connect the women involved through a network where they feel valued and supported. Full-time support services for childcare are available at the training centers, as well as study help and monthly health monitoring. By being able to contribute to the family's economic livelihood, women also gain more influence over spending decisions and choices related to their children's education. In this more balanced family set-up, the message of parents as equal role models also becomes crucial, a model that sons, and especially daughters, absorb and replicate. Finally, there is also positive impact in terms of circularity. In terms of production, CORP focuses on tailoring activities (both in relation to training and to the generation of income through the sale of finished products), recovering fabric from used saris, which then becomes the raw material for making accessories and new original garments. The waste from the processing of used saris is in turn recovered and donated to other operators, thereby launching a zero-waste circle and further economic use of waste materials. This is a pragmatic and integrated socio-economic approach, thanks to which the Maire Tecnimont Group gives substance to actions aimed at achieving the United Nations Sustainable Development Goals. In 2020, due to the spread of Covid-19 and the particular fragility of communities living in Mumbai's slums (mainly day labourers in precarious housing conditions), the women empowerment project continued at a slower pace and as far as possible in virtual form, with no face-to-face classes for both women and children, to allow for health risk awareness sessions and offer solid support to families most affected by the pandemic. Once again, the Maire Tecnimont Group has taken on board emerging needs and responded proactively, looking to the long term without forgetting the everyday life of communities and the need to support their resilience and capacity to react.



VIDEO

MANGALORE, INDIA

CORPORATE GIVING FOR HIGH-LEVEL TRAINING OF FUTURE PROFESSIONALS



Through its Indian subsidiary TCMPL, the Maire Tecnimont Group supports a corporate giving project aimed at developing new skills and high-level training courses in the waste-to-energy and circular economy field in India. In March 2020, a partnership was set up with the National Institute of Technology Karnataka, Surathkal (NITK) (Mangalore), one of the country's most recognized universities and a center for higher education and research in the field of engineering and technology. The partnership included the creation of a pilot plant to use food waste to generate biogas, which is needed on the NITK campus. Institutions of higher learning (IHL) such as NITK are particularly suitable for pilot



projects such as the one developed with the Group because they have a concentrated population that generates waste and uses heat and electricity. The pilot plant was designed to serve as a convenient facility for training young engineers in the use of waste as a raw material, with a view to creating new technical skills for the energy transition. As well as having educational value for the NITK population, when fully operational the plant will be able to cover part of the campus' electricity needs by using the bio-feedstock (500 kg/day) produced internally (canteens, cafeterias, student halls), thereby partly meeting the campus' energy needs and reducing the impact and emissions associated with NITK's activities.



NITK, based in Mangalore, is one of the most distinguished engineering training centers in the country. To help this large pool of students, the Maire Tecnimont Group has also set up scholarships to give even the poorest people access to quality technical training. The one-year scholarships are awarded on the basis of merit, income and gender balance.



Watch the video about our cooperation with NITK

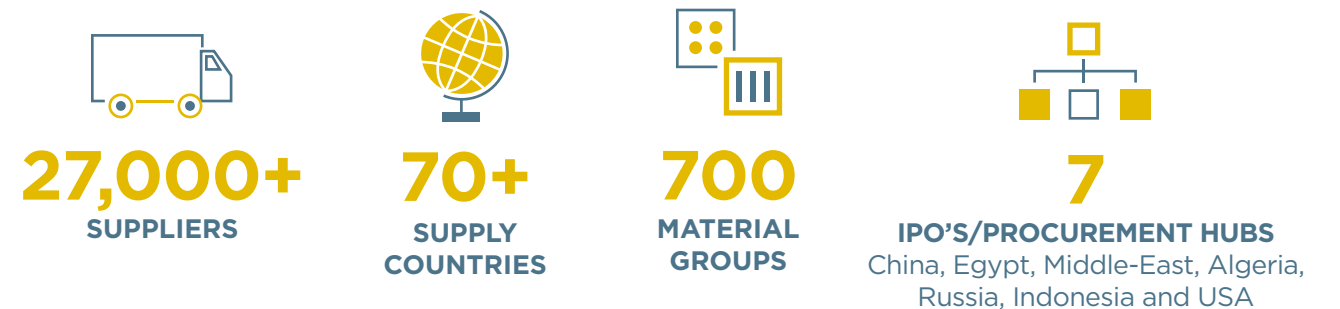
VIDEO

5.4 MANAGEMENT OF A LOCAL SUSTAINABLE SUPPLY CHAIN

2020: HIGHLIGHTS

Active suppliers (at least one order placed in 2020)	4,700+
New qualified suppliers also screened according to social and environmental requirements	476
Qualification audit performed (due to COVID-19)	0
Total purchasing value	€2.18 billion
Purchasing value on local vendors	€0.95 billion

SUSTAINABLE SUPPLY CHAIN



The Maire Tecnimont Group is conscious of the key role held by the supply chain in its business and constantly strengthens relations with strategic suppliers, working with them to establish a shared organizational process, which integrates the principles of social responsibility along the entire production chain.

Maire Tecnimont suppliers are required to follow the founding principles of the Code of Ethics and to respect human rights in line with the Group's sustainability policy, with a commitment to adopt best practices in terms of human rights and working conditions, occupational health and safety and environmental responsibility. Code of Ethics, Human Rights Policy and Sustainable Supply Chain Policy Model pursuant to Legislative Decree 231/01.

In line with Maire Tecnimont's new Sustainability strategy, collaboration with suppliers and sub-contractors must be reconsidered in terms of partnerships focused on value generation and the sharing of values and goals with suppliers.

The spread of Covid-19 has highlighted the vulnerability of global supply chains. Under these very difficult circumstances, **Maire Tecnimont's supply chain has proved resilient** and capable of adapting to the complexities of the situation. This was possible thanks to its carefully selected supply chain built on long-term partnerships, close monitoring of the situation and flexibility in logistics management, which has allowed for the continuity of the Group's operations. In 2020, the Maire Tecnimont Group launched a multi-year strategic project (ICV or "In-Country-Value") aimed at

strengthening the Group's presence in the regions and countries where it takes part in tenders through investment and the development of supply chains in those countries. A central part of the programme is the development of supply chain strategies and category plans with a view to optimizing local content through increasingly effective scouting, qualification and performance assessment of suppliers in target countries. This is aimed at developing local supply chains with increased effectiveness and efficiency in the use of global supply markets. In line with the Group's continued commitment in terms of sustainability, Maire Tecnimont has launched structured activities for the integration of environmental, social and governance (ESG) factors within its supply chain from supplier scouting to qualification process and post-order management.

In order to make the supply chain stronger and more sustainable, **the Maire Tecnimont Group developed a focus on suppliers committed to equal opportunities, respect of human rights and environmental protection.** The Group's Code of Ethics forms the framework of purchasing activities, an actual guide and code of conduct for suppliers.

We are assisting in the evolution of the traditional value for money approach; market competition is moving towards a long-term equilibrium approach integrating ESG principles. To be able to fully seize opportunities of this change, **Maire Tecnimont structured its approach leveraging on three drivers: qualification process, supplier management tools and procurement organization.**

QUALIFICATION PROCESS

In order to select the best suppliers, since 2020 the Maire Tecnimont Group has been using an industry model for its qualification process, in compliance with the laws and regulations on local and European Union procurement and in line with the Group's management model.

The vendor qualification process assesses the applicant by focusing on a range of areas:

- Industrial information
- Financial data
- Quality Management
- Health, Safety and Environment
- Human Rights
- Compliance (code of ethics, anti-corruption, anti-terrorism)

This process ensures that only after passing the assessment the supplier qualifies for specific commodity categories and can receive orders. The Maire Tecnimont Group's supply chain is therefore heavily characterized by the fundamental importance Maire Tecnimont places on sustainability as a criterion

for the selection of suppliers and the assignment of contracts.

At present, 100% of new suppliers are screened according to sustainability criteria. In particular, in 2020, we approved 476 new qualifications.

The Maire Tecnimont Group confirms its long-term commitments to suppliers through tangible actions and continuous improvement, and in 2020 introduced scouting campaigns in 10 geographic target areas, involving more than 1,700 potential new suppliers, more robust anti-terrorism procedures and a new three-year performance monitoring programme starting in 2021.

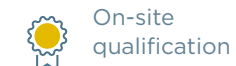
MAIRE TECNIMONT: LONG-TERM COMMITMENT TO SUPPLIERS



International Scouting



Supplier registration



On-site qualification visit



Qualification questionnaire



Tender management



Inspection visits



Performance measurement and evaluation

SUPPLIER MANAGEMENT TOOLS

As part of the Maire Tecnimont Group's Digital Advantage programme, the E2Y e-procurement programme has been equipped with a new system to support Qualifications via the introduction of an Industry platform, allowing access to more than 46,000 suppliers. The new platform is also an enabler in standardizing and managing Scouting, Qualification and Performance Evaluation campaigns.

The qualification process, which is mandatory for the purchase of materials and services on a project basis, requires the potential supplier to register on E2Y and complete the technical questionnaires online, communicating its features relating to environmental, social and health and safety aspects. In particular, depending on the product/service offered, Industry questionnaires are designed to assess the principal parameters affecting sustainability:



INTEGRITY: fair trade, conflict of interest, bribery and corruption.



HUMAN AND WORKERS' RIGHTS: under-age working, health and safety, non-discrimination.



ENVIRONMENT: use of raw materials, energy consumption and CO₂ emissions, water consumption.

As of 2021, additional questions have been added to the questionnaire to obtain a more accurate assessment of the potential supplier, and a Sustainability Scorecard is being developed.

Following the travel restrictions caused by Covid-19, the launch of the Social Audit programme to verify suppliers' and sub-contractors' respect for human rights has been rescheduled to the second half of 2021, with the support of a specialized external partner.

STRENGTHENING THE ITALIAN PLANT SUPPLY CHAIN THROUGH AN INNOVATIVE ESG QUALIFICATION PLATFORM

Since 2019, the Maire Tecnimont Group has been actively participating in the **"Sustainable Supply Chain" project** developed by **ANIMP, Associazione Nazionale di Impiantistica Industriale (National Association of Industrial Plant Design)**, which aims to define guidelines and action lines for the Italian plant design supply chain in order to foster its growth and competitiveness.

The project aims to define guidelines on shared metrics within the sector to assess environmental, social and governance (ESG) sustainability in the supply chain of plant engineering companies by building a **cooperative relationship between suppliers and**

general contractors through a new model of stakeholder involvement.

