



# MAIRE TECNIMONT ESG PROFILE

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Creating Sustainable Value to  
Enable Energy Transition

November 2022



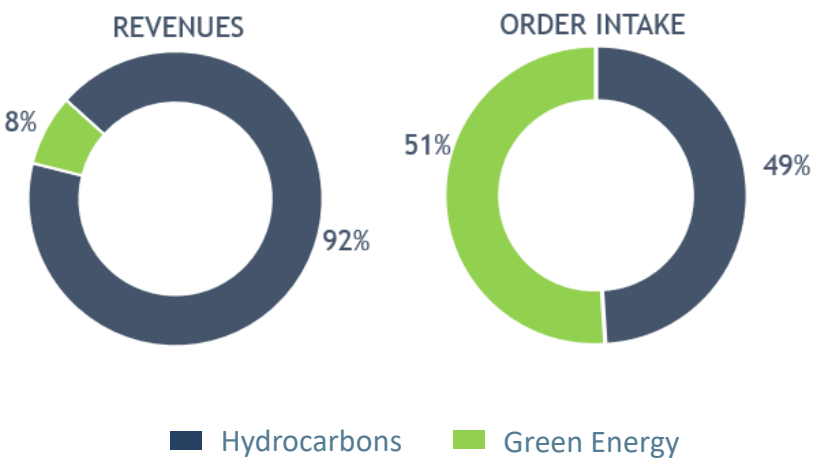
# MAIRE TECNIMONT GROUP: ENABLER OF ENERGY TRANSITION

- Leading worldwide Technology-driven Energy Services Provider focusing on Gas Monetization, Transition Fuels and Energy Transition
- Areas of expertise
  - Gas Monetization and Transition Fuels
    - Petrochemicals
    - Fertilizers
    - Oil & Gas Refining
  - Energy Transition
    - Green Chemistry
    - Renewable Energy
- Flexible Business Model spanning the entire value chain
  - From Technology- to Execution-Driven Business
- Strong Technological DNA
  - Portfolio of 1,850+ Patents

## Key Indicators (9M 2022)

€2,517m	Revenues
€151.5m	EBITDA
€65.3m	Adjusted Net Cash
€8.0bn	Backlog
~9,500	Employees and E&I professionals
€1.0 bn	Market Cap (31/10/22)

## Breakdown by Business Unit (9M 2022)



A Technology-Driven Leader in Gas Monetization and Energy Transition



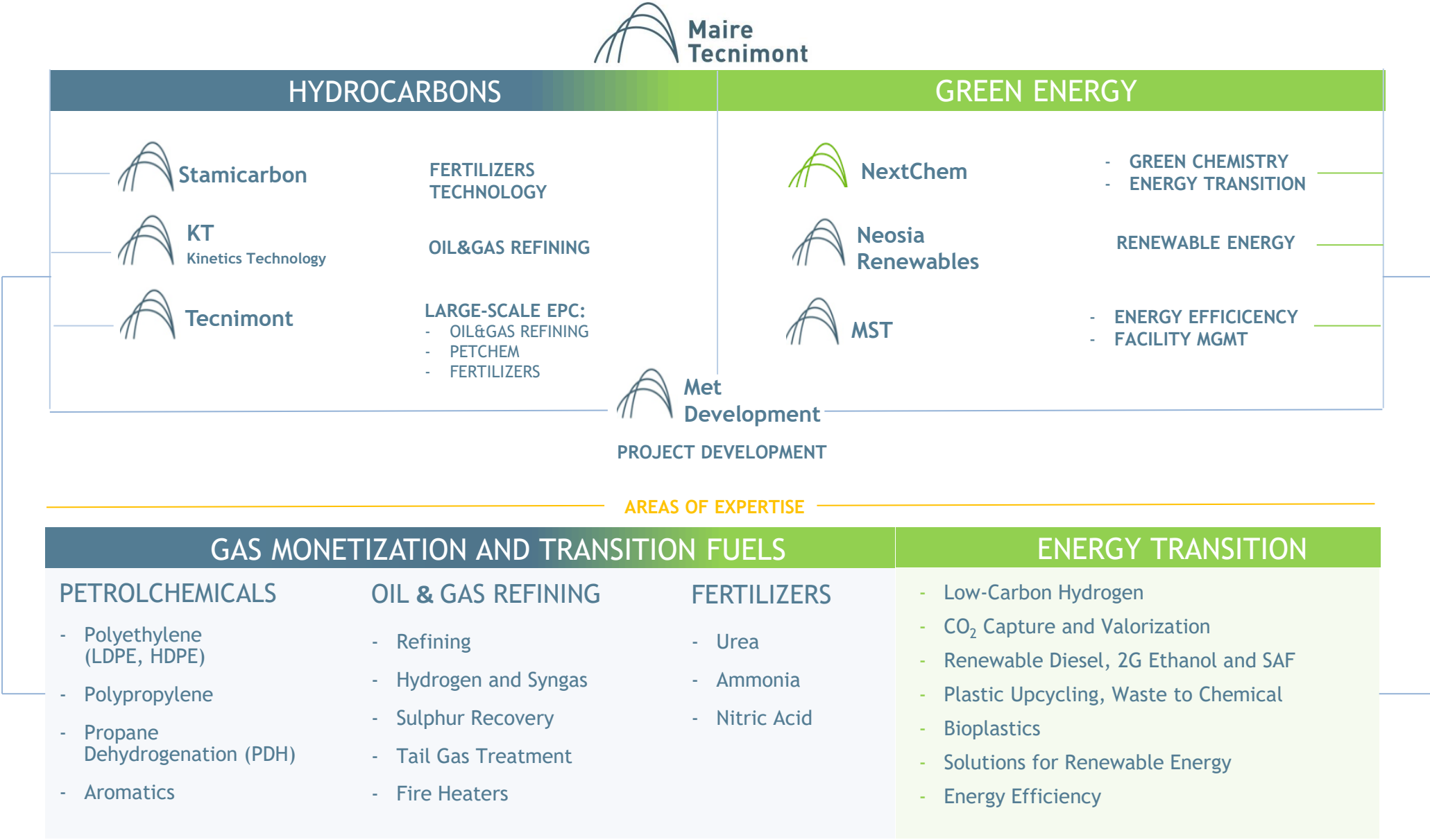
# A HISTORY OF GROWTH, RESILIENCE AND INNOVATION



\* Data as of 31 December 2021



# GROUP STRUCTURE AND AREAS OF EXPERTISE





# OUR INTERNATIONAL FOOTPRINT

Data as of 30/09/2022



**~40,000**  
**WORKERS**  
OVERALL IN THE WORLD\*

*\* Including direct and indirect staff.*

**~9,500**  
**PEOPLE**

**6,463**  
**EMPLOYEES**

**3,000+**  
**PROFESSIONALS**  
IN ELECTRICAL & INSTRUMENTATION

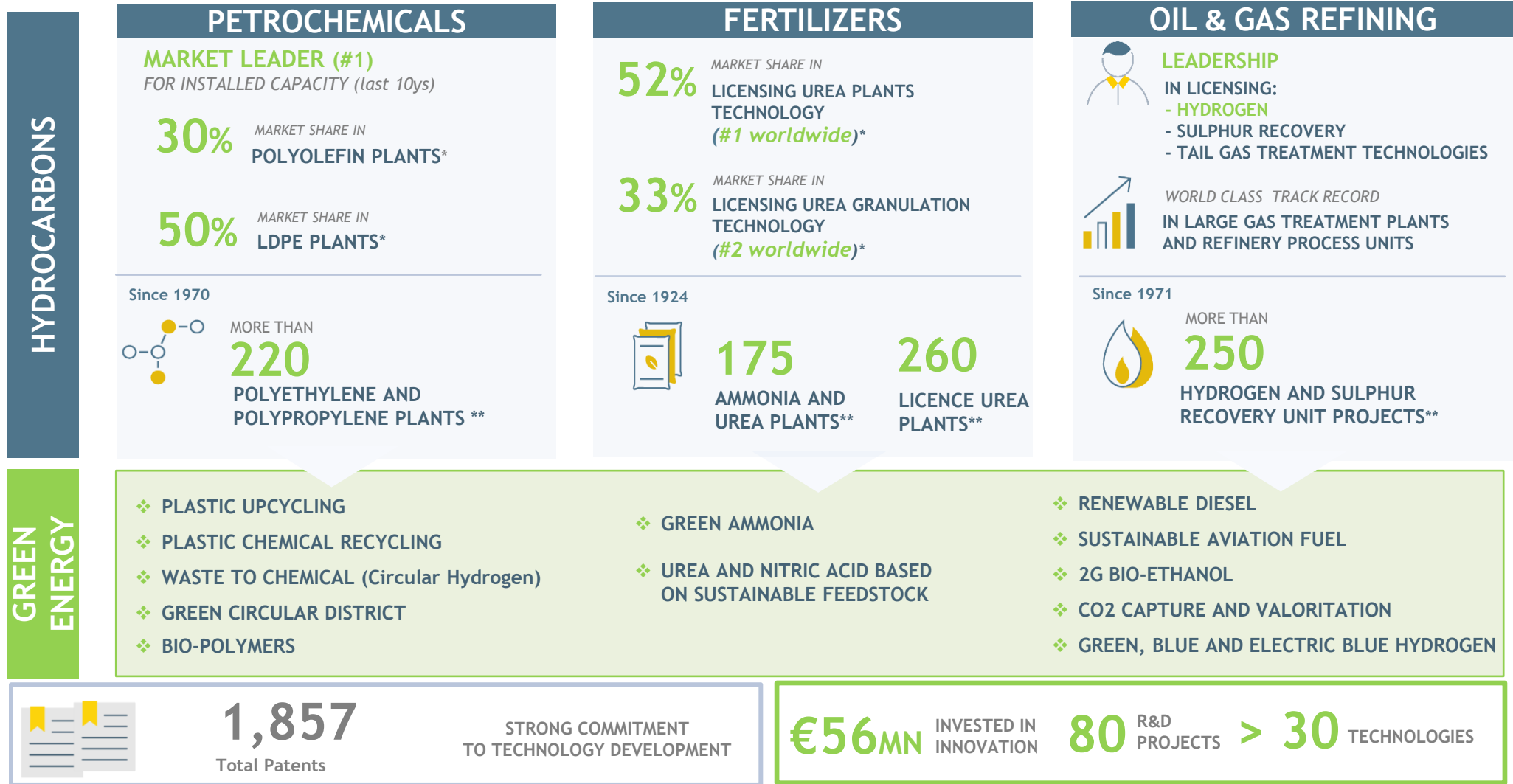


**76**  
Nationalities

- Headquarters
- Main offices and engineering centers
- Subsidiaries, Branches and Representative Offices



# TECHNOLOGICAL LEADERSHIP TO ENABLE ENERGY TRANSITION



Developing Green Energy By Leveraging on Our Leadership in Traditional Business



# CONSOLIDATED FINANCIALS

## INCOME STATEMENT

€m	2019	2020	2021	9M 2022
Revenues	3,338.4	2,630.8	2,864.8	2,516.9
EBITDA	235.6	172.2	173.7	151.5
EBITDA %	7.1%	6.5%	6.1%	6.0%
EBIT	188.9	123.7	129.9	114.3
Net Income	114.7	54.2	80.5	61.4
Dividends Paid	39.1	-	38.1	60.1

- Revenues increase driven by new acquisitions
- 9M 2022 KPIs in line with guidance notwithstanding Ukraine crisis impact
- About €137m in dividends paid since 2019

## BALANCE SHEET

€m as of	Dec. 19	Dec. 20	Dec. 21	Sep. 22
Net Invested Capital (Asset)	(370.0)	(565.2)	(518.4)	(408.1)
Adj. Net Cash/(Net Debt)*	78.9	(116.9)	8.9	65.3
Total Shareholders' Equity	448.9	448.3	527.3	473.4
Group Shareholders' Equity	408.5	412.8	493.3	436.7

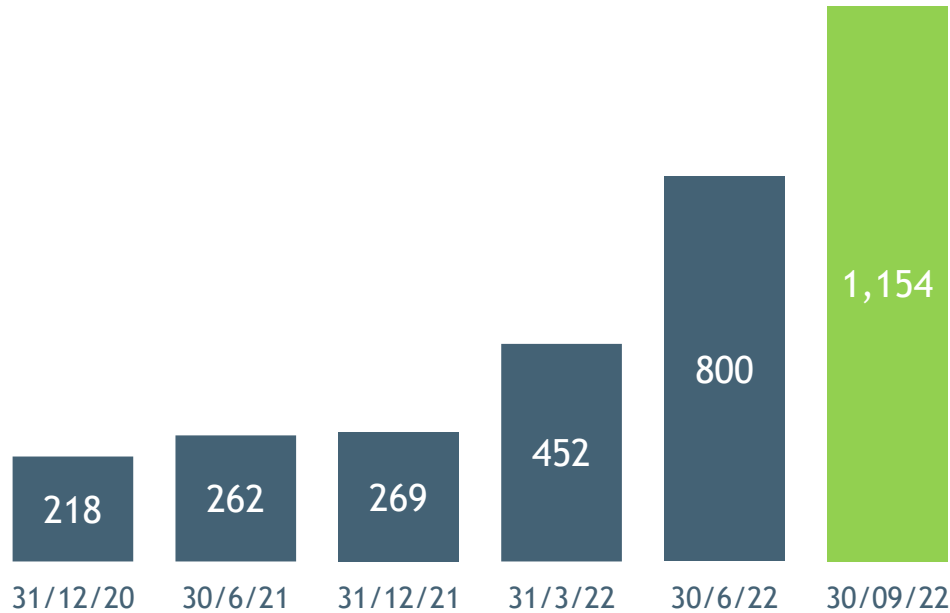
- Solid financial structure
- Growth in Shareholders' Equity driven by positive results

\*Excluding Non-Recourse Project Financing (€59.4m as of 31/12/2019, €9.6m as of 31/12/2020, €8.6m as of 31/12/2021, €7.8m at 30/9/2022) and Warrant financial liabilities (€0.6m as of 31/12/2021, €0.4m at 30/9/2022), including an amount to be recovered in India (€16.6m as of 31/12/2019, €15.2m as of 31/12/2020, €16.4m as of 31/12/2021, €19.1m at 30/9/2022), and excluding trade receivables equivalent to a financial credit (€38.3m as of 31/12/2019), and Financial Leasing liabilities - IFRS 16 (€150.1m as of 31/12/2019, €135.9m as of 31/12/2020, €128.4m as of 31/12/2021, €127.6m at 30/9/2022)

