Ferrero®
AUTOMOTIVE & INDUSTRIAL

SUSTAINABILITY REPORT

2025

The 2025 Sustainability Report of Ferrero S.p.A. has been prepared by:

Sustainability Team

For further information:

Ferrero S.p.A.

Veronica Ortu

Sustainability Team

Tel. 333 44 46 069 – Email vortu@ferrero-automotive.com

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CONTENTS

CEO LETTER TO STAKEHOLDERS 4
2025 HIGHLIGHTS 6
METHODOLOGICAL NOTE 7

1. CORPORATE GOVERNANCE 8
1.1 About Us 8
1.2 Our Story 11
1.3 Corporate structure and governance 12
1.4 Organisational structure 12
1.5 Strategic framework and sustainability management 15
1.6 Certifications obtained 17
1.7 Networks and relationships 18
1.8 Stakeholder mapping and engagement 19
1.9 Materiality analysis 20
1.10 Responsible corporate conduct 21

2. SOCIAL DIMENSION 22
2.1 Employees 22
2.1.1 Training and skills development 25
2.1.2 Employee well-being 26
2.1.3 Employee Health and Safety 27
2.2 Clients 28
2.2.1 Product quality and client satisfaction 30
2.2.2 Data privacy and confidentiality 30
2.3 Suppliers 31
2.3.1 Management of the supply chain 31

3. ENVIRONMENTAL DIMENSION 33
3.1 Energy and emissions management 34
3.1.1 Energy consumption 34
3.1.2 Direct and indirect emissions 36
3.2 Other non-material environmental issues 37

4. ANNEXES 40
a. Table of generated impacts 40
b. Sustainability data summary tables 47

5. GRI CONTENT INDEX 57

CEO LETTER TO STAKEHOLDERS

[GRI 2-22]

Dear Stakeholders,

I am pleased to present **Ferrero S.p.A.'s second Sustainability Report,** relating to the 2025 financial year.

For us, this document is not only an important reporting tool, but also an opportunity to share transparently the journey of **growth** and **development** that the Company is pursuing, increasingly integrating sustainability principles into its strategies and day-to-day activities.

2025 was characterised by a complex economic and geopolitical environment, in which adaptability, innovation and organisational strength played a decisive role. Against this backdrop, Ferrero continued to pursue its development with a **long-term vision,** keeping product quality, the enhancement of its people, environmental protection and the creation of value for all its stakeholders at the heart of its approach.

During the year, we further strengthened our governance system and corporate responsibility safeguards. One of the most significant initiatives was the **introduction of the whistleblowing system,** which represents a further step forward in promoting transparency, ethics and a culture of integrity. At the same time, we continued to **consolidate our certified management systems** and defined new development priorities focused on information security, process digitalisation and strengthening the Company's competitiveness.

Considerable attention was devoted to our people, who continue to be the main factor behind the Company's success. We confirmed our **commitment to promoting organisational wellbeing** through corporate welfare tools, flexible working arrangements and initiatives designed to improve work-life balance. At the same time, we continued to invest in training and skills development, in the belief that the growth of our people is an essential condition for meeting future challenges.

On the environmental front too, we continued our process of continuous improvement, working to increase the efficiency of production processes, monitor energy consumption and progressively reduce the carbon footprint of our activities. **Environmental sustainability** is, in fact, a strategic lever for the Company's long-term competitiveness and resilience.

Our vision continues to be guided by the United Nations Sustainable Development Goals, which provide a concrete reference point for directing our actions and choices. In particular, we will continue our commitment to promoting decent work and sustainable economic growth, strengthening policies for inclusion and for valuing and developing people, adopting increasingly responsible production models and reducing environmental impacts along the value chain.

Looking to the future, we have defined a programme of initiatives and objectives for the three-year period 2026-2028, covering governance, technological innovation, energy efficiency, information security, continuous training and the strengthening of Diversity & Inclusion policies. This is an ambitious path, but one that is consistent with our identity and with our desire to **make a concrete contribution to the sustainable growth** of the industry and of the areas in which we operate.

With responsibility, determination and confidence, we continue to look to the future, aware that sustainability is not a destination, but a process of continuous improvement capable of generating lasting value for the Company, for people and for the community.

Sergio Ferrero
CEO
Ferrero S.p.A.

2025 HIGHLIGHTS

+ 24,89 million of turnover	
66 employees	**100% employees** covered by collective bargaining
1036 hours of training	**6 new hires** in the year
128 suppliers	**79%** foreign customers
252,5 tCO2 issued	**-1,8%** emission intensity (Scope 1 and 2) per employee. *compared to 2023

METHODOLOGICAL NOTE

[GRI 1; GRI 2-1; GRI 2-2; GRI 2-3; GRI 2-4]

This document represents the **second edition** of the Sustainability Report of Ferrero S.p.A. (hereinafter also referred to, for brevity, as Ferrero or, more generally, the Company, the Enterprise or the Organisation) and refers to information relating to the period **01/01/2025 – 31/12/2025,** including, where possible, data for the three-year period 2023–2024–2025.

The reporting scope relates solely to Ferrero S.p.A. Any exclusions of sites and/or offices from the calculation of the data are duly indicated in the text, together with the relevant reasons.[1] In some cases, data relating to previous financial years have been updated (restated) compared with those reported in the 2024 Sustainability Report, following the consolidation of the information available and/or the updating of the methodologies and calculation factors adopted. These changes are duly indicated in the relevant chapters.

The document has been prepared with reference to the **GRI Standards,** following the **"with reference"** approach. In particular, the GRI Universal Standards 2021 and the relevant Topic Standards have been used in relation to the information reported.

Reporting on social and environmental performance is structured in line with the topics identified as material through the **materiality analysis** carried out with reference to the principles of **GRI 3 (v.2021).**

In addition to reporting on material topics, this Report also addresses broader social and environmental themes that are not considered to be of primary importance.

Finally, the document identifies the Sustainable Development Goals **(SDGs)** of the United Nations 2030 Agenda to which Ferrero is committed to contributing through its actions.

This report, which it should be noted is voluntary and not subject to any regulatory requirement, has not been subject to external assurance.

[1] It should be noted that the Spanish site is owned by the subsidiary Ferrero Ibérica S.L.U.

1. CORPORATE GOVERNANCE

1.1 About Us

[GRI 2-1; GRI 2-6]

Ferrero S.p.A. began operating in the field of metal fabrication in the early 1900s and today specialises in the production of metal racks. It operates in the main European and non-European markets, supplying its services and products to leading manufacturers and component suppliers in the automotive sector.

As part of its diversification strategy, the Company is also active in the Industrial sector through a dedicated division, with solid experience dating back to the 1960s.

The Company is extremely dynamic and innovative. Every year, financial resources are invested in industrial research and development and, consequently, in continuous and specialist staff training. This has made it possible to patent several inventions, which are marketed on global markets under the Company's brand.

The main site is located in Casalgrasso, in the Province of Cuneo, on an area covering 14,000 m², of which 5,000 m² are under cover. Over the years, this location, which began as a simple production facility, has grown alongside the Company in the name of innovation.

The site houses the administrative, finance and sales offices, as well as the areas dedicated to design, prototyping and production, where future automotive projects take shape.

Subsequently, in 2021, a new production facility was opened, also in Casalgrasso, covering an area of 12,000 m², of which approximately 7,000 m² are indoors. This site houses the Industrial division and features state-of-the-art machinery for laser cutting, bending and welding of metals.

During the past year, a further production facility was opened: the MT site, covering an area of 1,500 m², is dedicated to the assembly, finishing and quality control of stacker pillars and metal racks. Inspection operations are also supported by three-dimensional measuring systems using a 3D measuring arm, ensuring high standards of quality and precision.

Ferrero's consolidated revenue in 2024 amounted to €25,256,131, with exports accounting for 77% of revenue and generated in Europe, its home market, as well as the United States,Africa and India. In 2025, however, revenue decreased slightly to euro 24.892.691, while the share of revenue generated by exports rose to 80%.

Ferrero's Values

The company's **mission** is to offer the market the full potential of its know-how, production capacity and quality, which, combined with sustainability, ensure that its services and products are perceived by clients as the embodiment of the Company's philosophy.

Ferrero was founded with a **vision** centred on the belief that it could bring innovation and new production techniques and improve the quality of technologically advanced products: automotive racks for highly automated industry, welded assemblies and components for the industrial machinery sector. The Company is among the leaders in the international markets in which it operates.

Its winning strategy is to focus on complete client satisfaction, guaranteeing the highest quality of services and products offered, backed by strong production capacity.

The Company is guided by a set of **fundamental values** that shape every stage of its work: putting people first, valuing human capital with particular attention to its staff, ensuring the reliability of its systems and management procedures, embracing change, innovation and quality, and striving to maintain cutting-edge technology and safety standards.
One of the Company's core values is also to be an environmentally and socially responsible Company that seeks to help improve quality of life, protect the environment and safeguard workers' health and safety.

Ferrero's priority is to further advance technological expertise, enhance teamwork and increase employee satisfaction by providing them with all the tools and conditions needed for their professional growth.

Careful, customer-oriented process management, constant investment in research and innovation activities and a solid financial and capital structure are key aspects which, by building customer loyalty, make Ferrero attractive compared with its competitors. These are complemented by flexibility and the resulting ability to adapt to market dynamics.

Among its strategic objectives, Ferrero aims to achieve further growth while maintaining the stability it has already built, preserving a strong focus on the governance system, which defines its identity and guidelines, setting a framework of behaviours and internal processes that add value to the Company's activities.

It is therefore essential for Ferrero to have an appropriate governance system, which it considers a fundamental condition for the Company's long-term sustainability and a tool for increasing both competitiveness and the ability to attract high-quality resources. There is full awareness of the need to adapt this system in line with the Company's new scale and increased complexity, in order to stabilise and improve the management structure already in place.

Ferrero S.p.A. is structured into two distinct divisions, which are presented in detail in the following chapters.

Automotive Division

Through its Automotive Division, the Company provides a full service, from the study, design and prototyping of new products to the production of metal containers and pre-series and series equipment, intended for the internal and external handling of materials, semi-finished goods and finished products within the automotive sector;
Ferrero has always had links with the automotive industry. Thanks to this tradition, throughout the various stages of industrial development it has gained experience in the different product sectors connected with it, leading to its current offer of a complete service comprising several phases.
The production of includes specialised metal containers with columns, loading and unloading platforms, and pallets for the internal and external handling of materials, semi-finished goods and finished products in industrial settings.
The Company is constantly evolving and, for the future, is developing innovative technical solutions combined with new, competitive production processes. This enables it to grow as a manufacturer of metal racks and to enter new international markets, differentiating itself from the competition and aiming to develop its existing relationships in Europe and the rest of the world.

Industrial Division

The Industrial Division manages a product range spanning light and medium-heavy metal fabrication, components for machinery and industrial vehicles, and extremely high-precision components. It also has a section dedicated to servicing and spare parts on behalf of multinationals.
Ferrero Industrial's Technical Department is able to offer a complete support service that also includes the product development phase. The Company is able to manage the production of any type of industrial welded assembly, of any size, quantity and technical specification.

1.2 Our Story

- **Early 1900s:** Start of operations in metal carpentry for the agricultural sector
- **1950s–60s:** Transition from agriculture to industry
- **1960s:** Start of metal container production for the automotive industry
- **1974:** Relocation of the production site from Pancalieri to Casalgrasso
- **1989:** Transformation from a sole proprietorship to a general partnership
- **1995:** Certification of the quality management system under ISO 9002
- **2002:** Transformation from a general partnership to a limited liability company
- **2003:** Transition of the quality management system certification from ISO 9002 to ISO 9001:2000
- **2004:** Start of supplies to the Swedish market
- **2005:** Achievement of ISO 14001:2004 environmental certification
- **2006:** Creation of a new division for metal carpentry
- **2010:** Transformation from a limited liability company to a joint-stock company
- **2012:** Recognition by Volvo Car Corporation with the "Volvo Quality Excellence" award
- **2013:** Establishment of a company in Spain named Ferrero Iberica Racks, S.L.U., based in Barcelona
- **2014:** Opening of a commercial agency in Africa within the metal carpentry division
- **2017:** Replacement of the old plant roof with highly insulating, low environmental impact panels, compliant with current regulations, featuring a modern design that allows significant energy savings
- **2019:** Achievement of globally recognised patents
- **2020:** Corporate restructuring, leading to the separation of Automotive and Industrial & Trading activities into two distinct divisions
- **2021:** Purchase of an industrial facility covering 12,000 m², of which over 7,000 m² are indoors
- **2023:** Transformation of traditional production processes into automated and robotised processes
- **2024:** Achievement of ISO 45001:2018 occupational health and safety certification
- **2025:** Ferrero S.p.A. publishes its **first Sustainability Report,** covering the activities and results for 2024

1.3 Corporate Structure and Governance

[GRI 2-1; GRI 2-9; GRI 2-11]

Corporate Structure

Ferrero S.p.A. is a Joint-Stock Company (Società per Azioni) registered with the Chamber of Commerce, Industry, Crafts and Agriculture of CUNEO.

The corporate structure of Ferrero S.p.A. is as follows:

As stated in the Methodological Note, this 2025 Sustainability Report refers exclusively to data from Ferrero S.p.A.

