Maire Tecnimont

Interim Report at September 30, 2020

Contents

1. Group operating performance

The Maire Tecnimont Group 9M 2020 key financial highlights (compared to the same period of the previous year) are reported below:

(in Euro thousands)	9M 2020	%	9M 2019	%	Change	
Performance indicators:						
Revenues	1,870,024		2,420,297		(550,273)	(22.7%)
Contract Gross Profit (*)	219,531	11.7%	279,915	11.6%	(60,384)	(21.6%)
EBITDA (**)	112,542	6.0%	168,745	7.0%	(56,202)	(33.3%)
EBIT	79,156	4.2%	133,694	5.5%	(54,538)	(40.8%)
Net financial expense	(33,146)	(1.8%)	(13,868)	(0.6%)	(19,278)	(139.0%)
Income before tax	46,010	2.5%	119,826	5.0%	(73,816)	(61.6%)
Income taxes	(14,408)	(0.8%)	(37,349)	(1.5%)	(22,941)	(61.4%)
Tax rate	(31.3%)		(31.2%)		N/A	
Net income	31,602	1.7%	82,477	3.4%	(50,875)	(61.7%)
Group net income	35,014	1.9%	80,542	3.3%	(45,528)	(56.5%)

(*) Contract Gross Profit is the industrial margin before the allocation of commercial, general and administrative costs and research and development expenses.

(**) EBITDA is net income for the year before taxes (current and deferred), net financial expenses, gains and losses on the valuation of holdings, amortization and depreciation and provisions. EBITDA is a measure utilized by management to monitor and assess the operating performance. Management consider EBITDA a key parameter in measuring the Group's performance as not impacted by the effects of differing criteria applied to taxable income, the amount and characteristics of the capital utilized and by amortization and depreciation. As EBITDA is not governed by the Group's accounting standards, the Group calculation criteria may not be uniform with those adopted by other groups and, therefore, may not be comparable.

The Maire Tecnimont Group in 9M 2020 reported production volumes of Euro 1,870 million, reducing 22.7% on 9M 2019 (Euro 2,420.3 million).

Volumes in the period reflect the slowdown in operations in certain regions, particularly in the second half of March as a result of the decisions taken by the governmental authorities to contain the spread of COVID-19. The third quarter, although within an environment which is still shaped by significant uncertainties due to the continuance - particularly in some regions - of the effects of the pandemic, saw operations on the main projects recover, with volumes consequently rising on the previous quarter.

Furthermore, as reported in the preceding quarters, revenues were impacted also by the development of portfolio projects and their performance over time, depending upon the scheduling of the individual works. The production performance reflects both the reaching of the conclusive phase on a number of prior year EPC orders not yet fully offset by new order intake, in addition to the type of contracts at issue - which principally are centered on Engineering, Procurement, Construction Management and Commissioning services which, by their very nature, have lower volumes.

The Group reports a Contract Gross Profit of Euro 219.5 million for 9M 2020, down 21.6% on Euro 279.9 million for 9M 2019, essentially as a consequence of the lower volumes for the period. The 9M 2020 Contract Gross Margin was 11.7%, slightly increasing on 11.6% for 9M 2019.

General and administrative costs amounted to Euro 53 million (Euro 56.9 million in 9M 2019), reducing 6.9% on the same period of the previous year, due to the roll out of the cost-cutting initiatives in response to the contingent situation, whose results will continue to accrue over the coming months. The savings in the first nine months more than offset the increased costs for the development of structures in a number of regions and for the organization of the subsidiary NextChem.

The Group, also taking account of R&D costs of approx. Euro 5.5 million in 9M 2020, reports EBITDA of Euro 112.5 million, down 33.3% on the EBITDA for the same period of the previous year (Euro 168.7 million) - essentially due to lower volumes in the first nine months, as discussed above, and consequently a greater proportion of overheads and despite the contribution from the stated cost saving initiatives. The margin was 6%, reducing on 9M 2019 (7%), but in line with Q1 2020 and H1 2020.

Amortization, depreciation, write-downs and provisions amounted to Euro 33.4 million (for Euro 18.1 million the depreciation of rights-of-use - leasing, recognized according to IFRS 16), in line with the same period of the previous year (Euro 35 million).

As a result of that outlined above, 9M 2020 EBIT was Euro 79.2 million, decreasing on the same period of the previous year (Euro 133.7 million).

Net financial expense of Euro 33.1 million is reported (net expense of Euro 13.9 million in 2019). The result for 9M 2020 is mainly due to the temporarily negative contribution of the net valuation of certain derivative instruments for Euro 11.3 million, which however had a positive contribution of Euro 1.1 million in the same period of the previous year, resulting therefore in a negative differential of over 12.4 million. The change is due both to the unfavorable movement in the Ruble and US Dollar exchange rates against the Euro due to the impact of the pandemic on the currency markets and the movement in the prices of certain raw materials to which other derivative hedging instruments are linked.

The 9M 2020 result was also impacted by financial expense on the loan of Euro 365 million, 80% backed by the SACE “Italy Guarantee”, along with a reduction in financial income due to the lesser liquidity invested during the period.

Pre-tax income totaled Euro 46 million, against estimated taxes of Euro 14.4 million. The effective tax rate was approx. 31.3%, substantially in line with the average tax rate reported for the preceding quarters, based on the various countries in which Group operations are carried out.

The 9M 2020 net income was Euro 31.6 million, compared to Euro 82.5 million in 2019, reducing 61.7% - mainly as a result of the reduction in volumes and the temporary negative impact from the valuation of a number of derivative instruments, as outlined above.

Group net income amounted to Euro 35 million, decreasing 56.5% on the previous year (Euro 80.5 million).

In the first nine months of 2020, the Maire Tecnimont Group won new projects and existing contract extensions worth approx. Euro 1,806 million. The Backlog at September 30, 2020 was Euro 6,003.7 million, reducing by approx. Euro 59.2 million on the same period of the previous year.

2. Performance by Business Unit

INTRODUCTION

Maire Tecnimont S.p.A. heads an integrated industrial group providing engineering services and works in the following sectors on the domestic and international markets: Hydrocarbons and Green Energy. The BU figures are in line with the new internal reporting structure utilized by company Top Management and in particular with the reporting used by the highest decision-making level for the taking of business decisions, identified as the chief executive officer (CODM). The features of these sectors are outlined below:

I. **“Hydrocarbons” Business Unit** - designs and constructs plant, principally for the “natural gas chain” (involving separation, treatment, liquefaction, transport, storage, regasification and compression and pumping stations); designs and constructs chemical and petrochemical industry plant for the production, in particular, of polyethylene and polypropylene (polyolefin), ethylene oxide, ethylene glycol, purified terephthalic acid ("PTA"), ammonia, urea and fertilizers. Other major activities related to the sulphur recovery process, hydrogen production and high temperature furnaces. It is also engaged in the design and construction of hydro-carbon electric power plant. In the fertilizers sector, the Group grants both proprietary licenses on patented technology and know-how to urea producers and process design packages and sells proprietary fertilizer production equipment.