The workgroup started by mapping the sustainability needs of end users and stakeholders to reach a common definition of the metrics for the creation of Sustainability scores for each vendor, shared through an innovative digital Vendor Management platform. The practical, intuitive and comprehensive platform is used for supplies of all kinds and is linked, as far as possible, to the standards, norms and programmes currently in use. It is a tangible sign of the Maire Tecnimont Group's continued strong commitment to supporting the local supply chain.

SEENERGY 2020

NOV
24
2020

The fourth edition of Seenergy, Maire Tecnimont Group's annual event dedicated to its supply chain, was held on 24 and 25 November in digital mode. This is an opportunity for the Group's strategic suppliers to meet, share and network, which this year virtually brought together more than 100 top managers from 200 leading companies in their sectors, representing together more than €900 billion in turnover and a workforce of 3 million professionals worldwide.

This year, the two Seenergy days were focused on the themes of Resilience and Innovation. Guests included Henry Chesbrough, Dean of the Garwood Center for Corporate Innovation UC Berkeley-Haas School of Business, and the "father" of Open Innovation, who, connected online from California, shared his vision on a topic that Maire Tecnimont has decisively integrated in its development strategy. A year ago, the first European professorship for Open Innovation, funded by the Group, was inaugurated at the Lu-



iss University in Rome. Marco Tonegutti, Managing Director and Senior Partner of the Boston Consulting Group, spoke on the subject of resilience, a key factor for a global supply chain that must be able to cope with the discontinuities of our present situation.

Just like every year, Seenergy was a chance to recognize the commitment of the many partners that make up the Maire Tecnimont Group's Supply Chain, rewarding the companies that have most distinguished themselves in their respective categories.

4th

EDITION

100

TOP
MANAGERS

3^{MN}

PROFESSIONALS
WORLDWIDE

€900^{BN}

IN TURNOVER

SUSTAINABILITY PERFORMANCE



GOVERNANCE AND ETHICS

COMPOSITION OF THE GOVERNANCE BODIES									
	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Members of the governance bodies by gender	8	7	15	8	7	15	8	7	15
Board of Directors	5	4	9	5	4	9	5	4	9
Board of Statutory Auditors	2	1	3	2	1	3	2	1	3
Supervisory Body as per Legs. Decree 231/01	1	2	3	1	2	3	1	2	3
	2018			2019			2020		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Members of the governance bodies by age	8	7	15	8	7	15	8	7	15
Under 30 years old	0	0	0	0	0	0	0	0	0
31-50 years old	1	3	4	1	2	3	1	2	3
Over 51 years old	7	4	11	7	5	12	7	5	12

ANTI-CORRUPTION COMMUNICATION AND TRAINING IN MAIRE TECNIMONT			
	2018	2019	2020
Total number of governance body members that the organization's anti-corruption policies and procedures have been communicated to	15	15	15
Percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to	100%	100%	100%
Total number of governance body members that have received training on anti-corruption	15	15	15
Percentage of governance body members that have received training on anti-corruption	100%	100%	100%

CONCERNS RELATING TO THE GROUP CODE OF ETHICS			
	2018	2019	2020
Total number of work-related concerns reported in the year	6	7	3
Addressed	6	7	3
Resolved	1	1	2
Investigated and found to be unsubstantiated	3	5	2

EMPLOYMENT & INDUSTRIAL RELATIONS

BREAKDOWN OF EMPLOYEES BY CONTRACT TYPE									
	December 2018			December 2019			December 2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Permanent Employees	1,025	4,153	5,178	1,100	4,148	5,248	1,090	3,993	5,083
Fixed-Term Employees	136	826	962	149	950	1,099	144	733	877
Total	1,161	4,979	6,140	1,249	5,098	6,347	1,234	4,726	5,690

PERMANENT EMPLOYEES: NEW HIRES AND TERMINATIONS			
	2018	2019	2020
Hired	770	790	233
Turn-over ⁴⁷ ratio	4.2%	6.9%	4.6%

EMPLOYEES COVERED BY COLLECTIVE BARGAINING AGREEMENTS ⁴⁸									
	December 2018			December 2019			December 2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Total headcount employed in Italy & rest of Europe	720	2,137	2,857	755	2,209	2,964	755	2,209	2,972
Total headcount covered by collective bargaining agreements	702	1,902	2,604	728	1,988	2,716	728	1,988	2,913
Total	98%	89%	91%	98%	89%	91%	95%	90%	92%

⁴⁷ Turnover ratio is related to permanent termination for voluntary reasons and only the permanent employee workforce was considered.

⁴⁸ For the calculation of this disclosure only the Italy and Rest of Europe Region was considered.

BREAKDOWN OF EMPLOYEES BY HEADCOUNT GEOGRAPHIC ZONE

	December 2018			December 2019			December 2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Italy & Rest of Europe	720	2,137	2,857	755	2,209	2,964	770	2,143	2,913
India & Rest of Asia, out of which:	251	1,813	2,064	271	1,943	2,214	254	1,847	2,101
India Region	206	1,666	1,872	229	1,808	2,037	229	1,785	2,014
South-East Asia & Australia Region	0	2	2	0	6	6	0	4	4
Rest of Asia	45	145	190	42	129	171	25	58	83
Russia & Caspian Region	150	402	552	167	417	584	170	425	595
North America Region	3	1	4	5	16	21	2	13	15
Central and South America Region	9	14	23	8	13	21	4	5	9
Middle East Region	24	537	561	26	420	446	15	193	208
North Africa & Sub-Saharan Africa Region	4	75	79	17	80	97	19	100	119
Total	1,161	4,979	6,140	1,249	5,098	6,347	1,234	4,726	5,960

BREAKDOWN OF EMPLOYEES BY OPERATING GEOGRAPHIC ZONE

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Italy & Rest of Europe	711	1,728	2,439	752	1,902	2,654	766	1,946	2,712
India & Rest of Asia, out of which:	249	1,639	1,888	268	1,807	2,075	252	1,749	2,001
India Region	201	1,404	1,605	222	1,609	1,831	227	1,665	1,892
South-East Asia & Australia Region	0	3	3	1	22	23	0	9	9
Rest of Asia	48	232	280	45	176	221	25	75	100
Russia & Caspian Region	155	639	794	171	611	782	173	574	747
North America Region	10	39	49	5	19	24	2	13	15
Central and South America Region	3	1	4	9	73	82	5	8	13
Middle East Region	27	733	760	27	537	564	16	269	285
North Africa & Sub-Saharan Africa Region	4	153	157	17	149	166	20	167	187
Total	1,161	4,979	6,140	1,249	5,098	6,347	1,234	4,726	5,960

DIVERSITY**PARENTAL LEAVE**

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Total number of employees who took parental leave	60	1	61	38	5	43	36	3	39
Total number of employees who returned to work after parental leave ended	39	1	40	54	5	59	42	4	46
Total number of employees who did not return to work after parental leave ended	1	0	1	0	0	0	0	0	0
Total number of employees who returned to work after parental leave ended and were still employed 12 months after their return to work	33	1	34	34	0	34	47	4	51
Termination Rate	2%	0%	2%	0%	0%	0%	0%	0%	0%
Return to work rate	98%	100%	98%	100%	100%	100%	100%	100%	100%

BREAKDOWN OF EMPLOYEES ACCORDING TO CATEGORIES, GENDER AND AGE

	2018		2019		2020	
	Men	Women	Men	Women	Men	Women
EXECUTIVE LEVEL	91%	9%	92%	8%	91%	9%
< 30 yo	0%	0%	0%	0%	0%	0%
31 - 50 yo	46%	7%	43%	6%	39%	6%
> 50 yo	45%	2%	49%	2%	51%	3%
Total	639		660		646	
MIDDLE MANAGEMENT LEVEL	85%	15%	84%	16%	83%	17%
< 30 yo	1%	0%	1%	0%	1%	0%
31 - 50 yo	60%	13%	61%	13%	60%	14%
> 50 yo	24%	2%	22%	3%	22%	3%
Total	2,132		2,291		2,234	
WHITE COLLAR LEVEL	76%	24%	74%	26%	73%	27%
< 30 yo	15%	6%	15%	7%	13%	6%
31 - 50 yo	52%	16%	51%	16%	53%	17%
> 50 yo	8%	3%	8%	3%	8%	3%
Total	3,151		3,137		2,954	
BLUE COLLAR LEVEL	97%	3%	97%	3%	95%	5%
< 30 yo	29%	1%	22%	1%	19%	1%
31 - 50 yo	53%	2%	63%	2%	59%	3%
> 50 yo	15%	0%	12%	0%	17%	1%
Total	208		259		126	
TOTAL EMPLOYEES	6,140		6,347		5,690	

SALARY RATIO WOMEN/MEN⁴⁹

EXECUTIVE LEVEL	2018	2019	2020
> 50 yo	82%	85%	88%
31 - 50 yo	95%	91%	89%
< 30 yo	n.a.	n.a.	n.a.
MIDDLE MANAGEMENT LEVEL	2018	2019	2020
> 50 yo	89%	87%	87%
31 - 50 yo	93%	94%	94%
< 30 yo	90%	105%	109%
WHITE COLLAR LEVEL	2018	2019	2020
> 50 yo	94%	94%	96%
31 - 50 yo	95%	95%	95%
< 30 yo	95%	99%	100%
BLUE COLLAR LEVEL	2018	2019	2020
> 50 yo	n.a.	n.a.	n.a.
31 - 50 yo	83%	89%	82%
< 30 yo	n.a.	n.a.	n.a.

INCIDENCE OF WOMEN⁵⁰

EXECUTIVE LEVEL	2018	2019	2020
> 50 yo	7%	7%	8%
31 - 50 yo	16%	16%	18%
< 30 yo	0%	0%	0%
MIDDLE MANAGEMENT LEVEL	2018	2019	2020
> 50 yo	11%	13%	15%
31 - 50 yo	25%	24%	24%
< 30 yo	13%	24%	31%
WHITE COLLAR LEVEL	2018	2019	2020
> 50 yo	56%	60%	62%
31 - 50 yo	46%	47%	46%
< 30 yo	29%	26%	29%
BLUE COLLAR LEVEL	2018	2019	2020
> 50 yo	0%	0%	0%
31 - 50 yo	18%	10%	9%
< 30 yo	0%	0%	0%

⁴⁹ Average annual salary received by women compared to men. The data refer to staff in the main European companies of the Group.
⁵⁰ The data refer to staff in the main European companies of the Group.

