DIRECTORS' REPORT ON OPERATIONS AT DECEMBER 31, 2025

MACROECONOMIC AND MARKET SCENARIO

ECONOMIC OVERVIEW

During the course of 2025, the global economy grew by +2.9% compared to +2.8% in 2024, despite persisting trade tensions and political uncertainty, particularly following the volatility caused by US tariffs.

Global inflation rate fell to 3.2% in 2025, compared to 4.5% in 2024.

ECONOMIC GROWTH, YEAR-ON-YEAR PERCENTAGE CHANGE IN GDP

	1Q 2025	2Q 2025	3Q 2025	4Q 2025	2025	2024
EU	1.7	1.7	1.7	1.4	1.5	1.1
US	2.0	2.1	2.3	2.0	2.1	2.8
China	5.4	5.2	4.8	4.5	5.0	5.0
Brazil	4.0	2.6	1.8	2.0	2.6	3.0
World	2.9	2.9	2.9	2.8	2.9	2.8

Note: Percentage change compared to the same period of the previous year. Actual data for 4Q 2025 for the European Union, the US, China and Brazil; estimates for the World. Source: National statistics offices and S&P Global Market Intelligence, March 2026.

CONSUMER PRICES, CHANGE IN YEAR-ON-YEAR PERCENTAGES

	1Q 2025	2Q 2025	3Q 2025	4Q 2025	2025	2024
EU	2.7	2.3	2.5	2.4	2.5	2.6
US	2.7	2.4	2.9	2.7	2.7	2.9
China	-0.1	0.0	-0.2	0.6	0.0	0.2
Brazil	5.0	5.4	5.2	4.5	5.0	4.4
World	3.4	3.1	3.1	3.1	3.2	4.5

Source: National statistics offices and S&P Global Market Intelligence for World estimate, March 2026. The fourth quarter and annual figures for the USA are S&P estimates, as the statistical office did not publish the October figures due to the temporary shutdown of the US federal government in October and November.

The European economy recorded growth of +1.5% in 2025, accelerating from +1.1% in 2024. Economic activity was driven during the first part of 2025, by the anticipation of exports ahead of the introduction of US tariffs. In the second half-year, it was domestic demand, in particular spending on services and investments that maintained the pace of growth. Europe benefited from stable inflation (+2.5% in 2025) and falling interest rates, which supported domestic demand and offset the uncertainty of the trade environment. The European Central Bank cut interest rates by 100 basis points in the first half-year, leaving the deposit facility rate unchanged at 2.0% in the second half-year.

The US economy slowed to +2.1% in 2025, compared to +2.8% in 2024, as a result of weaker growth in domestic demand mainly due to private consumption and the temporary shutdown of federal government activities (government shutdown) - between early October and mid-November - which negatively impacted public spending in the fourth quarter. Against a backdrop of trade fluctuations resulting from the introduction of tariffs, the US economy was supported by increased investment in technology products, software, and research and development related to artificial intelligence.

Inflation in the United States stood at 2.7% in 2025, slightly down compared to 2.9% for the previous year. In light of signs of a weakening labour market, the Federal Reserve cut interest rates by 75 basis

points in 2025, following rate cuts of 100 basis points in 2024, bringing the benchmark rate into a range of between 3.25% - 3.75% at the end of 2025.

In China, GDP growth stood at +5.0% in 2025, consistent with the growth recorded in the previous year. The greater contribution from exports, supported by a policy of market diversification, together with stimulus measures to support consumer spending and investment, offset the hike in US tariffs which penalised export volumes to the United States. Persistent weakness in domestic demand during 2025, linked to the crisis in the real estate sector, left consumer prices unchanged compared to the previous year.

The Brazilian economy grew by +2.6% in 2025 - having decelerated compared to a growth of more than +3% recorded in the previous three years - due to a slowdown in consumer spending and investments. The elevated rate of inflation in 2025 (+5.0% compared to +4.4% for the previous year) pushed the central bank to raise interest rates by 275 basis points during the first six months of the year, before maintaining them unchanged at 15% until the end of the year.

EXCHANGE RATES

The euro - US dollar exchange rate averaged 1.13 in 2025, an increase of +4% compared to 2024. During the year, the US dollar depreciated progressively against the euro, moving from an average exchange rate of 1.05 in the first quarter, to 1.16 in the fourth quarter (-8% for the US dollar compared to 1.07 in the fourth quarter of 2024).

This trend was driven by three main factors: economic uncertainty fuelled by US trade and fiscal policies, improved growth prospects in Europe, supported by Germany's new infrastructure and defence investment plan, and three interest rate cuts by the Federal Reserve between September and December in response to a weakening US labour market.

	1Q		2Q		3Q		4Q		ANNUAL AVERAGE	
	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024
US$ per euro	1.05	1.09	1.13	1.08	1.17	1.10	1.16	1.07	1.13	1.08
Chinese renminbi per US$	7.18	7.10	7.19	7.11	7.13	7.11	7.08	7.16	7.14	7.12
Brazilian real per US$	5.85	4.95	5.67	5.22	5.45	5.54	5.39	5.84	5.59	5.39

Note: Average exchange rates for the period. Source: National central banks.

The introduction of new US tariffs on imports of goods from China led to a slight weakening of the renminbi, compared to the same period in 2024. The average exchange rate for the renminbi stood at 7.14 against the US dollar for 2025, compared with an average of 7.12 for 2024. During the year, the renminbi recovered ground from its 2025 lows, thanks to the agreement reached between the US and China to reduce tariff tensions, together with the fall in interest rates in the United States. In the fourth quarter, the average exchange rate for the renminbi was 7.08 against the US dollar (an appreciation of +1% compared to the same quarter in 2024). Against the euro, the renminbi recorded an average exchange rate of 8.07 in 2025, a depreciation of -4.5% compared to 2024. This gap widened during the second half-year of 2025, due to the appreciation of the euro against the US dollar, bringing the average exchange rate to 8.23 in the fourth quarter (a depreciation of -7% compared to the same quarter of 2024).

During the course of 2025, the Brazilian real recorded an average exchange rate of 5.59 against the US dollar, with a depreciation of -3.5% compared to 2024 and of -7.5% against the euro. During the year - thanks to the wide interest rate differential between Brazil and the United States - the real gradually recovered ground against the US dollar, moving from an average exchange rate of 5.85 in the first quarter to 5.39 in the fourth quarter (an appreciation of +8% against the US dollar and a depreciation of -1% against the euro, compared to the fourth quarter of 2024).

RAW MATERIALS PRICES

During 2025, prices for the main raw materials were affected by geopolitical tensions, the uncertainties linked to growing US protectionism and fears of a slowdown in global demand.

	1Q			2Q			3Q			4Q			ANNUAL AVERAGE		
	2025	2024	% chg	2025	2024	% chg	2025	2024	% chg	2025	2024	% chg	2025	2024	% chg
Brent (US$ / barrel)	74.9	81.8	-8%	66.6	85.0	-22%	68.1	78.4	-13%	63.1	74.0	-15%	68.2	79.8	-15%
European natural gas (€ / MWh)	47	28	70%	36	32	12%	33	36	-7%	30	43	-30%	36	35	5%
Butadiene (€ / tonne)	1,022	812	26%	973	978	-1%	852	1,027	-17%	760	1,018	-25%	902	959	-6%
Natural rubber TSR20 (US$ / tonne)	1,973	1,574	25%	1,679	1,684	0%	1,703	1,757	-3%	1,729	1,959	-12%	1,771	1,744	2%

Note: Data are averages for the period. Source: Reuters, ICIS.

In a market context characterised by ample supply, the price of crude oil showed a downward trend throughout the entire year, interrupted by sharp spikes as a result of geopolitical tensions. Crude prices averaged US$ 68.2 per barrel in 2025, a -15% decline compared to US$ 79.8 per barrel recorded in 2024. This decline reflected the high production levels of non-OPEC countries and the decision by OPEC+ to gradually ease (starting in April 2025) its voluntary crude oil production cuts. The downward trend was temporarily interrupted by a spike in volatility in June caused by the Israel-Iran conflict, which pushed prices above US$ 75 per barrel. In the fourth quarter of 2025, however, Brent crude continued the decline, settling at an average price of US$ 63.1 per barrel (US$ 74.0 for the fourth quarter of 2024).

Natural gas prices in Europe in 2025 averaged euro 36 per MWh, an increase of +5% compared to euro 35 per MWh in 2024. Prices, which were buoyed in the first quarter by strong winter demand and by the non-renewal of the gas transit agreement between Ukraine and Russia, subsequently recorded a progressive weakening during the following quarters. During the fourth quarter, prices averaged euro 30 per MWh, a -30% decline compared to euro 43 per MWh for the fourth quarter of 2024.

The price of butadiene, the main raw material for synthetic rubber production, averaged euro 902 per tonne in 2025, a decrease of -6% compared to 2024. During the year, the price fell gradually due to uncertainty over demand in the automotive sector, the lower cost of butadiene production and the introduction of a new production capacity in China, which exerted downward price pressure in APAC, Europe and the United States. In the fourth quarter, the price of butadiene stood at euro 760 per tonne, a -25% price drop compared to the same period in 2024.

The average price of natural rubber stood at US$ 1,771 per tonne in 2025, a +2% increase compared to the 2024 average of US$ 1,744. Following the price increase recorded between the end of 2024 and the beginning of 2025, the market showed a weakening in the second quarter of 2025, due to uncertainty over the resilience of global demand in the automotive sector, which was penalised by the introduction of US tariffs in April, as well as by the decline in butadiene and oil prices. Prices stabilised during the third quarter and closed the fourth quarter with an average of US$ 1,729 per tonne, a -12% decrease compared to prices recorded during the same quarter in 2024.

TRENDS IN CAR TYRE MARKETS

During 2025, the car tyre market recorded a global level growth in volumes of +0.7%, compared to 2024.

Volume trends in the Original Equipment channel were more sustained than for the Replacement channel:

- → +2.0% for the Original Equipment channel, thanks to volume growth in Asia, which offset the decline in demand in Europe and North America;
- → +0.3% for the Replacement channel, which was impacted by weak demand in the Car ≤17" segment during the second half of the year, which weighed on the overall performance for 2025.

Demand for Car ≥18" remained strong and recorded a growth of +5.5%, compared to 2024 (+5.7% for Replacement, +5.2% for Original Equipment).

Market demand for Car ≤17" fell during 2025, declining by -0.7%, compared to 2024 (+0.3% for Original Equipment, -1.0% for Replacement).

TRENDS IN CAR TYRE MARKETS

% CHANGE YEAR-ON-YEAR	1Q 2025	2Q 2025	3Q 2025	4Q2025	TOTAL 2025
Total Car Tyre Market					
Total	**1.5**	**0.9**	**-0.3**	**1.0**	**0.7**
Original Equipment	0.4	2.1	2.9	2.5	2.0
Replacement	1.9	0.4	-1.3	0.4	0.3
Market ≥ 18"					
Total	**5.3**	**4.9**	**3.6**	**8.4**	**5.5**
Original Equipment	1.8	7.2	5.2	6.3	5.2
Replacement	7.5	3.4	2.5	9.7	5.7
Market ≤ 17"					
Total	**0.3**	**-0.4**	**-1.4**	**-1.3**	**-0.7**
Original Equipment	-0.3	-0.6	1.7	0.6	0.3
Replacement	0.5	-0.3	-2.2	-1.9	-1.0

Source: Pirelli estimates.

SIGNIFICANT EVENTS OF 2025

On **February 7, 2025**, Pirelli announced that it had been confirmed - for the seventh consecutive year - among the global leaders in the fight against climate change, securing a place on the 2024 Climate A list of the CDP, the international non-profit organisation that has collected and analysed the environmental information of more than 24,800 companies. An *"A"* rating in the Climate section, is the highest score attainable and was awarded to Pirelli based on its decarbonisation strategy, the effectiveness of the efforts implemented to reduce emissions and climate risks, the development of a low carbon emissions economy, as well as on the completeness and transparency of the information provided, and the adoption of best practices associated with environmental impacts.

On **February 11, 2025**, Pirelli announced that it had been ranked among the *"Top 1%"* of companies in the 2025 Sustainability Yearbook - the only global tyre manufacturer - and had obtained the highest possible recognition, following the sustainability assessment carried out by S&P Global on approximately 7,700 companies. This result followed the score achieved by Pirelli in S&P Global's Corporate Sustainability Assessment for 2024, where the Company obtained the top score (84 points) in both the Auto Components and Automotive sectors, with its confirmed inclusion in the Dow Jones Sustainability World and Europe Indices.

In **April 2025**, the US administration announced the introduction of tariffs for the Auto & Parts sector, beginning on May 3, 2025, and reciprocal tariffs on various countries, the latter being temporarily suspended.

On **April 28, 2025**, the Board of Directors of Pirelli & C. S.p.A, approved the Financial Statements at December 31, 2024 by a majority vote with 9 out of 15 Directors voting in favour. Chairman Jiao Jian and Directors Chen Aihua, Zhang Haitao, Chen Qian and Fan Xiaohua voted against, while Grace Tang abstained.

The Financial Report, included, on the proposal of Chief Executive Andrea Casaluci, includes a disclosure stating that, following the issuance of the DPCM Golden Power, MPI Italy (and consequently, Sinochem) no longer exercise control over Pirelli pursuant to IFRS 10. At the same time, Pirelli, pursuant to the aforementioned accounting standard, results as not being subject to the control by any entity.

The verification of the existence of control by the Sinochem Group through Marco Polo International Italy (MPI Italy) had been raised by the Board of Statutory Auditors, and by management, following the issuance of the DPCM Golden Power, and the matter was examined in depth with the assistance of audit firms and leading law firms. The decision was also taken in compliance with the CONSOB ruling, which had referred the matter back to the Board of Directors, for an evaluation be carried out pursuant to the International Accounting Standard IFRS 10. The Directors who voted against the Financial Report or abstained from voting, justified their dissent solely on the grounds of the declaration of the termination of Sinochem's control over Pirelli pursuant to IFRS 10, as they did not agree with the related reasoning, also in consideration of the fact that the Shareholders' Agreement between Camfin and the CNRC/MPI Italy remained in force and that therefore, in their opinion, the CNRC/MPI Italy retained its control over Pirelli pursuant to Article 93 of the Consolidated Law on Finance (TUF).

Management reiterated that the decision regarding the absence of control by the shareholder Sinochem represented an initial, but not definitive, step in the necessary process of aligning the Company's corporate governance with regulatory requirements in the United States, which is a key market for High Value tyres and in the development and deployment of Cyber Tyre technology. Management therefore reaffirmed that it will continue its dialogue with the main Shareholders, in order to align Pirelli's corporate governance with US regulations, particularly those concerning connected vehicles, in the interest of the Company and all its stakeholders.

The 2024 financial year had ended with a consolidated net income of euro 501.1 million, which had grown by +1%, compared to euro 495.9 million for the 2023 financial year, and with revenues having increased by +1.9% to euro 6,773.3 million. The financial year also saw a further improvement in sustainability performance.

The Board of Directors also approved the results of the Parent Company, Pirelli & C. S.p.A., who in 2024 recorded a net income of euro 302.0 million, an increase of +24.3% compared to euro 242.9 million for the 2023 financial year.

Also on **April 28, 2025**, following the publication of Pirelli's press release, Marco Polo International Italy S.r.l. issued a statement containing the following:

"The press release issued by Pirelli's Board of Directors on April 28, 2025 states that Pirelli no longer has a controlling entity pursuant to IFRS 10.

The company Marco Polo International Italy S.r.l. ("MPI") expresses its deep disappointment and strong opposition regarding the assessment of control as expressed by Pirelli.

According to Pirelli's press release, this conclusion is allegedly due to the DPCM Golden Power of June 16, 2023. However, this is an assessment that cannot be concurred with, also in consideration of the fact that the DPCM in question does not include any provision that deprives MPI of control over Pirelli, on the contrary, it presupposes it.

Moreover, MPI continues to hold a significant percentage for the exercise of a dominant influence in the Ordinary Shareholders' Meeting pursuant to Article 2359 paragraph 1, no. 2, of the Italian Civil Code, and therefore to have control over Pirelli & C. S.p.A., despite not exercising, in the implementation of the said Decree, management and coordination activities pursuant to Article 2497 et seq. of the Italian Civil Code, as provided for by the DPCM. Furthermore, a listed company such as Pirelli, should have guaranteed an adequate and complete disclosure also regarding control by MPI, pursuant to Article 93 of the Consolidated Law on

Finance (TUF), it being understood that MPI possesses valid grounds to support the continued existence of its control, also pursuant to IFRS 10.

As a responsible Pirelli shareholder, we have always strictly complied with Italian and foreign laws, and we will continue to do so in the spirit of cooperation with all competent authorities, ensuring the natural protection of MPI's interests and always safeguarding Pirelli's development and growth".

Following the above statement by Marco Polo International Italy, Pirelli responded as follows **on the same date**:

"With reference to Marco Polo International Italy's statement, Pirelli rejects its contents and confirms the correctness of the analyses conducted by management and approved by the Board of Directors.

The Company reiterates that, also as a result of the CONSOB ruling, the Board of Directors was called upon to carry out an assessment of the continuation of control pursuant to IFRS 10, as a result of the adoption of the DPCM of June 16, 2023, and to provide evidence thereof in the financial Reports. This assessment and its relative conclusions are detailed in the Directors' Report on Operations accompanying the Financial Statements, which will be made available by April 30.

It should also be noted that the Board of Directors voted in favour of the proposal put forward by management, who in 2024 had achieved the best results in the tyre sector. The DPCM Golden Power has established a framework of overall measures which operate collectively to safeguard the autonomy of Pirelli & C. S.p.A. and its management. This management was not appointed by the shareholder Sinochem, and whose autonomy and continuity serves to protect Pirelli's industrial culture".

On **May 14, 2025**, the Pirelli & C. S.p.A. Board of Directors approved the results at March 31, 2025 by a majority vote, with 9 out of 15 directors voting in favour. Chairman Jiao Jian and the Directors Chen Aihua, Zhang Haitao, Chen Qian, Fan Xiaohua and Grace Tang voted against. The Directors who voted against the quarterly financial Report, justified their dissent solely on the grounds of the declaration - referred to in the section *"Significant Events Subsequent to the End of the Quarter"* of the quarterly financial Report itself - of the termination of Sinochem's control over Pirelli pursuant to IFRS 10, as they did not agree with the related reasoning, also in consideration of the fact that the Shareholders' Agreement between Camfin and the CNRC/MPI Italy remained in force and that therefore, in their opinion, the CNRC/MPI Italy retained its control over Pirelli pursuant to Article 93 of the Consolidated Law on Finance (TUF). **On the same date**, the management announced the end of negotiations with the Company's main shareholders, aimed at resolving the issues related to market development in the United States, which at present, had not reached a positive outcome. The proposals made by Pirelli to Sinochem were in fact rejected. At the same time - during the negotiations - the Directors representing Sinochem, informed Pirelli's Board of Directors, that they had submitted a proposal to the offices of the Golden Power. This proposal was not shared with Pirelli. Despite the difficult economic and geopolitical environment, the first quarter results confirmed Pirelli's excellent performance from a financial results perspective. The positive reception of the Cyber Tyre hardware and software system by Italian, British, American, and Chinese customers demonstrated that Pirelli's strategy and technological development were progressing in the right direction. The launch of the fifth generation of the Pirelli P Zero product was also a testament to the Company's technological leadership. In China, the Company has become a leader in the high-end Electric segment. On the strength of these achievements, management remained confident that with the support of its long-standing shareholders and the market, Pirelli's interests would be fully safeguarded with due regard for all stakeholders. Pirelli therefore remained open to exploring solutions that would enable it to achieve full compliance with the regulations, including those of the United States market, and it would continue to take all actions within its power to protect the Company's development in a strategic market such as that of the United States. It should be noted that the press release was also approved by a majority, with 9 out of 15 Directors voting in favour. Chairman Jiao Jian and the Directors Chen Aihua, Zhang Haitao and Chen Qian voted against. Directors Fan Xiaohua and Grace Tang abstained.

On **May 15, 2025**, following the publication of Pirelli's press release, Marco Polo International Italy S.r.l. issued a statement containing the following:

"With reference to the press release issued on May 14, 2025 by Pirelli's Board of Directors, which referred to our rejection of the proposals put forward by Pirelli without, however, providing any explanation for our refusal, we consider it necessary to offer certain clarifications. The potential transaction proposed by Pirelli and the related discussions are subject to confidentiality obligations. Nevertheless, Pirelli chose to publicly comment on the matter. Marco Polo International Italy S.r.l. ("MPI") could only state that, as already communicated by Pirelli, the proposal has been rejected by us, because it is potentially detrimental to Pirelli and, on the whole, grossly unfair and unbalanced towards all of Pirelli's shareholders (including MPI) with the exception of Camfin. We have also taken note of the subsequent unilateral statement issued by Camfin. We firmly reject the unfounded allegations contained therein and express our concern regarding the real objectives pursued by Camfin and the potential conflicts of interest involving individuals holding dual key roles in both Pirelli and Camfin. We reiterate our strong support for Pirelli's sustainable and long-term development and confirm our willingness to cooperate with shareholders, Pirelli's management and the competent authorities, in order to consistently support the Company's growth and development."

Following the above statement by Marco Polo International Italy, Pirelli responded as follows **on the same date**:

"With regard to the further statement issued today by Marco Polo International Italy, Pirelli's management would like to clarify that the proposals submitted to Sinochem with a view to overcoming regulatory issues in the United States, were exclusively and evidently - contrary to what was asserted- in the interest of the Company and with respect for the interests of all shareholders. The alleged support for Pirelli referred to by Marco Polo did not materialise in any alternative proposal

submitted to management, but in a proposal sent exclusively to the Golden Power offices, which Marco Polo decided not to share, despite Pirelli's request to Marco Polo. The excellent results achieved by Pirelli in recent years, thanks to the strategies implemented by its management, have enabled it to create value for the benefit of all shareholders, including Sinochem itself. Pirelli remains open to exploring solutions that would enable full compliance with the regulations, including those of the United States market and will continue to take all actions within its power to safeguard the Company's development in a strategic market such as that of the United States."

On **June 12, 2025**, the Pirelli Shareholders' Meeting - which was attended by approximately 86.27% of the share capital entitled to vote - approved the Financial Statements for the 2024 financial year, which closed with a net income for the Parent Company of euro 302 million and a consolidated net income of euro 501.1 million, with approximately 57.07% of the share capital voting in favour, and 42.90% of the share capital voting against, which corresponded to 37.015% of the share capital held by MPI Italy, a shareholder controlled by Sinochem.

The Shareholders' Meeting also unanimously approved the distribution of a dividend of euro 0.25 per ordinary share, amounting to a total dividend pay-out of euro 250 million gross of withholding taxes. The dividend was placed in payment on June 25, 2025.

The Shareholders' Meeting also approved the remuneration policy for 2025, with approximately 80.09% of the share capital present. Lastly, the Meeting expressed a favourable opinion on the Report on remunerations paid in the 2024 financial year, with approximately 78.67% of the share capital present. The Shareholders' Meeting also approved the adoption of the 2025-2027 three-year monetary incentive plan (LTI Plan), for the management sector of the Pirelli Group, with approximately 79.97% of the share capital present.

On **the same date**, following the publication of Pirelli's press release, Marco Polo International Italy S.r.l. issued a statement containing the following:

"With regard to the vote cast today at the Pirelli Shareholders' Meeting, held behind closed doors pursuant to Article 135-undecies of the Consolidated Law on Finance (TUF), MPI wishes to reiterate that its vote against the approval of the 2024 Financial Statements, was solely due to the disclosure regarding control. MPI has no objections regarding the data contained in the 2024 Financial Statements".

On **June 18, 2025**, the closing was completed for the long-term strategic partnership signed on April 23, 2025 between Pirelli and Circular Tire Services Europe Holding AB ("CTS"), an independent operator specialising in retail and services in the tyre industry, active in Northern Europe, which enables Pirelli to strengthen its commercial presence and its High Value strategy in the region. The transaction involved CTS acquiring Däckia AB (comprising a network of 60 directly owned points of sale and 42 affiliated outlets operating across Sweden), from Pirelli for a consideration of approximately SEK 260 million (approximately euro 23 million). At the same time as the signing of this agreement, an agreement came into effect between Pirelli and Däckia AB for the supply of tyres until 2030, which will guarantee the distribution of Pirelli products and confirm its role as main supplier. The alliance enables Pirelli to rely on an even more structured distribution system with an expected increase in market coverage, and on the retail expertise that distinguishes CTS in the region.

On **June 23, 2025**, with reference to the non-interest-bearing senior unsecured guaranteed equity-linked bond loan, maturing on December 22, 2025, Pirelli announced that - following the resolution of the Shareholders' Meeting of June 12, 2025 to distribute a dividend of euro 0.25 per ordinary share - the conversion price of the bonds had changed from euro 5.9522 to euro 5.8493 in accordance with **the terms and conditions of the bond issue** itself, effective as of June 23, 2025.

On **July 27, 2025**, the United States and the European Union signed an agreement, which was subsequently ratified, for the renegotiation of the tariffs announced in **April**, (for further information reference should be made to the relative event described previously).

On **July 31, 2025**, the Board of Directors of Pirelli & C. S.p.A, approved the results at June 30, 2025 by a majority vote with 9 out of 15 Directors voting in favour. Chairman Jiao Jian and the Directors Chen Aihua, Zhang Haitao, Chen Qian and Fan Xiaohua voted against, while Grace Tang abstained. The Directors who voted against the Half-Year Financial Report justified their dissent solely on the grounds of the declaration - referred to in the section on *"Significant Events of the Half-Year"* in the Report itself - of the termination of Sinochem's control over Pirelli, which was consistent with the actions taken at the time of approval of the 2024 Financial Statements.

On **September 11, 2025**, Pirelli and Aston Martin announced that they had signed a collaboration agreement, to integrate Pirelli's exclusive Cyber™ Tyre technology into the future models of the British luxury sports car brand. The Cyber™ Tyre is the world's first system that is capable of collecting data and information from sensors directly positioned directly inside the tyres, then processing them using Pirelli's proprietary software and algorithms, and communicating in real time with the vehicle's electronics, generating new functionalities that are integrated into the driving and control systems. Thanks to the collaboration with Bosch Engineering, the Cyber™ Tyre will be fully integrated into the electronic architecture that governs the vehicle's dynamics in future Aston Martin models.

On **September 25, 2025**, the United States and the European Union ratified the agreement which had originally been signed on **July 27, 2025**, with retroactive effect from **August 1**, for the renegotiation of the tariffs announced in **April**, (for further information reference should be made to the relative event described previously). At the date of approval of the Interim Financial Report at September 30, 2025, Pirelli is therefore subject to the following tariffs: 15% on imports of Car tyres from the European Union from August 1 (replacing the pre-existing tariffs and the additional tariffs of 25% applied from May 3 to July 31); an additional 10% applied to pre-existing tariffs on

imports of Car tyres from the UK; an additional 25% applied to pre-existing tariffs on imports of Car tyres from Brazil from May 3; no tariffs on imports from Mexico as Pirelli is a *"USMCA compliant"* manufacturer; and universal and reciprocal tariffs on imports of motorcycle and cycling tyres from all countries of varying percentages, depending on the source.

On **September 29, 2025**, Pirelli announced that on September 28, 2025, Marco Polo International Italy S.r.l. ("MPI"), acting also on behalf of the China National Tyre and Rubber Corporation, Ltd. ("CNRC"), had sent Pirelli a copy of the Decree dated September 26, 2025, that had been communicated to the CNRC, by which the Presidency of the Council of Ministers had decided to close the administrative proceedings initiated on October 31, 2024, to ascertain any potential breach by the CNRC of the prescriptions set out in the Decree of the Presidency of the Council of Ministers of June 16, 2023 (the "Decree") through which special powers were exercised by imposing specific prescriptions, pursuant to Article 2 of Decree Law No. 21 of March 15, 2012 (the "DPCM Golden Power"). Specifically, the administrative proceedings concerned the facts and conduct occurring in the period between the date of issuance of the Decree (June 16, 2023) and the date of initiation of the sanctioning proceedings (October 31, 2024), and concluded with the case being dismissed, as the Presidency of the Council of Ministers determined that the alleged liability of the CNRC, regarding the requirement to ensure the absence of organisational-functional links between Pirelli on the one hand, and the CNRC on the other, was not substantiated by the evidence gathered, as the conduct of the non-independent Directors appointed by the CNRC during the period under review, did not result in acts or decisions capable of prejudicing Pirelli's management autonomy.

On the same date, the Presidency of the Council of Ministers, issued the following statement: *"The Government notified the China National Tire and Rubber Corporation (CNRC) on September 26, 2025, of the Decree closing the administrative proceedings relating to the facts and the conduct that occurred in the period between the date of issuance of the Decree (June 16, 2023) and the date of the commencement of the sanctioning proceedings (October 31, 2024), as it did not consider that the facts and conduct had caused any prejudice to Pirelli's managerial autonomy. The Government is maintaining a constant and constructive dialogue with the Company and its shareholders, aimed at adapting its instruments, within an appropriate time frame, to the new regulatory requirements of its relevant markets, and at ensuring its full competitiveness in all areas in which it operates".*

On **November 6, 2025**, the Pirelli & C. S.p.A. Board of Directors approved the results at September 30, 2025 by a majority vote, with 9 out of the 14 Directors present voting in favour. The Directors Chen Aihua, Zhang Haitao, Chen Qian and Fan Xiaohua voted against, while Grace Tang abstained. The Directors who voted against the Interim Financial Report, based their dissent solely on the grounds of the declaration - referred to in the *"Significant Events"* section in the Report itself - of the termination of Sinochem's control over Pirelli, which was consistent with the actions taken at the time of approval of the 2024 Financial Statements.

On **November 7, 2025**, Pirelli announced that it had received notice of the non-renewal of the agreement containing the Shareholder's arrangements relating to Pirelli, originally signed on February 28, 2023 between Camfin S.p.A., Marco Tronchetti Provera & C. S.p.A., Nuova FourB S.r.l. ("NFB"), Brembo N.V. (formerly Brembo S.p.A.) ("Brembo") and Next Investment ("NI" and, together with NFB and Brembo, the "Party B"). Following the notification by Party B of its intention not to renew the Shareholder Agreement, the agreement will terminate and cease to be effective as of February 28, 2026.

On **December 18, 2025**, Pirelli announced that, in relation to the convertible bond loan, the *"EUR 500 million Senior Unsecured Guaranteed Equity-linked Bonds due 2025"* maturing on December 22, 2025, conversion rights into Company shares had been exercised for a nominal value of euro 496.5 million, equal to 99.3% of the total value of euro 500 million.

To service the conversion, which took place at euro 5.8493 per share (including the share premium), the Company issued 84,881,933 new shares, as previously approved by the Company's Shareholders' Meeting held on March 24, 2021. As a result of the conversion, the share capital increased from euro 1,904,374,935.66 to euro 2,065,650,608.36 and the number of shares comprising the share capital of Pirelli & C. S.p.A increased from 1,000,000,000 to 1,084,881,933 shares.

Following the change in the number of shares in the Company, and with reference to shareholders holding significant stakes pursuant to Article 120 of the Italian Consolidated Law on Finance (TUF), based on the information currently available, the Sinochem Group (through Marco Polo International Italy) holds a total of approximately 34.1% of Pirelli's share capital, representing a dilution of 2.9 percentage points compared to the previous the previous figure of approximately of 37%, MTP S.p.A., (through Camfin, Camfin Alternative Assets and Longmarch Holding) holds approximately 25.3% of the share capital, with a dilution of 2.1 percentage points compared to the previous the previous figure of approximately 27.4%, while Pirelli's post-conversion free float stands at approximately 40.6% of the share capital, an increase of approximately 5 percentage points.

The remaining unconverted bonds, totalling a nominal value of euro 3.5 million, were redeemed on December 22, 2025.

During the course of 2025, the Pirelli Cyber™ Tyre technology - the world's first hardware and software system capable of collecting data from sensors within the tyres and processing it through proprietary algorithms, while communicating in real time with the vehicle's electronics - received four international awards. In the United States it was recognised as the most innovative technology in the tyre sector at the AutoTech Breakthrough Awards; in France, at the eighth edition of the Automobile Awards, it was awarded first prize in the Safety category; from the independent AutoBest jury, representing 32 European countries, it received the *"SafetyBest Award"*, and lastly, the United States market analysis company Frost & Sullivan named Pirelli *"Company of the Year"* in recognition of the innovative scope of Cyber™ Tyre, a technology that *"demonstrates how digital systems are capable of redefining even traditional automotive components."*

GROUP PERFORMANCE AND RESULTS

In this document, in addition to the financial measures provided for by the International Financial Reporting Standards (IFRS), alternative performance indicators derived from the IFRS were used, to allow for a better assessment of the Group's operating and financial performance.

Reference should be made to the section *"Alternative Performance Indicators"* for a more analytical description of these indicators.

* * *

Pirelli closed 2025 with results showing growth compared to the previous financial year and consistent with the targets communicated to the financial market, despite a complex external environment which was marked by geopolitical and trade tensions and by significant exchange rate volatility. This performance confirms the solidity of the business model and the effective implementation of strategic initiatives.

On the **Commercial** front:

- the leadership positioning in **High Value** was further reinforced. During the course of 2025, Pirelli recorded volume growth of +7% for Car ≥18", outperforming the market (+6%). This gain in market share concerned both the Replacement channel, (+7% for Pirelli, +6% for the market), supported by results which demonstrated growth in all the geographical regions, and the Original Equipment channel (+7% for Pirelli, +5% for the market), thanks to the strengthened partnerships with the leading car manufacturers in North America and APAC;
- the continued reduction in exposure to **Standard** (-11% for Pirelli Car ≤17" volumes, -1% for the market), consistent with the Group's strategy of greater selectivity, particularly in South America, where Pirelli has revised its commercial policy to focus on the more profitable products and channels.

For Pirelli, this overall performance translated into stable Car volumes year-on-year, against a global market that grew slightly (+1%).

On the **Innovation** front:

- approximately 323 new homologations were obtained with the leading Prestige and Premium automakers. Overall, the portfolio of all homologations held by Pirelli in the Premium and Prestige segments is approximately three times that of the average of its competitors, and is concentrated mainly in **≥19" rim diameters** and **Specialties**;
- the product range in the various business segments was expanded. For Car, the offering was strengthened with the launch of **nine products** (the fifth global edition of the P Zero, the industry's benchmark UHP tyre, developed with the support of artificial intelligence and virtualisation techniques; the new generation of the Cinturato - a summer tyre dedicated to the European market; the Cinturato Winter 3 and Scorpion All Season SF3 for Europe; the ICE Friction and Scorpion XTM All Terrain for North America; the Cinturato P6 and Cinturato P9 All Season for the APAC market; and the Carrier for South America), **two for Motorcycles** (the Diablo Powercruiser and the Scorpion MX32 Mid Soft, which are available in all regions), and **four for Cycling** (the Cinturato EVO and P Zero Race for the road segment; the Scorpion XC M and Scorpion XC RC for the mountain bike segment);
- during the course of 2025, the client portfolio for the Cyber Tyre technology was expanded - and will be integrated by Aston Martin, amongst others, into its future models starting from 2027 - while other agreements, also with Premium car manufacturers, are being finalised. The technological innovation of the Cyber Tyre - which, thanks to the strategic partnership with Bosch GmbH, saw the development of new software-based solutions and new driving functionalities related to the sensors installed in the tyres and Pirelli's proprietary software - was recognised several times during the year at international level, including with the following awards:
  - the **Vehicle-to-Everything (V2X) Innovation of the Year** award by AutoTech. This recognition strengthens the positioning of the Cyber Tyre within the new mobility sector. It is a key technology for Software-Defined Vehicles, capable of providing the vehicle with advanced information on the state of the tyre and road conditions, thereby improving safety, performance and efficiency;
  - the **Company of the Year award** - awarded to Pirelli by Frost & Sullivan for the innovative impact of the Cyber Tyre, which demonstrates how digital systems can redefine even traditional components of the automotive industry;
  - the **Safety Best Award** from AutoBest, for the pioneering development of an innovation (the Cyber™ Tyre) of extraordinary relevance for automotive safety;
  - First place in the **Safety** category at the **Automobile Awards**, in recognition of its advanced capability to signal risks, thereby making driving safer and more intelligent.

For the **Operations Programme**:

- gross efficiencies of euro 158 million were achieved, exceeding the target of euro 150 million. These results were supported in particular, by progress in the following programmes:
  - for product cost, through the adoption of *"eco-safety design"* and technological innovations for tyre design (e.g., virtualisation);
  - in manufacturing, where Pirelli continued its transformation process in support of industrial productivity through the connection of machinery and the acceleration of I-IoT programmes, the progressive introduction of AI, and an ever increasing emphasis on automation and electrification.

During the course of 2025, **Pirelli further improved its sustainability**[6] **performance** across the value chain.

The **Decarbonisation Plan** continued in line with the roadmap envisaged for achieving the **Net Zero by 2040 target, the**

6. It should be noted that the performance and targets relative to Pirelli's products refer to consumer tyres and therefore, where relevant, should be compared exclusively with targets relative to consumer tyres and not to other categories of tyres or consolidations of production segments.

most challenging among tyre manufacturers on a global level, which has been **validated by SBTi** in accordance with the Paris Agreement to keep global warming **below 1.5°C.**

In 2025, the Group's absolute Scope 1+2[7] CO_2 emissions decreased by -14.5% compared with 2024 and by -63.3% compared with 2018 (in line with the SBTi near-term target of **-80% by 2030 compared with 2018**). **Absolute CO_2 emissions from the supply chain** - namely **Scope 3**[7] - **in 2025 decreased by -27.5% compared with 2018** (in line with the near-term target validated by SBTi of **-30% by 2030 compared with 2018**). Furthermore, at global level, in 2025 **100%** of the electrical energy purchased from the grid was **certified as renewable** (compared with 96% in 2024), thus **achieving** the 2025 **target.**

The roadmap for **Product side sustainability** continued[6]. To support the reduction of emissions in the use-phase (namely the energy efficiency of customers' vehicles), **39.5% of tyres** (compared to 34.5% in 2024) placed on the market **at Group level** in 2025, **were compliant with the highest classes (A or B)** in European labelling, in terms of in terms of **rolling resistance and wet braking safety, and exceeded the target of 35% by 2025.**

The following also continued, under rapid progression:

- **the supply of consumer products with a high percentage of materials of natural and recycled origin, already introduced to the market** (and therefore no longer in the prototypical or demonstration phase). In 2025, supplies of the Pirelli P-ZERO 22" Summer NCS to Jaguar Land Rover (JLR) began - **a tyre made with over 70% natural origin** and recycled[8], **materials**, including **ISCC+**[9] certified *"bio-based & circular"* materials which have been verified by a third party in accordance with the **ISO 14021** standard, as well as FSC™ (Forest Stewardship Council™)[10] certified natural rubber. In 2025, the percentage of materials of natural and recycled origin grew to **26.9%** of total production (+3.2 percentage points compared with 2024);
- **the improvement in the wear rate of new products compared to preceding products**, which in 2025 was confirmed **to be above 24.2%.**

The **sourcing of FSC™ certified natural rubber** is increasing in line with targets and, as planned, will account for 100% of consumption at Pirelli factories in Europe by 2026. The **FSC™** certification, carried out by a third-party, attests to the compliance with strict socio-environmental legal standards across the entire supply chain, thereby materially substantiating and strengthening the Company's self-declared compliance with the requirements set out by the EUDR - the European Union Deforestation Regulation.

In the area of **Biodiversity, the 2025 target of 100%** of Pirelli's industrial sites and test tracks having a Biodiversity Action Plan in place **was achieved**. The Plans are based on the **TNFD LEAP framework (Locate, Evaluate, Assess, Prepare)** which focuses on the mitigation and removal of impacts, taking into account the five main factors of biodiversity loss and ecosystem degradation identified **by IPBES**[11]. In 2025, the integration of biodiversity impacts into the **Life Cycle Assessment (LCA)** also continued across 100% of the new product lines.

The **reduction in the specific water withdrawal** has been significant. At **Group level, -5.9%** was recorded **in 2025 compared to 2024**, and **-54.3% in comparison to 2015** (the base year for the Group's target), while in the **high-water stress areas**, **-4.1%** was recorded **compared to 2024**, and **-43.1% in comparison to 2015** (the base year for the target for high water stress areas).

In 2025, Pirelli also confirmed its commitment to **engaging and developing its people,** whose passion and expertise underpin the Group's results. The **engagement rate was 83%** (Global Sustainable Engagement Index), exceeding the target of maintaining this rate at **≥80%** at all times. The attention paid to protecting **Health and Safety**, also led to a further reduction in the **injury frequency rate, which fell by -14%** compared with 2024, to **stand at 1.21**.

The strength of Pirelli's sustainable performance in 2025 was also recognised by the **main sustainable finance indices**, confirming its substantial sector leadership at a global level. Following the annual review of the **Dow Jones Sustainability** Indices by S&P Global, the Company achieved the **Top Score in the Auto Components and Automotive sectors at global level.** Pirelli was also confirmed as a Leader in combating climate change, being included in the **CDP *"Climate A List"***, as well as registering the **Top Score in the Tyre industry** and **Negligible Risk** in the **Sustainalytics** assessment, the **Top Score in Auto Components** and **Prime Status** in the **ISS ESG** assessment, as well as the **Platinum** rating from **Ecovadis.**

Pirelli's results for the 2025 were characterised by:

- **Net sales** amounting to euro **6,776.2** million, which were essentially stable compared with 2024 (euro 6,773.3 million), and consistent with the upper end of the guidance range communicated to the market (approximately euro 6.7 to 6.8 billion). Organic growth (+4.2%), which was supported by a slight increase in volumes (+0.4%) and the positive price/mix trend (+3.8%), offset the negative impact of the exchange rate effect (-3.8%) and the change in the scope of consolidation (a -0.4% impact on revenues) following the sale of Däckia AB;
- **EBIT adjusted** which stood at euro **1,081.4** million, an improvement compared with the result for 2024 (euro 1,060.5 million), thanks to a strong commercial performance and to structural efficiencies, which more

6. It should be noted that the performance and targets relative to Pirelli's products refer to consumer tyres and therefore, where relevant, should be compared exclusively with targets relative to consumer tyres and not to other categories of tyres or consolidations of production segments.
7. Scope 1: Direct greenhouse gas emissions from the direct combustion of fossil fuels by the organisation within its confines.
Scope 2: Indirect greenhouse gas emissions from the use of electricity, heat and steam imported and consumed by the organisation within its confines.
Scope 3: Indirect emissions related to the upstream and downstream activities of the Company's operations, calculated according to the GHG Protocol and compliant with SBTi requirements.
8. IP code 35837 285/45R22 XL LR NCS 114 Y P-ZERO Summer NCS - Thanks to a combination of physical segregation and the mass balance approach, the bio-based and recycled content is at least 31.7% and 38.3%, respectively. Bio-based materials include natural rubber and textile and bio-chemical reinforcements, while the recycled materials include silica obtained from rice husks, reclaimed rubber, recycled steel, and - via mass balance - synthetic rubber, carbon black, and silica.
9. ISCC: International Sustainability & Carbon Certification.
10. FSC™ is an international, independent, non-profit, non-governmental organisation established in 1993 to promote responsible forest management. Licence number: FSC™ N003618. Natural rubber accounts for approximately 25% of the tyre's total weight (IP code 35837, P Zero (LR) PNCS, size 285/45 R22).

11. IntIntergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

than offset the significant negative impact of external factors, quantifiable at approximately euro 320 million and included exchange rate depreciation, the increased costs of production factors and the US tariffs in force since May 3. Profitability stood at 16.0%, in line with the guidance (~16.0%) and improved compared to the 15.7% recorded for 2024;

- → **net income/(loss)** which amounted to an income of euro **530.7** million, a growth of +5.9% compared to 2024 (euro 501.1 million), thanks to operational growth, a higher contribution from equity investments and lower financial expenses;
- → **Net Financial Position** which at December 31, 2025 showed a debt of euro 1,102.0 million, represented a significant improvement compared to the guidance of euro 1.6 billion, thanks to cash generation before dividends of euro 1,073.8 million (including euro 496.5 million related to the conversion of the bond);
- → a **liquidity margin** equal to euro **3,105.8** million, which covers debt maturities up to beyond the third quarter of 2029.

The **Group's Consolidated Financial Statements** can be summarised as follows:

(in millions of euro)

	2025	2024
Net sales	**6,776.2**	**6,773.3**
EBITDA adjusted (°)	**1,548.3**	**1,519.5**
% of net sales	22.8%	22.4%
EBITDA	**1,464.8**	**1,475.7**
% of net sales	21.6%	21.8%
EBIT adjusted	**1,081.4**	**1,060.5**
% of net sales	16.0%	15.7%
Adjustments: - amortisation of intangible assets included in PPA	(106.7)	(113.7)
- one-off, non-recurring and restructuring expenses	(83.5)	(43.8)
EBIT	**891.2**	**903.0**
% of net sales	13.2%	13.3%
Net income/(loss) from equity investments	52.7	31.4
Financial income/(expenses)	(183.7)	(286.6)
Net income before taxes	**760.2**	**647.8**
Taxes	(229.5)	(146.7)
Tax rate %	30.2%	22.6%
Net income	**530.7**	**501.1**
Net income attributable to owners of the Parent Company	497.5	468.0
Earnings per share (in euro per basic share)	0.50	0.47
Net income adjusted	622.0	613.5

(°) The adjustments refer to one-off, non-recurring and restructuring expenses to the amount of euro 83.5 million (euro 43.8 million for 2024).