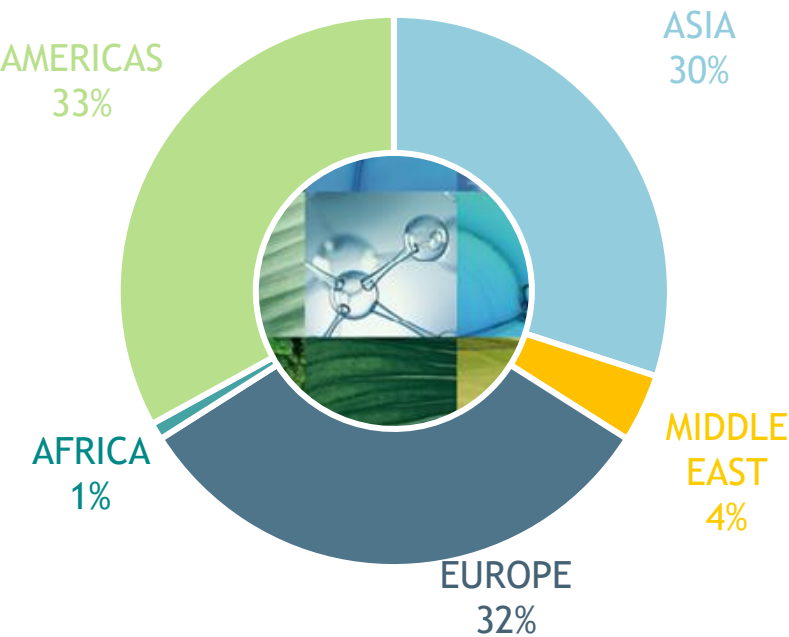


# GREEN ENERGY BUSINESS UNIT'S BACKLOG

HISTORICAL BACKLOG (€m, 12/20-9/22)



BACKLOG BY GEOGRAPHY (Sep 2022)



Growing Backlog, European and American Focus

# SUMMARY

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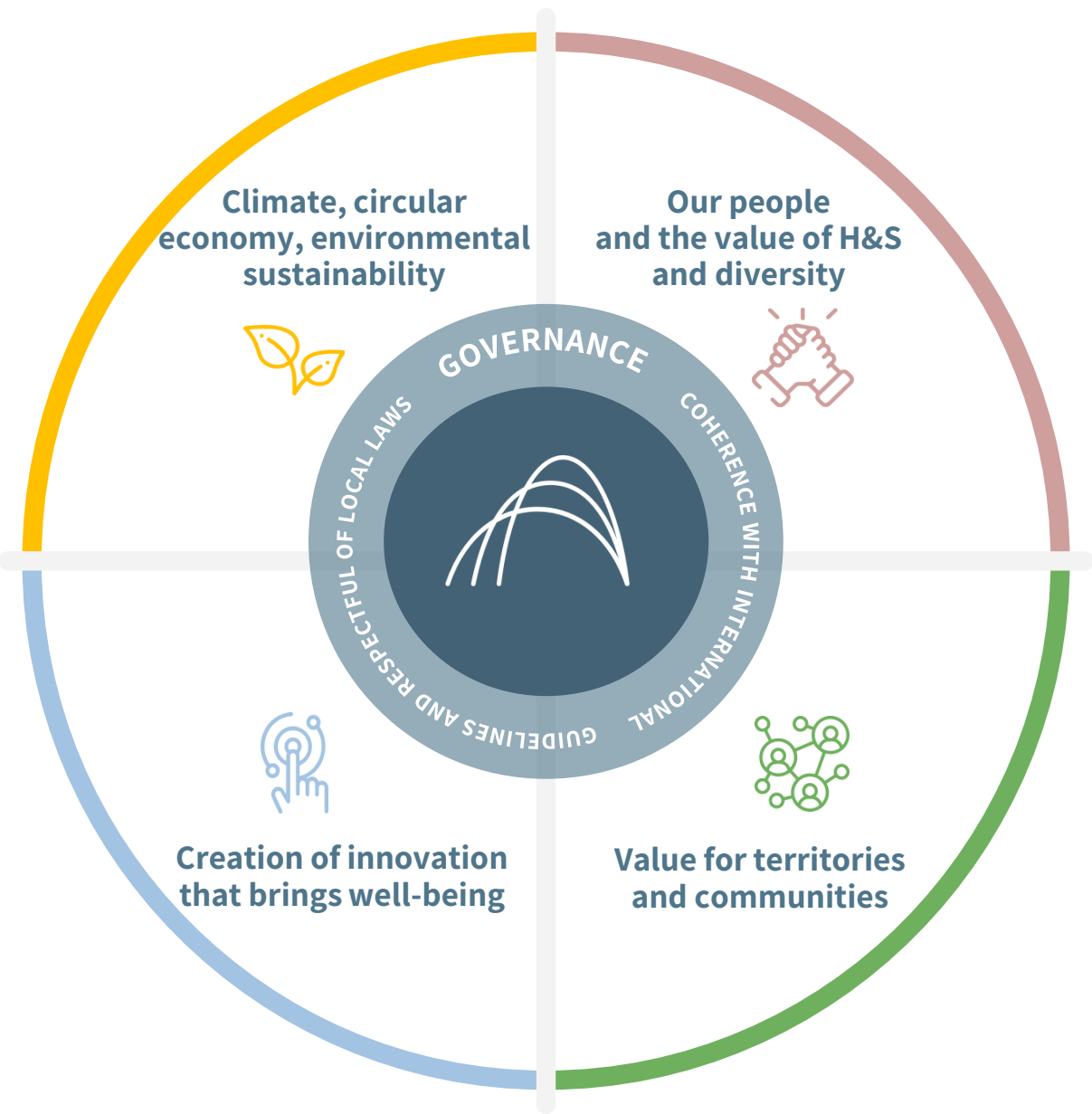
1. Sustainability at Maire Tecnimont
2. Climate, Circular Economy and Environment
3. Our People and The Value of H&S and Diversity
4. Innovation That Brings Well-Being
5. Value for Countries and Communities
6. Governance, Ethics and Compliance





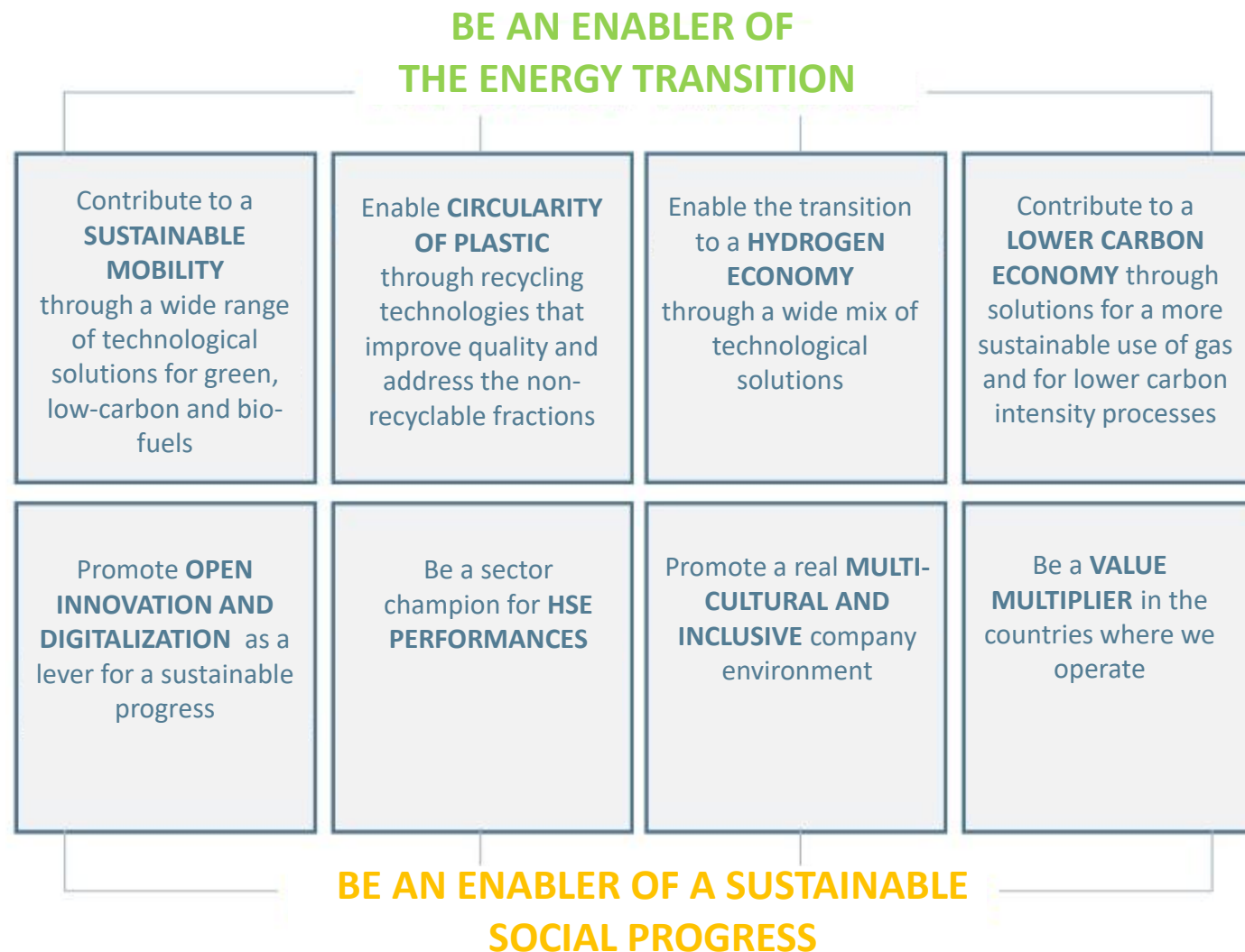
# OUR ESG ROADMAP

- ISPIRED BY THE UN SDGs FOR OVER 10 YEARS
- OUR STRATEGY IS BASED ON 4 PILLARS
- TO CREATE SUSTAINABLE VALUE FOR OUR STAKEHOLDERS





## OUR KEY PRIORITY GOALS

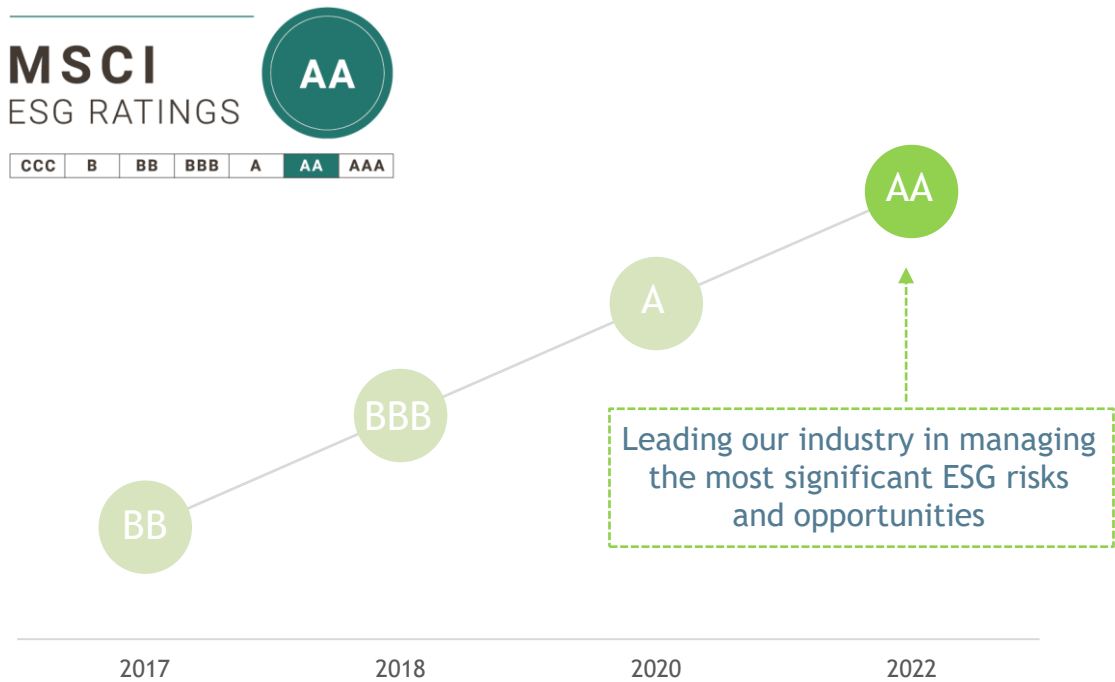


Our Integrated Industrial Plan Combines Economic and Sustainability Objectives



# MAIRE TECNIMONT'S LEADING EXTERNAL RECOGNITION

## Maire Tecnimont: MSCI Rating Improvement



## Maire Tecnimont's Strengths (by ESG Rating Agencies)

- Ethic practices lead market peers
- Corporate Governance practices on par with global peers
- Leading peers' average in H&S Performance
- Engagement with our suppliers on climate change
- Increasing ESG disclosure
- Clean Tech opportunities



**29** / 100  
Medium Risk  
(better vs. 32.7 in 2020)



**B**  
(A=max | D=min)



**A-**  
(A=max | D=min)



**57.3** / 100  
(vs 55.4 in 2020), disclosure rating  
> peers' average\*\*



Improved in 2022  
vs. Silver in 2021

\* IOGP Benchmark / Construction Industry. \*\*Tecnicas Reunidas, Petrofac, Technip FMC, Saipem, Aker Solution, Subsea, Flour: Average 56.6



# SUMMARY

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1. Sustainability at Maire Tecnimont
2. Climate, Circular Economy and Environment
3. Our People and The Value of H&S and Diversity
4. Innovation That Brings Well-Being
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# ESG SCORECARD: ENVIRONMENTAL SUSTAINABILITY



PILLAR	PRIORITY GOALS	AMBITIONS/KPIs	2021 STATUS	TARGETS
<b>Climate, circular economy, environmental sustainability</b> 	Reduce our Environmental Impact	Reduction of Scope 1, Scope 2 and Scope 3 (Business Travel & Commuting only)		• -20% vs. baseline 2018 - by 2023
		Net Zero Scope 1 and Scope 2	59 ktons 	• by 2030
		Net Zero Scope 3	1,601 ktons 	• by 2050
		MET Zero Task Force Activities		• Launched in 2021 (as planned) • Action plans to reduce Group's Scope 1, 2 & 3 emissions
		Green Village Project to reduce Construction Sites' impact		• Launched in 2021 (as planned) • Adoption of at least 1 pilot site in 2022-2023
		TCFD		• TCFD adoption
		Waste, Water, Biodiversity		• Focus and action plan in 2022
	Be a Key Enabler of the Energy Transition	Increase in Green Energy BU Activities	<b>€1.2bn Backlog at 30 Sep'22</b> 4x vs Dec'21	• Increase in revenues and backlog converting partnerships & Feasibility studies to EP, EPC contracts
		Green Technologies	<b>More than 60 green-tech initiatives</b>	• Continuous improvement of our large tech portfolio through additional partnerships and licensing agreements
	Supporting our customers to reduce their Environmental Impact	<div> Contribute to a Sustainable Mobility  </div> <div> Enable Circularity of Plastic  </div> <div> Enable the transition to a Hydrogen Economy  </div> <div> Contribute to a Lower Carbon Economy  </div>		