II. **“Green Energy” Business unit**, involved in Green Acceleration initiatives managed by NextChem and its subsidiaries, focused on the circular economy, undertaking mechanical plastics recycling and the promotion of recycled chemicals; together with “Greening the Brown” (offsetting environmental impacts from the conversion of petrol and gas) and “Green- Green” (developing additives and substitutes to oil for fuels or plastics from renewables), of which NextChem has proprietary technologies or agreements for the exclusive use of third party technologies. It also works on large-scale renewables sector plant (mainly solar and wind). The Group provides maintenance and facility management services, in addition to general services for temporary construction facilities and the design and construction of infrastructure.

The Group assesses the performance of the operating segments based on the segment operating result. Segment revenues are those directly deriving from or attributable to the Segment and from core operations and include revenues from agreements with third parties. Segment costs are charges from segment operations incurred from third parties. For Group operations, amortization, depreciation, provisions for risks, financial income and expense and income taxes are borne by the corporate entity as excluded from operating activities.

The Maire Tecnimont Group 9M 2020 key financial highlights by Business Unit (compared to 9M 2019) are reported below:

(In Euro thousands)	Hydrocarbons		Green Energy		Total	
	Total	% on Revenues	Total	% on Revenues	Total	% on Revenues
9M 2020						
Revenues	1,823,481		46,543		**1,870,024**	
Contract Gross Profit	217,501	11.9%	2,030	4.4%	**219,531**	**11.7%**
EBITDA	113,588	6.2%	(1,045)	(2.2%)	**112,542**	**6.0%**
9M 2019						
Revenues	2,326,468		93,830		**2,420,297**	
Contract Gross Profit	270,481	11.6%	9,433	10.1%	**279,915**	**11.6%**
EBITDA	166,342	7.1%	2,403	2.6%	**168,745**	**7.0%**
Change 9M 2020 vs 2019						
Revenues	(502,987)	(21.6%)	(47,287)	(50.4%)	**(550,274)**	**(22.7%)**
Contract Gross Profit	(52,980)	(19.6%)	(7,404)	(78.5%)	**(60,384)**	**(21.6%)**
EBITDA	(52,755)	(31.7%)	(3,448)	(143.5%)	**(56,203)**	**(33.3%)**

HYDROCARBONS BUSINESS UNIT

9M 2020 revenues amounted to Euro 1,823.5 million (Euro 2,326.5 million in 9M 2019), decreasing 21.6% on the previous year.

Volumes in the period reflect the slowdown in operations in certain regions, particularly in the second half of March as a result of the decisions taken by the governmental authorities to contain the spread of COVID-19. The third quarter, although within an environment which is still shaped by significant uncertainties due to the continuance - particularly in some regions - of the effects of the pandemic, saw operations on the main projects recover, with volumes consequently rising on the previous quarter.

Furthermore, as reported in the preceding quarters, revenues were impacted also by the development of portfolio projects and their performance over time, depending upon the scheduling of the individual works. The production performance reflects both the reaching of the conclusive phase on a number of prior year EPC orders not yet fully offset by new order intake, in addition to the type of contracts at issue - which principally are centered on Engineering, Procurement, Construction Management and Commissioning services which, by their very nature, have lower volumes.

The 9M 2020 Contract Gross Profit was Euro 217.5 million (Euro 270.5 million in 9M 2019), down in absolute terms on the same period of the previous year, essentially due to the decrease in volumes during the period. The 9M 2020 Contract Gross Margin was 11.9%, slightly increasing on 11.6% for 9M 2019.

EBITDA for 9M 2020 amounted to Euro 113.6 million (Euro 166.3 million in 9M 2019), with a margin of 6.2%, reporting a decrease in overall terms, essentially due to the lower volumes recorded in the nine months, with the resulting greater proportion of overheads and reduction in terms of percent profitability.

GREEN ENERGY BUSINESS UNIT

9M 2020 revenues of Euro 46.5 million decreased 50.4% on the previous year (9M 2019 revenues of Euro 93.8 million), as a result of the conclusion of orders in portfolio in the large renewables plant sector - not yet replaced by new orders - and the conclusion also of a hospital initiative, sold in Q2 2020. Simultaneously, the operations of the subsidiary NextChem improved slightly, which in the quarter further stepped up technological development, thanks to the co-operation agreements signed with a number of Italian and overseas counterparties.

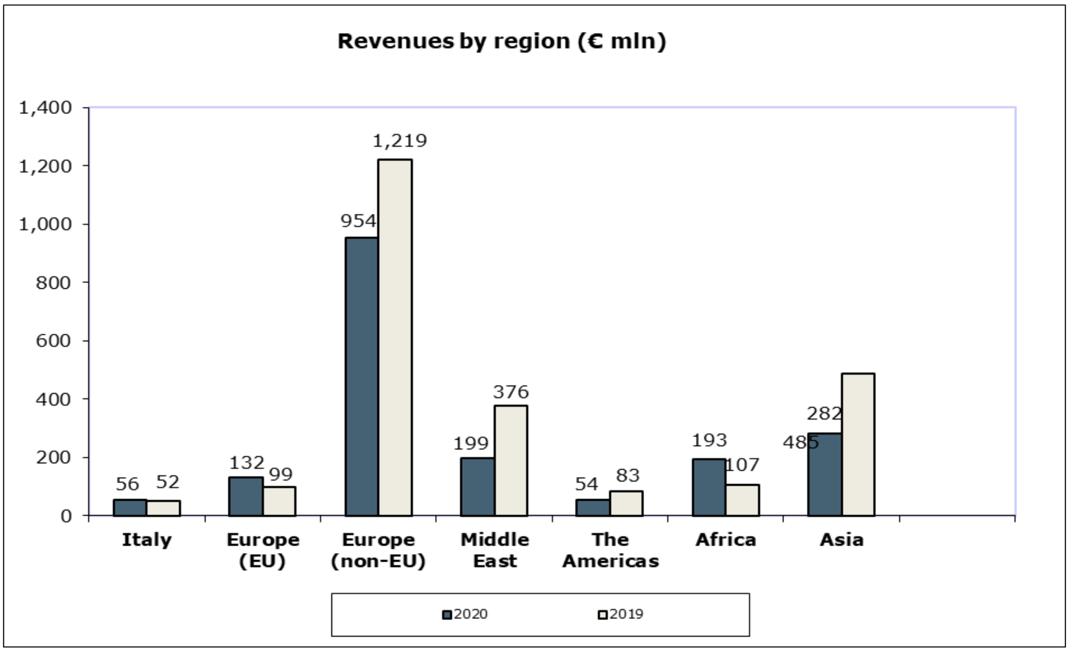
The 9M 2020 Contract Gross Profit was Euro 2 million (Euro 9.4 million in 9M 2019), down in absolute terms on the same period of the previous year, essentially due to the decrease in volumes during the period. The 9M 2020 Contract Gross Margin was 4.4%, decreasing on 10.1% for 9M 2019.