(in millions of euro)

	31/12/2025	31/12/2024
Fixed assets	**8,593.1**	**8,771.6**
Inventories	1,455.5	1,467.7
Trade receivables	628.5	622.9
Trade payables	(2,082.4)	(2,081.6)
Operating net working capital	**1.6**	**9.0**
% of net sales	0.0%	0.1%
Other receivables/other payables	(71.5)	42.2
Net working capital	**(69.9)**	**51.2**
% of net sales	(1.0%)	0.8%
Net invested capital	**8,523.2**	**8,822.8**
Equity	**6,456.7**	**5,912.3**
Provisions	964.5	984.7
Net financial (liquidity)/debt position	**1,102.0**	**1,925.8**
Equity attributable to Owners of the Parent Company	6,277.8	5,756.1
Investments in intangible and owned tangible assets (CapEx)	419.7	414.9
Increases in right of use	112.9	118.8
Research and development expenses	312.7	289.5
% of net sales	4.6%	4.3%
Research and development expenses - High Value	299.5	272.8
% of High Value sales	5.6%	5.3%
Employees (headcount at end of period)	29,915	31,219
Tyre production sites (number)	18	18

For a better understanding of the Group's performance, the following **quarterly performance figures** are provided below:

(in millions of euro)

	1Q		2Q		3Q		4Q		TOTAL YEAR	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
Net sales	**1,758.6**	**1,695.5**	**1,740.0**	**1,752.0**	**1,696.6**	**1,737.0**	**1,581.0**	**1,588.8**	**6,776.2**	**6,773.3**
yoy	3.7%		-0.7%		-2.3%		-0.5%		0.0%	
organic yoy *	4.7%		4.0%		2.4%		6.1%		4.2%	
EBITDA adjusted	**399.0**	**376.3**	**393.9**	**392.0**	**392.3**	**388.7**	**363.1**	**362.5**	**1,548.3**	**1,519.5**
% of net sales	22.7%	22.2%	22.6%	22.4%	23.1%	22.4%	23.0%	22.8%	22.8%	22.4%
EBITDA	**387.5**	**368.6**	**383.6**	**384.1**	**370.3**	**381.5**	**323.4**	**341.5**	**1,464.8**	**1,475.7**
% of net sales	22.0%	21.7%	22.0%	21.9%	21.8%	22.0%	20.5%	21.5%	21.6%	21.8%
EBIT adjusted	**279.8**	**262.6**	**278.5**	**276.5**	**277.2**	**276.8**	**245.9**	**244.6**	**1,081.4**	**1,060.5**
% of net sales	15.9%	15.5%	16.0%	15.8%	16.3%	15.9%	15.6%	15.4%	16.0%	15.7%
Adjustments: - amortisation of intangible assets included in PPA	(28.4)	(28.4)	(28.5)	(28.5)	(26.4)	(28.4)	(23.4)	(28.4)	(106.7)	(113.7)
one-off, non-recurring and restructuring expenses	(11.5)	(7.7)	(10.3)	(7.9)	(22.0)	(7.2)	(39.7)	(21.0)	(83.5)	(43.8)
EBIT	**239.9**	**226.5**	**239.7**	**240.1**	**228.8**	**241.2**	**182.8**	**195.2**	**891.2**	**903.0**
% of net sales	13.6%	13.4%	13.8%	13.7%	13.5%	13.9%	11.6%	12.3%	13.2%	13.3%
Net income/(loss) from equity investments	5.8	6.0	10.2	9.9	6.8	6.6	29.9	8.9	52.7	31.4
Financial income/(expenses)	(59.5)	(110.1)	(63.2)	(66.0)	(36.2)	(49.4)	(24.8)	(61.1)	(183.7)	(286.6)
Net income/(loss) before taxes	**186.2**	**122.4**	**186.7**	**184.0**	**199.4**	**198.4**	**187.9**	**143.0**	**760.2**	**647.8**
Taxes	(59.0)	(22.0)	(49.9)	(53.1)	(62.8)	(58.6)	(57.8)	(13.0)	(229.5)	(146.7)
Tax rate %	31.7%	18.0%	26.7%	28.9%	31.5%	29.5%	30.8%	9.1%	30.2%	22.6%
Net income/(loss)	**127.2**	**100.4**	**136.8**	**130.9**	**136.6**	**139.8**	**130.1**	**130.0**	**530.7**	**501.1**

* before exchange rate effect, hyperinflation in Argentina and Turkey and changes in Scope of Consolidation.

Net sales which amounted to euro 6,776.2 million, were stable compared to 2024 (euro 6,776.3 million), having increased by +4.2% excluding the combined impact of the exchange rate effect and the adoption of hyperinflation accounting (totalling -3.8%), as well as the change in the scope of consolidation (a -0.4% impact on revenues), following the sale of Däckia AB which was completed in the second quarter of 2025.

High Value sales accounted for 79% of total Group revenues (76% for 2024).

The following table shows the **changes in net sales performance** compared to the same period of the previous year:

	2025				
	1Q	2Q	3Q	4Q	TOTAL YEAR
Volume	0.8%	0.1%	-1.5%	2.4%	0.4%
Price/mix	3.9%	3.9%	3.9%	3.7%	3.8%
Change on a like-for-like basis	**4.7%**	**4.0%**	**2.4%**	**6.1%**	**4.2%**
Exchange rate effect /Hyperinflation accounting in Argentina and Turkey	-1.0%	-4.7%	-4.3%	-5.3%	-3.8%
Change in Scope of Consolidation - Däckia AB	-	-	-0.4%	-1.3%	-0.4%
Total change	**3.7%**	**-0.7%**	**-2.3%**	**-0.5%**	**0.0%**

The **volume** performance (+0.4%), reflected, as previously outlined, the opposing dynamics between High Value and Standard. In particular, for Car ≥18", Pirelli outperformed the market, gaining market share in both channels (Original Equipment and Replacement), while for Car ≤17" the strategy of reducing exposure to the less profitable products and channels continued.

The **price/mix** growth (+3.8%) was driven by the continuous improvement of the product mix and by the positive regional mix, while the channel mix reflected the increased growth recorded for Original Equipment, compared to the Replacement channel.

The impact of the **exchange rate effect** and hyperinflation was negative (-3.8%), reflecting the weakness of the US dollar and the volatility of the currencies of emerging countries against the euro.

During the **fourth quarter of 2025**, revenues amounted to euro 1,581.0 million, with an organic growth of +6.1% excluding the impact of the exchange rate effect and hyperinflation (-5.3%) and the deconsolidation of Däckia AB (-1.3%). Including these effects, the change equalled -0.5% compared to euro 1,588.8 million for the fourth quarter of 2024. In detail, Pirelli recorded:

- → volumes which grew by +2.4%. For the Car business in particular, volumes increased by +2%, driven by market share gains in the ≥18" segment (+11% for Pirelli, +8% for the market), both in the Replacement channel (+11% for Pirelli, +10% for the market) and, even more significantly, in the Original Equipment channel (+11% for Pirelli, +6% for the market). For Car ≤17" (-13% for Pirelli, -1% for the market), the process of reducing exposure to the less profitable products and distribution channels continued, particularly in South America;
- → the price/mix improved by +3.7%, which compared to +3.9% for the previous quarters, was impacted by the aforementioned channel mix dynamics;
- → a negative impact from the exchange rate effect (-5.3%), which had worsened compared to previous quarters, due to the weakening of the US dollar and of emerging market currencies against the euro, and due to an unfavourable basis of comparison (a +4.3% impact from the exchange rate effect in the fourth quarter of 2024).

The performance for **net sales according to geographical region** was as follows:

(in millions of euro)

	2025		2024
		%	%
Europe	2,623.7	38.7%	39.0%
North America	1,783.2	26.3%	25.2%
APAC	1,197.4	17.7%	17.0%
South America	686.2	10.1%	11.8%
Russia and MEAI	485.7	7.2%	7.0%
Total	**6,776.2**	**100.0%**	**100.0%**

EBITDA adjusted amounted to euro 1,548.3 million (+1.9% compared to euro 1,519.5 million for 2024), with a margin of 22.8% (22.4% for 2024), which reflected the dynamics described in the following paragraph in terms of the EBIT adjusted.

EBIT adjusted for 2025 amounted euro 1,081.4 million (euro 1,060.5 million for 2024), with an EBIT margin adjusted of 16.0%, an improvement compared to 15.7% for 2024, thanks to the contribution of internal levers, which more than offset the negative impact of external factors, (the volatility in exchange rates, the increase in the cost of raw materials and inflation, as well as the impact of US tariffs), quantifiable at approximately euro 320 million.

More specifically, the growth in the **EBIT adjusted** reflected:

- the growth in **volumes** (euro +11.1 million);
- the **positive** contribution from the **price/mix** (euro +172.7 million), which more than offset the increase in the cost of **raw materials** (euro -55.9 million), and the **negative impact of the exchange rate effect** (euro -85.3 million);
- **the positive effect of efficiencies** (euro +158.0 million) which more than offset the **inflation in the cost of production factors** (euro -120.5 million);
- and lastly, the negative impact of higher **depreciation and amortisation** (euro -26.1 million), and the increase in **other costs** (euro -33.1 million, which included the impact of tariffs and the mitigation measures that were activated on costs).

From May 3, additional tariffs of 25% came into effect, on top of the pre-existing tariffs on imports of Car tyres from Brazil and Europe into the US. On June 30, the additional tariff for imports from the UK was changed to 10%. From August 1, tariffs on imports from the European Union were replaced by a 15% tariff. In addition, universal tariffs are in force that impact the imports of motorcycle and cycling tyres, at varying percentages depending on the producing country of origin.

The total gross impact of the tariffs for the 2025 financial year amounted to euro 55 million, partially offset by the mitigation measures that were activated.

EBIT adjusted for the fourth quarter amounted to euro 245.9 million (+0.5% compared to euro 244.6 million for the fourth quarter of 2024), with the margin improving to 15.6% (15.4% for the fourth quarter of 2024), thanks to the contribution of internal levers.

The **price/mix** (euro +32.0 million), offset the impact of the **exchange rate effect** (euro -32.1 million). **Volumes** made a positive contribution (euro +15.5 million), **raw material** costs were stable (euro +0.6 million). The positive effect of **efficiencies** (euro +40.7 million) more than offset **inflation in the cost of production factors** (euro -27.8 million). **Depreciation and amortisation** (euro -4.8 million) and **other costs** (euro -22.8 million), which included the impact of tariffs and cost mitigation measures, had a negative impact.

(in millions of euro)

	1Q	2Q	3Q	4Q	TOTAL YEAR
2024 EBIT adjusted	**262.6**	**276.5**	**276.8**	**244.6**	**1,060.5**
- Internal levers:					
Volumes	5.7	0.5	(10.6)	15.5	11.1
Price/mix	42.3	51.6	46.8	32.0	172.7
Amortisation and depreciation	(8.3)	(6.3)	(6.7)	(4.8)	(26.1)
Efficiencies	25.0	44.7	47.6	40.7	158.0
Other costs	(5.2)	1.2	(6.3)	(22.8)	(33.1)
- External levers:					
Cost of production factors (commodities)	(22.2)	(29.1)	(5.2)	0.6	(55.9)
Cost of production factors (labour/energy/other)	(24.5)	(37.6)	(30.6)	(27.8)	(120.5)
Total exchange rate effect *	4.4	(23.0)	(34.6)	(32.1)	(85.3)
Total change	**17.2**	**2.0**	**0.4**	**1.3**	**20.9**
2025 EBIT adjusted	**279.8**	**278.5**	**277.2**	**245.9**	**1,081.4**

* Transactional and traslational.

EBIT for 2025 amounted to euro 891.2 million, and had declined slightly compared to euro 903.0 million for 2024. It included the amortisation of intangible assets identified during the PPA to the amount of euro 106.7 million, and one-off, non-recurring and restructuring expenses to the amount of euro 83.5 million (euro 43.8 million in 2024), which related mainly to the continuation of measures to rationalise structures in Europe and South America. in Europe and South America.

Net income/(loss) from equity investments amounted to an income of euro 52.7 million, (positive to the amount of euro 31.4 million in 2024), and mainly refers to dividends distributed by Fin. Priv. S.r.l. to the amount of euro 31.7 million and the pro-rata result of the investment in the joint venture, the Xushen Tyre (Shanghai) Co., Ltd., which was positive to the amount of euro 17.7 million (positive to the amount of euro 25.1 million in 2024).

Net financial expenses at December 31, 2025 amounted to euro 183.7 million, showing a marked improvement compared to euro 286.6 million in 2024. These figures include the impact of currency depreciation and hyperinflation, with no impact on cash generation, which went from euro -53.0 million in 2024 to euro +10.0 million in 2025. For the remainder, the reduction, as compared to the previous year, was mainly attributable to lower financial expenses paid on borrowings from banks and other financial institutions, made possible on the one hand by the generation of operating cash flow, which reduced debt, and on the other hand by the reduction in interest rates in the Eurozone.

At December 31, 2025, the **cost of debt**, calculated as the average cost of debt for the last twelve months, stood at 4.40%, and had decreased compared to 5.06% at December 31, 2024. This decrease was mainly due to the aforementioned fall in interest rates in the Eurozone, which benefited the portion of floating-rate debt, to a reduction in margins on credit facilities following the upgrade in the credit rating awarded by the Fitch agency in July 2024, and lastly due to a lower incidence of financial debt in countries with high interest rates.

Taxes for 2025 amounted to euro 229.5 million, with a tax rate which stood at 30.2%. The figure for 2024 which had amounted to euro 146.7 million, had included the benefits from Italian tax incentives which are no longer available as of 2025.

Net income/(loss) amounted to an income of euro 530.7 million, compared to an income of euro 501.1 million in 2024.

Net income/(loss) adjusted amounted to an income of euro 622.0 million, (euro 613.5 million for 2024). The following table shows the calculations:

(in millions of euro)

	2025	2024
Net income/(loss)	**530.7**	**501.1**
Amortisation of intangible assets included in PPA	106.7	113.7
One-off, non-recurring and restructuring expenses	83.5	43.8
Non-recurring income	(45.6)	-
Taxes	(53.3)	(45.1)
Net income/(loss) adjusted	**622.0**	**613.5**

Net income/(loss) attributable to the owners of the Parent Company amounted to an income of euro 497.5 million, compared to an income of euro 468.0 million for 2024.

Equity went from euro 5,912.3 million at December 31, 2024 to euro 6,456.7 million at December 31, 2025, and included the increase due to the conversion of the convertible bond loan.

Equity attributable to the owners of the Parent Company at December 31, 2025 equalled euro 6,277.8 million, compared to euro 5,756.1 million at December 31, 2024.

This change is shown in the table below:

(in millions of euro)

	Group	Non-controlling interests	TOTAL
Equity at 12/31/2024	**5,756.1**	**156.2**	**5,912.3**
Translation differences	(268.6)	(3.1)	(271.7)
Net income/(loss)	497.5	33.2	530.7
Fair value adjustment of financial assets / derivative instruments	(18.1)	-	(18.1)
Actuarial gains/(losses) on employee benefits	(3.9)	-	(3.9)
Dividends approved	(250.4)	(8.7)	(259.1)
Bond conversion	496.5	-	496.5
Effect of hyperinflation in Turkey	13.1	-	13.1
Effect of hyperinflation in Argentina	53.1	-	53.1
(Gains) / losses reclassified to Income Statement	3.0	-	3.0
Other	(0.5)	1.3	0.8
Total changes	**521.7**	**22.7**	**544.4**
Equity at 12/31/2025	**6,277.8**	**178.9**	**6,456.7**

The table below shows the **reconciliation between the Equity of the Parent Company** and the Consolidated Equity attributable to the Owners of the Parent Company:

(in millions of euro)

	Share Capital	Treasury reserves	Net income/ (loss)	TOTAL
Equity of Pirelli & C. S.p.A. at 12/31/2025	**2,065.7**	**3,214.1**	**285.2**	**5,565.0**
Net income/(loss) of consolidated companies (before consolidation adjustments)	-	-	480.7	480.7
Share capital and reserves of consolidated companies (before consolidation adjustments)	-	4,857.9	-	4,857.9
Consolidation adjustments:				
- carrying amount of equity investments in consolidated companies	-	(4,623.8)	-	(4,623.8)
- intragroup dividends	-	276.2	(276.2)	-
- other	-	(9.8)	7.8	(2.0)
Consolidated Group Equity attributable to Owners of the Parent Company at 12/31/2025	**2,065.7**	**3,714.6**	**497.5**	**6,277.8**

The **net financial position** showed a debt of euro 1,102.0 million, compared to a debt of euro 1,925.8 million at December 31, 2024. It was composed as follows:

(in millions of euro)

	12/31/2025	12/31/2024
Current borrowings from banks and other financial institutions	210.6	760.9
- of which lease liabilities	*102.2*	*105.2*
Current derivative financial instruments (liabilities)	2.6	3.5
Non-current borrowings from banks and other financial institutions	2,747.2	3,068.6
- of which lease liabilities	*356.1*	*380.5*
Non-current derivative financial instruments (liabilities)	-	-
Total gross debt	**2,960.4**	**3,833.0**
Cash and cash equivalents	(1,525.9)	(1,502.7)
Other financial assets at fair value through Income Statement	(79.9)	(166.0)
Current financial receivables **	(128.8)	(113.3)
Current derivative financial instruments (assets)	(4.1)	(16.6)
Net financial debt *	**1,221.7**	**2,034.4**
Non-current derivative financial instruments (assets)	-	(4.3)
Non-current financial receivables **	(119.7)	(104.3)
Total net financial (liquidity) / debt position	**1,102.0**	**1,925.8**

* Pursuant to CONSOB Notice dated July 28, 2006 and in compliance with the ESMA Guidelines regarding disclosure requirements pursuant to the Prospectus Regulation applicable from May 5, 2021.
** The item "Financial receivables" is reported net of the relative provisions for impairment which amounted to euro 8.3 million at December 31, 2025 (euro 8.4 million at December 31, 2024).

The **structure of gross debt** which amounted to euro 2,960.4 million, was as follows:

(in millions of euro)

	12/31/2025	MATURITY DATE					
		within 1 year	between 1 and 2 years	between 2 and 3 years	between 3 and 4 years	between 4 and 5 years	more than 5 years
Club Deal EUR 1.6bn ESG 2022 5y	599.3	-	599.3	-	-	-	-
Club Deal EUR 600m ESG 2024 4.5y	598.5	-	-	598.5	-	-	-
Bond SLB EUR 600m 4.25% due 01/28	597.3	-	-	597.3	-	-	-
Bond SLB EUR 600m 3.875% due 07/29	595.2	-	-	-	595.2	-	-
Bank debt held by subsidiaries	10.5	10.4	0.1	-	-	-	-
Other financial debt	101.3	100.5	0.8	-	-	-	-
Lease liabilities	458.3	102.2	88.5	69.6	49.1	24.3	124.6
Total gross debt	**2,960.4**	**213.1**	**688.7**	**1,265.4**	**644.3**	**24.3**	**124.6**
		7.2%	*23.3%*	*42.7%*	*21.8%*	*0.8%*	*4.2%*

At December 31, 2025, the Group had a liquidity margin of euro 3,105.8 million consisting of euro 1,500.0 million in unutilised, committed credit facilities, euro 1,525.9 million in cash and cash equivalents, and euro 79.9 million in financial assets at fair value through the Income Statement. The liquidity margin guarantees coverage for maturities for borrowings from banks and other financial institutions, up to beyond the third quarter of 2029.

Net cash flow for the year, in terms of change in the net financial position, can be summarised as follows:

(in millions of euro)

	1Q		2Q		3Q		4Q		TOTAL YEAR	
	2025	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**	**2025**	**2024**
EBIT adjusted	279.8	262.6	278.5	276.5	277.2	276.8	245.9	244.6	1,081.4	1,060.5
Amortisation and depreciation (excluding PPA amortisation)	119.2	113.7	115.4	115.5	115.1	111.9	117.2	117.9	466.9	459.0
Investments in intangible and owned tangible assets (CapEx)	(60.0)	(53.4)	(68.0)	(90.2)	(95.5)	(92.1)	(196.2)	(179.2)	(419.7)	(414.9)
Increases in right of use	(28.3)	(15.3)	(43.3)	(26.1)	(25.5)	(47.8)	(15.8)	(29.6)	(112.9)	(118.8)
Change in working capital and other	(865.7)	(845.8)	55.4	(16.9)	(11.1)	63.3	829.9	802.4	8.5	3.0
Operating net cash flow	**(555.0)**	**(538.2)**	**338.0**	**258.8**	**260.2**	**312.1**	**981.0**	**956.1**	**1,024.2**	**988.8**
Financial income / (expenses) paid	(49.1)	(63.2)	(67.6)	(45.7)	(37.8)	(70.9)	(45.8)	(69.6)	(200.3)	(249.4)
Taxes paid	(31.6)	(24.7)	(35.0)	(44.8)	(45.3)	(48.0)	(42.3)	(41.0)	(154.2)	(158.5)
Cash-out for one-off, non-recurring and restructuring expenses	(12.6)	(20.4)	(9.9)	(9.5)	(19.3)	(6.9)	(10.9)	(10.6)	(52.7)	(47.4)
Dividends paid to minority shareholders	-	(1.3)	(0.4)	(5.2)	(6.2)	-	(2.5)	0.1	(9.1)	(6.4)
Differences from foreign currency translation and other	(29.8)	(2.6)	(75.0)	0.1	(8.0)	(24.0)	22.9	66.8	(89.9)	40.3
Net cash flow before dividends, extraordinary transactions and investments	**(678.1)**	**(650.4)**	**150.1**	**153.7**	**143.6**	**162.3**	**902.4**	**901.8**	**518.0**	**567.4**
Hevea-Tec acquisition	-	(23.0)	-	0.5	-	0.8	-	0.8	-	(20.9)
Fin.Priv. S.r.l. extraordinary dividend and capital reinbursement	-	-	-	-	-	-	45.1	-	45.1	-
Capital subscription Middle East and North Africa Tyre Company	(12.8)	-	-	-	-	-	(7.7)	(12.0)	(20.5)	(12.0)
Daeckia disposal	-	-	43.4	-	(0.2)	-	0.1	-	43.3	-
Other extraordinary transactions	(5.8)	-	(0.5)	-	(2.2)	(0.7)	(0.1)	0.1	(8.6)	(0.6)
Net cash flow before dividends paid by the Parent Company and impact of convertible bond	**(696.7)**	**(673.4)**	**193.0**	**154.2**	**141.2**	**162.4**	**939.8**	**890.7**	**577.3**	**533.9**
Bond convertion	-	-	-	-	-	-	496.5	-	496.5	-
Net cash flow before dividends paid by the Parent Company	**(696.7)**	**(673.4)**	**193.0**	**154.2**	**141.2**	**162.4**	**1,436.3**	**890.7**	**1,073.8**	**533.9**
Dividends paid by the Parent Company	-	-	(249.2)	(197.1)	(0.4)	(0.6)	(0.4)	(0.3)	(250.0)	(198.0)
Net cash flow	**(696.7)**	**(673.4)**	**(56.2)**	**(42.9)**	**140.8**	**161.8**	**1,435.9**	**890.4**	**823.8**	**335.9**

Net cash flow before dividends for 2025 was positive to the amount of euro 1,073.8 million and included the positive effect of euro 496.5 million deriving from the conversion of 99.3% of the *"EUR 500 million senior unsecured guaranteed equity-linked bond due 2025"*, which matured on December 22, 2025. Excluding this effect, net cash flow before dividends amounted to euro 577.3 million (positive to the amount of euro 533.9 million in 2024).

In addition to the improvement in operating performance, the following extraordinary transactions should be noted:

- → euro +43.3 million related to the sale of Däckia AB to CTS, whose transaction was completed on June 18, 2025;
- → euro -29.1 million related to other extraordinary transactions, amongst which the main transaction was the capital contribution paid into the Middle East and North Africa Tyre Company, a joint venture with the Public Investment Fund (PIF) of Saudi Arabia;

- euro +45.1 million related to the dividend, and to the repayment of the share capital and of the capital reserve of Fin. Priv. S.r.l. following the liquidation of that company.

The outcome of these transactions helped offset cash outflows in the United States related to the introduction of new import tariffs during the course of 2025 (approximately euro 55 million).

Operating net cash flow was positive to the amount of euro 1,024.2 million, (positive to the amount of euro 988.8 million in 2024), and reflected:

- the improved operating performance compared to the previous year, (the EBITDA adjusted amounted to euro 1,548.3 million in 2025, compared to euro 1,519.5 million in 2024);
- investments in property, plant and equipment and intangible assets to the amount of euro 419.7 million in 2025, (euro 414.9 million in 2024), aimed mainly at High Value activities, at technology upgrades and at the automation of factories;
- *"increases in the right of use"* to the amount of euro 112.9 million in 2025, (euro 118.8 million in 2024). Among the main project highlights was the inauguration of the new warehouse in Campinas in Brazil, as well as other projects aimed at improving warehouse efficiency in Romania;
- cash generation linked to *"working capital and other"* of euro 8.5 million (euro +3.0 million in 2024). Inventory management was confirmed positive, and accounted for 21.5% of annual revenues (21.7% in 2024). Trade receivables and trade payables at December 2025, were consistent with those at December 2024 in terms of their incidence on turnover.

For the fourth quarter of 2025, net cash flow before dividends was positive to the amount of euro 1,436.3 million and included the aforementioned effect of the conversion of the *"EUR 500 million Senior Unsecured Guaranteed Equity-linked Bond due 2025"*, which matured on December 22, 2025. Excluding this effect, net cash flow before dividends in the fourth quarter amounted to euro 939.8 million (euro +890.7 million in the fourth quarter of 2024).

RESEARCH AND DEVELOPMENT

Research and Development plays a central role at Pirelli. This activity, which involves approximately 2,200 people, (equal to approximately 7.4% of the total workforce of the Group), spread between its Milan headquarters and its twelve technology centres located all over the world, is based on an *"Open Innovation"* model, which involves external partners - suppliers, universities and the vehicle manufacturers themselves - in order to anticipate technological innovations in the sector and meet the needs of the end consumer. Central to Pirelli's innovation strategy is the Eco-Safety Design approach, which focuses on maximising both environmental performance and people's safety, and embraces the entire life cycle of the product with a view to a circular economy. A part of this is the collaboration between Pirelli and the Milan Polytechnic, which continued during the course of 2025, and which involved the integrated use of the university's dynamic simulator with the static simulator at Pirelli's R&D centre in Milan, for the virtual development of tyres, which is fundamental to Pirelli's Eco-Safety strategy. In addition, Pirelli and the University of Milano-Bicocca continued their partnership in Corimav for Research into Eco-Friendly Materials and Processes. Pirelli and Luna Rossa have announced a new partnership ahead of the 38th edition of the America's Cup. Pirelli will collaborate with the team on virtualisation, artificial intelligence and innovative materials. **Expenses for Research and Development in 2025 totalled euro 312.7 million (4.6% of net sales), of which euro 299.5 million was aimed at High Value activities (5.6% of High Value revenues).** The development of CYBER™ technology also continued, which to date constitutes an essential technology in the Group's innovation strategy, representing a new technological paradigm that is fully integrated and pervasive throughout Pirelli's entire business model, and which, through the adoption of cutting-edge technologies, aims to maintain the technological leadership in the tyre sector. Nowadays, thanks to CYBER™ technology, Pirelli enjoys a unique competitive advantage.

In this regard, it should be recalled that the Council of Ministers as a consequence of the "Golden Power Procedure" - which was initiated on March 6, 2023 in relation to the renewal of the Shareholders' Agreement concerning the governance of Pirelli, signed on May 16, 2022 by the China National Tire & Rubber Corporation Ltd., Marco Polo International Italy S.r.l., Camfin S.p.A. and Marco Tronchetti Provera & C. S.p.A., and was concluded with the adoption of the provision by which the powers were exercised pursuant to Legislative Decree No. 21/2012, communicated to Pirelli on June 16, 2023 (the "**Provision**") - has determined, amongst other things, that the CYBER™ technology that can be implanted in tyres constitutes an asset of strategic importance pursuant to and for the purposes of the aforementioned Legislative Decree, for the protection of which Pirelli has equipped itsef with a series of safeguards, including the Strategic Industrial Security Clearance ("**NOSIS**") and an autonomous organisational unit for security ("the **Security Organisation**"). These assessments regarding Pirelli's technology have been confirmed by the Council of Ministers, most recently following the outcome of the "Golden Power Procedures" which were initiated following the notifications submitted by the shareholders Camfin S.p.A., and Marco Tronchetti Provera & C. S.p.A. on January 30, 2026, and the China National Tire & Rubber Corporation Ltd. on February 3, 2026, in relation to the non-renewal of the aforementioned Shareholders' Agreement, which was subsequently consolidated into a single procedure and concluded with the adoption of the provision by which the special powers were exercised pursuant to Legislative Decree No. 21/2012, communicated to Pirelli on April 10, 2026 (the "**2026 Provision**"). In particular, in the 2026 Provision, Pirelli was considered to be a Company which holds assets and interests of strategic importance, pursuant to Article 2 of Legislative Decree No. 21 of March 15, 2012, and Articles 6 and 9 of Decree No. 179 of the Decree of the President of the Council of Ministers of December 18, 2020.

The 2026 Provision, among other things, considered that Pirelli is the first operator at the global level to have invested in a technology, the Cyber Tyre, which transforms the tyre into a sensor capable of collecting sensitive information, including the condition of the tyre and its maintenance, the habits of users, driving conditions, the traceability of the state of road surfaces. In addition, in relation to the Cyber Tyre technology, the 2026 Provision also recognized that it has evolved over time to the point that it can be considered an enabling technology for different cutting edge usages,

including the monitoring of critical infrastructure, advanced simulation through the realization of digital versions of physical elements (digital twins, elaborated through super computing systems), autonomous driving.

The CYBER™ hardware and software system is capable of collecting data and transmitting it to the vehicle, which, in addition to using it to optimise its performance, makes it available, via the 5G network and in a geo-localised form, to cloud computing systems for the creation, through artificial intelligence algorithms, of complex digital models that can be used, amongst other things, in cutting-edge use cases such as smart roads and digital twins. Taking the Provision into account, the competent body of the Company appointed for this task, in the application of the Provision itself, namely the Director with exclusive responsibility for the Security Organisation, in compliance with the obligations imposed upon it, has carried out the necessary in-depth investigations to precisely identify the relevant sectors related to CYBER™ technology, in order to ensure the correct implementation of the requirements set out in the same said Provision.

Following the outcome of these in-depth investigations, it emerged that the relevant technologies connected to the CYBER™ hardware and software system, include the corporate functions, located in Italy, of the Digital division related to the Data Science activities, including the Digital Solutions Centre in Bari, as well as the activities and functions of Digital Systems Research and Development, Industrial IoT and Innovation, and digital products. In addition, the activities and functions of Research and Development based in Milan, which are related to Modelling, Product Pre-development and Experimentation, are strictly linked and connected to CYBER™ technology.

For further details regarding the aforementioned Golden Power Procedures, the prescriptions of the Provision and of the 2026 Provision, and the role of the Security Organisation, reference should be made to the Report on the Corporate Governance and Ownership Structure contained in the 2025 Annual Report.

In the future, the automotive and mobility sectors will be characterised by vehicles that are increasingly connected to one another and to the infrastructure. Consequently, the vehicles themselves will become increasingly digital thanks to Software Defined Vehicle technology – which will allow vehicles to have all their control components managed by aggregated and interconnected operating systems (domains) – and the advent of Autonomous Driving.

CYBER™ technology is innovative and wide-ranging, suitable for development across two distinct strategic areas: on the one hand, that of advanced systems for controlling vehicle dynamics designed for vehicle manufacturers; on the other, that of solutions for infrastructure monitoring.

The distinctive features of the CYBER™ technology system, with regard to vehicle dynamics, stem from its ability to integrate and actively interact with the electronic control systems developed by automobile manufacturers.

In October, in the US, the Pirelli Cyber Tyre™ was recognised as the most innovative technology in the tyre industry, winning the Vehicle-to-Everything (V2X) Innovation of the Year title at the 2025 AutoTech Breakthrough Awards, an international award promoted by the Tech Breakthrough intelligence platform, that rewards the most innovative entities and services in the automotive technology sector. The Cyber Tyre is the world's first intelligent system capable of collecting data directly from the tyre, processing it through Pirelli's proprietary software and algorithms, and communicating it in real-time to the vehicle's electronics, enabling improvements in driving dynamics, safety, and integration with the digital infrastructure.

The Pirelli Cyber™ Tyre subsequently received three other prestigious international awards in 2025. The first was in France, at the eighth edition of the Automobile Awards, in the *"Safety"* category, as a technology that anticipates risks and makes driving safer and more intelligent. The second was from Autobest, an independent automotive jury representing 32 European countries, *"for the pioneering development of Cyber™ Tyre technology, an innovation of exceptional relevance for automotive safety".* The third was from the US market analysis firm Frost & Sullivan, which named Pirelli *"Company of the Year"* for the innovative scope of the Cyber™ Tyre, a technology that according to the award citation, *"highlights how digital systems are capable of redefining even traditional automotive components".*

Pirelli, a pioneer in the development and production of sensor-equipped tyres through CYBER™ technology, has already brought this technology to market, where it has been adopted by a number of ultra-high-end models and is currently in the development phase for various Premium and Prestige platforms, with a resulting significant expansion of the custromer base, with the aim of enabling the use of data from sensor-equipped tyres to optimise the safety performance of the vehicles themselves.

At the same time, the most significant project for accelerating the development of the CYBER™ technology, with a view to implementing it on an ever-larger scale, is the development agreement signed with Bosch for the integration of CYBER™ data directly into the vehicle control system. Bosch, as is well known, is the world leader in the field of vehicle control systems. Thanks to the signing of this development agreement, tyres fitted with cyber tyre sensors and Pirelli software libraries are integrated with the electronics that govern the vehicle's dynamics. As a result, CYBER™ technology will no longer require integration into vehicles through individual, dedicated projects with each Original Equipment Manufacturer (car maker). Instead, it will be *"embedded"* directly within the vehicle control units supplied by Bosch, thereby making the complete system available to all car maker clients. The objective is to create new software-based solutions and driving functionalities thanks to sensors installed in the tyres, also known as *"in-tyre"* sensors.

For motorists, this means greater safety, comfort, and sustainability, in addition to improved driving dynamics. Bosch and Pirelli share a vision of a long-term path to jointly explore the use of data streams coming from the tyres and the algorithms and the Pirelli software libraries as inputs for the control systems for vehicle dynamics.

As part of the collaboration agreement, Bosch will provide the hardware and software expertise that it has developed over time as a global provider of technology and services. Bosch is

also a leader in the technologies of automotive systems that control vehicle dynamics, of sensors, and of MEMS (Micro-Electro-Mechanical Systems) sensor technologies, and develops and produces sensors for tyre pressure that use the BLE (*"Bluetooth Low Energy"*) standard. By combining this expertise with Pirelli's integrated systems technologies - which range from hardware to software, to algorithms and modelling - it is possible to collect, process, and transmit tyre data in real-time to provide parameters to the vehicle's electronic control systems via BLE technology, in such a way as to reduce energy consumption. Pirelli and Bosch now aim to exploit Bosch's MEMS technology for advanced in-tyre applications.

In 2025, Pirelli signed a collaboration agreement with Prestige car manufacturers for the integration of Pirelli's exclusive Cyber Tyre technology into certain luxury sports car models. Thanks to the collaboration with Bosch, the Cyber Tyre will be fully integrated into the electronic architecture that controls the dynamics of these vehicles.

Furthermore, the data collection system based on CYBER™ technology goes beyond in-car features and is capable of interacting with infrastructure/smart cities. To date, it is already possible to collect and process relevant geo-localised information regarding the condition of the road infrastructure. This enables motorway operators to: (a) increase the frequency and granularity of infrastructure status monitoring; (b) plan maintenance effectively and efficiently; and (c) inform consumers of potential risk conditions on motorways, while also providing their geolocalisation.

In addition to the technologies described above, Pirelli has launched further development programmes aimed at integrating complementary technological solutions into CYBER™ technology, in order to expand the value and potential of the applications offered in the two market sectors mentioned above.

In particular, with regard to the infrastructure monitoring sector, Pirelli has already demonstrated how the integration of video data collected and processed by imaging systems with the data acquired and processed by the CYBER™ technology enables, the development of new advanced solutions through the integration of sensor fusion processes.

For example, in June, Pirelli signed an agreement with a local authority of national significance to activate a monitoring system of the road network within a regional territory with the purpose of creating a map of the *"health status"* of the roads, in order to improve road safety and the effectiveness of maintenance interventions. This is the world's first road monitoring system capable of combining data collected from the tyres, processed by the Pirelli Cyber™ Tyre hardware and software system, with that obtained from visual sources.

Also with regards to research and development activities, it should be noted that in 2022, Pirelli had launched the Digital Solutions Centre (DSC) in Bari, a software factory entirely focused on digital innovation. The Bari DSC is an example of collaboration between the public and private sectors, with a fundamental contribution from the academic world through the University of Bari and the Polytechnic University of Bari. In fact, innovative projects have been launched with both institutions to optimise factory production processes through smart manufacturing systems, and to support digitalisation and artificial intelligence across the various stages of tyre design.

Thanks to Vehicle-to-Everything (V2X) connectivity, the Cyber™ Tyre also communicates with infrastructures and other vehicles, in support of applications for smart roads, smart cities and the future developments in autonomous driving by providing information on road conditions, hazards, and signage. Cyber™ Tyre technology represents a decisive step towards the mobility of the future. It confirms Pirelli's commitment to innovation and offers concrete benefits to motorists, manufacturers and infrastructure by transforming tyres into truly intelligent and connected components.

In addition to the project described above, Pirelli already has several other initiatives underway for the monitoring of motorway infrastructures, with the support of the Ministry of Infrastructure and Transport, with a project aimed at the extension and progressive nationwide application of CYBER™ technology for the purpose of supporting the monitoring of infrastructure conditions and the improvement of road safety levels, as well as other initiatives currently being finalised.

The ability to capture important information from vehicles on the market regarding the actual ways in which tyres are used, and to process this information through artificial intelligence algorithms in order to then integrate it into virtual development, is a crucial competitive product factor. The development of CYBER™ technology and that of tyre technologies is interactive (integrated) and iterative (continuous), because only by integrating the cross-disciplinary competences of Tyre Dynamics, Tyre Modelling, Data Analytics and Cyber can both CYBER functionalities and tyre performance evolve. In fact, the Digital Twin of the tyre itself and, consequently, the tyre design know-how, is constantly refined and improved thanks to the feedback from CYBER™ technology, which provides a unique and irreplaceable opportunity to analyse data on its behaviour in real-life conditions and no longer just under *"laboratory"* conditions.

In essence, the widespread knowledge of tyre behaviour across a multitude of real-world usage conditions, allows for the refinement and training of virtual simulation models used in the first phase of new product design. This makes them increasingly capable of simulating the performance they will deliver in real-world conditions.

Similarly, given that Cyber Tyre technologies are, in fact, *"model-based"*, they can only evolve if the Digital Twin of the tyre evolves, but, more importantly, if they are constantly updated and aligned with the latest technological developments in tyre technology.

In particular, artificial intelligence and machine learning are used to work in synergy with the models developed for processing the data obtained from the sensors and the tyre modelling, for the purpose of appropriately refining the results obtained. An example of this is the *"Tyre Wear"* algorithm used to determine the state of wear of the tyres, which is currently in use on a fleet of chauffeur-driven hire vehicles. Furthermore, the data collected from the sensors installed in the tyres of a specific fleet or individual users are used in the virtual design of new products. Nowadays, the development of all the new product lines, effectively passes through an initial virtual phase, followed by reduced physical testing.

INNOVATION IN PRODUCTS AND MATERIALS

During the course of 2025, collaborations with the leading manufacturers of Prestige and Premium vehicles continued, resulting in over 323 new technical homologations, which were mainly concentrated in ≥19" rim diameters.

The Pirelli P Zero, available in specific variants for the entire 911 range has, as of 2025, also been equipping the New Porsche 911 GT3 with two tyres in versions developed ad hoc to meet different requirements: the P Zero R and the P Zero Trofeo RS. The latter is the result of experience gained with the fitment for the Porsche 911 GT3 RS, which has been recognised by the international press as the best road-legal semi-slick for track use. The Pirelli P Zero has also as of 2025 been equipping the first 911 with a hybrid powertrain, the new Porsche 911 GTS. As of 2025, Pirelli has also been equipping classic and youngtimer Porsche 911 models, from the first in 1964 to the Porsche 911 (type 997), making Pirelli the go-to supplier for Porsche collectors, thanks also to the products in the *Collezione* range for numerous other classic Porsche models.

As of 2025, Pirelli has also been equipping the new McLaren W1 supercar with three bespoke fitments containing over 50% natural and recycled materials, as verified by the third-party certification body Bureau Veritas. These comprise the P Zero R, the P Zero Trofeo RS and the P Zero Winter 2, which were developed by Pirelli in collaboration with McLaren in specific versions for the British manufacturer's new model, for which Pirelli is the sole supplier.

In July, Pirelli launched the first tyre destined for the global market that contained over 70% natural and recycled materials, including FSC™ (Forest Stewardship Council™) certified natural rubber. This attests to the responsible management of the natural rubber supply chain, from the producer to the factory, and, by 2026, this certification will be extended to all the natural rubber used by Pirelli's European factories. Developed in a specific version for JLR (Jaguar Land Rover), this new tyre is a Pirelli P Zero and will initially be available on select 22" rims in the Range Rover range as part of JLR's objective to develop tyres with a reduced environmental impact for its luxury models. The tyre will be distinguished by the FSC™ marking and by the logo identifying Pirelli tyres containing at least 50% natural and recycled materials, as verified by the third-party body Bureau Veritas. The development of the new P Zero has presented a significant challenge to Pirelli's R&D department in terms of combining Ultra High Performance (UHP) with a high content of natural and recycled materials. These include:

- recycled steel, which is partially derived from the melting of scrap iron rather than the processing of virgin raw materials, whilst maintaining the mechanical properties of the virgin material;
- silica from rice husks, derived from rice processing waste and used in the tread compounds to ensure high performance in the wet;
- circular carbon black, obtained from pyrolysis oil derived from the recycling of end-of-life tyres;
- bio-circular polymers, produced with monomers derived from used cooking oils or pyrolysis oil, which replace fossil-based polymers;
- bio-resins, which are plant-based plasticisers used to optimise the balance between dry and wet performance.

In 2024, JLR became the first automotive company ever to choose to equip its models with Pirelli products containing exclusively FSC™ certified natural rubber.

In February, Pirelli launched the new Cinturato, a summer tyre dedicated to Premium vehicles, from saloons to CUVs, and specialised in both Original Equipment and Replacement. Thanks to Pirelli's research and innovation work and the extensive use of virtual design, the new generation stands as the current market benchmark for safety and efficiency, in line with Pirelli's *"eco-safety"* strategy. In the Cinturato, its safety is confirmed by its excellent braking performance. On dry surfaces, external tests have ranked it in first place among its main competitors, and on wet surfaces, it is evidenced by the Class A rating on the European label across the entire launch range. Its efficiency, meanwhile, is linked to its mileage, which has increased by 20% compared to the previous product, and to its low rolling resistance in favour of lower fuel consumption. The balance between braking grip, mileage, and rolling resistance was primarily achieved thanks to the tread composition, which exploits the synergy between a unique star-shaped polymer and a special mixture of resins. Further benefits come from the new generation of silica known as *"SmartNet Silica"*, which, with its particular shape (regular, elongated elements positioned longitudinally to the direction of travel), is capable of reconciling two other typically conflicting performance characteristics. It offers greater grip and stability when cornering, while helping to reduce rolling resistance on straights. As confirmation of the characteristics announced at its launch, in March just a few weeks after the new product's debut, the new Pirelli Cinturato tyre secured first place in the comparative test conducted by Tyre Reviews on premium summer tyres.

In March, Pirelli introduced the fifth generation of the P Zero, which at its debut in 1985 inaugurated the Ultra-High Performance (UHP) tyre market, evolving over the years and successfully anticipating the needs of the Premium and Prestige world in every new version. Handling and reduced braking distances are the main characteristics, achieved thanks to virtual development techniques and artificial intelligence, reaching the highest level of understanding of the dynamics related to tyre operation. The development strategy has therefore focused on the tyre's structure and tread pattern, which were optimised through to the updating of the grooves and the contact patch, which increases grip when cornering. The more balanced contact pressure brings benefits to braking and the wear rate, allowing for consistent performance throughout the entire life cycle of the tyre. The new P Zero also stands out at first glance, thanks to the renewed graphics with contrasting markings on the sidewall. In April, as a confirmation of the characteristics announced at the launch - specifically regarding sporting performance and safety - the new Pirelli P Zero secured first place in the comparative test conducted by Tyre Reviews on UHP (Ultra High Performance) tyres. In August, the new Pirelli P Zero proved to be the best in the comparative test by the British magazine Auto Express.

In September, Pirelli received the ADI International *Compasso d'Oro Award*, established in 1954, it is one of the most prestigious and authoritative international recognitions in the field of industrial design. Thanks to its innovative and technological character, the Pirelli P Zero E is the first tyre to obtain this title, specifically in the Design for Mobility category. It is the first tyre in the world designed with a previously unreached percentage of natural and recycled materials, especially within the high-performance world for which it is intended. A perfect synthesis of industrial design, sustainable innovation, and technology, it represented a revolutionary turning point for the industry.

In June, Pirelli presented the Scorpion All Season SF3, the all-season tyre designed for SUVs. It extends the technical characteristics of the award-winning Cinturato All Season SF3 to the specific needs of *"high-riding"* vehicles, standing out for safety in diverse climatic conditions and achieving an excellent result in the Dekra cumulative braking tests. Specifically, the entire launch range is distinguished by a *"Class A"* rating on the European label for wet grip, and its snow performance is recognised by the 3PMSF marking, which distinguishes tyres that have passed the tests required by the regulations for severe winter conditions. To support the driving dynamics and weight of SUVs, specific adaptations and technological solutions have been introduced. The particular tread pattern has an adaptive structure. It consists of 3D sipes that change their shape as the tread wears, increasing the surface area capable of capturing snow, despite the reduction in groove depth caused by rubber consumption. The adaptive behaviour of the design is also reflected in the mobility of the sipes, which transform the profile from a siped winter one to one more similar to a summer profile. This is also made possible thanks to innovation in materials. The improved grip in the winter season is linked to a new mix of polymers with specific microstructures, new resins of natural origin, and liquid polymers that improve performance on snow without compromising wet performance. To identify the most suitable compound, the Virtual Compounder was used. This is a tool based on artificial intelligence which is used to assist specialists in choosing the best mix of materials from thousands of possible combinations. Furthermore, the use of 3D modelling was fundamental, allowing the compound and tread pattern to be designed in parallel.

In 2025, the Pirelli Cinturato All Season SF3 was ranked first outright in the super comparative test by the German magazine Auto Bild, which involved 30 all season tyres, and - for the second year running - it also ranked first in the comparison conducted by Tyre Reviews as *"the best all-season tyres for 2025/26".* Additionally, it was named *"Best All-Season Manufacturer of the Year"* by the German automobile club, the Automobilclub von Deutschland (AvD), and was recently ranked at the top in the test by the German body ADAC (Allgemeiner Deutscher Automobil-Club, the largest automobile club in Europe).

In October, Pirelli launched the Cinturato Winter 3, a high-performance winter tyre designed for saloons and crossovers, capable of offering safety and control in winter conditions. Starting with performance on snow, this was tested by the independent bodies Dekra and TÜV, which also verified its excellent qualities in the wet. In fact, the new product ranked first on snow for braking, traction, and handling, receiving the TÜV Premium Quality Mark. In the wet, it positions itself at the top for aquaplaning resistance and manoeuvrability, with an A-B classification on the European label for wet grip across the entire range. Acoustic comfort is also guaranteed with low rolling noise emissions, as confirmed by the European label, whilst the tread design ensures long-lasting performance and higher mileage compared to the previous generation. The Cinturato Winter 3 was the first product to utilise the most recent indoor structure, which was recently inaugurated at the Pirelli Sottozero Centre, a centre of excellence in Swedish Lapland, where the R&D department tests tyres on different surfaces, from snow to ice, all year round, and which allows for the replication of winter temperatures, conditions, and surfaces even during summer. In order to ensure maximum effectiveness on specific vehicles, through a combination of physical and virtual tests, the tyre was tested on over 10 of the most representative car models on the market.

