



ENGINEERING FOR A SUSTAINABLE FUTURE

SAIPEM AT A GLANCE

September 2026





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WE ARE SAIPEM

We are a **global leader** in the engineering and construction of complex projects across the energy and infrastructure sectors. Guided by our purpose – **Engineering for a Sustainable Future** – we are committed to shaping a low-carbon energy and industrial ecosystem.

We deliver efficient, sustainable, and reliable solutions, always ensuring the highest standards of safety across all operations. At the forefront of the energy transition, we support clients worldwide – **offshore, onshore, and on the path to Net Zero.**

We are more than a company; we are a **synergy of diverse people and competences**, united by a strong engineering vision. Our ability to develop technological innovations and strategic solutions allows us to excel throughout the project lifecycle, ensuring lasting value and trusted partnerships.

A HISTORY DEFINED BY EXPERTISE



1957

OUR BEGINNINGS

We were born from the **union of the drilling contractor SAIP and the construction company Snam Montaggi** as a service provider for Eni, the Italian oil and gas giant, with a clear goal: contributing to transforming Italy from a mostly rural nation into a global industrial power. It is the start of a journey that immediately places us in front of complex projects where organisation, execution capability and accountability become our signature.



1950s-1960s

THE RISE OF A GLOBAL PLAYER

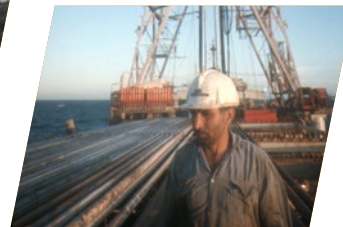
We established our international reputation in the **onshore drilling and pipeline laying markets**. With the **Scarabeo drilling rig** and the **pipelaying vessel Castoro 1**, we entered the offshore sector, launching operations in complex marine environments. It is a defining move: offshore becomes one of the industry's most demanding frontiers, and we position ourselves early among the pioneers capable of working where conditions are toughest.



1962

UREA TECHNOLOGY PATENT

We patented our **technology for urea production, Snamprogetti™ Urea**, marking an early shift from execution to proprietary industrial innovation. This is significant because it shows **our ecosystem can generate know-how**, not just apply it, strengthening competitiveness in a sector where process technologies can redefine markets and scale.



1970s

TURNING CRISIS INTO CAPABILITY

Amid global turbulence and the oil crisis, **we expanded into the North Sea** and strengthened expertise in harsh conditions. By operating in one of the most challenging basins of the time, we transformed external pressure into **higher standards of safety, reliability and performance**, capabilities that soon became industry benchmarks.



1980s

RAISING PROFILE THROUGH NEW RECORDS AND PUBLIC LISTING

The Transmed project sets a deep-water pipelaying record, reinforcing our role in strategic energy infrastructure. Beyond the milestone itself, it proves we can deliver **cross-border systems at unprecedented depth**, helping extend the reach of **gas transportation** and enabling new routes for **energy security**. In parallel, **our stock market listing** strengthened our standing and positioned us as an international benchmark player.



1990s

A SCALE UP IN OFFSHORE ENGINEERING

We acquired Sonsub and, in the late '90s, began designing and producing our ROVs, paving the way for our Hydron platform. With **Sonsub's subsea drones, Saipem 7000, and J-lay installation**, we reached exceptional lifting capacities and extended operations to new depths. This combination was a step change for the sector: heavier structures, deeper fields and more complex installations became feasible and **we consolidated a reputation for executing "impossible" offshore scopes**.

A HISTORY DEFINED BY EXPERTISE



2001-2002

AN OFFSHORE GLOBAL CHAMPION

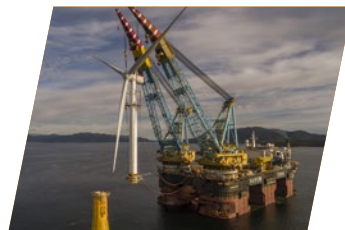
Through **Moss Maritime** and **Bouygues Offshore**, we expanded **our LNG and offshore capabilities**, broadening our portfolio to a wider range of high-value projects. We also strengthened our ability to compete across integrated engineering and delivery models, positioning ourselves as a leading offshore global champion.



2006

AN INCREASINGLY INTEGRATED BUSINESS MODEL

With the **acquisition of Snamprogetti**, we entered new strategic markets, including downstream and gas liquefaction, broadening our capabilities and delivery capacity. This was a key step that reinforced our offering in an industrial landscape increasingly oriented towards integrated operators, capable of **managing complex projects, interfaces and risk on a large scale**. In the same year, we published our first **Sustainability Report**.



2010s

NEW ENERGY MARKETS AND INNOVATION

In a context of growing environmental awareness, Eni's reduction of its stake in Saipem accelerated the company's transformation, driving the expansion into new activities, from decommissioning to renewables, including our **entry into offshore wind with Hywind, the world's first floating wind farm**, with digitalisation and innovation becoming integral to our industrial model.



2016

STRENGTHENING THE BUSINESS AND SUSTAINABILITY COMMITMENT

We enhanced our global positioning, contributing to major infrastructure projects such as Etihad Rail (Stage 1), **the first railway in the United Arab Emirates**. At the same time, by **joining the United Nations Global Compact**, we aligned our strategies with its ten principles on **human rights, labour, environmental protection and anticorruption**, reinforcing sustainability and corporate responsibility into our culture.



2020s

WE FOSTER INNOVATION THROUGH INGENUITY

Through proprietary technology development and strategic agreements, we accelerated the advancement of **energy transition solutions across CCUS, hydrogen and low-carbon technologies, for both large-scale plants and modular configurations**. At the same time, we continued to evolve conventional oil & gas through automation and asset digitalisation, enhancing the **safety, reliability and sustainability of operations**. We also strengthened subsea robotics, reinforcing our role as an innovator in offshore operations.

ENGINEERING FOR A SUSTAINABLE FUTURE. DESIGNING THE NEXT CHAPTER.



01



OUR IDENTITY AND GLOBAL IMPACT



We are a One Company, bringing together people, expertise, technology and resources to deliver complex projects around the world.



MISSION

We work alongside our clients to transform their strategies and projects into competitive, safe, and sustainable infrastructures and plants, supporting them on their **energy transition** pathway towards **Net Zero**.