9M 2020 EBITDA reported a loss of Euro 1 million, after absorbing G&A costs.

VALUE OF PRODUCTION BY REGION:

The regional breakdown of Revenues in 9M 2020 compared to the previous year is illustrated below:

(In Euro thousands)	9M 2020		9M 2019		Change	
	Total	%	Total	%	Total	%
Italy	55,508	3.0%	51,905	2.1%	3,604	6.9%
Overseas						
· Europe (EU)	132,452	7.1%	98,704	4.1%	33,749	34.2%
· Europe (non-EU)	953,789	51.0%	1,219,271	50.4%	(265,482)	(21.8%)
· Middle East	198,730	10.6%	376,008	15.5%	(177,277)	(47.1%)
· The Americas	54,214	2.9%	82,530	3.4%	(28,316)	(34.3%)
· Africa	192,675	10.3%	106,624	4.4%	86,051	80.7%
· Asia	282,077	15.1%	485,256	20.0%	(203,179)	(41.9%)
· Other	576	0.0%	0	0.0%	576	na
Total Consolidated Revenues	**1,870,024**		**2,420,298**		**(550,273)**	**(22.7%)**



The main regional revenue sources were Europe – non-EU (51%), which reflects the development of operations in Russia. As apparent in the revenues table, a reduction was reported in the Middle East following the completion of the main projects in the region.

3. Backlog by Business Unit and Region

The following tables outline the Group's Backlog, broken down by Business Unit at September 30, 2020, net of third-party shares and compared to the previous year:

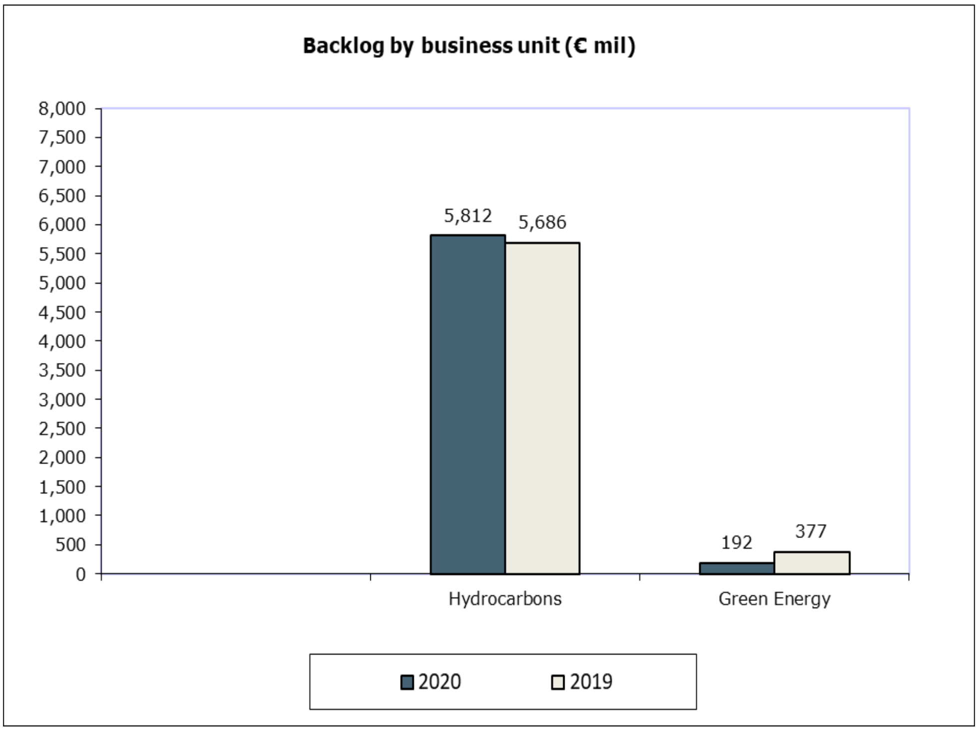
BACKLOG BY BUSINESS UNIT

(In Euro thousands)	Hydrocarbons	Green Energy	Total
Initial Order Backlog at 01/01/2020	**5,999,218**	**374,153**	**6,373,371**
Adjustments/Eliminations (**)	(159,545)	(155,125)	(314,670)
2020 Order Intake	1,795,666	10,346	1,806,012
Revenues net of third parties (*)	1,823,447	37,592	1,861,039
Backlog at 30/09/2020	**5,811,892**	**191,781**	**6,003,673**

(*) Backlog revenues are net of third-party shares of Euro 9 million.

(**) The adjustments/eliminations in 2020 for the Hydrocarbons BU mainly reflect the currency adjustments on the portfolio and other minor adjustments; for the Green Energy BU, they are principally the consequence of the deconsolidation of the project company MGR Verduno S.p.A., involved in the "Alba-Bra Hospital concession" initiative, concerning the "construction and management" contract for the facility, whose value at December 31, 2019 was approx. Euro 230 million.

Backlog at 31.12.2019	*(In Euro thousands)*	Backlog at 30.09.2020	Backlog at 30.09.2019	Change September 2020 vs September 2019		Change September 2020 vs December 2019	
5,999,218	Hydrocarbons	5,811,892	5,685,687	126,205	2.2%	(187,326)	(3.1%)
374,153	Green Energy	191,781	377,224	(185,443)	(49.2%)	(182,372)	(48.7%)
6,373,371	**Total**	**6,003,673**	**6,062,911**	**(59,238)**	**(1.0%)**	**(369,698)**	**(5.8%)**



In the first nine months of 2020, the Maire Tecnimont Group won new projects and existing contract extensions worth approx. Euro 1,806 million. The Backlog at September 30, 2020 was Euro 6,003.7 million, reducing by approx. Euro 59.2 million on the same period of the previous year.