For motorcycles, at EICMA 2025, Metzeler presented three new models. The Sportec 01 and the sportier Sportec 01 RS were created to continue the tradition of success, and have been designed to raise the bar for super sport performance even further. Both models exploit the patented Dynatread technology, first adopted with the Metzeler Roadtec 02. This results in an adaptive tread pattern that improves grip and stability at high speeds and which has been further enhanced to be deployed in the super sports sector. The third new Metzeler model is the Karoo 4 Street, an on/off knobbly tyre designed for high end adventure and maxi-enduro motorcycles. It is intended for 70% road and 30% off road use, thereby offering excellent road performance whilst maintaining good off-road capabilities. Compared to its predecessor, the Karoo Street, the new tyre features improved road handling thanks to the new profiles, more uniform wear and improved acoustic comfort with the multi-pitch knob design, as well as better off-road traction on soft terrains.

Lastly, for Cycling, in 2025 Pirelli presented the CINTURATO EVO TLR, a new bicycle tyre and successor to the CINTURATO Velo. Building upon the recognised characteristics of the CINTURATO Velo - specifically reliability and puncture protection - the CINTURATO EVO TLR confirms and improves its performance in terms of grip, comfort, and durability, with the goal of excelling in all weather and road conditions. Thanks to its characteristics and the sizes available in the range, it gives life to a new segment: the enduro road tyre. This type of casing, highly appreciated by motorcyclists for several years, has now arrived for the cycling world, offering extremely broad versatility of use. It is the first tyre in the Pirelli range to utilise FSC™ certified natural rubber whilst simultaneously containing more than 50% bio-based and recycled materials, as verified by the independent third-party certification body Bureau Veritas, in accordance with the ISO 14021 standard. This double attestation from third-party bodies is an absolute first on the market confirming Pirelli's commitment to reducing its environmental impact through the use of innovative materials and in providing the market with reliable and verified declarations.

Together with the Alpecin-Deceuninck men's team, one of the most prestigious and successful teams in the entire World Tour circuit, Pirelli is a partner - until 2029 - of the Fenix-Deceuninck women's team. The multi-disciplinary nature and experience of athletes such as Puck Pieterse

and the new Performance Mentor Annemiek van Vleuten, will provide crucial technical feedback for the development of cycling tyres.

In 2025, Pirelli also renewed its range of CINTURATO™ tyres dedicated to gravel bikes to meet the diverse performance needs, riding styles, and demands of the many enthusiasts of this discipline. The new catalogue now features two distinct lines: the High Performance (HP-Line) and the Performance (P-Line). The former introduces the two H and M models, which have been completely renewed and improved. Produced in the proprietary Milano-Bollate plant, they have been developed with advanced technologies aimed at high performance. The latter offers a wide choice of gravel tyres with proven technical specifications, designed to offer an optimal balance between performance and versatility.

Pirelli has launched the SCORPION XC RC and the SCORPION XC M, the first 100% Made in Italy mountain bike tyres featuring FSC™ certified natural rubber. Dedicated to Cross Country competitions, from Short Track to Olympic and Marathon events, the new tyres boast a distinct racing pedigree. Designed with the most demanding races in mind, they are also suitable for broader, less competitive uses more oriented towards pure *"cross-country riding"* and were developed in collaboration with athletes from partner teams. The SCORPION XC RC, already a World Cup winner, is now 7% smoother and features a new profile. The SCORPION XC M, which has been completely redesigned, improves rolling resistance by 9% and weighs 12% less than its predecessor. The SCORPION XC RH then completes Pirelli's top-of-the-range Cross Country line-up alongside the RC and M models. Dedicated to modern and spectacular Cross-Country competitions where maximum speed is as fundamental as control of the bike, the new RH (Racing Hardpack) is ideal for those races where rolling efficiency is the first priority. It is designed for primarily compact terrains, without excessively sacrificing cornering grip on mixed surfaces.

COMMITMENT TO MOTORSPORTS

In the history of Pirelli, Motorsport has always played a role of first order importance, starting with the feat achieved in 1907 by Prince Scipione Borghese, who, in an Itala equipped with Pirelli tyres, won the then Paris-Peking raid. Nowadays, Pirelli participates in over 350 competitions every year. Thanks to its commitment to sustainability within Motorsport, Pirelli was the first and remains the only tyre manufacturer in the world to have achieved the three-star rating from the Environmental Accreditation Programme promoted by the FIA.

Since 2011, Pirelli has been the Global Tyre Partner of the FIA Formula 1 World Championship™, a partnership that will continue until at least 2027 (with the possibility of an extension for a further season). This partnership places sustainability at its core. From 2024, all tyres utilised in the FIA Formula 1 World Championship events have been FSC® (Forest Stewardship Council®) certified. This certifies that all the natural rubber used in the tyre complies with all the environmental and social sustainability criteria defined by this leading global multi-stakeholder non-governmental organisation for sustainable forest management. Pirelli is the first company to produce a complete range of FSC™ (Forest Stewardship Council™) certified tyres and which are intended for automotive racing. In 2025, Pirelli, which has been present in Formula 1 for 75 years, reached the milestone of 500 Grands Prix competitions. Throughout the 2025 season, Pirelli Formula 1 tyres covered a total distance of 341,099 km. This figure bears witness to one of the most demanding seasons in the history of the championship, after the fixture list was increased for the first time last year to twenty-four races, in conditions which ranged from the extreme heat of the Arabian desert to the bitter cold of Nevada. As of the 2026 season, the tyres will be slightly narrower, whilst maintaining the same 18" rim diameter, in order to adapt to the new generation of single-seaters, introduced with the renewal of the technical regulations.

Pirelli Motorsport is also the supplier for the FIA Formula 2, FIA Formula 3, and Formula Regional European Championship by Alpine, as well as the GT World Challenge and numerous other national series. Specifically, there are over 70 championships for Gran Turismo cars contested across Europe, North America, South America, Asia, and Oceania. For the 2025 season, Pirelli introduced a new generation of dry tyres designed to equip GT2, GT3, and GT4 cars in all the Gran Turismo championships in which Pirelli is present. These are the P Zero DHG tyres, which feature numerous innovations compared to the previous 2022 generation, not only in terms of performance. In fact, the natural rubber component contained in this new family of tyres is FSC® certified, in continuity with what has already been in place since last year for the Pirelli range developed for Formula 1®. The primary innovations of the new P Zero equipping the premier GT class concern the materials, which ensure a broader working range, faster warm-up times, and greater consistency in vehicle balance over long distances. In 2025, Pirelli added another series of prestigious competitions, with an innovative format, to the already extensive portfolio of GT and F4 championships it supports as sole supplier worldwide. These are the Gedlich Racing Winter Series, which take place during the winter months on the most challenging circuits in Spain and Portugal. They are designed to offer drivers and teams involved in the GT and F4 series, the opportunity to continue racing even during the winter break of the main championships, taking advantage of the favourable climatic conditions in Southern Europe.

Pirelli has also been involved in rallying since the inaugural season of the World Championship in 1973. In 2025, after winning the drivers' title for two consecutive years, Pirelli won the Tyre Manufacturers' classification of the FIA ERC European Championship.

Once again, this year, Pirelli participated, in some cases as the sole supplier and in others in open competition between tyre manufacturers, in over 100 of the most important international and national motorcycle competitions, both on-track and off-road.

Pirelli will be the sole Official Tyre Supplier for all classes of the FIM Superbike World Championship up to and including the 2026 season. This technical partnership, which began in 2004, boasts the record for the longest-running single-tyre supplier in the history of international motor sport, and has been continually supported by intense research and development work.

Pirelli is the exclusive supplier of the Moto2™ and Moto3™ World Championships. The Pirelli development programme sees to it that, during each season, development solutions are introduced alongside the existing range. In 2025, the intermediate class saw two new rear tyres: the supersoft SCX and a new soft tyre from the SC0 range. Since these tyres are normally available for sale on the market, the beneficiaries are not only the riders in the world and national championships, but also all the amateurs and enthusiasts who choose them for their competitions and track days.

The commitment to off-road competitions has also been confirmed, primarily in the FIM Motocross World Championship, in which Pirelli boasts a record of 83 world titles. For 2025, Pirelli presented the new SCORPION MX32 MID SOFT, the latest generation of the most successful Pirelli tyre in the Motocross World Championship. It is characterised by improved behaviour during braking and corner entry, as well as better traction during starts and when exiting corners compared to its predecessor. The MX32 MID SOFT is the solution developed by Pirelli, which focuses on tread design, compounds, structures, and aesthetic appearance, to tackle mid-soft terrain, that is, ranging from soft soil to more compact surfaces.

For further information on the sustainability aspects of products - including for Motorsports - and on new materials, reference should be made to the section of the Annual Report entitled *"Consolidated Sustainability Reporting"*, pursuant to Legislative Decree No. 125 of September 6, 2024.

PARENT COMPANY HIGHLIGHTS

The table below shows a summary of the main **Income Statement and Statement of Financial Position figures**:

(in millions of euro)

	12/31/2025	12/31/2024
Operating income/(loss)	30.6	5.0
Financial income/(expenses)	(46.9)	(43.8)
Net income/(loss) from equity investments	301.5	319.9
Taxes	-	20.9
Net income/(loss)	**285.2**	**302.0**
Financial assets	4,656.1	4,682.6
Equity	5,565.0	5,053.5
Net Financial Position	741.5	1,272.2

Net income/(loss) attributable to the owners of the Parent Company amounted to an income of euro 30.6 million, compared to an income of euro 5 million in 2024. This improvement in the result was mainly attributable to the increase in royalties accrued through companies of the Group for the use of the trademark, and to the adjustment of the Provisions for Liabilities and Charges, which was made possible following the finalisation of settlement agreements during the financial year.

Net financial expenses amounted to euro 46.9 million, compared to euro 43.8 million in 2024. The increase reflects the reduction in financial income from the credit facilities granted to the companies of the Group.

Net income from equity investments amounted to euro 301.5 million compared to euro 319.9 million for the previous financial year. The decrease was essentially attributable to lower dividends distributed by the subsidiary Pirelli Tyre S.p.A. (euro 262.6 million in 2025 compared to euro 325 million in 2024), which was partially offset by higher dividends received from other companies (euro 33.4 million in 2025 compared to euro 3.8 million in 2024) and by lower impairments on equity investments (euro 7 million in 2025, compared to euro 23 million in 2024).

Taxes for 2025 were nil, compared to the positive amount of euro 20.9 million in 2024. The change was mainly attributable to the depletion (full use) of the ACE (Allowance for Corporate Equity) tax incentive.

The following is a summary of the values of the main **financial assets**:

(in millions of euro)

	12/31/2025	12/31/2024
Investments in subsidiaries		
- Pirelli Tyre S.p.A.	4,528.2	4,528.2
- Pirelli Ltda.	5.9	5.9
- Pirelli UK Ltd.	-	-
- Pirelli Group Reinsurance Company S.A.	6.3	6.3
- Pirelli Servizi Amministrazione e Tesoreria S.p.A.	3.2	3.2
- Pirelli International Treasury S.p.A.	75.0	75.0
- Other companies	3.3	3.3
Total equity investments in subsidiaries	**4,621.9**	**4,621.9**
Investments in associates and other financial assets at fair value through Other Comprehensive Income		
- Fin. Priv. S.r.l.	-	29.2
- RCS MediaGroup S.p.A.	24.3	21.9
- Istituto Europeo di Oncologia S.r.l.	8.9	8.6
- Other	1.0	1.0
Total investments in associates and other financial assets at fair value through Other Comprehensive Income	**34.2**	**60.7**
Total financial assets	**4,656.1**	**4,682.6**

The negative change in financial assets was mainly attributable to the liquidation of Fin. Priv. S.r.l., which took place in October 2025.

Equity went from euro 5,053.5 million at December 31, 2024 to euro 5,565 million at December 31, 2025, as detailed below:

(in millions of euro)

Equity at 12/31/2024	**5,053.5**
Net income/(loss) for the financial year	285.2
Convertible bond conversion	496.3
Dividends approved	(250.0)
Other components of Comprehensive Income	(20.0)
Equity at 12/31/2025	**5,565.0**

The following table shows the **composition of equity**:

(in millions of euro)

	12/31/2025	12/31/2024
Share capital	2,065.7	1,904.4
Legal reserve	380.9	380.9
Share premium reserve	965.6	630.4
Concentration reserve	12.5	12.5
Merger reserve	1,022.9	1,022.9
Other reserves	92.5	133.7
Other O.C.I. reserves	8.3	27.3
Retained earnings reserve	731.4	639.4
Net income/(loss) for the financial year	285.2	302.0
Total Equity	**5,565.0**	**5,053.5**

RISK FACTORS AND UNCERTAINTY

The uncertainty of the macroeconomic environment, the instability of the financial markets, the complexity of management processes and ongoing regulatory changes, require the capacity to protect and maximise the tangible and intangible sources of value that characterise the Company's business model. Pirelli adopts a proactive risk governance model, that through the systematic identification, analysis and assessment of risk areas, provides the Board of Directors and management with the necessary tools to anticipate and manage the effects of such risks. The Pirelli Risk Model systematically assesses four categories of risks:

→ **External Risks**
Risks whose occurrence is outside the sphere of influence of the Company. This category includes risk areas related to macroeconomic trends, to the evolution of demand, to competitor strategies, to technological innovation, to the introduction of new regulations and to country specific risks (economic, security related, political and environmental risks).

→ **Strategic Risks**
Risks that are characteristic of the relevant business, the proper management of which is a source of competitive advantage, or conversely, a cause of failure to achieve economic and financial objectives. This category includes areas of risk linked to markets, to innovation in products and processes, to human resources, to production processes, to financial risks and the risks associated with mergers and acquisitions.

→ **Operational Risks**
Risks generated by the corporate organisation and its processes, whose assumption does not provide any competitive advantage. These types of risks include amongst others, risks related to Information Technology, Business Interruption, Legal & Compliance, Health, Safety & Environment and Security.

→ **Emerging Risks**
Cutting across the aforementioned categories are emerging risks, that is those elements of volatility whose manifestation is expected mainly in the medium to long-term period, and for which the speed and potential of ramifications for the Group are not yet fully known.

For further details on risk governance, assessment techniques and mitigation measures, reference should be made to Pirelli's corporate website.

EXTERNAL RISKS

RISK RELATED TO THE MACROECONOMIC OUTLOOK

Global growth in 2025 proved more resilient than expected, despite the persistence of trade tensions and geopolitical uncertainty. This positive trend benefited from moderate inflation and progressively less restrictive monetary policies, particularly in mature economies. The United States and China were the main drivers of global growth. In the United States, expansion was sustained above all by the resilience of the labour market and the solidity of domestic consumer spending. In China, the gradual recovery was driven by exports, despite the weakness of internal demand and the impact of United States tariffs.

With reference to 2026, potential trade and geopolitical tensions, as well as possible corrections in the financial markets, could negatively affect the global economy.

Significant elements of uncertainty also persist, which could lead to a marked deterioration of the currently forecast macroeconomic outlook. In particular, in addition to the ongoing war between Russia and Ukraine and the tensions in the Middle East, a possible worsening of global trade relations could have lasting repercussions on international logistical flows, with knock-on effects on consumer goods prices and the manufacturing sector. The Group is closely monitoring developments in these areas in order to promptly adopt the necessary measures to mitigate any potential impacts on its operations.

GEOPOLITICAL RISKS

A high degree of uncertainty persists regarding the implications of the altered geopolitical context on international trade and on the supply chains (including bio-based and recycled materials), with potential repercussions on the balance of the markets that are key to the Group's operations. The escalation of trade tensions in the North American region, together with the joint review mechanism of the USMCA agreement scheduled for June 2026, could lead to amendments to the agreement, to increased uncertainty over cross-border logistics flows and, more generally, to the introduction of additional customs duties or tariffs.

Furthermore, Pirelli operates in countries such as Argentina and Russia, where the general political-economic context, the tax regime, business conditions, and the circulation of monetary flows could prove unstable. These elements could influence the Group's ability to benefit fully from the monetary flows generated at a local level.

Pirelli primarily adopts a *"local for local"* strategy with the aim of overcoming potential protectionist measures, such as customs barriers or other measures including technical prerequisites, product certification, and administrative costs linked to import procedures. Lastly, the Group closely monitors the developments that could impact its value chain, and adopts strategies for the diversification of supply sources and the management of logistical flows.

REGULATORY RISKS IN COUNTRIES IN WHICH PIRELLI OPERATES

The Group is exposed to the risk of changes in the relevant regulatory framework, which could result in restrictions on its activities, with possible repercussions on its image, reputation and its strategic positioning. Specifically, the Group is subject, in the various jurisdictions in which it operates, to the legal provisions and technical standards, both national and international, which are applicable to the products it manufactures and/or markets. The adoption, implementation or entry into force of restrictive or unfavourable regulatory measures, or the imposition of compliance obligations or additional requirements connected to the performance of business activities, could result in changes in the operational conditions, which may require increased investments, higher production costs, or delay the development of operations.

In this regard, it is of particular note that the entry into force or the implementation of new regulations in the markets in which Pirelli operates could negatively impact the ability to access these markets and could also affect operations in these countries. Similarly, given the current context, it cannot be ruled out that the tightening or change of regulations already in force or of those that may be implemented in the future, could in turn also have a negative impact on business activities and on the economic, asset and financial situation, as well as on the prospects for technological, industrial and employment growth.

Pirelli continuously monitors these risk factors and their developments in order to implement measures to mitigate the potential impacts arising from such developments.

RISKS ASSOCIATED WITH THE AUTOMOTIVE SECTOR

The automotive sector, which is closely tied to just-in-time strategies, is particularly exposed to geopolitical dynamics. Any disruptions or slowdowns in the supply of strategic equipment, whose production is geographically concentrated, could have significant consequences on production volumes and, indirectly, on the demand for tyres by Original Equipment customers. The Group continuously monitors these risk factors, together with the current distortions in global logistics routes linked to the Middle East crisis, in order to promptly implement measures aimed at mitigating the potential impacts on demand.

PANDEMIC RISK

Pirelli markets its products globally in over 160 countries and operates industrial sites located in various regions of the world. Any new epidemiological emergencies caused by highly critical pathogenic agents that might spread regionally and/or globally, could lead to a disruption in the normal market dynamics and, more generally, in business operating conditions. In terms of operational risks, Pirelli monitors, among other factors, potential risk events relative to both the resilience of the supply chain and the widespread use of new technological tools associated with remote working.

RISKS ASSOCIATED WITH THE EVOLUTION OF LONG-TERM DEMAND

Mobility has undergone an unprecedented transformation in recent years, driven by technological changes (the electrification of propulsion, autonomous driving and digital connection), cultural shifts (the increase in the average age for obtaining a driving licence, the lesser importance attributed to owning a car, etc.) and regulatory developments, which are often aimed at limiting the circulation of the more polluting vehicles in metropolitan areas and in their immediate vicinities.

Daily commuting has recorded a decline in many regions, whilst there has been an increase in non-systematic travel, particularly that linked to free time and to recreational activities. In the medium term, there seems to have emerged a tendency to live increasingly far from the workplace, with consequent longer journeys, even if they are concentrated on fewer days per month than before. This appears to have negatively impacted the use of public transport, while all means of individual travel (cars, motorbikes, mopeds, bicycles, e-scooters), are experiencing a considerable increase of use in the majority of cities. The development of public transport, as desired by the policies of the major metropolitan cities, will depend very much on the resources available and on the capacity to effectively adapt to the new mobility requirements of people.

In the medium to long term, a reduction in the use of private cars appears likely in urban areas, but this will be offset by its increased use in suburban areas and for medium and long distances. The growing automation of driving could also make cars more competitive than flights and trains for certain types of journeys.

In light of these often opposing trends, it is not simple to predict the potential impacts on the tyre sector. Pirelli constantly monitors these developments, both by analysing studies and data available at global and local levels and by participating in international platforms dedicated to transport and mobility (such as the Corporate Partnership Board promoted by the International Transport Forum (ITF), and taking part in webinars and dedicated conferences on specific themes in this field.

RISKS RELATED TO PRICE TRENDS AND THE AVAILABILITY OF RAW MATERIALS

Natural rubber, synthetic rubber and raw materials, from both petroleum and sustainable sources, will continue to be a source of uncertainty within the Group's cost structure, given the high volatility recorded in past years and their impact on the cost of the finished product. For the main raw materials purchased by the Group, potential price scenarios are constantly simulated based on historical volatility and/or the best information available on the market (e.g., forward prices). Based on the different scenarios, the necessary sales price increases and/or various internal cost efficiency recovery measures (use of alternative raw materials, reduction of product weight, process quality improvement and the reduction of waste levels), are identified in order to guarantee the expected profitability levels.

RISKS LINKED TO THE COMPETITIVE POSITIONING OF THE GROUP AND TO THE COMPETITIVE DYNAMICS OF THE SECTOR

The market in which the Group operates is characterised by the presence of numerous operators, some of which possess significant financial and industrial resources and own brands that enjoy strong international or local recognition. To date, Pirelli is the only player in the tyre industry entirely focused on the Consumer user market on a global scale, with its single brand positioned in the segment of interest to the manufacturers and users of Prestige and Premium vehicles. Intensification in the level of competition in the sector in which the Group operates could, in the medium to long term, impact its economic, asset, and financial situation. The high barriers to entry - both technological and productive - provide a structural mitigation against the potential intensification of competition in the Group's target segment. In addition to this, the uniqueness of Pirelli's strategy, which is built on - among other factors - an extensive homologation *"parc"* focused on the Prestige and Premium segments and an ever-increasing capacity focused on High Value.

STRATEGIC RISKS

EXCHANGE RATE RISK

The diverse geographical distribution of Pirelli's manufacturing and commercial activities entails exposure to exchange rate risk, both transactional and translational. Transactional exchange rate risk is generated by transactions of a commercial and financial nature carried out by individual companies in currencies other than the functional currency, due to fluctuations in exchange rates between the time when the commercial/financial relationship is initiated and the time when the transaction is settled (collection/payment).

The Group's policy is to minimise - where the financial market allows it in an efficient manner - the impacts of transactional exchange rate risk linked to volatility. For this reason, the Group's procedures provide that the Operating Units are responsible for collecting all the information relevant to positions exposed to transactional exchange rate risk, which are hedged through forward contracts, where possible, with the Group's Treasury. In these cases the Group's Treasury is responsible for hedging the resulting net position for each currency and, in accordance with the established guidelines and predetermined restrictions, it in turn closes out all risk positions by negotiating hedging derivative contracts on the market, typically forward contracts. Of note is that, as part of the annual and three-year planning process, the Group formulates exchange rate forecasts based on the best information available on the market. Any fluctuation in an exchange rate between the time of planning and the time when a commercial or financial transaction occurs, determines a transactional exchange rate risk on future transactions. The Group assesses, on a case-by-case basis, the opportunity to carry out hedging transactions on future transactions, for which it typically uses both forward buy or sell transactions and optional risk-reversal type instruments, (for example, zero cost collars). Pirelli holds controlling interests in companies

that prepare their financial statements in currencies other than the euro, which is the currency used to prepare the consolidated Financial Statements. This exposes the Group to translational exchange rate risk, due to the conversion into euro of the assets and liabilities of subsidiaries operating in currencies other than the euro. The main exposures to translational exchange rate risk are continuously monitored, and at present it has been deemed appropriate to not adopt specific hedging policies for these exposures.

LIQUIDITY RISK

In order to monitor the management of the risk of insufficient financial resources available to meet its own financial and commercial obligations within the established terms and deadlines, the Group implements both annual and three-year financial plans as well as treasury plans, with the aim of ensuring a comprehensive and accurate detection and measurement of incoming and outgoing cash flows. The differences between the planned and actual final data are subjected to constant analysis. The Group has implemented a centralised system for the management of collection and payment flows in compliance with the various local currency and tax regulations. The negotiation and management of banking relationships is carried out centrally, in order to ensure coverage for short and medium-term financial needs at the lowest possible cost. The procurement of medium to long-term resources on the capital market is also optimised through centralised management. The prudent management of the aforementioned risk requires the maintenance of an adequate level of cash or cash equivalents and/or easily liquidated short-term securities, and the availability of funds obtainable through an adequate amount of committed credit facilities and/or the recourse to the capital market. In addition to the committed credit facilities (*Revolving Credit Facilities*) totalling euro 1.5 billion, which December 31, 2025 resulted as being entirely unutilised, the Pirelli Group accesses the capital market to diversify both financial products and maturities in order to seize the best opportunities available.

INTEREST RATE RISK

Interest rate risk is represented by exposure to the variability in the fair value or in the future cash flows of financial assets or liabilities, due to changes in the market interest rates. The Group assesses, based on market conditions, whether to enter into derivative contracts, typically interest rate swaps and cross currency interest rate swaps.

PRICE RISK ASSOCIATED WITH FINANCIAL ASSETS

The Group's exposure to price risk is limited to the volatility of financial assets such as equity securities and bonds, both listed and unlisted, which represented 0.6% of the Group's total assets, and were subdivided as follows:

- financial assets represented by listed equity securities and securities indirectly associated with listed equity securities, to the amount of euro 24.3 million. Any changes in the fair value of these securities is recognised under Other Comprehensive Income;
- financial assets represented by Argentine dollar-linked bond instruments, with the objective of mitigating the effects of the depreciation of the local currency, to the amount of euro 56.9 million. Any changes in the fair value of these securities, is recognised in the Income Statement.

Derivatives are not typically placed on these assets to hedge their volatility.

CREDIT RISK

Credit risk represents the Group's exposure to potential losses resulting from the non-fulfilment of the commercial and financial obligations undertaken by counterparties. As regards these commercial counterparties, in order to limit this risk, Pirelli has put in place procedures to assess the potential and financial creditworthiness of its customers, to monitor expected cash flows and to take any recovery action. The aim of these procedures is to define customer credit limits, whereby in the event that those limits are exceeded, the rule to withhold further supplies is activated. In some cases, customers are asked to provide guarantees, mainly bank guarantees issued by parties of the highest credit or personal standing. Less frequently, mortgage guarantees may be requested. Another tool utilised for the management of commercial credit risk is the taking out of insurance policies. For over 10 years, a master agreement has been in place, renewed until December 31, 2025, with a leading insurance company holding an AA credit rating according to Standard & Poor's valuations. This agreement provides worldwide coverage of credit risk relating primarily to sales through the Replacement channel (the coverage ratio at December 31, 2025 was approximately 70%). However, as regards the financial counterparties for the management of its temporary cash surpluses, or for the negotiation of derivative instruments, the Group deals only with entities of the highest credit standing. Pirelli constantly monitors its net credit exposure to the banking system, and does not show any significant concentrations of credit risk.

RISKS ASSOCIATED WITH HUMAN RESOURCES

The Group is exposed to the risk of loss of human resources in key positions or in possession of critical know how. To mitigate this risk, the Group implements remuneration policies that are periodically updated, also based on changes in the general macroeconomic environment as well as on salary benchmarks. There are also long-term incentive plans and specific non-compete agreements (designed also as retention measures) tailored, among other things, to the risk profiles of business-related activities. Furthermore, specific *"management"* policies are in place, which provide for career plans, internal and external training programmes and upskilling/reskilling initiatives aimed at developing, motivating and retaining talent.

OPERATIONAL RISKS

RISKS RELATED TO ENVIRONMENTAL ISSUES

The activities and products of the Pirelli Group are subject to numerous environmental laws linked to the specificities of the different countries in which the Group operates. These regulations have in common a tendency to evolve and provide for increasingly restrictive requirements, also due to the

growing attention of the international community to the issue of environmental sustainability. Pirelli expects the gradual introduction of increasingly stringent regulations on the various environmental aspects (atmospheric emissions, waste generation, soil impacts, water use, etc.), that may impact on companies. The activities of the Pirelli Group are also located in varied environmental contexts that are constantly evolving in terms of surrounding environmental conditions (drought-prone areas, flood-prone areas, areas subject to climatic alterations, etc.). Further changes in operating conditions cannot be ruled out, even in the short term.

Consequently, the Group anticipates that it will have to continue making investments and/or incurring costs that could be significant, both in relation to regulatory developments and to climate changes which could further alter production conditions in the short, medium, and long term.

EMPLOYEE HEALTH AND SAFETY RISKS

The Pirelli Group, in the exercise of its activities, incurs charges and costs for the actions necessary to ensure full compliance with the obligations provided for both by health and safety regulations in the workplace and by the highest international industry standards.

In confirmation of the above and in compliance with the provisions of the specific HSE Policy, Pirelli produces compounds and tyres without the use of substances or products that cause high concern due to their potential effects on human health (the so-called *"Substances of Very High Concern")* and/or on the environment (the well-known POPs - Persistent Organic Pollutants).

Furthermore, with a view to protecting the health of workers and the environment, Pirelli has for many years carried out preventive assessments on new raw materials and process aids before these materials can be used extensively by the Group's operating units.

Similarly to what occurs for the environment, increasingly stringent regulations and policies are also being developed in the field of health and safety in the workplace - both at national and international levels - which inevitably impact on the operational management of activities at the Group's sites, on technical investments, and on responsibility allocation models. In this context, Pirelli expects that it will continue to make investments and/or incur costs to ensure the highest levels of protection for the health and safety of workers and compliance with all applicable regulations in the countries where it operates.

DEFECTIVE PRODUCT RISK

Like all manufacturers of goods for sale to the public, Pirelli may be subject to liability claims related to the alleged defects in products sold, or be required to initiate product recall campaigns. Although such events are covered from an insurance perspective, their occurrence could negatively impact the reputation of the Pirelli Brand, if not prevented or appropriately managed. For this reason, tyres marketed by Pirelli undergo rigorous quality analyses before being released to the market. The entire production process is governed by specific quality assurance procedures with safety and performance targets that are continuously updated and upgraded.

LITIGATION RISKS

In carrying out its activities, Pirelli may become involved in legal, fiscal, commercial, labour law disputes. The Group takes the necessary measures to prevent and mitigate any potential consequences that may arise from any such proceedings.

PERSONAL DATA PROCESSING RISKS

In the normal course of business, personal data on employees, customers (B2C and B2B) and suppliers are supplied. The treatment of personal data collected by the Group companies is subject to the laws and regulations applicable in the countries in which these companies operate or are present. The Group constantly monitors the international regulatory context and implements the necessary measures to achieve full compliance with the applicable data protection regulations, (whilst maintaining the legislative framework introduced by Regulation (EU) 2016/679, the so called *"General Data Protection Regulation"* or *"GDPR"* as its reference), thereby mitigating the risk of proceedings before regulatory authorities and/or privacy-related litigation. In light of the above, it cannot therefore be excluded that any changes to applicable legislation, the entry into force of new regulations, the launch of new products or services on the market and, more generally, any new initiative involving the processing of personal data (or substantial changes to existing personal data processing) may entail the need to incur specific expenses or lead the Group to review its modus operandi within the scope of its compliance activities relating to this area.

CYBER AND INFORMATION SECURITY RISKS

The continuous intensification of cyber security risk, which could be further increased due to the adoption of artificial intelligence technologies for the preparation of attacks, and the complexity of the international environment in which the Group operates, exposes it to cyber-attack risk scenarios (e.g., ransomware, malware, attacks on internet-facing systems), that could lead to the interruption of business activities for more or less prolonged periods of time, or to events involving the loss of confidentiality of data critical to the Group (e.g., Data Exfiltration, Insider Threat, Social Engineering). In accordance with the Strategic Roadmap for Information Security, which is based on international standards, initiatives aimed at increasing the Group's cyber security posture in relation to the identified risks have been periodically updated. Monitoring these risks through an information security management system that is integrated with the Company's operational risk management process, including the monitoring of cyber security risks within the supply chain, is essential for their proper management. From a technological standpoint, having visibility and the active monitoring of security events within the manufacturing plant environment is a necessary prerogative for the protection of the Group's infrastructure, such as the continuous upgrading of technology and operating systems, in order to reduce their vulnerabilities and the risks of failures and incidents that could impact business activities. The execution of cyber security awareness initiatives through testing, customised training,

educational programmes and communication to update users on key cyber security risks, develops the human factor, which provides an additional level of protection in addition to processes and technologies.

BUSINESS INTERRUPTION RISKS

The territorial fragmentation of operating activities and their interconnection expose the Group to risk scenarios that could lead to the interruption of its business activities for more or less prolonged periods of time, with the consequent impact on the operational capabilities and results of the Group itself. Risk scenarios related to natural or accidental events (fires, floods, earthquakes, etc.), to malicious acts (vandalism, sabotage, etc.), to malfunctions in the auxiliary production plants or to interruptions in the supply of utilities, can in fact cause significant property damage and the reduction and/or interruption of production, particularly if the event affects high volume or specialised product (high-end range) production sites. Pirelli monitors their vulnerability to catastrophic natural events (particularly floods, hurricanes and earthquakes) and assesses any potential damage (based on the probability of occurrence) for all the Group's production sites. The analyses confirm an adequate management of business interruption risks, thanks to a comprehensive set of security measures, systems for the prevention of harmful events and for the mitigation of the potential impacts on the business, also in light of the current business continuity plans, as well as the insurance policies in place to cover property damages and business interruptions that could potentially impact the Group's production plants, (the Group's insurance coverage might, however, not be sufficient to compensate for all potential losses and liabilities in the event of catastrophic events). The Pirelli supply chain is also regularly assessed for potential business interruption risks.

RISKS RELATIVE TO THE FINANCIAL REPORTING PROCESS

Pirelli has also implemented a specific and articulated risk management and internal control system, supported by a dedicated software application, for the preparation of the half-yearly and annual consolidated Financial Statements, in order to safeguard the Company's assets, its compliance with laws and regulations, the efficiency and effectiveness of corporate operations, as well as the reliability, accuracy and timeliness of its financial reporting. The process of preparing financial documentation, in particular, is carried out through the appropriate administrative and accounting procedures, developed in accordance with the criteria established by the Internal Control - Integrated Framework issued by the Committee of Sponsoring Organisations of the Tradeway Commission. The administrative/accounting procedures for the preparation of the Financial Statements and all other financial communications are prepared under the responsibility of the Manager responsible for the preparation of the Corporate Financial Documents, who verifies their adequacy and effective application on a half-yearly basis. In order to allow for the attestation by the Manager responsible for the preparation of the Corporate Financial Documents, a mapping of the companies and the relevant processes that contribute to and generate economic, asset, and financial information, was carried out. The quantitative criteria consists of the identification of those Group companies which, in relation to the selected processes, represent an aggregate value which exceeds a defined materiality threshold. The qualitative criteria consists of the examination of those processes and companies which, according to the assessment of the Manager responsible for the preparation of Corporate Financial Documents, may present potential areas of risk even though they do not fall within the quantitative parameters described above. For each selected process, the control risks/objectives associated with the preparation of the Financial Statements and related disclosures, as well as with the efficiency of the internal control system in general, were identified. For each control objective, specific verification measures were planned and specific responsibilities were assigned. A system of supervision over the controls performed by way of a "chain" attestation mechanism, extending all the way to the Chief Executive Officers of each company within the scope of control. Any critical issues that emerge within the evaluation process are subject to a plan of actions whose implementation is then verified within the subsequent half-year. In addition, the Chief Executive Officer and the Chief Financial Officer the subsidiaries, are required to provide a half-yearly declaration, on the reliability and accuracy of the data submitted for the purposes of preparing the Group's Consolidated Financial Statements. In the lead up to the dates of the Board of Directors' Meetings which approve the consolidated data at June 30 and December 31, the results of the audit procedures are discussed with the Manager responsible for the preparation of the Corporate Financial Documents. Lastly, the Internal Audit Department carries out periodic audits aimed at verifying the adequacy of the design and operability of the controls carried out on sample companies and processes, which are selected based on materiality criteria. Furthermore, with the entry into force during the course of 2024, of the Corporate Sustainability Reporting Directive (CSRD) and the resulting changes to the process of drafting the Group's Sustainability Report, Pirelli has extended and strengthened the internal control system for Sustainability Reporting, (compared to what had already been implemented in previous years with regard to the Non-Financial Statement, prepared pursuant to Legislative Decree No. 254/2016). In particular, the new control framework is now more closely aligned with the requirements for Financial Reporting. For further details, reference should be made to the section dedicated to the control system, contained in the Sustainability Report itself.

RISKS RELATIVE TO SOCIAL AND ENVIRONMENTAL RESPONSIBILITY AND BUSINESS ETHICS

Risk management at Pirelli is enterprise-wide and includes the identification, analysis and monitoring of environmental, social, economic/financial and business ethics risks that are directly or indirectly attributable to the Company, through Pirelli affiliates or in relationships with them, such as those connected to the sustainability of the supply chain. Before investing in a specific market or initiating new business relations (e.g., M&A, joint ventures), Pirelli conducts ad hoc assessments, including through due diligence, on potential political, financial, environmental and social risks, with a particular focus on the compliance with human and labour rights. In countries where the Group is already present, a systematic monitoring of the internal and external scenario is carried out to mitigate the risks associated with the environments in which it operates and the value chain. This approach makes it possible to prevent any negative impacts,

and to undertake to remedy them where necessary. Alongside the continuous monitoring of the application of internal prescriptions regarding financial, social, environmental sustainability and business ethics at Group sites, which occurs through the periodic audits performed by the Internal Audit Department, Pirelli has adopted an ESG (Environmental and Social Governance) risk mitigation strategy for its own supply chain. Within the *"Consolidated Sustainability Reporting - pursuant to Legislative Decree No. 125 of 6 September 2024"*, the material risks identified by the Group in relation to ESG issues are described in detail. For the complete list of risks, please refer to the *"RISKS AND OPPORTUNITIES TABLE"* in the introductory chapter *"Double Materiality Analysis and Management of Impacts, Risks and Opportunities".* In the sections relating to the ESRS macro-issues (environmental, social, and governance), the policies adopted, the targets defined and the actions associated with the identified risks are also illustrated in depth. For these risks, the Group has put in place a series of mitigation measures aimed at reducing both their impacts and their probability of occurrence.

EMERGING RISKS

Since joining the Task Force on Climate-related Financial Disclosures (TCFD) in September 2018, Pirelli has fully applied all the recommendations of the task force and has ensured the transparent reporting of risks and opportunities associated with climate change. To this end, Pirelli monitors these elements of uncertainty along its value chain through sensitivity analyses and risk assessments, to assess and quantify the financial impacts (risks and opportunities) related to climate change and water stress, and to put in place appropriate prevention and mitigation measures to protect its business. One instrument to support these analyses is the Group's Climate Change and Related Water Risk Assessment, which is updated periodically to integrate these analyses with medium to long-term forecasts, relative to the IPPC[12] (Intergovernmental Panel on Climate Change) climate scenarios, (RCP 1.9, RCP 2.6, RCP 4.5, and RCP 8.5)[13] and the IEA[14] (International Energy Agency) energy transition scenarios (NZE-2050, APS and STEPS)[15].

In consistency with the standard, this information is published within the Consolidated Sustainability Reporting, to which reference should be made, and is reported through Pirelli's public responses to the CDP questionnaire.

RISKS RELATED TO INCREASING COSTS RELATIVE TO CLIMATE CHANGING GAS EMISSIONS

Consistent with the findings of the Group's latest Climate Change and related Water Risk Assessment, the introduction and/or tightening of the current CO_2 emission pricing schemes in the countries where the Group operates, could entail the risk of increased production costs for the Company's operations.

12. Intergovernmental Panel on Climate Change.
13. The group of scenarios which represent a projected end-of-century global temperature increase of between +1.5°C (RCP2.6) and >4°C (RCP8.5).
14. International Energy Agency.
15. Stated Policies Scenario (STEPS), Announced Pledges Scenario (APS), and Net Zero Emissions by 2050 (NZE-2050).

This phenomenon could materialise not only at a European level, where the Emissions Trading System (ETS) mechanism has already been active for years, with impacts that are already evident in the Group's factories in the EU, but also in other economies that already have carbon taxation policies in place or are in the policy evaluation phase (China, Brazil, Mexico and the UK, amongst others).

For the purposes of monitoring the potential impacts, different CO_2 price trends were hypothesised, on the basis of the forecasts published by the IEA for the STEPS, APS, NZE-2050 scenarios, taking into account the carbon emission intensity pathways of the production sites consistent with the Group's objectives, and by hypothesising three different scenarios based on the climate scenarios and time frames under consideration:

- NZE-2050: the application of the ETS (the Emissions Trading System) to countries which already have a framework in place (e.g., the EU, Mexico, China and Brazil) in the medium term (2030), and with the extension of the ETS framework to all Group countries in the long term (2050);
- APS: the application of the ETS only to European manufacturing plants without installed capacity thresholds in the medium term (2030), and the application of the ETS to countries which already have a framework in place (e.g., the EU, Mexico, China and Brazil), in the long term (2050);
- STEPS: the application of the ETS only to manufacturing plants where it is already currently applied without free allowances in both the medium (2030) and long term (2050).

The impact of the risk was assessed in financial terms for the 2025-2050 time period, by calculating the potential additional costs for the Group, based on the options described above, in the event of the introduction and/or tightening of the carbon pricing system currently in place.

No material impact emerged from the assessment for the short term (by 2026) and medium term (2030). However, elements of uncertainty remain as to the significance of the impacts over the long term (2050), in the event of the NZE-2050 scenario occurring. In addition, in view of the potential impacts on production related aspects, Pirelli constantly monitors potential developments in the carbon pricing policies of the main countries in which it operates, so as to proactively intercept any deviations from the announced targets, and to be able to implement mitigation measures.

RISKS RELATED TO CHANGES IN THE ENERGY REQUIREMENTS OF PRODUCTION PLANTS

The global rise in temperatures due to climate change results in, among other things, shifts in energy demand at the Group's production plants. This phenomenon could lead to an increase in the energy consumption used for cooling the plants and the production processes, with a consequent increase in costs. As part of the most recent Climate Change and related Water Risk Assessment, Pirelli conducted a study to quantify changes in the net energy demand, availing itself with specialised tools for mapping the exposure to chronic physical hazards (e.g., heatwaves) by taking into consideration the potential variations in consumption under different RCP

scenarios based on the plants' current energy requirements. Although it emerged that some production sites will require a greater supply of energy, the impact of risk did not result as being material in either the short term or in the medium to long term (2025-2050).

RISKS RELATED TO POTENTIAL VOLATILITY AND UNAVAILABILITY OF NATURAL RUBBER

In context of climate change, drier seasons, significant changes in temperature and extreme rainfall events could threaten natural rubber production in the South-East Asian plantations. Furthermore, climatic and environmental changes could influence the spread of pests and diseases that affect rubber, putting harvests at risk. This scenario could impact the production of the raw material in the region, leading to a possible reduction in the long term.

Through the Climate Change and related Water Risk Assessment, the Group assesses the effects of climate change in order to predict and mitigate the consequences for the supply chain, adopting strategies to diversify procurement sources. Pirelli scrupulously monitors the impact of the risk associated with price volatility and natural rubber availability in South-East Asia, and also pays close attention to potential changes in the geographical distribution of production at global level.

PHYSICAL RISKS DUE TO CLIMATE CHANGE IMPACTING PRODUCTION PLANTS AND SUPPLY CHAINS

Current climate change involves, among other things, an increase both in terms of the frequency as well as the severity of catastrophic natural events (such as floods, droughts, wildfires, hailstorms and tornadoes), which could impact both Pirelli's production sites and those of its suppliers.

The Group's Climate Change and related Water Risk Assessment takes into account the main climate risk assessment models (IPCC) using specialised tools for mapping the exposure to physical hazards, in addition to the risk mitigation and adaptation measures already in place at various production sites, and then estimates the potential damage to assets and the number of business interruption days for the Group's plants and for strategic suppliers, resulting from the main risks (floods, droughts, wildfires and storms, among others). Where possible, risks have been projected up until 2050, based on the different degrees of global temperature increases as defined by the IPCC climate scenarios (RCP 1.9, RCP 2.6, RCP 4.5 and RCP 8.5).

The analysis of physical risks was carried out both in terms of potential damage to assets (Property Damage) and in terms of potential business interruption days, by calibrating the climate models to historical events, and thereby correlating the intensity of the events with consequent production downtime. In terms of potential critical issues for the Group, no significant impacts are foreseen in in the short to medium term (2025-2030), while elements of uncertainty remain on the horizon towards 2050.

The Pirelli Group constantly monitors these risk elements both in terms of production plants and the supply chain, in order to proactively pursue mitigation strategies both in terms of CapEx, as well as scouting and compounding for the supply chain, aimed at reducing the risk of damage to its strategic assets and the risk of business interruption.

RISKS ASSOCIATED WITH THE EVOLUTION OF MOBILITY MODELS

In view of the developments in climate patterns, market preferences and urban policies in the medium to long term, one element of uncertainty exists with regard to trends in mobility demands.

In fact, an upward trend can be observed in the market shares gained by shared, electric and autonomous vehicles.

This risk is dependent upon the unpredictability of any sudden accelerations or decelerations that these trends bring to the development of the relative demand in the geographical regions/markets in which Pirelli operates, with a consequent impact on the speed of adaptation of tyre manufacturing technologies, or, alternatively on the risk of converting production processes and/or services in a manner that is not in line with market demand.

In this context, Pirelli has already integrated into its own product range, products and technologies dedicated to these trends. In order to ensure a growing market presence, avoid a decline in sales and maintain its leadership in the relevant High Value segment, the Company:

- → closely monitors demand trends in order to anticipate any changes in the market environment;
- → tracks technological trends in order to promptly offer the appropriate product range which is in alignment with market requirements;
- → benefits from an early insight into the development of demand and of technologies, thanks to its continuous collaboration with Original Equipment Manufacturers;
- → combines speed and production flexibility in order to promptly respond to specific new requirements.

Furthermore, considering that the new types of vehicles and mobility will also be characterised by ever-increasing levels of autonomy, road safety, even in in the event of unforeseen events (e.g., punctures) and energy efficiency, the Company:

- → applies extended mobility technologies, self-supporting tyres (e.g., run flat, run forward), self-sealing tyres (seal inside), which increase safety levels in the event of punctures;
- → has developed cyber technology to enable the transmission of data from the tyre to external infrastructures and to the vehicle. This technology contributes to increased road safety, as well as to improved fuel efficiency and reducing vehicle emissions;
- → sets energy efficiency targets for products placed on the market (i.e., the percentage of sales of products with A/B labelling for rolling resistance according to the parameters of the European labelling system).

OUTLOOK FOR 2026

The following are the outlook and targets announced to the market on February 25.

MARKET OUTLOOK FOR 2026

For 2026, Pirelli expects a trend in the **global demand for Car tyres** of between **~-1% and ~+1%,** with a more resilient High Value, and with *"mid-single digit"* growth, compared with the contraction at *"low single-digit"* levels, expected for Standard.

The growth of High Value will be supported by the Replacement channel, particularly in Europe, in APAC and in North America. Demand for High Value Original Equipment is expected to grow at *"low-single-digit"* levels and is anticipated to recover in the second half of the year, in line with the trend for automobile production.