Institutional Structure

Ferrero S.p.A. is a joint-stock company that has chosen the traditional governance model, which consists of the following bodies:

1. **Shareholders' Meeting**
2. **Board of Directors**
3. **Board of Statutory Auditors**
4. **Statutory Auditor**

1.4 Organisational Structure

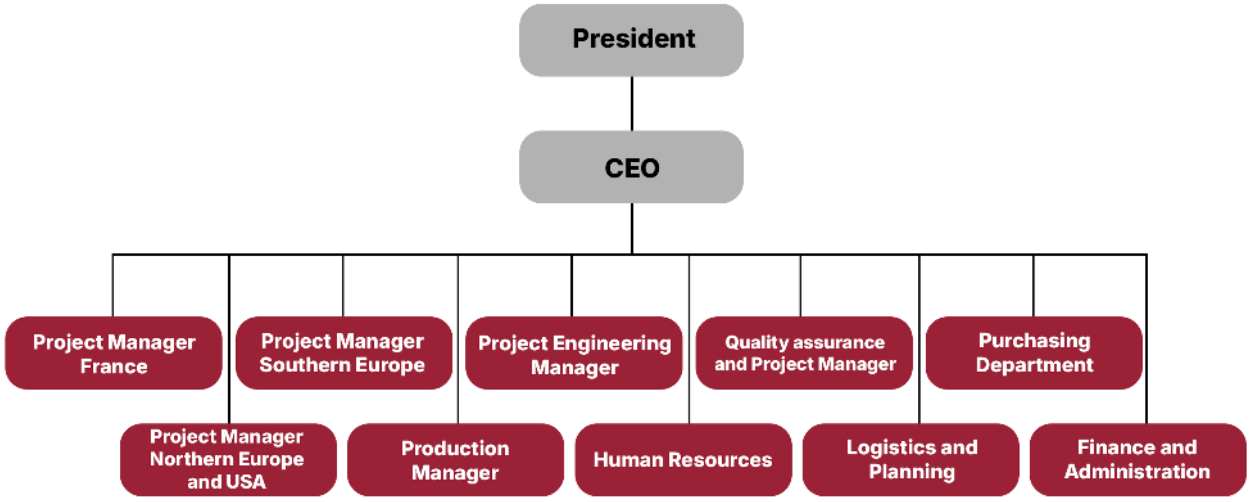
Ferrero S.p.A. is divided into two production divisions:
- **Ferrero Automotive,** primarily focused on the manufacture of specialised containers for the automotive sector;
- Ferrero Industrial, which manages the industrial welded assemblies and medium/heavy metal fabrication department.

Below is the organisational chart of Ferrero, broken down by division.

Chair and General Management

- Chair – Luciana Cambiano: Top-level figure with institutional responsibilities.
- CEO – Sergio Ferrero: Responsible for the overall operational management of the Company.

Ferrero AUTOMOTIVE



The first-level flow chart highlights the grouping of operational activities of Ferrero Automotive into the following areas:

1. Project Management

- Project Manager France, North Europe & USA, South Europe: Coordinate and supervise
- projects for their respective geographical areas.
- Project Engineering Manager: Leads the technical and engineering design of projects.
- Quality Assurance & Project Manager: Ensures the quality of processes and products.

2. Purchasing Area

- Purchasing Dept.: Manages the procurement of materials and services required for production.

3. Production and Logistics Area

- Production Manager: Oversees production activities to ensure efficiency and compliance with schedules.
- Logistics and Scheduling Team: Plans deliveries and manages both internal and external logistics.

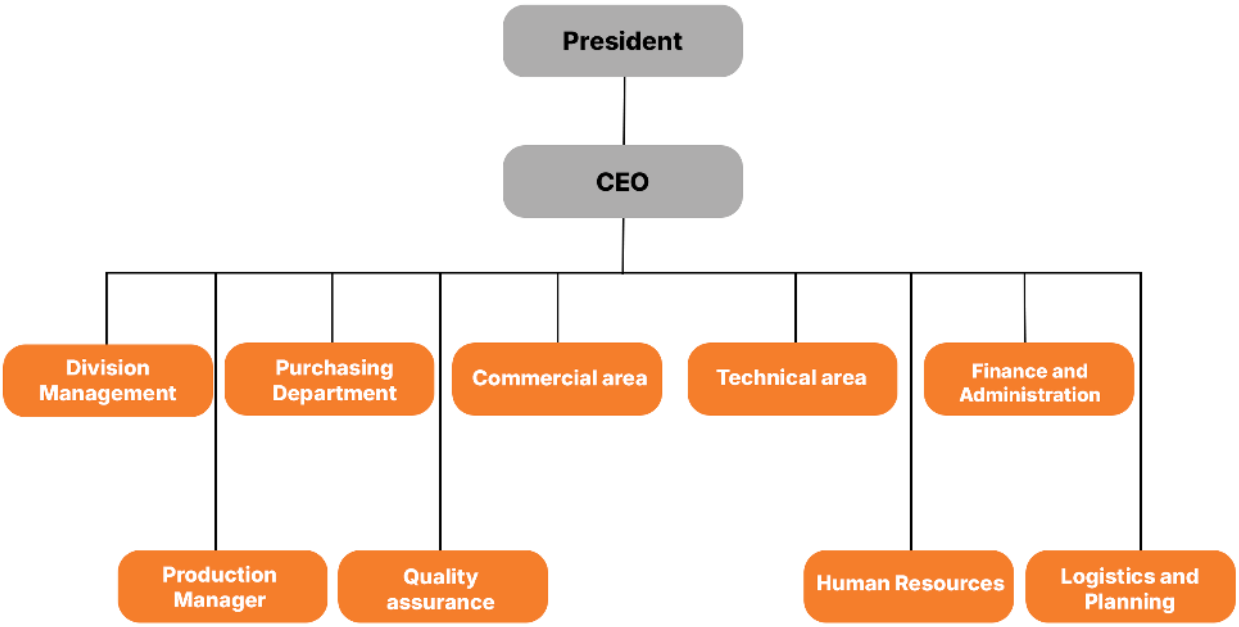
4. Administration and Finance Area

- Account & Finance Team: Manages accounting, financial planning, financial statements, treasury and relations with banks and institutions. It ensures tax and administrative compliance.

5. Human Resources Area

- Human Resources Team: Is responsible for recruitment, management, development and staff wellbeing, as well as relations with trade unions.

Ferrero INDUSTRIAL



The first-level flow chart highlights the grouping of operational activities of Ferrero Industrial into the following areas:

1. Division Management
- DivisionManager: Coordinates all technical and production activities of the Industrial Division.

2. Production Management
- Production Manager: Oversees production activities to ensure efficiency and compliance with schedules.

3. Technical Area
- Technical Department: Is responsible for product development design and production equipment.

4. Quality Area
- Quality Assurance Manager: Ensures the quality of processes and products.

5. Logistics Area
- Logistics and Scheduling: Coordinates scheduling, material handling and internal and external logistics.

6. Purchasing Area
- Purchasing Department: Manages the procurement of materials, supplier monitoring and related purchasing negotiations.

7. Sales Area
- Sales Department: Responsible for sales, customer support and business development in the market.

8. Financial Area
- Administration and Finance Team: Manages accounting, financial planning, financial statements, treasury and relations with banks and institutions. It ensures tax and administrative compliance.

9. Human Resources Area
- Human Resources Team: Is responsible for recruitment, management, development and staff wellbeing, as well as relations with trade unions.

1.5 Strategic Framework and Sustainability Management

[GRI 2-22]

Ferrero S.p.A. stands out for its deep commitment to social and environmental matters. Its mission is clear: to improve the quality of life of its employees, protect the environment and play an active role in the social sphere, while maintaining the highest standards of corporate responsibility. This vision translates into a structured corporate programme, centred on three strategic areas that guide the Company's sustainability strategy and management.

Pillar 1: Employees and people

Ferrero recognises that corporate success and resilience are intrinsically linked to the wellbeing of its human capital. Its social commitment takes concrete form in policies designed to ensure a safe, inclusive and stimulating working environment. This includes investment in continuous training, professional development and the promotion of diversity, ensuring that every employee can grow and contribute to the full extent of their potential. This approach not only improves quality of life within the Company, but also strengthens productivity and innovation, with a positive and lasting economic impact.

Pillar 2: Environment, Health and Safety

The Company is proactive in reducing its environmental impact, a commitment reflected in the adoption of practices that minimise resource consumption, optimise waste management and reduce its emissions. For a company such as Ferrero, this means implementing more efficient production processes, exploring innovative low-impact materials and promoting occupational safety as an absolute priority. The health and safety of workers and of the communities affected by the Company's operations are integrated into every operational phase, reflecting a holistic approach to environmental and social responsibility.

Pillar 3: Relationships with Clients and Suppliers

Ferrero extends the concept of corporate responsibility throughout its entire value chain. This involves selecting suppliers that share the same ethical and environmental standards, thereby promoting responsible procurement practices. With its customers, the Company is committed to providing high-quality products and services, developed with a focus on sustainability and safety.
This collaborative approach strengthens trust, generates shared value and contributes to creating a more ethical and sustainable industrial ecosystem, balancing economic objectives with social and environmental ones.

Through these three pillars, Ferrero demonstrates that sustainability is an integral part of its growth strategy, a driver of innovation and a key factor in creating long-term value. In concrete terms, within the scope of its activities, Ferrero is committed to safeguarding its human capital, drawing inspiration from the SA8000 Standard, issued by Social Accountability International (SAI), and from the ISO 14001 environmental management standard. Indeed, it requires and verifies that the same standards for the protection of workers and the environment are also respected by external collaborators and partners/suppliers, who are periodically monitored and approved.

Beyond improving internal processes through the adoption of frameworks that enable better resource management, Ferrero aims to actively contribute to the United Nations **Sustainable Development Goals (SDGs).**

To this end, the Company has defined a series of actions to be achieved over the three-year period 2026-2028, which are summarised in the table below:

Reference SDG	Company Objective	Actions Undertaken / Planned
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Strengthening corporate governance, transparency and cybersecurity.	Implementation of **ISO 27001** and **TISAX** certifications (2027-2028). Continuation of corporate **digitalisation.**
8 DECENT WORK AND ECONOMIC GROWTH	Enhance employee well-being and professional growth, strengthen teamwork and internal satisfaction.	Strengthening corporate **welfare** policies. Investments in **training.** Automation and innovation in **processes.**
5 GENDER EQUALITY	Strengthen **Diversity & Inclusion** policies	Definition of fair **pay objectives.** Targeted **training** on diversity and inclusion.
3 GOOD HEALTH AND WELL-BEING	Improve health and safety at work.	Adoption of updated **workplace safety** standards. Ongoing **monitoring** of incidents and working conditions.
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Ensure traceability and environmental compliance in industrial waste management.	Adoption of an **AI system to monitor consumption and improve** the efficiency of the most energy-intensive machinery (2026).
7 AFFORDABLE AND CLEAN ENERGY 13 CLIMATE ACTION	Reduce environmental footprint and CO_2 emissions per unit produced.	**Energy efficiency improvements** in facilities. **10% reduction in Scope 1 emissions** by 2030 compared to the 2023 baseline. **100% of electricity from renewable sources** for **all plants** (by 2027). **Automation of production processes.**

1.6 Certifications Obtained

UNI EN ISO 9001:2015
Quality Management Systems
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)
Expiry date: 23/11/2026

ISO 14001:2015
Environmental Management Systems
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)
Expiry date: 23/11/2026

ISO 45001:2018
Occupational Health and Safety Management Systems
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)
Expiry date: 22/12/2027

Synesgy Certificate
ESG Score: A (Excellent)
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)
Expiry date: 08/03/2026

UNI EN ISO 3834-2:2021
Quality Requirements for Fusion Welding of Metallic Materials
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)
Expiry date: 27/12/2026

EN 1090-1:2009 + A1:2011
Certification for the execution of steel and aluminium structures
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

UNI EN ISO 9606-1
Welder Qualification Testing and Application Fields
Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)
Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

Basic-level Welding Coordinator Certificate (B)
Subjects covered in accordance with EWF 652r3 guidelines and UNI EN ISO 14731:2019

Qualification Certificate – Non-Destructive Testing Operator
Issued in compliance with UNI EN ISO 9712:2012 and
Bureau Veritas IT-IND-REG-01_NDT.IND regulation

1.7 Networks and Relationships

[GRI 2-28]

Ferrero S.p.A. recognises the strategic importance of establishing stable and proactive relationships with associations and industry clusters, with the aim of promoting sustainability, innovation and development. During 2025, the Company confirmed its participation in two important local networks:

API Association – Associazione Piccole e Medie Industrie (Turin and Province)

Ferrero S.p.A. is an active member of API, an organisation rooted in the Turin area with a nationwide operational network.
This is a trade association dedicated to SMEs in the manufacturing and services sectors. Ferrero actively participates in the institutional working groups promoted by API, with specific focuses on trade union matters, research, innovation and energy. Membership of this network enables the Company to access support services on ESG issues, training pathways, agreements and grants.
Within this context, API provides strategic support to Ferrero in fostering sustainable growth and corporate competitiveness.