# ENERGY TRANSITION: KEY EXPECTED TRENDS



DECARBONIZING POWER



Natural GAS continues to play a major role



ELECTRIFICATION OF THE ECONOMY



Growth of Renewable Energies, H<sub>2</sub> as a vector



DECARBONIZATION OF FUELS



H<sub>2</sub> is a game-changer: Feedstock and fuels for Hard-to-Abate sectors



CARBON CAPTURE AND STORAGE



Biomass as a fuel or feedstock

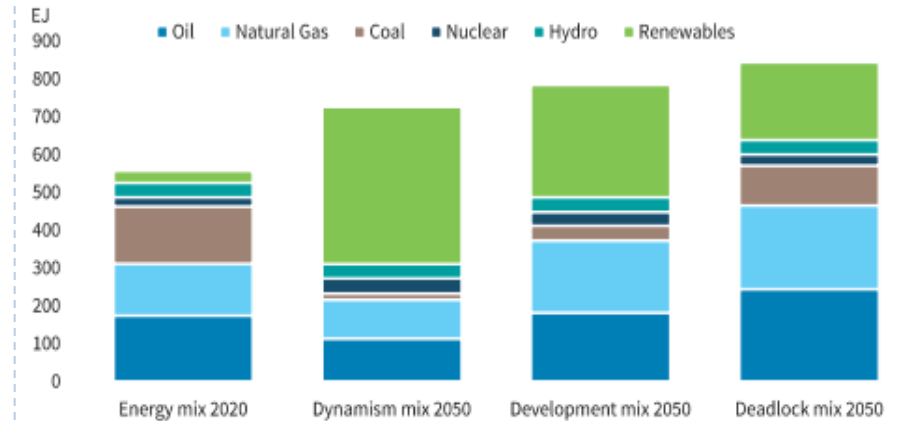


CIRCULAR ECONOMY



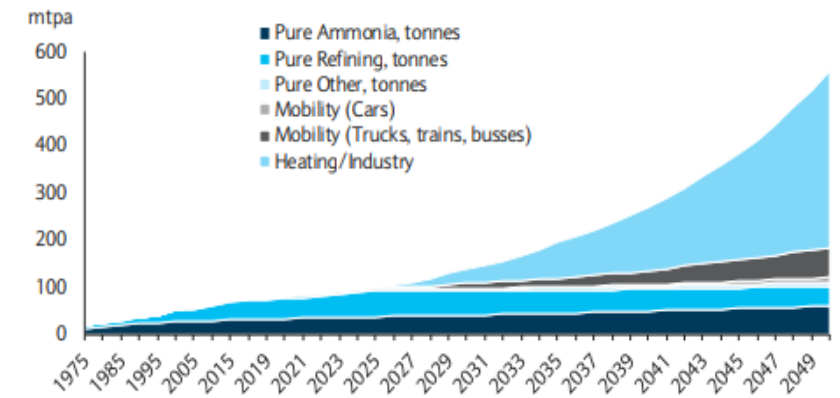
Circular fuels & chemicals to address waste recovery and decarbonization

Primary Energy Demand: 3 scenarios\*



Source: BP Statistical Review, Barclays Research (April 2022)

Hydrogen Demand by Sector (Base Scenario)



Source: IEA, Barclays Research (April 2020)

## A Transforming Energy Market: More Electricity, H<sub>2</sub>, Biomass, Gas and Circular Fuels

\*Dynamism: scenario in line with Net Zero. Development: tighter emission focus, but not enough for Net Zero. Deadlock: emission not a priority



# WE ARE THE PARTNER OF CHOICE IN ENERGY TRANSITION



## SUPPORTING OUR CUSTOMERS

## TOWARDS NET-ZERO

- TECHNOLOGY-DRIVEN APPROACH
- EARLY ENGAGEMENT WITH CUSTOMERS
- DIGITAL SOLUTIONS
- PROJECT DEVELOPMENT
- UNPARALLELED EXECUTION TRACK RECORD



DEVELOPING **BIO-FUELS**,  
**RENEWABLES DIESEL**  
AND **BIOJET SOLUTIONS**



FERTILIZERS: IMPROVING  
**SUSTAINABLE PROCESSES**  
AND **PRODUCTS**



NEW POWER: ENABLER OF  
A **SUSTAINABLE USE OF GAS**  
AND DEVELOPER OF  
**RENEWABLES**

ACCELERATING TOWARDS  
**CARBON NEUTRALITY**



ENABLER OF AN  
**HYDROGEN ECONOMY**



IMPROVER OF  
ENVIRONMENTAL  
PERFORMANCES OF THE  
**TRADITIONAL PLANTS**



PETROLCHEMICALS: ENABLER  
OF **PLASTICS SUSTAINABILITY**  
ACROSS LIFE CYCLE



A Rich Suite of Technological Solutions To Lower Our Customers' Environmental Impact



# CARBON NEUTRALITY: REDUCING OUR CARBON INTENSITY

## MET CO<sub>2</sub> EMISSIONS

2021 Scope 1 and 2 emissions improved vs. 2019:

- Different Backlog mix
- Increased efficiency and enhanced digitalized activities
- Covid restrictions

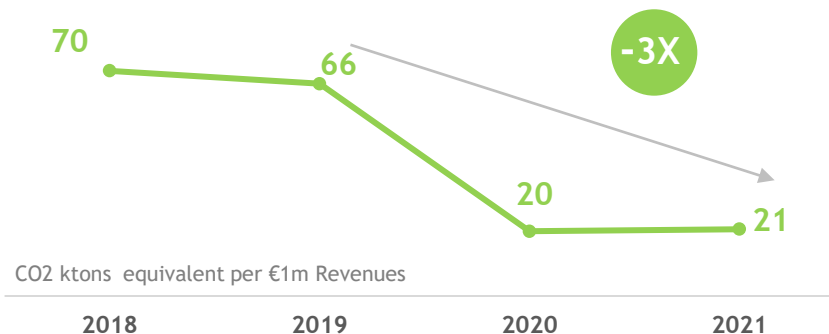
<b>SCOPE 1</b>	42.4	-75% vs. 2019
	CO <sub>2</sub> ktons	
<b>SCOPE 2</b>	16.6	-67% vs. 2019
	CO <sub>2</sub> ktons	
<b>SCOPE 3</b>	29.4	-27% vs. 2019
Business Travel & Commuting	CO <sub>2</sub> ktons	

WELL ON TRACK TOWARDS 2023 TARGETS\*

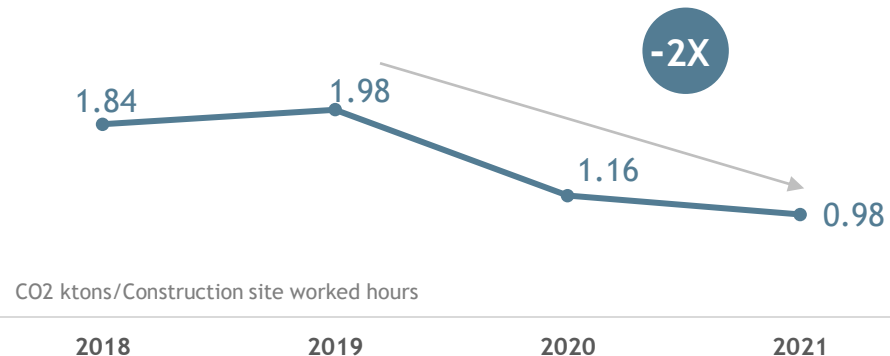
Full*		
<b>SCOPE 3</b>	1,602	90% linked to Supply Chain
	CO <sub>2</sub> ktons	

## OUR SCOPE 1,2 EMISSION INTENSITY

### EMISSIONS INTENSITY ON REVENUES



### CONSTRUCTION SITES EMISSIONS INTENSITY ON WORKED HOURS



## CERTIFICATIONS



**ISO 14001**  
MULTI-SITE  
CERTIFICATION

## RATINGS



\* Scope 1 + Scope 2 + Scope 3 (Business Travel and Commuting only) -20% vs. 2018 baseline)

\*\* GHG Methodology developed in 2020, refers to Purchased Good and Services, Upstream Transportation and Distribution, Waste Generated, Business Travel, Employees Commuting



# OUR AMBITIONS AND COMMITMENT TOWARDS NET ZERO: MAIN INITIATIVES

## MET ZERO TASK FORCE KICKED-OFF IN 2021

Vertical Action Plans to reduce our emissions generated by:

- |  |   |
|--|---|
| <ul style="list-style-type: none"><li>Acquisition of good and services</li></ul>       | <ul style="list-style-type: none"><li>Logistic and packaging</li></ul> <p><i>Green Logistic Plan</i> launched in 2020</p> |
| <ul style="list-style-type: none"><li>Energy consumed by offices and travels</li></ul> | <ul style="list-style-type: none"><li>Activities on construction site</li></ul>   |



## GREEN VILLAGE PROJECT LAUNCHED IN 2021

The Best-in-class model for sustainable construction sites



Reduce Energy Consumption

- thermal insulation materials
- PV panels



Reduce Co2 Emissions

- Green transportation
- Digital solutions



Water Management

- ↓ Consumption
- Treatment plants



Waste management

- ↑ Recycling
- Biogas from food waste for site's energy



Improvement of social living



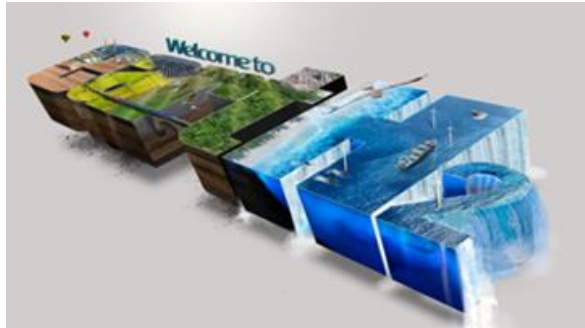
Site design for its end-of-life recovery

We Care About Our Environmental and Social Impact



# THREE PILLARS UNDERLYING OUR GREEN ENERGY STRATEGY

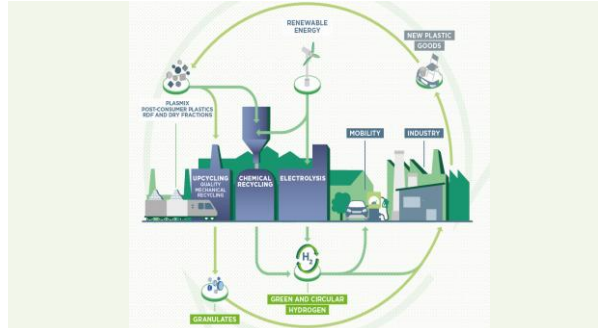
## GREENING THE BROWN



Low-carbon solutions to reduce environmental impact of traditional Oil&Gas Downstream process



## CIRCULAR ECONOMY



Enable transition to Circular Economy through a sustainable plastic life cycle



## GREEN GREEN



New processes and products with biological components as feedstock: Biofuels and Bioplastics

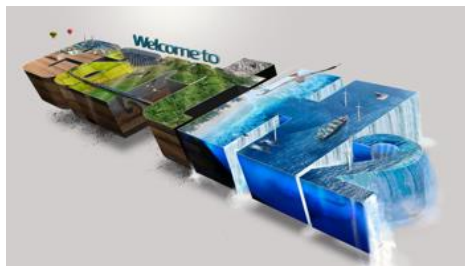


A Wide Range of Ready-to-Use Solutions to Enable Our Customers Towards Net-Zero



# REDUCING THE ENVIRONMENTAL IMPACT OF TRADITIONAL PROCESSES

## RENEWABLE AND LOW CARBON HYDROGEN



Clean and Low Carbon H<sub>2</sub> technologies to decarbonize hard to abate industry

- Electrified Blue H<sub>2</sub>
- Green H<sub>2</sub>
- Circular H<sub>2</sub>

## LOW CARBON FERTILIZERS



Proprietary technological solutions to lower fertilizers' impact

- STAMI Green Ammonia
- Nitric Acid Technology
- Urea Ultra Low Energy Design

## CO<sub>2</sub> CAPTURE & VALORIZATION



Capture of CO<sub>2</sub> from flue gas and process streams for storage or conversion

- Synthetic Natural Gas
- Methanol & Ethanol
- Crude, Diesel, Jet Fuel

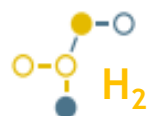
## EMISSIONS REDUCTION



Technologies towards a zero GHG and no harmful emissions

- Sour gases to Sulphur & H<sub>2</sub> (SOAP™)
- Electrified Fired Heaters
- Energy Efficiency Engineering project

## MAIRE TECNIMONT TRACK RECORD AND TECHNOLOGICAL KNOW HOW



**110**  
HYDROGEN  
PROJECTS

**50** Yrs.  
HYDROGEN  
EXPERIENCE



**175**  
AMMONIA/UREA  
PLANTS



**20** CO<sub>2</sub>  
CAPTURE PROJECTS



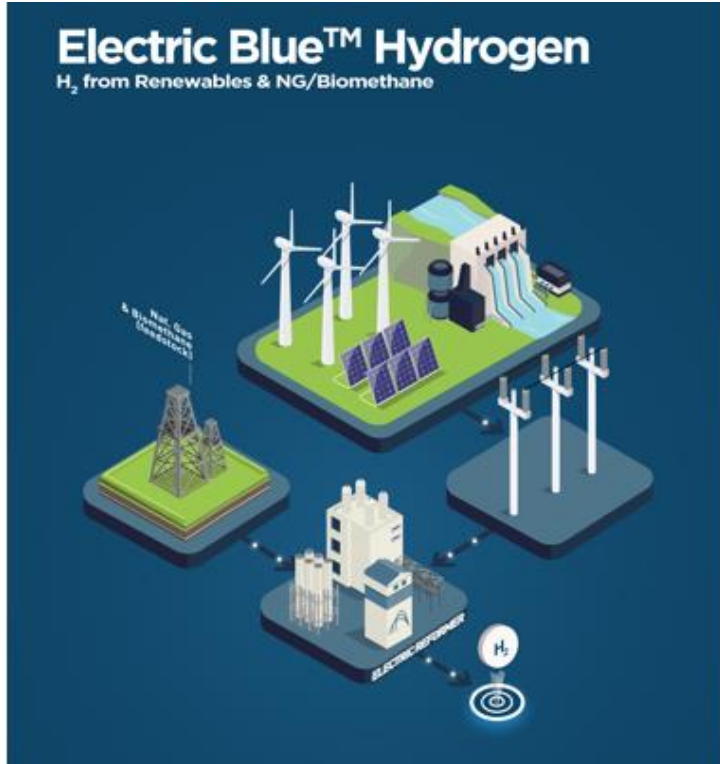
**LEADER** IN SOLPHUR  
RECOVERY AND GAS  
TREATMENT TECHS.