BACKLOG BY REGION

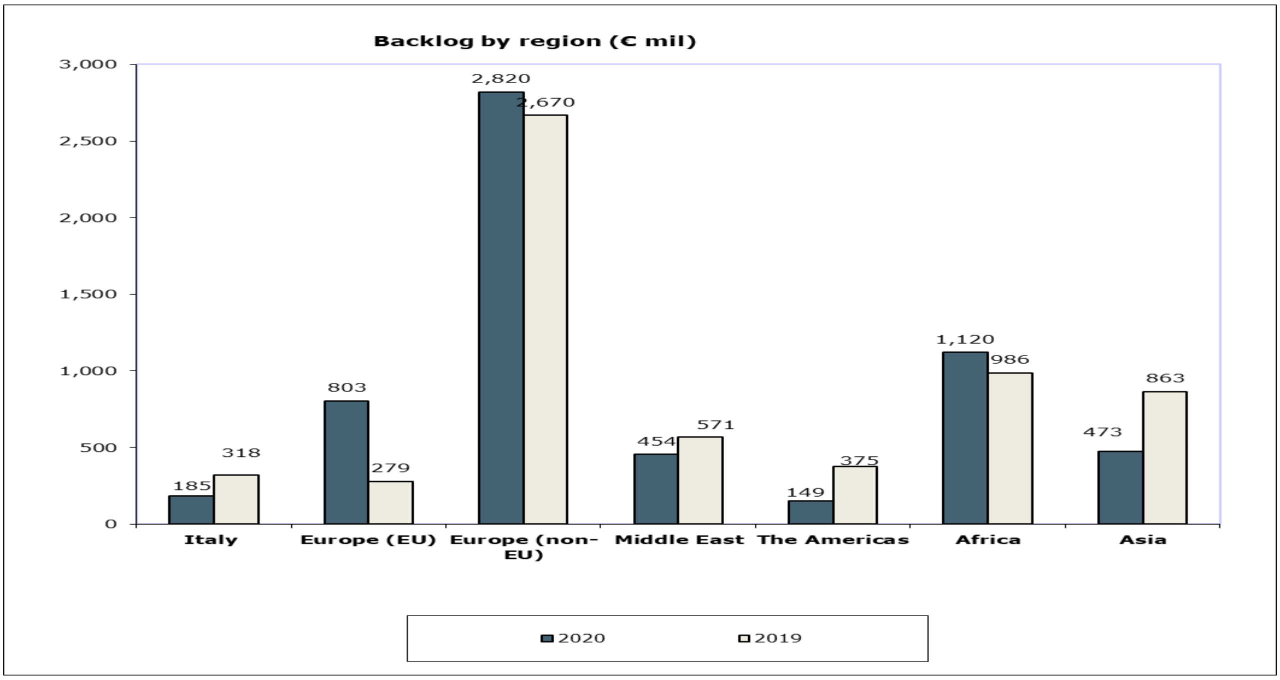
The Group Backlog broken down by region at September 30, 2020 and compared with the previous year is presented below:

(In Euro thousands)	Italy	Overseas							Total
		Europe (EU)	Europe (non-EU)	Middle East	The Americas	Africa	Asia	Other	
Initial Order Backlog at 01/01/2020	**346,163**	**706,397**	**2,936,800**	**424,077**	**308,269**	**953,136**	**698,444**	**83**	**6,373,371**
Adjustments/Eliminations (**)	(124,852)	43,143	(127,485)	12,540	(126,075)	6,158	1,408	493	(314,670)
2020 Order Intake	9,829	185,860	964,637	215,878	21,347	352,948	55,513	0	1,806,012
Revenues net of third parties (*)	46,610	132,452	953,789	198,696	54,109	192,675	282,130	576	1,861,039
Backlog at 30/09/2020	**184,531**	**802,947**	**2,820,163**	**453,798**	**149,433**	**1,119,567**	**473,235**	**0**	**6,003,673**

(*) Backlog revenues are net of third-party shares of Euro 9 million.

(**) The adjustments/eliminations for Italy are principally the consequence of the deconsolidation of the project company MGR Verduno S.p.A., involved in the "Alba-Bra Hospital concession" initiative, concerning the "construction and management" contract for the facility, whose value at December 31, 2019 was approx. Euro 230 million. For the other countries, they mainly reflect the currency adjustments on the portfolio and other minor adjustments.

Backlog at 31.12.2019	*(In Euro thousands)*	Backlog at 30.09.2020	Backlog at 30.09.2019	Change September 2020 vs September 2019	
346,163	Italy	184,531	318,494	(133,963)	(42.1%)
706,397	Europe (EU)	802,947	279,084	523,864	187.7%
2,936,800	Europe (non-EU)	2,820,163	2,670,332	149,831	5.6%
424,077	Middle East	453,798	570,602	(116,803)	(20.5%)
308,269	The Americas	149,433	374,897	(225,464)	(60.1%)
953,136	Africa	1,119,567	986,013	133,554	13.5%
698,444	Asia	473,235	863,408	(390,173)	(45.2%)
83	Other	0	83	(83)	
6,373,371	**Total**	**6,003,673**	**6,062,911**	**(59,238)**	**(1.0%)**



ORDER INTAKE BY BUSINESS UNIT AND REGION

The table below outlines 9M 2020 Group Order Intake broken down by Business Unit and Region and compared with the previous year:

(In Euro thousands)	9M 2020		9M 2019		Change 2020 vs 2019	
		% of total		% of total		
Order Intake by Business Unit						
Hydrocarbons	1,795,666	99.4%	1,473,389	92.7%	322,278	21.9%
Green Energy	10,346	0.6%	116,260	7.3%	(105,914)	(91.1%)
Total	**1,806,012**	**100%**	**1,589,648**	**100%**	**216,363**	**13.6%**
Order Intake by Region:						
Italy	9,829	0.5%	120,543	7.6%	(110,714)	(91.8%)
Europe (EU)	185,860	10.3%	230,020	14.5%	(44,160)	(19.2%)
Europe (non-EU)	964,637	53.4%	311,893	19.6%	652,744	209.3%
Middle East	215,878	12.0%	159,733	10.0%	56,144	35.1%
The Americas	21,347	1.2%	416,294	26.2%	(394,946)	(94.9%)
Africa	352,948	19.5%	330,685	20.8%	22,263	6.7%
Asia	55,513	3.1%	20,481	1.3%	35,032	171.0%
Total	**1,806,012**	**100%**	**1,589,648**	**100%**	**216,363**	**13.6%**