MESAP Innovation Cluster (Polo Piemontese Smart Systems & Products)

Ferrero S.p.A. is a member company of the MESAP Innovation Cluster, Piedmont's regional technology cluster with national relevance in the field of Industry 4.0. The cluster focuses on the development of smart systems and products, fostering collaboration between companies, research centres and universities. Ferrero actively takes part in the initiatives promoted by the cluster, with particular attention to issues relating to low emissions, enabling technologies such as the Internet of Things (IoT) and additive manufacturing, specialist training and the transition towards sustainable production models.

Impact and Value Generated

Participation in these networks generates tangible benefits for Ferrero, especially in terms of access to collaborative projects and calls for proposals dedicated to sustainable mobility and Industry 4.0, which strengthen the Company's environmental and technological competitiveness.

Activities promoted include webinars, workshops and thematic working groups, which foster skill development, the sharing of best practices and the adoption of innovative solutions.

Through its presence in API, Ferrero also plays an active role with institutions, local authorities and key stakeholders, with the goal of promoting policies and measures that support the sustainability of SMEs.

1.8 Stakeholder Mapping and Engagement

[GRI 2-29]

Stakeholders are parties, internal or external to the organisation, that may influence or be influenced by the Company's activities, decisions and results. These include, for example, employees, managers, customers, suppliers, local communities, public institutions and civil society organisations.

Their involvement is a significant element for the Company, as it makes it possible to gather expertise, expectations and viewpoints that are useful in guiding business decisions, anticipating any critical issues and capitalising on new development opportunities.

It is only through constant and transparent interaction with these stakeholders that a company can strengthen its reputation, enhance its ability to adapt and ensure long-term sustainable growth.

Stakeholders	Engagement Objective	Engagement Methods	Frequency
Employees	Obtain feedback on organisational climate and key issues.	Regular meetings with work teams and managers.	Weekly / Monthly
Clients	Understand client needs and expectations, assess satisfaction.	Satisfaction surveys, focus groups, customer service.	Semi-annual / Annual
Suppliers	Evaluate suppliers' sustainable practices, identify new collaboration options.	Sustainability questionnaires, monitoring meetings, performance reviews.	Yearly
Regulatory bodies	Ensure compliance with regulations and provide information on sustainability practices.	Sustainability reports, responses to information requests, meetings with institutions.	Annual
Local community	Share information on ongoing projects.	Website and social media for project updates.	Monthly / Annual
Financial institutions	Communicate commitment to sustainability and provide financial data.	Annual sustainability report and quarterly financial updates.	Quarterly / Annual
Environment	Monitor and reduce the environmental impacts generated by business activities, with particular focus on energy consumption and e missions.	Environmental monitoring systems, ISO 14001:2015 Management System, ESG data analysis.	Yearly

1.9 Materiality Analysis

[GRI 3-1; GRI 3-2; GRI 3-3]

In preparation for the 2025 Sustainability Report, Ferrero reviewed the impact materiality assessment[2] carried out in the previous financial year and reconfirmed its outcomes. Therefore, the material topics remain as follows:

- ***Product quality and client satisfaction***
- ***Employee health and safety***
- ***Employee well-being***
- ***Energy and emissions management***
- ***Responsible corporate conduct***

Although the Report focuses mainly on the topics listed above, as they are considered relevant, the document also addresses broader social and environmental topics that are not classified as material.

How was the materiality analysis carried out?

The process followed in 2024 to conduct the impact materiality assessment is set out below:

1. Identification of potentially material topics and associated impacts:
through a sector benchmark and an analysis of key activities in Ferrero's value chain, relevant topics and impacts – both positive and negative – that the Company generates or could generate for its stakeholders were identified;

2.Assessment of the impacts generated:
the main internal functions assessed the impacts identified in the previous phase, following the parameters defined by GRI 3: Material Topics (2021). In particular, the following elements were taken into consideration:
For impact assessment:

- The type (current/potential);
- If potential, the likelihood of occurrence;
- Whether the impact is caused directly by the Company or indirectly along its value chain
- (upstream/downstream);
- The severity of the impact, depending on the Company's operations and activities;
- The spread of effects (positive and negative) among the stakeholder categories affected;
- The possibility of remedying the harm (in the case of negative impacts).

3. Calculation of topic impact levels:
a numerical parameter was assigned to each of the qualitative variables mentioned above which, when added to the others, made it possible to obtain a final score for each impact, normalised on a scale of 1-5. For each topic, the average of the assessments of the impacts associated with it was calculated, in order to quantify the overall positive and negative **impact level** of that specific topic (hereinafter, the "score").

4. Strategic prioritisation of topics:
in a final assessment phase, Company Management prioritised the topics from a more strategic perspective, considering which ESG issues had the capacity to generate the greatest impact, based on the Company's business model and core activities.

[2] The materiality analysis was developed in line with the "GRI 3: Material Topics 2021" standard and taking into account the new requirements introduced by the CSRD and the ESRS standards. In accordance with these guidelines, Ferrero considered its capacity to generate impacts on the environment, people and the economy through the activities of its value chain.

5. Definition of the materiality threshold:
the materiality threshold was defined by calculating the **weighted average** of the topic scores and the prioritisation outcomes. The topics considered material are those that obtained a score above 3.55.

For details on the impacts associated with each material topic, please refer to the "Annexes" section.

1.10 Responsible Corporate Conduct

[GRI 2-23; GRI 2-26; GRI 2-27; GRI 3-3; GRI 205-2; GRI 205-3]

For Ferrero, acting ethically, transparently and in compliance with the law is not only a duty, but a daily commitment that guides the Company's strategic and operational choices. Transparency, legality and the fight against corruption are fundamental principles for building solid and lasting relationships with its stakeholders and contributing to sustainable, fair and responsible development.
All parties involved in business activities are called upon to support the commitment to social responsibility by adhering to the values set out in the Code of Ethics, which is widely disseminated throughout the organisation. To ensure its full understanding and application, the Human Resources function ensures that 100% of new hires receive appropriate training and read the Code of Ethics and Conduct.

Over time, the Company has progressively strengthened its internal safeguards aimed at preventing unlawful conduct and promoting a strong culture of integrity. In this context, from 2025, a **whistleblowing** system was introduced, including a dedicated reporting channel, also allowing reports to be made anonymously. This tool enables all staff to report any violations of corporate principles or current regulations in a safe, confidential and protected manner, helping to strengthen transparency and organisational responsibility. In 2025 , **no reports were recorded** under the whistleblowing procedure.

At the same time, **training and awareness-raising initiatives were launched** on ethics, legality and responsibility, with the aim of increasing collective awareness and the sense of belonging to an organisation founded on clear and shared principles. In the three-year period 2023-2025, Ferrero involved a growing number of people in dedicated training activities: participants increased from 28 in 2023 to 52 in 2024, and then to 53 in 2025. In percentage terms, the share **of employees trained on business ethics** stood at 58% in 2023, 85% in 2024 and 80% in 2025, confirming a high level of coverage in the last two reporting years.

The Company's Code of Ethics serves as a reference point for all individuals operating within and on behalf of the organisation, confirming the commitment to conduct based on fairness and compliance with rules.

In 2025, there were again no cases of corruption, either active or passive.

Over the years, **information security** has also become highly important within the Company. In this regard, the Company plans to begin the process of obtaining ISO/IEC 27001 certification and adopting the TISAX (Trusted Information Security Assessment Exchange) assessment system, strategic tools for information security and data protection, ensuring high standards of reliability and transparency towards customers, partners and institutions. **Confirming the attention paid to this area, no confirmed information security incidents were recorded in the three-year period 2023-2025.**

The commitment to responsible corporate conduct remains constant, based on the belief that compliance with regulations, proactive risk management and continuous dialogue with stakeholders are essential elements to generate lasting value, safeguard reputation and contribute to the well-being of the communities affected by the Company's activities.

2. SOCIAL DIMENSION

2.1 Employees

[GRI 2-7; GRI 2-30; GRI 401-1; GRI 405-1; GRI 406-1]

For Ferrero, people are a central factor in the Company's success. For this reason, the Company recognises its responsibility to protect, support and develop its workers, undertaking to create the conditions for each individual to build a positive professional path and have their interests safeguarded.

Ferrero firmly believes in the **right to work** and confirms its commitment to equal opportunities, the protection of human rights and people's wellbeing, including through corporate welfare initiatives and tools. The Company also aims to guarantee its employees a **healthy and safe working environment,** investing significant resources to make machinery, equipment and operating processes as safe as possible and compliant with the highest prevention standards.

The Company identifies and selects employees, as well as external collaborators and consultants, with **absolute impartiality, autonomy and independent judgement,** without discrimination on the basis of gender, race, religion, age, disability, sexual orientation or political opinions, in full compliance with current legislation and internal procedures. In line with these principles, Ferrero requires its employees to know and comply with the provisions of the Code of Ethics and, as far as they are individually able, to promote awareness of it among new hires and among third parties with whom they come into contact and to whom it applies. This approach forms part of the Company's broader commitment to **valuing and developing human resources,** in relation to which Ferrero considers meritocracy, professional competence, honesty and proper conduct to be fundamental criteria in any decision concerning the careers and, more generally, the professional development of its people.

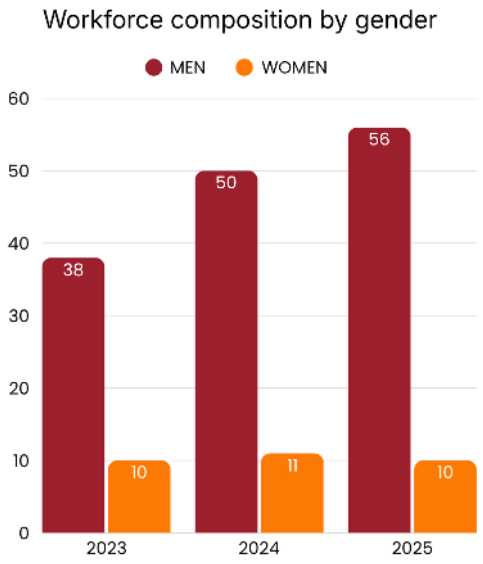
All employees are required to act with **consistent respect for the rights** and individuality of colleagues, collaborators and third parties, regardless of their hierarchical position within the Company.

Confirming Ferrero's commitment to ensuring a safe and respectful working environment, in 2025 Ferrero introduced a **whistleblowing procedure** that allows unlawful conduct or conduct contrary to ethical principles to be reported in a confidential and protected manner. In the three-year period 2023-2025, no **episodes of discrimination, harassment or violence** against personnel were recorded or reported.

The following section provides a quantitative and visual overview of Ferrero's workforce. For further details, please refer to the "Annexes" chapter.

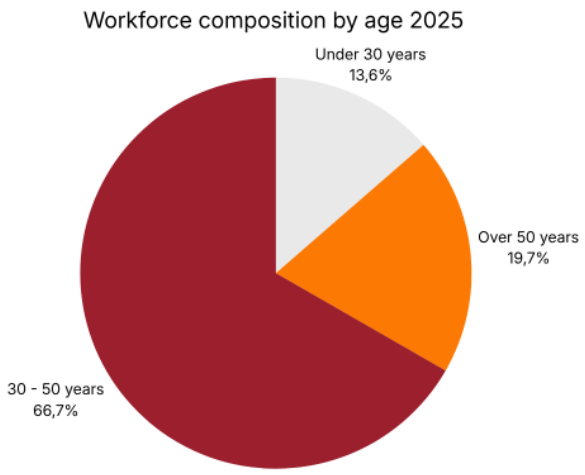
In the three-year period 2023–2025, **100% of Ferrero S.p.A.'s employees** were consistently **covered by the National Collective Labour Agreement (CCNL) for the Metalworking and Plant Installation Industry,** ensuring the application of uniform contractual conditions and shared protections for all personnel. In addition, the entire workforce was employed on permanent contracts. As at 2025, only 3% of employees were employed on part-time contracts, confirming the stability and continuity of employment relationships.

The total number of employees increased significantly, from 48 in 2023 to **66 in 2025** (+37.5%).

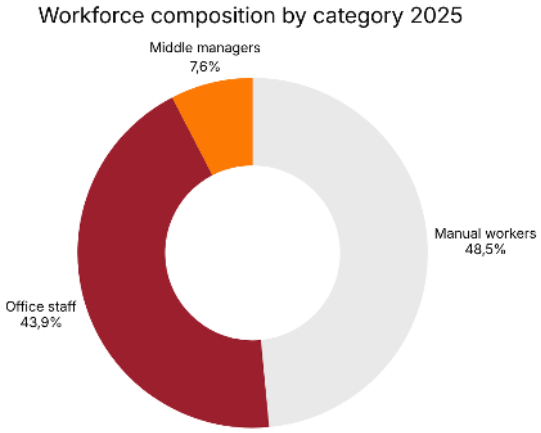


The gender breakdown shows a predominance of men: the percentage of women in the Company decreased from 20.8% in 2023 to 15.2% in 2025. In addition, the majority of personnel, 66.7%, falls within the 30-50 age group.

Finally, Ferrero's workforce includes 3 employees with disabilities, equal to approximately 4,5% of the total workforce.