# RENEWABLE AND LOW CARBON H<sub>2</sub>: OUR TECHNOLOGICAL SOLUTIONS



**0%**  
CO<sub>2</sub>  
Emissions

- We are ready to integrate Best Available Technologies on entire H<sub>2</sub> value chain
- Feedstock for CO<sub>2</sub> and RES valorization as carbon neutral e-fuels and chemicals



**45%\***  
Less CO<sub>2</sub>  
Production

- Proprietary Technology, competitive production costs
- **4xH<sub>2</sub>** production per MWh of energy vs Green H<sub>2</sub>
- **↓** Carbon Footprint with biomethane gas



**90%\***  
Less CO<sub>2</sub>  
Production

- Proprietary Technological Solutions
- Additional revenues stream from waste management
- Zero carbon intensity H<sub>2</sub> achievable with carbon capture;

## PARTNERS/ INITIATIVES



\*Reduction in CO<sub>2</sub> emissions are vs. conventional SMR and for Circular H<sub>2</sub> also vs. Waste Incineration



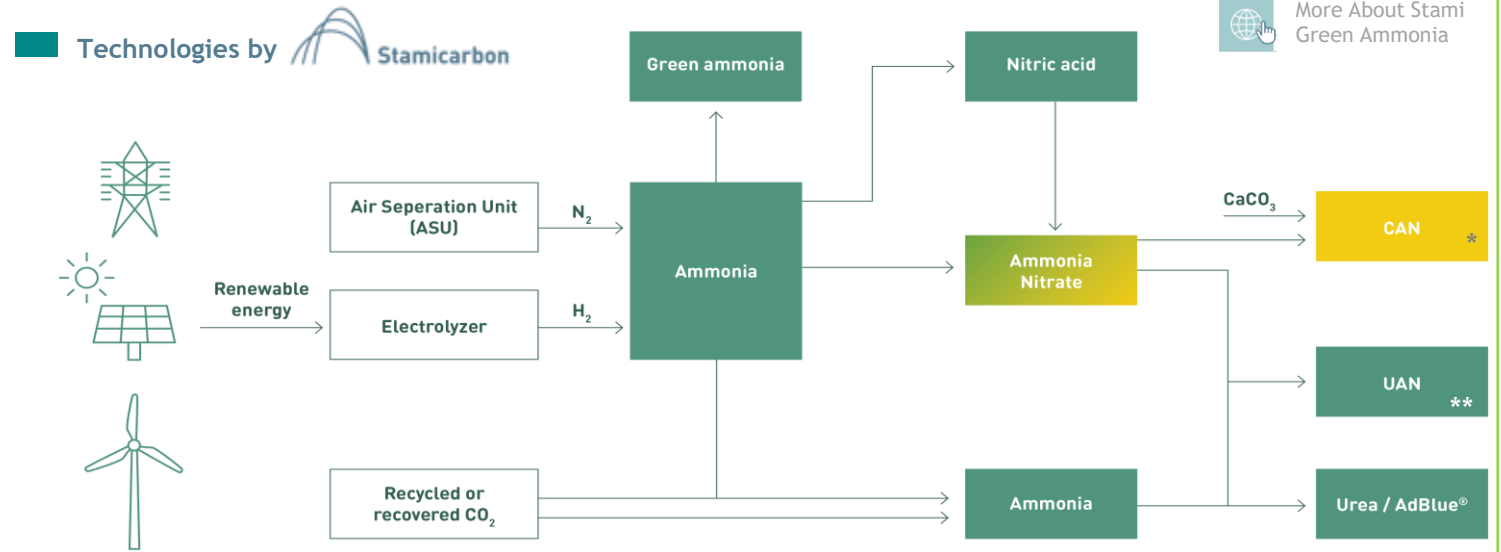
# FERTILIZERS: GREEN AMMONIA AND NITRIC FERTILIZERS TECHNOLOGIES

## GREEN AMMONIA



- **Technology** for Ammonia based on Renewable Power (Green Ammonia)
- Modular approach, suitable for small scale plant

## GREEN NITRIC FERTILIZERS BASED ON STAMICARBON TECHNOLOGIES



## OUR LOW CARBON FERTILIZERS PROJECTS ONGOING - FOR A SUSTAINABLE FOOD VALUE CHAIN

### STAMI GREEN AMMONIA TECHNOLOGY



- RES to fertilizers, KENIA
- Project Development
- 550 MTPD CAN or NPK\*\*\*
- Green Ammonia, USA
- Feasibility Study
- NH3 83k tons/Y, ↓ CO2 166k tons/Y

### BLUE, LOW CARBON AMMONIA



- Blue Ammonia, USA
- EPCM, USD 230m
- NH3 3k tons/day
- Low Carbon Ammonia, GCC
- EPC, USD 300m
- NH3 3k tons/day

### PARTNERSHIPS / PROJECTS TO DEVELOP



Green Ammonia, INDIA



FerSam Group

Green Ammonia, LATAM

\*Calcium Ammonium Nitrate. \*\*Urea Ammonium Nitrate. \*\*\*Nitrogen, Phosphorus, and Potassium



# FERTILIZERS: PROPRIETARY SOLUTIONS FOR TOP PROCESS EFFICIENCY

## ULTRA-LOW ENERGY DESIGN FOR UREA PLANTS

- Design combining optimized CAPEX and the lowest energy consumption to date
- **40%** reduction of steam consumption, high yield and reliable operation
- **Already licensed** for projects in China and Turkey



**LAUNCH<sup>TM</sup> MELT**  
ULTRA-LOW ENERGY DESIGN



See the video

## STAMI NITRIC ACID

- Design for maximum energy recovery and lower Capex
- Lowest energy consumption for Nitric Acid production
- Low emissions in line with the latest environmental standards
- Suitable both for small and large plants\*



**STAMI NITRIC ACID**

Stamcarbon's running reference plant  
(in operation since 1989)



More About  
Stamcarbon's  
Technologies

## Cutting-Edge Technologies To Improve Efficiency and Environmental Impact Of Fertilizers Plants

\* small <600 Metric tons per Day, large plants 2000+ Metric tons per Day



# CO<sub>2</sub> CAPTURE IN MAIRE TECNIMONT

- Decarbonization of existing assets through the recovery of CO<sub>2</sub>

## MAIRE TECNIMONT'S TRACK RECORD in CO<sub>2</sub> CAPTURE

from Flue Gas

5 EPCs



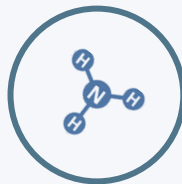
Equivalent to more than  
▲ **2,000 TPD**  
of CO<sub>2</sub> recovered



Carbon Sequestration, IFFCO- India

in Ammonia plants

8 PROJECTS



Equivalent to more than  
▲ **17,000 TPD\***  
of CO<sub>2</sub> recovered



IFCo Ammonia - USA

in Oil & Gas Refinery

7 EPCs



Equivalent to more than  
▲ **6,000 MMSCFD\*\***  
of sour gas treated



Hashan 5, GASCO - UAE

## 2021 NEW CONTRACT

At Eni's Gas Plant -Italy

Engineering for a  
CO<sub>2</sub> CAPTURE facility



**25k tons/Y**  
of CO<sub>2</sub> recovered



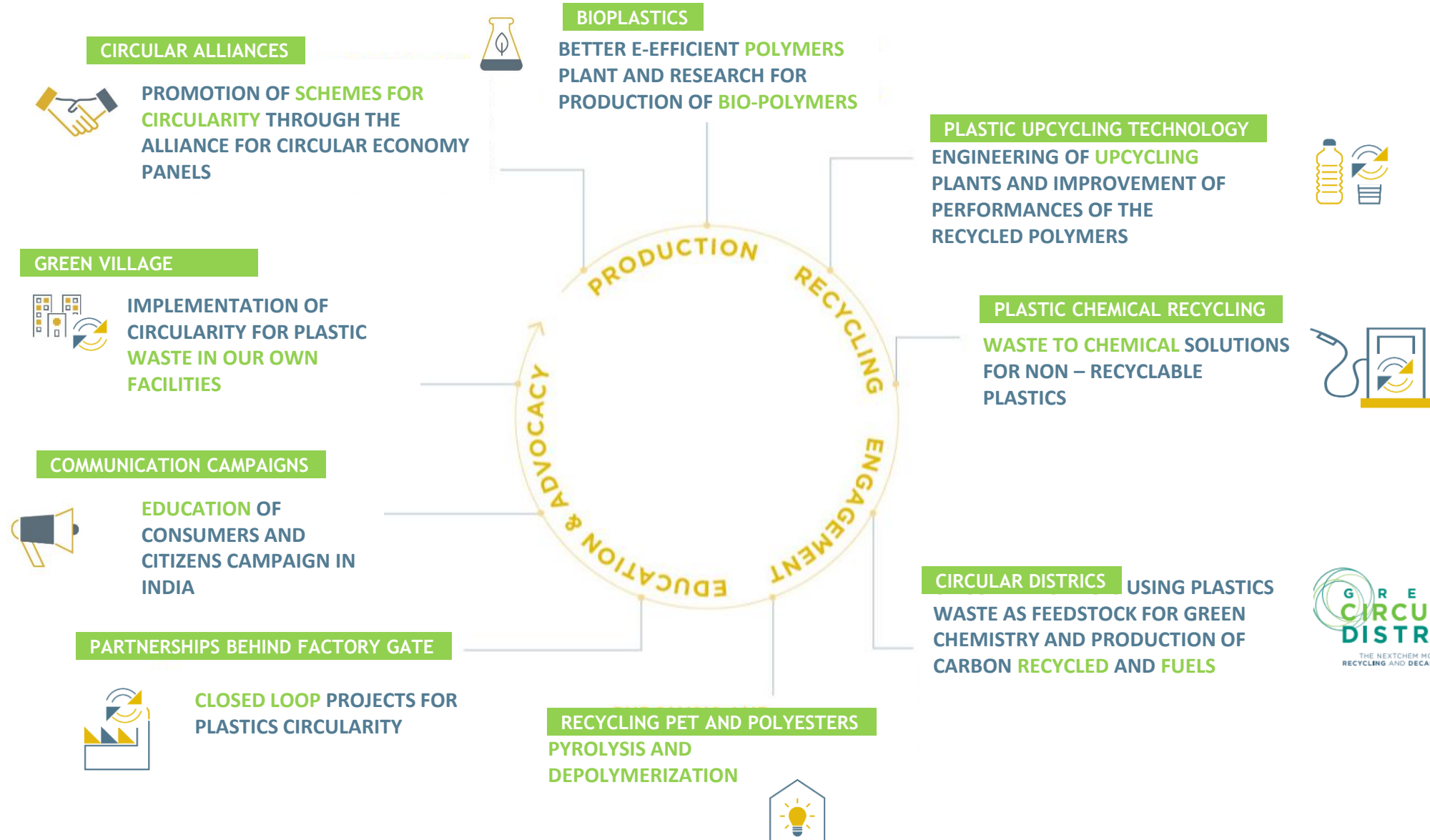
Source Google

## Long-Standing Experience In CO<sub>2</sub> Capture

\* Tons per Day. \*\* Million Standard Cubic Feet per Day



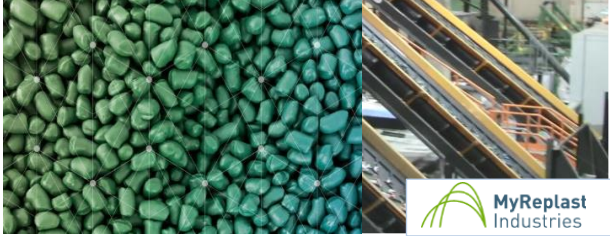
# CIRCULAR ECONOMY: DEVELOPING A SUSTAINABLE PLASTICS LIFE-CYCLE





# “ONE-STOP SHOP” FOR PLASTIC RECYCLING TECHNOLOGIES

## PLASTIC UPCYCLING



- Proprietary Plastic UpCycling Technology
- Combining Mechanical Recycling and Chemical Modification
- High quality products on par with virgin polymers

## CHEMICAL RECYCLING



- Waste to Chemical proprietary solutions: from Plasmix to Circular Chemicals/Fuels
- Pyrolysis technology
- Depolymerization of PET and Polyesters from textiles

## CIRCULAR ECONOMY



- “Circular District”: integrate technologies for decarbonization and recycling
- Developing 12 Circular District Projects in Italy
- Partnerships to develop Circular Economy in India



See the video

## OUR MAIN CIRCULAR PROJECTS AND PARTNERSHIPS ON GOING



Our Upcycling Plant in Bedizzole (Italy)