On the basis of the 2025 results, Pirelli expects solid organic growth, a further improvement in profitability, and strong cash generation, despite the external environment remaining challenging (exchange rates, tariffs and inflation in the cost of production factors). In terms of volumes, in particular, Pirelli expects to outperform the market in High Value and to continue to reduce its exposure to Standard.

TARGET 2026

(in billions of euro)

	2025	2026E
Revenues	6.78	~6.7 ÷ ~6.9
EBIT margin adjusted	16%	~16% a slight improvement vs. 2025
Investments (CapEx)	0.42	~0.45
% of revenues	*6.2%*	*~6.5%*
Net cash flow *before dividends*	0.58	~0.5
Net Financial Position	-1.1	~-1.2
Leverage - NFP/EBITDA adj.	*0.71x*	*~0.75x*

The evolution of the Middle East crisis remains uncertain in terms of its duration and potential impact. The tensions in the area are translating into **great pressure on the energy markets and raw materials**, with significant price increases of **oil and gas.** This scenario, if prolonged, will translate into an increase in inflation with potential impacts of the performance of the economy and demand.

Pirelli's exposure to the area is limited, equal to about 1% of group revenues, and immediately implemented a series of actions aimed at guaranteeing the safety of its people in loco, reinforcing its cooperation with local partners and optimizing logistics flows.

Further, to limit the effects of the Middle East crisis at the Group level, Pirelli has already activated a mitigation plan which entails:

- price increases;
- containment of additional costs compared with the existing efficiency plan;
- a review of logistics flows and temporary increases of back-up inventories of critical raw materials to ensure continuity of production;
- attentive management of working capital.

Taking these actions into account and given the volatility of input costs and raw materials, which may be expected to progressively normalize in the second half, **Pirelli confirms the 2026 targets announced to the market on 25 February 2026, with Adjusted Ebit expected at the lower end of guidance.**

SIGNIFICANT EVENTS SUBSEQUENT TO THE END OF THE YEAR

On **January 23, 2026**, Pirelli announced that it had signed a contract for new five-year multi-currency bank facilities for a total of euro 2.1 billion, with a pool of leading national and international banks. The new facilities - parameterised to the decarbonisation targets of the Group previously announced to the market, relating to Scopes 1, 2 and 3 – have replaced the bank credit facilities of the same amount maturing in 2027, enabling the extension of maturities until 2031. There is also the possibility, subject to agreement between the Company and the lending institutions, of further extending the maturity by up to a maximum of an additional two years - to 2033 - under the same contractual terms. The signed agreement provides for a term loan of euro 600 million and revolving credit facilities of euro 1.5 billion. The transaction - which is part of ongoing debt optimisation efforts - allows the Group's liquidity profile to be further strengthened, improving the overall debt structure and extending its maturities.

On **February 5, 2026**, the Pirelli Board of Directors approved by a majority, with 9 votes in favour and 5 against, the assessments of the Chief Executive Officer, Andrea Casaluci. According to these assessments, Cyber Tyre activities must continue to be exercised and developed in a fully integrated manner, including at a functional and organisational level, with all other activities of the Pirelli Group. These must be managed in full consistency with and in respect of the strategic and industrial approach illustrated by the Chief Executive Officer, which expressly excludes any project or initiative that could lead to forms of compartmentalisation, separation or segregation, even if only partial and of any nature. The votes against the management's considerations were cast by Chen Aihua, Zhang Haitao, Chen Qian, Fan Xiaohua and Grace Tang.

During the Board of Directors meeting, Pirelli's management pointed out that the possible fragmentation of Pirelli and the segregation of the Cyber Tyre business would have no chance of being carried out because:

- it would irreversibly undermine the integrated business model, where technology and innovation, product development, production and commercialisation exist in a constant exchange of information and data;
- it would transfer the relevant patents to the *"Pirelli Cyber Tyre"* entity, the free use of which would therefore be inhibited for Pirelli, depriving it of strategic know-how, in complete contradiction with the principles underlying the Company's Articles of Association;
- it would lead to technological slowdown and impoverishment, which would compromise Pirelli's competitive and commercial advantage and its leadership in terms of innovation;
- it would result in reduced synergies and higher costs due to the need to duplicate operational structures;
- it would cause significant value destruction and, consequently, weaker financial solidity;
- it would also not allow for the limitations imposed by US regulations to be overcome.

Pirelli also announced that:

- on January 30, 2026, the shareholders Camfin and MTP & C. S.p.A. submitted to the Presidency of the Council of Ministers, the notification required under Legislative Decree No. 21/2012 (Golden Power Decree), in relation to the decision which was announced on January 23, 2026, to not renew the Shareholders' Agreement concerning Pirelli, which had been signed with the Sinochem Group and which will expire on May 18. The notification was made in accordance with the provisions of the D.P.C.M. (Decree of the President of the Council of Ministers) of June 16, 2023, pursuant to which *"any change in the corporate governance of Pirelli & C. S.p.A., including the non-renewal or non-signing of the Shareholders' Agreement, must be notified pursuant to the Legislative Decree of March 15, 2012, No. 21".* The Shareholders' Agreement, which came into force on May 19, 2023, had been signed on May 16, 2022 between Camfin and MTP & C. S.p.A. and the China National Tire & Rubber Corporation Ltd., the China National Chemical Corporation Limited, CNRC International Limited, Fourteen Sundew S.à r.l. and Marco Polo International Italy S.r.l.;
- the shareholder CNRC, on February 3, 2026, submitted to the Presidency of the Council of Ministers the notification required pursuant to Legislative Decree No. 21/2012 (Golden Power Decree), in which it communicated, in addition to the non-renewal of the Shareholders' Agreement concerning Pirelli, a proposal for the potential corporate segregation of the Cyber Tyre business and changes to the mechanism for appointing the members of the Pirelli Board of Directors. Both proposals are subject to conditions set by the CNRC including a prior assessment to verify whether the Cyber Tyre business qualifies as a *"critical technology"* pursuant to the D.P.C.M. No. 179/2020 and the relevance, for the purposes of applying the Golden Power regulations, of Pirelli's activities in context of US regulations and the US market.

On **February 18, 2026**, Pirelli was confirmed among the companies included in the *"Top 1%"* of the 2026 Sustainability Yearbook of S&P Global, and was the only tyre manufacturer globally to receive this recognition. This inclusion in the *"Top 1%"* of the 2026 Sustainability Yearbook represents the highest level of assessment provided by S&P Global, and is based on the analysis of the ESG (Environmental, Social and Governance) performance of more than 9,200 companies worldwide. The result reflects the score obtained by Pirelli in the 2025 Corporate Sustainability Assessment by S&P Global, where the Company recorded 86 points, the highest in both the Auto Components and Automotive sectors.

On **March 27, 2026**, Pirelli exercised the option which enabled Pirelli Tyre S.p.A. to increase its stake in the joint venture, the Xushen Tyre (Shanghai) Co., Ltd. to 70%. The final price of the option will be determined by the end of the first half-year of 2026.

This transaction will allow for the continuation of providing the necessary flexibility in High Value production, taking into account the evolution of the Chinese market, the expected developments in electric vehicles and the increasing market share for homologations.

On **April 11, 2026**, Pirelli announced that – in relation to the

so-called "Golden Power Procedures" that were launched by the Prime Ministerial Office ("**PMO**") following notifications submitted by the shareholders Camfin S.p.A. ("**Camfin**") and Marco Tronchetti Provera & C. S.p.A. ("**MTP SpA**") and China National Tire & Rubber Corporation, Ltd. ("**CNRC**") in accordance with Decree-Law 21/2012 ("**Golden Power Decree**") - on 10 April 2026, it was informed of the decree, approved on 9 April 2026, with which the Cabinet exercised the special powers of the Golden Power Decree (the "**Golden Power PMO Decree**").

The Golden Power PMO Decree, among other things, considered that Pirelli is the first operator at the global level to have invested in a technology, the Cyber Tyre, which transforms the tyre into a sensor capable of collecting sensitive information, including the condition of the tyre and its maintenance, the habits of users, driving conditions, the traceability of the state of road surfaces. In addition, in relation to the Cyber Tyre technology, the Golden Power PMO Decree also recognized that it has evolved over time to the point that it can be considered an enabling technology for different cutting edge usages, including the monitoring of critical infrastructure, advanced simulation through the realization of digital versions of physical elements (digital twins, elaborated through super computing systems), autonomous driving.

In adopting the Golden Power PMO Decree, it has therefore been confirmed that Pirelli – already having obtained the security clearance *Nulla Osta di Sicurezza Industriale Strategico* – is included among the companies that have goods or relationships of strategic importance in accordance with article 2 of the Golden Power Decree, and of articles 6 and 9 of the Prime Ministerial Decree of 18 December 2020, no. 179.

The Golden Power Decree maintained that, in the absence of a shareholders' agreement regulating Pirelli, signed by the shareholders Camfin and MTP SpA and the Sinochem Group, the need to protect the assets held by Pirelli, can be satisfied, adequately and proportionally, through the imposition of additional measures together with the re-proposal of part of those contained in the Prime Ministerial Office Decree of 16 June 2023.

In detail, the Golden Power PMO Decree has ordered the imposition of the following specific measures to Marco Polo International Italy S.r.l. ("**Marco Polo**"):

a. at the shareholders meeting of Pirelli, the company:

   (i) can present a slate for the renewal of the Board of Directors of Pirelli with a maximum of three candidates, of whom two independent; it remaining that none of these, if elected to the Board of Directors, can hold company offices such as, for example and not limited to, Chairman, Vice Chairman, Chief Executive Officer, nor chair any board committees; further, none of these Directors will be given management delegations, executive powers or attributions able to influence the strategic, industrial or financial decisions of Pirelli; should the presented slate obtain the majority of votes, it cannot contribute in any way to the appointment of the Directors needed to complete the Board of Directors;

   (ii) can present a slate of candidates for the appointment of the Board of Statutory Auditors of Pirelli with a maximum of one nomination for a standing member and one nomination for an alternate member;

b. with the exception of any further obligations of notification that may emerge for the provisions codified by the Golden Power Decree, the measures indicated in the present decision will remain in force as long as the company Marco Polo maintains a stake in the share capital of Pirelli above 9.99%. Further, should there be a change in the context which justified the adoption of the limitation indicated in paragraph a), Marco Polo will have the option of requesting a revision of the above-mentioned measures.

The Golden Power PMO Decree, in addition, also calls for the imposition of the following specific measures to CNRC:

a. to guarantee that Marco Polo respects the measures imposed;
b. to not exercise activities of direction or coordination and, in particular, as detailed below, as non-exhaustive examples:
   1) ensure the full autonomy of Pirelli regarding relationships with customers and suppliers;
   2) guarantee that Pirelli prepares strategic, industrial, financial and/or budget plans autonomously for the company and the Group;
   3) guarantee that Pirelli is not subject to instructions from the Sinochem Group;
   4) not take actions or decisions or issue communications that could lead one to believe that the decisions of Pirelli are the result of an intention imposed or demanded by CNRC;
   5) not centralize treasury services or other assistance or coordination services (eg. cash pooling) nor other technical coordination functions (eg. integration of Pirelli's computer systems into those of Sinochem Holdings Corporation Ltd., including those of the Chinese units of Pirelli);
   6) not issue directives or instructions, and in any case not to coordinate initiatives, concerning decisions in the financial or credit matters or research and development matters of Pirelli;
   7) not issue directives regarding the execution of extraordinary operations by Pirelli, such as, for example, the listing of financial instruments, acquisitions, disposals, concentrations, conferrals, mergers, spin-offs, etc.;
   8) not adopt determining decisions regarding the operating strategies of Pirelli nor formulate strategic directives for the group;
   9) guarantee the absence of organizational/functional links between Pirelli on the one hand and CNRC on the other;

c. with the exception of any additional obligations of notification that may emerge from the provisions codified by the Golden Power Decree, the measures indicated in the present provision will remain in force as long as the company Marco Polo maintains a stake in the share capital of Pirelli above 9.99%. Further, should there be a change in the context which justified the adoption of the measures indicated in paragraphs a) and b), CNRC will

have the option of requesting a revision of the above-mentioned limitations.

Further, the imposition of the following specific measures has been called for regarding Pirelli:

a. with the exception of the legitimate requests of shareholders tacitly foreseen by civil law and the Legislative Decree 58/1998, refuse any request outside of the normal exercising of shareholder prerogatives as well as implementing any managerial or organizational initiative from subjects deriving from the Chinese State-owned Assets Supervision and Administration Commission of the State Council ("**SASAC**"), with special reference to requests regarding:

   - the sharing of the sensitive company information (non-public technical information of Pirelli, including the sensitive activities of research and development (also not directly linked to the Cyber Tyre)), or information referring to technologies covered by industrial copyright, intellectual property rights or, however, any information regarding know-how stemming from these technologies, also if in the development phase;
   - the mechanism of centralized treasury managed by the company Sinochem Holding Corporation Ltd.;
   - the direct access to the information, management and administration systems, including the Enterprise Resource Planning (ERP) platforms of Pirelli and of the companies it controls, including Chinese subsidiaries;
   - the transfer of goods, systems and ICT services of the Pirelli group located in infrastructure situated outside of territory where European law applies and/or subjects deriving from the Chinese government;
   - the transfer or sharing with subjects deriving from the Chinese government of any data collected or processed through Cyber Tyre technology;
   - commit to making sure that the communication of CNRC with Pirelli personnel involved in the above-mentioned activities is limited;
   - commit to make sure that in the board committees, where instituted, that a maximum of only one member may be nominated that is an expression of the slate presented by CNRC; in any case, no committee will be composed of a majority of Directors presented by CNRC;

It also remains that the measures are relative to the organizational units predisposed for the company activities of importance for national security ("Organizzazione di Sicurezza") and to that end it is also prescribed to guarantee the presence on the Board of Directors of one component, empowered with legal representation, who: i) has exclusively Italian citizenship; ii) is in possession of suitable personal security qualifications; iii) has an exclusive mandate over the Organizzazione di Sicurezza; iv) has, in any case, the assent of the Government with regard to his or her suitability for the role with the aim of protecting goods and relationships of strategic importance for the Company.

The implementation of the measures will be subject to monitoring by the Ministry for Enterprises and Made in Italy. Pirelli is held to send to the Ministry within 30 days from the approval of the annual financial statements, beginning from those referring to 2026, a report prepared by the Board of Directors in which it communicates the measures adopted in compliance with the determinations assumed with the Golden Power PMO Decree and any other important company or corporate measures with regard to the same.

Further, with the exception of matters covered in the applicability of the Golden Power Decree requiring formal notification, CNRC must communicate to the Ministry for Enterprises and Made in Italy any transfer of shares, which in any case, should not take place in favor of subjects connected to, controlled by, controlling or however subject to the common control of SASAC.

On **April 16, 2026**, the Board of Directors confirmed the 2026 targets communicated to the market on 25 February, with Adjusted EBIT expected to be at the lower end of the guidance. For further information, please refer to the section "Outlook 2026".

ALTERNATIVE PERFORMANCE INDICATORS

This document, in addition to the financial measures provided for by the International Financial Reporting Standards (IFRS), presents some measures derived from the latter, but not provided for by the IFRS (Non-GAAP Measures), in compliance with the ESMA Guidelines on Alternative Performance Indicators (ESMA/2015/1415 Guidelines) published on October 5, 2015. These measures are presented in order to allow for a better assessment of the Group's operating performance, and should not be considered as alternatives to those provided for by the IFRS.

Specifically, the Non-GAAP Measures used were as follows:

- **EBITDA**: equal to the EBIT but excludes the depreciation and amortisation of property, plant and equipment and intangible assets. The EBITDA is used to measure the ability to generate results from operations, excluding the impacts deriving from investments;
- **EBITDA adjusted**: an alternative measure to the EBITDA which excludes non-recurring, restructuring and one-off expenses;
- **EBITDA margin**: calculated by dividing the EBITDA by revenues from sales and services. This measure is used to evaluate operating efficiency, excluding the impacts deriving from investments;
- **EBITDA margin adjusted**: calculated by dividing the EBITDA adjusted by revenues from sales and services. This measure is used to evaluate operating efficiency, excluding the impacts deriving from investments and the operating costs attributable to non-recurring, restructuring and one-off expenses.
- **EBIT**: an intermediate measure which is derived from the net income/(loss), but which excludes taxes, financial income and financial expenses and the net income/(loss) from equity investments. The EBIT is used to measure the ability to generate results from operations, including the impacts deriving from investments;
- **EBIT adjusted**: an alternative measure to the EBIT which excludes the amortisation of intangible assets relative

to assets recognised as a consequence of Business Combinations and the operating costs attributable to non-recurring, restructuring and one-off expenses;

- **EBIT margin**: calculated by dividing the EBIT by revenues from sales and services. This measure is used to evaluate operating efficiency;
- **EBIT margin adjusted**: calculated by dividing the EBIT adjusted by revenues from sales and services. This measure is used to evaluate operating efficiency, excluding the amortisation of intangible assets relative to assets recognised as a consequence of Business Combinations and the operating costs attributable to non-recurring, restructuring and one-off expenses;
- **Net income/(loss) adjusted**: calculated by excluding the following items from the net income/(loss):
  - the amortisation of intangible assets relative to assets recognised as a consequence of Business Combinations and the operating costs attributable to non-recurring, restructuring and one-off expenses;
  - non-recurring expenses/income recognised under financial income and expenses;
  - non-recurring expenses/income recognised under taxes, as well as the tax impact relative to the adjustments referred to in the previous points;
- **Fixed assets**: this measure is constituted by the sum of the Financial Statement items, *"Property, plant and equipment", "Intangible assets", "Investments in associates and joint ventures", "Other financial assets at fair value through other Comprehensive Income" and "Other non-current financial assets at fair value through the Income Statement".* Fixed assets represent the non-current assets included in the net invested capital;
- **Net operating working capital**: this measure is constituted by the sum of *"Inventory", "Trade receivables"* and *"Trade payables";*
- **Net working capital**: this measure is constituted by the net operating working capital and by other receivables and payables, including tax receivables and payables, and by the derivative financial instruments not included in the net financial position. This measure represents the short-term assets and liabilities included in the net invested capital, and is used to measure short-term financial stability;
- **Net invested capital**: this measure is constituted by the sum of (i) fixed assets, and (ii) net working capital. Net invested capital is used to represent the investment of financial resources;
- **Provisions**: this measure is constituted by the sum of *"Provisions for liabilities and charges (current and non-current)", "Provisions for employee benefit obligations (current and non-current)", "Other non-current assets", "Deferred tax liabilities"* and *"Deferred tax assets";*
- **Net financial debt**: calculated pursuant to the CONSOB Notice dated July 28, 2006 and in compliance with the ESMA Guidelines regarding disclosure requirements pursuant to the Prospectus Regulation applicable as of May 5, 2021. Net financial debt represents borrowings from banks and other financial institutions net of cash and cash equivalents, of other current financial assets at fair value through the Income Statement, of current financial receivables (included in the Financial Statements under *"Other receivables"*), and of the derivative instruments used for hedging items included in the net financial position and recognised in the Financial Statements under *"Derivative financial instruments"* as current assets, current liabilities and non-current liabilities;
- **Net Financial Position**: this measure represents the net financial debt less the non-current financial receivables (included in the Financial Statements under *"Other receivables"*) and the non-current derivative instruments used for hedging items included in the net financial position and recognised in the Financial Statements under *"Derivative financial instruments"* as non-current assets. The net financial position is an alternative measure to net financial debt but which includes non-current financial assets;
- **Liquidity margin**: this measure is constituted by the sum of the Financial Statement items, *"Cash and cash equivalents", "Other financial assets at fair value through the Income Statement"* and the committed but unutilised credit facilities;
- **Operating net cash flow**: calculated as the change in the net financial position attributable to operations management;
- **Net cash flow before dividends, extraordinary transactions and investments**: is calculated by adding the change in the net financial position due to financial and tax management, to the operating net cash flow;
- **Net cash flow before dividends paid by the Parent company and the impact of the Bond Loan**: calculated by adding the change in the net financial position due to extraordinary transactions and the management of investments, to the net cash flow before dividends, extraordinary transactions and investments;
- **Net cash flow before dividends paid by the Parent company**: calculated by adding the change in net financial position due to the conversion of the bond loan to the net cash flow before dividends paid by the Parent Company and the impact of the bond loan;
- **Net cash flow**: calculated by subtracting the dividends paid by the Parent company from the net cash flow before dividends paid by the Parent company;
- **Investments in intangible and owned tangible assets (CapEx)**: calculated as the sum of investments (increases) in intangible assets and investments (increases) in property, plant and equipment excluding any increases relative to the right of use;
- **Increases in the right of use**: calculated as the increases in the right of use related to lease contracts.

OTHER INFORMATION

ROLE OF THE BOARD OF DIRECTORS

For more information on the role of the Board of Directors, reference should be made to the Report on Corporate Governance and Ownership Structure contained in the 2025 Annual Report group of documents, as well as to the additional information published on the Pirelli website (www.pirelli.com), in the Governance section.

INFORMATION ON THE SHARE CAPITAL AND OWNERSHIP STRUCTURE

The issued and fully paid-up share capital at the date of approval of this present Financial Report amounted to euro 2,065,650,608.36, represented by 1,084,881,933 registered ordinary shares with no nominal value. Each share entitles the holder to one vote. No other classes of shares exist.

During the course of the 2025 financial year, the share capital increased from euro 1,904,374,935.66 to euro 2,065,650.608.36 as a result of the conversion into shares of the convertible bond issue, the *"EUR 500 million Senior Unsecured Guaranteed Equity-linked Bonds due 2025"* with a maturity date of December 22, 2025. In fact, during December 2025, the conversion rights, into shares, of the Company were exercised for a nominal value of euro 496.5 million, equal to 99.3% of the total value of euro 500 million. To service the conversion, which took place at euro 5.8493 per share (including the share premium), a value already disclosed to the market on June 23, 2025, the Company proceeded - in execution of the Shareholders' Meeting resolutions passed on March 24, 2021 - to issue a total of 84,881,933 new shares, all with regular entitlement.

Updated extracts of the existing agreements between some of the Shareholders, including the indirect Shareholders of the Company, which contain the provisions of the Shareholders' Agreements regarding, amongst other things, the corporate governance of Pirelli, are available on the Company's website. For further details on the Company's corporate governance and ownership structure, reference should be made to the Report on Corporate Governance and Ownership Structure included in the 2025 Annual Report group of documents, as well as to the additional information available on the Pirelli website (www.pirelli.com), in the Governance and Investor Relations sections.

WAIVER OF THE PUBLICATION OF INFORMATION DOCUMENTS

The Board of Directors, taking into account the simplifications of the regulatory requirements introduced by CONSOB pursuant to CONSOB Regulation No. 11971 of May 14, 1999, as subsequently amended and supplemented, has resolved to exercise the option to waive, pursuant to Article 70, paragraph 8, and Article 71, paragraph 1-bis of the aforesaid Regulations, the obligations to publish the information documents prescribed in in the event of significant transactions such as mergers, demergers, capital increases through the contribution of assets in kind, acquisitions, and disposals.

RELATED PARTY TRANSACTIONS

Pirelli, in compliance with CONSOB Regulation 17221 of March 12, 2010, as subsequently amended and supplemented ("**CONSOB RPT Regulation**"), concerning Related Party Transactions, has adopted a specific procedure for Related Party Transactions, which was most recently updated on May 9, 2024 during the periodic reviews of the existing procedures ("**RPT Procedure**").

The RPT Procedure is available on the Company's website (www.pirelli.com). For further details, reference should also be made to the section on the Directors' Interests and Related Party Transactions, included in the Report on Corporate Governance and Ownership Structure, included in the 2025 Annual Report.

Related Party Transactions do not qualify as either atypical or unusual, but are instead part of the ordinary course of business for the companies of the Group, and are carried out in the interest of the individual companies. These transactions are concluded in accordance with conditions that are standard or equivalent to those of the market. Furthermore, they are carried out in compliance with the RPT Procedure.

Pursuant to Article 5, paragraph 8 of CONSOB RPT Regulation it should be noted that during the course of the 2025 financial year, that no transaction of greater significance, as defined by Article 3, paragraph 1, letter b) of the aforesaid Regulation, was submitted to the Pirelli Board of Directors for approval.

The information on Related Party Transactions as required pursuant to CONSOB Notice No. DEM/6064293 of July 28, 2006 is presented in the Financial Statements, and in the Note entitled *"Related Party Transactions"* contained in the 2025 Annual Report group of documents. Related Party Transactions do not qualify as either atypical or unusual, but are instead part of the ordinary course of business for the companies of the Group, and are carried out in the interest of the individual companies. Such transactions, when not settled under standard conditions or are dictated by specific regulatory conditions, are in any case regulated by conditions consistent with those of the market. Furthermore, they are carried out in compliance with the RPT Procedure.

Furthermore, there were no Related Party Transactions - or changes or developments to the transactions described in the preceding Financial Report - that had a significant impact on the Group's financial position or results for the 2025 financial year.

ATYPICAL AND/OR UNUSUAL OPERATIONS

Pursuant to CONSOB Notice No. DEM/6064293 of July 28, 2006, it should be noted that during the 2025 financial year, the Company did not carry out any atypical and/or unusual transactions, as defined in the aforementioned Notice.

COMPLIANCE WITH PERSONAL DATA PROTECTION REGULATIONS

It is to be noted, that the Company regularly carries out all the activities necessary to satisfy the requirements provided for by personal data protection regulations, and in particular by EU Regulation 2016/679 and Legislative Decree No. 196/2003 (as amended by Legislative Decree No. 101/2018). These activities are subject to a periodical annual review with the support of the relevant departments. The Data Protection Officer ("DPO"), appointed in the person of lawyer Alberto Bastanzio, whose contact details were duly communicated to the Italian Personal Data Protection Authority on July 25, 2018, can be contacted not only at the Company's registered office, but also at the following e-mail address: *dpo_pirelli@pirelli.com*. The activities carried out by the DPO during the relevant financial year are described in detail in the *"Annual Report of the DPO"*, which is available at the Company's headquarters, to which reference should be made for further details.

CONSOLIDATED SUSTAINABILITY STATEMENT – PURSUANT TO LEGISLATIVE DECREE OF SEPTEMBER 6, 2024, NO. 125

GENERAL INFORMATION

METHODOLOGICAL NOTE

REPORTING PRINCIPLES

This "Consolidated Sustainability Statement", prepared in accordance with the provisions of Legislative Decree no. 125 of 6 September 2024, which transposed Directive (EU) no. 2022/2464 – Corporate Sustainability Reporting Directive (CSRD), provides the information needed to understand the Pirelli Group's impact on sustainability issues, as well as how these factors influence the Group's performance, its results and its financial position.

References to the SASB Auto Parts Sustainability Accounting Standard have also been retained in the Consolidated Sustainability Statement.

The 2025 Consolidated Sustainability Statement is subject to a limited review by the auditing firm PricewaterhouseCoopers S.p.A., which is also responsible for the statutory audit of the financial statements, and provides its conclusions regarding compliance with:

- the provisions of Legislative Decree no. 125/2024 that govern the reporting criteria;
- the compliance with the disclosure obligations set out in Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation).

The review activity was carried out in accordance with the Standard on Sustainability Assurance Engagement - SSAE (Italy) issued with State Accountant General decision dated 30 January 2025, which stipulates that it should be used in conjunction with International Standard on Assurance Engagements (ISAE) 3000 (Revised).

For further information, please refer to the Auditors' Report at the end of the Annual Report.

CORPORATE REPORTING SCOPE

The Consolidated Sustainability Statement, published annually, covers the time period from 1 January 2025 to 31 December 2025 and covers the same scope of consolidation as the Group's consolidated financial statements as expressed in the Notes to the Consolidated Financial Statements at 31 December 2025 included in Note 2 - Basis of Presentation - Scope of Consolidation of this Annual Report. More specifically, note that in 2025, the following changes occurred to the consolidation scope with reference to the subsidiaries:

- 13 January 2025 acquisition of the company Telco S.r.l.;
- 29 May 2025 liquidation of the company CTC 2008 Ltd.;
- 18 June 2025 sale of the company of Däckia Aktiebolag;
- 8 August 2025 liquidation of the company NewCo Micromobility S.r.l.

There are no companies within this scope that are subject to the regulatory obligation to prepare an individual Sustainability Statement for the financial year 2025.

SCOPE OF ACTIVITIES SUBJECT TO REPORTING

This report is prepared on a consolidated basis and its scope coincides with that of the Group's consolidated financial statements. It includes information relating to the upstream and downstream value chain, supplementing the data relating to the Group's own operations. In particular, the relevance of impacts, risks and opportunities along the value chain is considered, as well as the policies and objectives adopted, the actions implemented and any metrics that also cover actors in the value chain.

TIME HORIZON

The definitions of short-, medium- and long-term time horizons adopted by the Company for defining the Plans and for the Risk Assessment, are the same as those used for the preparation of this report defined by the European Sustainability Reporting Standard 1 (ESRS 1) and therefore:

- Short period: one year from the reference period of this report (annual budget);
- medium term: up to five years from the end of the short-term reference period defined in the previous point (medium-term planning);
- long term: over five years (beyond the strategic plan).

USE OF ESTIMATES

The use of estimates or proxies in this document has been limited as much as possible, including with respect to data concerning the value chain. Whenever such estimates or proxies are used, they are duly indicated and accompanied by contextual information.

In the 'Environmental Information' section, it should be noted that the information subject to estimates mainly concerns:

- scope 3 emissions where, in the absence of primary data, secondary emission factors are used, including those relating to emissions associated with the use phase of the tyre, calculated according to the Product Category Rule (PCR) methodology.
- the calculation of a part of the emissions offset through carbon credits (for further details, please refer to the paragraph "Greenhouse gas emission management and climate transition plan", "METRICS related to Scope 1, 2, 3 GHG emissions and total GHG emissions" and "METRICS related to GHG removals and GHG emission mitigation projects financed with carbon credits").
- the amount of Tire Wear Loss (the calculation methodology of which is illustrated in the paragraph "Measurement and the amount of absolute particulate matter emissions in the environment").
- the amount relating to a portion of water withdrawals (for further details, please refer to the paragraph "METRICS related to water resource").
- the share of end-of-life tyres (ELT) sent for recovery/

recycling, calculated from literature data on the average recovery and recycling rates of ELTs in the markets in which Pirelli tyres are sold (for details see chapter "E5 Resource use and Circular Economy", paragraph "Management of end-of-life tyres").

Finally, it should be noted that for some offices with shared utilities, as specific data is not available, the values for energy consumption, water withdrawal and discharge were estimated by taking the number of employees present on the site as a proxy indicator.

COMPARATIVE DATA

This Consolidated Sustainability Statement of the Pirelli Group constitutes the second reporting year in accordance with the ESRS standards; for this reason, comparative information is presented with respect to the 2024 reporting year.

CHANGES IN THE PREPARATION AND PRESENTATION OF SUSTAINABILITY INFORMATION

Please note that, compared with what was published in the 2024 Annual Report, Pirelli revised the value of certain metrics following methodological refinements or scope adjustments relating to the 2024 reporting year; full details are appropriately provided in the relevant sections of this document.

INCORPORATION BY REFERENCE

This Consolidated Sustainability Statement for the year 2025 does not include incorporation by reference to other documents.

STRUCTURE OF THE DOCUMENT

This Consolidated Sustainability Statement is structured in four macro-sections, as illustrated in Appendix F of the ESRS 1:

- General Information;
- Environmental Information, which also includes the information required by Article 8 of Regulation (EU) 2020/852 (Taxonomy Regulation);
- Social Information;
- Governance Information.

The "General Information" section illustrates how Pirelli prepares its Consolidated Sustainability Statement, and describes:

- the elements of the Group's strategy that relate to or influence sustainability issues, the business model and the value chain,
- the ways in which the interests and views of the company's stakeholders are taken into account in the strategy and business model,
- the double materiality analysis update process to identify the impacts, risks, and opportunities relevant to the Group, including how these shape its strategy and business model,
- the governance structure established with regard to sustainability issues.

The Environmental Information, Social Information and Governance Information sections are divided into:

- information related to the management of impacts, risks, and opportunities, with reference to sustainability issues identified as material following the double materiality analysis (policies, targets and actions);
- metrics required by the relevant standard;
- additional information specific to the Pirelli Group, in particular as required by the Dow Jones Sustainability Index (DJSI).

At the end of the Consolidated Sustainability Statement, before the Independent Auditors' Report, the following summary tables are also provided:

- the list of disclosure requirements under the cross-cutting and topical standards deriving from other EU legislation (ESRS 2, Appendix B);
- the SASB Content Index, showing the complete list of indicators reported according to the SASB Auto Parts Sustainability Accounting Standard, indicating the relevant page in this Consolidated Sustainability Report.

Pirelli adopts the structure and recommendations of various international frameworks, including the Task Force on Climaterelated Financial Disclosures (TCFD), now incorporated into the IFRS framework, and the Task Force on Naturerelated Financial Disclosures (TNFD). For further details, please refer to the cross-reference tables published on the Pirelli Group's website (corporate.pirelli.com/corporate/en-ww/sustainability/sustainability).

STRATEGY, BUSINESS MODEL AND VALUE CHAIN

STRATEGY

Founded in 1872, Pirelli is one of the world's leading tyre manufacturers, with 18 production plants in 12 countries, including two joint venture plants in Subang (ID) and Shenzhou (CN), and has a commercial presence in over 160 countries. As at 31 December 2025, the Group has 29,680 employees (in 2024 30,999), of whom 13,214 (in 2024 13,665) are based in Europe, 2,049 (in 2024 2,039) in Russia & Middle East, Africa, India (MEAI), 3,757 (in 2024 3,812) in Asia/Pacific (APAC), 4,030 (in 2024 3,961) in North America and 6,630 (in 2024 7,522) in South America.

The Group specialises exclusively in the Consumer market, which includes tyres for Cars, Motorcycles and bicycles, with a distinctive positioning in the High Value segment (79% of 2025 turnover), namely products designed to achieve the highest levels in terms of performance, safety, quietness and road grip, characterised by a high technological content.

Pirelli produces tyres both in the Original Equipment sector, 24% of 2025 revenues (vs 23% of 2024 revenues) for new cars and motorcycle production, as well as for the Replacement Channel, 76% of 2025 revenues, (vs 77% of 2024 revenues).

Through established partnerships with leading automotive manufacturers, Pirelli offers a broad range of High Value tyres which, as at 31 December 2025, total approximately 4,000 type approvals obtained overall, including 323 secured during the year, with approximately 90% ≥19'' and over 55% ELECT/EV. Pirelli has a vast commercial presence, with a network of approximately 22,000 loyal retail points of sale in about 50 countries, and a high exposure to the three main High Value markets: Europe, North America and APAC, which as at 31 December 2025 accounted overall for 83% of Pirelli's revenues (vs 81% at year-end 2024).

Pirelli has a distinguished industrial tradition of over 150 years, which has always combined innovation, product quality and brand strength. It is even recognised outside the world of cars and motorcycles, and considered internationally as an icon of Italian technology, style and excellence, and is synonymous with safety and reliability.

Over the years, Pirelli has mainly focused on the development, manufacture and marketing of tyres with higher added value, with special technical characteristics associated with high performance, advanced technology and safety, and characterised by an averagely deeper tread. Acknowledged by consumers for its high-value products, Pirelli's range includes innovative tyres for cars, motorbikes and bicycles, as well as a growing portfolio of tyres that meet the needs of specific applications or consumer customisation. Among these is the Pirelli Cyber™ Tyre system, the first hardware and software system in the world capable of collecting data and information from sensors embedded in tyres, processing them using Pirelli's proprietary software and algorithms and, by communicating in real time with the vehicle's electronics, enabling new functionalities integrated with driving and control systems, with the aim of improving the driving experience and increasing the level of safety.

All this is made possible by a strong commitment to Research and Development, which operates through a fully "Open Innovation" model involving external partners, suppliers, universities and vehicle manufacturers, in order to anticipate technological innovations in the sector and respond to the needs of the end consumer.

Pirelli's technological excellence also stems from the innovations and expertise derived from sports competitions, an area in which the Company has been active for over 115 years. Pirelli is currently present in over 350 car and motorcycle championships and, since 2011, has been the exclusive supplier to the Formula One World Championship©, of which it will be Global Tyre Partner at least until the end of the 2027 season. Starting from 2024, all tyres used in the FIA Formula One World Championship™ contain FSC™-certified natural rubber, demonstrating Pirelli's commitment to the responsible management of the natural rubber supply chain, including in motorsport.

The Pirelli Group is not directly involved in the fossil fuel sector, the manufacture of chemical products, controversial weapons or the cultivation and production of tobacco, nor does it offer goods or services that are prohibited in any given market.

Guided by its vision, "We believe in moving everyone forward through technological and social progress", and with an eye on environmental and social issues, Pirelli, the first company in the tyre sector to set itself the target of Net Zero by 2040 (approved by SBTi), has adopted a sustainability model since 2004 that is inspired by the 10 principles of the United Nations Global Compact (UNGC) and the ISO 26000 Guidelines.

As already disclosed to the market, on 25 February 2026, the Board of Directors of Pirelli & C. approved the 2026 Budget.

Pirelli integrates sustainability within its business and development model, as demonstrated by its Industrial Plan and with particular reference to the related sustainability targets, which take into account the Company's material impacts and their interconnection with sustainable development challenges arising from global scenarios in the medium and long term. These include technological and innovation challenges connected with sustainable mobility, decarbonisation, the evolution of consumer and employee expectations, the resilience required of global supply chains, competition in innovative materials and for talent in the labour market, as well as key regulations that will impact the plan's time horizon, both with reference to products (e.g. EURO 7) and to management processes (e.g. EUDR). The approach taken by the Pirelli strategy is to transform these challenges into opportunities for growth, resilience and competitiveness, through measurable objectives that impact the entire value chain.

The objectives of the sustainability plan impact multiple stakeholders, from the Environment to Customers, from Suppliers to Collaborators, to the communities where the company operates, and are divided into five main pillars: Climate, Product, Nature, People, Supply Chain.

CLIMATE: ACCELERATION TOWARDS NET ZERO

By 2040, Net Zero emissions across the entire value chain (Scopes 1+2+3)[16] are expected to be achieved, with targets aligned with the Paris Agreement to limit global warming to 1.5°C, approved by the Science Based Targets initiative (SBTi) in 2024. The decarbonisation pathway provides for a reduction of at least 90% in absolute greenhouse gas (GHG) emissions relating to Scopes 1, 2 and 3 by 2040 compared with the 2018 base year. In particular, Pirelli provides for:

- Scope 1 and 2: 60% reduction in absolute CO_2 emissions by 2025, a target achieved during the year, and 80% by 2030 compared with 2018;
- Scope 3[17]: 27% reduction in absolute CO_2 emissions by 2025, a target achieved during the year, and 30% by 2030 compared with 2018.

An intermediate target has also been set, which aims to reduce absolute greenhouse gas emissions by 62% for Scope 1 and 2, and by 28% for Scope 3 by 2027 compared to 2018.

Furthermore, by 2030, Pirelli commits to achieving Carbon Neutrality for Scopes 1 and 2, after achieving the planned 80% reduction in emissions compared with 2018. Residual emissions will be neutralised through appropriate carbon offsetting instruments, using the best solutions and technologies available on the market at that time. The achievement of Carbon Neutrality is also supported by the use of 100% certified renewable electricity purchased from the grid for all factories in 2025, a target achieved by the Group in the reporting year, by the continuous implementation of energy efficiency projects and by the progressive electrification of tyre curing presses in the Group's factories.

16. Scope 1: direct greenhouse gas emissions from the direct combustion of fossil fuels by the organisation within its boundaries; Scope 2: indirect greenhouse gas emissions from the use of electricity, heat and steam imported and consumed by the organisation within its boundaries; Scope 3: indirect emissions related to the upstream and downstream activities of the company's operations, calculated according to the GHG Protocol (which includes all categories of the value chain excluding the "use phase" charged to Car Manufacturer Customers) and in line with SBTi criteria.
17. Scope 3 emissions of categories 1, 3 and 4 according to the GHG Protocol, respectively generated by the purchase of raw materials, activities linked to fuel and energy use, and the transport and distribution of raw materials and finished products.

The actions supporting the decarbonisation process for Scope 1, 2, and 3 are thoroughly described in the "Environmental Information" section, paragraph "Management of greenhouse gas emissions and climate transition plan", to which reference is made.

PRODUCT: PERFORMANCE, INNOVATIVE MATERIALS AND CIRCULARITY

Within the framework of Eco-Safety Design, which involves designing products to maximise environmental performance and safety, Pirelli confirmed during 2025, and will further strengthen in the coming years, its continued focus on the following product characteristics:

- → greater wear resistance;
- → lower rolling resistance;
- → increased use of innovative materials of natural and recycled origin;
- → improved wet performance;
- → optimal braking distances throughout the entire life of the product and the ability to continue driving in the event of a puncture for tyres equipped with the new Runforward technology, alongside Runflat and Sel Sealing™ technologies.

For more details on Pirelli's Eco-Safety strategy, please refer to the "Environmental Information" section, "Management of greenhouse gas emissions and climate transition plan" paragraph and to "E5 Resource use and Circular Economy" chapter for topics related to product environmental performance, and the "Social Information" section, under the paragraph "Product safety, performance and innovation".

In terms of raw materials, Pirelli plans to steadily increase the amount of materials of non-fossil origin in its products, in support of the decarbonisation targets relating to Scope 3 emissions associated with raw materials. Specifically:

- → for its flagship product[18], in 2025 Pirelli began supplying the P Zero™ for Jaguar Land Rover with over 70% of materials of natural (bio-based) and recycled origin[19]. By 2030, the Company plans to launch a product exceeding 80%, with the long-term vision of reaching 100% non-fossil-based materials.
- → with regard to the total raw materials used, in 2025 Pirelli substantially increased the use of materials of natural (bio-based[20]) and recycled origin[21], reaching 26.9% (in 2024 23.7%), in line with the 2025 target of 27%. This result is instrumental to achieving the 2030 target of 40% and supports the continuous decarbonisation of the Group's Scope 3 emissions.

Pirelli's Eco-Safety strategy also contributes to strengthening Pirelli's competitive advantage, making it attractive to investors as the development of new, high-tech solutions capable of anticipating emerging customer needs offers new opportunities for business growth, while at the same time reducing the Company's risk profile.

Further details on the specific Group targets are provided in the "Environmental Information" section, chapter "E5 Resource use and Circular economy" of this Report.

NATURE: REDEFINING THE INTERACTIONS BETWEEN BUSINESS AND NATURAL CAPITAL

In 2025, Pirelli successfully completed the definition of biodiversity plans for 100% of its factories and test tracks, in line with the LEAP (Locate, Evaluate, Assess and Prepare) approach and with the five drivers identified by IPBES (Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services).

In 2021, in line with its commitment to protecting the forests that provide the natural rubber, Pirelli became the first company in the world to equip a standard car with FSC™-certified tyres, and starting from the 2024 season, it has introduced the same certification on all tyres produced and used in F1®. By the end of 2026, the goal is to use 100% FSC™-certified natural rubber in European production.

In support of the protection of natural resources, Pirelli continues its water efficiency and water quality preservation efforts, in line with the objectives of the Industrial Plan.

Further details on the specific targets and the performance achieved are provided in the section "Environmental Information", chapter "E4 Biodiversity and Ecosystems" of this Report.

PEOPLE: THE HEART OF GROWTH

The culture of occupational health and safety is a pillar of Pirelli's strategy. The commitment to achieving zero workplace accidents remains constant. The accident frequency rate in 2025 stood at 1.21, recording a 14% reduction compared with 1.41 in 2024 (data calculated per million hours worked).

At the heart of the Company's plan, specific targets are also defined in terms of training, welfare, equal opportunities and employee engagement.

The specific targets are provided in the "Social Information" section, chapter "E1 Own workforce" of this report.

SUPPLY CHAIN

Pirelli's suppliers play a key role within the Company's value chain and their focus on sustainability is essential to support mutual and long-term growth.

Pirelli's Supply Chain Management model is certified by an independent third party as being fully aligned with the requirements of the international ISO 20400 "Sustainable Procurement Guidance". Since 2018, the Company has been subject to periodic in-depth third-party audits; the most recent renewal of the certification, issued by SGS Italia S.p.A., was released in the first months of 2026. This renewal confirms the full alignment of Pirelli's model with the requirements of ISO 20400 and highlights, among other aspects, the Group's high level of maturity in managing sustainable procurement topics, the full integration of ESG factors into the procurement

18. Pirelli product available on the market with the highest content of materials of natural or recycled origin in the reporting year
19. IP 35837 – Thanks to a combination of physical segregation and mass balance, the bio-based and recycled content is at least 31.7% and 38.3%, respectively. Bio-based materials include natural rubber, textile reinforcements and bio-chemicals, while recycled materials include silica obtained from rice husks, regenerated rubber, recycled steel and, through the mass balance approach, synthetic rubber, carbon black and silica.
20. Bio-based material: Material fully or partially of biogenic origin. (source: ISO 16620 – 2 2019).
21. Recycled material: material that has been reprocessed from recovered material through a manufacturing process and transformed into a final product or component for incorporation into a product. (source: ISO 14021 – paragraph 7.8.1.1).

process and across the entire lifecycle of the supplier relationship, as well as the strong synergy among the various functions involved in Sustainable Procurement.

Pirelli is committed to mitigating economic, social and environmental risks along its supply chain and, at the same time, is proactive in engaging suppliers in a sustainable transition pathway. Specifically, Pirelli has set targets in terms of risk assessment related to the materiality of its suppliers' ESG risks, as well as supplier engagement plans which involve training and capacity-building programmes, while supporting the cascading of its objectives to its most strategic partners. Further details on the specific targets are provided in the "Environmental Information", "Social Information", "Governance Information" sections of this report.

FINANCE AND SUSTAINABILITY

Since 2021, Pirelli has integrated its financial strategy with its sustainability strategy, with the introduction of the sector's first Sustainability-Linked Financing framework in 2022 and the sector's first benchmark-size Sustainability-Linked Bond in 2023. By the end of 2025, Pirelli had promptly achieved 100% of HQ Funding in Sustainability-Linked format, a target that had been disclosed to the market in April 2024.

It should be noted that all targets related to environmental aspects are defined on a voluntary basis but are also designed to anticipate potential future legislative obligations.

BUSINESS MODEL AND VALUE CHAIN

The wide range of products offered by Pirelli is designed, produced, controlled and marketed following an integrated supply chain organisational model that extends from product development to marketing.

The first phase of Pirelli's operating model consists of product development in close collaboration with the car manufacturers of Prestige and Premium Cars. The distinctive feature of the High Value segment is the high degree of technological content that vehicle manufacturers require from tyre manufacturers through product specifications. Great attention is also paid to the needs of customers in the Replacement channel, with a range of products developed based on the needs of end consumers in the various markets.

Pirelli pays great attention to technological innovation and carries out continuous research and development in relation to materials, products and production processes. In the financial year 2025, research and development costs amounted to 312.7 million euros, mainly allocated to High Value and equal to 4.6% of group revenues (5.9% of High Value revenues).