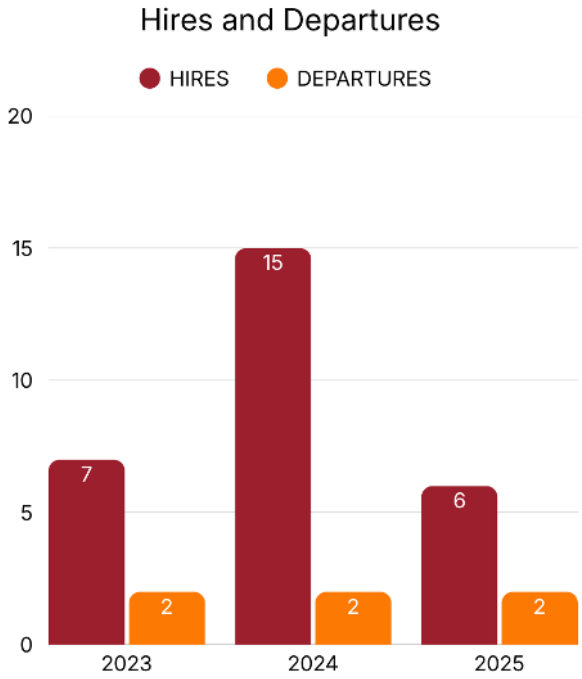
With regard to the breakdown by professional category, in 2025, 43.9% of personnel were classified as white-collar employees, of whom 34.5% were women. Blue-collar workers, accounting for 48.5%, and white-collar employees (accounting for 7.6% of the workforce) were instead exclusively men.



In terms of **employment flows,** although there was a progressive increase in hires in the previous two-year period, from 7 in 2023 to 15 in 2024, the number of new entries fell to 6 in 2025.

The number of departures remained low and stable, at 2 in each of the three years.

In this context, the **turnover replacement rate**[3] stood at 300% in 2025, compared with 750% in 2024. This figure therefore shows a slowdown in employment growth compared with the previous year, while still confirming a positive balance between entries and exits: in 2025 too, hires exceeded departures.



[3] Turnover replacement rate = (number of employees who joined the company during a given period ÷ number of employees who left the company during the same period) × 100.

2.1.1 Training and Skills Development

[GRI 404-1; GRI 404-2]

Although it was not identified as a material topic, Ferrero considers the professional growth of its employees to be a strategic element for business development. For this reason, it constantly invests in training, offering certified courses and dedicated pathways, with particular attention to young workers.

The training activities promoted by the Company cover different and complementary areas, from occupational safety to environmental issues and technical-administrative aspects, with the aim of supporting both skills updating and the development of new talent.

From 2023, on the occasion of the annual emergency drill, Ferrero introduced a **training session** for all personnel **on sustainability topics,** with dedicated insights into, among others, environmental protection and business ethics. The initiative was maintained in 2024 and 2025, confirming its role as a regular annual event within staff awareness-raising activities.

Alongside more strictly professional training, Ferrero also promotes initiatives aimed at fostering **inclusion** and full participation in corporate life. These include **language training pathways** for foreign employees, designed to facilitate integration and communication within teams, following an approach inspired by the principles of Diversity & Inclusion.

The monitoring of specific KPIs enables the Company to assess the effectiveness of its training programmes and verify the oversight of equal growth opportunities within the organisation. Through this commitment, Ferrero S.p.A. aims to enhance its resources, support innovation and foster a working environment focused on continuous development.

Over the last few years, total training hours have maintained an **upward trend, increasing** from 912 in 2023 to 982 in 2024, and reaching 1,036 hours in 2025.

Considering the total number of employees, average training hours per person remained substantially stable, decreasing slightly from 16.10 hours in 2024 to 15.70 hours in 2025 compared with the previous year.

In 2025, the blue-collar worker category recorded the highest average number of training hours, at 23.37 hours, followed by white-collar employees with 14.46 hours and middle managers with 8.40 hours. This figure highlights particularlysignificant investment in training for operational roles, in line with the technical updating and safety needs connected with the activities carried out.

With reference to the distribution **of training hours by gender,** in 2025, out of a total of 1,036 hours provided, 1,004 hours were delivered to male employees and 32 hours to female employees.
This distribution is influenced by the composition of the personnel involved in the training pathways during the year and, in particular, by the implementation of new production processes, which required a significant training initiative for personnel directly involved in using the new technologies, mainly belonging to the blue-collar worker category. The Company is aware of this trend and expects training hours delivered to female personnel to realign in 2026 with the levels recorded in previous years.

2.1.2 Employee Well-Being

[GRI 3-3; GRI 401-2; GRI 401-3; GRI 405-2]

Employee Welfare

Ferrero pays close attention to the well-being of its people, adopting an approach that integrates welfare measures, work-life balance policies and reward systems. The Company has introduced various initiatives to support all personnel, **including flexible working hours and remote working,** as well as extended and flexible arrangements for taking parental leave. All employees have access to a **dedicated welfare platform,** Welfarebit, which brings together easily accessible services and benefits in a single space, designed to meet the different needs of workers through solutions that are also available locally.

All Ferrero employees are entitled to **parental leave.** Over the three-year period, use of this measure remained limited overall, but showed a progressive increase: one employee used it in 2023, two in 2024 and three in 2025. This figure highlights a gradual increase in the use of the tool, albeit still involving limited numbers. The Company also provides support pathways to facilitate the return to work after leave and makes childcare benefits available through its health and welfare platforms, supporting the family needs of its people.

These measures are complemented by benefits and other incentives aimed at recognising employees' commitment and strengthening their sense of belonging.

Remuneration Policies, Incentives and Fair Recognition of People

Attention to the quality of working life is further confirmed by the constant **monitoring io** of specific KPIs and the definition of **objectives linked to the promotion of wellbeing, gender equality and inclusion.**

At Ferrero, the **salary ratio between women and men** is calculated within the white-collar employee category, the only category in which women are present, and shows a generally stable and positive trend over the three-year period. The figure for basic salary[4] in 2023 was 0.99, indicating significant progress towards full parity. In 2024, the ratio fell to 0.93, before returning to 0.99 in the latest year. The ratio for total remuneration also[5] shows a progressively consolidating trend, moving from 0.82 in 2023 and 2024 to 0.93 in 2025.

The Company has already launched targeted improvement strategies aimed at further reducing existing gaps, through a **structured approach to career management, remuneration policy and gender equality,** with the objective of ensuring fair and inclusive recognition of all people.

[4] Basic salary: the minimum fixed amount paid to an employee for performing their assigned duties, excluding any additional remuneration such as overtime pay or bonuses.

[5] Total remuneration: basic salary plus additional amounts paid to a worker. Note: Examples of additional amounts paid to an employee may include those based on years of service, bonuses such as cash and equity such as stocks and shares, benefits, overtime, time owed and any additional allowances, such as travel, board and lodging, and childcare.

Trade Union Representation and Social Dialogue within the Company

Ferrero has an internal trade union representation body that aims to protect workers' rights and acts as the official counterpart to Company Management.

In particular, this legally recognised internal body has the power to **represent employees' interests** vis-à-vis the Company, promote the protection of working conditions, participate in bargaining and decision-making processes, and benefit from the spaces, time off and protections provided for by law.

2.1.3 Employee Health and Safety

[GRI 3-3; GRI 403-1; GRI 403-2; GRI 403-3; GRI 403-5; GRI 403-6; GRI 403-8; GRI 403-9; GRI 403-10]

The Company considers protecting the health and safety of its workers to be an essential value and an integral part of its corporate responsibility. To this end, the Company has implemented **a management system compliant with UNI EN ISO 45001:2018,** based on a structured approach to risk prevention and management, going beyond mere regulatory obligations. The occupational health and safety management system **covers all Ferrero S.p.A. workers,** including the entire corporate scope covered by the report. The system adopted by the Company enables hazards to be identified promptly, their impacts to be mitigated and a widespread, participatory safety culture to be promoted.

Ferrero is committed to spreading and consolidating a culture of safety among employees and collaborators, developing risk awareness and promoting responsible behaviour by everyone. Employees and collaborators, within the scope of their duties and functions, participate in the process of risk prevention and of protecting health and safety for themselves, their colleagues and third parties. This commitment translates into active and shared involvement, which is an integral part of the Company's organisational model. To ensure the health and safety of employees, the Company adopts appropriate measures such as, for example, constant safety inspections of equipment and the provision of protective equipment for the employees concerned.

In terms of healthcare, Ferrero guarantees access to **prevention and protection services** through the support of occupational health services and regular medical check-ups. These are complemented by **private healthcare cover** (through EBM) and specific insurance policies for white-collar employees, providing employees with an additional level of protection also for needs
hat are not strictly work-related.

To ensure full compliance with Legislative Decree 81/08, Ferrero has adopted a structured occupational safety management system. In particular, it has prepared the **Risk Assessment Document** (DVR), which identifies the hazards present in the Company's workplaces and defines the related prevention and protection measures. The Company has also appointed the key figures required by the legislation, including the **Head of the Prevention and Protection Service** (RSPP), the Occupational Physician, Emergency Officers and the Workers' Safety Representative (RLS), thereby ensuring constant oversight of safety-related activities.

Specific Occupational Health and Safety (OHS) training, which is mandatory for all employees, plays a key role in prevention. In 2025, Ferrero provided 196 hours of training in this area. The Company periodically organises refresher courses, aimed at raising workers' awareness of the risks associated with their duties and providing them with the skills needed to work safely, minimising the risk of accidents.

Over the three-year period 2023-2025, a total of **3 injuries** were recorded: 2 in 2023[6] and 1 in 2025, while no injury events occurred in 2024. No occupational diseases were recorded in the period considered. This figure should also be read in light of the total number of hours worked, equal to 89,837 hours in 2023, 108,663 hours in 2024 and 119,373 hours in 2025. The trend therefore shows a progressive increase in hours worked over the three-year period, against a low and non-continuous number of injuries, confirming the importance of constant oversight of occupational health and safety.

In addition, Ferrero ensures the protection of its employees by providing **Personal Protective Equipment** (PPE) specific to each function, as required by Legislative Decree 81/08. Each worker receives the equipment appropriate to their activities, ensuring that all safety measures are observed and that operating conditions are always optimal.

Active worker participation is facilitated by the availability of a **"near miss" reporting platform,** through which employees can directly communicate any potentially hazardous situations, thereby contributing to the continuous improvement of safety conditions within the Company. In addition, staff involvement is also promoted through training sessions and periodic awareness-raising campaigns.

Ferrero also provides **health surveillance** for workers exposed to specific risks, in accordance with the protocols established by the Occupational Physician, and manages and updates mandatory documentation, including the Unified Interference Risk Assessment Document (DUVRI), the Operational Safety Plan (POS) and the Emergency and Evacuation Plan. Accidents, occupational diseases and the appointment of safety figures are reported promptly to the competent authorities, in full compliance with regulatory obligations.

To constantly monitor safety conditions, Ferrero has implemented an injury analysis and monitoring system, supported by **dedicated KPIs**, which make it possible to objectively assess the trend in occupational safety-related events. This approach enables any critical issues to be identified promptly and targeted solutions to be adopted to reduce the risk of accidents.

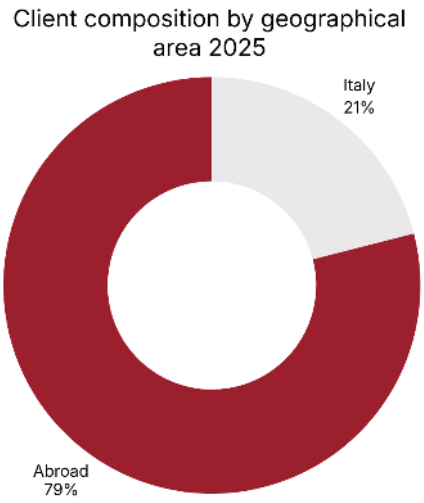
2.2 Clients

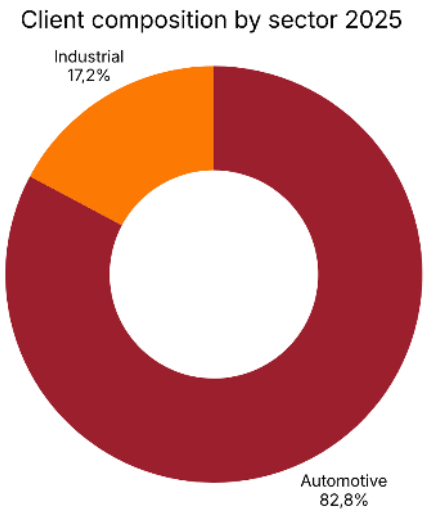
[GRI 2-6]

Ferrero S.p.A. assigns a central role to customer satisfaction and loyalty, considering them one of the strategic pillars of business growth. Its constant focus on customers translates into an offer of **customised solutions, high-quality** service and **prompt technical support,** elements that characterise the Company's approach in the main sectors in which it operates.