VALUES

- We value **human ingenuity**, fostering a culture of creativity and problem-solving.
 - We **prioritise the health and safety** of our people, communities, and the environment.
 - We **build relationships based on trust**, rooted in responsibility and transparency.
 - We **embrace diversity and inclusivity**, shaping a workplace where everyone can thrive.
-

PURPOSE

Always oriented towards technological innovation, the purpose that inspires us is **"Engineering for a sustainable future"**.

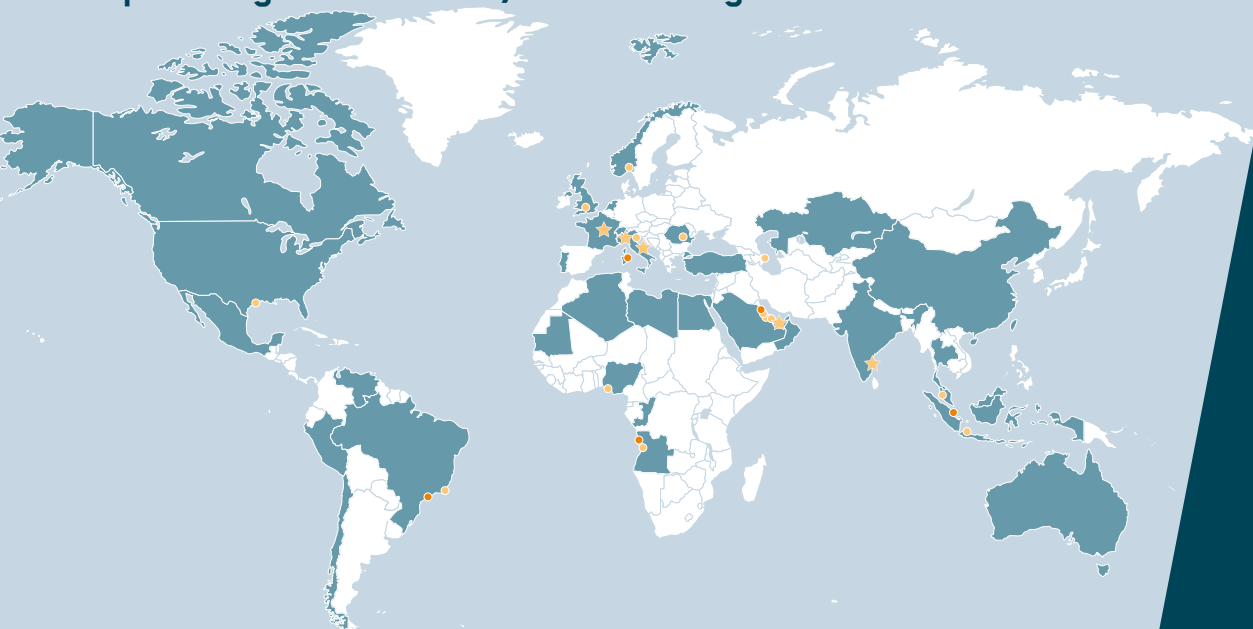
For **over 60 years**, engineering has been in Saipem's DNA, shaping its business, activities, and industrial applications.

We design and develop new approaches to guarantee sustainable and safe access to energy and mobility, thus contributing to the development of a more efficient and responsible energy ecosystem.

Everything we do is based on a clear vision of tomorrow.

OUR GLOBAL PRESENCE

Spanning Continents, Connecting Markets



ENGINEERING CENTRES

dedicated to research & development, business process management and information technology.

★ Main engineering hubs.

PREFABRICATION YARDS

focused on prefabrication, assembling and erection operations of large and complex facilities such as offshore platforms, plant modules and subsea manifolds.

OTHER RELEVANT SITES

headquarters, branches and subsidiaries.

KEY FIGURES

50+

COUNTRIES WHERE WE OPERATE



30,000+

EMPLOYEES WORLDWIDE



20%

ENGINEERS



130+

NATIONALITIES



70%

LOCALLY EMPLOYED



20,000+

VENDORS WORLDWIDE



5

MAIN ENGINEERING HUBS



2,200+

ACTIVE PATENTS



29+

CONSTRUCTION VESSELS

(17 owned, 12+ leased)



7

DRILLING RIGS

(6 owned, 1 leased)



5

PREFABRICATION YARDS



FINANCIAL HIGHLIGHTS 2025

Brief overview of our numbers



€15,497 m

REVENUE



€1,716 m

ADJUSTED EBITDA



€310 m

NET RESULT



€ 999 m

NET CASH
(PRE-IFRS 16)



€12,936 m

NEW CONTRACTS



€31,469 m

ORDER BACKLOG





SAIPEM VALUE CREATION

Worldwide

In our areas of operations, we create value by contributing to the local economic growth and social development through:

Procurement of goods
and services from
local vendors

Employment
of local personnel
(direct and indirect)

Local personnel
competence and
skill development



€15.4 bn

OUR DIRECT ECONOMIC
CONTRIBUTION TO LOCAL
ECONOMIES IN 2025



≈95,000 JOB^S EQ.

OUR CONTRIBUTION
TO EMPLOYMENT
CREATION IN 2025



€169 m

OVERALL
ECONOMIC IMPACT
OF INVESTMENT
IN TRAINING

SAIPEM VALUE CREATION

Impact on the Italian system in 2025

We generate value in Italy by combining industrial strength, innovation, and a focus on people, contributing to economic and social development.



€3.1 bn

OUR DIRECT
CONTRIBUTION TO THE
ITALIAN ECONOMY

(purchases from Italian suppliers,
salaries to employees, taxes paid
to government)

€2.7 bn

DIRECT ECONOMIC
IMPACT ON THE ITALIAN
SUPPLY CHAIN

(purchases of goods and services
from Italian suppliers)

9,695 JOBS EQ.

DIRECT AND INDIRECT
EMPLOYEES

(our employees and suppliers'
employees in Italy connected
to our activities)





Backed by consolidated know-how,
we play a key role in the energy
transition. Our business model
combines strong expertise,
innovation, and responsibility to
create long-term value.

02.