4. Group balance sheet and financial position

The reclassified condensed consolidated balance sheet of the Maire Tecnimont Group at September 30, 2020 and December 31, 2019 is presented below:

Maire Tecnimont Reclassified Condensed Consolidated Balance Sheet *(In Euro thousands)*	September 30, 2020	December 31, 2019	*Change*
Non-current assets	843,326	805,273	*38,053*
Adjusted net working capital	(32,879)	(274,192)	*241,313*
Employee provisions	(10,690)	(10,926)	*236*
Net Capital Employed	**799,758**	**520,155**	***279,602***
Group net equity	390,809	408,547	*(17,738)*
Min. interest capital and reserves	36,270	40,389	*(4,119)*
Adjusted net financial position (*)	227,798	(78,864)	*306,662*
Lease financial liabilities - IFRS 16	144,881	150,084	*(5,203)*
Coverage	**799,758**	**520,155**	***279,603***

As the Net Financial Position is not governed by the Group's accounting standards, the Group calculation criteria may not be uniform with those adopted by other groups and, therefore, may not be comparable.

(*) Net of Euro 9.8 million at 30/09/2020 (Euro 59.4 at 31/12/19) of non-recourse debt relating to the acquisition of MyReplast (and that relating to the Alba-Bra hospital at 31/12/19, an initiative removed from the scope of consolidation at the end of June), as well as of Euro 15.8 million to be recovered in India at 30/09/2020 (Euro 16.6 million at 31/12/19), including trade receivables classifiable as financial receivables of Euro 223.6 million (Euro 38.3 million at 31/12/19), and excluding the effects of IFRS 16 of Euro 144.9 million at 30/09/2020 (Euro 150.1 million at 31/12/19).

Total "Non-current assets" increased on the end of the previous year, mainly due to the increase in receivables for guarantee withholdings at clients for the successful completion of work in progress and other invoices due beyond 12 months, in addition to "intangible assets in progress" for investments in new software and related installations in relation to initiatives related to the Digital Transformation program undertaken by the Group and for the investment agreement with GranBio for the 2G technology for Bio-Ethanol.

The adjusted Net Financial Position at September 30, 2020 reports a net debt of Euro 227.8 million, decreasing on adjusted net cash of Euro 78.9 million at December 31, 2019, although improving Euro 32.8 million on June 30, 2020.

Net working capital had performed particularly negatively in the first quarter of this year due to two particular concurrent circumstances: the concrete manifestation of the effects of the COVID-19 pandemic, which deferred planned collection for services already rendered, as well as the approval process for work executed due to the inability of certain clients to operate remotely. Finally, in the first quarter the financial phasing of the Amursky project experienced an intensive phase of payments for the supply of equipment and construction work, not offset by the previous collections during the period. The combination of the two above factors resulted in a deterioration of working capital by approx. Euro 369 million, representing the main reason for the declined in adjusted net financial position.

After the first quarter, in accordance with the temporary improvement in the conditions caused by COVID-19 in certain regions, and thanks to the acquisition of new projects such as Bir Seba in Algeria, Total Horizon in France and the EP project for the construction of the petrochemical complex in the Amur region, net working capital improved consistently, with the consequent positive effect on adjusted net financial position.

In fact, in the third quarter, net working capital reflected the generation of approx. Euro 62 million in cash, only partially offset by the decrease of approx. Euro 20 million caused by the mark-to-market of the derivative instruments contracted primarily to hedge foreign exchange risk and investments for the period of approx. Euro 6 million.

In order to boost the Group's financial flexibility and to establish a more solid equity structure to deal with any upsurge in the pandemic's effects, and to support projects, in July a Euro 365 million loan contract was signed, backed for 80% by SACE's Italy Guarantee. The loan is mainly to support the working capital needs of the parent company Maire Tecnimont and its main operating companies in Italy, in line with the provisions of the Liquidity Decree of April 9, 2020 and will have a total duration of 6 years, of which 2 years grace period and a rate of 1.7% per annum, plus the cost of SACE's Italy Guarantee.

Total consolidated Shareholders' Equity, considering minority interests, at September 30, 2020 amounts to Euro 427,079 thousand, a decrease of Euro 21,856 thousand compared to December 31, 2019.

The overall decrease in consolidated Shareholders' Equity, despite the net income in the period of Euro 31,602 thousand, is mainly due to the negative change in the Cash Flow Hedge reserve of the derivative instruments, which mainly relates to the temporary mark-to-market losses of the derivative instruments to hedge the currency risk of the revenues and costs from the projects, net of the relative tax effect for Euro 27,710 thousand and of the reserve for the translation of items in foreign currencies, also in this case negative for Euro 30,207 thousand.

The changes are due to the currency movements principally of the Dollar and the Ruble against the Euro during the first nine months of 2020, as a result of the situation created on the currency markets following the pandemic and market uncertainties, which had a negative impact on the valuation of derivative instruments stipulated to hedge job orders. The negative mark to market which had a negative impact on Cash Flow Hedge will be offset by future operating cash inflows of the same amount. The same currency movements in the first nine months, principally in relation to the deterioration of the Ruble against the Euro, negatively impacted the translation reserve of financial statements in foreign currencies, supported by the adoption of the current exchange rate conversion method for the overseas companies which prepare their financial statements in a functional currency other than the Euro, in particular for the Russian subsidiary, MT Russia.

5. Human Resources

At September 30, 2020, the Maire Tecnimont Group's workforce consisted of 5,983 people, a decrease of 364 individuals compared to December 31, 2019, the result of 522 hires and 886 departures (of which 46% due to the expiry of fixed-term contracts) during the period.

The workforce at 30/09/2020 of the Maire Tecnimont Group, with movements (by qualification and region) on 31/12/2019, is outlined in the following tables. The table below outlines the workforce by areas of effective engagement at 30/09/2020 and 31/12/2019, with the relative movements.

Changes in workforce by category (31/12/2019-30/09/2020):

Category	Workforce 31/12/2019	Hires	Departures	Reclassification employee category (*)	Workforce 30/09/2020	Cge. Workforce 30/09/2020 vs. 31/12/2019
Executives	660	15	(28)	5	652	(8)
Managers	2,291	103	(178)	(3)	2,213	(78)
White-collar	3,137	373	(528)	(2)	2,980	(157)
Blue-collar	259	31	(152)	0	138	(121)
Total	**6,347**	**522**	**(886)**	**0**	**5,983**	**(364)**
Average headcount	**6,363**				**6,152**	

(*) includes promotions, changes in category following inter-company transfers / Job Title reclassifications

The classification of the qualifications above does not necessarily reflect the contractual classification under Italian employment law, but corresponds to the identification criteria adopted by the Group on the basis of roles, responsibilities and duties.