HUMAN CAPITAL DEVELOPMENT**TOTAL HOURS OF TRAINING BY CATEGORY⁵¹**

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Executive	615	6,340	6,955	640	5,538	6,178	1,024	10,246	11,270
Middle Managers	4,408	15,547	19,955	4,558	22,012	26,570	6,958	36,323	43,281
White Collars	7,457	17,951	25,408	8,394	24,995	33,389	13,810	47,966	61,776
Blue Collars	-	736	736	-	-	-	-	31	31
Total	12,480	40,574	53,054	13,592	52,545	66,137	21,791	94,566	116,358

AVERAGE HOURS OF TRAINING BY CATEGORY⁵²

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Executive	11.18	10.86	10.88	11.43	9.17	9.36	16.79	17.51	17.45
Middle Managers	13.40	8.62	9.36	12.15	11.49	11.60	18.50	19.55	19.37
White Collars	9.67	7.54	8.06	10.35	10.75	10.64	17.46	22.18	20.91
Blue Collars	-	3.47	3.38	-	-	-	-	0.26	0.25

AVERAGE HOURS OF TRAINING BY CATEGORY (INCLUDING HSE AND SOCIAL ACCOUNTABILITY)⁵³

	2020		
	Women	Men	Total
Executive	18.86	21.85	21.57
Middle Managers	21.09	25.33	24.62
White Collars	23.48	32.06	29.76
Blue Collars	20.13	24.22	24.03

From 2020, it was decided to include HSE & Social Accountability training in the calculation of the average hours of training by category (Social Accountability is usually reported in the relevant section, where more detailed information can be found).

In 2020, on average, each employee received 26.82 hours of training. It should be noted that, to date, the HSE & SA reporting system on construction sites does not provide for a breakdown in professional categories. Hence, for this disclosure, the total value of HSE & SA training hours on construction sites was broken down on the basis of the actual presence of professional categories.

TOTAL NUMBER OF EMPLOYEES WHO RECEIVED TRAINING DURING THE REPORTING YEAR⁵³

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Executive	38	389	427	48	449	497	58	550	608
Middle Managers	252	976	1,228	283	1,291	1,574	333	1,583	1,916
White Collars	449	761	1,210	529	1,424	1,953	616	1,543	2,159
Blue Collars	-	10	10	-	-	-	0	3	3
Total	739	2,136	2,875	860	3,164	4,024	1,007	3,680	4,686

⁵¹ Data do not include training on "HSE and Social Accountability".
⁵² Data do not include training on "HSE and Social Accountability".
⁵³ Data do not include training on "HSE and Social Accountability".

NUMBER OF EMPLOYEES RECEIVING REGULAR PERFORMANCE ASSESSMENT AND POTENTIAL DEVELOPMENT FEEDBACK

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Executive	46	509	555	51	543	594	48	520	568
Middle Managers	264	1,426	1,690	306	1,603	1,909	322	1,629	1,951
White Collars	432	1,353	1,785	472	1,221	1,693	597	1,577	2,174
Blue Collars	-	7	7	-	5	5	0	8	8
Total	742	3,295	4,037	829	3,372	4,201	967	3,734	4,701

PERCENTAGE OF EMPLOYEES RECEIVING REGULAR PERFORMANCE ASSESSMENT AND POTENTIAL CAREER DEVELOPMENT FEEDBACK

	2018			2019			2020		
	Women	Men	Total	Women	Men	Total	Women	Men	Total
Executive	84%	87%	87%	91%	90%	90%	79%	89%	88%
Middle Managers	80%	79%	79%	82%	84%	83%	86%	88%	87%
White Collars	56%	57%	57%	58%	52%	54%	75%	73%	74%
Blue Collars	0%	3%	3%	0%	2%	2%	0%	7%	6%

MANAGEMENT OF A SUSTAINABLE SUPPLY CHAIN

TOTAL PURCHASING AND LOCAL PURCHASES⁵⁴

	2018	2019	2020
Total purchasing value [Bn EUR] ⁵⁵	4.3	2.1	2.2
Total purchasing value spent on local suppliers [Bn EUR] ⁵⁶	3.3	1.2	0.95
Percentage of purchasing value spent on local suppliers	77%	56%	43%

The table shows Maire Tecnimont's total purchasing value for the reporting period highlighting the value of local purchasing spent. After we saw an increase in the total value of purchases in 2018, the result of an agreement for a large construction subcontract signed in Russia, in 2019 this value returned to historical levels.

NEW SUPPLIERS SCREENED USING SOCIAL AND ENVIRONMENTAL CRITERIA

	2018	2019	2020
Total new positive qualifications	606	777	476
Percentage of new positive qualifications with focus on social and environmental criteria	100	100	100%

⁵⁴ Maire Tecnimont considers Russia, the Middle-East and Europe as significant operational locations.

⁵⁵ Refers to the committed value for goods and services.

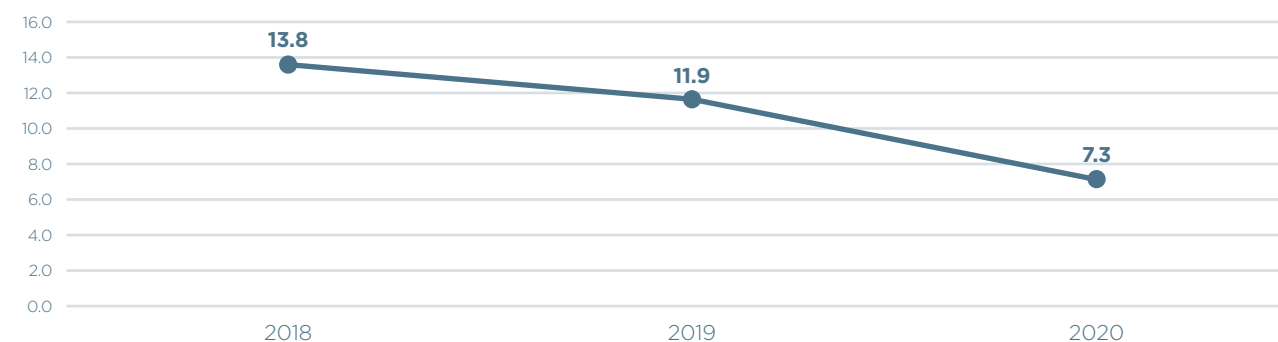
⁵⁶ Refers to the committed value for goods and services when a project (or company) country is the same as a vendor country (Group's definition of "Local").

HSE TRAINING

HSE TRAINING HOURS

	2018	2019	2020
HSE training hours for Home Office and Construction site employees	78,623	71,507	41,844
HSE training hours for Sub-contracting workers	3,272,967	2,519,565	1,112,968

AVERAGE TRAINING HOURS



HUMAN RIGHTS

TOTAL EMPLOYEES AND NUMBER OF EMPLOYEES IN SA8000 CERTIFIED COMPANIES

	2018	2019	2020
Total Employees	6,140	6,347	5,960
Employees in SA8000 certified companies	2,403	2,485	2,234

The table reports the total Group headcount and number of employees in SA8000-certified companies at the end of the year.

EMPLOYEES TRAINED ON SA8000 TOPICS

	2018	2019	2020
Total Employees trained	2,494	2,191	1,375
Percentage Employees trained on total Group employees	41%	35%	23%

The total number of employees trained in human rights policies or procedures concerning human rights aspects of operations during the reporting period is shown above. Furthermore, the table shows the number of employees trained, during the reporting period, on human rights policies or procedures concerning human rights, out of the total number of employees.

ENVIRONMENT

The data shown in the tables below, referring to energy and water consumption and waste produced, are based on data collected from over 92.3% of all the Group's offices and 99.6% of all its construction sites⁵⁷ in 2020. Estimates have been made on the remaining difference.

ENERGY INTENSITY kJ/WORKED MAN HOURS

	2018	2019	2020
Headquarters	11,048	10,253	6,785
Construction sites	23,849	24,437	14,203

⁵⁷ The data does not include figures relating to the MyReplast and Green Compound plants.

OFFICES ENERGY CONSUMPTION⁵⁸

	2018	2019	2020
Hydrocarbons for power production (Natural gas and Diesel) (GJ)	10,646	4,244	2,682
Hydrocarbons for transport (Diesel and Gasoline) (GJ)	3,483	3,597	2,641
Electricity (GJ)	67,726	73,822	49,674
Other (GJ)	847	2,098	1,653
Total	82,702	83,761	56,650

Diesel for Power Production refers to the consumption of electric generators. The "Other" item refers to consumption relating to the new heating system installed at the subsidiary Stamicarbon B.V. This change had an effect in 2020 particularly, reducing the amount of hydrocarbons used to produce energy. The overall consumption reduction in offices, in particular, is the result of their reduced use due to the Covid-19 emergency and the return-to-work policies adopted by the Group.

TOTAL ENERGY CONSUMPTION OF CONSTRUCTION SITES⁵⁹

	2018	2019	2020
Hydrocarbons for power production (Natural gas and Diesel) (GJ)	1,201,268	965,464	217,550
Hydrocarbons for transport (Diesel and Gasoline) (GJ)	1,798,556	1,321,702	270,304
Electricity (GJ)	163,397	290,490	69,191
Total	3,163,221	2,577,656	557,045

The substantial reduction in consumption in 2020 shows, on the one hand, the impact of Covid-19 and its related partial reduction in the workforce, and on the other the decrease in activities in terms of worked man-hours, in particular for the subsidiary Tecnimont S.p.A. The decrease in worked man hours is due both to the progress in the various construction sites and to changes in the various project phases. Some large projects were completed and others were at a very advanced phase of pre-commissioning, commissioning, or initial phase, for which the same number of hours are less energy-intensive, leading to a lower environmental impact.

TOTAL VOLUME OF WATER WITHDRAWN (m³) AT CONSTRUCTION SITE, BROKEN DOWN BY:

	2018	2019	2020
Surface water, including water from wetlands, rivers, lakes and oceans	155	52	16
Ground water	47,797	18,400	1,068
Municipal water supplies or other public or private water services (including tank trucks)	1,342,219	534,748	157,937
Total volume of water withdrawn (m³)	1,390,170	553,200	159,021

Water consumption is influenced by the working phase of construction sites throughout the year. The decrease in water consumption in 2020, compared to 2019, reflects the different mix of project phases. Some of the projects were at the pre-commissioning and commissioning stage, while others were at an early stage and had not yet begun hydraulic testing. Among these quantities, 1,068 m³ were withdrawn from ground water and 71,075 m³ from municipal water supplies (including tankers) in areas considered to be under "water stress"⁶⁰.

In 2020, 51,898 m³ were subsequently discharged into surface water, 1,068 m³ into ground water and 106,055 m³ into the sewer system. Of these, 1,068 m³ were discharged into ground water and 71,075 m³ into the sewer system in areas considered to be under "water stress"⁶⁰.