OUR BUSINESS

ONE SAIPEM: MULTIPLE SOLUTIONS

OFFSHORE E&C	OFFSHORE WIND	OFFSHORE DRILLING	SONSUB	ONSHORE E&C & FLOATERS	INDUSTRIALISED SOLUTIONS	SUSTAINABLE INFRASTRUCTURES
 • Shallow to ultra-deepwater pipelines • SURF (Subsea, Umbilicals, Risers, Flowlines) • Conventional platforms • High-tech floaters • IMR (Inspection, Maintenance, Repair) • Decommissioning	 Fixed substructures • EPCI of foundations all types: jackets, monopiles, gravity-based structures Floating substructures • Foundation technologies (STAR1™) Substations • Fixed & floating	 • Ultra deepwater vessels with dual derrick and full rig automation • Semi-submersible vessels for a wide range of water depths and environments • Jack-up rigs for shallow waters • Immersive training and remote simulation	 • Underwater robotics (conventional ROV and autonomous subsea drones) spanning from commercial to defence applications • Subsea processing solutions and technologies (Subsea Factory) • Emergency Pipeline Repair Systems (EPRS) and underwater monitoring solutions	 • Upstream • Pipelines • Floaters & GBS • LNG & regas • Urea & fertilisers • Low carbon hydrogen, ammonia & methanol • Power to X • Ammonia cracking and terminals • Biofuels (HVO, SAF) • Geothermal • Waste valorisation & circular economy • CCUS hubs	 • Enzymatic carbon capture (Bluenzyme™) • Green hydrogen (IVHY™) • Plastic chemical recycling (ChemPET®, Pyroplast) • Geothermal solutions	 • High-speed railways • Freight railways • Engineering services

SAIPEM: OUR TRACK RECORD



SAIPEM: OUR KEY ONGOING PROJECTS



KEY ASSETS & YARDS

We execute EPCI projects entirely in-house, thanks to our global network of fabrication facilities and a diversified fleet for construction and drilling operations.

Our yards are strategically located to support projects worldwide, while our vessels are equipped to manage complex operations safely and sustainably in all water depths.



29+

CONSTRUCTION VESSELS
(17 owned, 12+ leased)



7

DRILLING RIGS
(6 owned, 1 leased)



5

PREFABRICATION
YARDS



KEY ASSETS & YARDS

CONSTRUCTION FLEET

SHIPS	Bautino 1	TRANSPORTATION BARGES	Castoro XI
	Bold Tern *		Castoro 14
	Castoro 10		S43
	Castoro 12		S44
	Castorone		S45
	De He *		S46
	GMS Endurance *		S47
	Hea Al Muzn *		
	JSD6000 *		
	Mermaid Endurer *		
	Mubarak Supporter *		
	Normand Maximus *		
	Normand Samson *		
	Normand Frontier *		
	QMS Gladiator *		
	Saipem 3000		
	Saipem Constellation		
	Saipem Endeavour		
	Saipem FDS		
	Saipem FDS 2		
	Shen Da Hao *		
SEMI-SUBMERSIBLES	Saipem 7000		

DRILLING OFFSHORE FLEET

DRILLSHIPS	Saipem 10000
	Saipem 12000
	Santorini
JACK-UPS	Perro Negro 4
	Perro Negro 10*
SEMI-SUBMERSIBLES	Scarabeo 8
	Scarabeo 9

YARDS

Ambriz, Angola (Petrobrás)
Arbatax, Italy (Intermare Sarda)
Dammam, Saudi Arabia (STAR)
Guarujá, Brazil (Saipem do Brasil)
Karimun, Indonesia (PT Saipem Indonesia)

* leased

OFFSHORE E&C

Masters of the sea



OFFSHORE E&C

We are a global leader in offshore engineering and construction, with decades of experience in fixed platforms, subsea systems, and deepwater developments. From early design to decommissioning, we partner with clients throughout every project phase, delivering safe, efficient, and sustainable solutions with advanced technologies, our modern fully-equipped fleet and strategically-located yards.

- **Shallow to ultra-deepwater pipelines:** Design and installation of subsea pipelines for hydrocarbon and CO₂ transport, contributing to energy transition projects. Proven methods such as S-Lay and J-Lay enable safe, precise, and environmentally responsible execution, with over 40,000 km of pipelines installed globally.
- **SURF (Subsea, Umbilicals, Risers, Flowlines):** Integrated solutions for umbilicals, risers, flowlines, and subsea production systems with comprehensive capabilities in deep and ultra-deepwater field development.
- **Conventional offshore platforms:** Construction of fixed offshore platforms since 1957, with nearly 100 major projects delivered in over 60 countries. Continuous innovation supporting larger, more sustainable structures, engineered for durability and performance in challenging environments.
- **High-tech floaters:** Engineering and delivery of floating production, storage, regasification, and drilling units, including solutions for harsh and remote environments. Development of floating LNG, H₂ and CO₂ systems, energy storage, and emerging applications such as aquaculture and infrastructure.
- **Decommissioning:** Low-environmental impact solutions for offshore installations. Since 1995, over 30 major decommissioning projects completed in various countries in the world.
- **IMR (Inspection, Maintenance, Repair):** Comprehensive services focused on optimising field uptime and managing operational risks. New preventive approach to address integrity issues proactively.





OFFSHORE E&C

KEY PROJECTS

OFFSHORE PIPELINES AND FACILITIES

- **Neptun Deep**, OMV Petrom - Romania (ongoing)
- **Sakarya Phase 1 & 2**, Turkish Petroleum OTC - Turkey
- **IRPA**, Equinor - Norway
- **FSRU Ravenna**, Snam Rete Gas - Italy
- **Scarborough**, Woodside - Australia
- **Tortue**, bp - Mauritania/Senegal
- **Cassiopea**, Enimed - Italy
- **TAP**, Trans Adriatic Pipeline - Greece, Albania, Italy

SURF

- **GranMorgu**, TotalEnergies - Suriname (ongoing)
- **Baleine**, Eni - Côte d'Ivoire (ongoing)
- **Hammerhead**, ExxonMobil - Guyana
- **Búzios 5-7**, Petrobras - Brazil
- **Zohr**, Petrobrel - Egypt
- **Jansz-10 Compression**, Chevron - Australia
- **Agogo**, Azule Energy - Angola
- **Liza Phase 1 & 2**, ExxonMobil - Guyana

DECOMMISSIONING

- **Thistle Platform**, EnQuest - UK (ongoing)
- **Heather Platform**, EnQuest - UK
- **Miller Platform**, bp - UK
- **Frigg Platform**, Total - UK

RECORDS

100+

MAJOR OFFSHORE PROJECTS
ACROSS 60+ COUNTRIES

40,000+ KM

SUBSEA PIPELINES INSTALLED

2,735 M

MAXIMUM WATER DEPTH FOR
PIPELINE INSTALLATION (BRAZIL)

3M TONS

OFFSHORE STRUCTURES
INSTALLED

60+

YEARS OF OFFSHORE PIPELAYING
EXPERIENCE

30+

DECOMMISSIONING PROJECTS
COMPLETED IN 12+ COUNTRIES



OFFSHORE WIND

Unlocking the wind potential

OFFSHORE WIND

Driven by an unwavering dedication to sustainability and innovation, we have integrated offshore wind into our strategy for the future of renewable energy. Building on decades of experience in engineering and construction of offshore energy infrastructures, we transform this know-how into cutting-edge solutions that accelerate the global energy transition.