All Ferrero S.p.A. customers belong to the private sector and are distributed both nationally and internationally. As shown in the chart on the geographical distribution of the customer base, over the three-year period 2023-2025 there was a clear predominance of the **international market,** which accounted for a growing share of total revenue: from 75% in 2023 to 77% in 2024, reaching 79% in 2025. Consequently, the share relating to the Italian market showed a slight decline, standing at 21% in 2025. This trend confirms the consolidation of the Company's international vocation, as it continues to strengthen its presence beyond national borders.

[6] The 2023 injury data was updated compared with the information reported in the previous Sustainability Report, following the most recent internal checks and the consolidation of the available information. This restatement allows the trend in injury events over the three-year period to be presented more completely and accurately.





Customers are divided between two main business areas: the **Automotive Division** and the **Industrial Division.** The former accounts for the majority share, with its incidence on the total increasing steadily, from 76% in 2023 to 82.8% in 2025. The Industrial Division, although recording a percentage decrease over the three-year period, from 24% to 17.2%, continues to play a significant role within the Company's strategy, thanks to its specialised technical offering and well-structured sales service.

AUTOMOTIVE Division: International Focus

The Automotive Division stands out for its strong international approach in terms of both product and business; this diversified market vision regularly generates exports accounting for over 80% of production. Its positioning in European markets is guaranteed by the constant presence of technicians who are able to offer a **complete service,** starting from simultaneous engineering through to full project development. Europe is now its home market and, thanks to its strong international focus, Ferrero also exports its products to the United States, with the aim of further expanding its presence in a strategic market.

Ferrero S.p.A. continues to increase its international footprint to ensure proximity to clients and to open new markets, introducing innovative and patented products with high technological content, while maintaining the highest **quality and safety standards** in the Automotive sector.

INDUSTRIAL Division: Sales Network

The Industrial Division is characterised by a well-structured and extensive commercial organisation both in Italy and abroad.

The service covers the entire customer relationship cycle, from initial contact to project development, through to sales and subsequent after-sales activities. Thanks to the efficient logistics structure that works with the Company, Ferrero is able to carry out transport and deliveries anywhere in the world, including the most remote locations, with **maximum safety and guaranteed product integrity.** Qualified Company personnel also ensure constant assistance throughout all stages of the service.

2.2.1 Product Quality and Client Satisfaction

[GRI 3-3]

Ferrero operates with a strong customer focus, placing product quality and the satisfaction of each client's specific requirements at the centre of its activities. The Company offers a diversified range of solutions and services in the metal fabrication sector, guaranteeing high-precision processing, on-time deliveries and attentive, effective after-sales service. Ferrero pursues its success on national and international markets by offering high-quality products at competitive conditions, in compliance with rules protecting competition.

In support of this commitment, the Company has obtained various **quality certifications and industry-specific technical certifications.** Of particular importance among these is **UNI EN ISO 9001:2015,** which certifies the effectiveness of the quality management system, together with the UNI EN 1090, UNI EN ISO 3834, UNI EN ISO 9606, UNI EN ISO 14731 and UNI EN ISO 9712 certifications, which help to ensure high standards in welding, inspection and production processes. The adoption of a dedicated internal procedure for managing non-conformities also enables the Company to intervene promptly in the event of anomalies and to promote the continuous improvement of operational effectiveness.

The relationship with customers is constantly monitored through the periodic sending **of assessment questionnaires** and the structured collection of both positive and negative feedback, including by email or direct contact. The information received is analysed to identify any areas for improvement and to consolidate the most highly appreciated aspects of the service.

At the same time, the Company is committed to ensuring the **protection of clients' sensitive data** through the application of the principles set out in its Code of Ethics and by complying with current privacy regulations, guaranteeing transparency and confidentiality at every stage of the business relationship.

2.2.2 Data Privacy and Confidentiality

[GRI 418-1]

Ferrero guarantees full compliance with the General Data Protection Regulation (GDPR), ensuring that personal data are processed lawfully, fairly and transparently, in respect of the rights of data subjects. It should be noted that **in 2025 there were no cases concerning breaches of customer privacy or loss of customer data,** nor any IT incidents or data breaches.

In addition, as a technological and production partner in highly innovative projects, Ferrero has access to confidential information. Maintaining the highest level of confidentiality over such data is essential to protect customers' **intellectual property,** as well as to prevent conflicts of interest or contractual breaches.

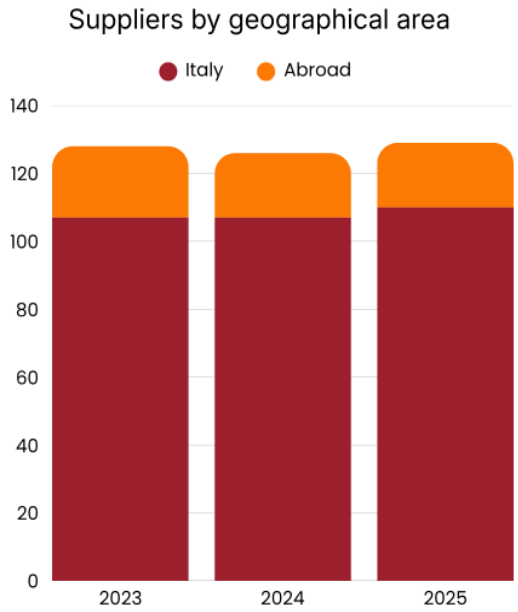
In such a sensitive context, Ferrero adopts **strict confidentiality measures,** non-disclosure agreements (NDAs) and internal procedures that ensure the separation of information flows, thereby strengthening trust and the long-term solidity of its partnerships.

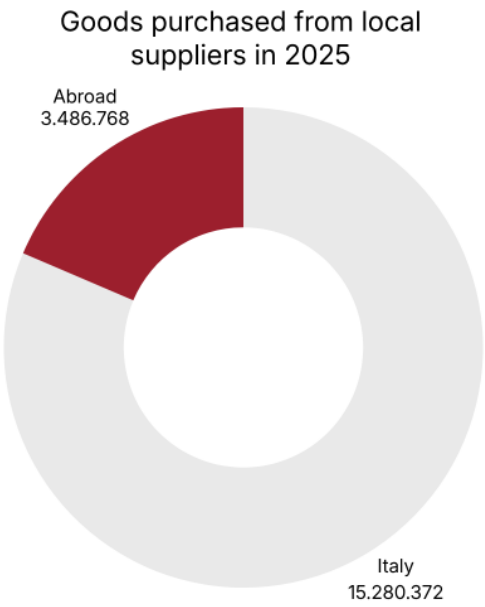
2.3 Suppliers

[GRI 2-6; GRI 204-1]

Ferrero manages relationships with partners and suppliers in full compliance with current legislation, the principles set out in the Code of Ethics, existing contracts and internal procedures. Suppliers and service providers are selected and managed according to criteria of **impartiality, transparency and fairness,** with the aim of preventing any situation involving a conflict of interest, including potential conflicts.

In the three-year period 2023-2025, Ferrero maintained a strong connection with the local area, prioritising procurement from **national suppliers.** In particular, in the reporting year, the Company worked with 128 suppliers[7], of which 110 were based in Italy and 18 abroad. The tendency towards local procurement is also confirmed by the data relating to the value of purchases: in 2023, 83% of total goods and services were purchased from Italian suppliers, a percentage that decreased slightly in 2025, standing at 81.42%.
The slight decrease recorded in the latest year is attributable to the internationalisation of part of production.





2.3.1 Management of the Supply Chain

[GRI 308-1; GRI 414-1]

Supplier selection and monitoring are a strategic element in ensuring quality and sustainability throughout the entire value chain. The procurement procedures adopted integrate environmental, social and governance (ESG) criteria, with the aim of promoting a network of reliable and responsible business partners aligned with the Company's values. In 2025, 25% of total suppliers were assessed according to **criteria that include environmental and social sustainability principles;** this scope includes 100% of suppliers considered significant for outsourced activities, such as painting, production and other processing activities relevant to the Company's processes. The suppliers included in this assessment scope were also subject to on-site sustainability audits.

[7] Only relevant suppliers with purchases above €10,000 were considered.

In compliance with competition law, any form of misleading or collusive conduct or, more generally, conduct liable to constitute unfair competition practices towards other market operators is excluded. Integrity in commercial relationships is further strengthened through the requirement for suppliers to sign up to ethical commitments and comply with international policies, including specific restrictions such as the **prohibition of sourcing from geopolitically sensitive areas.**

In addition, employees in the Purchasing Department receive training on **sustainability in procurement processes,** in order to promote the informed and sustainable selection of raw materials. In 2025, this training involved 67% of purchasing personnel, namely 2 employees out of 3. In parallel, initiatives were launched to digitalise purchasing processes, resulting in a reduction in paper use and thereby contributing to the reduction of indirect environmental impact.

This approach forms part of an integrated view of sustainability, in which the supply chain is considered a key component of the organisation's social, environmental and ethical responsibility.

3. ENVIRONMENTAL DIMENSION

In an era in which sustainability represents a global priority, businesses have the responsibility to adopt practices aimed at reducing environmental impact and combating climate change, thereby helping to promote a sustainable future, protect natural resources, and improve the well-being of future generations.

Ferrero, in a phase of progressive consolidation of its journey towards environmental sustainability, recognises the importance of **reducing its emissions and energy consumption footprint** and contributing to **climate change mitigation.** Its commitment is focused on adopting and promoting responsible behaviours, aimed not only at limiting negative environmental impacts, but also at strengthening relationships with stakeholders and continuously improving its business processes.

Environmental protection and the safeguarding of nature are recognised as fundamental values and a common heritage to be protected. With this in mind, the Company has been certified to **UNI EN ISO 14001** (Environmental Management System) for some time, demonstrating a structured and internationally recognised approach to environmental management. It also adopts a model based on social responsibility and the prevention of possible negative environmental impacts, both for the Company and for the local community. Even with a limited ecological footprint, measures are implemented to conserve resources, reduce waste and mitigate significant impacts.

Activities are conducted with a view to contributing to sustainable development and the wellbeing of affected communities, with the aim of ensuring the safety and health of people at the Company's sites and minimising negative effects on the surrounding environment. Particular attention is paid to energy efficiency and waste reduction, the responsible use of resources, the selection of sustainable materials and processes, the reduction of CO_2 emissions and product design based on reuse and recycling criteria.

In line with its sustainable development path, Ferrero also recognises the strategic role of **Transition 5.0** as a lever for combining **technological innovation and environmental sustainability.** The Company progressively promotes the integration of digital solutions and advanced processes geared towards energy efficiency, optimisation of resource use and emissions reduction, enhancing the adoption of enabling technologies and more sustainable production models. This approach makes it possible to strengthen the ability to monitor environmental performance and support increasingly data-driven decisions, in line with continuous improvement objectives.

In 2025, as in previous years, environmental policies and management systems were adopted and internal awareness-raising initiatives were developed, aimed at disseminating a culture focused on sustainability. More specific environmental topics, such as energy consumption and emissions and waste management, will be explored in greater detail in the following paragraphs.

3.1 Energy and Emissions Management

[GRI 3-3]

The energy transition is a fundamental lever for addressing the climate challenge and building a more sustainable development model. In this context, Ferrero S.p.A. is progressively adopting solutions and strategies aimed at **improving energy efficiency,** reducing fossil fuel consumption and limiting CO_2 emissions.

The Company has already launched major energy efficiency interventions, such as the replacement of the boiler and electrical panel at its headquarters – the latter equipped with a consumption monitoring system – and the thermal insulation of the Via Saluzzo site, in addition to the purchase of new high-efficiency work equipment (mainly laser cutters, bending machines, welding machines, and positioners) at its own facilities, thereby reducing energy consumption and increasing worker safety.

Particularly significant in this area was the investment made in 2025 in the purchase of a new laser cutting machine, equipped with a related high-efficiency electrical panel and installed at the Company's headquarters. This initiative forms part of the Company's **technological innovation** path and is consistent with the principles of Industry 5.0, thanks to the integration of advanced technologies geared towards optimising consumption, reducing energy waste and improving operational safety. These measures are complemented by the adoption of LED lighting, the introduction of building automation systems for smart heating management and the progressive replacement of the Company fleet with hybrid vehicles.

3.1.1 Energy Consumption

[GRI 302-1; GRI 302-3; GRI 302-4]

In line with its corporate policy on quality, environmental protection and safety, Ferrero attaches significant importance to energy issues and waste reduction.

To this end, training sessions are held periodically with staff to raise awareness about the **proper use of energy resources** within the company.

In 2025, Ferrero also strengthened its commitment to the energy transition by joining the **"Solar Valley" energy community.** This choice enables the Company to source, at least in part, energy from renewable sources, relying on traditional supply only when such availability is not guaranteed. Membership of the energy community generates benefits both environmentally, by contributing to **an increase in the share of renewable energy** in the Company's energy mix and to a **reduction in market-based Scope 2 indirect emissions,** and economically, thanks to mechanisms for enhancing the value of shared energy.