Changes in workforce by region (31/12/2019-30/09/2020):

Region	Workforce 31/12/2019	Hires	Departures	Reclassification employee category (*)	Workforce 30/09/2020	Cge. Workforce 30/09/2020 vs. 31/12/2019
Italy & Rest of Europe	2,964	221	(257)	(25)	2,903	(61)
India Region	2,037	56	(78)	25	2,040	3
South East Asia and Australian Region	6	0	(2)	0	4	(2)
Rest of Asia	171	5	(85)	0	91	(80)
Russia & Caspian Region	584	156	(171)	0	569	(15)
North America Region	21	8	(14)	0	15	(6)
Central and South America Region	21	1	(13)	0	9	(12)
Middle East Region	446	29	(237)	0	238	(208)
North Africa Region & Sub-Saharan Africa Region	97	46	(29)	0	114	17
Total	**6,347**	**522**	**(886)**	**0**	**5,983**	**(364)**

(*) includes promotions, changes in category following inter-company transfers / Job Title reclassifications

Changes in workforce by operational region (31/12/2019-30/09/2020):

Region	Workforce 31/12/2019	Workforce 30/09/2020	Cge. Workforce 30/09/2020 vs. 31/12/2019
Italy & Rest of Europe	2,654	2,727	73
India Region	1,831	1,918	87
South East Asia and Australian Region	23	7	(16)
Rest of Asia	221	111	(110)
Russia & Caspian Region	782	721	(61)
North America Region	24	15	(9)
Central and South America Region	82	13	(69)
Middle East Region	564	303	(261)
North Africa Region & Sub-Saharan Africa Region	166	168	2
Total	**6,347**	**5,983**	**(364)**

6. Subsequent events and outlook

The key events were as follows:

Aliplast and NextChem together for plastic recycling

On October 29, 2020 Maire Tecnimont S.p.A and the Hera Group announced the signing of a strategic agreement between Aliplast, a Hera Group company that is a leader in plastic collection, recycling and regeneration, and NextChem, a Maire Tecnimont Group company dedicated to developing projects and technologies for the energy transition. The agreement calls for NextChem to supply technology, engineering and EPC services for the construction of a facility that will use the cutting-edge MyReplast™ proprietary technology to upcycle plastic waste into high value-added polymer products.

This initial partnership seeks to combine the excellence of two companies that occupy positions of leadership in their respective sectors. On the one hand, the Hera Group, through the 90 facilities operated by Herambiente – the number-one operator in Italy by volume of waste processed – boasts considerable know-how in the management of the entire environmental chain, to which Aliplast contributes strategically by providing increasingly integrated, circular coverage of the plastics segment. On the other hand, the Maire Tecnimont Group, is a global leader in process engineering strongly committed, through its subsidiary NextChem, to developing projects and technologies for the energy transition, and in particular for the circular economy, according to an innovative industrial approach focused on the engineering of transformation processes that make it possible to produce high value-added polymer materials that effectively replace virgin materials produced using fossil resources.

It will be this very synergy between the expertise and resources of these two large organizations that will enable the development of a facility absolutely without peers at the European level. Built on a site owned by the Hera Group, this facility will exploit the innovative MyReplast™ technology developed by NextChem, which will make it possible to produce high-purity, high-quality recycled polymers capable of delivering high-level chemical, physical and mechanical performances. The goal of the facility is thus to process post-consumption plastic waste to derive “custom” recycled products that meet each client’s requirements and the highest market quality standards, by virtue of characteristics and properties analogous to those of fossil-origin virgin polymers. All while creating a cutting-edge plant design experience.

When fully operational, the new facility, which thanks to Herambiente will be powered by green energy sources, will be capable of producing approximately 30 thousand tons of polymers a year. The facility will guarantee high safety standards and possess innovative characteristics, such as extensive process automation and a high level of digitalization from a data analytics perspective, while also enabling maximal energy efficiency, with the resulting environmental benefits.

Thanks to this agreement, Aliplast aims to breathe new life into a commitment that for years has seen it ranked among the top companies, including at the international level, in the plastic materials recycling and regeneration sector. The first Italian company to have achieved full integration throughout the plastic lifecycle and to manage its integrated cycle in full autonomy and independence, Aliplast is also present with facilities in France, Spain and Poland and is a leading manufacturer of flexible PE films and PET sheets, with annual output of 90 thousand tons of finished products/regenerated polymers and over 90% recovery/recycling of volumes processed.

In particular, the partnership with NextChem will allow Aliplast to exploit recycling and compounding opportunities to expand into various particular rigid plastics, such as PP, HDPE and ABS, which mechanical recycling alone does not allow to be processed adequately. The goal is to be able to continue to serve its clients by offering them an increasingly broad range of high-quality recycled plastics, in pursuit of advanced circular economy models in line with not only the EU and UN targets, but also the New Plastics Economy Global Commitment of the Ellen MacArthur Foundation, an important international circular economy network of which the Hera Group is a member, due above all to Aliplast.

NEXTCHEM, A MEMBER OF THE MAIRE TECNIMONT GROUP, AND INDIAN OIL CORPORATION SIGN THEIR FIRST MEMORANDUM OF UNDERSTANDING REGARDING CIRCULAR ECONOMY INITIATIVES IN INDIA

On November 3, 2020, Maire Tecnimont S.p.A announced that NextChem, its green chemistry and energy transition technologies subsidiary, and Indian Oil Corporation Ltd (IndianOil) have signed a Memorandum of Understanding to develop industrial projects based on NextChem proprietary technologies for the industrialization of the circular economy sector in India. The projects will be focused on plastic recycling, the production of fuel from renewable raw materials and the production of fuel and circular chemical products from non-recyclable waste.

IndianOil is the Indian national oil company, with operations throughout the entire energy industry value chain, as well as in the oil, natural gas and renewable energy sources sectors. Under the agreement, IndianOil and NextChem will work together to explore opportunities to exploit plastic waste using NextChem's technologies for plastic waste upcycling and waste-to-chemical solutions. Thanks to the Maire Tecnimont Group's solid, long-standing presence in India (with over 2,200 engineers and around 3,000 E&I1 professionals in Mumbai), NextChem is able to guarantee technological solutions and the best know-how to develop and execute projects.

The agreement is among the strategic initiatives for collaboration between India and Italy for further consolidation of commercial and industrial relations between the two nations which will be presented during the bilateral digital summit planned between their prime ministers this week.