Agreement Upcycling Plant Italy



FEED Upcycling Plant, 75K tons/Y, EU



Pyrolysis Tech Partnership



Waste to X Technological Partnerships



Engineering: Waste to Methanol/H<sub>2</sub> Italy



Circular Gas Projects in Italy



Waste to Chemicals Projects in Italy



Circular Economy India

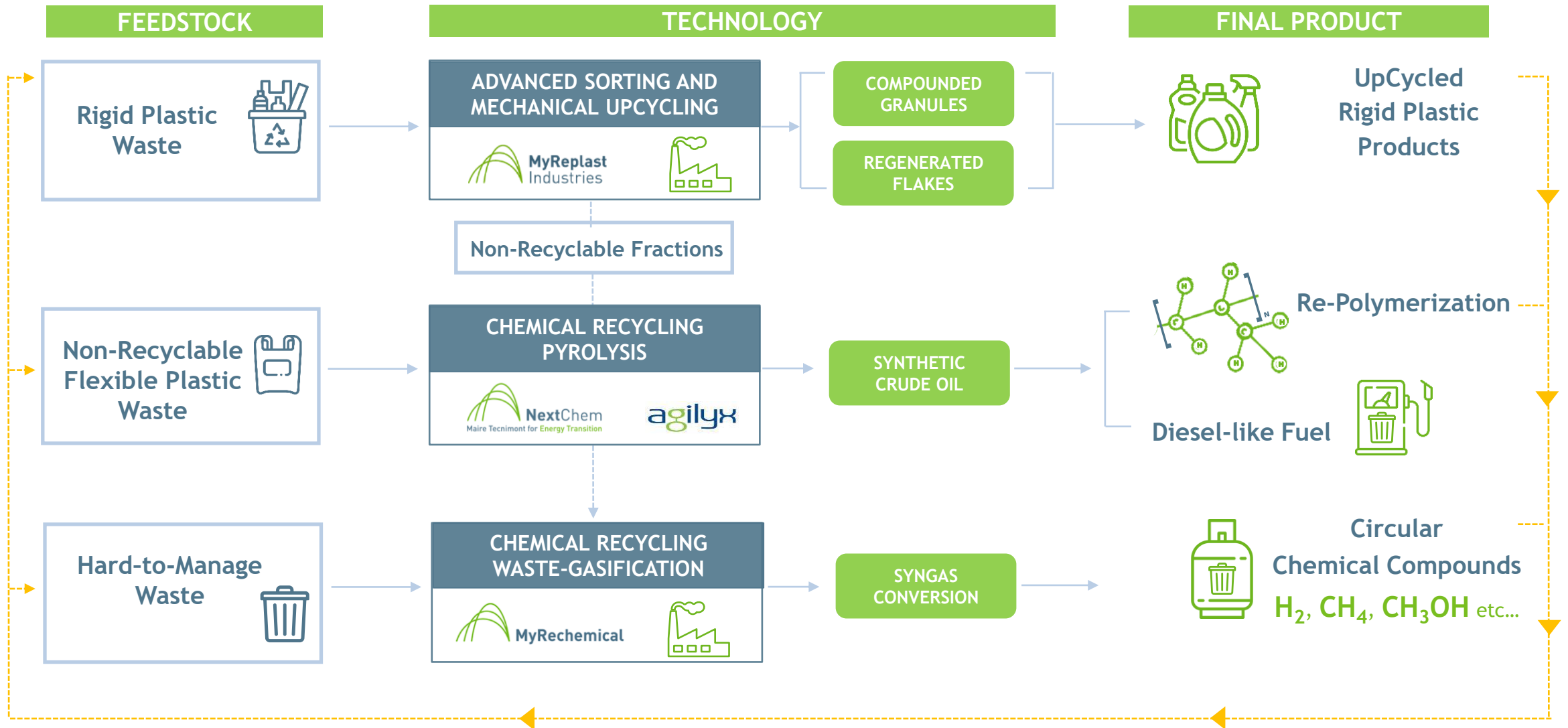


Circular Economy Italia

**Reduce Emissions, Decarbonize Industry And Achieve Recycling And Recovery Targets**



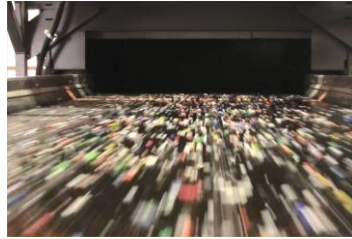
# CUTTING-EDGE TECHNOLOGIES FOR A DIFFERENT KIND OF PLASTIC WASTE



Ready-To-Use Solutions to Improve and Decarbonize Plastic Life Cycle



# MYREPLAST™ PROPRIETARY UPCYCLING TECHNOLOGY



## HIGH FLEXIBILITY THROUGH ADVANCED SORTING

- Sorting a range of polymer types: PP, HDPE and LDPE, PS, ABS, PA
- Rigid plastics from urban and industrial Post-Consumer sources



## HIGH EFFICIENCY PROCESS - RECOVERY RATE >95%

- Combining proven state-of-the-art technologies in a highly efficient process
- Mechanical Grinding, Optical Sorting, Washing, Color Separation



## UPCYCLING PROCESS - CHEMICAL MODIFICATION

- Formulating and compounding step for tailored material performance
- Bridging the gap between recycled plastics and virgin polymers

## OUR UPCYCLING PLANT - BEDIZZOLE (NORTHERN ITALY)

See the video



**40 KT/Y**  
Overall Capacity

**56 KT/Y**  
CO2 Emissions Reduction  
at Full Capacity

**95%**  
Waste Recycling Rate

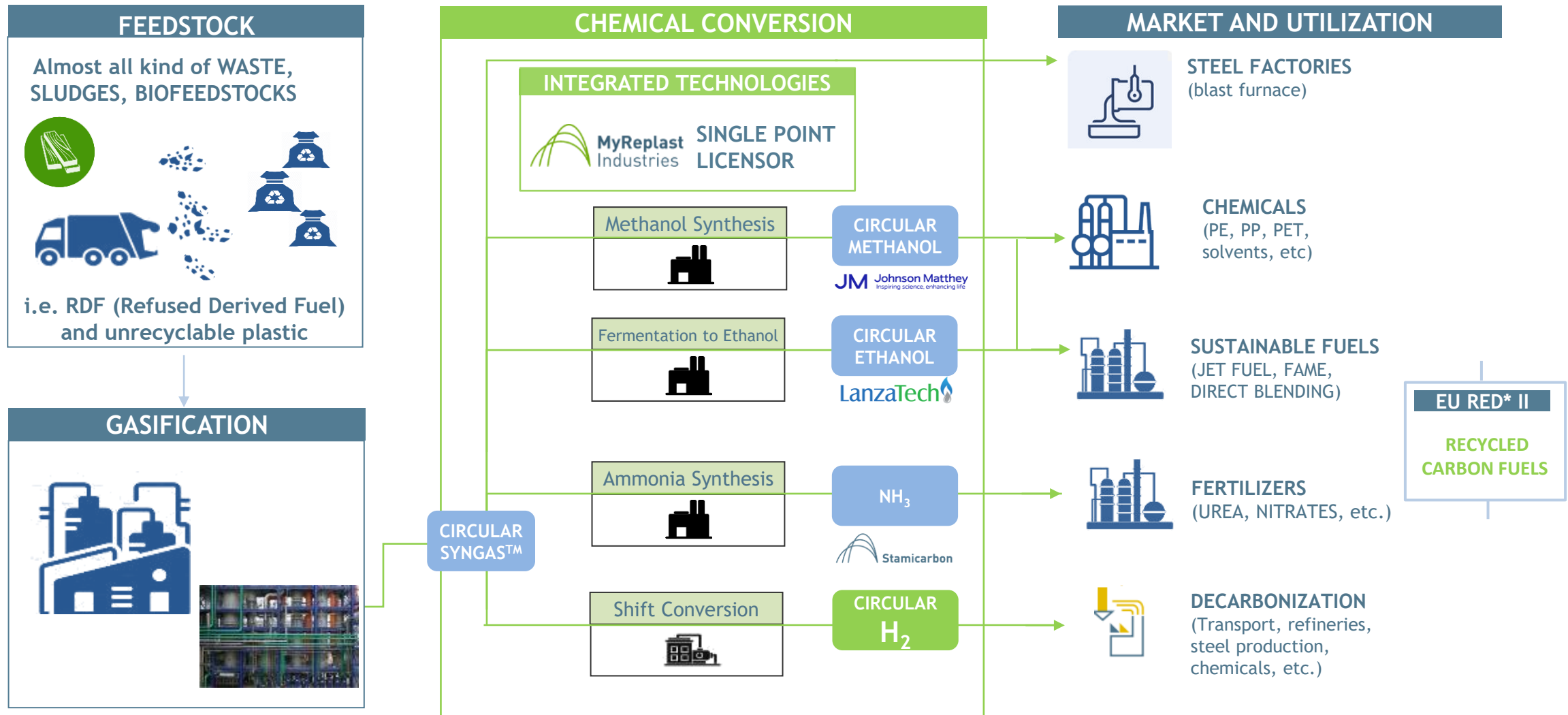


3D-printed sailing  
boat prototype,  
using MyReplast  
recycled  
polypropylene.  
Design Week Milan  
2021

**Upgrading Plastic Waste to Virgin Polymer-Like Products**



# OUR WASTE TO FUELS/CHEMICALS TECHNOLOGIES

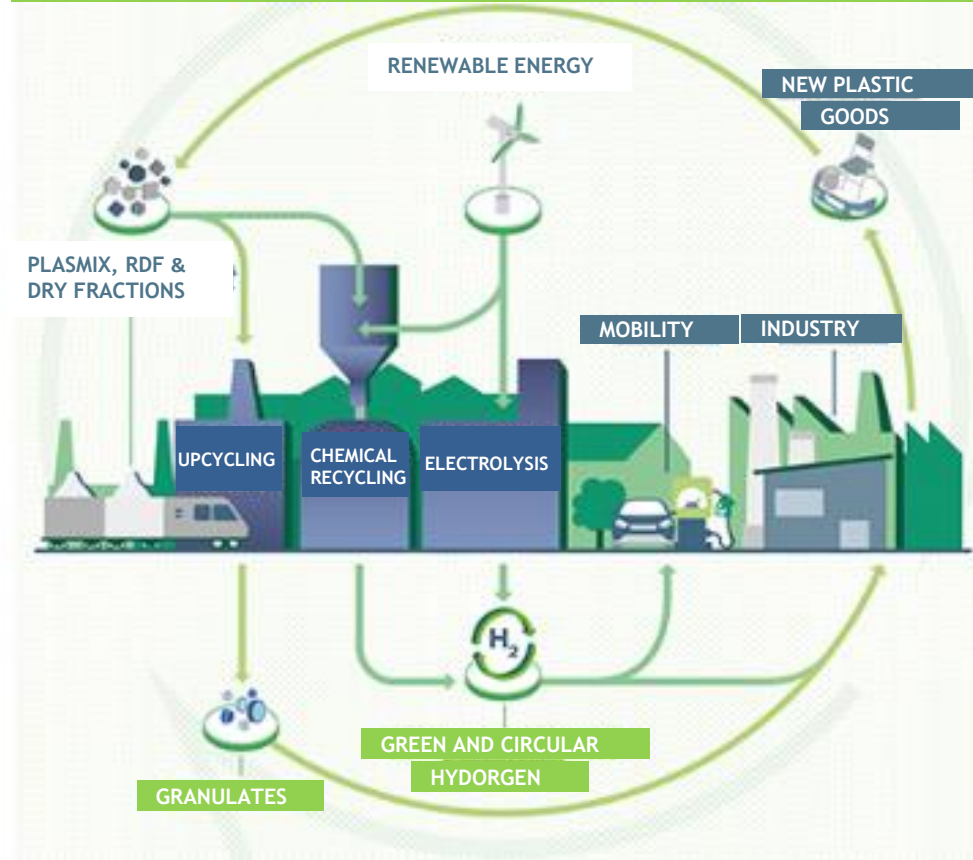


Integrating Ready-to-Use Technologies To Produce Circular Hydrogen™, Fuels And Chemicals



# OUR CIRCULAR DISTRICT MODEL: SUSTAINABLE PLASTIC LIFE-CYCLE

## NEXTCHEM GREEN CIRCULAR DISTRICT MODEL



## BENEFITS



Replacement of fossil feedstock  
Reduction of CO2 emissions



Increasing recycling rate  
Reduction of incineration/landfilling



Reduction of foreign dependence for  
industrially strategic chemicals



Decarbonization and green conversion  
of brownfield industrial sites

More About Circularity on Website



## GREEN CIRCULAR DISTRICT PROJECTS IN ITALY

**12** Projects under  
development

**3.1m Tons/Yr**  
Non-Recyclable Waste

**2.4m Tons/Yr**  
CO<sub>2</sub> Emissions avoided



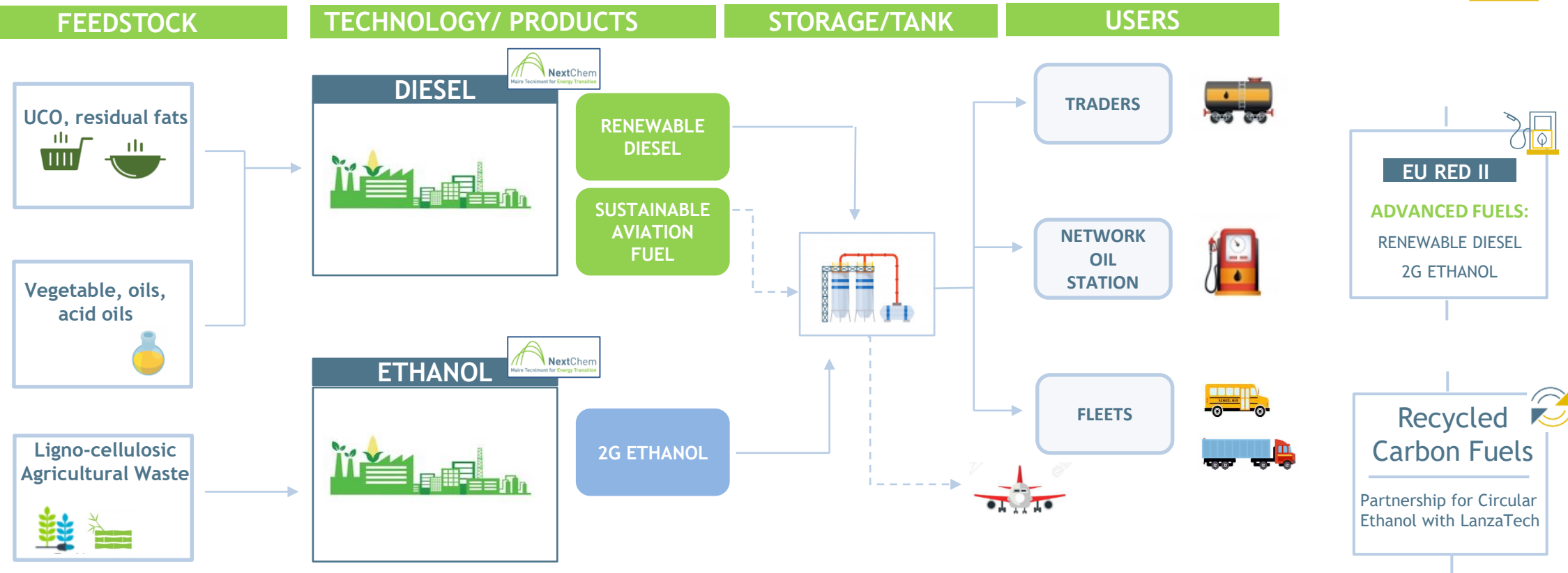
Engineering:  
Waste to Methanol/H<sub>2</sub>  
~256 ktons/Yr waste treated  
Tuscany, Italy



**Rome Green H<sub>2</sub> Valley**  
€194m grant  
as part of **IPCEI Hy2USE** EU Project  
Waste to H<sub>2</sub> & Ethanol



# OUR SOLUTIONS FOR A SUSTAINABLE MOBILITY



## MAIN PARTNERS/ INITIATIVES



**Renewable Diesel**  
HVO - Proprietary solution  
Suitable for Small and large plants



**2G Ethanol Patented Technology**



**FEED HVO Bio-Refinery (LATAM), 200 k tons /Y**



**FerSam Group**

**2G Bio-Ethanol + Green Ammonia Project in LATAM**



**Biomethane from Waste Wood, Engineering Study 11 k tons/Y, France**



**HVO - SAF FEED, Nigeria**

**Significant Portfolio of Solutions to Decarbonize Fuel Uses**



# FLEXIBLE SOLUTIONS IN RENEWABLE ENERGY



## SKILLS AND ACTIVITIES

- Know-How: Electrical Techs, Grid Connection and Renewables' Park Facilities
- High quality services along the whole value chain
- EPC Contractor for Renewable Power generation
- Project Development and Co-Development