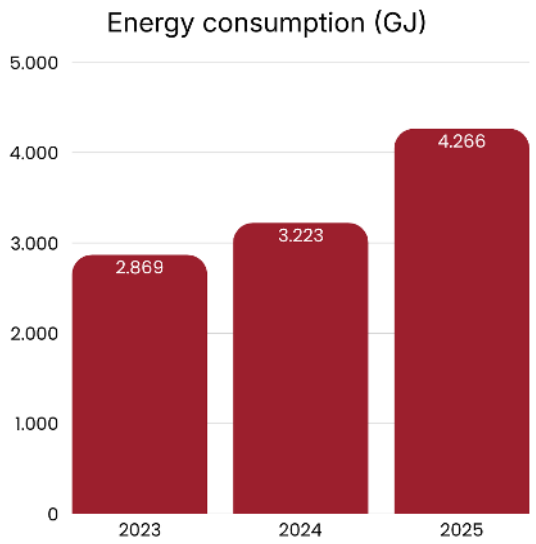
This pathway forms part of a broader and more structured strategy, which provides for **electricity to be sourced entirely from renewable sources** by **2027.**

The Company's commitment to managing energy consumption is supported by UNI EN ISO 14001:2015 certification, continuous staff training activities, constant monitoring of consumption and Scope 1 emissions, and the definition of specific CO_2 reduction targets, with a view to continuously improving environmental performance.

Through these initiatives, the company aims to contribute to the decarbonisation of its sector, integrating sustainability into operational processes and promoting more conscious use of energy resources.

Over the three-year period 2023-2025, Ferrero's total energy consumption increased overall by 48.7%, from 2,868.71 GJ in 2023 to 4,266.11 GJ in 2025. This increase is attributable, at least in part, to the activation of two new facilities during the reporting period, which involved the introduction of new machinery and a consequent expansion of operating activities.

In 2025, electricity purchased from the grid recorded a significant increase compared with the previous year, equal to 31.9%, rising from 2,159.31 GJ in 2024 to 2,848.76 GJ in 2025. The most significant increase concerned diesel fuel for heating blowers, which rose by 53.3%, from 630.25 GJ in 2024 to 966.32 GJ in 2025. Natural gas consumption, on the other hand, remained substantially stable, moving from 433.61 GJ in 2024 to 451.04 GJ in 2025.



Despite the increase in absolute consumption, **energy intensity per employee** grew to a more limited extent over the three-year period, rising from 59.76 GJ per employee in 2023 to 64.64 GJ in 2025, an increase of 8.2%. This figure suggests that the growth in consumption is mainly attributable to the expansion of business activities and greater operational requirements, while the more moderate trend in energy intensity highlights the importance of continuing to monitor and improve energy efficiency.

In line with the process of improving environmental performance, Ferrero has also identified several areas of action aimed at the progressive optimisation of energy consumption. These include improving the energy efficiency of plants, automating production processes and, from 2026, adopting an Artificial Intelligence-based system to monitor consumption and improve the efficiency of the most energy intensive machinery.

The Company has also defined the objective of sourcing 100% of the electricity used by all its sites from renewable sources by 2027.

This commitment represents a significant lever for reducing the environmental impact of electricity consumption and strengthening energy oversight in a context of growing production activities.

3.1.2 Direct and Indirect Emissions

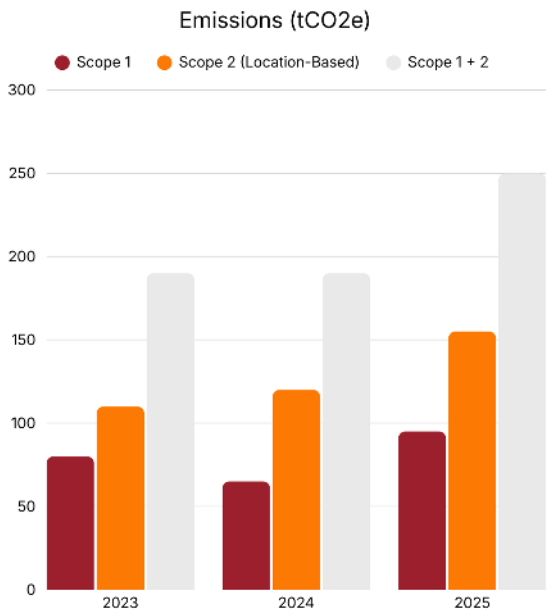
[GRI 305-1; GRI 305-2; GRI 305-4]

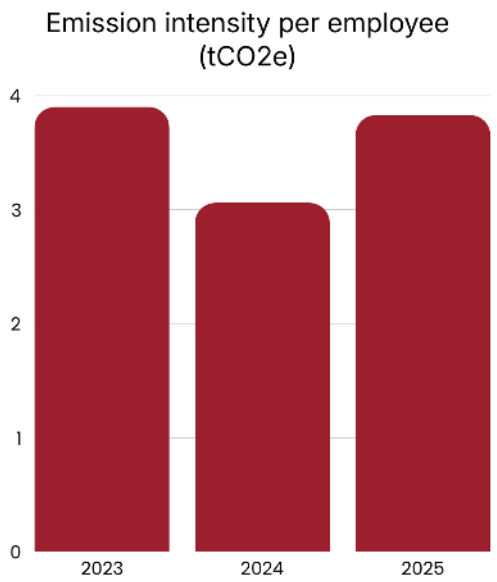
During the three-year period 2023-2025, Ferrero carefully monitored its greenhouse gas emissions, distinguishing between **Scope 1 emissions,** generated directly by the Company's activities, and **Scope 2 emissions,** related to electricity purchased from the grid.

Direct **Scope 1** emissions, resulting from the consumption of natural gas and diesel fuel for heating, showed a non-linear trend over the three-year period. In 2024, they decreased, standing at 68.90 tCO_2e, before increasing in 2025 to 95.08 tCO_2e, also exceeding the 2023 figure of 79.17 tCO_2e. This increase is mainly attributable to the rise in emissions associated with diesel fuel for heating, which increased from 44.48 tCO_2e in 2024 to 69.67 tCO_2e in 2025, while emissions from natural gas remained substantially stable over the period considered.

Indirect **Scope 2** emissions calculated using the location-based method, which is based on the country's average energy mix, instead showed a progressive increase, from 108.07 tCO_2e in 2023 to 119.33 tCO_2e in 2024, reaching 157.42 tCO_2e in 2025. This trend reflects the increase in electricity purchased from the grid, also in relation to the expansion of operating activities and the activation of new production sites during the reporting period.

Overall, total Scope 1 and Scope 2 emissions calculated using the location-based method increased from 187.23 tCO_2e in 2023 to 252.50 tCO_2e in 2025.





Despite the increase in absolute terms, location-based **emissions intensity,** calculated as the ratio of emissions to number of employees, shows a slight reduction over the three-year period, falling from 3.90 tCO_2e per employee in 2023 to 3.83 tCO_2e per employee in 2025. This figure highlights that the growth in emissions occurred in a context of workforce expansion and increased business activities

This trend confirms the importance of continuing to monitor energy consumption and define actions aimed at containing emissions, in line with the environmental improvement path undertaken by the Company.

Ferrero has defined **objectives to reduce its Scope 1 and Scope 2 emissions.** In particular, the Company aims to reduce Scope 1 emissions by 10% by 2030 compared with the 2023 baseline, while, with regard to Scope 2 emissions, it plans to achieve 100% coverage of electricity consumption from renewable energy during 2027, also thanks to the new contracts signed.

These objectives confirm Ferrero's commitment to progressively strengthening its decarbonisation pathway and transition towards more sustainable energy models.

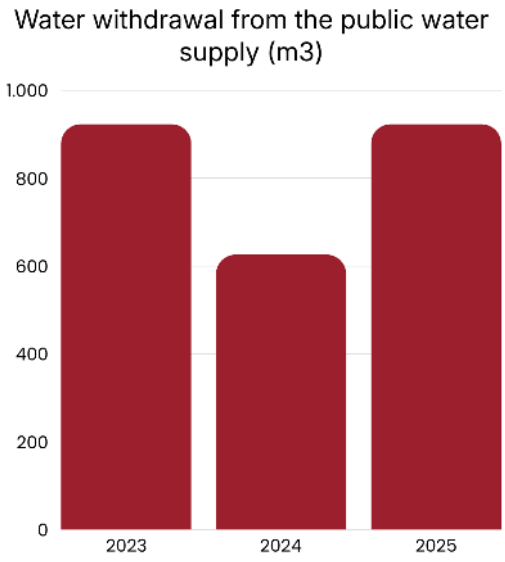
3.2 Other Non-Material Environmental Issues

[GRI 301-1; GRI 303-3; GRI 306-3; GRI 306-4; GRI 306-5]

As anticipated in the chapter 1.9, also within the Materiality Analysis updated for 2025, the energy transition is confirmed as the only environmental topic identified as material for Ferrero. The other environmental topics analysed continue not to be material. The main reasons behind this assessment are set out below, with the aim of providing a transparent representation of the scope of the environmental aspects considered and of their relevance for the Company.

Water Resources

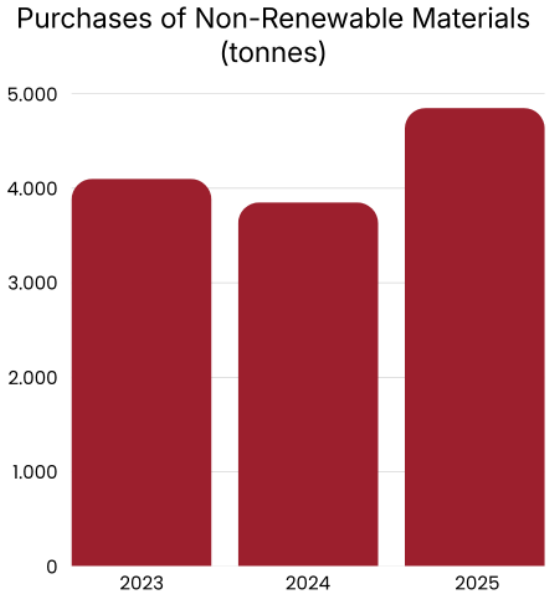
With regard to **water resource management,** at Ferrero's owned sites water comes exclusively from municipal water supplies and is used mainly for sanitary facilities, with no use of water in production. Given the limited scale of consumption, no specific water resource reduction policies or actions are currently planned. However, the Company periodically raises awareness among its employees regarding responsible water consumption. In addition, for greater transparency, the Company has decided to report water consumption over the last three-year period. Between 2023 and 2025, consumption of water from municipal supplies was stable overall, ending the three-year period at the same value as at the start, 923 m³. However, the figure decreased sharply in 2024 (to 626 m³) followed by an equally marked recovery in 2025.



Use of Materials

Another aspect that Ferrero has taken into consideration concerns the **use of natural resources,** in particular the procurement of **renewable and non-renewable materials.** At present, the Company does not have a structured monitoring system in this area, as the impact linked to raw material management was not identified as a priority during the materiality analysis phase. However, Ferrero recognises the importance of using resources more consciously and, in the future, may consider actions aimed at improving efficiency in the procurement and use of materials, prioritising lower-impact alternatives where possible.

In this regard, during the three-year period 2023-2025, the Company monitored **the procurement of non-renewable materials,** with particular attention to ferrous materials. The quantity purchased generally increased: while in 2023 Ferrero purchased 4,109 tonnes of these materials, over the last two-year period the average purchase of this material was 4,298 tonnes, reaching a total purchase of 4,796 tonnes of ferrous material in 2025. This increase is attributable to the activation of the two new production sites, in 2023 and 2025, as well as to the insourcing of various activities previously entrusted to external suppliers.



With a view to reducing waste and making the most of resources, Ferrero reuses **offcuts** generated by production activities to manufacture other products, where technically possible. The remaining portion of material that cannot be reused internally is transferred to a company specialised in the purchase and sale of materials, promoting its subsequent reuse in other production processes. As at the reporting date, the Company does not yet have a structured system for precisely quantifying the percentage of materials recovered or reused compared with the total offcuts generated.

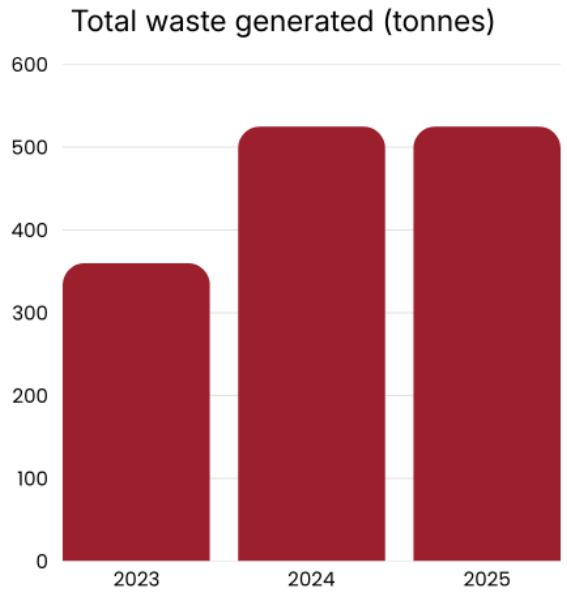
Waste Management

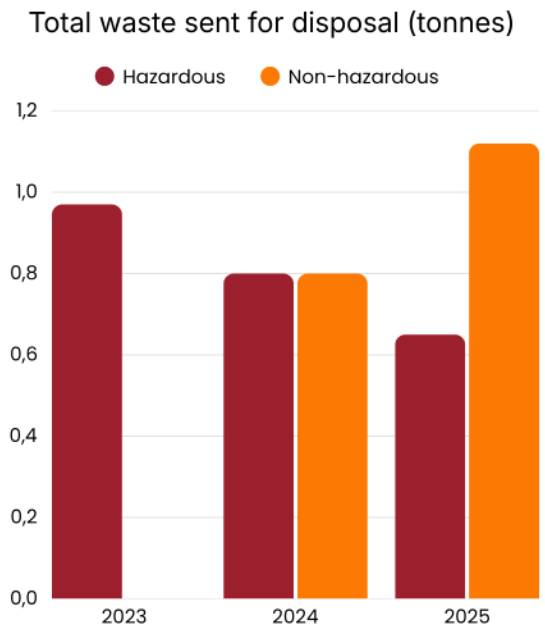
Lastly, proper **waste management** is also an important aspect for Ferrero. In this regard, the Company has equipped itself with practical tools and actions to reduce the impact of its production waste, encourage recycling and promote responsible behaviour. Ferrero carries out separate waste collection and relies on authorised waste management operators for the treatment of both hazardous and non-hazardous waste, in compliance with current legislation.