IndianOil is committed to developing a sustainable business model to implement a circular plastic waste ecosystem within the framework of the "Plastic Neutrality Initiative", and is seeking partners able to contribute to managing the end of the plastic product life cycle in the country. IndianOil also intends to add recycled polymers to its portfolio as a new product line, in addition to its virgin polymers business. NextChem is developing various technological solutions to generate value from waste, contributing through research, coordination, industrialization and, finally, marketing of a portfolio of sustainable technologies.

NEXTCHEM GROWS IN THE CIRCULAR ECONOMY: MYRECHEMICAL FOUNDED, THE SUBSIDIARY FOR WASTE TO CHEMICAL TECHNOLOGIES

On November 9, 2020 - just a few weeks from the launch of the MyReplast^{TM} brand for recyclable plastics Upcycling technology, NextChem, the Maire Tecnimont company for the energy transition launched MyRechemical, a new wholly-owned subsidiary dedicated to the chemical recovery of non-recyclable plastics and "Waste to Chemical" processes. With this additional initiative, NextChem can offer a complete and integrated platform for the recovery of all types of plastic waste on an industrial scale.

MyRechemical's technology portfolio enables the production of various chemical products and circular fuels with low carbon impact and high added value. The circular products obtained from the recovery through chemical conversion of waste allow a reduction of CO2 emissions when used as a replacement for hydrocarbon products and avoid the emissions produced by waste incineration, instead increasing the recycling rate.

NextChem's initiative is as a result of the major positive feedback on Waste to Chemical proposals (in terms of which the company is working on several projects with oil companies, including Eni). There is therefore a need to create a dedicated legal entity in which to concentrate the technical expertise necessary for the development and marketing of a technological solution that is increasingly in demand on the market. The Chief Executive Officer is Mr. Giacomo Rispoli, former Head of Waste to Chemicals at NextChem. He brings decades of experience in the Oil&Gas sector and in technologies for industry and the energy transition.

The platform is the result of integration work between different technologies, some proprietary and others for which the company has entered licensing agreements. The heart of the process is the chemical conversion of carbon and hydrogen contained in waste (plasmix, CSS, dry fraction) by partial oxidation and subsequent purification, from which a low-carbon synthesis gas is obtained, capable of being converted, with appropriate process extensions, into hydrogen, methanol, ethanol and derivatives thereof, products with lower carbon content than those from fossil sources, which fall within the category of high sustainability fuels.

This solution combines the environmental benefits of the circular economy with those of decarbonization and satisfies the demand to convert refineries across the world. This is part of the energy transition from fossil fuels to renewable energies, which is needed in order to contain the increase in the planet's temperature and the related climate change.

OUTLOOK

Despite uncertainty over the impacts of the ongoing "COVID-19" pandemic and the consequences for natural resource and derivative prices, the market is seeing further support for investments in the downstream segment, with a particular focus on infrastructure for the conversion of oil and gas into petrochemical products and the modernization of existing refineries, in order to adapt the type and quality of end-products to emerging market demands. This is heavily influenced by recently-introduced environmental regulations and those that are expected to be adopted in the near future. This forecast is backed up by a strong commercial pipeline.

The overhead and operating cost efficiency initiatives launched at the group level to counter the potential economic effects of the pandemic continue. The benefits already obtained at September 30 and those expected by year-end, in addition to improving the Group's competitivity, together with the possible settlement of the ongoing negotiations with clients, are expected to contribute to gradually normalizing net working capital, with a consequent improvement for the capital structure.

As of September 30, 2020, the Group continues to maintain a strong backlog and - thanks also to the contracts signed with international clients since the beginning of the current year - is certain to continue to deliver strong industrial performances. The progressive return to normal operating conditions, after a second quarter in which some regions were significantly affected by the ongoing COVID-19 pandemic, slowed in the final weeks due to the measures being taken by various countries to contain the spread of the pandemic. In view of the regions in which operating activities are in progress and even considering the measures already introduced in some of these areas by local institutions, thanks to the technological infrastructure which has been in use within the group for some time, and which has clearly proved its capacity to enable efficient operational management even at times of crisis, production volumes in the final part of the year are expected to be significantly higher than in the quarter just ended, with absolute margins for the full year in line with expectations.

7. Statement of the Executive Officer for Financial Reporting in accordance with Article 154-bis, paragraph 2 of the CFA

The undersigned Dario Michelangeli, as “Executive Officer for Financial Reporting” of MAIRE TECNIMONT S.p.A., declares, in accordance with Article 154-bis, paragraph 2 of the Consolidated Finance Act, that the accounting disclosure in this “Interim Report at September 30, 2020” corresponds to the underlying accounting documents, records and entries of the company.

Milan, November 11, 2020

Executive Officer
for Financial Reporting
Dario Michelangeli

8. Consolidated Tables

CONSOLIDATED INCOME STATEMENT

(In Euro thousands)	9M 2020	9M 2019	*CGE. %*
Revenues	1,831,474	2,386,794	
Other operating income	38,550	33,503	
Total Revenues	**1,870,024**	**2,420,297**	***-22.7%***
Raw materials and consumables	(539,548)	(621,355)	
Service costs	(884,089)	(1,208,908)	
Personnel expense	(299,659)	(342,923)	
Other operating expenses	(34,186)	(78,366)	
Total Costs	**(1,757,482)**	**(2,251,552)**	***-21.9%***
EBITDA	**112,542**	**168,745**	***-33.3%***
Amortization, depreciation and write-downs	(31,670)	(33,255)	
Write-down of current assets	(1,716)	(1,796)	
Provisions for risks and charges	0	(0)	
EBIT	**79,156**	**133,694**	***-40.8%***
Financial income	5,753	13,174	
Financial charges	(39,876)	(28,232)	
Investment income/(expense)	977	1,190	
Income before tax	**46,010**	**119,826**	***-61.6%***
Income taxes, current and deferred	(14,408)	(37,349)	
Net income for the period	**31,602**	**82,477**	***-61.7%***
Group	35,014	80,542	*-56.5%*
Minorities	(3,412)	1,934	
Basic earnings per share	**0.107**	**0.245**	
Diluted earnings per share	**0.107**	**0.245**	