FIXED OFFSHORE SUBSTRUCTURES

Comprehensive fixed-bottom offshore wind solutions covering the entire value chain - from engineering and fabrication to transport, installation, and maintenance. Backed by extensive offshore experience and a proven track record across Europe.

- **Full-EPCI** for wind turbine foundations (jackets, monopiles, gravity-based structures).
- **In-house fabrication at strategic yards:**
 - *Arbatax* (Italy) serves European and U.S. markets with topsides and jackets;
 - *Karimun* (Indonesia) produces high volumes of jackets and substations for Europe and Asia.
- **Heavy-lift installation** with Saipem 7000 (up to 14,000 t dual lift capacity).
- **Life-of-Field services:** O&M, upgrades, decommissioning with subsea robotics and digital tools.
- Proven expertise in **foundation stabilisation services** (seabed preparation, ballasting, scour protection, and foundation grouting).
- **Resident underwater robotics** enabling weather-independent inspections of fixed and floating foundations.

FLOATING OFFSHORE SUBSTRUCTURES

Advanced floating foundation technologies enabling offshore wind development in deeper waters. Industrialised solutions designed for large-scale, low-carbon energy production, supported by proven expertise and innovation.

- **STAR1™:** mature proprietary technology for semi-submersible floating foundation ready for commercialisation.

FIXED AND FLOATING OFFSHORE SUBSTATIONS

Key components in transmitting power from offshore wind farms, ensuring both economic viability and operational efficiency.

- Comprehensive solutions for **fixed-bottom offshore substations**, covering the full value chain.
- Saipem's conceptual study of a **floating substation** achieved DNV Statement of Feasibility.
- **Seamless integration** of design, fabrication, and heavy lifting, supported by strategically located yards and proprietary assets.





OFFSHORE WIND KEY PROJECTS

- **Courseulles-sur-Mer**, EDF Renewables, EIH (Enbridge), Skyborn Renewables - France (ongoing)
- **Sunrise**, Ørsted - USA
- **Dogger Bank**, SSE Renewables, Equinor, Vårgrønn - UK
- **Neart na Gaoithe (NnG)**, EDF Renewables - UK
- **Seagreen**, Seaway 7 - UK
- **St. Brieuc**, Iberdrola - France
- **Fécamp**, EDF Renewables, Enbridge, Skyborn Renewables - France
- **Formosa 2**, Jan de Nul - Taiwan
- **Hornsea**, Ørsted - UK
- **Hywind Floating Farm**, Statoil - UK

RECORDS

UP TO **14,000 TONS**

LIFTING CAPACITY (SAIPEM 7000)

CONTRIBUTED TO THE INSTALLATION OF

9 GW FIXED OFFSHORE
WIND PROJECTS

INSTALLATION OF THE

WORLD'S FIRST FLOATING
WIND TURBINES

OFFSHORE DRILLING

Raising the standards
of drilling operations



OFFSHORE DRILLING

We offer cutting-edge drilling technologies that ensure precision, safety, and environmental protection in challenging marine environments. With over 60 years of activity, we've shaped a specialised fleet and an efficient operating model at all depths. Our fleet is equipped to provide service for drilling, workover, testing and completion. Digital innovation and advanced training support our operational excellence.

- **Ultra-deepwater vessels with dual derrick and full rig automation:** Equipped for the most challenging deep-sea conditions, ultra-deepwater units feature dual derrick systems to reduce non-productive time and increase reliability.
- **Semi-submersible vessels for a wide range of water depths and environments:** Combining stability and performance, these versatile units are designed to deliver reliable operations across offshore basins worldwide, from shallow to deep waters and harsh environments.
- **Jack-up rigs for shallow waters:** Modernised to meet

current safety and performance standards, the jack-up rigs offer an effective solution for shallow-water drilling campaigns nearshore.

- **Immersive training and remote simulation:** Advanced training tools, including a full-scale drilling simulator at our IWCF-certified training centre in Milan headquarters, ensure highly realistic, remote-capable preparation of crews. These systems help maintain high safety and performance standards while enabling continuous skill development from anywhere in the world.





OFFSHORE DRILLING KEY PROJECTS

- **Orange Basin:** Santorini was involved in Galp Energia's oil exploration in Namibia. The drilling of a deepwater well marks Saipem's first operation in the country that has rapidly emerged as one of the world's most important frontiers for oil and gas activities. The project has recently achieved a major milestone with the discovery of light oil and gas condensate in the Mopane-2A well.
- **Baleine oil and gas field:** Saipem 10000 and Saipem 12000 were used for Eni's initial exploration and drilling operations in the Côte d'Ivoire's largest hydrocarbon discovery.
- **Zohr gas field:** Saipem 10000 was deployed by Eni in the discovery of the largest offshore natural gas in the Mediterranean.
- **Coral gas field:** Saipem 12000 handled the drilling of Eni's development wells in the Mozambican ultra-deepwater (Area 4). Operating in an environment characterised by strong and unpredictable sea currents required the development of a safe and effective procedure.

LATEST ACHIEVEMENT

- In 2024 **Scarabeo 8** drilled Norway's longest exploration well, the Øst Frigg Beta/Epsilon well in the Yggdrasil area, **reaching a total depth of 8,513 metres.**

