WATER TECHNOLOGIES
Executive Summary

Strengthen our competitive position via organic growth and M&A

Market Evolution

WTS

- Investment in municipal and energy sectors
- Demand for on-site electrochlorination technologies
- Focus on water-stressed areas (USA, China, Saudi)
- New PFAS Regulation and Public funding in AMS, EU

Pools:

Ongoing recovery

Strategic Guidance

WTS

- Focus on electrochlorination and on-site chlorine generation (CECHLO® system)
- Develop disinfection and filtration line
- Full commercialization of PFAS destruction

Pools

Consolidation and improvement of our competitive positioning

Competitive Scenario

WTS

- Large global players, not focusing on electrochlorination techs
- Many small local competitors

Pools

Limited competition for our technology

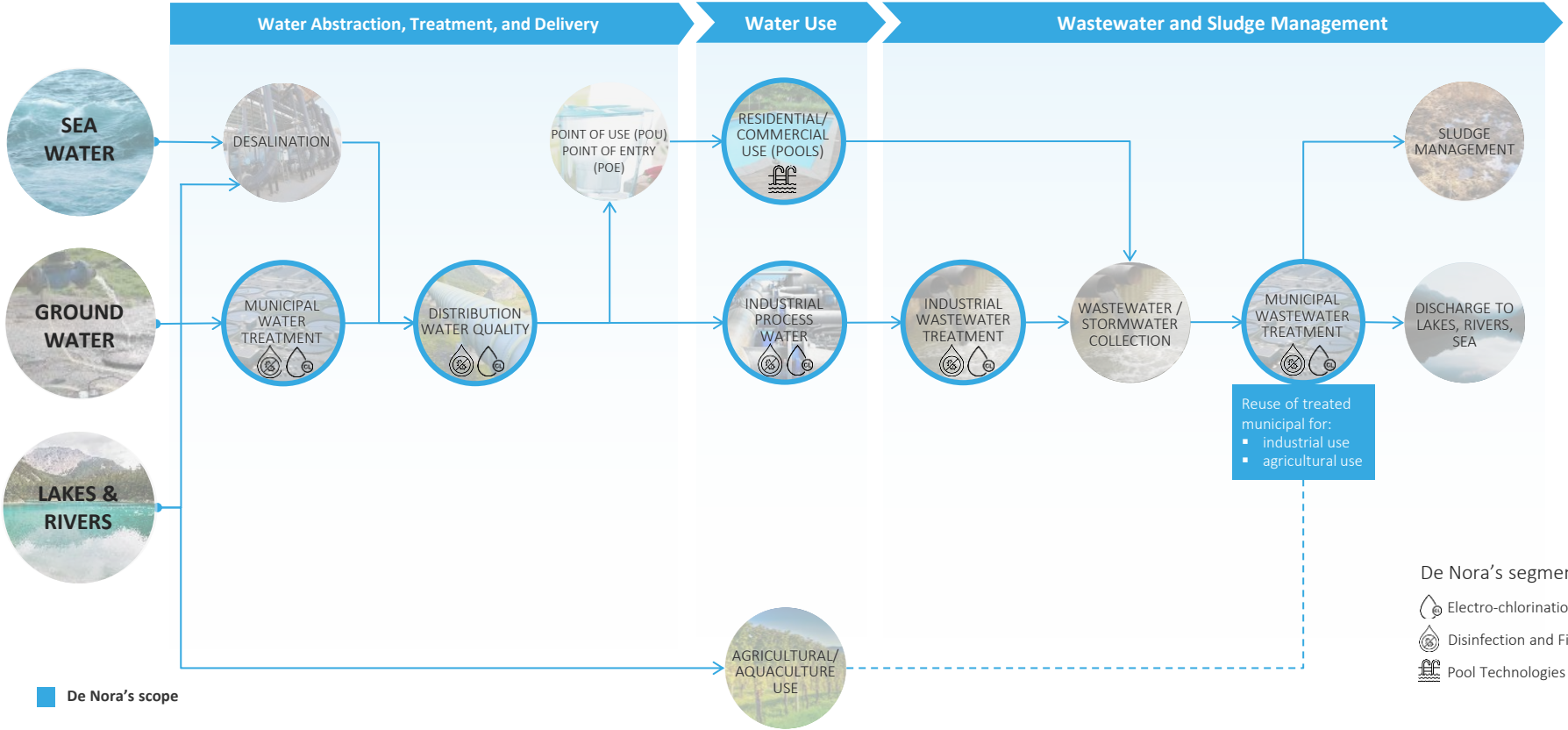
Our SDGs Commitment

De Nora's Strengths

- High revenue diversification (Geo, Mkts, Techs)
- Comprehensive and advance portfolio of technologies
- Undisputed leading position in Pools market (electrochlorination)