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

(In Euro thousands)	September 30, 2020	December 31, 2019
Assets		
Non-current assets		
Property, plant and equipment	41,383	42,573
Goodwill	294,345	296,132
Other intangible assets	82,392	72,734
Right-of-use - Leasing	142,804	148,600
Investments in associates	16,620	15,777
Financial instruments - Derivatives	788	5,500
Other non-current financial assets	50,881	48,148
Other non-current assets	177,553	143,389
Deferred tax assets	36,560	32,420
Total non-current assets	**843,326**	**805,273**
Current assets		
Inventories	3,955	2,738
Advance payments to suppliers	450,548	439,358
Contractual Assets	1,861,120	1,892,365
Trade receivables	760,645	555,286
Current tax assets	82,778	118,577
Financial instruments - Derivatives	3,016	23,705
Other current financial assets	8,660	6,457
Other current assets	218,328	185,262
Cash and cash equivalents	565,031	727,394
Total current assets	**3,954,081**	**3,951,141**
Non-current assets classified as held-for-sale	0	97,314
Elimination of assets to and from assets/liabilities held-for-sale	0	(17,988)
Total Assets	**4,797,408**	**4,835,741**

(In Euro thousands)	September 30, 2020	December 31, 2019
Shareholders' Equity		
Share capital	19,921	19,921
Share premium reserve	272,921	272,921
Other reserves	(18,249)	7,460
Valuation reserve	(24,478)	3,232
Total shareholders' equity & reserves	**250,114**	**303,534**
Retained earnings/(accumulated losses)	105,681	(7,968)
Net income for the period	35,014	112,981
Total Group Shareholders' Equity	**390,809**	**408,547**
Minorities	36,270	40,389
Total Shareholders' Equity	**427,079**	**448,936**
Non-current liabilities		
Financial debt - non-current portion	581,802	244,274
Provisions for charges - beyond 12 months	17,009	23,256
Deferred tax liabilities	16,871	27,941
Post-employment & other employee benefits	10,690	10,926
Other non-current liabilities	76,477	82,194
Financial instruments - Derivatives	8,902	1
Other non-current financial liabilities	198,510	198,094
Non-current financial liabilities - Leasing	122,520	127,876
Total non-current liabilities	**1,032,781**	**714,562**
Current liabilities		
Short-term debt	277,206	342,468
Current financial liabilities - Leasing	22,361	22,208
Provisions for charges - within 12 months	6,092	23,179
Tax payables	29,671	60,735
Financial instruments - Derivatives	33,662	7,909
Other current financial liabilities	330	330
Client advance payments	723,454	684,272
Contractual Liabilities	480,197	305,013
Trade payables	1,562,488	1,960,592
Other Current Liabilities	202,087	202,749
Total current liabilities	**3,337,548**	**3,609,456**
Liabilities directly associated with non-current assets classified as held-for-sale	0	80,775
Elimination of liabilities to and from assets/liabilities held-for-sale	0	(17,988)
Total Shareholders' Equity and Liabilities	**4,797,408**	**4,835,741**

STATEMENT OF CHANGES IN CONSOLIDATED SHAREHOLDERS' EQUITY

(In Euro thousands)	Share capital	Share premium reserve	Other reserves	Translation reserve	Valuation reserve	Retained earnings/accum. losses	Income/(losses) for period	Group Shareholders' equity	Minority interest capital & reserves	Group & Minority int. consol. share. equity
December 31, 2019	**19,921**	**272,921**	**28,324**	**(20,863)**	**3,233**	**(7,968)**	**112,981**	**408,547**	**40,389**	**448,936**
Allocation of the result						112,981	(112,981)	-		-
Change to consolidation scope								-		-
Other changes						667		**667**	(707)	**(40)**
IFRS 2 (Employee share plans)			4,497					**4,497**		**4,497**
Comprehensive income/(loss) for the year				(30,207)	(27,710)		35,014	**(22,903)**	(3,412)	**(26,315)**
September 30, 2020	**19,921**	**272,921**	**32,820**	**(51,070)**	**(24,478)**	**105,681**	**35,014**	**390,809**	**36,270**	**427,079**

CONSOLIDATED STATEMENT OF CASH FLOW (INDIRECT METHOD)

(Euro thousand)		30 September 2020	30 September 2019
Cash and cash equivalents at the beginning of the year (A)		**727,394**	**650,008**
Operations			
Net Income of Group and Minorities		**31,602**	**82,477**
Adjustments:			
-	Amortisation of intangible assets	8,273	11,592
-	Depreciation of non-current tangible assets	3,853	3,400
-	Depreciation of Right-of-use - Leasing	18,147	18,264
-	Provisions	1,716	1,796
-	(Revaluations)/Write-downs on investments	(977)	(1,190)
-	Financial Charges	39,876	28,232
-	Financial (Income)	(5,753)	(13,174)
-	Income and deferred tax	14,408	37,349
-	Capital (Gains)/Losses	77	46
-	(Increase)/Decrease inventories/supplier advances	(12,407)	(195,604)
-	(Increase)/Decrease in trade receivables	(207,075)	(49,244)
-	(Increase)/Decrease in contract assets receivables	14,753	(375,492)
-	Increase/(Decrease) in other liabilities	(6,376)	18,385
-	(Increase)/Decrease in other assets	(60,244)	(71,347)
-	Increase/(Decrease) in trade payables/advances from clients	(346,228)	363,795
-	Increase/(Decrease) in payables for contract liabilities	175,185	12,532
-	Increase/(Decrease) in provisions (including post-employment benefits)	(19,074)	(19,128)
-	Income taxes paid	(28,835)	(32,666)
Cash flow from operations (B)		**(379,079)**	**(179,977)**
Investments			
(Investment)/Disposal of non-current tangible assets		(954)	(3,959)
(Investment)/Disposal of intangible assets		(15,471)	(7,236)
(Investment)/Disposal in associated companies		1	2,222
(Increase)/Decrease in other investments		506	(546)
(Investments)/Disposal of companies net of cash and cash equivalents acquired		9,511	(14,296)
Cash flow from investments (C)		**(6,406)**	**(23,814)**
Financing			
Repayments of principal of financial Leasing liabilities		(17,554)	(17,089)
Payments of financial charges on financial Leasing liabilities		(4,587)	(4,554)
Increase/(Decrease) in short-term debt		(111,029)	57,831
Repayments of long-term debt		(17,900)	(7,073)
Proceeds from long-term debt		374,828	40,960
Increase/(Decrease) bonds		(279)	(211)
Change in other financial assets and liabilities		(355)	(3,854)
Cash flow from financing (D)		**223,123**	**23,740**
Increase/(Decrease) in Cash and Cash Equivalents (B+C+D)		**(162,363)**	**(180,053)**
Cash and cash equivalents at year end (A+B+C+D)		**565,031**	**469,955**
of which: Cash and cash equivalents of Discontinued Operations		-	2,127
CASH AND CASH EQUIVALENTS REPORTED IN THE FINANCIAL STATEMENTS		**565,031**	**467,828**