In 2025, Ferrero registered with **RENTRI,** the National Electronic Register for Waste Traceability. In view of registration and the introduction of the obligation to use the electronic register, the Company also arranged a specific external training activity for the personnel responsible for managing the related records, in order to ensure proper oversight of the new requirements.

With a view to prevention and reduction, in 2025 Ferrero also continued its **digitalisation process across all sites,** including through the adoption and development of ERP systems, with the aim of optimising internal processes, reducing paper use and promoting more efficient resource management.

The Company constantly **monitors the waste it produces,** particularly that deriving from production processes, with the aim of identifying the main sources and adopting strategies to reduce the overall quantity, thereby contributing to environmental protection and the continuous improvement of its environmental performance.





Over the three-year period 2023-2025, the total waste produced by Ferrero increased from 362 tonnes to 525 tonnes. This increase is mainly attributable to the growth in non-hazardous waste, which accounts for almost all waste produced and amounted to 524 tonnes in 2025.

The quantity of hazardous waste remained broadly stable over the period considered, standing at around 1 tonne each year. For this type of waste, there was also a 32.9% reduction in the share sent for disposal.

Overall, in 2025 almost all waste produced consisted of non-hazardous materials sent for recovery, confirming the Company's commitment to more efficient and circular resource management.

Future Developments Relating to Non-Material Environmental Topics

In the next update of the Materiality Analysis, scheduled for 2026, Ferrero will review the environmental issues already identified and, should other environmental topics prove material, also in light of possible operational changes or perimeter adjustments, it will consider adopting measures or practices to address them, with the aim of progressively improving its environmental impact.

4. ANNEXES

a. Table of Generated Impacts

Interpretation of Impacts
The degree of negative impact means the ability to adversely affect ESG aspects, namely the environment and people, through business activities. If the impact was assessed as "actual", this refers to the **ability to generate negative effects;** if, on the other hand, the impact was considered "potential", this refers to **risk.**

The degree of positive impact refers to the company's capacity to positively influence ESG aspects (through actions, initiatives, or practices), with the aim of **generating a benefit** for stakeholders and/or **minimising its own negative impacts.**

Energy and Emissions Management						
SDGs	**IMPACTS**	**Positive / Negative**	**Current/ Potential**	**Likelihood of occurrence**	**Direct/ Indirect**	**Main safeguards implemented by the Company**
13 CLIMATE ACTION 7 AFFORDABLE AND CLEAN ENERGY	Scope 1 GHG emissions into the atmosphere contributing to climate change	*negative*	*Actual*	*N/A*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Management Systems and Certifications:** - ISO 14001:2015 - Synesgy (ESG Score: A - excellent level of sustainability) **3.Actions:** - Energy efficiency actions: > boiler replacement at HQ > replacement of the electrical panel with a monitoring system at HQ. Planned for AP. > Thermal insulation at AP > Replacing lights with LEDs > Building automation to schedule heating > Investment in a high-efficiency Industry 5.0 laser cutting machine - Partially renewable energy contract - Replacement of company vehicles with hybrid cars - Training of personnel on energy management - Monitoring of energy consumption - Monitoring of Scope 1 emissions - CO2 reduction targets - "Solar Valley" Renewable energy community (2025)
13 CLIMATE ACTION 7 AFFORDABLE AND CLEAN ENERGY	Scope 2 GHG emissions into the atmosphere contributing to climate change	*negative*	*Actual*	*N/A*	*Indirect*	

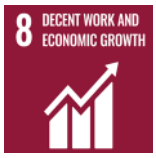
Management of water resources						
SDGs	**IMPACTS**	**Positive / Negative**	**Current/ Potential**	**Likelihood of occurrence**	**Direct/ Indirect**	**Main safeguards implemented by the Company**
	Excessive use of water resources	*negative*	*Potential*	*Unlikely*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Management Systems and Certifications:** - ISO 14001:2015 - Synesgy (ESG Score: A - excellent level of sustainability) **3.Actions:** - Raising employee awareness of responsible water consumption - Monitoring of water withdrawal - Water consumption reduction objectives

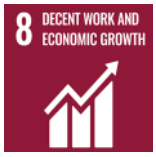
Waste Management						
SDGs	**IMPACTS**	**Positive / Negative**	**Current/ Potential**	**Likelihood of occurrence**	**Direct/ Indirect**	**Main safeguards implemented by the Company**
	Possible environmental damage due to improper waste disposal by suppliers	*negative*	*Potential*	*Unlikely*	*Indirect*	**1. Company Documents:** - Code of Ethics **2. Management Systems and Certifications:** - ISO 14001:2015 - Synesgy (ESG Score: A - excellent level of sustainability) **3.Actions:** Disposal of hazardous and non-hazardous waste through contracts with waste management operators - Separate waste collection - Paper reduction objective: digitalisation - Supply of company water bottles - Training and enrolment in RENTRI (2025) and annual awareness-raising on waste management - Monitoring of waste produced - Objectives to reduce waste generated by production - Internal recycling and external sale of production scrap for reuse
	Adoption of practices aimed at the circular economy	*positive*	*Actual*	*N/A*	*Direct*	

Employee well-being						
SDGs	IMPACTS	Positive / Negative	Current/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	Creating a working environment that allows for a proper work–life balance	*positive*	*Actual*	*N/A*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Actions:** - Wellness programs for employees - Reward and bonus systems + Christmas benefits - Welfare policies to support work-life balance such as reduced hours, remote working and flexible working hours - Welfare platform accessible locally (Welfarebit) - Extended parental leave - Flexible leave - Return support routes - Sick days to treat family members - Monitoring of KPIs related to employees - Specific objectives regarding the improvement of well-being, gender equality and D&I
8 DECENT WORK AND ECONOMIC GROWTH	Enhancement of human resources in terms of remuneration and merit	*positive*	*Actual*	*N/A*	*Direct*	

Employee health and safety						
SDGs	IMPACTS	Positive / Negative	Current/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	Possible serious and/or permanent injuries and accidents to workers	*negative*	*Potential*	*Unlikely*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Management Systems and Certifications:** - ISO 45001:2018 **3. Actions:** - EBM private healthcare insurance for all employees (as required by law) - Ad hoc insurance for white-collar employees (as required by law) - Annual medical check-ups - Monitoring of KPIs related to employees - Near-miss platform, for reporting near misses so that the Company can take action.
3 GOOD HEALTH AND WELL-BEING 8 DECENT WORK AND ECONOMIC GROWTH	Possible damage to employees due to noise pollution and/or artificial optical radiation	*negative*	*Potential*	*Unlikely*	*Direct*	

Diversity and Gender Equality						
SDGs	IMPACTS	Positive / Negative	Current/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
5 GENDER EQUALITY	Potential cases of gender or other discrimination	*negative*	*Potential*	*Unlikely*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Actions:** - Implementation of the Whistleblowing System (2025) - Monitoring of KPIs related to employees - Specific objectives regarding the improvement of well-being, gender equality and D&I

Training and skills development						
SDGs	**IMPACTS**	**Positive / Negative**	**Current/ Potential**	**Likelihood of occurrence**	**Direct/ Indirect**	**Main safeguards implemented by the Company**
	Enhancement of employees' skills and abilities, resulting in the development of high-value professional roles	*positive*	*Actual*	*N/A*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Actions:** - Employee training, including certified courses and qualifications - Training courses for young workers - Monitoring of KPIs related to employees - ESG training for all employees - Language courses for workers from a D&I perspective

Management of the supply chain						
SDGs	**IMPACTS**	**Positive / Negative**	**Current/ Potential**	**Likelihood of occurrence**	**Direct/ Indirect**	**Main safeguards implemented by the Company**
	Promoting a transparent and more sustainable supply chain	*positive*	*Actual*	*N/A*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Actions:** - Supplier selection criteria based on environmental and ESG certifications - Increase in suppliers with environmental and ESG certifications - Audit of suppliers through checklists with questions on environmental management and safety - Training employees on the purchase of sustainable raw materials - Paper reduction objective: digitalisation - Suppliers are obliged to certify that they are avoiding supply from Russia
  	Possible environmental and/or social damage upstream of the supply chain	*negative*	*Potential*	*Unlikely*	*Indirect*	

Product Quality and Client Satisfaction						
SDGs	**IMPACTS**	**Positive / Negative**	**Current/ Potential**	**Likelihood of occurrence**	**Direct/ Indirect**	**Main safeguards implemented by the Company**
12 RESPONSIBLE CONSUMPTION AND PRODUCTION 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Customer satisfaction thanks to high quality products	*positive*	*Actual*	*N/A*	*Direct*	**1. Company Documents:** - Code of Ethics - Procedures relating to product non-conformity **2. Management Systems and Certifications:** - UNI EN ISO 9001:2015 - ISO 1090-1:2009 + A1:2011 (execution of steel and aluminium structures) - UNI EN ISO 3834-2:2021 (welding and fusion of metallic materials) - UNI EN ISO 9606-1:2017 (welder qualification tests - Fusion welding) - UNI EN ISO 14731:2019 (Coordination of welding activities - Tasks and responsibilities, obtained by an employee) - UNI EN ISO 9712:2012 (Certification of personnel carrying out non-destructive testing, obtained by an employee) - Synesgy (ESG Score: A - excellent level of sustainability) **3. Actions:** - Customer evaluation questionnaire - Periodic reports, including by email - Internal quality control system
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Potential economic damage to the client due to inadequate or inefficient handling of the assignment (non-compliant products, post-sale issues, etc.)	*negative*	*Potential*	*Unlikely*	*Direct*	

Privacy and data processing						
SDGs	IMPACTS	Positive / Negative	Current/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Possible loss of personal and confidential data	*negative*	*Potential*	*Unlikely*	*Direct*	**1. Company Documents:** - Code of Ethics **2. Actions:** - Implementation of ISO 27001/TiSAX

Responsible corporate conduct						
SDGs	IMPACTS	Positive / Negative	Current/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Possible cases of corruption, bribery, fraud or other forms of wrongdoing / irregularities in administrative and/or commercial practices	*negative*	*Potential*	*Unlikely*	*Direct*	**1. Company Documents:** - Code of Ethics - Anti-Corruption Code of Conduct **2. Actions:** - Implementation of the Whistleblowing System - Training and awareness-raising on ethics and legality for its employees
8 DECENT WORK AND ECONOMIC GROWTH	Creating a positive and trusting work environment for company employees	*positive*	*Actual*	*N/A*	*Direct*	

Corporate Ethics

[GRI 205-3]

Whistleblowing reports	2023	2024	2025
Number of reports concerning the whistleblowing procedure	N.A.	N.A.[8]	0

Training on business ethics	2023	2024	2025
Total number of employees	**48**	**61**	**66**
of which participants in the training on business ethics	28	52	53
percentage of employees who have undergone training on business ethics	58%	85%	80%

Confirmed cases of corruption	2023	2024	2025
Number of confirmed corruption cases	0	0	0

Information security incidents	2023	2024	2025
Number of confirmed information security incidents	0	0	0

Employees

[GRI 2-7; GRI 2-30; GRI 401-1; GRI 405-1, GRI 406-1]

Workforce Composition by Gender and Category		2023	2024	2025
Fixed-term employees	M	0	0	0
	F	0	0	0
Open-ended contract employees	M	38	50	56
	F	10	11	10
TOTAL		**48**	**61**	**66**

[8] Reporting system active since 2025.