## CO-DEVELOPMENT MODEL - ONGOING INITIATIVES

PROJECT  
IDENTIFICATION

TECHNICAL/FINANCIAL  
DUE DILIGENCE

READY TO BUILD

EPC



**300 MW**

Wind Park- Mexico  
Completed in 2019

Civil and Electromechanical Works,  
High-Tension Electricity, Power Stations

**250 MW**

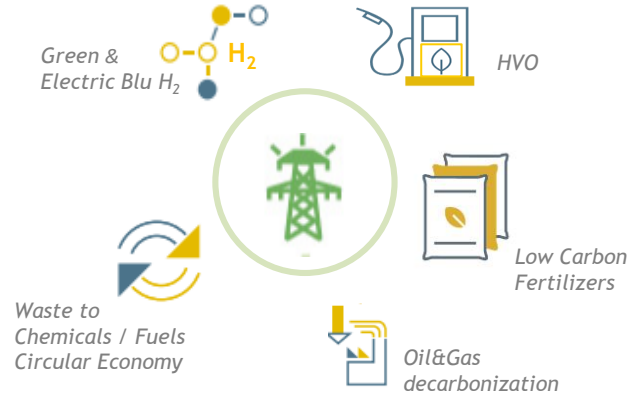
Solar Projects  
Co-Developing Ongoing  
South America and Europe

**80 MW**

Agreement with a French  
player to develop 9 PV Plants  
Chile

## SYNERGIES WITHIN THE MAIRE TECNIMONT GROUP

### Integrating Group's Green Technologies



Joint initiatives in the geographies where the Group operates:



## CLIENTS



Investment  
Funds



Independent  
Power  
Producers



Oil&Gas  
Companies

# SUMMARY

1. Sustainability at Maire Tecnimont
2. Climate, Circular Economy and Environment
3. Our People and The Value of H&S and Diversity
4. Innovation That Brings Well-Being
5. Value for Countries and Communities
6. Governance, Ethics and Compliance





# OUR PEOPLE: VALUES OF HEALTH, SAFETY AND DIVERSITY



## COMPETENCES DEVELOPMENT



## SAFE WORKPLACE



## PROFESSIONAL GROWTH OPPORTUNITIES

## RESULTS SHARING

Our Human Capital Is a Key Asset For The Long-Term Company Growth



# ESG SCORECARD: OUR PEOPLE



PILLAR	PRIORITY GOALS	AMBITIONS / KPIs	2021 STATUS	TARGETS
<b>Our people &amp; the value of H&amp;S and diversity</b> 	<b>Be a sector champion for HSE Performance</b> 	LTIR, TRIR (million hours worked)* indicators	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"> <li>Better than IOGP Construction bench. every year</li> <li>2022 - LTIR &lt; 0.117, TRIR &lt; 0.459</li> </ul>
		HSE Training hours/hours worked (on site)	<div><div></div><div></div><div></div><div></div><div>2.79%</div></div>	<ul style="list-style-type: none"> <li>3% - Yearly</li> </ul>
		Stop & Coach Program - HSE awareness & culture	12 Construction sites involved (H1'22)	<ul style="list-style-type: none"> <li>Continuous implementation on construction sites</li> <li>Reaching at least n.15 construction sites in 2022</li> </ul>
		Average Hours of training per employee	23.8	<ul style="list-style-type: none"> <li>Continue development of initiatives and MET Academy Training contents</li> </ul>
	<b>Promote professional development and work-life balance</b> 	Flourishing Program	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"> <li>Launched in 2021, Phase 2 in 2022</li> </ul>
		Work-Life balance**	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"> <li>Be Adaptive Program implemented in all Group Companies</li> <li>Medical Check prevention: 100% employees by 2026</li> </ul>
		Employees Share Ownership Plan	II cycle (2021) completed <div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"> <li>III cycle - launched in 2022</li> </ul>
		Women in the workforce (%)	21%, in line with Industry	
	<b>Promote a Multi-Cultural and Inclusive company environment</b> 	Women in Executive Positions (%)	10% vs. 9% in 2020	<ul style="list-style-type: none"> <li>Guaranteeing and developing equal access and remuneration opportunities</li> </ul>
		Women /Man Average Pay Ratios	95% vs. 93% in 2020 NO Gender Pay Gap in 2021 new hires	
		Diversity Equality & Inclusion Initiatives	Achieved Annual Targets <div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"> <li>New initiatives to embed culture of equal opportunities</li> <li>Dedicated campaign to management</li> </ul>
		D&I Network - Partnerships	<div><div></div><div></div><div></div><div></div><div></div></div>	<ul style="list-style-type: none"> <li>Participating in advocacy initiatives promoted by Global Compact Network Italy (D&amp;I Observatory) and Valore D initiative</li> </ul>

\*BU Hydrocarbons, LTIR: Lost Time Injury Rate. TRIR: Total Recordable Incident Rate

\*\*Basket of Initiatives including Be Adaptive program (extended to largest sister companies in 2021), Health Care program covering 100% of the company at 31 Dec 2021, Family Care program to support parenting and Medical Check prevention program



# HUMAN CAPITAL AT THE CENTER AS A KEY ASSET

## 2021 HUMAN CAPITAL OVERVIEW\*

WE ARE A MULTINATIONAL AND MULTICULTURAL GROUP



**~9,500**  
Employees and  
E&I Professionals\*

of which



**6,358**  
Employees  
+7% vs 2020

### SKILLS AND AGE

### DIVERSITY IS A VALUE



**3,306**  
Engineers



Women  
**21%**

In line with Industry



**71%**  
Graduates



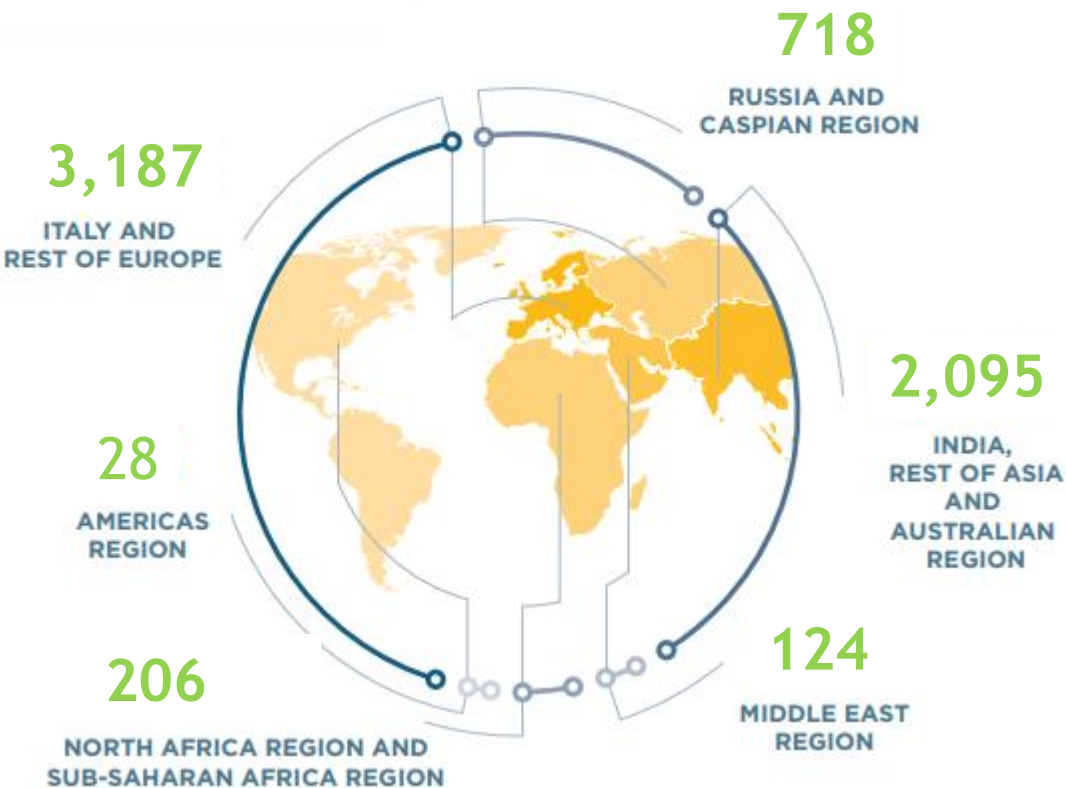
**95%↑** vs 93% in 2020  
Women/Men average  
of Pay Ratios



**43**  
Average Age



**76**  
Nationalities



A Diversified Human Capital Is a Strong Competitive Advantage

\*Based on data as of 31 December 2021.



# CARING FOR AND DEVELOPING OUR HUMAN CAPITAL

## INITIATIVES IN PROGRESS



**Flourishing program**, development pathways for high-potential resources under 40



**Be Adaptive** working Smart in MET, performances and work-life balance



2020-2022 **Employees Share Ownership**, “Not just a Company, it is your Company»



**Diversity, Equality and Inclusion Program**

- Launched Diversity, Equality and Inclusion **Workgroup**
- Engagement path: 50+ colleagues involved
- Self Assessment based on WEPs\*\* and Valore D tools

## NUMBER OF HIRES (2021)



**2X**  
New hires



**31%**  
Aged 30 or Less



**90%**  
Graduates in **Engineering** and other technical disciplines

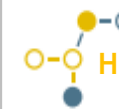
of which

**ENGINEERING CENTER HIRES**

**+180%** India  
**+67%** Germany  
**+36%** Netherlands



**89%**  
Local Staff\*



**+29%**  
Green Energy BU Workforce (Italy)

## D&I NETWORK AND PARTNERSHIPS



- UN Global Compact: WEPs\*\*, D&I Italian Observatory
- Partnership with Valore D: training & development

**Confirmed our Strong Willingness to Continue Investing in Our People**

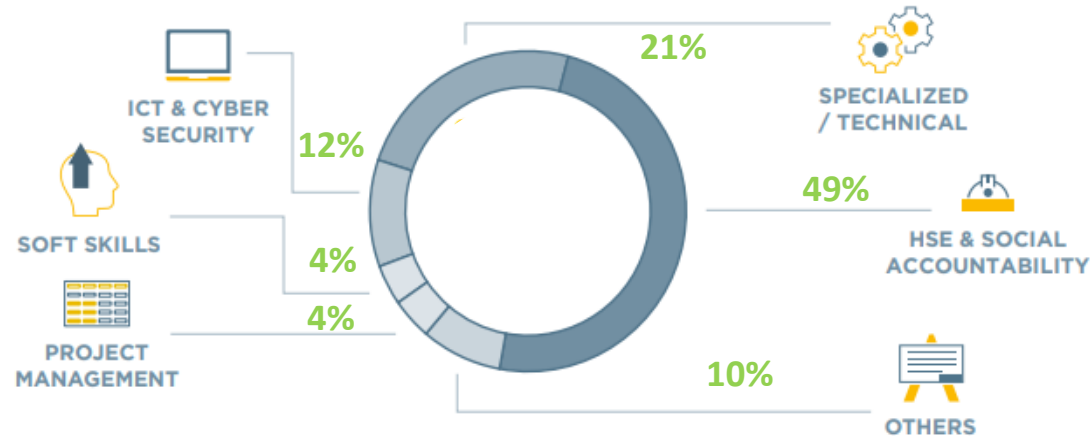


## OUR PEOPLE: TRAINING AND SAFETY AWARENESS

### TRAINING KPIs (2021)



### TRAINING BY CONTENT



### SAFETY HSE AWARENESS PROGRAM



#### Multi-Stakeholders Approach

- Employees, Workers
- Clients, Suppliers
- Contractors
- Local Communities, Media

See Safethink  
One team One  
Goal Video

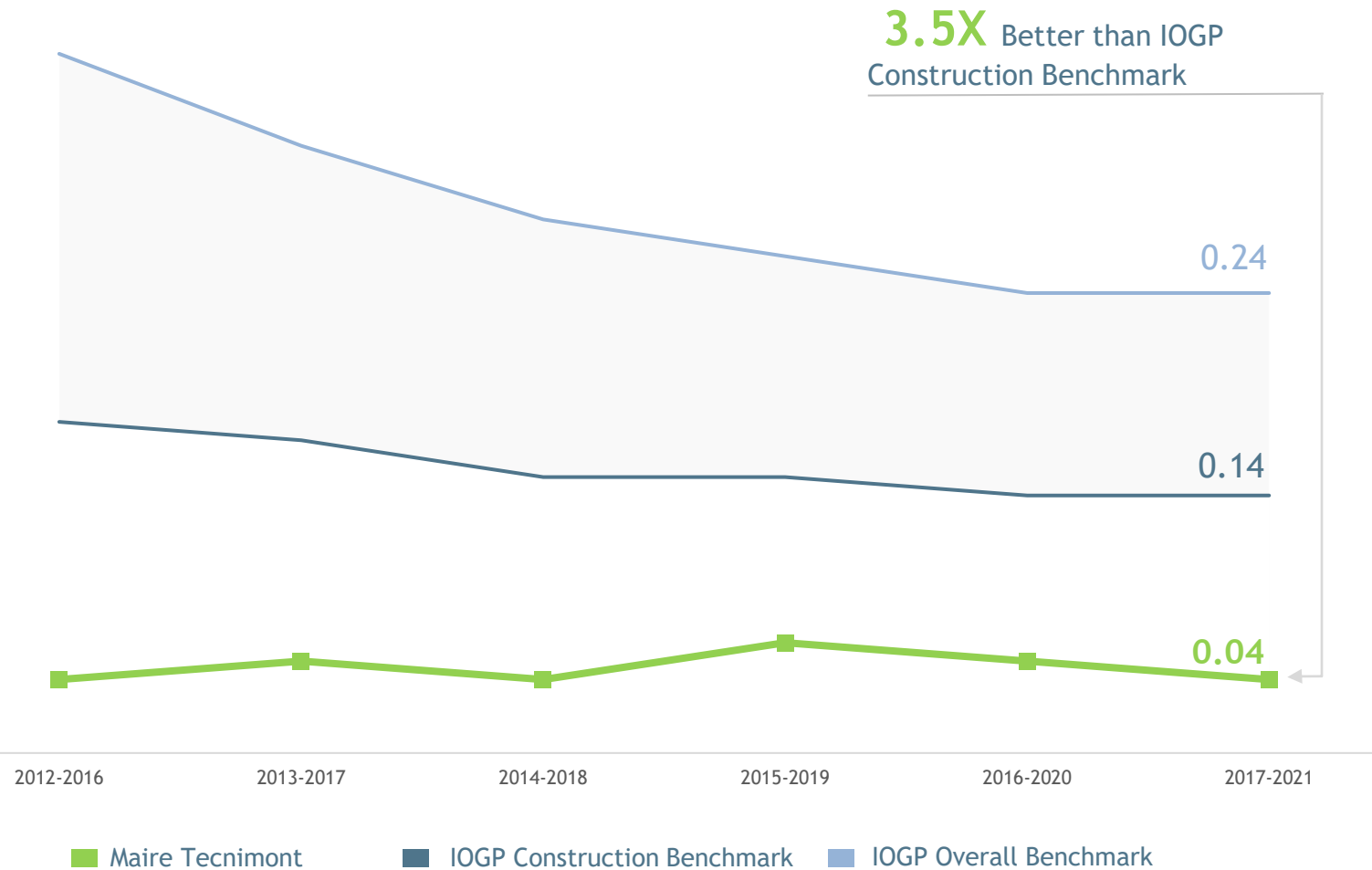


**We Work Every Day to Support our People in Their Professional Growth in a Safe Way**



# H&S: WORLD-CLASS PERFORMANCE

## Lost Time Injury Rate\* (5-Year Rolling Average, 2012-2021)



See Safethink  
One team One  
Goal Video



## Consistently Better Performance Than The Sector's

\* BU Hydrocarbons. Since 2015 data includes TCMPL company.