The Group has a sales system that can reach the main markets thanks to a qualified sales network that operates in over 160 Countries. The customers of the Group in the Original Equipment sector are vehicle manufacturers. In the Replacement sector, the main customers of the Group are retailers, specialised distributors and car dealers.

Pirelli's value chain includes the procurement of goods and services (including in and out logistics), research & development, management models and processes, production processes, product positioning on the market, and its use and end-of-life phase. The value chain did not register any significant change during 2025, same as for business relations.

Pirelli's supply chain is global and includes suppliers of goods and services all over the world. With a view to risk reduction, Pirelli favours a local-for-local supply approach.

Geographically speaking, there is slightly more influence in OECD areas than in non-OECD areas, both in terms of the value of purchases and the number of suppliers. The value of purchases, as well as the number of suppliers, is concentrated in OECD countries, and in particular in Europe, while with regard to non-OECD countries, Latin America is the main supply country.

As reconfirmed over the years, the most relevant and significant purchase category is raw materials. On the other hand, Suppliers of consumables and services account for the majority of the total number of suppliers in absolute terms, although the total value of purchases is lower than purchases of raw materials which, conversely, show a substantial concentration on a few operators.

Lastly, analysing the percentage composition in value of the mix of raw materials purchased by Pirelli in the three-year period 2023-2025, it can be noticed that there are no particular fluctuations over the years and that natural and synthetic rubber stably make up more than 1/3 of the raw materials purchased.

The natural rubber supply chain - from upstream to downstream - includes producers/growers, traders, processing plants, distribution companies and manufacturing facilities. Pirelli is at the end of the chain, as a tyre manufacturer. Pirelli intends to play an active role in the aforementioned context, contributing to the efforts that are globally dedicated to the sustainable management of natural rubber.

The economic, social and environmental sustainability of the natural rubber supply chain is among the priorities of Pirelli, with the full awareness that the origins of its rubber supply chain impact in forestry terms. With global demand for natural rubber expected to increase, sustainable management of the related supply chain is essential to preserve forests, biodiversity and to enable sustainable development for local communities and economies.

With reference to the downstream value chain, the sales channels include:

- Original Equipment, addressed directly to the world's leading car and truck makers;
- Replacement, for the replacement of tyres on vehicles already in circulation.

Within Replacement, there are two broad types of Pirelli customers: Specialised Resellers and Distributors.

Specialised Dealers are tyre specialists operating on the market in the role of independent businesses and constitute a fundamental point of contact between the Group and the end consumer. Particular attention is devoted to specialised dealers in terms of shared development to enhance the products offering integrated with a high-quality level of service,

in compliance with Pirelli values and consumer expectations. In 2025, Pirelli can count on more than 22,000 loyal resellers globally, with a particular concentration in Europe, Asia-Pacific and South America (over 75% of the total points of sale). The degree of affiliation varies according to the market and the very presence of Pirelli, ranging from a softer loyalty (Fidelity Club), which has as main objective for Pirelli territorial coverage and for the dealer sales support, to franchise programmes, in which through the exclusive nature of the partnership there is strong focus on business development point of sale overall, up to the maximum degree of affiliation, represented by the presence of points of sale owned by Pirelli (213 points of sale worldwide).

Distributors are partners who are fundamental to guaranteeing continuity in the supply of tyres to other specialised and non-specialised resellers. They do so by offering local delivery and distribution services throughout the entire territory. With this in mind, Pirelli is activating several programmes of close cooperation with the most important market distributors worldwide.

STAKEHOLDER ENGAGEMENT

The role of Pirelli in an economic and social context is tied to its capacity to create value through a multi-stakeholder approach, i.e. by sustainable and lasting growth that can reconcile the interests and expectations of those with whom the Company interacts and especially:

- the collaborators, who are the driving force of the Group and constitute its wealth of knowledge;
- customers, since the Pirelli way of doing business is based on customer satisfaction;
- shareholders, investors and the financial community;
- suppliers, with whom to share responsible and competitive growth;
- competitors, because improved customer service depend, among other things, on fair competition;
- the environment, whose sustainability is a vital condition for the economy and society;
- institutions, government and non-government bodies;
- local communities, starting with those in the various countries in which the Group operates on a stable basis and extending to those connected with the supply chain, while being aware of its responsibilities as a Corporate Global Citizen.

The existing interactions between stakeholders and their feedback are analysed in detail in order to effectively manage relationships with them and with a view to creating lasting and shared value.

Dialogue, interaction and involvement are calibrated to meet the specific needs for consultation with the various types of stakeholders and include meetings, interviews, surveys, joint analyses, roadshows and focus groups. Furthermore, the existing interactions between stakeholders are analysed in detail in order to effectively manage relationships with them with a view to creating lasting and shared value.

The feedback received from stakeholders contributed to the corporate evaluation of the priorities for action, influencing the materiality of sustainability topics and the development strategy outlined in the Industrial Plan.

In fact, the interests and views of the main stakeholders were included in the Double Materiality analysis process, as detailed in the related paragraph, and within which the identification of impacts was fuelled by the due diligence activities implemented by the Group to identify, prevent and mitigate the negative impacts on the environment and people connected to its activities and to the value chain, as well as the results that emerged from the stakeholder engagement activities carried out over the last two years.

The Company's dialogue with stakeholders, together with the continuous monitoring of studies, analyses and research on the evolution of their expectations at global level, of regulatory developments and of related best governance practices, is taken into account in defining the Group's sustainable development strategies and, consequently, in defining plans and the related targets, with the aim of meeting stakeholders' expectations in a fair and balanced manner in the short, medium and long term. In particular, the update of the Industrial Plan was guided, among other macroeconomic factors and market trends, by the analysis of stakeholders' expectations in the context of evolving global scenarios, as gathered through dialogue at various levels and by international companies and ESG analysis. For further information, please refer to the sections where the targets are discussed, in the various parts of this Report.

The interests and perspectives of stakeholders, as incorporated into the actions and targets of the Plan, are brought to the attention of the governance, management, and control bodies and approved by the Board of Directors, after being shared by the Strategies Committee and the Sustainability Committee for matters within their remit. These interests and perspectives are also represented in the analysis of Double Significance submitted to the Audit, Risk and Corporate Governance Committee and the Board of Directors.

The latter bodies receive an annual update on the results of the Double Materiality analysis and the final list of Impacts, Risks, and Opportunities. The Board of Statutory Auditors attends the meetings of the Audit, Risk and Corporate Governance Committee and the Board of Directors at which the double materiality analysis is reviewed and approved.

With particular reference to the methods of engagement between Pirelli and local communities, the Group participates in numerous associations active in environmental and social sustainability (including, among others, the UN Global Compact and the WBCSD), as a member, partner or supporter, as well as in various initiatives carried out with institutions and trade associations.

In the area of institutional relations, Pirelli acts above all via active monitoring and in-depth analysis of the institutional and legislative context, as well as identifying the applicable Stakeholders. At an international level, Pirelli interacts with the main interlocutors present in the countries in which it operates with its own production sites. When necessary, the Group promotes initiatives directed towards mutual understanding and with the purpose of promoting representation of its values and interests through a strategy based on a clear perception of the industrial objectives and the development of the business.

These activities are carried out at different stages, including

strategic planning, goal setting, and action management, and may include formal consultations, face-to-face meetings, and collaborative actions, with the frequency depending on the specificity of the topic and the urgency of the issues addressed.

The goal of the Institutional and Regulatory Affairs Department is to create corporate value through the management of structured relationships with reference stakeholders in all the countries in which Pirelli is present. The activity of Institutional Affairs also includes an in-depth analysis of the global political and economic dynamics, linked to the development of the main topics of corporate interest, and benefits from collaborations with selected think tanks of international prestige. Among these are the collaborations with the Institute for International Policy Studies, the Institute for International Affairs, the Trilateral Commission and the Aspen Institute.

Pirelli's institutional relations are underpinned by criteria of maximum transparency, legitimisation and responsibility, both with regard to information disseminated in public offices, and to relationships managed with institutional interlocutors in line with the Code of Ethics, the Institutional Relations - Corporate Lobbying Policy and the Group Anti-Corruption Compliance Programme (documents published on the Pirelli website) as well as in line with the principles of the International Corporate Governance Network (ICGN) and in compliance with the laws and regulations in force in the countries where Pirelli operates. The conduct of Institutional Relations activities, in particular, is guided by the principles of legitimacy, fairness and transparency, as detailed in the Institutional Relations - Corporate Lobbying Policy available on Pirelli's corporate website.

The Institutional and Regulatory Affairs Department, led by the Senior Vice President of Institutional and Regulatory Affairs, is globally responsible for overseeing advocacy and corporate lobbying activities, ensuring that they are carried out in compliance with the principles set out in the above-mentioned Policies and in line with the International Corporate Governance Network principles, as well as in accordance with the laws and regulations in force in the countries in which Pirelli operates.

With particular reference to institutional relations within the European Union, Pirelli is registered in the European Transparency Register, which provides information on interest representatives who contribute to decision-making processes in the EU.

The main associations and memberships of the Pirelli Group are set out below:

UN GLOBAL COMPACT: Pirelli has been an active member of the Global Compact since 2004 and endorses the "Blueprint for Corporate Sustainability Leadership", which offers leadership guidelines envisaged in the Global Compact to inspire advanced and innovative sustainability performance in terms of management capacity for the creation of sustainable value.

Since December 2019, Pirelli has also sat on the Board of the Global Compact Network Italia and, since 2025, Pirelli has held the position of Chair of the Board of Directors of UNGCN Italia.

Of particular note in 2023, was the Chief Executive Officer's signing of the Manifesto 'Companies for People and Society'. By signing the Manifesto, Pirelli pledged to strengthen the role of the Social Dimension in its business strategies to generate long-term value also in the supply chain and in the communities where it operates. The Manifesto was presented during "La Dimensione Sociale: l'impegno delle imprese per People e Prosperity", the eighth edition of the Business & SDGs High-Level Meeting, the annual event promoted by UN Global Compact Network Italy and dedicated to the Presidents and CEOs of the Italian companies adhering to the initiative.

This is the context of Pirelli's participation in the 'Sustainable Finance' action platform. The commitment over the years has taken the form of several publications, followed by the first 2018 "SDGs Bonds & Corporate Finance - A Roadmap to Mainstream Investments", and the launch of the "CFO Taskforce for the SDGs", in 2019, which Pirelli joined as a Founding Member. The taskforce is a collaborative platform that brings together leaders from different sectors and aims to develop innovative strategies for mobilising finance towards sustainable development. In 2022, the "CFOs Coalition for the SDGs" was also launched, representing the operational evolution and scaling up of the "CFO Taskforce for the SDGs", in which Pirelli participates, with the objective of further accelerating progress in aligning corporate investments with the SDGs.

Among the initiatives of the UN Global Compact Network in recent years, Pirelli has participated in:

- the Target Gender Equality, a 9-month international course during which the participating companies investigate the importance of promoting gender equality, not only for society as a whole but also to enrich companies;
- the UN Global Compact Business and Human Rights Accelerator course, as sponsor, a 6-month program for companies of all sizes and segments, which provides participants with training and tools to effectively manage due diligence processes and allow companies to "know and demonstrate" their risks and commitment.
- the Round Table on Sustainable Procurement, a path designed to build a space for thematic insights, exchange of experiences and peer learning on the topic of sustainable supply chain management. Management of environmental, ethical-social, governance and economic-financial impacts of supply chains and integration of sustainability strategies and objectives, were the topics the companies discussed.

Other significant associations in which Pirelli participates or to which it contributes include the World Business Council for Sustainable Development (WBCSD), the European Agency for Safety and Health at Work (EU-OSHA) and CSR Europe.

WBCSD – World Business Council For Sustainable Development: Pirelli for years has been a member of the WBCSD (World Business Council for Sustainable Development). This is a Geneva-based association of multinational companies with a global presence, voluntarily committed to link economic growth to sustainable development. In particular, Pirelli endorses two projects: Tire Industry Project and Nature Action.

The Tire Industry Project (TIP), founded in 2005 and representing approximately 65% of global tyre production capacity, focuses on the impacts of tyres on health and the environment. In 2021, the "Sustainability Driven – Accelerating

Impact with the Tire Sector SDG Roadmap" was published, led to a revision of the TIP's mission to address ESG issues. In 2024, TIP continued to develop methodologies for the characterisation of Tyre-Road Wear Particles (TRWP) and organised the "Tire Emissions Research Conference" in Munich in 2024 and in Boston in 2025.

In addition, since 2024 Pirelli has joined the Nature Action project, which promotes actions to halt biodiversity loss by 2030. This project supports companies in setting scientifically validated targets to achieve a positive impact on nature and promotes nature-based solutions (NbS).

Pirelli has also contributed to the development of the Nature Action Portal, a platform designed to help companies integrate nature-related considerations into their operations. This portal promotes alignment on comparable metrics and encourages immediate corporate action, even in the absence of a harmonised global measurement protocol, while at the same time contributing to the future development of the Nature Measurement Protocol promoted by the WBCSD and the Nature Positive Initiative. Through this contribution, Pirelli has strengthened its positioning within the collective pathway towards nature-positive outcomes, supporting the development of shared tools for the benefit of the entire business community. The portal is available here: www.wbcsd.org/nature-action-portal/.

EU-OSHA – EUROPEAN AGENCY FOR SAFETY AND HEALTH AT WORK: in 2025, for the sixteenth consecutive year, Pirelli continued to be an official partner of the European Occupational Safety and Health Agency (EU-OSHA), which addresses a different problem every two years. In particular, in 2023 Pirelli adhered to the 2023-2025 campaign *"Safe and Healthy work in the digital age" which* is dedicated to raising awareness of the impact of new digital technologies on the workplace and the related occupational health and safety challenges and opportunities.

CSR EUROPE: since 2010 Pirelli has been a member of the Board of CSR Europe, the leading European network of companies for sustainability and corporate responsibility. CSR Europe supports companies and industries in their transformation and collaboration towards practical solutions and sustainable growth. The goal is systemic change both to achieve the SDGs and to build with European leaders and stakeholders a global strategy for a sustainable Europe 2030. In 2025, Pirelli also sits on the Board of Directors of CSR Europe. In 2025, Pirelli actively participated in: the European CSO Network, which supports companies in exploring new ways to position sustainability as a driver of innovation and value creation, engaging with policy-makers in order to identify opportunities to better integrate the business community into sustainability, and developing frameworks that reward sustainable behaviour; and the "European Sustainable Industry Summit 2025 – Building Sustainable and Competitive Markets".

FOCUS: Institutional Commitments to the Community and Collaboration with Industry Associations to Combat Climate Change

As a member of various industry associations, the Pirelli Group is committed to contributing to the development of policies, regulations and standards for the industry. It actively participates in institutional and public discussions on key challenges facing the sector, including climate change and decarbonisation.

In particular, the Institutional and Regulatory Affairs function focuses on raising the awareness of institutional stakeholders, public opinion and international organisations with regard to:

- the importance of key issues linked to the Pirelli Group's product strategy, such as sustainability, in all its facets along the entire value chain, for example the reduction of emissions, as well as digitalisation and safety.
- The Pirelli Group's corporate positioning on sustainability, climate change, renewable energy, circular economy, transport systems, safety and product innovation.

In 2025, to promote public debate and policy-making on the most relevant sustainability issues, such as climate change and decarbonisation, Pirelli organised and actively participated in institutional webinars, conferences, working groups, roundtables and sectoral initiatives.

The fight against climate change at national and global level also includes Pirelli's active role as a member of various industry and multi-stakeholder associations, organisations, business networks and thinktanks, as part of the company's commitment to decarbonising the Pirelli Group value chain, in accordance with the objectives of the Paris Agreement.

Among the main industry associations with which Pirelli engaged during 2025, the following stand out:

- ***Tyres Europe***[22], of which Pirelli assumed the Presidency in 2025 and which it supported in the development of sustainable mobility topics, as defined by the Green Deal, subsequently evolved into the Clean Industrial Deal (CID), in particular with regard to the reduction of CO_2 emissions through the increase in tyre rolling resistance efficiency. Other activities related to the work carried out by Pirelli within Tyres Europe include the Company's participation in the Digital Mobility Group (DMG) in the context of the development of the Digital Product Passport (DPP)[23] and the ongoing study of topics such as Tire and Road Wear Particles (TRWP).
- ***US Tire Manufacturers Association*** **(USTMA)**, the association of tyre manufacturers with manufacturing facilities located in the United States, which in 2025 focused on end-of-life[24] tyre management strategies and in which Pirelli participates on the Board of Directors and in committees and working groups, sharing the Association's vision for a sustainable future for tyres in the context of the objective of the Paris Agreement to reduce CO_2 emissions;
- ***Motor & Equipment Manufacturers Association*** **(MEMA)**, the association representing all suppliers of automobiles and commercial vehicles in the United States of America. MEMA members conceive, design and manufacture original equipment systems and technologies which, taken together, account for two thirds of the value of a new vehicle. Member companies also supply the global

22. Tyres Europe, previously known as ETRMA – European Tyre and Rubber Manufacturers' Association, adopted its new identity on 28 October 2025.
23. The Digital Product Passport (DPP) forms an integral part of the Ecodesign for Sustainable Products Regulation (ESPR) (Regulation (EU) 2024/1781).
24. USTMA does not have a Political Action Committee (PAC) and does not fund political candidates.

market with the technologies that keep millions of vehicles on the road, driving sustainability and supporting transportation. During 2025, the Association focused on policies regulating vehicle safety, CO_2 emissions and electrification policies, international trade flows, tax policies, supply chain resilience, workforce topics and training. MEMA has a privately funded Political Action Committee (PAC), with no contribution from Pirelli.

- → ***Automotive Industry Action Group* (AIAG)**, a US association with no lobbying activities, of which Pirelli is a member and with which it is active in the Corporate Responsibility Steering Committee.
- → ***Assolombarda***, for which Pirelli sits on both the Presidential Council and the Advisory Board, contributing substantially to defining new strategies for the decarbonisation of the main national industrial players.

In the United States, during 2025, Pirelli Tire LLC, together with Ballard Partners as lobbyist, regularly carried out lobbying compliance obligations pursuant to the Lobbying Disclosure Act of 1995, indicating trade and tariffs as the lobbying topics.

In 2025, the Pirelli Group's costs related to membership in trade associations which, among the various activities carried out, also include advocacy initiatives, amount to approximately €1,683 thousand globally.

Below the expenditure for trade associations, which are part of the lobbying activities and also interact with policy makers.

(in thousands of Eur)

MEMBERSHIP, COLLABORATIONS AND OTHER EXPENSES [25] [26]	2024	2025
Trade associations[27]	1,677	1,683
Lobbying, representation of interests [28]	27	383
Political parties (campaigns/candidates)	0	0
Total	1,704	2,066

As also stated in the Group Code of Ethics, publicly available on the Company's website, Pirelli does not make contributions to political parties; therefore, no contributions were made in this area (zero, as in 2024). The most important association costs were paid to USMTMA for 324 thousand euros and to Assolombarda for 278 thousand euros, and to Unione Industriale for 203 thousand euros.

(in thousands of Eur)

TRADE ASSOCIATIONS [29]	2024	2025
USTMA - U.S. Tire Manufacturers Association	336	324
Assolombarda	313	278
Unione Industriale	300	203
Tyres Europe	139	155
ADK - Arbeitgeberverband der Deutschen Kautschukindutrie	15	121
Other[30]	245	602
Total trade associations	1,677	1,683

At the level of Associations in the United States, namely United States Tire Manufacturers Association

25. Membership in trade associations includes, on a voluntary basis, companies operating in the same sector or region to strengthen advocacy activities and to promote or defend key interests with institutions and key players; for this reason, several trade associations participate in public affairs activities such as lobbying, in accordance with legislation and the local context.
26. Operating expenses to third parties exclusively engaged in lobbying.
27. Membership in trade associations includes, on a voluntary basis, companies operating in the same sector or region to strengthen advocacy activities and to promote or defend key interests with institutions and key players; for this reason, several trade associations participate in public affairs activities such as lobbying, in accordance with legislation and the local context.
28. Operating expenses to third parties exclusively engaged in lobbying.
29. Includes the membership fee for the Motor and Equipment Manufacturers Association (MEMA)
30. Includes the membership fee for the Motor and Equipment Manufacturers Association (MEMA)

(USTMA) and MEMA, the Vehicle Suppliers Association, the share dedicated exclusively to lobbying activities in 2025 amounts to approximately 44 thousand dollars and approximately 3 thousand dollars, respectively. For the other Trade Associations mentioned it is not possible to indicate the share they dedicated exclusively to lobbying activities as Pirelli pays an all-inclusive membership fee.

For more details about the specific methods of engaging with collaborators, suppliers, customers and local communities, please refer to the sections dedicated to the main categories of stakeholders in the following chapters, in particular collaborators (own workforce) suppliers (workers in the value chain), local communities (affected communities) and customers (consumers and end users).

DOUBLE MATERIALITY ANALYSIS AND MANAGEMENT OF IMPACTS, RISKS AND OPPORTUNITIES

In order to provide its stakeholders with an adequate representation of the Group's activities and the sustainability issues most relevant to the business, according to the dual "inside-out" and "outside-in" approach, Pirelli conducted the update of its Double Materiality analysis, in accordance with the EFRAG guidelines on the double materiality analysis process, the ESRS standards, in particular ESRS 1, and the EFRAG IG 1: Materiality Assessment Implementation Guidance.

The impact materiality, corresponding to the "inside-out" perspective, concerns the significant impacts of Pirelli connected to the company's operations and the value chain, negative or positive, actual or potential, on people or the environment, in the short, medium or long term.

Conversely, the "outside-in" perspective corresponds to the financial materiality, i.e. it takes into account how external factors, expressed as risks and opportunities, have, or can be reasonably expected to have, a significant influence on the development of the company, on its financial position, on its economic result, cash flows, access to financing or the cost of capital in the short, medium or long term.

Pirelli's Double Materiality analysis and the related list of material Impacts, Risks, and Opportunities (IROs), resulting from the opinions of internal and external stakeholders, was analysed by the Strategic Sustainability Committee (management committee), then submitted to the Audit, Risks and Corporate Governance Committee and approved by the Board of Directors.

The Board of Statutory Auditors attended the meetings of the Audit, Risks and Corporate Governance Committee and the Board of Directors, where the double materiality analysis was approved. The Pirelli Group's double materiality analysis is updated annually.

In methodological terms, the analysis included the following main steps:

1) Analysis and understanding of the internal and external context

The analysis was carried out with the objective of developing an overall view of Pirelli's activities, its business relationships and the context in which they are conducted, and of understanding the main stakeholders involved. The results of this analysis provide the primary inputs for the identification of Impacts, Risks and Opportunities (IROs) to be assessed.

In the first phase, the context in which the Group operates was analysed through an examination of the Company's strategy and activities, its values, products and services, business relationships, the most relevant sustainability indices and initiatives for the reference sector, such as the Sustainability Accounting Standards Board (SASB), S&P Global Dow Jones Sustainability Indices and the World Economic Forum, as well as the regulatory and legal landscape, including sector-specific regulations. This activity, preparatory to obtaining the information necessary to identify differences compared with the previous context analysis and reporting, also made it possible to confirm the mapping of the upstream and downstream value chain, whose key actors are: suppliers of raw materials and services, distributors and specialised retailers, original equipment customers and end customers. In addition, the mapping carried out also took into account the phases of the product life cycle, confirming the relevant actors most involved in each phase identified for the 2024 financial year.

A further element forming part of the context analysis was the benchmark analysis, conducted by considering the Pirelli Group's peers and competitors and the main customers that have published a sustainability report compliant with the ESRS. The results of this activity constitute an additional input for updating the double materiality assessment, providing insights and/or different perspectives used in the identification and assessment of impacts, risks and opportunities.

2) Identification of potentially material impacts, risks and opportunities

The second step, aimed at identifying potentially material impacts, risks and opportunities (IRO) for Pirelli, involved the integration of different sources and multiple company departments, competent and expert with respect to the Company's activities and business. This also allowed the interests and effects of the company's activities on stakeholders to be taken into account.

Starting from the results of the context analysis, the Double Materiality analysis carried out in the previous financial year and the strategic plan, the process of identifying the IROs considered the characteristics of the business, the types of products, the markets and the geographical areas in which it operates, as well as focusing on the analysis of the regulatory landscape, and on the indications and suggestions provided by ESG indexes and standards and associations relevant to the sector. This process was integrated with an analysis of the different phases of the Pirelli product life cycle. In particular, each phase of the life cycle was analysed taking into consideration the respective geographies, resources used (raw materials, human resources), services and activities that characterise them, as well as their respective positioning in the value chain, the actors involved and their interests.

For the identification of impacts, the sustainability topics, sub-topics, and sub-sub-topics indicated by the ESRS (ESRS 1, AR 16) were taken into consideration. This made it possible to draw up a preliminary list of impacts associated with each topic, sub-topic and sub-sub-topic, taking into account the results of the Double Materiality analysis carried out in the previous financial

year and those emerging from the context analysis.

In identifying both current and potential impact, the company considered gross impact (i.e. before mitigation actions) so as to distinguish between gross impact and impact management (i.e. policies, actions and targets).

To identify risks and opportunities, an analysis was carried out of the results of the Annual Operational Risk Assessment, the Climate Change and related Water Stress Risk Assessment and the Opportunity Assessment, conducted by the Enterprise Risk Management (ERM) Department. In particular, among the risks and opportunities resulting from these assessments, those associated with the specific sustainability topics were identified.

3) Impact, risk and opportunity assessment

In the third step, the IROs identified were submitted for assessment to determine their relevance to Pirelli.

For the update of impact materiality for 2025, and in particular for the assessment of impacts, the involvement of external stakeholders and the distribution of questionnaires during the evaluation phase were not provided for, considering that this had already been conducted in 2024 and had involved a significant number of parties, representative of all the main stakeholders and that, on the basis of the context analyses carried out, the benchmark analyses and the interviews conducted with internal stakeholders, no significant changes emerged that would have required the exercise to be repeated. However, the involvement of a university professor was provided for to validate the results obtained, and in particular in order to collect any observations and suggestions for integration.

The update was carried out through a structured process that involved the competent Company departments. These were interviewed using a top-down approach for each topic, sub-topic and sub-sub-topic, in order to assess the need to make changes to the materiality assessments carried out in 2024, taking into account the assessments gathered from stakeholders in the previous financial year. In this process, all impacts, both positive and negative, were analysed in relation to the three time horizons of short term (within one year), medium term (from 2 to 5 years) and long term (beyond 5 years)[31].

It should be noted that the evolution of impacts is monitored by the Company not only through the annual update of the Double Materiality Analysis, but also through the periodic monitoring of performance indicators, the main targets and the safeguards in place for the management of relevant sustainability issues, and all these elements were taken into consideration.

The risks were evaluated using the Pirelli Enterprise Risk Management (ERM) model, which is applied at three key moments in the decision-making process aimed at achieving strategic objectives: strategic planning (medium-/long-term); operational planning (annual and periodic); new investment projects. It should also be noted that the Enterprise Risk Management model goes beyond the scope of these three steps, through continuous monitoring and management of operational risks and assessment of potential reputational and ESG risks that could affect the company's strategic assets (tangible and intangible).

The model requires that, at least once a year and with the involvement and support of all company departments, an ERM assessment is carried out to identify the main risk areas. The assessment scales range from 1 to 4 and are used to evaluate the impact, in economic-financial terms (EBIT, Contribution Margin, Net Sales, Net Cash Flow), and the likelihood of the event occurring. Risks are therefore "prioritised" based on exposure for the Group regardless of the risk category (e.g. Sustainability, Compliace or other). Following the assessment, continuous monitoring is carried out by the ERM Department, assisted by the Risk Owners, to monitor the progress of the mitigation plans and any emerging risks that may arise after the annual assessment cycle. The overall risk register resulting from the assessment was then analysed to understand which risks come directly from the impacts, from the external context and which are generated by the presence of dependencies on human or natural resources; this was useful to verify the completeness of the list of identified risks and to propose hypotheses for future additions.

The assessment of sustainability opportunities followed the same methodology as that applied to risks, involving the relevant Departments.

To determine a materiality threshold for impacts, Pirelli also took as a starting point the thresholds already in use within the Enterprise Risk Management framework for the risk and opportunity assessment process. The thresholds were identified by adopting a conservative and precautionary approach, i.e. applying a more inclusive threshold for impacts and a higher threshold for opportunities.

Material IROs are IROs whose magnitude and likelihood scores exceed the following thresholds:

- Impacts: Magnitude ≥ 3 or Magnitude ≥ 2.5 and Likelihood ≥ 2.5
- Risks and Opportunities: Magnitude = 4, or Magnitude = 3 and Likelihood ≥ 3, or Magnitude = 2 and Likelihood = 4

4) Definition of material impacts, risks and opportunities

The result of the assessment process was analysed with the support of the competent corporate departments and Senior Management, in order to verify the completeness and consistency of the material IROs.

Moreover, for the 2025 update process, the outcome was submitted for validation to a university professor with expertise in sustainability issues in order to collect observations and feedback on the process followed and its results, through a dedicated interview.

The completion of the assessment process made it possible to identify the Pirelli Group's material sustainability topics, prioritised according to the significance criterion and illustrated in the table below.

31. For further details on the definition of time horizons, please refer to the paragraph "Time frames".

IMPACT TABLE[32]

ESRS			Impact	Time horizon	Own Operations/ Value Chain	Effects on the environment and people and involvement with respect to impacts
Topic	**Sub topic**	**Sub sub-topic**				
Climate Change	# Climate change mitigation	-	- A I CO_2 emissions from Pirelli sites (scopes 1 + 2)	Short, Medium	Own Operations	Contribution to climate change due to greenhouse gas emissions from the combustion of hydrocarbons within production sites during tyre manufacturing and from the supply chain.
			- A I CO_2 emissions from Pirelli's Suppliers (Scope 3), for quotas related to goods and services supplied to Pirelli	Short, Medium, Long	Upstream and Downstream Value Chain	
			+ A I CO_2 emissions by Pirelli's customers (Scope 3) for quotas related to tyres purchased by Pirelli	Short, Medium, Long	Upstream and Downstream Value Chain	Contribution to climate change through atmospheric emissions from fossil energy consumption during tyre manufacturing and by the supply chain
	Energy	-	- A I Use of energy from fossil sources by Pirelli sites (Scope 1 + 2)	Short	Own Operations	Contribution to climate change through atmospheric emissions from fossil energy consumption during tyre manufacturing and by the supply chain
			- A I Use of energy from fossil sources by Pirelli suppliers (Scope 3)	Short, Medium, Long	Upstream and Downstream Value Chain	
Pollution	Pollution of air	-	- P I Release of pollutants into the air by Pirelli suppliers	Short, Medium	Upstream Value Chain	Potential impact on climate change and air quality degradation resulting from the activities of Pirelli suppliers
	# Microplastics	-	- A I Release of tread material during tyre consumption in the use phase	Short, Medium, Long	Downstream Value Chain	Potential pollution of water, air, soil, and ecosystems due to the release of tread material during tyre consumption in the use phase.
Water and marine resources	Water	Water consumption Water withdrawals Water discharges	- A I Water consumption at Pirelli sites, including in water-stress areas	Medium	Own Operations	Contribution to the depletion of natural resources
			- P I Water consumption by Pirelli suppliers, including in water-stress areas	Short, Medium, Long	Upstream Value Chain	
Biodiversity and ecosystems	Direct impact drivers of biodiversity loss	Land use change Direct exploitation	- P I Ecosystem degradation / land exploitation by raw material suppliers	Short	Own Operations	Contribution to biodiversity loss and potential damage to ecosystems resulting from supplier activities
Circular economy	# Resources inflows, including resource use	-	+ A I Use of recycled or recyclable materials by Pirelli, with a potential positive impact on resources conservation	Short, Medium, Long	Own Operations	Contribution to the conservation of natural resources
	Resource outflows related to products and services	-	+ P I Potential contribution of Pirelli to resource conservation, such as through product durability, recyclability, etc.	Short, Medium, Long	Own Operations	Reduced exploitation of natural resources through the design of tyres with increasingly higher content of natural or recycled raw materials
			- P I In the downstream value chain, waste generation, namely end-of-life tyres	Short, Medium, Long	Downstream Value Chain	Potential contribution to human health and environmental impacts caused by poor management of end-oflife tyres (ELTs), such as unregulated dumping, fire risks from tyre piles, and illegal reuse of ELTs without safety standards

32. In the "Impact" column, the letter A indicates an actual impact, while the letter P stands for potential impact

ESRS			Impact	Time horizon	Own Operations/ Value Chain	Effects on the environment and people and involvement with respect to impacts
Topic	**Sub topic**	**Sub sub-topic**				
Own workforce Own workforce	Working conditions	Health & Safety	- P I Pirelli Group's employees are exposed to health and safety risks, which could lead to occupational injuries and illnesses of varying severity.	Short, Medium, Long	Own Operations	Contribution to the well-being, satisfaction, and improvement of working conditions for the company's workforce
		Work-life balance	+ A I Working schemes (flexibility, remote-working, work permit, etc.) aimed at promoting work-life balance	Short, Medium, Long	Own Operations	
		Working time	+ A I Efficient organization of working activities for Pirelli employees, including observance of working hours limits as defined by contracts, regulations, standards and characteristics of the sector of reference	Short, Medium, Long	Own Operations	
		Secure employment	+ A I Permanent employment contracts and employment stability for Pirelli own workforce	Short, Medium, Long	Own Operations	
		Adequate wages	+ A I Alignment of Pirelli own workforce wages with contracts, regulations, standards and the characteristics of the sector of reference	Short, Medium, Long	Own Operations	
		Social dialogue Freedom of association, [...] Collective bargaining, including percentage of workers covered by collective agreements	+ A I Presence of collective agreements and engagement opportunities for the Pirelli own workforce	Short, Medium, Long	Own Operations	
	Equal treatment and opportunities for all	Gender equality and equal pay for work of equal value Diversity	+ A I Equal opportunities in the workplace, respect for diversity and inclusion in terms of gender and minorities and equal pay for work of equal value among genders (Pirelli own workforce)	Short, Medium, Long	Own Operations	Psycho-physical wellbeing of employees, influence on people's culture with positive impact both within the company and in the community outside the company due to the values conveyed
			+ A I Pursuit of Gender balance in Pirelli (own workforce)	Short, Medium, Long	Own Operations	
		Training and skills development	+ A I Training and skills development of Pirelli own workforce throughout all working-life	Short, Medium, Long	Own Operations	Growth prospects, improving employee skills and maintaining a high-quality workforce with benefits for both the company and the economic and social context in which it operates
Workers in the value chain	Working conditions Equal treatment and opportunities for all	Secure employment Working time Adequate wages Social dialogue Freedom of association, including the existence of works councils Collective bargaining Work-life balance Gender equality and equal pay for work of equal value The employment and inclusion of persons with disabilities Measures against violence and harassment in the workplace Diversity	+ A I Respect of contractual rules, freedom of association, collective bargaining, job stability, and equal treatment for workers on the Pirelli upstream and downstream value chain, to ensure adequate working conditions and equal treatment	Short, Medium, Long	Upstream Value Chain	Contribution to the well-being, satisfaction, and improvement of working conditions for the workforce throughout Pirelli's supply chain
		Health & Safety	- A I Workers along Pirelli's upstream and downstream value chain are exposed to health and safety risks, which could lead to occupational injuries and illnesses of varying severity	Short, Medium, Long	Upstream Value Chain	Possible health and safety risks for workers across the supply chain
		Training and skills development	+ A I Training and skills development of the workers along upstream and downstream value chain throughout all working-life	Short, Medium, Long	Upstream Value Chain	Improvement of employee skills and maintenance of a highquality workforce along the supply chain
	Other work-related rights	Child labour Forced labour	- P I Violation of workforce human rights along Pirelli upstream and downstream value chain through, for example, the the use of child or forced labour	Short, Medium, Long	Downstream Value Chain	Potential violation of human dignity and compromise of workers' fundamental rights along the supply chain

ESRS			Impact	Time horizon	Own Operations/ Value Chain	Effects on the environment and people and involvement with respect to impacts
Topic	**Sub topic**	**Sub sub-topic**				
Affected communities	Communities' economic, social and cultural rights	Land-related impacts	+ A I Social cohesion, individual and community development, and the general well-being of people within the community in which Pirelli operates, through the development of dedicated initiatives	Short, Medium, Long	Downstream Value Chain	Contribution to the well-being and improvement of the quality of life of local communities
Consumers and end users	Information related impacts on consumers and/or end-users	Freedom of expression	+ A I Presence of channels by Pirelli dedicated to listening to its customer needs	Short, Medium, Long	Downstream Value Chain	Contribution to customer satisfaction and the ability to make informed choices
		Access to (quality) information	+ A I Availability of adequate and qualitative information on Pirelli products for the benefit of its customers	Short, Medium, Long	Downstream Value Chain	
	# Personal safety of consumers and/ or end users	Health & Safety Security of a person	- A I Accidents involving the customers caused by product defects or characteristics	Short, Medium, Long	Downstream Value Chain	Contribution to road safety by reducing possible car accidents thanks to tyres that meet the highest quality and safety standards
Business conduct	Corporate culture	-	+ A I Sharing of Pirelli corporate rules and principles with Group's internal and external stakeholders	Short, Medium, Long	Own Operations	
	Management of relations with suppliers including payment practices	-	+ A I Development and empowerment of the local supply chain	Medium, Long	Upstream Value Chain	
	# Corruption and bribery	Prevention and detection including training Incidents	- P I Corruption and misconduct by the company in its own business conduct	Short, Medium, Long	Own Operations	

The topics marked with the symbol **#** are topics that have been identified as relevant based on the double perspective of Impact and Financial Materiality and have therefore been deemed by the Group to be of greater importance. In particular, the topics of Climate Change, Pollution, Circular Economy, Consumer Safety and Corruption are considered the most relevant for the Group, given that these are the topics for which material impacts, risks and opportunities have been jointly identified. To this end, Pirelli has taken steps to implement appropriate controls and activities to manage impacts, mitigate risks and seize opportunities with a view to sustainable development.

RISKS AND OPPORTUNITIES TABLE[33]

ESRS			Risk/opportunity	Time horizon	Own Operations/ Value Chain
Topic	**Sub topic**	**Sub sub-topic**			
Climate Change	Climate change adaptation	-	R: Increase in costs or unavailability of bio based materials, leading to price volatility, supply chain disruptions, and interruptions to business operations	Long	Own Operations
			R: Damage to assets caused by the occurrence of extreme weather events	Long	Own Operations
			O: Increase in market share related to the rapid growth of the electric market	Medium	Own Operations
	Climate change mitigation	-	O: Reduction in energy consumption and related costs resulting from the implementation of projects aimed at improving energy efficiency	Medium	Own Operations
			O: Increased market share related to the ability to respond quickly to requests for low-emission products before competitors	Long	Upstream and Downstream Value Chain
Pollution	Microplastics	-	R: Increase in costs along the value chain due to the introduction of new regulations related to material/product pollution	Long	Catena del valore Upstream e Downstream
Circular economy	Resources inflows, including resource use	-	R: Increase in the cost of "carbon-intensive" goods (e.g. steel, aluminium) following introduction of the Carbon Border Adjustment Mechanism (CBAM)	Short, Medium, Long	Own Operations
			O: Competitive advantage from early adoption of circular economy solutions and technologies such as management of resource scarcity and product end-of-life	Long	Own Operations Downstream Value Chain
			O: Cost reduction as a result of AI "predictive maintenance" measures that minimise errors and failures on machinery, resulting in reduced material waste	Long	Own Operations
Consumers and end users	Personal safety of consumers and/or end users	Health & Safety Security of a person	O: Increased market share due to increasingly safe products, for example thanks to intelligent and connected tyres that transmit useful information for safe mobility in real time	Medium, Long	Own Operations Downstream Value Chain
Business conduct	Corruption and bribery	Prevention and detection including training Incidents	R: Non-compliance with company criminal regulations (e.g. 231/2001)	Short, Medium, Long	Own Operations
			R: Non-compliance with anti-corruption rules and regulations	Short, Medium, Long	Own Operations

The findings of the analysis, together with stakeholder assessments and expectations, are considered in updating Group objectives and strategies.

For each relevant issue, Pirelli implements a series of actions, in order to adequately manage impacts and/or risks and pursue opportunities, in addition to its policies and existing targets. The business model, strategy and decision-making processes take into account risks and opportunities, leading to the adoption of the mitigation and adaptation measures described in this Report. They also affect the value chain, determining the evolution of relationships with suppliers and partners, and promoting sustainable practices throughout the production cycle.

Compared to the outcomes of the Double Materiality Assessment conducted for the 2024 Annual Report, and in accordance with the process described in the previous sections, it is noted that two risks are no longer assessed as material ("Tightening of carbon tax in countries where Pirelli operates" and "Risk of delays by the supply chain in achieving the CO_2 targets disclosed to the market, with consequent impacts on sustainable finance and investor-related claims").

Conversely, three risks ("Increase in costs and/or unavailability of bio-based materials, leading to price volatility, supply chain disruptions and business interruption", "Damage to assets resulting from the occurrence of extreme weather events", and "Increase in costs along the value chain due to the introduction of new regulations related to material and product pollution") and one opportunity ("Reduction in energy consumption and related costs through the implementation of initiatives aimed at improving energy efficiency") have been identified as material, whereas they were not considered material in the previous reporting period.

With specific reference to environmental issues, the process of identifying the IROs included a particular focus on the product life cycle and on the activities carried out by the actors in the upstream and downstream value chain, as illustrated in step 2 "Identification of potentially material impacts, risks and opportunities" described above.

33. In the "Risk/Opportunity" column, the letter R stands for risk, while the letter O stands for opportunity.

Further information on the identification of the material impacts, risks and opportunities relating to environmental topics is provided in the relevant chapters of the section "Environmental Information".

Interaction between the material IROs and Pirelli's strategy and business model

The interaction between the IROs, which are material for Pirelli, and the Group's business strategy is bidirectional. On the one hand, they influence strategic planning and the definition of short-, medium- and long-term objectives, and on the other hand, they derive from the conduct of the characteristic activities of the business and the implementation of the Industrial Plan.

More specifically, the results of the double materiality analysis, together with the expectations of stakeholders identified during other engagement activities, as described in the chapter "Stakeholder engagement", are taken into consideration, among other factors, in strategic planning, as illustrated in the chapter "Strategy" with reference to the update of the Industrial Plan in 2024. Furthermore, in response to each relevant issue, Pirelli implements a series of actions, in order to adequately manage impacts and/or risks and pursue opportunities, in accordance with its policies and with a view to achieving the Plan's targets.

This process directly contributes to the resilience of Pirelli's strategy and business model, as the active management of impact and risks allows the company to adapt and respond to emerging environmental and social challenges in a proactive manner, taking advantage of the opportunities related to such dynamics.

The material negative impacts that emerged from the analysis mainly concern the environmental sphere. Most of these impacts are caused by the Group's ordinary activities, such as CO_2 emissions or water consumption, or are related to the specific nature of the business, such as the release of microplastics from the use of tyres produced by Pirelli or the deterioration of ecosystems resulting from the sourcing of natural rubber. These impacts are addressed by the company strategy, described in the chapter "Strategy", aimed at producing tyres that are increasingly efficient and have less impact on the environment.

The impacts relating to the social sphere – which are mainly positive – are primarily attributable to the implementation of the strategy and the pursuit of the targets of the Industrial Plan, which are detailed in the sections that follow in the chapters dedicated to the discussion of the targets. This highlights the ability of the Company's strategy and business model to adapt to new challenges in terms of social responsibility throughout the entire value chain.

As regards the life cycle of the operational risks included in the analysis, the significant issues in terms of exposure for the Group are monitored on a six-monthly basis in order to assess the progress of the recovery plans.

With reference to the risks and opportunities identified within the scope of the Double Materiality analysis, it should be noted that the relative impact on the economic-financial data mainly concerns the effects of climate change-related risks and opportunities, and the opportunities related to the increase in market share thanks to safer products. In particular, these issues are considered in assessing the recoverability of goodwill and the Pirelli brand as at 31 December 2025: considering that the Group expects in the medium term, net benefits on operating cash flows, the latter were not considered in carrying out the impairment test while the potential negative effects for the failure to achieve the targets of the plan and the related physical and transition risks were considered, with reference to the period of the plan, in the new cash flows forecast by management for 2026 while, with reference to the medium-long term, the impact was assessed through *stress tests* to assess the sustainability of the recoverable value of goodwill and the Pirelli Brand.

It should also be noted that as at 31 December 2025, there were no risks of probable cash outflows emerged with respect to these risks, such as to require a specific provision in the balance sheet.

For further information, see Notes 11 'Intangible Assets' and 45 'Other Information – Information on Climate Change' to the Consolidated Financial Statements.

For further details about the relationship between the material IROs and Pirelli's strategy and business model, please refer to the specific sections, and in particular to the section "Environmental Information", with reference to the dimensions of climate change and biodiversity, and the section "Social Information", with reference to the company's own workforce, workers in the value chain, affected communities, and consumers and end users.

DISCLOSURE REQUIREMENTS IN ESRS COVERED BY THE COMPANY'S SUSTAINABILITY STATEMENT

After having clarified, in section IRO-1 Double Materiality Analysis and Management of Impact, Risks and Opportunities, how Pirelli determines the information to be disclosed with regard to the IROs it has assessed as material, the disclosure requirements the Group has fulfilled in preparing its sustainability statement, including the information deriving from other EU legislation listed in Appendix B of Annex II of the CSRD, are set out below.[34] [35] [36] [37] [38] [39]

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS 2 - General information			
ESRS 2 BP-1 General basis for preparation of sustainability statement		Par. [BP-1] Methodological note	
ESRS 2 BP-2 Disclosures in relation to specific circumstances		Par. [BP-2] Methodological note	
ESRS 2 GOV-1 The role of the administrative, supervisory and management bodies		Par. Sustainability Governance - [GOV-1] Governance Structure	
ESRS 2 GOV-1 Gender diversity on the board, paragraph 21 d)	SFDR Annex I, table 1, indicator No. 13 Commission Delegated Regulation (EU) 2020/1816, annex II	Par. Sustainability Governance - [GOV-1] Governance Structure	
ESRS 2 GOV-1 Percentage of board members who are independent, paragraph 21 e)	Commission Delegated Regulation (EU) 2020/1816, annex II	Par. Sustainability Governance - [GOV-1] Governance Structure	
ESRS 2 GOV-2 Information provided to and sustainability matters addressed by the undertaking's administrative, management and supervisory bodies		Par. Sustainability Governance - [GOV-2] Governance Structure	
ESRS GOV-3 Integration of sustainability-related performance in incentive schemes		Par. Sustainability Governance - [GOV-3] Integration of sustainability-related performance in incentive schemes	

34. Regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability reporting in the financial services sector (SFDR) (OJ L 317, 9.12.2019, pg. 1).
35. Regulation (EU) No 575/2013 of the European Parliament and of the Council of 26 June 2013 on prudential requirements for credit institutions and amending Regulation (EU) No 648/2012 (Capital Requirements Regulation) (OJ L 176, 27.6.2013, pg. 1).
36. Regulation (EU) 2016/1011 of the European Parliament and of the Council of 8 June 2016 on indices used as benchmarks in financial instruments and financial contracts or to measure the performance of investment funds and amending Directives 2008/48/EC and 2014/17/EU and Regulation (EU) No 596/2014 (OJ L 171, 29.6.2016, pg. 1).
37. Regulation (EU) 2021/1119 of the European Parliament and of the Council of 30 June 2021 establishing the framework for achieving climate neutrality and amending Regulation (EC) no. 401/2009 and Regulation (EU) 2018/1999 ("European Climate Law") (OJ L 243 of 9.7.2021, page 1).
38. Marine resources not relevant, the information given relates only to water.
39. Topic found to be relevant only with reference to the upstream value chain.