⁵⁸ The Group's energy consumption does not include forms of renewable energy.

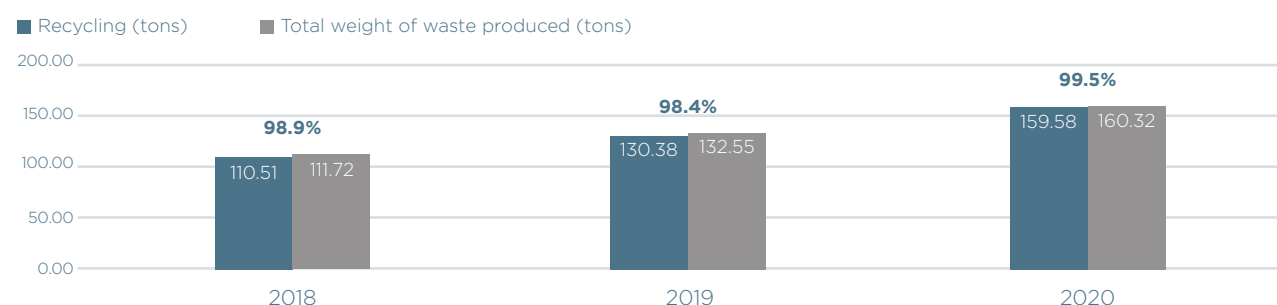
⁵⁹ The Group's energy consumption does not include forms of renewable energy.

⁶⁰ By water stress we mean the ability or inability to meet the demand for water, both human and ecological (see GRI 303). The "Aqueduct Water Risk Atlas" tool of the "World Resources Institute" was used to assess the water stress areas. Those classified as "High" and "Extremely high" were considered as water stress areas.

OFFICES WASTE MANAGEMENT

	2018	2019	2020
Total weight of waste (tons)	112	133	160
Non hazardous (tons)	110	131	159
Hazardous (tons)	2	2	1
Total weight of waste by disposal method (tons)	112	133	160
Recycling	111	131	159
Landfill	1	2	1
Other (to be specified)	0	0	0
Recovery (%)	98.9%	98.4%	99.5%
Disposal (%)	1.1%	1.6%	0.5%

More waste was produced in 2020 than in 2019, mostly due to the subsidiary Tecnimont S.p.A., which produced more waste due to a disposal of furniture during renovation and creation Smart Working workstations. All non-hazardous waste was recycled. It's also highlighted that about 160 tonnes of non-hazardous waste (99.5% of total waste) was recycled.

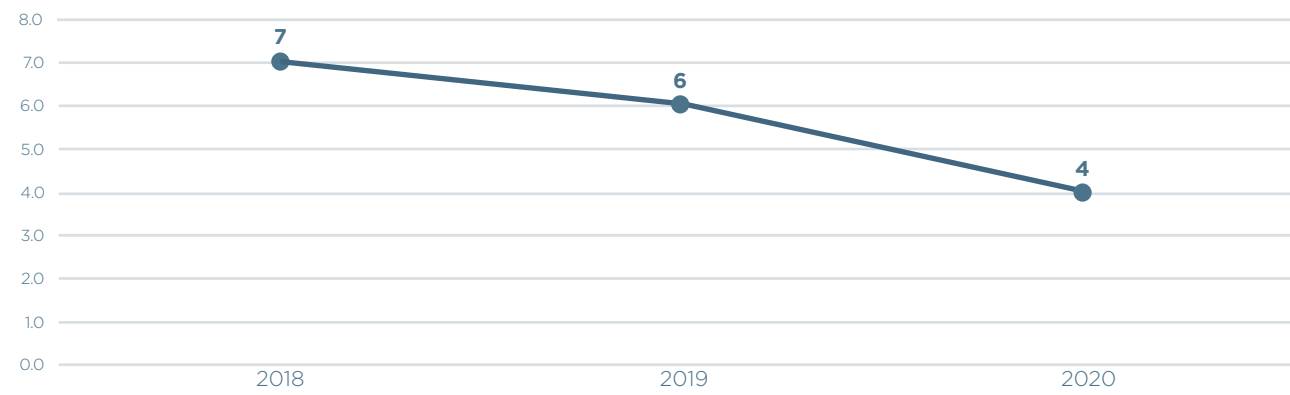
RECYCLING WASTE VS TOTAL WASTE**CONSTRUCTION SITES WASTE MANAGEMENT**

	2018	2019	2020
Total weight of waste (tonnes)	944,747	599,007	158,540
Non hazardous (tonnes)	944,366	596,837	158,257
Hazardous (tonnes)	381	2,170	283
Total weight of waste by disposal method (tonnes)	944,747	599,007	158,540
Recycling	129,532	68,339	14,178
Landfill	814,926	529,888	144,321
Other (to be specified)	289	780	41
Recovered (%)	13.7%	11.4%	8.9%
Disposed (%)	86.3%	88.6%	91.1%

The decrease in waste in 2020 is due to the fact that some projects by the subsidiary Tecnimont S.p.A. were completed, while others were in the early or final stages of pre-commissioning and commissioning, when less waste is produced as the construction phase is complete.

The percentage of waste disposed of (and therefore the percentage recovered) is affected, in some cases, by the construction site rules applied at industrial sites owned by the end user. In 2019, this percentage decreased from 13.7% to 11.4%. This was due in particular to the subsidiary Tecnimont S.p.A. (whose recovery percentage decreased from 4% in 2019 to 2.50% in 2020), mainly due to the changed mix of countries hosting its various construction sites, most of which do not support or provide for waste recycling.

WASTE/WORKED MANHOURS [kg/WORKED MAN-HOURS]



As shown in the graphic above, the ratio between waste produced and man hours worked saw a steady decrease from 7.1 in 2018, to 5.7 in 2019 and 4 in 2020.

HEALTH & SAFETY PERFORMANCE

MAN-HOURS WORKED AT GROUP LEVEL

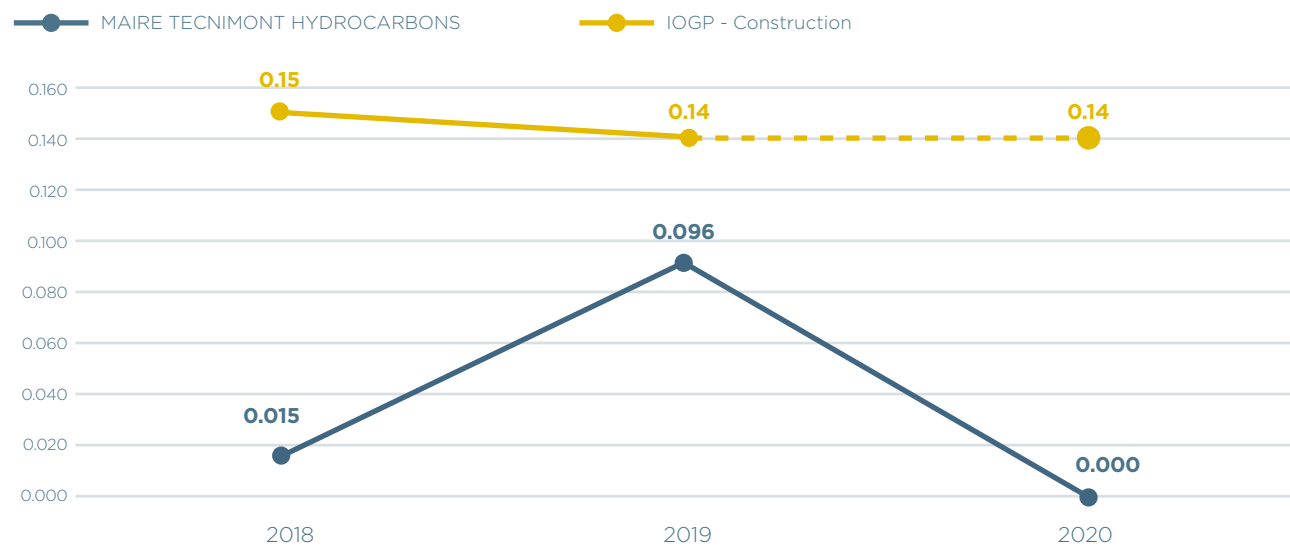
	2018	2019	2020
Home office man-hours employees	7,485,863	8,169,147	8,349,884
Construction sites man-hours employees and sub-contractors	132,635,629	105,483,828	39,220,459
Total man-hours worked	140,121,492	113,652,975	47,570,343

The home offices' trend is steadily increasing year by year while construction site man-hours worked decreased compared to 2019. This takes into consideration that many projects of the subsidiary Tecnimont S.p.A., that were ongoing in 2019, were concluded in 2020, while others were in the initial phases.

In 2020, the Maire Tecnimont Group recorded 38.7 million LTI free man-hours worked in the Hydrocarbons BU. This is evidence of the intense focus on health and safety issues, as documented by an average injury rate (LTIR) constantly below the sector average, with a peak of zero accidents in 2020.

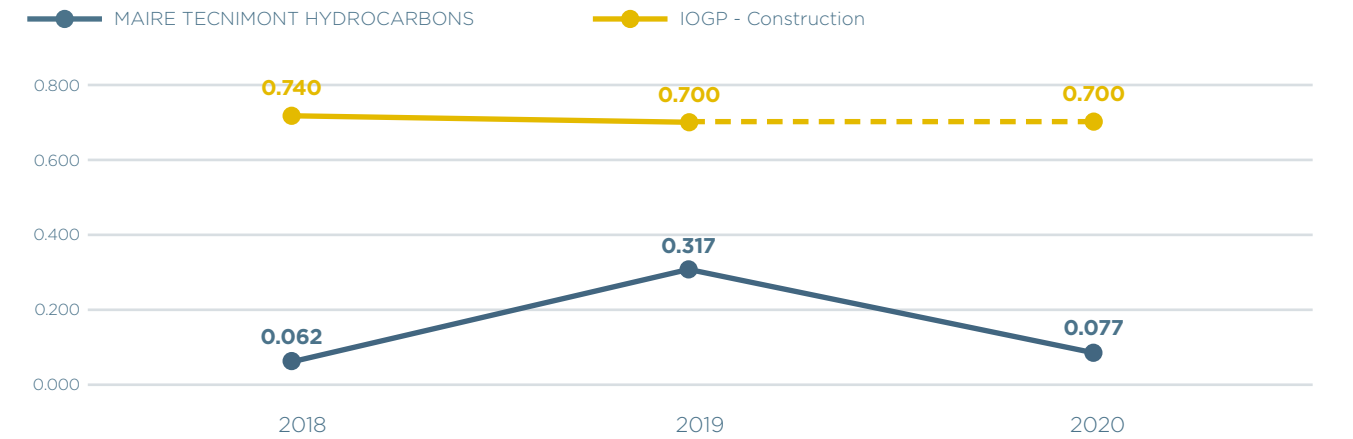
Below is the graph of the LTIR indicator.