SONSUB

Leading the way in
underwater technology



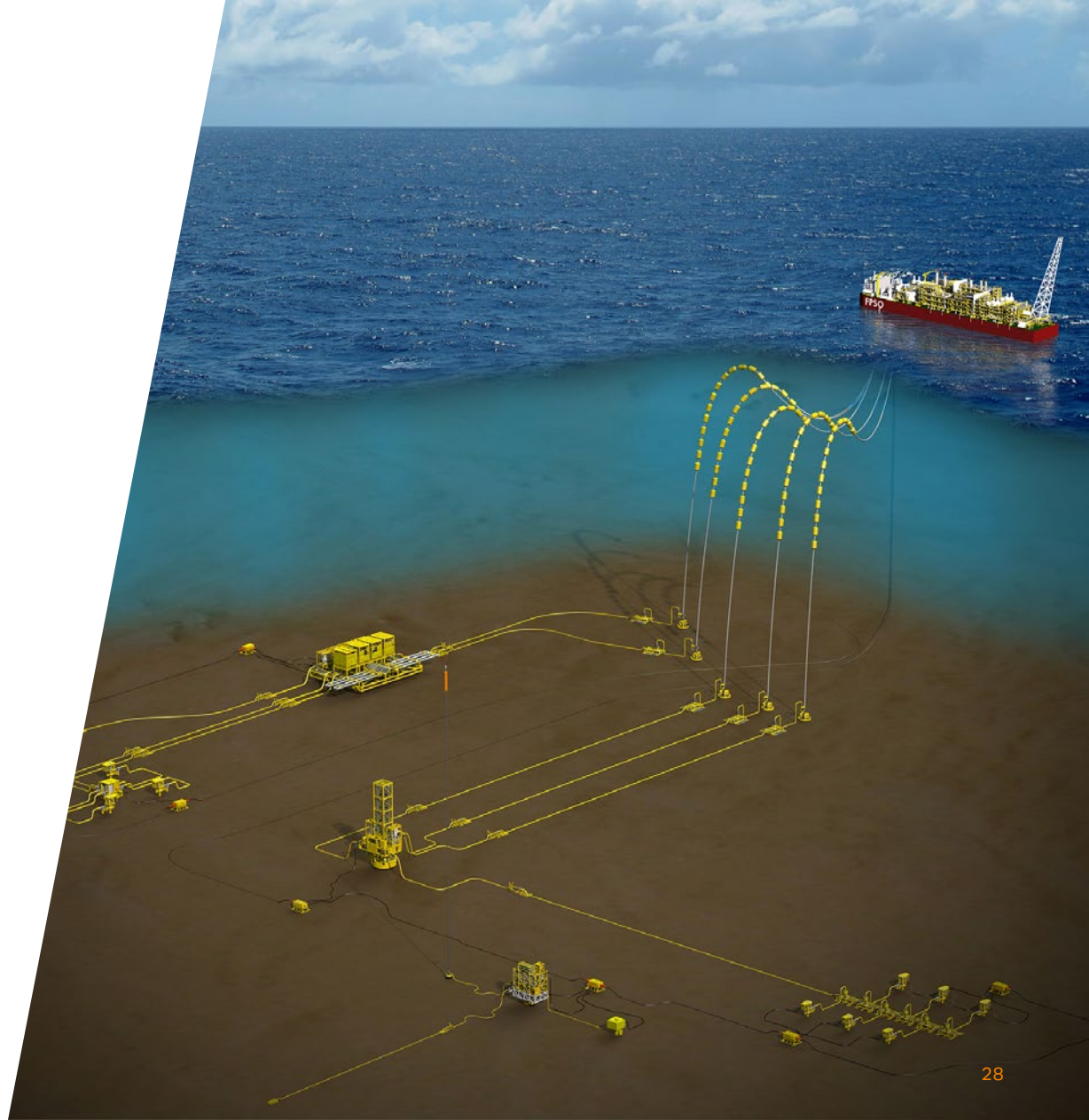
SONSUB

Sonsub represents our technological frontier in subsea innovation, combining advanced underwater robotics with modular, industrialised solutions to support the energy transition.

Operating from our Centers of Excellence in Italy, the UK and Brazil, Sonsub develops and deploys cutting-edge technologies that ensure safe, efficient, and sustainable operations across the seabed.

From autonomous resident drones to integrated subsea processing systems, our solutions are designed to enhance operational performance, reduce environmental impact, and deliver long-term value to our clients worldwide.

- **Underwater robotics:** Proprietary subsea robotics solutions to enable innovative paradigms to perform inspection, maintenance, repair, emergency intervention, surveillance of production and transport subsea systems and critical infrastructures, as well as monitoring of marine environments up to 3000m depth. Underwater drones represent the most advanced technology, capable to operate subsea for 12 months resident on a docking stations on the seabed.
- **Subsea processing solutions and technologies (Subsea Factory):** Cutting-edge solutions for deepwater production, including separation, water treatment and chemical injection. Technologies like SPRINGS™, FLUIDEEP™, and SubGas enhance efficiency, reduce CAPEX/OPEX, and enable longer tie-backs. Modular, all-electric systems optimise space and boost production capacity in challenging offshore environments.
- **Emergency Pipeline Repair Systems (EPRS) and underwater monitoring solutions:** Development and delivery of solutions for the safety and operational continuity of underwater energy infrastructures through a portfolio of products and related integrated services.





SONSUB

KEY PROJECTS

- **Hydrone-R for services in the Njord Field**, Equinor - Norway (ongoing)
- **GreenStream Life of Field and emergency intervention services**, GreenStreamBV - Italy, Libya (ongoing)
- **Flatfish ETEC development**, Petrobras - Brazil (ongoing)
- **Hydrone-D mine countermeasure drones for defence applications**
- **ROV for scientific applications**, T. Mariotti / ISPRA Italy (ongoing)

ROBOTICS SOLUTIONS

- **Hydrone-R**: hybrid ROV/AUV system
- **Flatfish (Hydrone-S)**: advanced inspection drone
- **Hydrone-W**: AI-ready full electric work class ROV
- **Hydrone-D MCM**: hybrid AUV-ROV for defense critical missions
- **Hydrone Lite**: a lightweight, multi-purpose deepwater intervention drone
- **Innovator 2.0**: heavy work class ROV
- **Submarine Rescue Vehicle**

TECHNOLOGIES

- **SPRINGS™**: subsea seawater treatment and injection
- **Grip & Metal seal connector**: a versatile diver/diverless mechanical connector for the repair of subsea clad and sour service pipeline
- **Vertical multipipe**: subsea gravity gas-liquid separator
- **FLUIDDEEP™**: subsea chemical storage & injection solutions
- **SubGas**: subsea station for deep gas treatment
- **Spoolsep**: subsea gravity liquid-liquid separator
- **Seanapsys**: subsea Internet of Underwater Things platform
- **SiRCoS**: deepwater pipeline repair system
- **RIMS**: monitoring system for steel catenary riser

RECORDS

240 DAYS

OF CONTINUOUS
UNDERWATER OPERATION
IN ONE SINGLE DIVE
(HYDRONE-R)

40+

ROVS AND DRONES

30

YEARS OF EXPERIENCE IN
FIELD-PROVEN SUBSEA
ROBOTICS



ONSHORE E&C & FLOATERS

Integrated solutions from
land to sea for next-
generation energy systems

ONSHORE E&C & FLOATERS

By leveraging our expertise across the oil and gas value chain, we foster innovation to accelerate the transition to renewable and low-carbon energy sources. This includes developing technologies and infrastructure for sustainable energy production, storage, and transportation.