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS 2 GOV-4 Statement on due diligence		Par. Sustainability Governance - [GOV-4] Statement on due diligence	
RS 2 GOV-4 Statement on due diligence, paragraph 30	Annex I, table 3, indicator No. 10	Par. Sustainability Governance - [GOV-4] Statement on Due Diligence	
ESRS 2 GOV-5 Risk management and internal controls over sustainability reporting		Par. Sustainability Governance - [GOV-5] Internal Control System on Sustainability Reporting	
ESRS 2 SBM-1 Strategy, business model and value chain		Par. Strategy, business model and value chain - [SBM-1] Strategy Par. Strategy, business model and value chain - [SBM-1] Business model and value chain	
ESRS 2 SBM-1 Involvement in activities related to fossil fuel activities paragraph 40 (d) i	SFDR Annex I, table 1, indicator No. 4 Article 449 bis of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, Table 1 - Qualitative information on environmental risk and Table 2 - Qualitative information on social risk Commission Delegated Regulation (EU) 2020/1816, annex II		Not material as the Group is not involved in activities related to those indicated.
ESRS SBM-1 - Involvement in activities related to chemical production paragraph 40 (d) ii	SFDR Annex I, table 2, indicator No. 9 Commission Delegated Regulation (EU) 2020/1816, annex II		Not material as the Group is not involved in activities related to those indicated.
ESRS 2 SBM-1 Involvement in activities related to controversial weapons paragraph 40 (d) iii	SFDR Annex I, table 1, indicator No. 14 Article 12, paragraph 1 of Delegated Regulation (EU) 2020/181832 and Annex II to Delegated Regulation (EU) 2020/1816		Not material as the Group is not involved in activities related to those indicated.
ESRS SBM-1 - Involvement in activities related to cultivation and production of tobacco paragraph 40 (d) iv	SFDR Article 12, paragraph 1 of Delegated Regulation (EU) 2020/1818 and annex II of Delegated Regulation (EU) 2020/1816		Not material as the Group is not involved in activities related to those indicated.
ESRS 2 SBM-2 Interests and views of stakeholders		Par. [SBM-2] Stakeholder engagement	
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model		Par. [SBM-3] Interaction between the material IROs and Pirelli's strategy and business model	Phase-in: For FY 2025, the company has omitted the information required under ESRS 2 SBM-3 (expected financial effects), as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS 2 IRO-1 Description of the processes to identify and assess material impacts, risks and opportunities		Par. [IRO-1] Double materiality analysis and management of impacts, risks and opportunities	
ESRS 2 IRO-2 Disclosure requirements in ESRS covered by the undertaking's sustainability statement		Par. [IRO-2] Disclosure requirements in ESRS covered by the company's sustainability statement	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
MDR-P - Policies adopted to manage material sustainability matters		Par. [MDR-P] Main policies for the management of IRO materials	
ESRS E1 - Climate Change			
ESRS 2 GOV-3 E1 Integration of sustainability-related performance in incentive schemes		Par. Sustainability Governance [GOV-3] Integration of sustainability performance into incentive schemes	
ESRS E1-1 Transition plan for climate change mitigation		Par. [E1-1] Transition plan for climate change mitigation	
ESRS E1-1 Transition plan to reach climate neutrality by 2050, paragraph 14	Article 2 paragraph 1 of Regulation (EU) 2021/1119	Par. [E1-1] Transition plan for climate change mitigation	
ESRS E1-1 Undertakings excluded from Paris-aligned Benchmarks, paragraph 16 g)	Article 449 bis of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, Model 1: Bank portfolio - Indicators of potential transition risk related to climate change: Credit quality of exposure by sector, emissions and residual maturity Article 12, paragraph 1, letters d) to g) and paragraph 2 of Delegated Regulation (EU) 2020/1818		Not relevant as the Group is not among the companies excluded from the benchmarks aligned with the Paris Agreement.
ESRS 2 SBM-3 E-1 Material impacts, risks and opportunities and their interaction with strategy and business mode		Par. [E1 IRO-1], Identification of IROs related to climate change	
ESRS E1-2 Policies related to climate change mitigation and adaptation		Par. Greenhouse gas emissions management and climate transition plan - [E1-2] Policies for the management of greenhouse gas emissions Par. Energy management - [E1-2] Policies for energy management	
ESRS E1-3 Actions and resources in relation to climate change policies		Par. Greenhouse gas emissions management and climate transition plan - [E1-4] Actions for the management of greenhouse gas emissions Par. Energy management - [E1-3] Actions related to energy management	
ESRS E1-4 Targets related to climate change mitigation and adaptation		Par. Greenhouse gas emissions management and climate transition plan - [E1-4] Targets for the management of greenhouse gas emissions Par. Energy management - [E1-4] Targets for energy management	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS E1-4 GHG emission reduction targets, paragraph 34	SFDR Annex I, table 2, indicator No. 4 Article 449 bis of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, Model 3: Bank portfolio - Indicators of potential transition risk related to climate change: alignment metrics Article 6 of delegated regulation (EU) 2020/1818	Par. Greenhouse gas emissions management and climate transition plan - [E1-4] Targets for the management of greenhouse gas emissions	
ESRS E1-5 Energy consumption and mix		Par. Energy management - [E1-5] Metrics related to energy consumption and energy mix	
ESRS E1-5 Energy consumption from fossil sources disaggregated by sources (high climate impact sectors only), paragraph 38	SFDR Annex I, table 1, indicator No. 5 and annex I, table 2, indicator No. 5	Par. Energy management - [E1-5] Metrics related to energy consumption and energy mix	
ESRS E1-5 Energy consumption and mix, paragraph 37	SFDR Annex I, table 1, indicator No. 5	Par. Energy management - [E1-5] Metrics related to energy consumption and energy mix	
ESRS E1-5 Energy intensity associated with activities in high climate impact sectors, paragraphs 40 to 43	SFDR Annex I, table 1, indicator No. 6	Par. Energy management - [E1-5] Metrics related to energy consumption and energy mix	
ESRS E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions		Par. Greenhouse gas emissions management and climate transition plan - [E1-6] Metrics related to Scope 1, 2, and 3 GHG emissions and total GHG emissions	
ESRS E1-6 Gross Scopes 1, 2, 3 and Total GHG emissions, paragraph 44	SFDR Annex I, table 1, indicators No. 1 and 2	Par. Greenhouse gas emissions management and climate transition plan - [E1-6] Metrics related to Scope 1, 2, and 3 GHG emissions and total GHG emissions	
ESRS E1-6 Gross GHG emissions intensity, paragraphs 53 to 55	SFDR Annex I, table 1, indicator No. 3 Article 449 bis of Regulation (EU) No 575/2013; Commission Implementing Regulation (EU) 2022/2453, Model 3: Bank portfolio - Indicators of potential transition risk related to climate change: alignment metrics Article 8, paragraph 1 of Delegated Regulation (EU) 2020/1818	Par. Greenhouse gas emissions management and climate transition plan - [E1-6] Metrics related to Scope 1, 2, and 3 GHG emissions and total GHG emissions	
ESRS E1-7 GHG removals and GHG mitigation projects financed through carbon credits		Par. Greenhouse gas emissions management and climate transition plan - [E1-7] Metrics related to GHG removals and emission mitigation projects financed through carbon credits	
ESRS E1-7 GHG removals and carbon credits, paragraph 56	Article 2 paragraph 1 of Regulation (EU) 2021/1119	Par. Greenhouse gas emissions management and climate transition plan - [E1-7] Metrics related to GHG removals and emission mitigation projects financed through carbon credits	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS E1-8 Internal carbon pricing		Par. Greenhouse gas emissions management and climate transition plan - [E1-8] Metrics related to internal carbon pricing	
ESRS E1-9 Anticipated financial effects from material physical and transition risks and potential climate-related opportunities			Phase-in: For FY 2025, the company has omitted the information required under ESRS E1-9, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS E1-9 Exposure of the benchmark portfolio to physical climate-related risks, paragraph 66	Annex II of Delegated Regulation (EU) 2020/1818 and Annex II of Delegated Regulation (EU) 2020/1816		Phase-in: For FY 2025, the company has omitted the information required under ESRS E1-9, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS E1-9 Disaggregation of monetary amounts by acute and chronic physical risk, paragraph 66 a) ESRS E1-9 Location of significant assets at material physical risk, paragraph 66 c)	Article 449 bis of Regulation (EU) No 575/2013; points 46 and 47 of the Commission Implementing Regulation (EU) 2022/2453; model 5: Bank portfolio- Indicators of potential physical risk related to climate change: exposures subject to physical risk		Phase-in: For FY 2025, the company has omitted the information required under ESRS E1-9, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS E1-9 Breakdown of the carrying value of its real estate assets by energy-efficiency classes, paragraph 67 c)	Article 449 bis of Regulation (EU) No 575/2013; point 34 of the Commission Implementing Regulation (EU) 2022/2453 of the Commission; Model 2: Bank portfolio - Indicators of potential climate change-related transition risk: loans secured by real estate - Energy efficiency of secured guarantees		Phase-in: For FY 2025, the company has omitted the information required under ESRS E1-9, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS E1-9 Degree of exposure of the portfolio climate-relate to opportunities, paragraph 69	Annex II of Delegated Regulation (EU) 2020/1818		Phase-in: For FY 2025, the company has omitted the information required under ESRS E1-9, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS E2 - Pollution			
ESRS 2 IRO-1 E2 Description of the processes to identify and assess relevant pollution-related impacts, risks and opportunities		Par. [IRO-1] Double materiality analysis and management of impacts, risks and opportunities	
ESRS E2-1 Policies related to pollution		Par. Air pollution along the supply chain - [E2-1] Policies for managing pollution throughout the supply chain	
ESRS E2-2 Actions and resources related to pollution		Par. Air pollution along the supply chain - [E2-2] Actions for managing pollution throughout the supply chain	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS E2-3 Targets related to pollution		Par. Air pollution along the supply chain - [E2-3] Targets for managing pollution throughout the supply chain	
ESRS E2-4 Amount of each pollutant listed in Annex II of E-PRTR (European Pollutant Release and Transfer Register) emitted in air, water and land, paragraph 28	SFDR Annex I, table 1, indicator no 8; Annex I, table 2, indicator no 2; Annex 1, table 2, indicator no 1; Annex I, table 2, indicator no 3		Not material
ESRS E2-5 Substances of concern and substances of very high concern			Not material
ESRS E2-6 Anticipated financial effects from pollution-related impacts, risks and opportunities			Not material
ESRS E3 - Water and marine resources			
ESRS 2 IRO-1 E3 Description of the processes to identify and assess relevant water and marine resources related impacts, risks and opportunities		Par. [IRO-1] Double materiality analysis and management of impacts, risks and opportunities	
ESRS E3-1 Policies related to water and marine resources		Par. Water resource management - [E3-1] Policies for water resource management	
ESRS E3-1 Water and marine resources, paragraph 9	SFDR Annex I, table 2, indicator No. 7	Par. Water resource management - [E3-1] Policies for water resource management	
SRS E3-1 Dedicated policy, paragraph 13	SFDR Annex I, table 2, indicator No. 8	Par. Water resource management - [E3-1] Policies for water resource management	
ESRS E3-1 Sustainability of the oceans and seas, paragraph 14	SFDR Annex I, table 2, indicator No. 12		Not material
ESRS E3-2 Actions and resources related to water and marine resources		Par. Water resource management - [E3 2] Actions for water resource management	
ESRS E3-3 Targets related to water and marine resources		Par. Water resource management - [E3 3] Targets for water resource management	
ESRS E3-4 Water consumption		Par. Water resource management - [E3 4] Metrics related to water resources	
ESRS E3-4 Total recycled and reused water, paragraph 28 c)	SFDR Annex I, table 2, indicator No. 6.2		
ESRS E3-4 Total water consumption in m3 per net revenue on own operations, paragraph 29	SFDR Annex I, table 2, indicator No. 6.1		
ESRS E3-5 Anticipated financial effects from impact, risks and opportunities related to water and marine resources			Not material

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS E4 - Biodiversity and ecosystems			
ESRS E4-1 Transition plan and focus on biodiversity and ecosystems in the business strategy and model		Par. Biodiversity and ecosystems - [E4-1] Biodiversity strategy	
ESRS 2 SBM-3 E4 Material impacts, risks and opportunities and their interaction with strategy and business model		Par. Biodiversity and ecosystems - [E4 ESRS2 SBM-3] Biodiversity strategy	
ESRS 2 IRO-1 E4 Description of the processes to identify and assess relevant biodiversity and ecosystemrelated impacts, risks and opportunities		Par. [IRO-1] The identification of biodiversity-related IROs	
ESRS 2 IRO-1 E4 paragraph 16, letter a), point i)	SFDR Annex I, table 1, indicator No. 7	Par. [IRO-1] The identification of biodiversity-related IROs	
ESRS 2 IRO-1 E4 paragraph 16, letter b)	SFDR Annex I, table 1, indicator No. 10	Par. [IRO-1] The identification of biodiversity-related IROs	
ESRS 2 IRO-1 E4 paragraph 16, letter c)	SFDR Annex I, table 1, indicator No. 14	Par. [IRO-1] The identification of biodiversity-related IROs	
ESRS E4-2 Policies related to biodiversity and ecosystems		Par. Biodiversity and ecosystems - [E4-2] Polices for biodiversity management	
ESRS E4-2 Sustainable agricultural/ land-use practices or policies, paragraph 24 b)	SFDR Annex I, table 1, indicator No. 11		Not material
ESRS E4-2 Sustainable sea/ocean use practices or policies, paragraph 24 c)	SFDR Annex I, table 1, indicator No. 12		Not material
ESRS E4-2 Policies to address deforestation, paragraph 24 d)	SFDR Annex I, table 1, indicator No. 15	Par. Biodiversity and ecosystems - [E4-2] Polices for biodiversity management	
ESRS E4-3 Actions and resources related to biodiversity and ecosystems		Par. Biodiversity and ecosystems - [E4-3] Actions for biodiversity management	
ESRS E4-4 Targets related to biodiversity and ecosystems		Par. Biodiversity and ecosystems - [E4-4] Targets for biodiversity management	
ESRS E4-5 Impact metrics related to changes in biodiversity and ecosystems			Not material
ESRS E4-6 Anticipated financial effects of relevant biodiversity and ecosystem-related risks and opportunities			Not material
ESRS E5 - Circular Economy			
ESRS 2 IRO-1 E5 Description of the processes to identify and assess material resource use and circular economy-related impacts, risks and opportunities		Par. [IRO-1] Double materiality analysis and management of impacts, risks and opportunities	
ESRS E5-1 Policies related to resource use and circular economy		Par. Resource use and circular economy - [E5-1] Policies for sustainable resource management and the circular economy	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS E5-2 Actions and resources related to resource use and the circular economy		Par. Resource use and circular economy - [E5-2] Actions for sustainable resource management and the circular economy	
ESRS E5-3 Objectives related to resource use and the circular economy		Par. Resource use and circular economy - [E5-3] Targets for sustainable resource management and the circular economy	
ESRS E5-4 Resource inflows		Par. Resource use and circular economy - [E5-4] Metrics related to resource inflows	
ESRS E5-5 Resource outflows		Par. Resource use and circular economy - [E5-5] Metrics related to resource outflows	
ESRS E5-5 Non-recycled waste, paragraph 37 d)	SFDR Annex I, table 2, indicator No. 13		Not material
ESRS E5-5 Hazardous waste and radioactive waste, paragraph 39	SFDR Annex I, table 2, indicator No. 9		Not material
ESRS E5-6 Anticipated financial effects from resource use and circular economy-related risks and opportunities			Phase-in: For FY 2025, the company has omitted the information required under ESRS E5-6, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
Disclosure pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy)			
EU regulation (2020/852): Purpose and regulatory context		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - EU regulation 2020/852: Purpose and regulatory context	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - Eligible economic activities of the Pirelli Group	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - Aligned economic activities of the Pirelli Group	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - Social minimum safeguards	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - Capital Expenditure Indicator	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - share of turnover deriving from products or services associated with economic activities aligned with the taxonomy - information for the year 2025, presented in accordance with the template set out in annex v of delegated regulation (EU) 2023/2486	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - share of capital expenditure resulting from products or services associated with economic activities aligned with the taxonomy - information for the year 2025, presented in accordance with the template set out in annex v of delegated regulation (EU) 2023/2486	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - share of operating expenditure arising from products or services associated with economic activities aligned with the taxonomy - disclosure for the year 2025, presented in accordance with the template set out in annex v of delegated regulation (EU) 2023/2486	
		Par. Disclosure pursuant to article 8 of regulation (EU) 2020/852 (Taxonomy) - Gas and nuclear activities	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS S1 - Own workforce			
ESRS 2 SBM-2 S1 Interests and views of stakeholders		Par. General information [SBM-2 & SBM-3] Stakeholder engagement Interaction between the material IROs and Pirelli's strategy and business model	
ESRS 2 SBM-3 S1 Material impacts, risks and opportunities and their interaction with strategy and business model		Par. General information [SBM-2 & SBM-3] Interaction between the material IROs and Pirelli's strategy and business model	
ESRS 2 SBM-3 S1 Risk of forced labour, paragraph 14 f)	SFDR Annex I, table 3, indicator No. 13		Not material
ESRS 2 SBM-3 S1 Risk of child labour, paragraph 14 g)	SFDR Annex I, table 3, indicator No. 12		Not material
ESRS S1-1 Policies related to own workforce		Par. Respect for human rights [S1-1] Policies related to respect for human rights Par. Working condition of own workforce [S1-1] Policies for the protection of working conditions of own workforce Par. Diversity, equity and inclusion of own workforce [S1-1] Policies for Diversity, Equity and Inclusion of own workforce Par. Skills development in own workforce - performance management and training [S1-1] for Training and development of skills in own workforce Par. Welfare and initiatives for own workforce [S1-1] policies related to welfare of own workforce Par. Occupational health and safety in own workforce [S1-1] Policies for own workforce health and safety management	
ESRS S1-1 Human rights policy commitments, paragraph 20	SFDR Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11	Par. Respect for human rights [S1-1] Policies related to respect for human rights	
ESRS S1-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 21	Commission Delegated Regulation (EU) 2020/1818, annex II	Par. Respect for human rights [S1-1] Policies related to respect for human rights	
ESRS S1-1 Procedures and measures to prevent human trafficking, paragraph 22	SFDR Annex I, table 3, indicator No. 11	Par. Respect for human rights [S1-1] Policies related to respect for human rights	
ESRS S1-1 Workplace accident prevention policy or management system, paragraph 23	SFDR Annex I, table 3, indicator No. 1	Par. Occupational health and safety in own workforce [S1-1] Policies for own workforce health and safety management	
ESRS S1-2 Processes for engaging with own workers and workers' representatives about impacts		Par. [S1-2] Processes for engaging the company's workers	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS S1-3 Processes to remediate negative impacts and channels for own workers to raise concerns		Par. [S1-3] Channels for employees to raise concerns	
ESRS S1-3 Grievance/complaints handling mechanisms, paragraph 32 c)	SFDR Annex I, table 3, indicator No. 5	Par. [S1-3] Channels for employees to raise concerns	
ESRS S1-4 Taking action on material impacts on own workforce, and approaches to mitigating material risks and pursuing material opportunities related to own workforce, and effectiveness of those actions		Par. Working condition of own workforce [S1-4] Actions for the protection of working conditions of own workforce Par. Diversity, equity and inclusion of own workforce [S1-4] Actions for Diversity, Equity and Inclusion of own workforce Par. Skills development in own workforce - performance management and training [S1-4] Actions for Training and development of skills in own workforce Par. Welfare and initiatives for own workforce [S1-4] Actions in welfare in own workforce Par. Occupational health and safety in own workforce [S1-4] Actions in health and safety in own workforce	
ESRS S1-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		Par. Working condition of own workforce [S1-5] Targets relative to working conditions of own workforce Par. Diversity, equity and inclusion of own workforce [S1-5] Targets relative to Diversity, Equity and Inclusion of own workforce Par. Skills development in own workforce - performance management and training [S1-5] Targets for Training and development of skills in own workforce Par. Welfare and initiatives for own workforce [S1-5] Targets in welfare in own workforce Par. Occupational health and safety in own workforce [S1-5] Targets in health and safety in own workforce	
ESRS S1-6 Characteristics of the undertaking's employees		Par. [S1-6] Pirelli employees around the world	
SRS S1-7 Characteristics of nonemployee workers in the undertaking's own workforce			

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS S1-8 Collective bargaining coverage and social dialogue		Par. Working condition of own workforce [S1-8] Metrics related to Collective bargaining in Own workforce and adequate wages	Phase-in (for non-EEA countries): For FY 2025, the company has omitted the information required under ESRS S1-8, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS S1-9 Diversity metrics		Par. Diversity, equity and inclusion of own workforce [S1-9] Metrics related to Diversity, Equity and Inclusion of own workforce	
ESRS S1-10 Adequate wages		Par. Working condition of own workforce [S1-8] Metrics related to Collective bargaining in Own workforce and adequate wages	
ESRS S1-11 Social protection		Par. Welfare and initiatives for own workforce [S1-11] Metrics related to social protection and work-life balance for own workforce	
ESRS S1-12 Persons with disabilities			Not material
ESRS S1-13 Training and skills development metrics		Par. Skills development in own workforce - performance management and training [S1-13] Metrics related to Training in own workforce Par. Skills development in own workforce - performance management and training [S1-13] Metrics related to Performance Management in Own Workforce	
ESRS S1-14 Health and safety metrics		Par Occupational health and safety in own workforce [S1-14] Metrics related to health and safety in own workforce	
ESRS S1-14 Number of fatalities and number and rate of work-related accidents, paragraph 88 b) and c)	SFDR Annex I, table 3, indicator No. 2 Commission Delegated Regulation (EU) 2020/1818, annex II	Par Occupational health and safety in own workforce [S1-14] Metrics related to health and safety in own workforce	
ESRS S1-14 Number of days lost due to injury, accident, fatality or illness, paragraph 88 e)	SFDR Annex I, table 3, indicator No. 3		Phase-in: For FY 2025, the company has omitted the information required under ESRS S1-14, as permitted by Appendix C (ESRS 1) of Delegated Regulation (EU) 2023/2772.
ESRS S1-15 Work-life balance metrics		Par. Welfare and initiatives for own workforce [S1-15] Metrics related to social protection and work-life balance for own workforce	
ESRS S1-16 Remuneration metrics (pay gap and total remuneration)		Par. Diversity, equity and inclusion of own workforce [S1-16] Metrics related to Diversity, Equity and Inclusion of own workforce	
ESRS S1-16 Unadjusted gender pay gap, paragraph 97 a)	SFDR Annex I, table 1, indicator No. 12 Commission Delegated Regulation (EU) 2020/1818, annex II	Par. Diversity, equity and inclusion of own workforce [S1-16] Metrics related to Diversity, Equity and Inclusion of own workforce	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
SRS S1-16 Excessive CEO pay ratio, paragraph 97 b)	SFDR Annex I, table 3, indicator No. 8	Par. Diversity, equity and inclusion of own workforce [S1-16] Metrics related to Diversity, Equity and Inclusion of own workforce	
ESRS S1-17 Incidents, complaints and severe human rights impacts		Par. Respect for human rights [S1-17] Metrics related to Human rights in own workforce	
ESRS S1-17 Incidents of discrimination, paragraph 103 a)	SFDR Annex I, table 3, indicator No. 7	Par. Respect for human rights [S1-17] Metrics related to Human rights in own workforce	
ESRS S1-17 Non-respect of UNGPs on Business and Human Rights and OECD paragraph 104 a)	SFDR Annex I, table 1, indicator no. 10 and annex I, table 3, indicator no. 14 Annex II of Delegated Regulation (EU) 2020/1816 and Article 12, paragraph 1 of Delegated Regulation (EU) 2020/1818	Par. Respect for human rights [S1-17] Metrics related to Human rights in own workforce	
ESRS S2 - Workers in the value chain			
ESRS 2 SBM-2 S2 Interests and views of stakeholders		Par. [SBM-2] Interests and opinions of workers in the value chain	
ESRS 2 SBM-3 S2 Material impacts, risks and opportunities and their interaction with strategy and business mode		Par. [SBM-3] Material impacts, risks and opportunities related to workers in the value chain and their interaction with the strategy and the business model	
ESRS 2 SBM-3 S2 Significant risk of child labour or forced labour in the value chain, paragraph 11 b)	FDR Annex I, table 3, indicators No. 12 and 13	Par. Working conditions and respect for human rights along the supply chain [S2-1] Policies for the management of working conditions and respect for human rights along the Value Chain	
ESRS S2-1 - Policies related to value chain workers		Par. Training along the value chain [S2-1] Policies for the management of training along the value chain	
ESRS S2-1 Human rights policy commitments, paragraph 17	SFDR Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11	Par. Working conditions and respect for human rights along the supply chain [S2-1] Policies for the management of working conditions and respect for human rights along the Value Chain	
ESRS S2-1 Policies related to value chain workers, paragraph 18	SFDR Annex I, table 3, indicators No. 11 and 4	Par. Working conditions and respect for human rights along the supply chain [S2-1] Policies for the management of working conditions and respect for human rights along the Value Chain	
ESRS S2-1 Non-respect of UNGPs on Business and Human Rights principles and OECD guideline paragraph 19	SFDR Annex I, table 1, indicator No. 10 Annex II of Delegated Regulation (EU) 2020/1816 and article 12, paragraph 1 of Delegated Regulation (EU) 2020/1818	Par. Working conditions and respect for human rights along the supply chain [S2-1] Policies for the management of working conditions and respect for human rights along the Value Chain	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS S2-1 Due diligence policies on issues addressed by the fundamental International Labor Organisation Conventions 1 to 8, paragraph 19	Commission Delegated Regulation (EU) 2020/1818, annex II	Par. Working conditions and respect for human rights along the supply chain [S2-1] Policies for the management of working conditions and respect for human rights along the Value Chain	
ESRS S2-2 - Processes for engaging with value chain workers about impacts		Par. [S2-2] Processes to involve workers in the value chain and to remedy negative impacts, including channels for workers in the value chain to raise concerns	
ESRS S2-3 Processes to remediate negative impacts and channels for value chain workers to raise concerns		Par. [S2-3] Processes to involve workers in the value chain and to remedy negative impacts, including channels for workers in the value chain to raise concerns	
ESRS S2-4 Human rights issues and incidents connected to its upstream and downstream value chain, paragraph 36	SFDR Annex I, table 3, indicator No. 14	Par. Working conditions and respect for human rights along the supply chain [S2-4] Actions for the management of working conditions and respect for human rights along the Value Chain Par. Training along the value chain [S2-4] Actions for the management of training along the value chain	
ESRS S2-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities		Par. Working conditions and respect for human rights along the supply chain [S2-5] Targets for the management of working conditions and respect for human rights along the Value Chain Par. Training along the value chain [S2-5] Targets related to training along the value chain	
ESRS S3 - Affected communities			
ESRS 2 SBM-2 Interests and views of stakeholders		Par. S3 Affected communities	
ESRS 2 SBM-3 Material impacts, risks and opportunities and their interaction with strategy and business model		Par. S3 Affected communities	
ESRS S3-1 Policies related to affected communities		Par. [S3-1] Policies for managing relations with the external community	
ESRS S3-1 Human rights policy commitments, paragraph 16	SFDR Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11		Not material
ESRS S3-1 Non-respect of UNGPs on Business and Human Rights, ILO principles or and OECD guidelines paragraph 17	SFDR Annex I, table 1, indicator No. 10 Annex II of Delegated Regulation (EU) 2020/1816 and article 12, paragraph 1 of Delegated Regulation (EU) 2020/1818		Not material
S3-2 Processes for engaging with affected communities about impacts		Par. [S3-2] Processes for engaging affected communities	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
S3-3 Processes to remediate negative impacts and channels for affected communities to raise concerns		Par. [S3-3] Processes to remediate negative impacts generated on the external community and channels for affected communities to raise concerns	
S3-4 Taking action on material impacts on affected communities, and approaches to managing material risks and pursuing material opportunities related to affected communities, and effectiveness of those actions		Par. [S3-4] Actions dedicated to the development of the external community	
ESRS S3-4 Human rights issues and incidents, paragraph 36	SFDR Annex I, table 3, indicator No. 14		Not material
S3-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities (affected communities)		Par. [S3-5] Targets relating to the development of the external community	
ESRS S4 - Consumers and end users			
ESRS 2 SBM-2 S4 Interests and views of stakeholders		Par. [SBM-2] Interests and views of stakeholders	
ESRS 2 SBM-3 S4 Material impacts, risks and opportunities and their interaction with strategy and business model		Par. [SBM-3] Interaction between the material IROs and Pirelli's strategy and business model	
ESRS S4-1 Policies related to consumers and end-users		Par. Transparency and customer information [S4-1] - Policies for transparency and customer information Par. Product safety, performance and innovation [S4-1] - Policies for product safety, performance and innovation	
ESRS S4-1 Policies related to consumers and end-users, paragraph 16	SFDR Annex I, table 3, indicator no. 9 and annex I, table 1, indicator no. 11	Par. Transparency and customer information [S4-1] - Policies for transparency and customer information Par. Product safety, performance and innovation [S4-1] - Policies for product safety, performance and innovation	
ESRS S4-1 Non-respect of UNGPs on Business and Human Rights and OECD guidelines paragraph 17	SFDR Annex I, table 1, indicator No. 10 Annex II of Delegated Regulation (EU) 2020/1816 and article 12, paragraph 1 of Delegated Regulation (EU) 2020/1818		Not material
ESRS S4-2 Processes for engaging with consumers and end-users about impacts		Par. [S4-2] - Processes to engage customers and consumers	
ESRS S4-3 Processes to remediate negative impacts and channels for consumers and end-users to raise concerns		Par. [S4-3] - Channels allowing consumers to express concerns	

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS S4-4 Taking action on material impacts on consumers and endusers, and approaches to managing material risks and pursuing material opportunities related to consumers and end- users, and effectiveness of those actions		Par. Transparency and customer information [S4-4] - Actions in Transparency and customer information Par. Product safety, performance and innovation [S4-4] - Actions in Product safety, performance and innovation	
ESRS S4-4 Human rights issues and incidents, paragraph 35	SFDR Annex I, table 3, indicator No. 14		Not material
ESRS S4-5 Targets related to managing material negative impacts, advancing positive impacts, and managing material risks and opportunities (consumers and end users)		Par. Transparency and customer information [S4-5] - Targets in Transparency and customer information Par. Product safety, performance and innovation [S4-5] - Targets in Product safety, performance and innovation	
ESRS G1 - Business conduct			
ESRS 2 GOV-1 G1 The role of the administrative, supervisory and management bodies2		Par. Sustainability Governance - [GOV-1] Sustainability Governance Structure	
ESRS 2 IRO-1 G1 Description of the processes to identify and assess material impacts, risks and opportunities		Par. [IRO-1] Double materiality analysis and management of impacts, risks and opportunities	
ESRS G1-1 Corporate culture and Business conduct policies and corporate culture		Par. [G1-1] Pirelli's corporate culture and its management model Par. [G1-1] Pirelli's corporate culture and its management model - Values and the Code of Ethics Par. [G1-1] Pirelli's corporate culture and its management model - The Whistleblowing Policy	
ESRS G1-1 United Nations Convention against corruption, paragraph 10 b)	SFDR Annex I, table 3, indicator No. 15	Par. [G1-1] Anti-corruption	
ESRS G1-1 Protection of Whistleblowers, paragraph 10 d)	SFDR Annex I, table 3, indicator No. 6		Not material

Duty of disclosure and/or corresponding information	Obligations from other EU legislation	Disclosure	Non-material / phase-in
ESRS G1-2 Management of relations with suppliers		Par. [G1-2] Management of relations with suppliers - Supply chain sustainable management system Par. [G1-2] Management of relations with suppliers - Sustainability elements in the purchasing process: Labour, Human Rights, Environment, and Business Ethics Par. [G1-2] Management of relations with suppliers - Focus: ESG Assessments, ESG Audits and Corrective Actions Par. [G1-2] Management of relations with suppliers - Policies for sustainable supply chain management Par. [G1-2] Management of relations with suppliers - Targets in Supply chain sustainable management Par. [G1-2] Management of relations with suppliers - Actions related to Supply chain sustainable management	
ESRS G1-3 Prevention and detection of corruption and bribery		Par. [G1-3] Anti-corruption Par. [G1-3] Anti-corruption - Anti-corruption policies, Par. [G1-3] Anti-corruption - Targets in Anti-corruption Par. [G1-3] Anti-corruption - Actions in Anti-corruption	
ESRS G1-4 Incidents of corruption or bribery		Par. [G1-4] Metrics related to confirmed cases of active or passive corruption	
ESRS G1-4 Fines for violation of anti-corruption and anti-bribery laws, paragraph 24 a)	Annex I, table 3, indicator No. 17 Annex II of Delegated Regulation (EU) 2020/1816	Par. [G1-4] Metrics related to confirmed cases of active or passive corruption	
ESRS G1-4 Standards anti-corruption of and anti-bribery, paragraph 24 b)	Annex I, table 3, indicator No. 17 Annex II of Delegated Regulation (EU) 2020/1816	Par. [G1-4] Metrics related to confirmed cases of active or passive corruption	
ESRS G1-5 Political influence and lobbying activities			Not material
ESRS G1-6 Payment practices		Par. [G1-2] Management of relations with suppliers Par. [G1-6] Metrics related to payment practices	

SUSTAINABILITY GOVERNANCE

THE HISTORICAL ROOTS OF THE CULTURE OF SUSTAINABILITY IN PIRELLI'S GOVERNANCE

"Our industry is by its very nature progressive". It was 1880 when Giovanni Battista Pirelli described the company founded in 1872 in these terms, summarising in a few essential words the meaning and the horizon of a project that had only recently taken shape. "Progressive", that is, committed to interpreting, delivering and advancing progress. Industrial, technological and productive, but also economic and social.

A company with more than 150 years of history, in which social responsibility has always been a key element, even when the term sustainability did not yet exist.

Over time, the Company has developed a governance model that ensures constant oversight of environmental and social impacts, technological opportunities and emerging risks, integrating sustainability performance into short- and long-term incentive systems, thereby strengthening a corporate culture oriented towards long-term value creation, in compliance with the principles of social and environmental responsibility.

Pirelli has distinguished itself as a pioneer in sustainable management within the sector well before the advent of regulation, including at European level, thanks to the adoption of international standards and a scientific approach to sustainable innovation:

→ in the 1990s, Pirelli introduced the first ISO 14001 environmental management systems in its factories.
→ In 2000, Pirelli published its first environmental report.

- In 2004, Pirelli established the Sustainability Managerial Committee, composed of Top Management, with the objective of fairly balancing the expectations of stakeholders, even when these do not converge, in order to ensure stability in growth strategies and create shared value.
- In 2021, Pirelli introduced stringent FSC™ standards into the tyre sector, bringing to market the world's first FSC™-certified tyre.
- In 2024, Pirelli set a Net Zero target for 2040, validated by the Science Based Targets initiative (SBTi), the most ambitious in the sector.

A path that has always followed the guiding principle of **sustainability as an industrial and cultural lever**, a cornerstone of product portfolio development and global strategic choices.

The strength of Pirelli's sustainable performance in 2025 was once again recognised by the leading sustainable finance indices, confirming its substantial global sector leadership. Following the annual review of the Dow Jones Sustainability Indices by S&P Global, the Company achieved the Top Score globally in the Auto Components and Automotive sectors. Pirelli was also confirmed as a Leader in the fight against climate change, ranking in the CDP "Climate A List", and achieved the Top Score in the Tyre industry and a *Negligible Risk* rating in the Sustainalytics assessment, the Top Score in Auto Components and Prime Status in the ISS ESG assessment, as well as a Platinum rating from EcoVadis.

SUSTAINABILITY GOVERNANCE STRUCTURE

Pirelli's governance structure, hinged on the very best international practices, as ruled by Art. 3.4 of the Bylaws, is structured according to the traditional model of administration and control. The Board of Directors in office as of the date of this report was appointed by Pirelli Shareholders' Meeting held on 31 July 2023. Its term of office will end with the approval of the financial statements as at 31 December 2025. As of the date of this report, the Board of Directors is composed of 15 Directors, namely: Jiao Jian (Chairman), Marco Tronchetti Provera (Executive Vice Chairman), Andrea Casaluci (Chief Executive Officer), Chen Aihua, Zhang Haitao, Chen Qian, Alberto Bradanini, Michele Carpinelli, Domenico De Sole, Fan Xiaohua, Marisa Pappalardo, Grace Tang, Giovanni Lo Storto, Roberto Diacetti and Paola Boromei.

In 2025, as in 2024, 60% of the members of the Board of Directors are independent. Within the Board of Directors, 2 members hold executive positions, while non-executive members number 13. Furthermore, 60% of the members of the Board of Directors are male, while females account for the remaining 40%, with a gender diversity ratio of 66.67%. If the composition of the administrative and control bodies as a whole is considered, therefore also including the Board of Statutory Auditors, 55% of the members are male, while females account for the remaining 45%.

Taking into account the recommendations and principles contained in the Corporate Governance Code, to which Pirelli adheres, the Board of Directors, at its meeting on 3 August 2023, confirmed the establishment of the following Board Committees:

- Strategies Committee;
- Related-Party Transactions Committee;
- Appointments and Successions Committee;
- Remuneration Committee;
- Audit, Risks and Corporate Governance Committee; and the establishment of the
- Sustainability Committee.

In particular, the Sustainability Committee – composed of Directors Marco Tronchetti Provera (Chairman of the Committee), Jiao Jian, Andrea Casaluci and Giovanni Lo Storto – performs a support role for the Board of Directors in analysing sustainability issues related to business operations, corporate social responsibility and the analysis of issues relevant to the creation of long-term value.

The Audit, Risks and Corporate Governance Committee – composed of Directors Fan Xiaohua (Chairman of the Committee), Chen Aihua, Roberto Diacetti, Giovanni Lo Storto and Michele Carpinelli – incorporates the functions of the "control and risks committee" referred to in the Corporate Governance Code, and performs a support role for the Board of Directors in assessments and decisions relating to the internal control and risk management system, as well as those concerning the approval of periodic financial and sustainability reports. With reference to sustainability reports, the Audit, Risks and Corporate Governance Committee assesses the suitability of non-financial information to correctly represent the business model, the Company's strategies, the impact of its activities and the performance results achieved, examining its content relevant to the internal control and risk management system.

When choosing the Committee members, the Board of Directors considered as a priority the skills and experience acquired by each director in the subjects under discussion, distributing the appointments in order to avoid an excessive concentration of appointments being held by a limited number of people and to encourage the exchange of multiple viewpoints and perspectives.

The Board of Statutory Auditors in office as of the date of this report was appointed by the Pirelli Shareholders' Meeting held on 28 May 2024. Its term of office will end with the approval of the financial statements as at 31 December 2026. The Board of Statutory Auditors is composed of: Riccardo Foglia Taverna (Chairman of the Board of Statutory Auditors), Maura Campra, Francesca Meneghel, Teresa Naddeo and Riccardo Perotta as Standing Auditors, and Franca Brusco, Roberta Pirola and Enrico Holzmiller as Alternate Auditors. The Board of Statutory Auditors carries out supervisory activities in accordance with the terms of the regulations in force at the time.

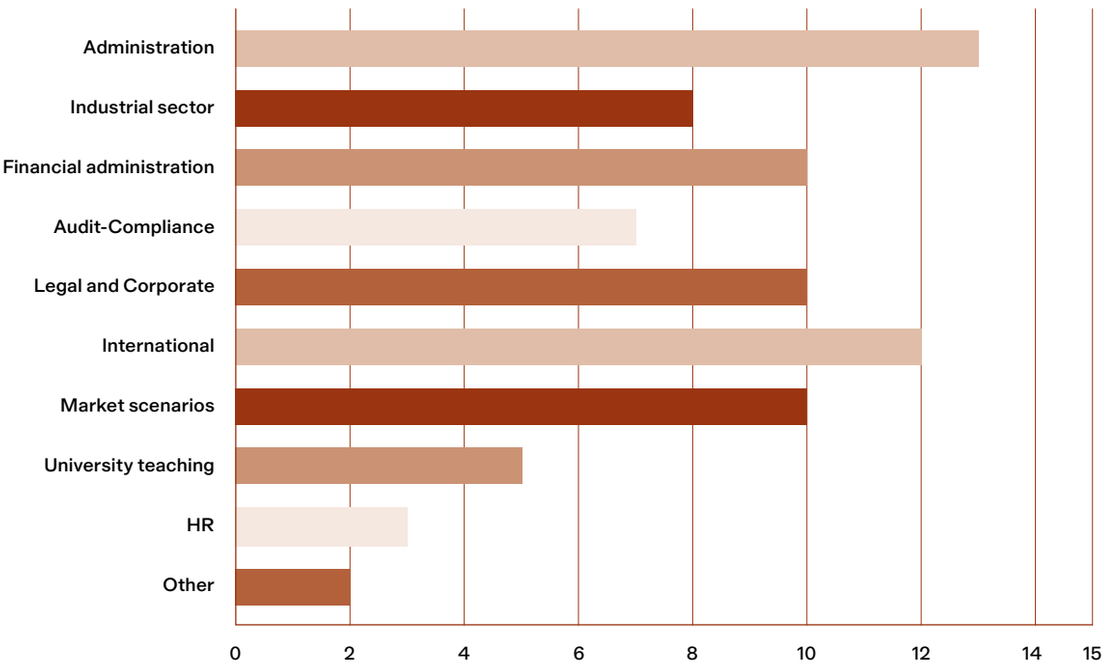
In accordance with art. 11 of the Bylaws, the Board of Directors manages and supervises the overall business activity, pursuing its sustainable development, and to this end is assigned powers of administration, except those that the law or Bylaws demand be assigned to the Shareholders' Meeting and without prejudice to the prerogatives granted to the Executive Vice Chairman and Chief Executive Officer, also taking into account the provisions of the Decree of the President of the Council of Ministers dated 16 June 2023. The role of the board committees is to offer support to the Board in relation to matters deemed worthy of further investigation, in order to ensure that there is an effective and informed exchange of opinions about them.

With reference to sustainability governance, the Board of Directors:

- approves the sustainability plan integrated with the Company's strategic plans, the implementation of which is subject to periodic monitoring;
- approves the Double Materiality analysis, that includes the material IROs;
- includes ESG indicators in its remuneration policy, consistent with the objectives included in the Company's strategic plans for measuring the management performance in its annual and medium/long-term remuneration plans;
- has identified the Chief Executive Officer as the Director in charge of sustainability matters with the task of overseeing sustainability issues related to the company's activities and its dynamics of interaction with all stakeholders and implementing the guidelines defined by the Board of Directors;
- has set up the Sustainability Committee, a board committee with the duty of supporting the Board of Directors in the analysis of sustainability issues related to the exercise of business activities, corporate social responsibility and the analysis of issues relevant to the generation of long-term value.

The following chart illustrates the overall experience per sector of the members of the Board of Directors:

OVERALL SKILLS BY SECTOR



Furthermore, the Board of Directors, supported by the Sustainability Committee, approves, upon the proposal of the Chief Executive Officer and in coordination with the Executive Vice Chairman, the strategies and objectives for sustainable management integrated in the Strategic Plans of the Company with reference to all areas of management, including, inter alia, those relating to human rights, health and safety, climate change and decarbonisation, reduction of environmental impacts of products and processes, supply chain sustainability, cyber security, diversity and inclusion, and ESG risks and opportunities, mapping of impacts on the economy, society, environment and human rights.

The competences of the administrative, management, and supervisory bodies on sustainability issues and the impacts, risks, and opportunities (IROs) relevant to the Company is fostered through induction activities, to which they have access, as well as through the systematic examination of these issues during the meetings of the Board Committees, with the support of the Company's relevant management and third parties, invited for training and/or in-depth exploration of specific topics. During 2025, management – and in particular the Corporate General Manager, the Head of Corporate Affairs & Governance, the Head of Compliance and Rules, the Manager Responsible for the Preparation of the Corporate Financial Documents, the Head of Financial Statements and Administration, the Head of Consolidated Financial Statements & Accounting Governance, the Head of Sustainability and New Mobility, the Head of ESG Rating and Reporting, the Head of Internal Audit, the EVP Sustainability, New Mobility and Motorsport, the Head of Finance, M&A and Risk Management, the Risk Manager, the Head of Information Security, the Chief Digital Officer and the Head of Corporate Security – regularly attended the meetings of the Audit, Risks and Corporate Governance Committee, contributing to periodic and updated reporting to the Committee on corporate governance, internal audit, compliance, anti-corruption, the sustainability statement, the reporting process and compliance of the consolidated sustainability statement with Legislative Decree no. 125/2024, the Double Materiality Analysis,

the control framework for the preparation of the consolidated sustainability statement, the operating procedure for the preparation of the consolidated sustainability statement, the audit plan for the consolidated sustainability statement, risk analysis, information security and ongoing projects aimed at ensuring compliance with the provisions of Legislative Decree no. 138/2024.

During 2025, management – and in particular the Head of Corporate Affairs & Governance, the EVP & Chief Human Resources Officer, the Head of Compensation & Benefits and the Head of International Mobility & HR Administration – took part assiduously in the meetings of the Remuneration Committee, contributing to a periodic and updated information of this Committee regarding the variable components of the remuneration of Directors holding specific offices, the General Manager and Key Managers, and the related objectives, which include those relating to sustainability.

In support of ensuring that the members of the Board of Directors and the Board of Statutory Auditors are equipped with the necessary sustainability expertise, including with reference to the impacts, risks and opportunities (IROs) of importance to Pirelli in the environmental, social and governance areas, an induction session was held on 17 March 2025, delivered by the Company's competent managers with the support of an external expert consultant.

In addition to the above, during 2025 the members of the Audit, Risks and Corporate Governance Committee acknowledged positively the update of the operating procedure aimed at defining the ESG data collection model, as well as the roles and responsibilities of the relevant Company departments in the process of preparing the consolidated sustainability statement pursuant to Legislative Decree no. 125/2024, approved by the Board of Directors on 26 February 2025.