WATER TECHNOLOGIES

Today De Nora provides water treatment technologies for municipal, residential, industrial, and marine end users



Source: Amane Advisors

WATER TECHNOLOGIES

De Nora addresses its customers' needs via three distinct segments

POOL TECHNOLOGIES

TECHNOLOGIES

Self-cleaning metal-coated titanium electrodes for salt chlorinators.

APPLICATION

- Disinfection of swimming pools

KEY END MARKETS

① in Pool Technologies[1]

DISINFECTION & FILTRATION

TECHNOLOGIES

Gas feed chlorination and Ozone systems.
Chlorine dioxide treatment and Ultraviolet treatment.
Gravity and pressure media filtration.
Ion exchange.

APPLICATION

- Chemical removal or reduction of microorganisms in water
- Separation of inorganic and organic solids from water and wastewater

KEY END MARKETS

③ in Municipal Disinfection[1]

④ in Municipal Filtration[1]

in Industrial Disinfection & Filtration

ELECTRO-CHLORINATION

TECHNOLOGIES

Seawater, onsite and advanced electro-chlorination plants and systems.

APPLICATION

- Production of chlorinated solutions

KEY END MARKETS

① in Industrial Chlorination[1]

in Municipal Chlorination

1. Source: Amane Advisors. Market positioning based on global presence and reach and broadness of portfolio technologies.

POOL TECHNOLOGIES

De Nora's innovative technologies are increasingly taking share from traditional systems

KEY SOLUTIONS OFFERING

SALT CHLORINATOR

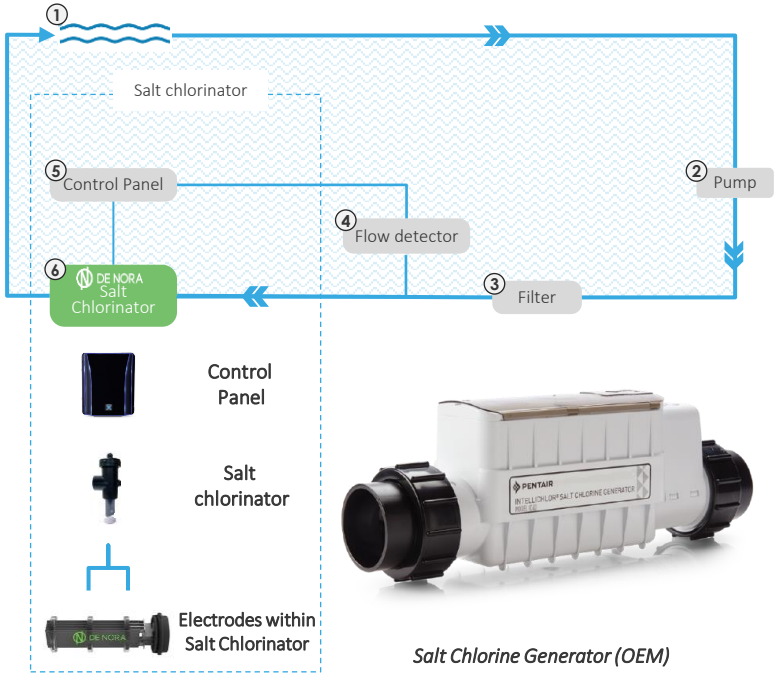
DESCRIPTION

De Nora is a **manufacturer of coated blades electrodes**, a **key component for the salt chlorinators** that are used for water disinfection in swimming pools.