- **Upstream:** Decades of experience in Central Production Facilities and related transportation systems. Strong track record in Sulphur Recovery and NGL separation. Access to top-tier technologies and innovative strategies for fast-track execution.
- **Pipelines:** Over six decades of experience in pipeline engineering and construction, with more than 130,000 km laid onshore and offshore worldwide. Solutions delivered at depth, scale, and innovation have consistently set industry benchmarks.
- **Floaters & GBS:** Floating Production Systems (FPSO/FPU, FLNG, FSRU) with compact design, fast time-to-market, and flexible application of Gravity Based Structures (GBS). Over 25 floaters and GBS projects delivered with a wide service offering. Also applicable to green, blue, ammonia production, cracking and storage solutions.
- **LNG & regas:** End-to-end integrated solutions - from concept to EPC turnkey - for onshore, offshore and floating liquefaction projects up to 85+ MTPA capacity, using both licensed and proprietary process schemes (Liqueflex™), as well as for regasification projects.
- **Urea & fertilisers:** 170+ ammonia-urea complexes and hydrogen projects delivered globally. Snamprogetti™ Urea proprietary technology accounts for around one third of the global installed capacity.
- **Low carbon hydrogen, ammonia & methanol:** Strong positioning in blue hydrogen, ammonia and methanol via Autothermal Reforming leveraging decades of EPC execution experience in conventional plants. Remarkable know-how in large-scale plants based on Autothermal Reforming technology.





ONSHORE E&C & FLOATERS

- **Power to X:** Integration of all components across the full hydrogen and CO₂ value chains to produce green valuable products, leveraging 60+ years of EPC expertise in conventional H₂ derivatives as well as our standardised solutions for green hydrogen production (IVHY™) and CO₂ capture (Bluenzyme™).
- **Ammonia cracking and terminals:** Extensive experience in the execution of ammonia storage and ammonia terminal facilities, mainly as integral components of large-scale ammonia complexes. Ability to integrate cutting-edge solutions for safe storage, efficient handling, and reliable export of ammonia. Multiple ammonia cracking solutions for efficient hydrogen production.
- **Biofuels (HVO, SAF):** Advanced biofuels, bioplastics and waste valorisation through Bio-to-X technologies. Integrated sustainable solutions and key technology partnerships. Extensive experience in greenfield biorefinery projects and refinery-to-biorefinery conversions.
- **Geothermal:** Cost-effective and sustainable low-medium and high-enthalpy geothermal solutions, from drilling to surface facilities, leveraging our extensive expertise in oil and gas and a solid legacy in the conventional geothermal field. Integration with CO₂ capture, such as our Bluenzyme™ solution, enables low-carbon energy systems.
- **Waste valorisation and circular economy:** Transformation of waste from various origins into valuable resources such as energy or syngas by means of ITEA oxyfuel combustion technology or gasification technologies. Transformation of plastic waste into valuable resources through chemical technologies.
- **CCUS hubs:** Tailor-made solutions based on 60+ years of EPC expertise and oil & gas know-how, transforming conventional assets and energy-intensive facilities into sustainable, carbon-neutral infrastructures, both greenfield and brownfield.

ONSHORE E&C & FLOATERS

KEY PROJECTS

UPSTREAM AND PIPELINES

- **Hail and Ghasha Development**, ADNOC, UAE (ongoing)
- **Jazan Integrated Gasification Combined Cycle**, Aramco - Saudi Arabia
- **Spence Growth Options Desalination and Water pipelines**, Caitan - Chile

FLOATERS & GBS

- **Kaminho FPSO**, TotalEnergies EP Angola Block 20 - Angola (ongoing)

LNG & REGAS

- **Bonny NLNG Train 7**, Nigeria LNG Limited - Nigeria (ongoing)
- **Nong Fab LNG Receiving Terminal**, PTT LNG - Thailand

UREA & FERTILISERS

- **Ceres Urea Plant**, Perdaman Industries - Australia (ongoing)
- **Qafco 5 and 6 Fertilizer Complex**, Qatar Fertilisers Company - Qatar

LOW CARBON HYDROGEN, AMMONIA & METHANOL

- **Blue Ammonia Plant (FEED)**, ExxonMobil - USA
- **Blue Ammonia Plant (Pre-FEED)**, ConocoPhillips - USA

POWER TO X

- **Apulia Green Hydrogen Valley** (Engineering services), Edison, Sosteneo, Saipem - Italy (ongoing)
- **Fjord e-SAF** (pre-FEED), CIP - Denmark

AMMONIA CRACKING AND TERMINALS

- **Ammonia Cracking and Ammonia Storage on GBS** (feasibility), Undisclosed - Belgium
- **Ammonia Storage at Ambes**, Yara - France

BIOFUEL

- **Livorno Refinery conversion in biorefinery**, Eni - Italy (ongoing)
- **Gela Refinery conversion in biorefinery**, Eni - Italy

GEOTHERMAL

- **Tendaho Geothermal Project (G&G activities)**, Ethiopian Electric Power - Ethiopia
- **Djibouti Geothermal (Drilling and G&G activities)**, Project Institute Supérieur d'Études et de Recherches - Djibouti

CCUS HUBS

- **BECCS**, Stockholm Exergi - Sweden (ongoing)
- **Liverpool Bay CCS**, Eni - UK (ongoing)

RECORDS

40B+ SCFD

GAS TREATED

80,000 KM

PIPELINES INSTALLED

85+ MTPA

LIQUEFACTION CAPACITY

8M+ M³

LNG STORAGE CAPACITY

62 MTPA

GASIFICATION CAPACITY

50+

FERTILISER PLANTS BUILT



INDUSTRIALISED SOLUTIONS

Modular solutions powering
the energy transition



INDUSTRIALISED SOLUTIONS

We offer modular, replicable, and scalable industrialised solutions for green and hybrid products, as well as for plastic waste valorisation, leveraging over 60 years of experience in engineering and construction. We pioneer technologies shaping a low-impact future.