With regard to the risk management process, the Board of Directors – with the support of the Audit, Risks and Corporate Governance Committee – periodically and constantly assesses the risks associated with the business in order to create long-term value for the benefit of shareholders.

Pirelli performs risk assessment and due diligence activities to identify its current and potential impacts on economy, society, the environment, and human rights along the value chain, with a view to identifying, preventing, mitigating and managing these impacts responsibly. The results of risk assessments on Human Rights, Climate Change, as well as the materiality mapping of Impacts and the related mitigation and responsible management strategies are submitted to the Audit, Risk, and Corporate Governance Committee.

The Audit, Risks and Corporate Governance Committee, on 23 February 2026, following the analysis of the objectives, the methodology adopted for conducting the double materiality analysis, and the related outcomes, expressed a positive assessment of the update of the double materiality analysis concerning the 2025 consolidated sustainability statement, particularly regarding the IROs (Impacts, Risks, and Opportunities) identified as relevant at the conclusion of the double materiality analysis and presented in the tables in the previous chapter titled "Double materiality analysis and management of impacts, risks and opportunities". Subsequently, the Board of Directors, in its meeting held on 25 February 2026, considering the evaluations and opinion expressed by the Audit, Risks and Corporate Governance Committee, approved the update of the double materiality analysis.

Pirelli has also set up a supervisory body (the "Supervisory Body"), with the aim of creating a system of rules to prevent the occurrence of illegal behaviour considered potentially relevant for the purposes of application of the organisation and management model envisaged by Decree no. 231 of 8 June 2001, as subsequently amended from time to time (the "Model 231").

The Supervisory Body in office was appointed by the Board of Directors on 3 August 2023, in continuity with the previous body. Currently, the Supervisory Body consists of 3 members, specifically: Carlo Secchi (Chairman), Maura Campra (Standing Auditor, appointed by the Board of Directors on 1 August 2024 to replace Antonella Carù, who ceased to be a Standing Auditor following the completion of her term of office) and Alberto Bastanzio (by virtue of the office held as Executive Vice President of Corporate Affairs, Audit, Compliance, Corporate Security and Company Secretary). The Supervisory Body satisfies the autonomy, independence, professionalism and continuity of action requirements specified by law for that body. The Supervisory Body will remain in office until expiry of the mandate of the Board of Directors and, therefore, until Shareholders' Meeting approval of Pirelli's annual financial statements at 31 December 2025.

The strategic evolution of Group Sustainability is entrusted to the Strategic Sustainability Committee (management committee), a body appointed in 2004, chaired by the Executive Vice Chairman and that includes the Chief Executive Officer and the Company's top management representing all the organisational and functional responsibilities. The Committee holds ordinary meetings at least twice a year and has strategic competence on sustainability issues, including human rights, health and safety, climate change and decarbonisation, reduction of environmental impacts from products and processes, supply chain sustainability, cybersecurity, diversity and inclusion, and ESG risks and opportunities.

The Strategic Sustainability Committee (management committee) is supported by an Operational Sustainability Committee (management committee), chaired by the Chief Executive Officer and including the Company's top management, with responsibility for the operational management of the Group's sustainability issues, including, among others, human rights, health and safety, climate change and decarbonisation, reduction of environmental impacts of products and processes, supply chain sustainability, cyber security, diversity and inclusion, ESG risks and opportunities.

The organisational structure is thus made up of a Sustainability and New Mobility Department reporting directly to the Chief Executive Officer of the company, which has oversight of the management at a Group level and proposes plans for sustainable development to the Sustainability Strategic Committee (management committee). The Department avails itself of the support of: i) a Sustainability Working Group, made up of sustainability representatives within the various central company departments, in order to guarantee constant monitoring and coordination of strategic programmes with an impact on the areas of competence of the specific departments; ii) the Country Sustainability and Diversity

Managers for the monitoring of activities covering all the Group's affiliates. The role of the Country Sustainability Manager is currently held by Country CEOs, who rely on their direct reports for the operational management of sustainability plans at the country level.

INTEGRATION OF SUSTAINABILITY-RELATED PERFORMANCE IN INCENTIVE SCHEMES

The principles that the Group follows in order to determine and monitor the application of the Remuneration Guidelines for Directors holding specific offices, General Managers, Key managers, are described in the Remuneration Policy (published in the Governance section of the Pirelli website, in the "Remuneration" subsection, and as an integral part of the Annual Report).

The remuneration policy adopted aims to fairly and appropriately reward individual contributions to Pirelli's success, recognising performance and the quality of professional contributions. The incentive plans included in the Policy are approved by the Board of Directors upon proposal of the Remuneration Committee, subject to the opinion expressed, within its remit, by the Board of Statutory Auditors.

The purpose is twofold: on the one hand to attract, retain and motivate employees, while on the other to reward and promote conduct that is consistent with the corporate culture and values. Compensation policies and processes for Group management (intended as the overall Executives) are managed by the Human Resources and Organisation department, while for non-executive personnel they are handled on an individual Country basis, albeit with centralised supervision.

In defining the Remuneration Policy, both at the level of Short-Term Incentives (STI) and Long-Term Incentives (LTI), the Group's sustainability objectives aimed at managing the impacts on the economy, the environment and people are considered, with a weighting of 15% of the STI bonus and 25% of the LTI bonus.

The Annual Incentive Plan (STI) is linked to the achievement of both economic-financial and functional annual objectives, in addition to three sustainability objectives:

- "Eco-Safety Volumes" placed on the market (the volume of Eco & Safety Performance tyres out of the total tyre sales volume of the Group; Eco-Safety Performance products are the car tyres that Pirelli produces globally and that fall into the rolling resistance and wet grip classes A, B, as measured according to the labelling parameters established by European standards), with a weight of 5% of the total;
- "Accident Frequency Index" (the index measures the incidence of accidents at work in relation to the hours worked in the year) with a weight of 5%; and
- "Diversity, Equity, and Inclusion: percentage of women in managerial positions" (the index measures the number of women in managerial roles as a proportion of the total managerial positions within the company) with a weighting of 5% of the total.

The table below shows the payout percentages for the Executive Vice Chairman and the Chief Executive Officer, as well as the portion deriving from ESG objectives and, in particular, details of the Climate component.

STI	PERFORMANCE	PAYOUT	OF WHICH ESG
EVC	Target	125% of the GAR	19% (*climate* 6%)
	Maximum	250%of the GAR	38% (*climate* 13%)
CEO	Target	110% of the GAR	17% (*climate* 6%)
	Maximum	220% of the GAR	33% (*climate* 11%)

Almost all of the Executives are also entitled to a long-term incentive plan (LTI); of the total incentivised population, 44% are within two levels of the Chief Executive Officer, while the remaining population (55%) (52% in 2024) is positioned from level three downwards.

The LTI Plan is based on a rolling mechanism, which does not have an ON/OFF access condition and has the following objectives:

- → Net Cash Flow of the Group (before dividends) with a weighting of 35%:
- → Total Shareholder Return (TSR) relative to a panel of competitors (TIER 1) with a weighting of 40%;
- → CO_2 emissions reduction with a weighting of 15%.
- → Positioning in the Dow Jones Sustainability Index World with a weighting of 10%;

The table below shows the payout percentages for the Executive Vice Chairman and the Chief Executive Officer as well as the portion deriving from ESG objectives and, in particular, details of the Climate component.

LTI	PERFORMANCE	PAYOUT	OF WHICH ESG
EVC	Target	70% of the GAR	18% (*climate* 11%)
	Maximum	200% of the GAR	50% (*climate* 30%)
CEO	Target	65% of the GAR	16% (*climate* 10%)
	Maximum	180% of the GAR	45% (*climate* 27%)

STATEMENT ON DUE DILIGENCE

Pirelli has established and manages due diligence processes and systems in the areas of social, environmental, and business conduct, aligned with the most advanced industry standards. The social due diligence system is in compliance with the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises, ensuring continuous alignment between business practices and key international frameworks.

Through these processes, Pirelli is able to identify, assess, and manage the actual and potential negative impacts arising from its operations and value chain, both upstream and downstream, also considering the role of its products, services, and business relationships. The integration of due diligence into governance and corporate strategy ensures that Pirelli's activities are in line with national and international regulations, while promoting the adoption of responsible business practices.

Below is an overview of the information contained in the Consolidated Sustainability Statement related to the due diligence processes in the social and environmental areas, with reference to the ongoing activities.

Key elements of the due diligence procedure	**Sustainability Statement Paragraphs**
Integration of Due Diligence into the Governance, Strategy and Business Model	- ESRS 2 General Information – Sustainability governance – Sustainability governance structure - Information on governance – G1 Business conduct – Sustainability elements in the purchasing process: Labour, Human Rights, Environment, and Business Ethics
Stakeholder engagement	- Social information – S1 Own workforce – Process for engaging the company's workers - Social information – S2 Workers in the value chain – Process to involve workers in the value chain and to remedy negative impacts, including channels for workers in the value chain to raise concerns - Social information – S3 Affected communities – Process for engaging affected communities
Identify and assess negative impacts on people and the environment	- Social information – S1 Own workforce – Respect for human rights - Social information – S2 Workers in the value chain – Working conditions and respect for human rights along the supply chain, working conditions and respect for human rights along the supply chain - Social information – S3 Affected communities – Procesess to remdiate negative impacts generated on the external community and channels for affected communities to rise concerns - Environmental information – E2 Pollution – Pollution management - Environmental information – E3 Water and marine resources – Water resource management – Policies for water management
Intervention to address negative impacts on people and the environment	- Social information – S1 Own workforce – Respect for human rights - Social information – S2 Workers in the value chain – Actions for the management of working conditions and respect for human rights along the Value Chain - Information on governance – G1 Business conduct – Actions in Anti-corruption - Information on governance – G1 Business conduct – Actions related to Supply chain sustainable management
Monitoring the effectiveness of these efforts	- Environmental information – E2 Pollution – Pollution management - Social information – S1 Own workforce – Metrics related to Human rights in own workforce - Social information – S2 Workers in the value chain – Actions for the management of working conditions and respect for human rights along the Value Chain

INTERNAL CONTROL SYSTEM ON SUSTAINABILITY REPORTING

In order to guarantee the completeness and reliability of the information reported in this Sustainability Statement, during 2024 the Group updated the Internal Control System on Sustainability Reporting (hereinafter referred to as "SCIIS") already in place for the purposes of the Non-Financial Disclosure (pursuant to Legislative Decree 254/2016), taking the leading practices in the field of internal control systems as a reference, including the "Internal Control Integrated Framework" issued by the Committee of Sponsoring Organisations of the Treadway Commission (COSO).

The Pirelli control system consists of:

- An Operating Procedure that defines the roles and responsibilities of the various departments involved in the process of drafting and controlling the Sustainability Statement;
- A framework of first-level controls, aimed at guaranteeing greater assurance regarding the correct reporting of non-financial information (as detailed below);
- Second-level controls, aimed at verifying the correct and effective implementation of the above-mentioned first level controls – through independent random testing;
- Certification by the Group department managers (and, insofar as within their remit, by the CEOs of the subsidiaries) of the information included in the Sustainability Statement.

Furthermore, in order to comply with the new regulations introduced by the Corporate Sustainability Reporting Directive and implemented within Legislative Decree 125/2024 and, in particular, to ensure ever greater integration between Sustainability Reporting and Financial Reporting, Pirelli has included the certification of sustainability information among the responsibilities of the Manager Responsible to certify the sustainability reporting, who is already in charge of the financial reporting processes.

In particular, the implementation of SCIIS has provided for:

- Identification of risks (based on mapping the processes of generation, collection and consolidation of information relevant to the Group);
- the definition of controls to cover all identified risks, at local and HQ level;
- the definition of a testing strategy (which considers: relevance of the data, probability of error and contribution of local entities to the consolidated Group total), aimed at defining the scope of second-level control activities on the effective implementation of the SCIIS.

The main risks identified with respect to the drafting of the Sustainability Statement are: *[GOV-5 36c]*

- the risk of inaccuracy and/or incompleteness of the data, monitored through the definition of controls aimed at verifying:
  - the validity of the primary source of the data,
  - the calculations and/or estimates made in the processing of the data,
  - the presence of adequate approval/review flows by management,
  - the presence of adequate supporting documentation,

  all referring to the phases of generation, retrieval, processing, consolidation and reporting;
- the risk of non-compliance with ESRS requirements, monitored through specific certifications by the management of the departments responsible for the data; the Group has also prepared a reporting manual as a reference for management in analysing data compliance with the requirements of the standards.

Any critical issue detected within the SCIIS is analysed and its impact (current or potential) on the data included in the Sustainability Statement is evaluated, adopting the appropriate corrective actions, which consist of:

- Definition of an action plan to analyse the causes of the critical issues detected and implement the appropriate corrective actions, involving the departments responsible for the processes;
- Evaluation of the opportunity to modify the defined control framework (for example, possible modification to the design of existing controls and/or definition of additional compensatory controls);
- Updating of the risk assessment and therefore of the testing strategy for the following year.

The Board of Directors, with the support of the Audit, Risks and Corporate Governance Committee:

- defines the guidelines for the internal control and risk management system, in line with the Group's strategies;
- assesses the adequacy of the internal control and risk management system;
- examines the periodic reports prepared by the Manager Responsible to certify the sustainability reporting on the effectiveness of the internal control system and in particular on the critical issues that emerged from the second-level control activities and/or the circulation activity (independent verification of the data reported and the related information sources).

The Board of Statutory Auditors attends the meetings of the Audit, Risks and Corporate Governance Committee and the Board of Directors.

MAIN POLICIES FOR THE MANAGEMENT OF MATERIAL IROS

At the end of 2025, the Group consolidated the body of the Main Sustainable Management Policies in the following documents:

- Pirelli's Code of Ethics
- The "Group Code of Conduct"
- the "Global Human Rights" Policy
- the "Health, Safety and Environment" Policy
- the "Social Responsibility for Health, Safety and Rights at Work, Environment" Policy
- the "Diversity, Equity & Inclusion" Policy
- the "Product Stewardship" Policy
- the "Quality" Policy
- the "Supplier Code of Conduct"
- the "Green Sourcing" Policy
- the "Sustainable Natural Rubber Management Policy"
- the "Anti-Corruption" Programme
- the "Whistleblowing" Policy

The Policies and updates to existing Policies are approved by the Executive Vice-Chairman or the Chief Executive Officer or by the Board of Directors of Pirelli & C. S.p.A. (supported by the committee competent for the relevant matter established within the Board of Directors).

The Code of Ethics and Policies apply to all Pirelli operations, including commercial relations with third parties. All business partners (joint ventures, suppliers, etc.) are also required to respect the principles contained in the Code.

In accordance with the approval process for company regulations established by Pirelli, the contents of the Code of Ethics and Policies were shared with all company departments involved in their implementation and validated by top management before approval and issuance.

The implementation of the Code of Ethics and Policies is the responsibility of Pirelli's top management, which operates with the support of the competent company departments and in coordination with the various other departments involved in different capacities.

The Code of Ethics and the Policies are made available to employees in the corresponding section of the company Intranet and, whenever a new Policy or an update to the current ones is published, it is promptly communicated to employees via email. Depending on the circumstances and the type of Policies in question, initiatives to strengthen communication and awareness may be undertaken, such as publishing news on the company intranet and posting on the noticeboards of the Group's offices. These initiatives are aimed at supporting the implementation of the Policies, considering the materiality of the impacts based on the roles of the specific departments, with a view to maximum effectiveness. Moreover, the Group has implemented processes aimed at providing new employees, upon their hiring, with a copy of the most relevant Policies in force (via email or hard copy), for their acknowledgement and acceptance.

In the event of a violation of the established principles of company Policies, or related Procedures, by its employees (by way of example and not limited to the context of: health and safety, anti-corruption, antitrust, information security, etc.), Pirelli applies the sanctions provided for by the company disciplinary system in compliance with collective labour agreements, company procedures and applicable regulations in the countries where Pirelli operates.

All the documents listed are also published and made available to all interested stakeholders on the Pirelli website in the languages of the main countries where Pirelli operates.

The plans and performances in the areas covered by all the Policies referred to here are discussed and approved by the Sustainability Strategic Committee (management committee) and are included in the Sustainability Plans as well as the results presented, discussed and approved by the Board of Directors. Furthermore, Pirelli reports the plans and results in these areas in this Group Annual Report, subject to approval by the Board of Directors.

More details about the policies mentioned are contained in the sections Environmental Information, Social Information and Governance Information.

ENVIRONMENTAL INFORMATION

E1 CLIMATE CHANGE

THE IDENTIFICATION OF CLIMATE-RELATED IROS

Pirelli takes a structured, fully integrated Enterprise Risk Management approach to identifying and evaluating the impacts, risks and opportunities (IROs) associated with climate change across its entire value chain.

In order to identify these impacts, the Group conducted an in-depth analysis of its operational activities and value chain, examining the characteristics of the business and the Group's Industrial Plan. This process made it possible to identify the main sources of CO_2 emissions and define the activities necessary for their mitigation.

The analysis focused on an integrated assessment of direct emissions (Scope 1), indirect emissions from energy consumption (Scope 2) and emissions along the value chain (Scope 3), ensuring a complete overview of the environmental impacts associated with the Group's operations and products.

Pirelli periodically updates the Group's Climate Change and related Water Stress Risk Assessment analysis to identify, assess, mitigate and monitor the climate risks and opportunities that may affect the objectives and operations of the Group and its value chain (both upstream and downstream).

This process is aligned with international frameworks, such as the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and the European Taxonomy Regulation, and includes a catalogue of risks that takes into account:

- Acute and chronic physical risks: for example, extreme weather events or long-term climate changes that can affect production sites and supply chain operations.
- Transition risks: including technological, reputational, policy/regulatory (e.g. tightening of carbon taxes) and market risks.

Given the different nature of the risks assessed, the metrics are adjusted to three different time horizons in which the risk event could occur and/or have an impact on the Group. For each risk event evaluated, three different assessments are therefore provided for the equivalent scenarios considered: short term (by 2026), medium term (2030), long term (2050).

The Group's exposure to acute physical risks (resulting from extreme weather events such as more frequent and/or intense extreme weather events – e.g. cyclones, storms, floods, droughts) and to chronic physical risks (progressive changes in climate or environmental variables – e.g. increase in average temperatures, changes in rainfall patterns, rising sea levels, degradation of ecosystems, loss of biodiversity, water stress and scarcity of resources), is assessed globally by collecting specific data on exposure to these events over time for each site and quantifying the potential economic impacts for the Group with quantitative analyses, where applicable. In particular, the analysis of physical risks was carried out both in terms of potential damage to assets (Property Damage) and in terms of potential business Interruption days, by calibrating the

climate models to historical events, and thereby correlating the intensity of the events with consequent production downtime.

With regard to the Group's exposure to climate transition risks (arising from the evolution of the regulatory, technological and market context in which Pirelli operates) at a global level, variables that may impact the Group's activities in terms of revenues and operating costs (such as, for example, the tightening of current CO_2 emission pricing schemes in the countries where Pirelli operates) are collected and analysed. This methodology allows the company to monitor the evolution of transition risks with respect to scenarios that consider different levels of ambition and speed in implementing climate policies.

Due to the potential impacts on aspects of production, Pirelli constantly monitors potential developments in the carbon pricing policies of the main countries in which it operates, so as to proactively intercept any deviations from the announced targets, and to be able to implement mitigation measures.
The potential impacts of the aforementioned physical and transition risks and opportunities have been considered in the formulation of internal short-medium term estimates. These estimates have been evaluated in the context of the recoverability of the group's main assets and considered in the assessment of any potential liabilities to be recorded in the financial statements. For risks and opportunities identified as significant, a risk mitigation or adaptation plan is developed, or internal discussions are initiated to maximise the potential benefits of the opportunity. For more information on the impacts on the consolidated financial statements as of 31 December 2025, please refer to explanatory note 45 "information related to climate change".

Through the Double Materiality analysis process, a physical risk was highlighted, linked to potential "damage to assets from extreme weather events", as well as a transition risk, associated with "increased costs or unavailability of bio-based materials, resulting in price volatility, supply chain disruptions, and business interruptions". At the same time, several opportunities were identified, including "gaining market share by quickly responding to demand for low-emission products ahead of competitors", "capturing growth in the electricity market" and "reducing energy consumption and related costs through efficiency improvements".

For further details on the results of the scenario analyses conducted as part of the Climate Change and related Water Stress Risk Assessment, and on how the climate risk assessment aligns with the Group's strategy, please refer to the "Climate Change Risk Assessment and Strategy Resilience" section.

MANAGEMENT OF GREENHOUSE GAS EMISSIONS AND CLIMATE TRANSITION PLAN

Following the Double Materiality analysis, the following material impacts, risks and opportunities related to the management of CO_2 emissions along Pirelli's entire value chain were identified.

Impacts:

- *CO_2 emissions from Pirelli sites (Scope 1 + 2).*
- *CO_2 emissions from Pirelli's suppliers (Scope 3) for quotas related to goods and services supplied to Pirelli.*
- *CO_2 emissions from Pirelli customers (Scope 3) for quotas related to tyres purchased from Pirelli.*

Risks:

- *Increased costs/unavailability of biobased materials that lead to price volatility, interruptions in the supply chain and interruption of business*
- *Damages to the related assets upon occurrence of extreme weather events*

Opportunities:

- *Reduction in energy consumption and related costs thanks to the implementation of projects aimed at greater energy efficiency.*
- *Increased market share correlated with the rapid growth of the electric market.*
- *Increased market share related to the ability to respond quickly to requests for low-emission products before competitors.*

Pirelli has long prioritised transparency in climate change reporting. Since joining the Task Force on Climate-Related Financial Disclosures (TCFD) in September 2018, the company has fully implemented all 11 of the task force's recommendations, ensuring clear communication of climate-related risks and opportunities. In line with the TCFD standard – which is now integrated into the IFRS[40] framework – this information is published in the Annual Report and disclosed through the CDP programme. In 2025, Pirelli reaffirmed its leadership in climate action, earning a place on the prestigious "A List."

TRANSITION PLAN FOR CLIMATE CHANGE MITIGATION

The Pirelli Group has adopted a specific Transition Plan for climate change mitigation in order to support the strategic evolution of the business model with respect to the objectives of the Paris Agreement. The Transition Plan is included in Pirelli's Business Plan, thus becoming integrated into the company's overall strategy. In particular, the Board of Directors of Pirelli & C. S.p.A., supported in its activities by the Sustainability Committee, approves, at the proposal of the Chief Executive Officer and in coordination with the Executive Vice Chairman, the environmental management strategy and targets integrated into the Industrial Plan, including those relating to climate change and decarbonisation, and discusses their performance at least once a year during the approval of the financial results. In turn, Pirelli's top management also plays a strategic role in the full implementation of Pirelli's Environmental Management Model and related strategic objectives on this matter.

In line with the ambition to limit global warming to 1.5°C, Pirelli has defined short-to-medium- and long-term decarbonisation targets for the reduction of climate-altering gas emissions. These targets concern both the Group (across production processes, raw materials and products) and the value chain. Pirelli aims to achieve Net Zero emissions by 2040, beating and exceeding the European Climate Law target of a 90% emissions reduction by the same year.

40. International Financial Reporting Standards

In detail, compared to 2018 values, absolute greenhouse gas emissions of Scopes 1 and 2 are expected to be reduced by 60% by 2025 and 80% by 2030, while for Scope 3[41] by 27% by 2025 and 30% by 2030. The achievement of the Net Zero target is set, as mentioned, to 2040 and requires the absolute greenhouse gas emissions of Scopes 1, 2 and 3[42] to be decreased by at least 90% compared to the values of the base year 2018.

In 2024, all of these targets were validated by the Science Based Targets initiative (SBTi), in line with the most ambitious scenario of the Paris Agreement to keep global warming within 1.5°C, following Pirelli's achievement of the previous targets - already validated by SBTi - two years in advance.

In its path towards decarbonisation and the Net Zero target, Pirelli has also set intermediate targets for 2027, which envisage a 62% reduction in absolute greenhouse gas emissions for Scopes 1 and 2 and a 28% reduction for Scope 3, compared to 2018. Furthermore, by 2030 it has committed to achieving Group Carbon Neutrality (Scope 1 and 2), neutralising the emissions that will remain after an expected reduction in absolute emissions of 80% compared to 2018 levels. Residual emissions will be offset using high-quality carbon credits, generated by projects that reduce or prevent greenhouse gas emissions or permanently remove carbon from the atmosphere. These credits are certified and internationally recognised at the time of purchase, meeting best-practice standards for compliance and effectiveness.

Pirelli's Transition Plan includes investment programmes focused on innovating products and production processes with a low-carbon approach, implementing energy efficiency projects and promoting access to renewable energy to accelerate the gradual phase-out of fossil fuels such as gas and petroleum derivatives. This aligns with the recommendations and discussions on the energy transition at COP30 in Belém, which emphasised the global importance of supporting climate action, adopting renewable energy and enhancing energy efficiency.

The levers identified by Pirelli to achieve the decarbonisation targets include numerous transversal initiatives at the level of production processes, raw materials and products. These include:

- at the level of manufacturing processes, these include the use by all Group plants of 100% renewable electricity purchased from the grid by 2025, the completion of the programme to implement over 90 energy efficiency projects during the 2022–2025 period — a target fully achieved — and the progressive electrification of tyre curing presses installed at the plants. In addition to these, recurring actions are implemented in the factories to reduce energy consumption, the gradual transition to the use of non-fossil fuels, the improvement and streamlining of production processes with a focus on resource efficiency.
- with regard to raw materials, Pirelli aims to increase the proportion of natural (bio-based[43]) and recycled[44] materials used, targeting a share of more than 40% of total raw materials by 2030. The Company is also committed to promoting decarbonisation across the entire supply chain and to optimising material efficiency, thereby reducing overall consumption. In addition, Pirelli has set a target for such materials to account for more than 70% of its best product[45] by 2025 (a target already achieved) and more than 80% by 2030, with the long-term ambition of reaching 100%.
- at product level, in line with Pirelli's Eco-Safety Design strategy[46], the objective is to progressively increase the share of Eco-Safety Performance tyres within the Group's total car tyre sales volumes. Eco-Safety Performance products identify car tyres that Pirelli produces worldwide and that fall within the rolling resistance and wet grip classes A, B, measured according to the labelling parameters established by European standards. The target is to achieve 35% Eco-Safety Volumes by 2025 and 50% by 2030. Tyres classified A or B for rolling resistance, corresponding to the highest (A) and high (B) energy efficiency classes under the most stringent European tyre labelling standards, deliver high energy efficiency during the use phase, contributing to reduced fuel consumption in conventional vehicles and to increased battery range in electric vehicles, with a positive impact on climate change mitigation across the downstream value chain.

In order to reach these targets, specific projects are envisaged for the production of Class A and B Rolling Resistance tyres, contributing to the gradual alignment of its economic activities with the criteria set forth in the Delegated Regulation EU 2021/2139, as better detailed in the "Disclosure pursuant to Article 8 of Regulation (EU) 2020/852 (Taxonomy)" chapter.

For further details on Pirelli's progress in achieving the above targets, please refer to the paragraphs relating to the reference metrics.

In order to implement its Transition Plan, Pirelli started a series of programmes, expenditures and investments in manufacturing and product development. These include the multi-year CAPEX Plans for the electrification of curing presses and for the implementation of energy efficiency projects in the factories. Additional CapEx and OpEx linked to the Transition Plan result from the implementation of the individual Actions, as reported in the following paragraphs.

By the end of 2025, implementation of the climate transition plan had made significant progress with respect to the reduction of the Group's environmental impacts, with performance progressing in line with all targets set out in the plan, as described below. Pirelli undertakes to review its performance annually and implement actions to support the achievement of targets.

41. Scope 3 emissions of categories 1, 3 and 4 according to the GHG Protocol, respectively generated by the purchase of raw materials, activities linked to fuel and energy use, and the transport and distribution of raw materials and finished products.
42. Scope 1: direct greenhouse gas emissions from the direct combustion of fossil fuels by the organisation within its boundaries; Scope 2: indirect greenhouse gas emissions from the use of electricity, heat and steam imported and consumed by the organisation within its boundaries; Scope 3: indirect emissions related to the upstream and downstream activities of the company's operations, calculated according to the GHG Protocol (which includes all categories of the value chain excluding the "use phase" charged to Car Manufacturer Customers) and in line with SBTi requirements.
43. Bio-based material: Material fully or partially of biogenic origin. (source: ISO 16620 – 2 2019)
44. Recycled material: material that has been reprocessed from recovered material through a manufacturing process and transformed into a final product or component for incorporation into a product. (source: ISO 14021 – paragraph 7.8.1.1).
45. Pirelli's commercially available product with the highest content of bio-based and recycled materials in the reporting year.
46. The Eco-Safety Design approach aims to maximise environmental performance while maximising safety for people, embracing the entire product life cycle with a view to a circular economy.

Pirelli assesses the potential greenhouse gas emissions that will inevitably be released into the atmosphere in the future as a result of existing infrastructure and policies (*GHG locked-in emissions*), considering both those associated with existing or planned assets under its control and those generated by the use of products sold. Specifically, with reference to:

- company assets, GHG emissions related to production infrastructure, such as plant and equipment, were assessed. The decarbonisation strategy includes the gradual electrification of production lines, which will reduce gas consumption in steam boilers and favour the use of renewable energy. No new installations of fossil fuel plants for energy production are planned and the only gas-fired cogeneration plant, currently operated by the service and utilities supplier of the Pirelli plant in Germany, will be phased out before 2030. In some Group factories, interventions on gas afterburners in order to abate volatile organic compounds (VOCs) are being evaluated, to guarantee atmospheric emissions limits imposed by some local regulations.
- products sold, the use phase of the tyres was analysed to assess the GHG emissions linked to their use. According to the specific standard of the GHG Protocol[47], and as recalled by the Science Based Targets initiative, emissions from the tyre use phase are considered "indirect" for Pirelli, as the tyre manufacturer, since they are already included in the use phase of the vehicle, of which the tyre is a component (with indirect responsibility for the energy consumption of the vehicle during use depending on the rolling resistance class to which the tyre belongs). These emissions, already accounted for in the overall emissions balance of the vehicle, should therefore not be included in the emissions scope considered for value chain reduction targets by tyre manufacturers. However, in order to monitor the efficiency of its products in terms of their indirect contribution to emissions during the vehicle use phase, Pirelli annually calculates the potential impact of tyres placed on the market, following the Product Category Rules[48], developed by the Tire Industry Project Group[49] of the WBCSD[50].

This integrated approach enables Pirelli to mitigate locked-in emissions by both reducing those associated with its manufacturing processes and improving product efficiency in order to minimise their indirect contribution to vehicle energy consumption. In this way, the company ensures consistency between its operational strategies and GHG emission reduction targets, efficiently contributing to the transition towards a low-emission model for greenhouse gases.

CLIMATE CHANGE RISK ASSESSMENT AND STRATEGY RESILIENCE

Pirelli periodically performs sensitivity analyses and risk assessments for its own operations and the value chain with respect to scenarios of transition towards a low-carbon economy and climate scenarios, in order to have a constantly updated overview of potential risks and opportunities linked to climate change and water stress, relevant to the business, with the relative quantification of potential financial impacts. The information gathered is used to support the analysis of the strategy and business model in order to strengthen the resilience to climate change.

The analysis is conducted using the Group's Climate Change and related Water Stress Risk Assessment, which uses scenario analyses referring to short- (by 2026), medium- (2030) and long-term (2050), time horizons, consistent with the timeframes considered in the company's sustainability strategy, in order to assess the risks related to climate change. The scenarios considered include:

- IPCC climate scenarios[51] (RCP 1.9, RCP 2.6, RCP 4.5 and RCP 8.5)[52] covering projections of global temperature increase from <1.5°C to >4°C by the end of the century;
- IEA energy transition scenarios[53] (STEPS, APS and NZE-2050)[54], which reflect different levels of climate policy ambition.

The risks and opportunities identified as most relevant are assessed and ranked against internal metrics of potential financial impact and, for those recognised as significant, a plan for risk mitigation or adaptation is being prepared or an internal discussion is initiated to maximise the benefit of the opportunity.

In line with the results of the latest analyses, in the short to medium term (up to 2030), no significant impacts from physical and transitional risks were found in relation to the production activities of Pirelli's factories and its suppliers (upstream value chain), or to the markets in which the Group operates (downstream value chain). Elements of uncertainty remain in the long term (2050), when Pirelli's plants could be subject to a series of both physical risks (extreme weather events with potential impacts on plant production continuity) and regulatory risks (possible effects on operating costs). Among the opportunities, two medium-term and one long-term opportunities have been identified: reducing energy consumption and costs through efficiency improvements, expanding market presence driven by growth in the electricity sector, and enhancing competitiveness by rapidly bringing low-emission products to market ahead of competitors.

Within the framework of the publication of the Group's Industrial Plan, the results of the scenario analyses updated in 2025 (broken down by assets, markets, and geographies) were considered in defining the "Net Zero" decarbonisation strategy by 2040, validated by the Science Based Targets initiative, in line with the objective of limiting global warming to 1.5°C, and with a view to business growth, which aims to seize market opportunities related to products developed specifically for the electric vehicle market (tyres marked Elect™) and to meet the demand for low-emission goods and services (tyres with "very high" and "high" energy efficiency values, identified respectively as class A and B of Rolling Resistance according to the labelling parameters established by European regulations).

47. GHG Protocol Corporate Value Chain – Scope 3.
48. PCR version 3.05
49. Established in 2005, the Tire Industry Project (TIP) is a voluntary initiative led by the CEOs of member companies with the mission of anticipating, understanding and addressing environmental, social and governance (ESG) issues relevant to the tyre industry and its value chain.
50. World Business Council for Sustainable Development
51. Intergovernmental Panel on Climate Change
52. RCP: Representative Concentration Pathways
53. International Energy Agency
54. STEPS: Stated Policies Scenario; APS: Announced Pledges Scenario; NZE-2050: Net Zero Emissions by 2050.

POLICIES for managing Greenhouse Gas emissions

Pirelli's approach to managing greenhouse gas emissions is set out in its Health, Safety and Environment Policy and Product Stewardship Policy, under which the company undertakes to:

- promote positive impacts in terms of lower CO_2 emissions both by Pirelli sites (Scope 1 and 2 emissions) and Pirelli suppliers (upstream Scope 3 emissions) and customers during the vehicle use phase (downstream Scope 3 emissions), for the portion attributable to the efficiency of the tyres (Rolling Resistance class) purchased from Pirelli;
- mitigate the risk of damage to the Group's assets;
- seize the opportunity of an increased market share linked to both the ability to respond quickly to the demand for low-emission products before competitors and the rapid growth of the electric vehicle market.

In particular, the Health, Safety and Environment Policy describes how Pirelli is engaged in the development of products and production processes in compliance with circular economy principles, in order to pursue climate change mitigation, gradual decarbonisation along the value chain and the minimisation of polluting emissions.

As mentioned above, Pirelli's commitment to reducing emissions extends to its supply chain, and this implies, among other things, asking Pirelli's suppliers to adopt the same responsible approach at their sites and along the supply chain, as set out in the Health, Safety and Environment Policy. Specifically, suppliers are required to comply with Pirelli's Supplier Code of Conduct which, with reference to the topic, urges them to prevent, reduce and mitigate all forms of environmental pollution, including air pollution, also setting scientifically valid Greenhouse Gas reduction targets, aimed at the gradual decarbonisation of their operations and supply chain. Upon express request, suppliers, who are asked to be transparent about data on emissions from their own operations and upstream activities, are also required to share information with Pirelli on GHG emissions from products and/or services (Scopes 1, 2 and 3), from origin to Pirelli's gate and calculated according to international standards recognised worldwide (GHG Protocol, ISO 14064, ISO 14067, etc.).

Furthermore, the Health, Safety and Environment Policy is directly connected to the opportunity to expand market share in the rapidly growing electric sector. It underscores the company's commitment to responding promptly to demand for low-emission products, staying ahead of competitors and capitalising on the growth of the electric vehicle market. In this way, the Policy actively supports the company's growth strategy in a rapidly evolving market.

The Sustainable Natural Rubber Management Policy, with express reference to suppliers of this raw material, also requires their commitment to manage operations by minimising the amount of energy used as well as minimising and mitigating carbon emissions.

The aforementioned Policies reaffirm Pirelli's commitment to manage environmental aspects in compliance with applicable international standards and in accordance with the envisaged Sustainability Models, including, with reference to the management of greenhouse gas emissions, the European Union's growth strategy (known as the "Green Deal").

The Sustainable Natural Rubber Policy is closely linked to the risks and opportunities identified by the Group. It addresses the risk of rising costs or unavailability of bio-based materials by setting specific requirements for suppliers. The Policy mandates that suppliers adopt operational practices that minimise energy consumption and carbon emissions. Through this approach, the sustainable management of natural rubber helps reduce the supply chain's exposure to potential price fluctuations and operational disruptions, thereby mitigating the identified risk.

For further information about Group Policies, see the "*Main policies for the management of material IROs*" paragraph.

TARGETS for managing greenhouse gas emissions

Pirelli is committed to significantly reducing its absolute greenhouse gas emissions along the entire value chain, in line with the GHG Protocol, with the goal of achieving Net Zero emissions by 2040 (developed in accordance with the Corporate Net Zero Standard of SBTi and validated by the initiative in 2024). This commitment supports the content of the Global Health, Safety and Environment Policy, to which Pirelli pays attention in carrying out its activities and production processes in order to pursue climate change mitigation and gradual decarbonisation along the value chain both upstream and downstream.

In order to pursue this goal, in line with international best practices for climate change mitigation, Pirelli has defined short to medium and long-term decarbonisation targets to reduce CO_2 emissions, which concern both its own operations (Scopes 1 and 2) and the entire value chain (Scope 3). All these targets were developed following the models proposed by SBTi, which formally approved them in 2024 in line with the most ambitious scenario in the Paris Agreement to keep global warming within 1.5°C. These expectations were also cross-referenced with the results of scenarios used for climate risk assessments (Climate Change and related Water Stress Risk Assessments), in order to ensure that emission reduction strategies are not only scientifically sound, but also resilient in the face of possible climate change impacts.

In detail, compared to 2018 values, a reduction in absolute greenhouse gas emissions, approved by SBTi, is planned as follows:

1) for Scopes 1+2[55], 60% by 2025 and 80% by 2030
2) for Scope 3[56], 27% by 2025 and 30% by 2030
3) for Scopes 1+2+3[57], at least 90% by 2040 (Net Zero target)

The first is a Group target covering the whole of the Group's own operations, while the second covers part of the upstream value chain (purchase of goods and services, inbound and outbound transport, emissions from the production of purchased and consumed fuels and energy). Both are applicable to the period 2018-2030. These are relative and measurable targets, as they monitor the reduction percentage

55. Target on aggregated Scope 1 and Scope 2 "Market-based" emissions.
56. Scope 3 emissions of categories 1, 3 and 4 according to the GHG Protocol, respectively generated by the purchase of raw materials, activities linked to fuel and energy use, and the transport and distribution of raw materials and finished products.
57. Scope 3 emissions related to all upstream and downstream activities of the company's operations, calculated according to the GHG Protocol (which includes all categories of the value chain excluding the "use phase" charged to Car Manufacturer Customers) and in line with SBTi requirements.

with respect to the base year value and have been confirmed in the current Industrial Plan, in continuity with the previous one. The 2018 values, expressed in tonnes of CO_2 equivalent, were 852,866 tonnes for Scope 1+2 and 3,689,019 tonnes for Scope 3 respectively (referring to the GHG Protocol categories included in the target as cited above). In addition to the 2025 and 2030 targets, Pirelli has also set interim targets to 2027 to reduce absolute greenhouse gas emissions by 62% for Scope 1+2 and 28% for Scope 3, compared to 2018.

The third target, the Net Zero target by 2040, covers the entire value chain and extends over the 2018-2040 period. This is also a relative and measurable target, expressed as the percentage reduction compared with the base year 2018, which totalled 4,858,988 tonnes for Scopes 1, 2 and 3. This includes all value chain categories under the GHG Protocol, except for the "use phase", which is the responsibility of Car Manufacturer Customers. The Net Zero target is complemented by both previous near-term targets, which serve as intermediate milestones towards 2040.

The targets just described apply to the Group's consolidated scope.

At the end of 2025, the Group records a reduction in absolute emissions of 63.3% for Scopes 1 and 2 (57.1% in 2024) and 27.5% for Scope 3[58] (26.2% in 2024) compared to the 2018 value, the base year of the SBTi targets for 2025 and 2030.

Both values show an improvement compared to 2024, confirming the positive trend of previous years and allowing the Group to fully achieve the emissions targets set for 2025.

The methodology for setting decarbonisation targets followed the guidelines of the Science Based Targets initiative (SBTi), assessing the emission reduction actions described in the Climate Transition Plan. The process involved both external stakeholder categories, such as SBTi, and internal stakeholder categories, such as the relevant company departments (in particular Manufacturing, Sustainability, Procurement and Logistics). The SBTi validation criteria for alignment to the 1.5°C scenario also ensure that targets are consistent with Pirelli's GHG inventory scope, including at least 95% of absolute Scope 1 and 2 emissions and over 90% of Scope 3 emissions[59].

With regard to the definition of the 2018 base year, the reference emission values are representative with respect to the targets set, due to a complete and thorough quantification of the company's greenhouse gas inventory, along its value chain, including all GHG Protocol Scope 3 categories. The data collected for Scopes 1, 2 and 3 in the year 2018 are third-party verified (SGS Italia S.p.A.) and are accurate, reliable and verifiable, providing a solid basis for analysing progress and identifying areas for improvement. For the calculation of the emission inventory and definition of the relative targets, the contribution of biogenic emissions and emissions from land use change (LUC[60]) are also considered.

Not only are these targets an essential component of the company's climate strategy, but they also demonstrate a willingness to actively contribute to a fair and sustainable transition to a low-carbon future. Transparency and reporting on the results achieved are also an integral part of the path taken, ensuring that commitments are met.

To support its commitment to reduce greenhouse gas emissions and transition to more sustainable mobility, as well as to provide its customers with tyres that reduce emissions of their vehicles in use, Pirelli also integrates strategies aimed at improving the energy performance of its tyres into its decarbonisation objectives. In particular, the company defined growth targets in the Industrial Plan for low and very low rolling resistance tyres. Rolling resistance of the tyre has an indirect impact on fuel consumption in conventional vehicles and on battery range in electric vehicles. Therefore, improved performance in terms of low rolling resistance of the tyre contributes to the reduction of the CO_2 emissions of vehicles.

At product level, in support of decarbonisation, Pirelli has set the following targets:

- **Targets: 35% of the volume of car tyres sold in 2025, and over 50% in 2030, must fall within classes A and B for rolling resistance and wet grip**, considering the parameters set out in the European tyre labelling regulation[61], applied to the passenger car volumes sold by the entire Group.

  To ensure the comparability of the ratings outside the European Union, the rating scales adopted in non-European markets are converted into the corresponding restrictive EU scale levels. The baseline is 30%, calculated for the year 2023. The trend recorded in 2025 exceeded internal forecasts, reaching the target set for the year, coming in at 39.6% of volumes (34.5% of volumes in 2024), confirming the solidity of the implemented strategy. This progress represents a significant evolution in the route undertaken and reinforces the Company's commitment to promoting increasingly sustainable and safe mobility solutions.

- **Target: by 2025, over 70% of new car products (new IP Code labelled) placed on the market during the year must fall within rolling resistance classes A and B**, in accordance with the parameters set by European tyre labelling regulations[62], applied to all new passenger car products placed on the market by the entire Group.

  Also for this target, comparability of ratings outside the European Union requires that the classification scales adopted in non-European markets be converted into the corresponding restrictive levels of the EU scale. The baseline is 39% in 2020, with a target validity covering the five-year period 2020-2025. The scope includes new car

58. Scope 3 emissions of categories 1, 3 and 4 according to the GHG Protocol.
59. The 2030 target includes the most emission-impacting Scope 3 categories (Category 1 – purchased goods and services, Category 3 – fuels and energy not included in Scope 1 and 2, Category 4 – upstream transportation and distribution), while the 2040 Net Zero target includes all Scope 3 categories of the value chain, excluding the "use phase" charged to Car Manufacturer Customers, as required by the GHG Protocol and in line with SBTi requirements.
60. Land Use Change

61. The benchmarks are the European labelling values for rolling resistance according to Regulation (EU) 2020/740 of the European Parliament and of the Council of 25 May 2020 on the labelling of tyres with respect to fuel efficiency and other parameters, amending Regulation (EU) 2017/1369 and repealing Regulation (EC) No 1222/2009 (Text with EEA relevance), in which the rolling resistance classes indicate the energy efficiency level of the tyre and range from A (highest energy efficiency) to E (lowest energy efficiency).
62. The benchmarks are the European labelling values for rolling resistance according to Regulation (EU) 2020/740 of the European Parliament and of the Council of 25 May 2020 on the labelling of tyres with respect to fuel efficiency and other parameters, amending Regulation (EU) 2017/1369 and repealing Regulation (EC) No 1222/2009 (Text with EEA relevance), in which the rolling resistance classes indicate the energy efficiency level of the tyre and range from A (highest energy efficiency) to E (lowest energy efficiency).

products (new IP Codes) that made their first sales on the market[63] in the reporting year. 2025 data indicates growth compared with the 2020 baseline, reaching 44%, although slowing compared with last year (55.4% in 2024) due to the evolution of the competitive context and market. In 2025, as regards the Wet Grip, the new IP labelled codes released to the market by Pirelli worldwide have a value of 88% (90.5% in 2024) of labels in class A or B Wet Grip, according to the European classification, including ice grip (certified by the presence of the ICE pictogram).

With reference to the full range of tyres sold by Pirelli in 2025, 77.2% of the Group's revenues come from markets requiring product labelling, such as that provided for under European Regulation 2020/740 on the labelling of tyres with respect to fuel efficiency and other parameters ("eco-safety label") or the indication required under the United States "Uniform Tire Quality Grading Standards (UTQG)".

The company continues to invest in the development of advanced solutions to further enhance performance and support more sustainable mobility. This includes initiatives in the circular economy, leveraging artificial intelligence in compound and product development, as well as highly innovative technologies such as the Cyber Tyre. For more details, see the chapter "E5 Resource use and Circular Economy" ("Research and Development for Material Sustainability and Open Innovation" paragraph) and paragraph "Product Safety, Performance and innovation", in particular "Cyber Tyre".

Product and production process objectives, included in the Climate Change Mitigation Transition Plan, contribute to managing the impacts, risks and opportunities identified as material with respect to climate change. In fact, the reduction of emissions at Pirelli's production sites (Scope 1+2 emissions from its own operations) limits the potential exposure to present and future carbon taxation mechanisms (Emission Trading System, Carbon tax, etc.) and mitigates the risk with respect to any cost increase. Moreover, product efficiency targets, for the reduction in rolling resistance, on the one hand favour the reduction of fuel consumption and therefore vehicle emissions in the in-use phase (Scope 3 downstream emissions) to the benefit of Pirelli Customers, and on the other hand support the Group's positioning with respect to the low-emission products and electric vehicles markets, with an opportunity to increase sales.