LOST TIME INJURY RATE (LTIR)



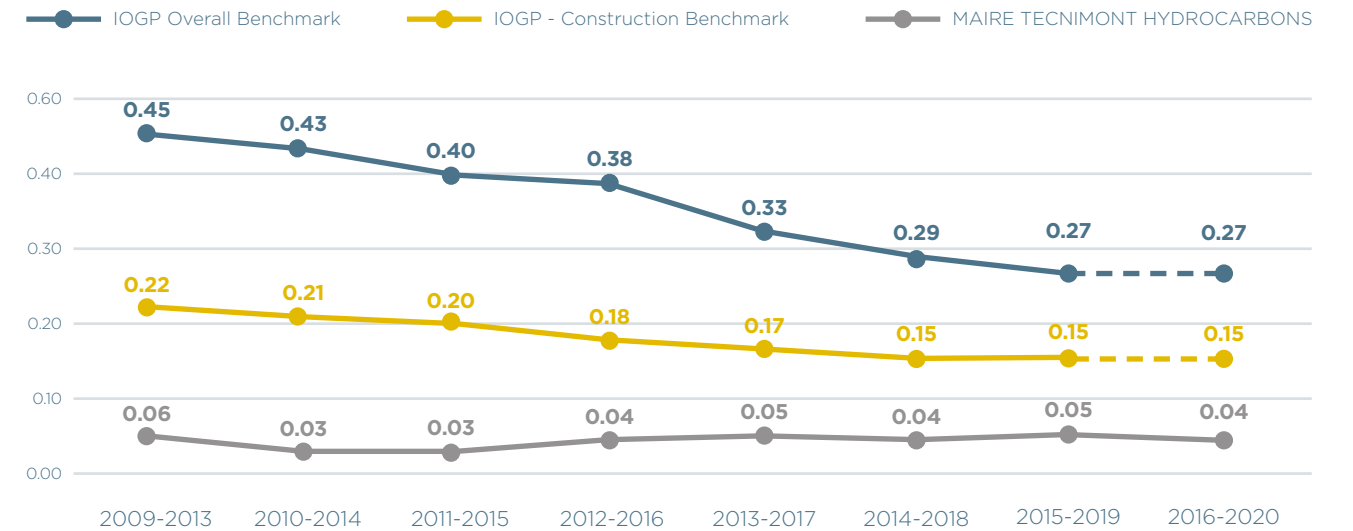
Maintaining the same reference data in 2020 as for 2019, the recorded TRIR indicator remained well below the IOGP benchmark. This was 9 times lower than the benchmark.

TOTAL RECORDABLE INJURY RATE (TRIR)



By their nature, events categorized as LTIs have a very low rate of occurrence, therefore, in order to value their trend over time it is necessary to embrace a much longer observation period than the single year; for this purpose, the IOGP, whose statistical data we use as a sector benchmark for HSE, has adopted a five-year rolling formula for the LTIR indicator and our organization has made similar processing.

LTIR FIVE YEAR ROLLING AVERAGE (PER MILLION HOURS)



Analysis of the trends of the last few years shows the Maire Tecnimont Group's commitment to excellence in injuries prevention. In fact our figures consistently remain well below the IOGP benchmarks, and over the last five years the trend is decreasing, as one can immediately see in the above graphic⁶¹.

⁶¹ The calculation was made on the basis of the subsidiaries Tecnimont S.p.A. and Kinetics Technology S.p.A. (KT), as they are the leading companies in the Maire Tecnimont Group by hours worked in construction.

COUNTRY-BY-COUNTRY REPORTING⁶²

TAX Jurisdiction	Unrelated Party	Related Party	Total	Profit (loss) before Income tax	Income tax Paid (on cash basis)	Income tax accrued	Stated capital	Accumulated Earning	Number of employees 31.12.2019	Tangible assets other than cash equivalent
Albania	1	0	1	-20,556	0	0	0	0	0	0
Algeria	6,924,323	0	6,924,323	247,951	225,297	273,493	0	0	1	0
Angola	170,912	0	185,380	14,469	0	0	172,330	0	10	0
Arabia Saudita	67,478,468	6,464,840	73,943,308	7,425,702	329,274	1,137,910	1,098,191	16,925,833	86	390
Azerbaijan	106,339,990	0	106,339,990	676,330	283,686	272,459	6,087,341	910,434	3	152,427
Belgium	2,063,684	0	2,063,684	1,051,477	0	0	0	0	11	0
Bolivia	0	0	0	-15,544	0	0	261,416	-251,821	0	0
Brazil	285,894	149,684	435,578	-891,355	0	91,721	174,380,847	-274,064,199	8	49,783
Bulgaria	0	0	0	-25,700	0	0	0	0	0	0
Cameroun	0	0	0	-155,506	0	7,208	182,939	137,307	0	7,763
Chile	1,118,514	0	1,118,514	-2,508,242	0	5,387	82,019,133	-79,328,831	2	6,572
Croatia	23,413,303	0	23,413,303	97,030	0	0	0	0	11	0
Denmark	0	0	0	-9,287	0	0	10,728	-47,393	0	0
UAE	143,721,630	7,767,393	151,489,023	-2,799,772	0	0	0	5,210,925	357	0
Egypt	382,175,709	0	382,175,709	-3,697,062	403,176	143,731	948,677	17,258,268	8	2,058
Philippines	54,490,498	1,538,794	56,029,292	4,321,938	1,708,478	1,179,936	166,387	3,510,970	19	97,637
France	487,228	0	487,228	-73,568	0	0	37,000	-363,620	0	0
Germany	372,949	6,419,813	6,792,762	964,072	0	231,826	260,000	2,773,724	44	153,651
India	116,710,207	66,948,656	224,443,365	16,115,836	3,084,086	5,864,115	2,870,867	92,339,022	2,006	5,749,995
Iran	87,945	0	87,945	-256,019	0	0	0	0	0	0
Italy	855,249,219	227,412,824	1,082,662,042	139,629,839	21,905,383	22,082,276	461,541,120	465,454,803	2,463	17,353,638
Kuwait	2,471	0	2,471	-1,295,610	0	0	0	0	1	0
Indonesia	0	0	0	0	0	0	0	0	0	0
Malaysia	112,970,706	9,274,269	122,244,976	6,712,244	5,665,297	4,429,865	6,359,891	19,888,593	60	499,359
Mexico	17,285,285	520,301	17,805,587	472,483	173,997	265,620	2,571,468	1,827,540	9	62,460
Nigeria	35,200,171	0	35,200,171	6,615,656	376,358	175,367	52,836	-2,722,542	0	0
Oman	96,318,167	0	96,318,167	4,844,042	370,792	891,000	0	0	69	0
Netherlands	78,244,436	14,517,153	92,761,589	17,943,325	3,020,975	3,210,927	9,121,250	36,498,152	194	983,528
Poland	20,680,267	0	20,680,267	755,923	460,300	0	13,914	104,328	7	0
Qatar	62	0	62	-2,579	0	0	0	0	0	0
UK	0	26,868,505	26,868,505	691,257	180,229	147,558	128,387	1,962,747	40	15,529
Czech Republic	104,489	0	104,489	-339,317	0	0	531,329	-728,612	3	0
Dominican Republic	7,950,622	0	7,950,622	-7,900,989	0	0	0	0	33	0
Russia	1,154,595,691	2,997,487	1,157,593,178	41,897,833	13,800,058	0	500,195	73,125,459	476	1,899,253
Slovakia	-4,829,944	0	-4,829,944	70,036	1,252,936	0	0	0	0	0
South Africa	0	0	0	0	0	0	0	0	0	0
Switzerland	28,818	0	28,818	-217,609	704	1,270	63,488	-365,789	1	0
Turkey	0	0	0	-103,955	0	0	0	0	0	0
USA	41,431,624	298,805	41,730,428	-162,760	0	157,211	8,787,811	-3,580,580	21	60,853
Kazakhstan	0	0	0	0	0	0	0	0	1	0

62 The data in the table refer the "Country by Country Report" referred to fiscal year 2019. The number of employees reported follows the logic of this report. Economic data are expressed in euros.

TAX Jurisdiction	Legal entities
Albania	Tecnimont Albania Branch Office
Algeria	Tecnimont Representative Office Algeria
Angola	KT Angola Lda
Arabia Saudita	Tecnimont Arabia Ltd, KT Arabia, Tecnimont Pvt Ltd Saudi Arabia Branch Office
Azerbaijan	KT Azerbaijan Branch Office, Tecnimont-KT JV Azerbaijan LLC
Belgium	KT SPA Permanent Establishment, Tecnimont Belgium Branch
Bolivia	Tecnimont Bolivia
Brazil	Tecnimont do Brasil Ltda, Consorzio TCM IVAE Brasile
Bulgaria	KT SPA Permanent Establishment
Cameroun	KT CAMEROUN S.A
Chile	Tecnimont Chile
Croatia	KT Croatia Branch Office
Denmark	TCC Denmark APS
UAE	KT Abu Dhabi Branch Office, JO Saipem-Dodsal-Tecnimont, JV Gasco, Tecnimont Pvt Ltd Abu Dhabi Branch Office, Tecnimont Abu Dhabi Branch Office, TCC Abu Dhabi Branch
Egypt	KT Star, KT Egypt Branch Office, Tecnimont Egypt Branch Office
Philippines	Tecnimont Philippines Inc., Unincorporated JV Philippines
France	TCM FR SA, Tecnimont France Branch Office
Germany	Tecnimont Planung und Industrieanlagenbau Gmbh
India	Tecnimont Private Limited, Project Office, Tecnimont India Branch Office
Iran	Tecnimont Private Limited, Project Office, Tecnimont India Branch Office
Italy	Maire Tecnimont Spa, MET Development S.p.A., MET DEV 1 S.r.l., MyReplast S.r.l., Neosia Renewables S.p.A., Transfima Spa, Transfima G.E.I.E., M.G.R. Verduno Spa, M.S.T. Srl, Neosia S.p.A., Consorzio Cefalù 20, Consorzio BIRILLO 2007, Consorzio TURBIGO 800, MyRePlast Industries S.r.l., Green Compound S.r.l., Consorzio CORACE, Consorzio CORACE, Tecnimont Spa, MET Gas Processing Technologies S.p.A., TCM-KT JV S.r.l., TecnimontHQ SCARL, KT- Kinetics Technology S.p.A., Tecnimont Pvt Italian Branch, U-Coat S.p.A., NextChem S.p.A., BIO-P S.r.l.
Kuwait	Tecnimont Kuwait Branch Office
Indonesia	Tecnimont Branch Office
Malaysia	TecnimontHQC SDN. BHD., Tecnimont E&I (M) Sdn BDN, Tecnimont Malaysian Branch Office
Mexico	TECNIMONT MEXICO SA de CV, MET Newen México SA de CV
Nigeria	Tecnimont Nigeria Ltd, Tecnimont Nigeria branch
Oman	Tecnimont Branch Office
Netherlands	Stamicarbon, Protomation BV, Tecnimont Branch Office
Poland	Tecnimont Poland Sp.Zo.o, KT Poland Branch Office, Tecnimont Poland Branch Office
Qatar	Tecnimont Qatar Branch Office
UK	MET T&S LIMITED, MET T&S management LTD
Czech Republic	Vinxia Engineering a.s.
Dominican Republic	Tecnimont Branch
Russia	OOO MT Russia, KT Russia Branch Office
Slovakia	-Tecnimont Slovakia Branch Office
South Africa	South Africa Proprietary Co. Ltd.
Switzerland	TWS S.A.
Turkey	Neosia S.p.A. Markezi Italya Istanbul Markez Subesi
USA	Stamicarbon USA Inc., Tecnimont USA INC, Tecnimont United States Branch Office
Kazakhstan	Tecnimont KTR LLP