- **Enzymatic carbon capture:** Bluenzyme™ 200 is our modular solution designed to efficiently capture 200 tonnes of CO₂ emissions per day, leveraging CO₂ Solutions™ by Saipem - our proprietary enzymatic technology.
- **Green hydrogen:** Our proprietary IVHY™ 100 system represents a standardised, scalable approach for green hydrogen production, specifically designed to meet the needs of industries seeking reliable and efficient decarbonisation pathways. IVHY™ 100 integrates state-of-the-art electrolysis technology with Saipem's proven expertise in project delivery, enabling rapid deployment and replication across different sites.
- **Plastic chemical recycling:** Transformation of plastic waste into valuable resources through chemical technologies: Pyroplast converts polyolefins into intermediate products that can be reused as raw materials in new productions; ChemPET® produces high-quality virgin-like PET from PET wastes that cannot be mechanically recycled.

BLUENZYME™ 200



IVHY™100



INDUSTRIALISED SOLUTIONS

ENZYMATIC CARBON CAPTURE KEY PROJECTS

- **CCU for Ren-gas e-methane plant**, Ren-Gas - Finland (ongoing)
- **CCS CapturEste Project**, Hera Ambiente - Italy (ongoing)
- **Saint Félicien plant**, Resolute Forest Products - Canada

GREEN HYDROGEN IVHY™ 100 KEY PERFORMANCE

- **H₂ flowrate** about 19,000 Nm³/h
- **Capacity (scalable)** 100MW
- **H₂ output P (adjustable)** 30 barg
- **H₂ output T** 40°C
- **H₂ purity** >99.99%
- **Plant footprint** Overall 23,000 m² / **Core** 13,000 m²

PLASTIC CHEMICAL RECYCLING KEY PLANT

- **Pilot plant with ChemPET® technology** - Italy

An aerial photograph of a railway construction site. A yellow crane is positioned on a flatbed trailer, lifting a section of the track. Several workers in orange safety gear are visible on the ground. The track consists of wooden sleepers and metal rails, laid on a bed of gravel. The background is a vast, flat, light-colored landscape.

SUSTAINABLE INFRASTRUCTURES

Empowering the future
of sustainable mobility

SUSTAINABLE INFRASTRUCTURES

We are a leading Contractor for the infrastructure sector with complete in-house capabilities to design and build the largest and most complex integrated projects.

From modeling to value engineering and construction, we deliver innovative, high-standard solutions with a priority on safety and sustainability, driven by continuous technological advancement.

- **High speed.** Wide experience in strategic High-Speed Railway Projects (EU TEN-T corridors), for value, complexity, integration, interfaces and stakeholder engagement, such as the Milan-Bologna and the Milan-Verona high-speed railways and the Florence high-speed rail bypass.
- **Freight Railways.** We have designed and built the first railway in the United Arab Emirates, a 264 km-long infrastructure to serve the transportation of granulated sulphur from the Shah and Habshan gas plants in the Abu Dhabi desert to the port of Ruwais. It was an integrated complex project including an innovative solution design for the rail sand mitigation and one of the first ERTMS L2 system installation in the Middle East.
- **Engineering services.** Best practices for a wide range of services, from feasibility studies to detailed design, including technical, economic, environmental and social related aspects, thanks to highly skilled resources and to a wide network of reliable partners.





SUSTAINABLE INFRASTRUCTURES

KEY PROJECTS

- **Florence High-Speed/High-Capacity railway link and station**, Rete Ferroviaria Italiana - Italy (ongoing)
- **Brescia-Verona High-Speed/High-Capacity railway**, Rete Ferroviaria Italiana - Italy (ongoing)
- **Treviglio-Brescia High-Speed/High-Capacity railway**, Rete Ferroviaria Italiana - Italy
- **Milan-Bologna High-Speed/High-Capacity railway**, Rete Ferroviaria Italiana - Italy
- **Etihad Rail Stage 1 (freight railway)**, Etihad Rail (funded by ADNOC) - UAE

RECORDS

1,000 KM
RAILWAY TRACK

450 KM
HIGHWAYS

45,000 M²
BUILDINGS

50 KM
VIADUCTS AND
COMPLEX BRIDGES

10 bn USD
PROJECTS
SUCCESSFULLY
DELIVERED



03.

OUR SUSTAINABLE BUSINESS MODEL

We operate with a clear business model founded on strong, distinctive pillars: Environment, Health & Safety, People, Innovation.



OUR SUSTAINABLE BUSINESS MODEL

Key topics

01. ENVIRONMENT

We reduce our footprint by integrating sustainability across sites and operations and promoting innovation, circularity, and nature-based solutions for climate goals.

We are well on the path towards achieving our commitment to Net Zero by 2050, halving our Scope 1 and 2 GHG emissions by 2035, while working with our suppliers to reduce Scope 3 emissions.

02. HEALTH & SAFETY

At Saipem, we are committed to achieving significant results while always safeguarding the health, safety, and well-being - both physical and mental - of our people.

We work to eliminate serious and fatal accidents by applying the principles of Human Performance, adopting advanced technologies, and ensuring the integrity of our assets.

To promote health and safety values in industry and society, in 2010, we established the LHS Foundation, a nonprofit organisation that develops initiatives based on high-impact emotional communication and the sharing of tools designed to strengthen leadership in safety.

03. INNOVATION

We drive innovation by enhancing competitiveness in our traditional business and to advance the energy transition with €61 million spent on innovation overall and €36 million in R&D expenditure.

We focus in particular on pipeline technologies, subsea robotics, CCUS, renewables and circular economy. We held 2,237 patents at the end of 2025, when we filed 27 new patent applications. Our ingenuity fuels competitiveness, sustainability and long-term value.

04. PEOPLE

Our people make the difference. We invest in training, inclusion and wellbeing, promoting equal opportunities and supporting every stage of life through programs for development, parenting, health and work-life balance.

In 2025, we provided more than 1 million hours of training and we invested €2 million in local community initiatives, implementing 71 activities in 20 countries.

In addition, we confirmed the maintenance of our UNI/PdR 125:2022 and ISO 30415:2024 certifications on Diversity & Inclusion, reinforcing our commitment to gender equality.

KEY TOPICS

ENVIRONMENT

We aim to reduce our footprint by integrating sustainability across sites and operations and promoting innovation, circularity, and nature-based solutions for climate goals.

We are well on the path towards achieving our commitment to Net Zero by 2050, halving our Scope 1 and 2 GHG emissions by 2035, while working with our suppliers to reduce Scope 3 emissions. Biodiversity and environmental protection are a priority. We assess, manage, and mitigate risks, restoring ecosystems, and continuously improving our performance.

Using innovative technologies like drones, we reduce environmental impacts, prevent accidents, and monitor biodiversity status.