Workforce Composition by Gender and Category		2023	2024	2025
Full-time employees	M	38	50	56
	F	9	9	8
Part-time employees	M	0	0	0
	F	1	2	2
TOTAL		**48**	**61**	**66**

Collective bargaining coverage	2023	2024	2025
Total number of employees	**48**	**61**	**66**
of which covered by collective bargaining	48	61	66
% of employees covered by collective bargaining	100%	100%	100%

Employee diversity by category, gender and age		2023		2024		2025	
		M	F	M	F	M	F
Number of white-collar employees	<30	1	2	2	1	3	1
	30-50	11	5	15	6	15	5
	>50	1	3	1	4	1	4
Number of middle managers	<30	0	0	0	0	0	0
	30-50	4	0	3	0	2	0
	>50	1	0	2	0	3	0
Number of blue-collar workers	<30	3	0	3	0	5	0
	30-50	14	0	21	0	22	0
	>50	3	0	3	0	5	0
Total	**<30**	**4**	**2**	**5**	**1**	**8**	**1**
	30-50	**29**	**5**	**39**	**6**	**39**	**5**
	>50	**5**	**3**	**6**	**4**	**9**	**4**

Employee diversity		2023		2024		2025	
		M	F	M	F	M	F
% of white-collar employees	<30	2.08%	4.17%	3.28%	1.64%	4.55%	1.52%
	30-50	22.92%	10.42%	24.59%	9.84%	22.73%	7.58%
	>50	2.08%	6.25%	1.64%	6.56%	1.52%	6.06%
% of middle managers	<30	0%	0%	0%	0%	0%	0%
	30-50	8.33%	0%	4.92%	0%	3.03%	0%
	>50	2.08%	0%	3.28%	0%	4.55%	0%
% blue-collar workers	<30	6.25%	0%	4.92%	0%	7.58%	0%
	30-50	29.17%	0%	34.43%	0%	33.33%	0%
	>50	6.25%	0%	4.92%	0%	7.58%	0%

New hires	2023		2024		2025	
	M	F	M	F	M	F
Italy	2	0	9	1	2	0
<30	0	0	1	0	2	0
30-50	2	0	8	1	0	0
>50	0	0	0	0	0	0
Other EU - non-EU	5	0	5	0	4	0
<30	1	0	1	0	1	0
30-50	4	0	4	0	1	0
>50	0	0	0	0	2	0
TOTAL	**7**	**0**	**14**	**1**	**6**	**0**

Employees Out	2023		2024		2025	
	M	F	M	F	M	F
Italy	1	0	2	0	1	1
<30	1	0	0	0	0	0
30-50	0	0	1	0	1	1
>50	0	0	1	0	0	0
Other EU - non-EU	1	0	0	0	0	0
<30	0	0	0	0	0	0
30-50	0	0	0	0	0	0
>50	1	0	0	0	0	0
TOTAL	2	0	2	0	1	1

Turnover rate	2023		2024		2025	
	M	F	M	F	M	F
Turnover compensation rate	350%	-	700%	-	600%	0%
TOT	**350%**		**750%**		**300%**	

Employees belonging to protected categories and/or with disabilities	2023	2024	2025
Total number of employees	**48**	**61**	**66**
of which belonging to protected categories	0	0	0
of which with disabilities	0	1	2

Recorded incidents of discrimination	2023	2024	2025
Number of incidents of discrimination	0	0	0

Training

[GRI 404-1]

Hours of training per job category and gender		2023	2024	2025
White-collar employees	M	180	198	214
	F	308	308	32
Middle managers	M	36	48	42
	F	0	0	0
Blue-collar workers	M	388	428	748
	F	0	0	0
Total	**M**	**604**	**674**	**1004**
	F	**308**	**308**	**32**
	TOT	**912**	**982**	**1036**

Average number of training by professional category and gender		2023	2024	2025
White-collar employees	M	13.85	11.00	11.26316
	F	30.80	28.00	3.2
White-collar employees	M	7.20	9.60	8.4
	F	0	0	0
Blue-collar workers	M	19.40	15.85	23.375
	F	0	0	0
Total	**M**	**15.89**	**13.48**	**17.93**
	F	**30.80**	**28.00**	**3.2**

Training hours by type	2023	2024	2025
Health and Safety	240	272	140
Forklift refresher training	4	16	8
WSR	8	8	32
Firefighting	12	48	0
Firefighting refresher course	5	0	0
First aid	16	96	16
First aid refresher	8	0	0
Total	**293**	**440**	**196**

Welfare

[GRI 401-3; GRI 405-2]

Parental leave		2023	2024	2025
Total number of employees entitled to parental leave	M	39	50	56
	F	9	11	10
of which employees who have taken parental leave	M	1	2	3
	F	0	0	0

Women-to-men basic salary ratio	2023	2024	2025
White-collar employees	0,99	0,93	0,99

Women-to-men total remuneration ratio	2023	2024	2025
White-collar employees	0,82	0,82	0,93

Health and Safety

[GRI 403-9; GRI 403-10]

Health and Safety	2023	2024	2025
Number of worked hours	89,837.25	108,663.00	119,373.50
Number of accidents at work	2	0	1
Number of days lost due to work-related accidents, illnesses, fatalities	195	201	235

Occupational illnesses	2023	2024	2025
Number of occupational diseases	0	0	0

Clients

Customer Distribution by Geographical Area of Origin	2023	2024	2025
Italy	6,068,495	5,745,102	4,959,083
	25%	23%	21%
Foreign	18,570,624	18,729,530	18,128,508
	75%	77%	79%
Total	**24,639,119**	**24,474,632**	**23,087,591**

Composition of clients by sector (%)	2023	2024	2025
AUTOMOTIVE Division	18,795,256	19,023,451	19,111,618
	76%	78%	82.78%
INDUSTRIAL Division	5,843,863	5,451,181	3,975,973
	24%	22%	17.22%
TOTAL	**24,639,119**	**24,474,632**	**23,087,591**

Suppliers

[GRI 204-1; GRI 308-1: GRI 414-1]

Local purchases (Italian)	2023	2024	2025
Total goods and services purchased (€ million)	17,166,500.22	15,578,156.90	18,767,140.00
Goods and services purchased from local suppliers (€ million)	14,329,224.34	11,665,718.03	15,280,372.00
Goods and services purchased from local suppliers (%)	83%	75%	81.42%

Number of active suppliers divided by geographical area of origin[9]	2023	2024	2025
Italy	107	107	110
Foreign	21	19	18
Supplier total	**128**	**126**	**128**

[9] Only relevant suppliers with purchases above €10,000 were considered.

Suppliers assessed according to sustainability criteria (environmental and social)	2023	2024	2025
Total no. of suppliers	**128**	**126**	**128**
of which assessed according to criteria that include sustainability principles	23	35	32
percentage of suppliers assessed according to criteria that include sustainability principles	18%	28%	25%

Sustainable Sourcing Training for Procurement Officers	2023	2024	2025
Number of employees in the purchasing department	**2**	**3**	**3**
of which participants in training on sustainable sourcing	0	2	2
Percentage of procurement staff at all locations who have undergone sustainable sourcing training	0%	67%	67%

Suppliers and on-site sustainability audits	2023	2024	2025
Total no. of suppliers	**128**	**126**	**128**
of which subject to on-site sustainability audits	23	35	32
Percentage of selected suppliers subject to an on-site sustainability audit	18%	28%	25%

Environment

Energy Consumption

[GRI 302-1; GRI 302-3]

ENERGY CONSUMPTION (GJ)	2023	2024	2025
Natural gas	444.01	433.61	451.04
Diesel	767.26	630.25	966.32
Electricity purchased from the grid	1,657.44	2,159.31	2,848.76
TOTAL CONSUMPTION (GJ)	**2,868.71**	**3,223.16**	**4,266.11**
Energy intensity per employee	**59.76**	**52.84**	**64.64**

Emissions

[GRI 305-1; GRI 305-2; GRI 305-4]

Scope 1 emissions (tCO2e)	2023	2024	2025
Natural gas	25.01	24.42	25.41
Diesel	54.16	44.48	69.67
TOTAL SCOPE 1	**79.17**	**68.90**	**95.08**

Scope 2 Location-based emissions (tCO2e)	2023	2024	2025
from purchased electricity (renewable and non-renewable)	108.07	119.33	157.42

Scope 1 + Scope 2 Location Based Emissions (tCO2e)	2023	2024	2025
Total emissions	187.24	188.22	252.50
Emission intensity	3.90	3.09	3.83

Other Environmental Issues

[GRI 301-1; GRI 303-3; GRI 306-3; GRI 306-4, GRI 306-5]

Water withdrawal by source	Unit	2023	2024	2025
Total water withdrawn	**m^3**	**923**	**626**	**923**
of which third-party water resources	m^3	923	626	923

Materials used	Unit	2023	2024	2025
Non-renewable materials	**t**	**4,109**	**3,800**	**4,796**
Ferrous materials	t	4,109	3,800	4,796

Waste produced by type (tonnes)	2023	2024	2025
Total waste produced	**362**	**527**	**525**
of which hazardous	1	1	1
of which non-hazardous	361	526	524

Waste diverted from disposal (tonnes)	2023		2024		2025	
	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous
Total waste diverted from disposal	0.02	361.5	0.46	525.44	0.326	523.4

Waste sent for recovery (reuse, recycling, composting and other recovery operations)	2023	2024	2025
Total waste produced	**362**	**527**	**525**
of which sent for recovery (tonnes)	361	526	524

Waste directed to disposal (tonnes)	2023		2024		2025	
	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous
Total waste directed to disposal	0.97	0	0.8	0.8	0.65	1.12

5. GRI CONTENT INDEX

INDEX OF GRI INDICATORS		
UNIVERSAL STANDARDS		**PAR.**
GRI 1	**FOUNDATION: 'with reference' approach**	**Methodological note**
GRI 2	**GENERAL DISCLOSURES**	
A	**Organisation profile and reporting process**	
2-1	Organisational details (Legal name, legal form, registered office, operational sites)	Methodological note, 1.1, 1.3
2-2	Entities included in the organisation's sustainability reporting	Methodological note
2-3	Period covered in report, frequency and point of contact	Methodological note
2-4	Restatement of information	Methodological note
2-5	External assurance	Not subject to external assurance
B	**Activities and workers**	
2-6	Activities, value chain and other business relationships	1.1, 2.2, 2.3
2-7	Employees	2.1, 4.b
C	**Governance**	
2-9	Structure and composition of the governance body	1.3
2-11	Chair of the highest governance body	1.3
D	**Strategy, policies and practices**	
2-22	Statement on sustainable development strategy	Letter to stks, 1.5
2-23	Policy commitments	1.10
2-26	Mechanisms for seeking advice and raising concerns	1.10
2-27	Compliance with laws and regulations	1.10
2-28	Membership of associations	1.7
E	**Stakeholder engagement**	
2-29	Approach to stakeholder engagement	1.8
2-30	Collective bargaining agreements	2.1, 4.b
GRI 3	**MATERIAL TOPICS**	
3-1	Process to determine material topics	1.9
3-2	List of material topics	1.9
3-3	Management of material topics	1.9, 1.10, 2.1.2, 2.1.3, 2.2.1, 3.1
GRI TOPIC STANDARDS		
GRI 200	**ECONOMIC DIMENSION**	
204	**Procurement practices**	
204-01	Proportion of spending on local suppliers	2.3, 4.b
205	**Anti-corruption**	
205-02	Communication and training on anti-corruption policies and procedures	1.10

205-03	Confirmed incidents of corruption and actions taken	1.10, 4.b
GRI 300	**ENVIRONMENTAL DIMENSION**	
301	**Materials**	
301-01	Materials used by weight or volume	3.2, 4.b
302	**Energy**	
302-01	Energy consumption within the organisation	3.1.1, 4.b
302-03	Energy intensity	3.1.1, 4.b
302-04	Reduction of energy consumption	3.1.1
303	**Water**	
303-03	Water withdrawal	3.2, 4.b
305	**Emissions**	
305-01	Direct (Scope 1) GHG emissions	3.1.2, 4.b
305-02	Energy indirect (Scope 2) GHG emissions	3.1.2, 4.b
305-04	GHG emissions intensity	3.1.2, 4.b
306	**Waste**	
306-03	Waste generated	3.2, 4.b
306-04	Waste diverted from disposal	3.2, 4.b
306-05	Waste directed to disposal	3.2, 4.b
308	**Environmental assessment of suppliers**	
308-01	New suppliers that were selected using environmental criteria	2.3.1, 4.b
GRI 400	**SOCIAL DIMENSION**	
401	**Employment**	
401-01	New employee hires and employee turnover	2.1, 4.b
401-02	Benefits provided to full-time employees that are not provided to temporary or part-time employees	2.1.2
401-03	Parental leave	2.1.2, 4.b
403	**Occupational Health and Safety**	
403-01	Occupational health and safety management system	2.1.3
403-02	Hazard identification, risk assessment and accident investigations	2.1.3
403-03	Occupational health services	2.1.3
403-05	Worker training on occupational health and safety	2.1.3
403-06	Promotion of worker health	2.1.3
403-08	Workers covered by an occupational health and safety management system	2.1.3
403-09	Work-related injuries	2.1.3, 4.b
403-10	Work-related ill health	2.1.3, 4.b
404	**Training and Education**	
404-01	Average hours of training per year per employee	2.1.1, 4.b
404-02	Programs for upgrading employee skills and transition assistance programs	2.1.1

405	**Diversity and Equal opportunity**	
405-01	Diversity of governance bodies and employees	2.1, 4.b
405-02	Ratio of basic salary and remuneration of women to men	2.1.2, 4.b
406	**Non-discrimination**	
406-01	Incidents of discrimination and corrective measures taken	2.1, 4.b
414	**Supplier Social Assessment**	
414-01	New suppliers that were screened using social criteria	2.3.1, 4.b
418	**Customer privacy**	
418-01	Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.2.2

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