ADVANTAGES VS. TRADITIONAL CHLORINATION

- Better water quality, kinder to skin, eyes, and hair
- High reliability of the system
- Lower maintenance cost
- Residual disinfectant

How salt chlorination in a swimming pool works[1]



Salt Chlorine Generator (OEM)

DE NORA'S DIFFERENTIATING FACTORS

- ✓ High-quality products
- ✓ Production capacity & timely delivery
- ✓ Collaboration in R&D, established and trusted relationships

1. Source: Amane Advisors.

DISINFECTION & FILTRATION

De Nora has the full suite of disinfection and key filtration solutions to address evolving customer and market needs

KEY SOLUTIONS OFFERING

DISINFECTION

Systems for disinfection through gas feed chlorination, chlorine dioxide, ozone, and ultra-violet technologies

Instrumentation to monitor, measure and control water processes (e.g., gas/leak detectors)

FILTRATION

Advanced filtration systems for removal of complex contaminates

Filtration technologies to remove and/or absorb pollution agents

De Nora TETRA® mDBF Filters
Southern Water, Tangmere WTW, UK

Capital Controls® UV Disinfection

SORB™ FX Contaminant Removal (PFAS)

DE NORA'S DIFFERENTIATING FACTORS

- ✓ Innovative combination of technologies for a multi-barrier approach
- ✓ High efficiency, uptime, and yield
- ✓ Brand recognition, customer intimacy, and global reach with pre and post-sales product support
- ✓ Safe and reliable product design coupled with long-life equipment
- ✓ De Nora as a pioneer of chlorine gas and onsite generation

ELECTRO-CHLORINATION

De Nora is a global leader[1] with an extensive product portfolio

KEY SOLUTIONS OFFERING

Systems producing biocides from salt water (seawater or brine) through an electrochemical process

Equipment, systems and complete plants for onsite oxidants generation (onshore and offshore)

Electro-chlorination units for biofouling control in power plants, cooling towers, LNG terminals, and desalination facilities

SANILEC® Seawater Electro-chlorination

ClorTec® On-Site Hypochlorite Generator

SEACLOR® Electrolyser
EDF Dungeness Nuclear Power Plant, UK

DE NORA'S DIFFERENTIATING FACTORS

- ✓ Proven standard products with highest efficiency, safe operations, and regulatory compliance
- ✓ Manufacturer of own cell plates using market-leading technology, including only self-cleaning cell technology available
- ✓ Largest installed base, driving aftermarket potential

SORB™ contaminant removal systems

PFAS: US Regulations

- EPA April 2024: 4ppt is the MCL[1] for drinkable water
- The utilities have a 5-year runway to come into compliance: 3Yrs to monitor and 2Yrs to implement new techs
- EPA estimates total clean up costs of €1.5 bn/Y investment

Why De Nora - Our Solution

- 25+ years' experience in treating complex organic and inorganic contaminants
- SORB contaminant removal systems proven technology for these applications
- Offering pilots to provide customers assurance of the right solution
- Building a dedicated team of commercial and technical PFAS experts

Pipeline and Pilot Projects

5 *Opportunities identified*

5 *Pilot projects*

2

1. MCL: Maximum Contaminants Level set in April by the EPA - Safe Drinking Water Standard

WATER TECHNOLOGIES

Strong megatrends providing tailwinds for the demand of water technologies

INCREASED DEMAND FOR

- Advanced systems for water and wastewater treatment
- Upgrades and expansion of aging infrastructure
- Solutions with higher efficiency, uptime and yield

BY

- Industrial Clients
- Residential Clients
- Municipalities

1. The World Bank website as of 21 February 2022. 2. The World Bank website as of 21 February 2022. 3. World Resource Institute.

DE NORA

«Positioning De Nora for profitable growth through value additions and efficiency enhancements.»

MARKET PENETRATION

- **Leveraging leading position** in Pool Technologies
- Geographic and market **expansion of products and services**
- **Growing aftermarket** contribution

PORTFOLIO ENHANCHEMENT

- **Improved differentiation** through product enhancements and cost reduction
- **New Product** Development

OPERATIONAL EXCELLENCE

- **Enhanced Project execution**
- **Global Supply Chain optimization**
- **Tighten cost management and streamline OPEX**

FUTURE-READY ORGANIZATION

- **Agile organization** fitted for growth
- Maximize synergies with Group functions