## TRAINING

~ **1.6m** (+28% YoY)

HSE, Project Quality & SA8000  
Training Hours in 2021



Safety Day 2022 April Zcina, Algeria



## STOP & COACH PROGRAM

SAFETY AWARENESS ON SITE  
12 Construction Sites  
500 Participants  
1,254 Training/Hours



ISO 45001

SA 8000

MULTI-SITE CERTIFICATIONS

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# ESG SCORECARD: INNOVATION



PILLAR	PRIORITY GOALS	AMBITIONS/KPIs	2021 STATUS	TARGETS
<b>Creation of Innovation that brings well-being</b> 	Promote Open Innovation & Digitalization   	Technology Patents	1,857 (+132 vs. 2020), 136 families	<ul style="list-style-type: none"><li>Strengthen the Group's IPs portfolio</li></ul>
		Digital Innovation	Enhanced solutions mainly for licensing of Urea, HPU, SRU techs* and green H <sub>2</sub>	<ul style="list-style-type: none"><li>Continuous development of Digital Platform: both internal suite and Next Plant proprietary solutions</li></ul>
		Agreements with leading international Universities	n.15 	<ul style="list-style-type: none"><li>20+ cooperation agreements</li></ul>



\* HPU: H<sub>2</sub> production unit, SRU: Sulfur Recovery Unit. \*\*Status based on data at 30 Jun'22. \*\*\*The figure refers to 29 most representative projects worldwide



# SUSTAINABLE AND INCLUSIVE INNOVATION



## INNOVATION AND R&D



6

Innovation  
Centers



~80

Innovation  
Projects



~88

People involved  
in R&D  
Full Time Equivalent



30

Partnerships for  
Technological  
Development

## PATENTS



136

Family Based



1,857

Equivalents  
+132 vs. 2020

## EU - RESEARCH



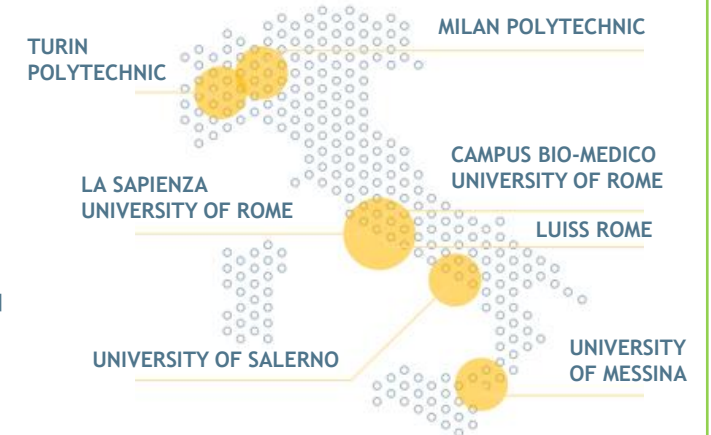
European Research  
Projects

## COLLABORATIONS WITH UNIVERSITIES

### EUROPEAN UNIVERSITIES

- TECHNICAL UNIVERSITY OF EINDHOVEN
- ECOLE DES MINES DE PARIS

### ITALIAN UNIVERSITIES



### INTERNATIONAL RESEARCH INSTITUTIONS

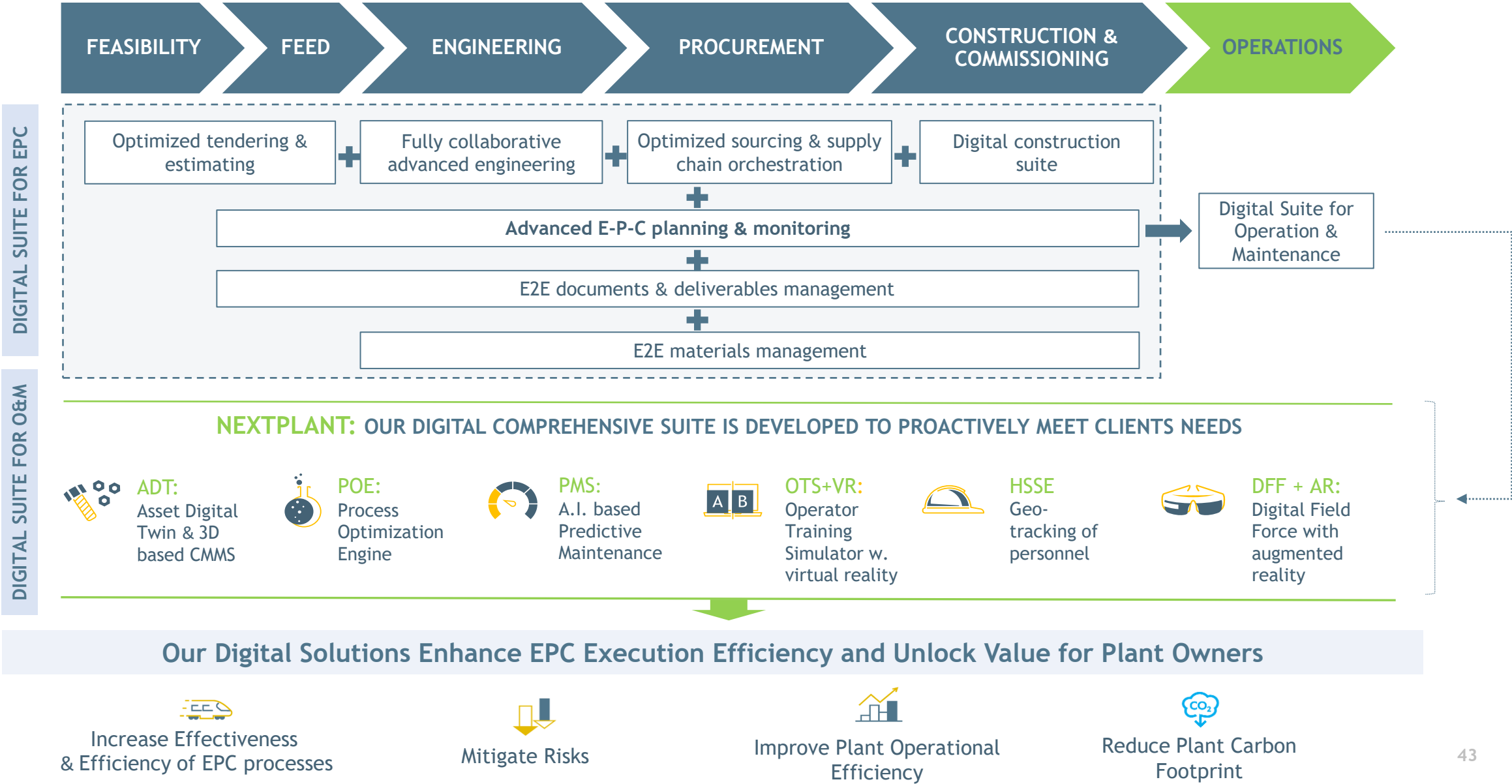
- NATIONAL INSTITUTE OF TECHNOLOGY IN KARNATAKA (INDIA)
- BHOS IN BAKU
- INDIAN INSTITUTE OF TECHNOLOGY - BOMBAY

Innovation Has Always Been Part of Our DNA

All data at 31 Dec 2021



# OUR DIGITAL SUITE AS A SOURCE OF COMPETITIVE ADVANTAGE





# ENERGY TRANSITION AND DIGITALIZATION: TWO SIDES OF THE SAME COIN



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# ESG SCORECARD: TERRITORIES & COMMUNITIES



PILLAR	PRIORITY GOALS	AMBITIONS/KPIs	2021 STATUS	TARGETS
<b>Value for territories &amp; communities</b>	Be a Value Multiplier in the countries where we operate  	Suppliers ESG screening	2,200 suppliers screened* 	<ul style="list-style-type: none"> <li>100% ESG-evaluated suppliers</li> <li>project launched in '21</li> </ul>
		Social Audit on Key Suppliers*		<ul style="list-style-type: none"> <li>Social Audit on 5 Key Suppliers by third party auditor in Social High-Risk Countries (SA8000) in 2022</li> </ul>
		Evolve, the Maire Tecnimont's Foundation		<ul style="list-style-type: none"> <li>Launched in 2021 to contribute to the development of sustainable human and technological evolution</li> </ul>
		In Country Value (ICV) project	57% of goods & services purchased locally** 	<ul style="list-style-type: none"> <li>Develop specific ICV programs also in India, Sub-Sahara Africa and South America</li> </ul>
		Support to local communities	30 individual community Initiatives in 5 countries 	<ul style="list-style-type: none"> <li>Extend corporate giving to every region where the Group operates</li> </ul>
		CSR in India		<ul style="list-style-type: none"> <li>Development of yearly initiatives with maximized social impacts, in compliance with local laws</li> </ul>



\*Status based on data at 30 Jun'22. \*\*The figure refers to the 29 most representative projects worldwide



# MANAGING A LOCAL, SUSTAINABLE SUPPLY CHAIN

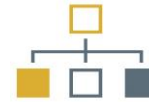
## SUPPLY CHAIN KEY NUMBERS



**4,700+**  
Active Suppliers\*



**100+**  
Countries



**8** International Procurement  
Offices/Hubs  
(China, Egypt, Middle-East, Algeria, Russia,  
Indonesia, USA and Turkey)



**100%** New Suppliers  
screened on ESG

**2,200+** Suppliers Screened  
under ESG Criteria\*\*



**In-Country Value**  
to develop local supply chains

## 2021 ESG SUPPLIERS ASESMENT CAMPAIGN



87%  
Suppliers screened  
with all minimum  
ESG requirements  
met

**Goal: 2022 Social Audit on 5 key selected suppliers**

## SUPPLY QUALIFICATION PROCESS



Industrial information



Quality management



Financial Due Diligence



Health, Safety and Environment



Human Rights



Compliance (code of ethics, anti-corruption and terrorism)

**Maire Tecnimont Supply Chain Has Proved Resilient in Recent Complex Scenarios**

\*At least 1 order placed in 2021. \*\* figure at 30 June 2022



# IN COUNTRY VALUE MAKES OUR BUSINESS SUSTAINABLE AND RESILIENT

## IN-COUNTRY VALUE APPROACH



EMPLOYEMENT



PROCUREMENT



TECHNOLOGY TRANSFER



EDUCATION



STAKEHOLDER ENGAGEMENT



LOCAL COMMUNITY BENEFITS



ENVIRONMENTAL PRESERVATION



PROPERTIES AND EXPORTS

## LOCAL CONTENT 2021

€4bn

TOTAL SPEND ON GOOD & SERVICES  
IN THE LOCAL ENVIRONMENT

57%

OF THE PROJECT  
COSTS



29

MOST REPRESENTATIVE PROJECTS WORLDWIDE

Fertilizers

Petrochemicals

Oil&Gas refining



A Strategic Plan to Enhance Development of the Countries Where We Operate



# CORPORATE GIVING: WE CARE FOR OUR COMMUNITIES

## PROMOTING HIGHER EDUCATION, REDUCING DIGITAL DIVIDE (India)



Cooperation with the Indian Institute of Technology - Bombay

- Provide scholarships and fellowships for **economically weak students** to allow them to pursue **higher education** and professional opportunities
- Encourage learning and access to **digital tools** for marginalised **children** in Mumbai's slums (supported by local NGO)

## 360° WOMEN EMPOWER (India)



Women Empower Program with local NGO Corp since 2015

**1,000 women** involved each year with their children in **7** of the most disadvantaged districts of Mumbai

### Goals:

- Training and entrepreneurial mentoring
- Promote women's economic independence as key enabler factor for gender balance
- Promote circularity, tailoring activities recovering fabric from used saris

## SUPPORT ACCESS TO QUALITY EDUCATION (India)



Developing new skills and high-level education in **Energy Transition and Circular Economy**

- Scholarship Program with the National Institute of Technology Karnataka, Surathkal (NIKT)
- leveraging the campus **Biogas** pilot plant as **training facility**
- Scholarship and fellowship Program with the Indian Institute of Technology in Bombay

### COVID EMERGENCY 2020-2021

- Support to local healthcare facilities in Italy, India and Russia, providing respirators, masks and support to Hospitals
- Organized vaccine center for staff in Mumbai, and vaccination drives in Indian slums



## OUR CORPORATE FOUNDATION



*Evolve, Maire Tecnimont's Foundation, was founded based on a historical archive of seven thousand drawings and projects by Italy's most famous engineers and architects and it will be dedicated to accompanying the training of the “humanist engineers” of tomorrow*

Research  
and Training

Dissemination

Corporate  
Social  
Responsibility

Experience  
Center  
& Museum



### Evolve's Mission:

- Be a catalyst in shaping a new approach in technical culture, by enriching scientific know-how and expertise with humanistic sensitivity to environmental and social issues
- Design new professional profiles to master an ever-changing economic and industrial landscape in the future