REPORTING METHODOLOGY, PRINCIPLES AND CRITERIA



REPORTING PRINCIPLES, PERIOD, OBJECTIVES

The Maire Tecnimont Sustainability Report, now in its fourth edition, is intended to provide a complete overview of the Group's activities, impact, commitments and objectives in economic-financial, social and environmental terms. **The path that the Group has taken aims to incorporate sustainability into the Group's commercial strategy itself, as well as into its governance, operations and financial reporting**, in line with the Group's Sustainability Plan, which promotes the Sustainable Development Goals (SDG) established by the United Nations in the 2030 Agenda.

The document was drawn up in compliance with the Global Reporting Initiatives (GRI) GRI Sustainability Reporting Standards: "Core option". In addition, Maire Tecnimont has aligned itself with the new reporting requirements for "Consolidated Non-Financial Statements" in accordance with Italian Legislative Decree No. 254 of 30 December 2016, which transposes the 2014/95/EU Directive of the European Parliament and Council into Italian law.

The 2021-2025 Business Plan approved by the Board of Directors of Maire Tecnimont includes ESG (environmental, social and governance) sustainability disclosures linked to the UN Sustainable Development Goals for 2030. As of this year, the plan identifies and prioritizes material topics based on the various business lines and the relevant SDGs. The plan matches economic and financial goals to those related to sustainability, allowing for integrated strategic planning.

STAKEHOLDER INCLUSIVENESS, MATERIALITY, COMPLETENESS, SUSTAINABILITY CONTEXT

The Sustainability Report presents the main Maire Tecnimont Group results from the perspective of the economic, social and environmental topics identified in the materiality analysis and described in detail in paragraph 1.7 "Materiality Analysis" of this document. To identify the most pertinent issues, and therefore the content of this Report, the opinion of senior managers in the various departments was taken into account, as well as the results of a sector analysis, sustainability macro-trends and other external sources. The objective of the document is also to better inform all stakeholders about the Maire Tecnimont Group's main economic, social and environmental results.

The following table illustrates, for each of the material topics identified, the relative scope both inside and outside the Organization. There are no limits to the scope of material issues within the Organization.

MATERIAL TOPIC	SCOPE WITHIN THE ORGANIZATION	SCOPE OUTSIDE THE ORGANIZATION
Economic Development	Group	Shareholders and Investors
Innovation and Digitization	Group	Shareholders and Investors
Ethics and Compliance	Group	Suppliers and Sub-contractors, Clients and Business Partners, Local communities, organizations and NGOs, Local authorities and Governments
Human Capital Development	Group	Suppliers and Sub-contractors
Health and Safety of employees and sub-contractors	Group	Suppliers and Sub-contractors
Anti-corruption	Group	Clients and Business Partners, Suppliers and Sub-contractors, Local authorities and Governments
Human Rights	Group	Suppliers and Sub-contractors
Employment	Group	Suppliers and Sub-contractors
Climate Change	Group	Suppliers and Sub-contractors, Clients and Business Partners, Local communities, organizations and NGOs
Circular Economy	Group	Suppliers and Sub-contractors, Clients and Business Partners, Local communities, organizations and NGOs
Water and waste management	Group	Suppliers and Sub-contractors, Clients and Business Partners, Local communities, organizations and NGOs
Local economic development	Group	Local communities, organizations and NGOs, Suppliers and Sub-contractors
Responsible supply chain	Group	Suppliers and Sub-contractors
Diversity and Inclusion	Group	-

The reporting process consisted in identifying, for each of the Group's material topics, the related disclosures necessary to explain the main impacts, activities and performances.

The following table shows the correlation between the themes related to Legislative Decree 254/2016 and the material topics identified by the Maire Tecnimont Group.

CORRELATION TABLE TO THE ITALIAN LEG. DEC. NO. 254/2016

TOPICS OF LEGISLATIVE DECREE 254/2016	MATERIAL TOPICS
ENVIRONMENT	Climate change Water and waste management Circular Economy Ethics and Compliance
SOCIAL	Local economic development Ethics and Compliance
PERSONNEL RELATED	Employment Health and safety of employees and sub-contractors Diversity and Inclusion Human Capital Development
RESPECT OF HUMAN RIGHTS	Human rights
FIGHT AGAINST CORRUPTION	Anti-corruption
CROSS-CUTTING TOPIC	Responsible Supply Chain

COMPARABILITY AND CLARITY

To ensure the Sustainability Report is accessible to all stakeholders, this Report uses clear, complete and concise language and includes images and graphics.

The disclosures presented in the Report refer to the period between 01/01/2020 and 31/12/2020. Where possible, comparisons with the previous year are provided and progress is reviewed to better explain and highlight any significant changes.

BALANCE

The data is presented in an objective and systematic way. The disclosures describe the performance of the related reporting period.

ACCURACY

The data presented in this Report have been verified by the Heads of each Department, in order to guarantee data integrity. Where

possible, the data extracted from the Maire Tecnimont Group's 2020 Annual Financial Report, drawn up in compliance with "IAS" international accounting standards, have been included in the Report.

TIMING

The Sustainability Report is published annually. The timing for the publication of the Sustainability Report is aligned with that of the Maire Tecnimont Group's Annual Financial Report.

RELIABILITY

The Sustainability Report was drawn up by a working group set up for this specific purpose, whose members were chosen by various departments at both corporate and affiliate level. The content of the various reporting areas was validated by the Heads of each Department and after being approved by the "Sustainability Reporting" department, the final document was presented and discussed in its entirety with the Group CEO.

The data and information provided in the Sustainability Report refer to the Maire Tecnimont Group, which in turn refers to the entity Maire Tecnimont S.p.A. and to the companies consolidated on a line-by-line basis in the Group's Annual Financial Report for 2020. It is noted that:

■ The economic data were taken from the Group's Annual Financial Report and, as such, in this document also include all the consolidated Group companies;

■ The corporate data include all the companies of the Group consolidated on a line-by-line basis in the Annual Financial Report;

■ The data relating to health, safety and the environment (HSE) include all the companies of the Group, consolidated with the integral method in the Annual Financial Report, as well as their data, including related construction sites. Where the companies of the Maire Tecnimont Group have the role of main contractor, the figures concerning them also include sub-contractor data;

■ Any further exceptions to the reporting scope are indicated in the individual sections.

The Group's Sustainability Report is published annually and circulated using the communication tools normally used by the Group.

REPORTING SCOPE

The Sustainability Report includes information and a description of the disclosures relating to the performance of Maire Tecnimont S.p.A. and all the companies controlled, directly or indirectly, by the Maire Tecnimont Group, consolidated on a line-by-line basis. In accordance with the GRI Sustainability Reporting Standards, the material topics are associated with the corresponding disclosures. Furthermore, the scope within which these issues have an impact, both internally and externally, is specified.

Any limitations to the scope are also specified. Any changes in the reporting scope are described in the following notes.

This Sustainability Report has been subjected to a limited review by a designated independent auditor, PricewaterhouseCoopers S.p.A.

GRI AND UN GLOBAL COMPACT CONTENT INDEX

By reporting against GRI Standards Guidelines and indicators, Maire Tecnimont proves it has adopted the principles of the United Nations Global Compact and shows its commitment and its fundamental responsibilities in the areas of human rights, labor, environment and anti-corruption.

GENERAL DISCLOSURES

REFERENCE

NOTE/ADDITIONAL INFORMATION

ORGANIZATIONAL PROFILE			
Disclosure 102-1	Name of the organization	-	Maire Tecnimont S.p.A.
Disclosure 102-2	Activities, brands, products, and services	Ch. 1 par. 1.1	For further information please refer to 2019 Annual Report.
Disclosure 102-3	Location of headquarters	-	Viale Castello della Magliana, 27 - 00148 Roma
Disclosure 102-4	Location of operations	Ch. 1 par. 1.2	For further information please refer to 2019 Annual Report.
Disclosure 102-5	Ownership and legal form	-	Joint Stock Company. For further information please refer to 2019 Annual Report.
Disclosure 102-6	Markets served	Ch. 1 par. 1.1	For further information please refer to 2019 Annual Report.
Disclosure 102-7	Scale of the organization	Ch. 1 par. 1.2, 1.3, 1.4, 1.7 and "Appendix - Sustainability Performance"	For further information please refer to 2019 Annual Report.
Disclosure 102-8	Information on employees and other workers	Ch. 4 par. 4.1 and "Appendix - Sustainability Performance"	For further information please refer to 2019 Annual Report.
Disclosure 102-9	Supply chain	Ch. 6 par. 6.4 and "Appendix - Sustainability Performance"	For further information please refer to 2019 Annual Report.
Disclosure 102-10	Significant changes to the organization and its supply chain	-	Maire Tecnimont's supply chain has not significantly changed during the reporting period.