Beyond our value chain, we are committed in supporting nature-based solutions, ecosystem conservation, forest protection, and habitat rehabilitation, aligning with our sustainability goals.

11.2_{KT}
OF CO₂ eq

SCOPE 2 EMISSIONS
AVOIDED THANKS TO
THE USE OF RENEWALS.
SCOPE 2 CARBON NEUTRALITY:
TARGET ACHIEVED

82.6_{KT}
OF CO₂ eq

EMISSIONS
AVOIDED DUE
TO ENERGY
MANAGEMENT
INITIATIVES

50_{KT}
OF CO₂ eq

COMPENSATED
DUE TO
OFFSETTING
PROJECTS



KEY TOPICS

HEALTH & SAFETY

At Saipem, health and safety come before any other objective.

Our vision is clear: to eliminate serious and fatal accidents from our operations. To achieve this, we are revolutionising our approach, moving beyond traditional metrics and promoting a new paradigm: safety is not simply the absence of accidents, but the presence of effective safeguards. After twenty years of implementation,

the Leadership in Health & Safety (LiHS) cultural change program is entering a new phase based on the principles of Human Performance (HP), which lays the groundwork for a profound cultural shift by fostering an environment where mistakes become opportunities to learn and evolve.



Our vision is clear: we must integrate safety in our day-by-day activity with the same importance of the business. There is no business without taking care of safety.

ALESSANDRO PULITI, SAIPEM CEO

KEY TOPICS INNOVATION

We drive innovation by enhancing competitiveness in our traditional business and to advance the energy transition with €61 million spent on innovation overall and €36 million in R&D expenditure.

We focus in particular on pipeline technologies, subsea robotics, CCUS, renewables and circular economy. We held 2,237 patents at the end of 2025, when we filed 27 new patent applications. Our ingenuity fuels competitiveness, and our innovation strategy blends energy transition and environmental sustainability goals with the development and deployment of advanced technologies to address global challenges.

10 TECHNOLOGY
INNOVATION CENTRES

DIFFERENT
COUNTRIES

7

SUPERCUPS™ UREA



HYDRONE-R



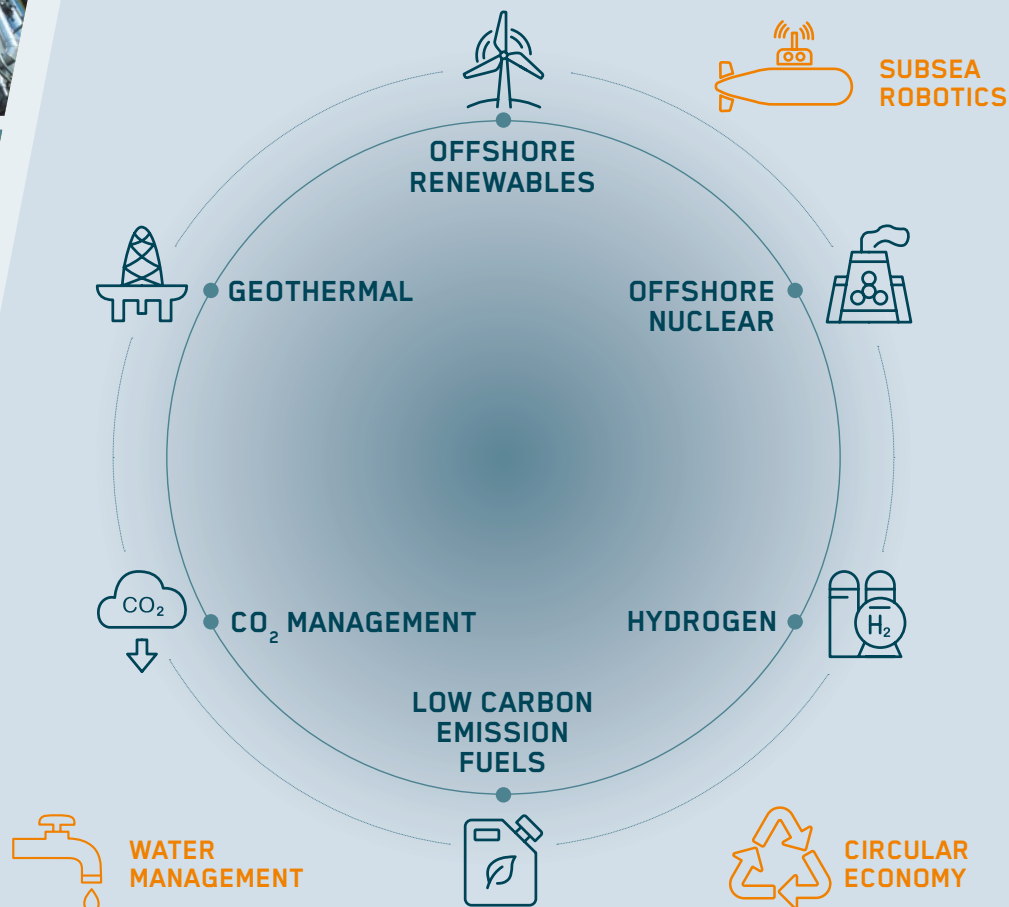
CO₂ CAPTURE



STAR1™



BROAD OFFERING ON ENERGY TRANSITION





KEY TOPICS

PEOPLE

Our Sustainable People Strategy ensures our clients can count on engaged and fulfilled people, with the skills needed in every context, in sync with project needs, and cost-effectively over time.

To design, execute, and sustain successful projects:

■ **We shape** an environment that inspires relentless learning, growth and innovation. In 2025 we provided more than 1 million hours of training and launched new experiential paths for project managers. We inaugurated our certified Offshore Drilling training centre - which joins our Offshore Construction, Pipeline Technologies and ROV training centres - and are now designing the Saipem People Academy to build bridges among generations, share experiences and lessons learned, and foster fruitful connections with partners and communities.

■ **We nurture** meaningful relationships rooted in a shared purpose leveraging our new Behavioural Model and Employee Value Proposition.

■ **We recognise** that our strength lies in the diversity of our people; we foster a culture where every individual, regardless of background, identity, or experience, feels valued, respected, and empowered to contribute fully.

■ **We focus** on long-term sustainability, elevating performance through a people-centric approach: we strengthened our wellbeing and welfare initiatives with new services such as smart clinics, psychological support, agile working policies in 34 branches across 24 countries, and the provision of GenAI to 15,000 employees.



SAIPER