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# ESG SCORECARD: GOVERNANCE

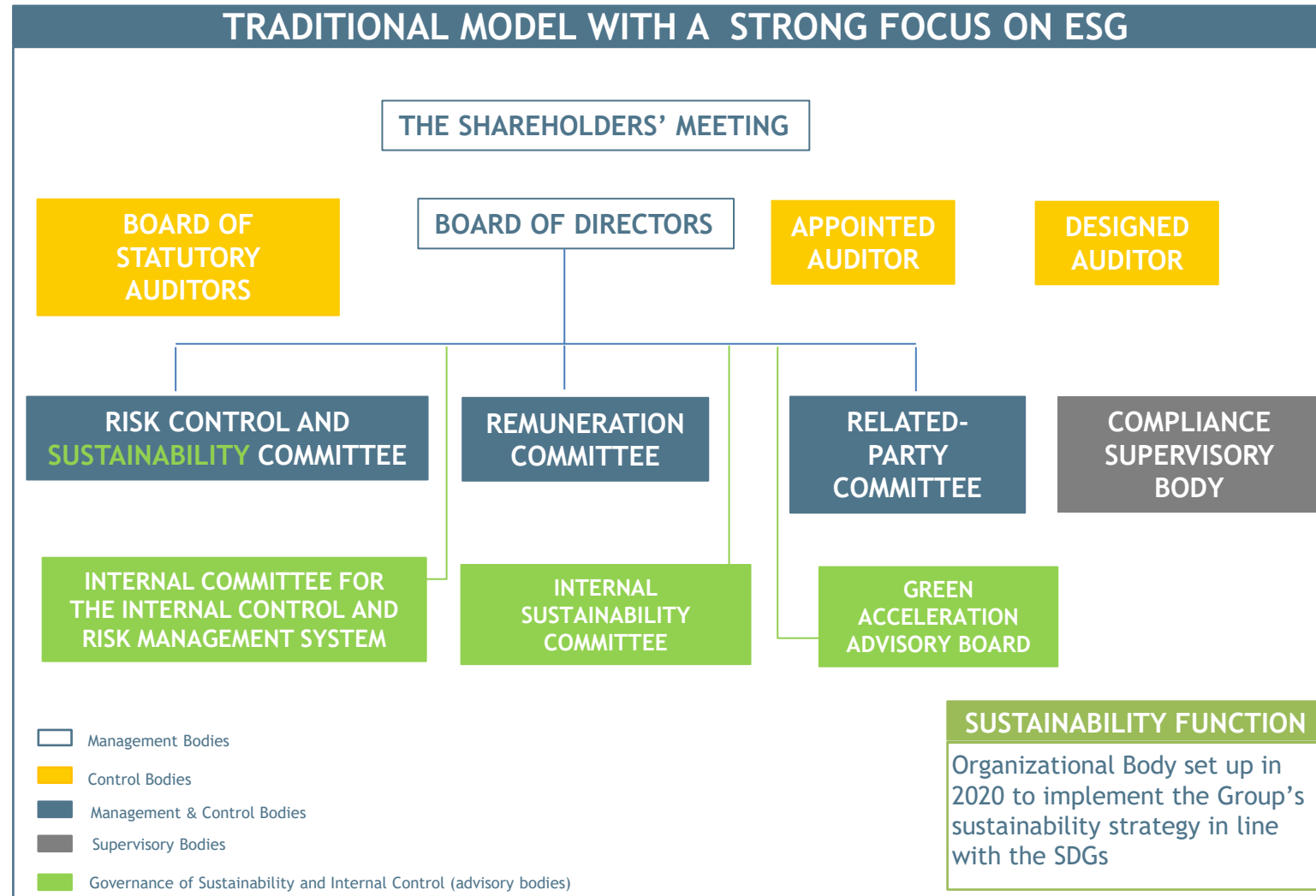


PILLAR	PRIORITY GOALS	AMBITIONS/KPIs	2021 STATUS	TARGETS
<b>Governance</b> 	Multi-site Certifications	SA8000 ISO 14001 ISO 45001 ISO 9001 ISO 27001		<ul style="list-style-type: none"> <li>Maintain and renew</li> </ul>
	Ethics and Compliance	Business Integrity Policy (anti-corruption)	Annual target achieved 	<ul style="list-style-type: none"> <li>Adopted in 2021 (as planned)</li> <li>Training to employees &amp; main external stakeholders in 2022</li> </ul>
	Remuneration	Remuneration linked to ESG targets	10% ESG targets in all 2021 MBOs 	<ul style="list-style-type: none"> <li>Identifying corporate ESG-target - 2022</li> <li>15% in MBOs and LTIs by 2025</li> </ul>
	Board of Directors	% Women	44% 	<ul style="list-style-type: none"> <li>Achieved with BoD appointed in 2022</li> </ul>
		% Independents	56% 	<ul style="list-style-type: none"> <li>Achieved with BoD appointed in 2022</li> </ul>





# GOVERNANCE AT A GLANCE



## BOARD OF DIRECTORS\*



- |  |   |
|--|---|
| <b>1 FABRIZIO DI AMATO</b><br>Chairman                   | <b>6 LUIGI ALFIERI</b><br>Non-Executive Director          |
| <b>2 ALESSANDRO BERNINI</b><br>CEO - COO                 | <b>7 STEFANO FIORINI</b><br>Non-Executive Directors       |
| <b>3 GABRIELLA CHERSICLA</b><br>Independent Director     | <b>8 PAOLO ALBERTO DE ANGELIS</b><br>Independent Director |
| <b>4 FRANCESCA ISGRO'</b><br>Lead Independent Director   | <b>9 MAURIZIA SQUINZI</b><br>Independent Director         |
| <b>5 CRISTINA FINOCCHI MAHNE</b><br>Independent Director |   |

## Sustainable Governance Aimed at Achieving Long-Term Value Creation for All Stakeholders

\*Appointed on 08 April 2022 for the period 2022-2024, MR Bernini co-opted and appointed as New CEO/COO on 21 April 2022- until the next Shareholders' Meeting, in accordance to the law, following the resignation of the former CEO



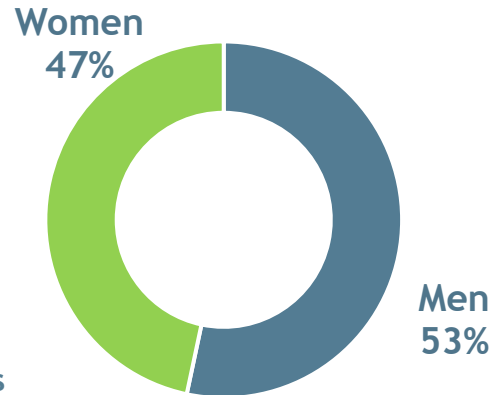
## OUR GOVERNANCE KPIs

### GENDER BALANCE IN THE CORPORATE BODIES



**7 Women**  
Out of 15 People

**4 Women** In the Board of Directors  
**1 Woman** In the Board of Statutory Auditors  
**2 Women** In the Supervisory Body



### ESG-DRIVEN REMUNERATION



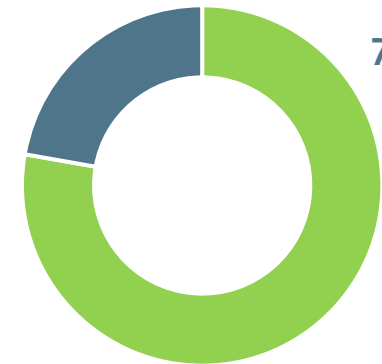
**10% TARGETS** linked to ESG  
in all **MBOs** and **LTI plans**

2025 Goal: extend weighting of ESG to 15%

### INDEPENDENT DIRECTORS %

IN THE BoD

AVG % IN COMMITTEES



- ✓ All Committee Chairs are Independent Directors
- ✓ The Related Parties Committee: is 100% Independent Directors

### TOP EXECUTIVE TENURE WITHIN THE GROUP

Average tenure of BoD: **6 Years**

Chairman (Fabrizio Di Amato): Founder  
CEO (Alessandro Bernini): 9 Yrs.  
CFO (Fabio Fritelli): 8 Yrs.



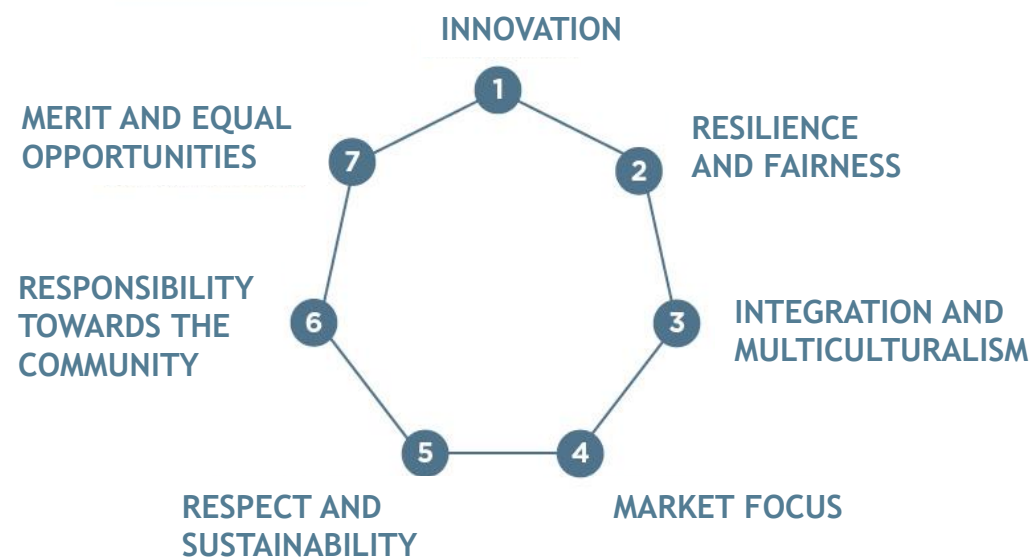
Aligned with Best Practices



# ETHICS AND COMPLIANCE



## OUR VALUES



## OUR ETHICAL PRINCIPLES

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

## COMPLIANCE SYSTEM



New **BUSINESS INTEGRITY POLICY** Adopted in 2021  
(regulating anti-corruption)



Fully compliant with  
**231 Law\***



Group **Code of Ethics**



**Data protection**  
guidelines

On going successful training plan to employees on Compliance Systems  
**2022 Goal:** Launch of Training initiatives on Business Integrity Policy

Ethical Values and Principles Guide Our Day-to-Day Activities

\*Italian law regarding administrative liability of the body corporate with the objective of preventing the commission of crimes that may result in the administrative liability of the Company



## ADDING VALUE TO SHAREHOLDERS

### SHAREHOLDING

Major Shareholders	% of ordinary shares	% of voting rights*
GLV Capital S.p.A.	51.02%	66.44%
Cobas Asset Management SGIIC SA	5.22%	5.07%
Yousif Mohamed Ali Nasser AL NOWAIS	4.73%	3.08%
Other Institutional and Retail Investors	39.03%	25.41%

NOTE: Based on the latest official information communicated to Maire Tecnimont.

\* Pursuant to Article 120, Paragraph 1 of the Legislative Decree no. 58 of 24 February 1998 and to Article 6 bis of the By-Laws ("Voting right increase"), share capital of Maire Tecnimont S.p.A. refers to the total number of voting rights equal to 504,732,490. Figures as of 04 February 2022

### DIVIDENDS



**€222 million**  
**Dividends Distributed** since 2013



**+271%**  
**Total Return**  
August 1, 2013 - Oct 31, 2022\*\*  
**+31.5%** yearly average

## Stable Shareholders' Base and Strong Dividend Policy

\*\* Total return calculated as (Price Performance August 1, 2013 - October 31, 2022) + Dividends Distributed from 2013 to 2022



# OUR ESG SCORECARD

PILLARS	MAIN AMBITIONS/KPIs	2021 STATUS	2021 Annual Achievements	TARGETS
<b>Climate, circular economy, environmental sustainability</b> 	Reduction of Scope 1, Scope 2 and Scope 3 (Business Travel & Commuting only)	<div><div></div><div></div><div></div><div></div><div></div></div>	In line	-20% baseline 2018 - by 2023
	Net Zero	<div><div></div><div></div><div></div><div></div><div></div></div>	Scope 1, Scope 2: 59 k tons, Scope 3: 1,601 k tons	Scope 1, Scope 2 by 2030, Scope 3 by 2050
	Met Zero Task Force activities	<div><div></div><div></div><div></div><div></div><div></div></div>	Kicked off in 2021, annual targets achieved	Vertical Action plans to reduce Scope 1 ,2 ,3 emissions
	Green Village project	<div><div></div><div></div><div></div><div></div><div></div></div>	Launched in 2021	Implement 1 pilot site in 2022-23
	TCFD	<div><div></div><div></div><div></div><div></div><div></div></div>	-	TCFD adoption
	Increase in Green Energy BU activities	📈 €1.2bn Backlog at 30 Sep 2022, 4x vs Dec. 2021		Converting Partnerships & Feasibility studies in EP, EPC
	Green Technologies	📈 More than 60 green-tech initiatives in 2021		Developing our technology portfolio also through Partnerships
	LTIR, TRIR (million hours worked)* indicators	<div><div></div><div></div><div></div><div></div><div></div></div>	LTIR 3.9x ,TRIR 2.5x better than IOGP benchmark	Better than IOGP Construction bench. every Year
	HSE Training hours/hours worked (on site)	<div><div></div><div></div><div></div><div></div><div></div></div>	2.79%	3.0% - Yearly
	Flourishing Program	<div><div></div><div></div><div></div><div></div><div></div></div>	Launched in 2021	Phase 2 in 2022
<b>Our people the value of H&amp;S and diversity</b> 	Work-Life Balance basket of initiatives	<div><div></div><div></div><div></div><div></div><div></div></div>	Be Adaptive, Health & Family Care programs	Medical Check prevention 100% employees by 2026
	Employees Share Ownership Plan	<div><div></div><div></div><div></div><div></div><div></div></div>	II cycle (2021) completed	III cycle - 2022
	Women in the workforce (%)	21% of workforce, 10% of executives (vs 9% in 2020)		Develop equal access & remuneration opportunities
	Diversity & Inclusion Networking	<div><div></div><div></div><div></div><div></div><div></div></div>	Global Compact Network Italy and Valore D	Participating initiatives organized by the Network
	Technology Patents & Digital Innovation	📈 Patents 1,857, +132 vs '20. 136 families		Develop the Group's IPs portfolio and Digital Platform
	Agreements with international Universities	<div><div></div><div></div><div></div><div></div><div></div></div>	15 Agreements	20+ cooperation agreements
	Suppliers ESG screening	<div><div></div><div></div><div></div><div></div><div></div></div>	2.2k suppliers ESG screened at 30 June'22	100% ESG-evaluated suppliers
	Social Audit on Key Suppliers	<div><div></div><div></div><div></div><div></div><div></div></div>	Social Audit on 5 Key Suppliers Kicked-off in H1'22	Social Audit on 5 Key Suppliers by third party auditor 2022
	In Country Value (ICV) project	57% of goods & services purchased locally**		Extend ICV project in India, Sub-Sahara Africa, South America
	Support to communities	📈 30 individual Initiatives in 5 countries		Extend corporate giving to every region where we operate
<b>Innovation that brings well-being</b> 	Multi Site Certifications	<div><div></div><div></div><div></div><div></div><div></div></div>	All Target Certifications achieved	SA8000, ISO 45001, ISO 15001, ISO 9001, ISO 27001
	Integrity Policy (relating anti-corruption)	<div><div></div><div></div><div></div><div></div><div></div></div>	Adopted	Training to employees & main external stakeholders -2022
	Remuneration linked to ESG targets	<div><div></div><div></div><div></div><div></div><div></div></div>	10% ESG targets in all MBOs	15% ESG targets in MBOs and LTIs by 2025
	Women in the Board of Directors %	<div><div></div><div></div><div></div><div></div><div></div></div>	44%	Achieved with BoD appointed in 2022
<b>Value for territories &amp; communities</b> 				
<b>Governance</b> 				

\* BU Hydrocarbons, LTIR: Lost Time Injury Rate. TRIR: Total Recordable Incident Rate. \*\*The figure refers to 29 most representative projects worldwide

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