Disclosure 102-11	Precautionary Principle or approach	Ch. 2 par. 2.6	
Disclosure 102-12	External initiatives	Ch. 1 par. 1.9 Ch. 2 par. 2.3	
Disclosure 102-13	Membership of associations	Ch. 1 par. 1.9	
STRATEGY			
Disclosure 102-14	Statement from senior decision-maker	"Letter from the Chairman" and "Letter from the CEO"	
Disclosure 102-15	Key impacts, risks, and opportunities	Ch. 2 par. 2.6	
ETHICS AND INTEGRITY			
Disclosure 102-16	Values, principles, standards and norms of behavior	Vision e Mission - Ch. 3 par. 3.2 and 3.3	For further information please refer to "Code of Ethics" of Maire Tecnimont.
Disclosure 102-17	Mechanisms for advice and concerns about ethics	Ch. 3 par. 3.4 and "Appendix - Sustainability Performance"	
GOVERNANCE			
Disclosure 102-18	Governance structure	Ch. 3 par. 3.1 and "Appendix - Sustainability Performance"	
Disclosure 102-21	Consulting stakeholders on economic, environmental, and social topics	Ch. 2 par. 2.4	
Disclosure 102-22	Composition of the highest governance body and its committees	Ch. 3 par. 3.1 and "Appendix - Sustainability Performance"	For further information please refer to 2019 Annual Report.
Disclosure 102-24	Nominating and selecting the highest governance body	Ch. 3 par. 3.1	
STAKEHOLDER ENGAGEMENT			
Disclosure 102-40	List of stakeholder groups	Ch. 2 par. 2.4	
Disclosure 102-41	Collective bargaining agreements	Ch. 4 par. 4.2 and "Appendix - Sustainability Performance"	For the calculation of this indicator, only the Italy and Rest of Europe Region was considered
Disclosure 102-42	Identifying and selecting stakeholders	Ch. 2 par. 2.4, .5, and "Methodology, Criteria and Reporting Principles"	

GENERAL DISCLOSURES	REFERENCE	NOTE/ADDITIONAL INFORMATION
Disclosure 102-43	Approach to stakeholder engagement	Ch. 1 par. 1.6, 1.7 and "Reporting Methodology, Principles and Criteria"
Disclosure 102-44	Key topics and concerns raised	Ch. 1 par. 1.7 and "Reporting Methodology, Principles and Criteria"
REPORTING ACTIVITIES		
Disclosure 102-45	Entities included in the consolidated financial statements	"Reporting Methodology, Principles and Criteria" For more information see the 2020 Annual Financial Report
Disclosure 102-46	Defining report content and topic boundaries	Ch. 1 par. 1.6, 1.7 and "Reporting Methodology, Principles and Criteria"
Disclosure 102-47	List of material topics	"Reporting Methodology, Principles and Criteria"
Disclosure 102-48	Restatements of information	- No information has been amended
Disclosure 102-49	Changes in reporting	- There were no significant changes in reporting
Disclosure 102-50	Reporting period	"Reporting Methodology, Principles and Criteria"
Disclosure 102-51	Date of most recent report	- 2020
Disclosure 102-52	Reporting cycle	"Reporting Methodology, Principles and Criteria"
Disclosure 102-53	Contact point for questions regarding the report	- sustainability@mairetecnimont.it
Disclosure 102-54	Claims of reporting in accordance with the GRI Standards	"Reporting Methodology, Principles and Criteria"
Disclosure 102-55	GRI content index	"GRI and UN Global Compact content index"
Disclosure 102-56	External assurance	"Reporting Methodology, Principles and Criteria", and certification from an external auditing company
MANAGEMENT APPROACH		
Disclosure 103-1	Explanation of the material topic and its boundary	Chapters 1, 2, 3, 4, 5
Disclosure 103-2	The management approach and its components	Chapters 1, 2, 3, 4, 5

Disclosure 103-3	Evaluation of the management approach	Chapters 1, 2, 3, 4, 5 – Ch. 1 par.1.9
ECONOMIC PERFORMANCE		
Disclosure 201-1	Direct economic value generated and distributed	Ch. 5 par. 5.2 Reported figures are aligned to 2020 Annual Financial Report
Disclosure 201-2	Financial implications and other risks and opportunities due to climate change	Ch. 1 par. 1.12 Although the issues related to climate change represent a major business opportunity for the Maire Tecnimont Group – particularly in winning over the increasingly informed consumer base – carrying out a quantitative analysis of the financial implications and of any additional related risks was not possible.
INDIRECT ECONOMIC IMPACTS		
Disclosure 203-1	Infrastructure investments and services supported	Ch. 5 par. 5.1, 5.2 and 5.3
PROCUREMENT PRACTICES		
Disclosure 204-1	Proportion of spending on local vendors	Ch. 5 par. 5.4 and "Appendix – Sustainability Performance"
ANTI-CORRUPTION		
Disclosure 205-1	Operations assessed for risks related to corruption	Ch. 1 par. 1.10 and 1.11 and "Appendix – Sustainability Performance"
Disclosure 205-2	Communication and training about anti-corruption policies and procedures	Ch. 1 par. 1.10 and 1.11 and "Appendix – Sustainability Performance"
Disclosure 205-3	Confirmed incidents of corruption and actions taken	- There have been no cases of "confirmed incidents of corruption" within the reporting period.
TAXES		
Disclosure 207-1	Approach to tax	Ch. 1 par. 1.9
Disclosure 207-2	Tax governance, control and risk management	Ch. 1 par. 1.9
Disclosure 207-3	Stakeholder engagement and management concerns related to tax	Ch. 1 par. 1.9
Disclosure 207-4	Country-by-country reporting	Ch. 5 par. 5.2 and "Appendix – Sustainability Performance"

GENERAL DISCLOSURES	REFERENCE	NOTE/ADDITIONAL INFORMATION
ENERGY		
Disclosure 302-1	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Energy consumption within the organization
Disclosure 302-3	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Energy intensity
Disclosure 302-4	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Reduction of energy consumption
WATER AND AFFLUENTS		
Disclosure 303-1	Ch. 2 par. 2.7 and "Appendix – Sustainability Performance"	Interaction with water as shared resource
Disclosure 303-2	Ch. 2 par. 2.7 and "Appendix – Sustainability Performance"	Management of water discharge-related impacts
Disclosure 303-3	Ch. 2 par. 2.7 and "Appendix – Sustainability Performance"	Water withdrawal
Disclosure 303-4	Ch. 2 par. 2.7 and "Appendix – Sustainability Performance"	Water discharge
EMISSIONS		
Disclosure 305-1	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Direct (Scope 1) GHG emissions
Disclosure 305-2	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Energy indirect (Scope 2) GHG emissions
Disclosure 305-3	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Other indirect (Scope 3) GHG emissions
Disclosure 305-4	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	GHG Emission Intensity
Disclosure 305-5	Ch. 2 par. 2.3 and "Appendix – Sustainability Performance"	Reduction of GHG emissions

AFFLUENTS AND WASTE		
Disclosure 306-2	Ch. 2 par. 2.7 and "Appendix – Sustainability Performance"	Waste by type and disposal method
ENVIRONMENTAL COMPLIANCE		
Disclosure 307-1	-	Non-compliance with environmental laws and regulations There have been no incidents of "non-compliance" with environmental laws and regulations
SUPPLIER ENVIRONMENTAL ASSESSMENT		
Disclosure 308-1	Ch. 5 par. 5.4 and "Appendix – Sustainability Performance"	New suppliers screened by using environmental criteria
EMPLOYMENT		
Disclosure 401-1	Ch. 3 par. 3.1, 3.2 and 3.3 "Appendix – Sustainability Performance"	New hires and employee turnover The number of new hires reported relates to permanent employees, considering the focus on structural staff as indicative of changes to the workforce in the period. In relation to turnover, for the sake of consistency, the analysis focused on permanent staff, emphasizing the voluntary leaving rate.
Disclosure 401-2	Ch. 3 par. 3.4 "Appendix – Sustainability Performance"	Benefits provided to full-time employees that are not provided to temporary or part-time employees Given the broad global spread of the Group, only benefits uniformly recognized at the various Group companies are qualitatively represented.
Disclosure 401-3	Ch. 3 par. 3.3 and "Appendix – Sustainability Performance"	Parental leave
LABOUR MANAGEMENT RELATIONS		
Disclosure 402-1	Ch. 3 par. 3.2 and "Appendix – Sustainability Performance"	Minimum notice periods regarding operational changes
OCCUPATIONAL HEALTH AND SAFETY		
Disclosure 403-1	Ch. 3 par. 3.5, 3.6 and "Appendix – Sustainability Performance"	Occupational health and safety management system
Disclosure 403-2	Ch. 1 par. 1.12, Ch. 3 par. 3.5, 3.6 and "Appendix – Sustainability Performance"	Hazard identification, risk assessment, and incident investigation The number of new hires reported relates to permanent employees, considering the focus on structural staff as indicative of changes to the workforce in the period. In relation to turnover, for the sake of consistency, the analysis focused on permanent staff, emphasizing the voluntary leaving rate.

GENERAL DISCLOSURES	REFERENCE	NOTE/ADDITIONAL INFORMATION
Disclosure 403-3	Occupational health services	Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
Disclosure 403-4	Worker participation, consultation, and communication on occupational health and safety	Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
Disclosure 403-5	Workers' training on occupational health and safety	Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
Disclosure 403-6	Promotion of workers' health	Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
Disclosure 403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Ch. 1 par. 112, Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
Disclosure 403-9	Work-related injuries	Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
Disclosure 403-10	Work-related ill health	Ch. 3 par. 3.5, 3.6 and "Appendix - Sustainability Performance"
TRAINING AND EDUCATION		
Disclosure 404-1	Average hours of training per year per employee	Ch. 3 par. 3.4, 3.5 and "Appendix - Sustainability Performance"
Disclosure 404-3	Percentage of employees receiving regular performance and career development reviews	Ch. 3 par. 3.4 and "Appendix - Sustainability Performance"
DIVERSITY AND EQUAL OPPORTUNITIES		
Disclosure 405-1	Diversity of governance bodies and employees	Ch. 1 par. 1.9 - Ch. 3 par. 3.3 and "Appendix - Sustainability Performance"
Disclosure 405-2	Ratio of basic salary and remuneration of women to men	Ch. 3 par. 3.3 and "Appendix - Sustainability Performance"
It was decided to report the results of the analysis of basic salaries, since the high incidence of travel allowances on total remuneration, which almost exclusively relate to male personnel, would have made the data unrepresentative. The data refer to staff in the main companies in the Italy and Rest of Europe regions.		

NON-DISCRIMINATION		
Disclosure 406-1	Incidents of discrimination and corrective actions taken	-
There were no incidents of discrimination relating to employees and contractor/sub-contractors in the 2018-2020 period.		
HUMAN RIGHTS ASSESSMENT		
Disclosure 412-2	Employee training on human rights policies or procedures	Ch. 3 par. 3.7 and "Appendix - Sustainability Performance"
LOCAL COMMUNITIES		
Disclosure 413-2	Operations with significant actual and potential negative impacts on local communities	Ch. 5 par. 5.3
SUPPLIER SOCIAL ASSESSMENT		
Disclosure 414-1	New suppliers that were screened using social criteria	Ch. 5 par. 5.4 and "Appendix - Sustainability Performance"
CLIENT HEALTH AND SAFETY		
Disclosure 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	-
There were no incidents of non-compliance concerning the health and safety impacts of products and services		
MARKETING AND LABELING		
Disclosure 417-2 ⁶³	Incidents of non-compliance concerning contractual clauses	-
There were no incidents of non-compliance concerning contractual clauses that led to a definitive ruling with compensation in favour of clients. The materiality threshold for a ruling to be deemed "significant" is €10 million. For further information on disputes in progress, please refer to the Annual Financial Report for the reference period.		
SOCIOECONOMIC COMPLIANCE		
Disclosure 419-1	Non-compliance with laws and regulations in the social and economic areas	-
There were no incidents of non-compliance with laws and regulations in the social and economic areas. For further information on current tax disputes, please refer to the Annual Financial Report for the reference period.		

⁶³ This disclosure has been modified in relation to the definition provided by the GRI guidelines to make it more relevant to the Group's business.

Independent auditor's report on the consolidated non-financial statement pursuant to Art. 3, paragraph 10, Legislative Decree 254/2016 and Art. 5 of the Consob Regulation adopted with resolution No. 20267 of January 2018



Independent auditor's report on the consolidated non-financial statement

pursuant to article 3, paragraph 10, of Legislative Decree n° 254/2016 and article 5 of Consob Regulation n° 20267 of January 2018

To the Board of Directors of
Maire Tecnimont SpA

Pursuant to article 3, paragraph 10, of Legislative Decree n° 254 of 30 December 2016 (the "Decree") and article 5 of Consob Regulation n° 20267/2018, we have undertaken a limited assurance engagement on the "Sustainability Report 2020 - Containing the Group non-financial statement pursuant to Legislative Decree n° 254/2016" of Maire Tecnimont SpA and its subsidiaries (the "Group") for the year ended 31 December 2020 prepared in accordance with article 4 of the Decree, and approved by the Board of Directors on 10 March 2021 (the "NFS").

Responsibilities of the directors and the Board of Statutory Auditors for the NFS

The directors are responsible for the preparation of the NFS in accordance with articles 3 and 4 of the Decree and with the "Global Reporting Initiative Sustainability Reporting Standards" defined in 2016, and updated to 2019, by the GRI - Global Reporting Initiative (the "GRI Standards"), identified by them as the reporting standard.

The directors are also responsible, in the terms prescribed by law, for such internal control as they determine is necessary to enable the preparation of a NFS that is free from material misstatement, whether due to fraud or error.

Moreover, the directors are responsible for identifying the content of the NFS, within the matters mentioned in article 3, paragraph 1, of the Decree, considering the activities and characteristics of the Group and to the extent necessary to ensure an understanding of the Group's activities, its performance, its results and related impacts.

Finally, the directors are responsible for defining the business and organisational model of the Group and, with reference to the matters identified and reported in the NFS, for the policies adopted by the Group and for the identification and management of risks generated or faced by the Group.

The Board of Statutory Auditors is responsible for overseeing, in the terms prescribed by law, compliance with the Decree.

PricewaterhouseCoopers SpA

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Auditor's Independence and Quality Control

We are independent in accordance with the principles of ethics and independence set out in the Code of Ethics for Professional Accountants published by the International Ethics Standards Board for Accountants, which are based on the fundamental principles of integrity, objectivity, competence and professional diligence, confidentiality and professional behaviour. Our audit firm adopts International Standard on Quality Control 1 (ISQC Italia 1) and, accordingly, maintains an overall quality control system which includes processes and procedures for compliance with ethical and professional principles and with applicable laws and regulations.

Auditor's responsibilities

We are responsible for expressing a conclusion, on the basis of the work performed, regarding the compliance of the NFS with the Decree and with the GRI Standards. We conducted our work in accordance with International Standard on Assurance Engagements 3000 (Revised) – Assurance Engagements Other than Audits or Reviews of Historical Financial Information ("ISAE 3000 Revised"), issued by the International Auditing and Assurance Standards Board (IAASB) for limited assurance engagements. The standard requires that we plan and apply procedures in order to obtain limited assurance that the NFS is free of material misstatement. The procedures performed in a limited assurance engagement are less in scope than those performed in a reasonable assurance engagement in accordance with ISAE 3000 Revised, and, therefore, do not provide us with a sufficient level of assurance that we have become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the NFS were based on our professional judgement and consisted in interviews, primarily of company personnel responsible for the preparation of the information presented in the NFS, analyses of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

- 1 Analysis of the relevant matters reported in the NFS relating to the activities and characteristics of the Group, in order to assess the reasonableness of the selection process used, in accordance with article 3 of the Decree and with the reporting standard adopted.
- 2 Analysis and assessment of the criteria used to identify the consolidation area, in order to assess their compliance with the Decree.
- 3 Comparison of the financial information reported in the NFS with the information reported in the Group's consolidated financial statement.
- 4 Understanding of the following matters:
 - business and organisational model of the Group with reference to the management of the matters specified by article 3 of the Decree;



- policies adopted by the Group with reference to the matters specified in article 3 of the Decree, actual results and related key performance indicators;
- key risks generated and/or faced by the Group with reference to the matters specified in article 3 of the Decree.

With reference to those matters, we compared the information obtained with the information presented in the NFS and carried out the procedures described under point 5 a) below.

- 5 Understanding of the processes underlying the preparation, collection and management of the significant qualitative and quantitative information included in the NFS.

In detail, we held meetings and interviews with the management of Maire Tecnimont SpA and with the personnel of Tecnimont SpA and KT - Kinetics Technology SpA and we performed limited analyses of documentary evidence, to gather information about the processes and procedures for the collection, consolidation, processing and submission of the non-financial information to the function responsible for the preparation of the NFS.

Moreover, for material information, considering the activities and characteristics of the Group:

- At a group level:
 - a) with reference to the qualitative information included in the NFS, and in particular to the business model, the policies adopted and the main risks, we carried out interviews and acquired supporting documentation to verify its consistency with available evidence;
 - b) with reference to quantitative information, we performed analytical procedures as well as limited tests, in order to assess, on a sample basis, the accuracy of consolidation of the information.
- For the following companies Maire Tecnimont SpA, Tecnimont SpA and KT - Kinetics Technology SpA and for the sites EPC works for Lukoil (Federazione Russa), Urea plant for Volgafert (Federazione Russa) e LLDPE-HDPE-PP plants for ORPIC (Oman), which were selected on the basis of their activities, their contribution to the performance indicators at a consolidated level and their location, we carried out site visits during which we met local management and gathered supporting documentation regarding the correct application of the procedures and calculation methods used for the key performance indicators.



Conclusion

Based on the work performed, nothing has come to our attention that causes us to believe that the NFS of Maire Tecnimont Group for the year ended 31 December 2020 is not prepared, in all material respects, in accordance with articles 3 and 4 of the Decree and with the GRI Standards.

Roma, 25 March 2021

PricewaterhouseCoopers SpA

Signed by

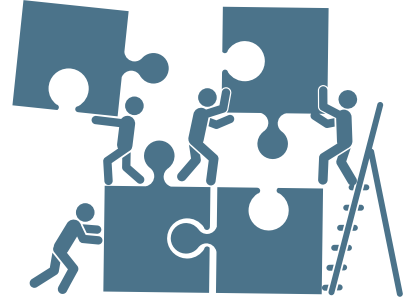
Carmine Elio Casalini
(Partner)

Signed by

Paolo Bersani
(Authorized signatory)

This report has been translated from the Italian original solely for the convenience of international readers. We have not performed any controls on the NFS 2020 translation.

OUR MOTTOS



RIDE THE TURNAROUND!

The challenge of our Group: impeccably deliver our portfolio through operational and financial discipline.

Master the change, be actively part of it!



EVERY SINGLE DECISION COUNTS!

Our work-success is the result of a thousand single choices made in the right sequence. There is no time for procrastination.

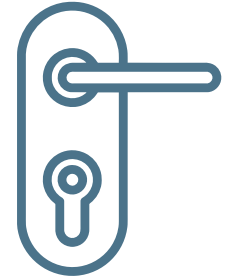
Your contribution makes a difference!



TAKE THE CHALLENGE!

Managing uncertainties is the core of our job... As a sailor faces the sea every day.

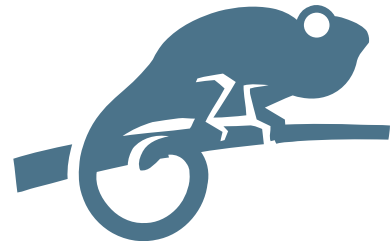
Let the passion for results drive your actions!



STEP UP AND MAKE THINGS HAPPEN!

Talk and listen directly to your colleagues. Sending an e-mail could not be a solution. Let's keep our doors open.

Beat the bureaucratic approach!



BE ADAPTIVE!

Fast changes in the market create discontinuities while opening also opportunities to the most responsive players.

Agility is the key!



NOT JUST THE COMPANY, THIS IS YOUR COMPANY!

Building together the success of our Group creates shared value to everyone.

Be entrepreneur in a network of entrepreneurs!



WE ARE RESILIENT!

Recovering quickly from drastic changes is part of our noble and precious DNA. We live in a tough environment, but adversity made us stronger.

Let's capitalize on lessons learnt!



OUR TOMORROW IS NOW!

These are extraordinary times. If we stay focused on our corridor of growth we will be ready to build the next decade of Maire Tecnimont.

The floor is ours!

This Report has been translated from the Italian original solely for the convenience of international readers.

April 2021

EDITED BY

Maire Tecnimont
Sustainability Reporting Department
Group Institutional Relations, Communication & Sustainability

GRAPHIC DESIGN

Visualmade

PHOTOS

Maire Tecnimont Group Image Bank

PRINTING

Gamedit

Special thanks to all those who contributed to the drafting of this report.
For any feedback about this publication, please send an e-mail to:
sustainability@mairetecnimont.it



This is our **Communication on Progress**
in implementing the principles of the
United Nations Global Compact and
supporting broader UN goals.

We welcome feedback on its contents.