In line with the commitments expressed in the Global Health, Safety and Environment Policy and the principles of the Supplier Code of Conduct, Pirelli sets responsible sourcing objectives aimed at reducing the supply chain's impact on the carbon footprint of its products. To this end, the Company has defined specific targets for its suppliers to reduce the emission impact of material and products purchased and used for tyre production.

Among these objectives, the following stand out:

- by 2025, a direct request will be made to 100% of raw material suppliers to use exclusively renewable electricity in the production of materials supplied to Pirelli.
  The target has been achieved, as during 2025 the process was completed through which 100% of raw material suppliers are formally required to use certified renewable electricity for the entire production of materials supplied to Pirelli, thereby ensuring alignment with global decarbonisation standards.
- by 2025, the objective is to extend the requirement to 100% of raw material suppliers to define decarbonisation targets that are validated by SBTi.
  To ensure alignment with international standards, in 2025 Pirelli formally required 100% of its raw material suppliers to apply the Science Based Targets initiative guidelines when defining their emission reduction targets, based on data certified in accordance with the GHG Protocol. A generic request for "science-based" objectives, in fact, is not considered sufficient if not accompanied by a clear indication of the reference methodology. This approach ensures consistency with the global emission reduction objectives set out in the Paris Agreement and supports the transition towards a low-carbon economy.
- The increase in the availability of primary data on the emissions of raw material suppliers.
  Starting with 90% coverage of the Scope 3 category 1 emissions of the GHG Protocol (Purchased goods and services), measured in the base year of the Group's emission reduction target (2023) using "primary" data, the company aims to strengthen the quantity and quality of the information by collecting information directly from the suppliers, thereby fostering greater transparency and reliability in environmental impact data along the supply chain. Thanks to this approach, primary data coverage was confirmed to be above 90% in 2025 (consistent with 2024), reaffirming Pirelli's commitment to this target.

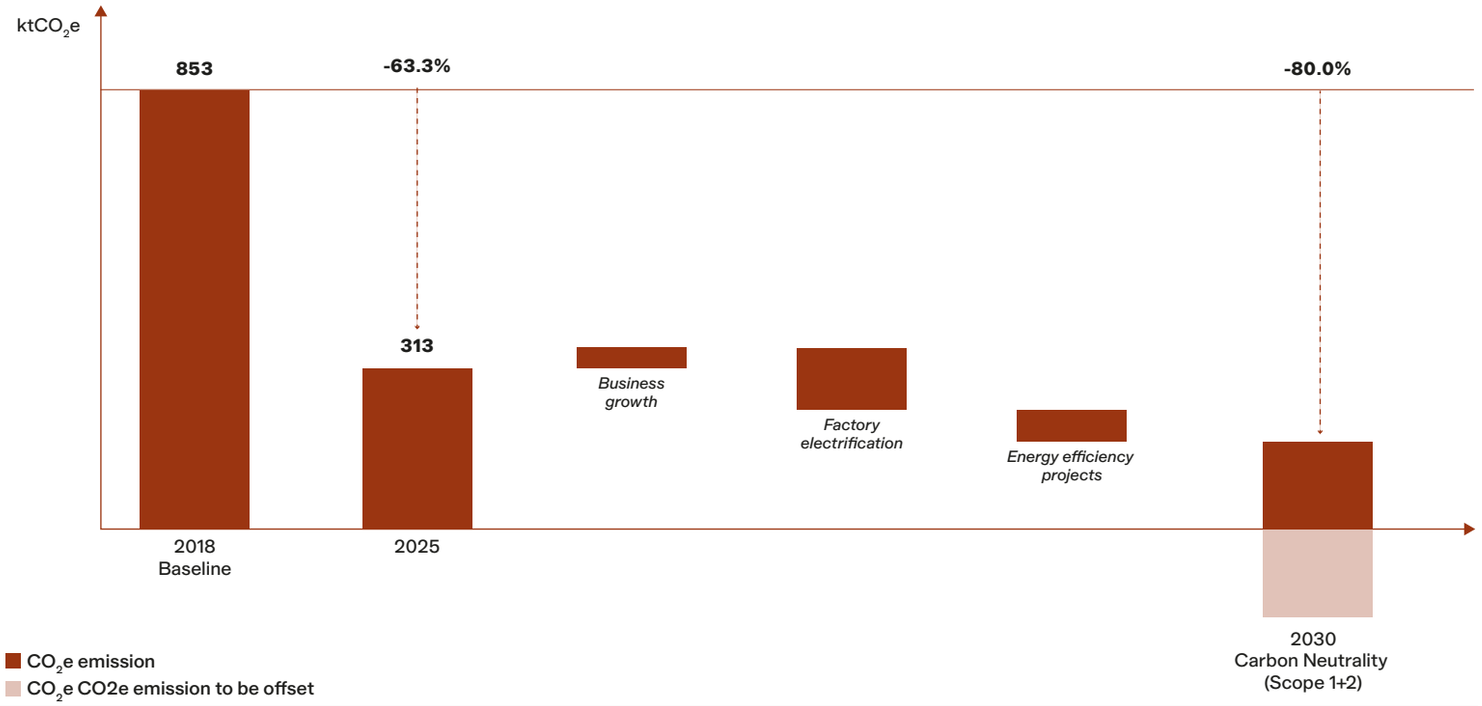
The engagement and involvement of suppliers are key to achieving the aforementioned targets. To this end, Pirelli formally submitted requests to all raw material suppliers, offering the support of its decarbonisation and procurement teams to facilitate the adoption and implementation process as well as to ensure the accuracy and reliability of the data collected and monitored.

These targets reflect Pirelli's commitment to ensuring transparency and accountability throughout the supply chain, in accordance with international standards such as the GHG Protocol and relevant ISO standards.

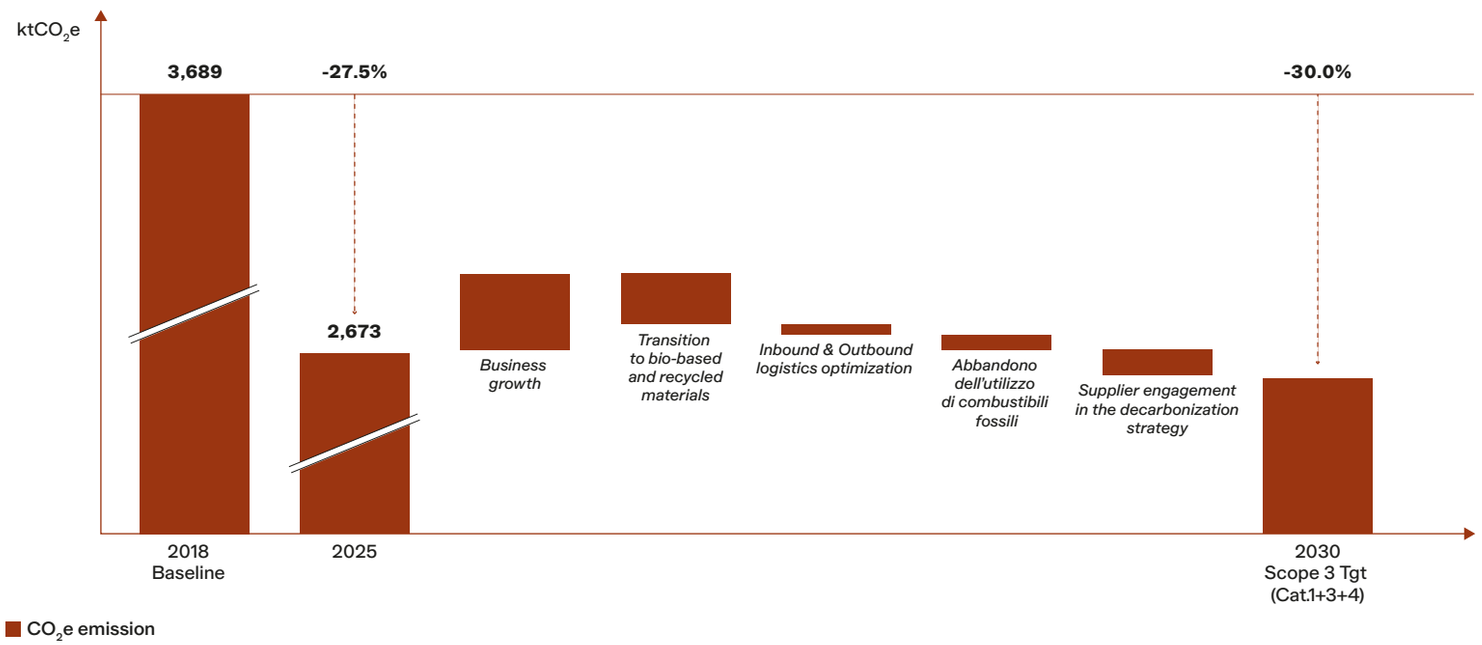
63. sales of at least 50 units.

The graph below summarises the contributions, in terms of Scope 1 and 2 emission reductions, of Pirelli's main decarbonisation levers with respect to Group targets.

SCOPE 1 + 2 CO_2E EMISSION



SCOPE 3 CO_2E EMISSION



ACTIONS for managing greenhouse gas emissions

The Group's strategy is embodied in actions aimed at reducing climate-altering gas emissions both in its own operations (Scope 1 and 2) and along the supply chain (Scope 3), through strategic investments, technological innovation, the energy transition and partnerships with its stakeholders. These actions are part of a long-term strategy described in the Group Industrial Plan, approved by the Board of Directors in March 2024, and are subject to an internal evaluation, approval and planning process.

The initiatives implemented by the Group are designed to both mitigate risks and capitalise on significant opportunities. In particular, strategic actions, such as reducing greenhouse gas emissions across operations and the supply chain, directly support risk mitigation while enabling the pursuit of identified opportunities. Investments in technological innovation, energy transition and stakeholder engagement drive reductions in energy consumption and costs, promote sustainable production processes, and improve efficiency, aligning with the Group's key opportunities (see the Energy Management paragraphs for details). A strong focus on product innovation strengthens competitiveness and expands market share in the electricity sector. Simultaneously, engagement and capacity-building initiatives with suppliers enhance the resilience and adaptability of the entire production chain, mitigating risks such as rising costs or the unavailability of bio-based materials, price volatility, supply chain disruptions and potential damage to assets from extreme weather events. In summary, the Group's decarbonisation and innovation strategy not only fosters sustainable growth but also reinforces resilience and the ability to seize emerging market opportunities.

The actions implemented as shown below, in addition to those indicated in the "Energy Management" section, resulted in a reduction of absolute emissions of about 53 kton for Scope 1+2 and about 49 kton for Scope 3 in 2025 compared to the previous year.

Decarbonisation in its own operations

To support the objectives of reducing climate-altering gas emissions with reference to its own operations (Scope 1 and 2), as specified in the previous paragraphs, Pirelli has defined a specific Climate Transition Plan based on a detailed programme of actions and investments at production sites which include, among other things, energy efficiency projects, the gradual electrification of production processes and the simultaneous switch to the supply of renewable energy in factories (linked to the target of 100% renewable electricity purchased from the grid already achieved in 2025) for a gradual transition away from fossil fuels.

The actions, investments and operating expenses identified at Group level to reduce Scope 1 and 2 emissions all fall within the scope of energy management. Therefore, for a detailed discussion of the specific initiatives including, if significant, an indication of the related investments and operating expenditures incurred during the year and expected in future years, see the paragraph "Energy management", "TARGETS for energy management" and "ACTIONS related to energy management" sections.

Decarbonisation along the supply chain

To support the reduction of Scope 3 emissions from its upstream value chain, Pirelli has several engagement and capacity building initiatives underway with its suppliers on the topics of monitoring and reducing their carbon footprint and the potential decarbonisation levers available for their business sectors. In particular, these initiatives are designed for suppliers of raw materials with the greatest impact in terms of CO_2 emissions, aimed at supporting them in fully understanding Pirelli's expectations and defining low-carbon development plans. The actions suppliers have taken over the year, including the introduction of technologies and the implementation of more efficient production practices, contributed to Pirelli's 2025 performance in reducing Scope 3 emissions.

For raw material suppliers, in particular, Pirelli requested the definition of a decarbonisation roadmap with targets aligned with the criteria required by SBTi for their validation, and the adoption of 100% renewable electricity in the production of materials supplied to Pirelli, to reduce emissions related to the most energy-intensive production processes.

In 2025, the collection of primary data on emissions from suppliers continued, with results detailed in the previous paragraph, "Transition Plan for climate change mitigation," to which readers are referred for further information.

The ongoing activities to replace the raw materials used in the production of tyres with alternative materials with lower carbon footprints also make a significant contribution to the decarbonisation targets for the supply chain. For a detailed discussion of the material switch initiatives, please refer to the chapter "E5 Resource Use and Circular Economy".

Moreover, for years Pirelli has been involved in the Climate Change, Forest and Water Security programmes promoted by the CDP. Since 2014, Pirelli has also participated in the CDP Supplier Engagement programme, requesting its key suppliers at Group level - identified according to environmental and economic materiality criteria - to complete the CDP assessment. Also in 2025, the selection concerned the suppliers with the greatest impact on the Group's Carbon Footprint in the Raw Materials, Logistics and Energy categories. In fact, the CDP Supply Chain supports Pirelli in monitoring the Scope 3 emissions of its supply chain and ensures that suppliers are adequately sensitised on issues related to Climate Change, in order to identify and activate all possible opportunities to reduce climate-changing gas emissions.

Also in 2025, as in previous years, CDP recognised Pirelli as "A List" both in the Climate assessment and in the Supplier Engagement Assessment (SEA).

Climate Change Engagement and Internal Training Activities

On the topic of emissions and effects on Climate Change, in 2024 the company introduced new training activities addressed to all employees, complementing the numerous awareness-raising campaigns already in place. These initiatives were further strengthened in 2025 and will continue to be reinforced in the coming years, reflecting the company's ongoing commitment.

With its latest Industrial Plan, in fact, Pirelli has defined emission reduction targets that are among the most ambitious in the tyre industry and whose achievement requires the engagement and active participation of all colleagues.

To this end, the "Climate Change Challenge" programme was initiated, aimed at spreading the culture and awareness of the issue of Climate Change throughout the company so as to engage all participants in the challenge of achieving Net Zero emissions by 2040. This, as mentioned, will be achieved through massive engagement and training of 100% of employees on company's goals, so that everyone can contribute to them with conscious behaviour and daily actions within the scope of his or her competencies.

Following an initial training phase, the implementation programme began in 2025, emphasising the direct involvement of employees across all Group factories. Through

a structured system of proposals and feedback, Pirelli encourages contributions from all colleagues, particularly those working daily in production, adopting a bottom-up approach to decarbonisation.

The goal is to transform these proposals into concrete projects that improve energy efficiency, reduce emissions, optimise consumption and monitor production processes, turning the awareness gained during training into tangible, measurable actions.

To highlight the initiative's importance, Headquarters established a recognition programme for the Group's most exemplary factory. At the end of 2025, the award was given based on results achieved and the factory's success in fostering active employee participation in generating high-impact environmental ideas.

As part of the long-term strategy to decarbonise the manufacturing processes, the Climate Change Challenge Programme will be ongoing for years to come, as an integral part of employee engagement, training and awareness activities.

Product Innovation to maximise environmental performance

In line with its position in the Premium and Prestige segments, Pirelli develops and introduces increasingly innovative products and services on the market, responding to a macroeconomic scenario in constant and rapid evolution.

As stated in Pirelli's Product Stewardship Policy, during the design and development of new products, potential risks on health, safety, environment and society are systematically assessed throughout their life cycle, including analysis of the geopolitical context of reference and ESG impacts in the supply chain. This assessment is also supported by Life Cycle Assessment analyses performed in accordance with the industry Product Category Rules and adopting the latest methodologies for calculating potential environmental impacts[64].

Pirelli's 'Eco-Safety' strategy aims to maximise environmental performance while keeping safety at the centre. The company's significant operating costs incurred in research and development on materials, compounds, structures and tread patterns allows Pirelli products to achieve extremely high performance in terms of braking in dry and wet conditions and, at the same time, improved environmental performance such as:

- → lower rolling resistance, resulting in lower CO_2 emissions for traditional vehicles or increased mileage per recharge for electric vehicles;
- → less noise, which implies reduced noise pollution;
- → increased mileage, which lengthens tyre life and reduces the exploitation of resources.

The targets to improve the environmental performances adopted by Pirelli for its products are objective, measurable and they consider the level of materiality of the impacts along the life cycle of the product with a perspective of the maximum effectiveness of the action. In particular, it was seen how the tyre's rolling resistance - thus its energy efficiency - during the vehicle's use phase impacts the vehicle's fuel consumption / battery life and, thus, its CO_2 emissions. In this respect Pirelli is constantly striving to reduce the rolling resistance of its car products, with a continuous reduction on all car products.

Among the products that best embody the Eco-Safety approach is the P ZERO™ E, the fifth generation of the P Zero tyre family, renowned for performance and safety since 1985. It incorporates Pirelli's latest technological innovations, designed to support the new era of electrified and sustainable mobility.

Thanks to years of research into new materials and careful selection of suppliers, Pirelli was the first to be able to make a high-performance tyre with more than 55%[65] bio-based and recycled materials across the entire launch range, a claim validated by Bureau Veritas according to the ISO14021 reference standard.

The Pirelli study on the life cycle of the P ZERO™ E, also verified by Bureau Veritas, shows, among other things, a 24% reduction in CO_2 equivalent emissions compared to a previous generation Pirelli tyre[66]. Moreover, this attention to the materials used has made it possible to reduce the use of materials of fossil and mineral origin, replaced by natural and recycled raw materials (12 kg less than a standard set of P Zero tyres of the same size).

Pirelli P ZERO™ E has been awarded, for all available sizes, class A in all three parameters of the European label (best performance for rolling resistance, wet braking and noise). Among the development areas that contributed to this result are the tread pattern, designed using motorsport-derived virtualisation and simulation techniques, and the adoption of specific compounds (Rolling Reduction Compounds) capable of reducing rolling resistance, favouring the autonomy of battery-powered vehicles, extending tyre life through reduced wear, and improving car control in particular driving situations, such as when braking on wet roads.

The Group incurred significant operating expenses in 2025 with reference to research and development related to product "sustainability" features, i.e. aimed at reducing environmental impacts (e.g. development of products with rolling resistance class A and B, Cycling products) and increasing safety for people (e.g. projects in the Pirelli Cyber Tyre area, development of products with wet grip class A and B). For information on the main projects in these areas see the specific sections within this report.

These costs cover 72% of the research and development costs, which in 2025 amounted to a total of 312.7 million euros, or 4.6% of the Group's consolidated revenues - a percentage in line with the forecast for 2026.

64. Such as the EF (Environmental Footprint) method, provided for in EU Commission Recommendation 2021/2279, and all impact categories therein.

65. Percentage achieved with a combination of physical segregation and mass balance. Bio-based materials are natural rubber, textile reinforcements, bio-resins, bio-chemicals and lignin. The recycled materials are metal, chemical and – through mass balance – synthetic rubber, silica and carbon black reinforcements.
66. P Zero E, Size 235/45R18 (IP 42865) compared to the same size as the previous generation product (PZ4 IP 27429) according to ISO 14067 and ISO 14026 verified by Bureau Veritas.

METRICS related to Scope 1, 2, 3 GHG emissions and total GHG emissions

Pirelli monitors and reports its emissions of greenhouse gases through the calculation of CO_2-equivalent (CO_2e) – unit of measurement used for the emissions reported here below –, which takes into account the contribution of carbon dioxide, methane (CH_4) and nitrous oxide (N_2O).

Biogenic and land use change (LUC) emissions are quantified and included in the greenhouse gas (GHG) inventory and within the scope of the targets in accordance with the GHG Protocol guidelines (FLAG-C5).

For the purpose of quantifying Scope 1 and Scope 2 emissions, fully covering the same corporate perimeter of the Group's consolidated financial statement, energy consumption data (fuel, electricity and thermal energy) is collected annually for all local units through the HSE-DM information system, which, multiplied by the respective emission factors, returns the value of CO_2 equivalent.

These greenhouse gases are mainly generated by the combustion of hydrocarbons at production sites, mainly used to operate heat generators that power the plants, and particularly those that produce steam for vulcanisers, or generated by the consumption of electrical or thermal energy. The former are defined as "direct emissions", or Scope 1 emissions, insofar as produced at the Company's production sites, while the latter represent the "indirect emissions", or Scope 2 emissions, as they are generated in the energy plants that produce the electricity and/or steam purchased and consumed by Pirelli. Scope 2 emissions are reported in two separate ways: "location-based" and "market-based" (methodology defined by the "GHG Protocol Scope 2 Guidance" and current reference for Pirelli's emission reduction targets).

Performance concerning greenhouse gas emissions, in relation to Scope 1 and 2, is calculated on the basis of emission factors obtained from the following sources:

- IPCC[67]: Guidelines for National Greenhouse Gas Inventories (2006)[68];
- Within location-based Scope 2:
  - National emission factors[69] taken from IEA Emission factors 2024[70]:
- Within market-based Scope 2:
  - Specific emission factors of suppliers where available;
  - Residual-mix emission factors[71] taken from AIB European Residual Mixes (EU)[72] and Green-e Residual Mix Emissions Rates (US)[73];
  - Emission factors used in the context of location-based method if other sources of data are not available;

and are reported according to the models proposed by:

- GHG Protocol: Corporate Accounting and Reporting Standard;
- GHG Protocol Scope 2 Guidance.

Regarding Scope 2 emissions, the national average coefficients are defined with respect to the last year available on the above reports. It should be noted that the tyre production industry is not a carbon-intensive industry; in fact, it falls within the European Emission Trading Scheme only with reference to thermal power plants above 20 MW of installed capacity. The Company is not subject to other specific regulations at the global level.

To quantify indirect Scope 3 emissions, Pirelli uses, when available, primary data collected directly from the various stakeholders along the value chain, such as suppliers of goods and services, employees, logistics providers and other relevant partners. In these cases, emission factors based on supplier-specific data or verified life cycle assessments are used, ensuring the accuracy and precision of quantified emissions. Specifically, over 90% of Scope 3 emissions (in line with 2024) were calculated using primary data.

In the absence of primary data, secondary emission factors, based on industrial market averages from recognised sources, are applied to ensure consistent estimates.

Pirelli calculates greenhouse gas (GHG) emissions for Scope 1, Scope 2 and Scope 3 following international guidelines and standards for GHG emission accounting and life cycle assessment, such as those defined by the World Business Council for Sustainable Development and the World Resources Institute.

Moreover, Pirelli's GHG calculation methodology and reduction targets (validated by SBTi) were subject to third-party verification by an accredited environmental verifier, in compliance with the methodology for verifying and validating GHG declarations set out in ISO 14064, following the criteria established by the GHG Protocol Corporate Standard.

In particular, for the Scope 3 emissions inventory, the calculation methodology also follows the guidelines of the GHG Protocol Corporate Value Chain Standard and ISO 14067 for requesting Product Carbon Footprint data from suppliers. Pirelli is committed to collecting reliable data and continuously improving the accuracy of the calculation, with the aim of reducing the overall environmental impact and ensuring transparency in the reporting process.

When available, primary emission factors such as supplier-specific data or verified life cycle assessments are used. In the absence of such data, secondary emission factors, based on industry average data from recognised sources, are used to ensure consistency and accuracy in emission calculations.

The defined criteria allow emissions to be monitored in a systematic and integrated manner, considering all stages of the life cycle, from production to distribution and final consumption.

The Scope 3 greenhouse gas (GHG) emissions inventory includes all categories defined by the GHG Protocol.

67. Intergovernmental Panel on Climate Change.
68. Emission factors expressed in CO2 equivalent, obtained by considering the GWP (Global Warming Potential) coefficients based on 100 years of the IPCC Sixth Assessment Report, 2021 (AR6).
69. Emission factors expressed in CO2e /kWh.
70. 2025 Publication with update to the 2024 figure.
71. Emission factors expressed in CO2e /kWh.
72. 2025 Publication with update to the 2024 figure.
73. 2024 Publication with update to the 2022 figure.

This table sets out the distribution of greenhouse gas (GHG) emissions of Scope 1, Scope 2 and Scope 3, including market- and location-based totals, in accordance with relevant reporting standards. Compared to the previous year, no significant changes have been identified in the greenhouse gas emissions reporting boundary.

	Base year	Retrospective		Goals and target years			
GHG emissions[74]	**2018**	**2024**	**2025**	**2025**	**2030**	**(2040)**	**Target % per annum / Base year**
GHG scope 1 emissions							
Gross GHG scope 1 (tCO_2e) emissions	190,046	215,247	192,217				
Percentage of GHG scope 1 emissions covered by regulated emissions trading schemes (%)	%	26.2%	26.4%				
GHG scope 1 biogenic emissions	0	0	0				
GHG scope 2 emissions							
Gross GHG scope 2 location-based (tCO_2e) emissions	598,311	479,475	473,596				
Gross GHG scope 2 market-based (tCO_2e) emissions	661,347	150,949	118,895				
GHG scope 2 biogenic emissions	1,473	95	1,934				
Scope 1 GHG emissions + Scope 2 market-based GHG emissions	851,393	366,196	311,112				
Scope 1 GHG emissions + Scope 2 market-based GHG emissions including biogenic emissions	852,866	366,291	313,046	341,147	170,573	-	9%
Significant scope 3 GHG target emissions							
GHG emission target categories (categories 1;3;4) including biogenic emissions	3,689,019	2,722,328	2,673,288	2,692,984	2,582,313	-	4%
Significant scope 3 GHG emissions							
Total gross indirect GHG scope 3 (tCO_2e) emissions	24,350,960	20,683,324	21,064,465				
1 Goods and services purchased	3,049,578	2,300,135	2,274,966				
Scope 3 biogenic emissions	45,755	47,520	40,134				
2 Capital goods	245,000	186,709	219,594				
3 Fuel and energy-related activities (not included in scope 1 or 2)	375,793	135,100	134,233				
4 Upstream transport and distribution	217,893	239,483	223,955				
5 Waste generated during processing	35,751	34,021	34,046				
6 Business travels	10,434	9,595	8,864				
7 Employee commuting	23,450	23,618	22,312				
8 Upstream leased assets	0	0	0				
9 Downstream transport	0	0	0				
10 Processing of products sold	-	1,660	1,714				
11 Use of products sold	20,344,838	17,659,952	18,059,134				
12 End-of-life treatment of products sold	2,468	2,469	2,182				
13 Downstream Leased Assets	-	8,000	9,506				
14 Franchising	-	1,851	2,390				
15 Capital expenditure	-	33,211	31,435				
Total GHG emissions							
Total GHG emissions (location-based) (tCO_2e)	25,140,790	21,378,141	21,732,212				
Total GHG emissions (market-based) (tCO_2e)	25,203,826	21,049,615	21,377,511				
Total GHG emissions – Net Zero target scope (Scope 1 + Scope 2 Market-based + Scope 3 (classes 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 12, 13, 14, 15)	4,858,988	3,389,663	3,318,377			485,899	5%

74. Greenhouse Gases

Considering the life phases of the product according to the GHG Protocol standard (Corporate Value Chain – Scope 3) and as reflected in the Science Based Targets initiative, the emissions of the use phase of the tyre (Category 11 - Use of products sold) are assessed as "indirect" because they are already included in the use phase of the vehicle (and therefore in the Scope 3 emissions charged to Car Manufacturer Customers), of which the tyre is a component with indirect responsibility for the energy consumption of the vehicle during use. These emissions, therefore, do not fall within the emission perimeter to be considered by tyre manufacturers for value chain reduction targets, which, instead, includes Scope 1 and 2 emissions, generated by the group's production activities, and Scope 3 emissions mainly related to the supply chain, logistics and product end-of-life.

However, in order to provide an estimate of the magnitude of the use phase of the tyre, the figure was calculated according to the Product Category Rules (PCR[75]) for tyres developed by the Tire Industry Project Group of the World Business Council for Sustainable Development. In particular, emissions attributable to the rolling resistance of tyres put on the market by Pirelli in 2025, refer to the version[76] of the new PCR.

Scope 1 emissions from stationary combustion are 176,868 tCO_2e (200,023 tCO_2e in 2024), from mobile combustion 15,349 tCO_2e (15,224 tCO_2e in 2024), from process 0 tCO_2e (in line with 2024) and fugitive 0 tCO_2e (in line with 2024).

In addition to the emissions of the subsidiaries, the own emissions of the units under operational control[77], as required by the E1-6 disclosure obligation, amount to:

- Scope 1, 7,898 tCO_2e (7,435 tCO_2e in 2024)
- Scope 2 calculated by the Location Based method, 70,757 tCO_2e (69,141 tCO_2e in 2024) and Scope 2 calculated by the market-based method, 23,537 tCO_2e (25,776 tCO_2e in 2024)

For the following units, an operational control was found to be in place, in line with the indications of ESRS and EFRAG IG 2: Value Chain Implementation Guidance, according to which Pirelli can direct the activities and operational relations of the aforementioned entities. For the sake of completeness, it should be noted that the requirements considered in order to determine the operational control required by ESRS do not correspond to the requirements verified to determine the existence of control for the purposes of full consolidation according to the IFRS in the Group's financial statements, where the two companies are classified as joint ventures and consolidated using the equity method.

Biogenic CO_2 emissions resulting from the combustion or biodegradation of biomass were: Scope 1: 0 tCO_2e (in line with 2024), Scope 2: 1,934 tCO_2e (95.39 tCO_2e in 2024)[78] and Scope 3: 40,134 tCO_2e (47,520 tCO_2e in 2024).

In 2025, there were no significant changes to the reporting scope that significantly impacted the CO_2 emissions inventory.

Pirelli calculated the emission intensity for 2025, compared to the Group's net revenues, which amount to 6,776,157 thousand euros, in line with "Revenues from sales and services" in the consolidated income statement.

With reference to the scope of emissions included in the Group targets approved by the SBTi, the indicators of GHG intensity relative to net revenues [tCO_2e/€] are as follows

GHG intensity relative to net revenues	**2024**	**2025**
Scope 1+2 (market-based) emissions versus net revenues [tonCO_2e/€]	0.000054	0.000046
Scope 3 emissions (categories 1, 3 and 4 of the GHG Protocol) versus net revenues [tonCO_2e/€]	0.000402	0.000395
Scope 1+2+3[79] emissions (target Net Zero) versus net revenues [tonCO_2e/€]	0.000500	0.000490

75. Set of specific rules, requirements and guidelines for the development of environmental declarations, for one or more product categories, defined according to ISO 14025.
76. PCR version 3.05
77. Two production units held by Pirelli in the form of joint ventures,
78. The variation between 2024 and 2025 is primarily attributable to the update of secondary datasets relating to renewable electricity generation used in estimating biogenic emissions, as well as to the increased granularity of the data available.
79. Scope 3 emissions related to all upstream and downstream activities of the company's operations, calculated according to the GHG Protocol (which includes all categories of the value chain excluding the "use phase" charged to Car Manufacturer Customers) and in line with SBTi requirements.

With reference instead to the Group's total GHG emissions calculated using both the marketbased and locationbased methods, the indicators of GHG intensity relative to net revenues [$tCO_2e/€$] are as follows:

GHG intensity versus net revenue	2024	2025
Total GHG emissions (market-based) versus net revenues ton$CO_2e/€$	0.003108	0.003155
Total GHG emissions (location-based) versus net revenues [ton$CO_2e/€$]	0.003156	0.003207

Key performance indicators relevant for €600,000,000 4.250 percent. Guaranteed Sustainability-Linked Notes maturing on 18 January 2028 ISIN: XS2577396430 (the "2023 Sustainability-Linked Notes")

With reference to the 2023 Sustainability-Linked Notes, issued under the base prospectus of 13 May 2022 and related supplement of 4 January 2023, Pirelli & C. S.p.A. sets out below the relevant sustainability performance targets ("SPTs") calculated in compliance with the criteria established in paragraphs 2.1 and 2.2 of the May 2022 Sustainability-linked Financing Framework published on the Company's website.

ABSOLUTE SCOPE 1 AND 2 GHG EMISSIONS:

Absolute Scope 1 and 2 GHG Emissions (in metric tonnes of CO_2eq)	Reference Year (2015)	2025 Targets	2025 Result
Gross GHG scope 1 emissions			192,217
Gross GHG scope 2 market-based emissions			118,895
Total gross Scope 1 and Scope 2 market-based (tCO_2eq) GHG emissions	925,477	536,777 equivalent to a reduction of 42%	311,112 equivalent to a reduction of 66.4%

The emission-related disclosures were calculated using the most recent IPCC emission factors available for each reporting year. Emissions were therefore calculated based on the energy consumption of each individual legal entity, multiplied by updated emission factors specific to the relevant energy source and country of reference.

In addition, it should be noted that the 2025 specific disclosure value was calculated considering only the fossil emissions, excluding biogenic emissions.

As shown in the table, as at 31 December 2025 the reduction in Scope 1 and market-based Scope 2 GHG emissions compared with the 2015 base year, calculated considering fossil emissions only, amounts to 66.4%, thereby overperforming the 42% reduction target set out in the contractual documentation relating to the 2023 Sustainability-Linked Notes.

ABSOLUTE SCOPE 3 GHG EMISSIONS:

Absolute Scope 3 GHG Emissions (in metric tonnes of CO_2eq)	Reference Year (2018)	2025 Targets	2025 Result
1) Goods and services purchased			2,134.3
4) Upstream transport and distribution			87
Scope 3 raw material gross indirect GHG emissions	2,659.6	2,420.2 equivalent to a reduction of 9%	2,221.3 equivalent to a reduction of 16.5%

The emission-related disclosures relating to this SPT were calculated taking into account exclusively the following two Scope 3 categories under the GHG Protocol:

- Category 1 - Purchased goods and services: fossil emissions associated with the purchase of products and services;
- Category 4 - Transportation and distribution: emissions relating to the inbound transportation of raw materials.

Fossil emissions were calculated using a proprietary tool which considers three types of emission factors:

- Primary emission factors collected directly from raw material suppliers;
- Primary emission factors derived from modelled production processes, specific to product categories and integrated into the tool;

→ Secondary emission factors sourced from reference databases (Sphera GaBi LCA software).

Furthermore, it is noted that the value of this SPT's specific disclosure was calculated in accordance with the GHG Protocol guidelines; however, for Category 1, fossil emissions associated with the purchase of auxiliary materials, land-use change (LUC) emissions and biogenic emissions were excluded, while for Category 4, emissions from the transport of auxiliary materials and outbound transport were excluded.

As shown in the table, as at 31 December 2025 the reduction achieved compared with the 2018 base year in Scope 3 emissions, calculated considering fossil emissions from Category 1 (Purchased goods and services) and Category 4 (Transportation and distribution), including inbound logistics only for raw materials, amounts to 16.5%, thereby overperforming the 9% reduction target set out in the contractual documentation relating to the 2023 Sustainability-Linked Notes.

Accordingly, as at the observation date of 31 December 2025, no Step-Up Event has occurred; consequently, the coupon applicable to the 2023 Sustainability-Linked Notes will remain at 4.25% until maturity, and the Step-Up Margin will not apply.

METRICS related to GHG removals and GHG mitigation projects financed through carbon credits

In 2025 Pirelli continued in the compensation project of CO_2 emissions produced by its Italian fleet of company cars, by purchasing and retiring carbon credits certified in accordance with the most important VCM (Voluntary Carbon Market) standards. In order to ensure the credibility and integrity of carbon credits, the following key criteria apply in the process of identifying and purchasing them: climate relevance, environmental integrity, transparency, accountability, duration (continuity), additionality, social and environmental sustainability, compliance with regulations and standards, independent monitoring and verification, as well as the prevention of double counting.

Direct issuance of the Pirelli auto policy, which introduces an Internal Carbon Price model for the economic quantification of the impacts associated with car emissions, this initiative aims to promote the choice of vehicles with less impact on the environment and support environmental protection projects. The car emissions of the corporate fleet subject to offsetting amounted to 882 tonnes of CO_2.

In addition, by purchasing credits, Pirelli also neutralised the emissions from the travel and commuting of the participants in the "Climate Change Challenge" training activity, estimated at 30 tonnes of CO_2.

In 2025, therefore, Pirelli offset the climate impact of a total of 912 tonnes of CO_2 (in 2024, it was 1,082 tonnes of CO_2), by supporting respectively:

→ in Turkey, a renewable energy project (covering 84% of the purchased credits) for the construction of a large-scale offshore wind farm;
→ in Italy, a sustainable agriculture project (covering 11% of the credits) that promotes regenerative farming practices, including tree planting and agroforestry, aiming to reduce greenhouse gas emissions and achieve the permanent removal of atmospheric CO_2, in line with the principle of additionality;
→ in Brazil, a technological project for biogas recovery from landfills (covering the remaining 5% of the credits) to generate electricity, a portion of which is supplied to the Brazilian electricity grid.

The activities financed through Pirelli's contribution (by purchasing and retiring credits under the Internal Carbon Registry and Gold Standard standards) were all carried out during 2025 and relate to mitigation initiatives outside the Company's value chain, in line with the Beyond Value Chain Mitigation (BVCM) principle.

Future purchases of carbon credits to offset CO_2 emissions outside the value chain are not currently contracted.

As part of the Group's commitments to Carbon Neutrality by 2030 (Scope 1 and 2) and Net Zero by 2040 (Scope 1, 2 and 3 approved by SBTi), in order to neutralise residual emissions that cannot be reduced, Pirelli plans to adopt a strategy focused on projects for the permanent removal of carbon from the atmosphere that are associated with high quality carbon removal that will be certified and internationally recognised as best practice, for compliance and effectiveness, when purchased.

To complement the actions already underway to achieve its short- and long-term reduction targets, Pirelli will undertake actions or make investments outside its value chain to mitigate greenhouse gas (GHG) emissions. The company will support projects, programmes and solutions with quantifiable climate benefits, prioritising those that generate additional co-benefits for people and nature.

Carbon credits cancelled in the reference year	2024	2025
Total (tCO_2e)	1082	912
Share from reduction projects (%)	57%	89%
Share from absorption projects (%)	43%	11%
Recognised quality standard 1 (%)	100%	100%
Share from projects within the EU (%)	0%	11%
Share of carbon credits that can be considered matching adjustments (%)	0%	0%

METRICS –related to setting the internal carbon pricing

As part of its climate strategy, Pirelli adopts different types of internal carbon prices that are used for different application purposes, targets and GHG emission coverage, as described below.

To evaluate new investments at Group level in the Operations area, the Company internally adopts a carbon price in order to integrate the potential medium-term (2030) benefits of avoided Scope 1 and 2 GHG emissions into the feasibility analysis of the individual project. The introduction of an internal carbon price, in addition to supporting the Company in navigating the emerging greenhouse gas regulations, has the main aims of promoting low-carbon investments, energy efficiency and identifying opportunities. The environmental efficiency associated with projects is in fact one of the guiding criteria to be considered in investment management, as governed by the related internal Group operating rule. For this type of analysis, Pirelli adopts as a reference for the entire Group, regardless of the location of the project, an internal carbon price linked to the trading value of emission allowances in the European Union's Emission Trading System (EU ETS) market and used in the form of a shadow price (a monetary value assigned to a tonne of CO_2 for the economic quantification of impacts). The average internal carbon price used in 2025 amounts to 74 €/tonCO_2e (in 2024 it was 65 €/tCO_2).

It is noted that, for the valuation in the financial statements of emission allowances purchased through the ETS by certain Group subsidiaries, the market price at the date of purchase is used instead of the aforementioned price.

Pirelli also adopts a different internal carbon price model, used as an internal fee in its car policy, for an economic quantification of the impacts associated with car emissions (Pirelli Scope 1 and 3) aimed at influencing user behaviour in the conscious choice of vehicles that have less impact on the environment. In this case, the internal carbon price takes the market value of voluntary carbon credits as a reference.

The economic contribution required to the users of company vehicles goes into a fund (carbon offset budget) used to offset the CO_2 emissions produced by the company's fleet of cars through the purchase and retirement of carbon credits certified according to the most important VCM (Voluntary Carbon Market) standards. For details of the initiative, please refer to the paragraph above "METRICS related to GHG removals and GHG emission mitigation projects financed through carbon credits".

The table shows the estimated volumes, expressed as percentages, of Scope 1, 2 and 3 GHG emissions affected by carbon pricing systems in 2025.

Percentage of gross GHG emissions covered by carbon pricing	2024	2025
Gross Scope 1 GHG emissions[80]	4%	9%
Gross Scope 2 GHG emissions[81]	9%	6%
Gross Scope 3 GHG emissions	0.001%	<0.001%

80. The variation in the value of the indicator between 2024 and 2025 is primarily attributable to fluctuations in the number of projects carried out during the two reporting years.
81. The variation in the value of the indicator between 2024 and 2025 is primarily attributable to fluctuations in the number of projects carried out during the two reporting years.

ENERGY MANAGEMENT

Following the Double materiality analysis, the following material impacts related to energy management along Pirelli's entire value chain were identified:

Impacts:

- → *Use of energy from fossil sources by Pirelli sites (Scope 1+ 2)*
- → *Use of energy from fossil sources by Pirelli suppliers (scope 3)*

To mitigate these significant impacts, Pirelli is pursuing multiple initiatives, including energy efficiency projects, the procurement of renewable electricity and the electrification of industrial processes, all aimed at reducing dependence on fossil fuels. See the actions section for further details.

POLICIES for energy management

Pirelli's Product Stewardship Policy also highlights, among the various aspects regulated, Pirelli's commitment to fostering positive impacts in terms of reduced energy use by Pirelli sites and, in particular, it reaffirms Pirelli's commitment to invest resources in research and development to reduce its environmental impact, also focusing on increasing the use of renewable energy and reducing the use of energy from fossil fuels.

With its Health Safety and Environment Policy, Pirelli is committed to developing products and production processes that respect the principles of the circular economy in order to pursue climate change mitigation and gradual decarbonisation along the value chain, with the responsible use and reduced consumption of natural resources, in addition to minimising polluting emissions.

Pirelli's commitment to energy efficiency and reducing energy consumption from fossil fuels also extends to its supply chain: the Pirelli Supplier Code of Conduct requires them to improve their energy efficiency, increase the use of energy from renewable sources, as well as set greenhouse gas reduction targets. Upon request, Suppliers must make products and services made from renewable energy available to Pirelli and provide the certificate of origin of the renewable energy assigned to Pirelli's supply.

These commitments are especially significant in light of the opportunity identified in the double materiality analysis to reduce energy consumption and costs through energy efficiency projects. In this way, the policy not only supports more efficient and sustainable production but also enables the Group to capture the economic benefits of energy efficiency, aligning environmental goals with corporate competitiveness.

For more information on the Group's policies, see the "*Main policies for the management of material IROs*" section.

TARGETS for energy management

The foregoing with regard to the specific commitments made by Pirelli with its policies, translates into strategic objectives and concrete actions aimed at promoting the use of renewable sources and reducing environmental impact across the entire value chain.

The target described below is published in the Group's Business Plan and is complemented by targeted actions both within its own corporate operations and along the supply chain. Targets and actions were defined starting from the Group's Climate Transition Plan, which is based on specific investment programmes aimed at improving products and industrial processes from a low-carbon perspective, increasing energy efficiency and fostering access to renewable energy sources in order to accelerate the gradual phase-out from fossil fuels.

At Group level, in 2025, Pirelli has achieved its target - set by that year - to reach 100% renewable electricity purchased from the grid, relying on established market instruments and additional elements to ensure the transparency and effectiveness of the path.

This result confirms the full achievement of the target and establishes its validity as a structural commitment of the Group also for the years to come.

This is an absolute Group target, covering all of its own operations, regarding the share of electricity purchased from the grid and applicable to the period 2020-2025. The target is reaffirmed in the current Business Plan, continuing the commitment made in the previous one, using the baseline of 2020**,** when 31% of electricity supplied by the grid came from renewable sources.

The methodology used to define the target included assessing the accessibility of the various market tools for the procurement of renewables in the electricity markets in which Pirelli operates (Energy Attribute Certificates, Green Supply Contracts, Power Purchase Agreements, etc.), based on the expected evolution of the Group's electricity consumption. The process involved categories of interested internal stakeholders such as business departments, in particular Manufacturing and Purchasing.

The target, monitored by measuring the share of renewable electricity relative to the total grid electricity consumed during the year and expressed as a percentage, reflects the company's commitment to the energy transition and the strengthening of its contribution to reducing the environmental impact of its operations.

ACTIONS related to energy management

In line with its energy management commitments, Pirelli implements a range of initiatives to reduce the environmental impact of its operations and gradually decrease reliance on fossil fuels.

The costs for the actions listed below mainly refer to capitalisation of tangible fixed assets, recorded as an increase in the relevant item of the balance sheet, particularly for the electrification of curing presses and energy efficiency projects in factories.

It should also be noted that energy efficiency investments in factories are reflected in the amounts reported under the Taxonomy, attributable to the activities (*7.3 Installation, maintenance and repair of energy efficiency devices,7.4 Installation, maintenance and repair of electric vehicle*

charging stations in buildings (and in parking spaces associated with buildings), 7.5 Installation, maintenance and repair of metering, regulation and energy performance control devices and instruments of buildings and 7.6 Installation, maintenance and repair of renewable energy technologies, 3.20 Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation) that contribute to achieving the objective of climate change mitigation. The electrification project was partly included in Activity 3.6 - *Manufacture of other low-carbon technologies*. Refer to the chapter on European Taxonomy for more details.

Electrification of curing presses

With a view to the progressive decarbonisation of the production phase, one of the main levers identified by the Company is the electrification of industrial processes.

In this context, Pirelli has launched a structured programme for the gradual electrification of curing presses worldwide, where the adoption of electric technologies maximises energy efficiency and reduces associated emissions.

Electric curing presses, which can achieve an approximately 80% improvement in energy efficiency compared to traditional steam-powered solutions, substantially lower energy consumption in production and the related emissions.

The implementation roadmap, including programmes, investments and plant-specific intervention plans, is developed through a coordinated process involving key corporate functions: Manufacturing, Research & Development, Sustainability and Purchasing. This ensures an integrated, multidisciplinary and consistent approach across the Group.

Progress under the programme is monitored by measuring the number of electrified presses against the total installed and expressed in percentage terms, ensuring a transparent and results-oriented approach.

In 2025, 14% of the curing presses installed in the Group factories[82] are electrified (5% in 2024), in respect of an investment of 33.7 million euros. The electrification process will continue gradually in the coming years.

Considering the production sites in Europe only, in 2025, the share of electrified curing presses reaches 30% (10% in 2024).

With reference to the electrification of the presses, it should be noted that the Group obtained public financing in Italy and Germany in the amount of approximately 13 million euros, of which €1.4 million has been received.

Energy efficiency projects

To promote increasingly efficient and responsible energy management and support its decarbonisation targets, Pirelli has developed a multi-year energy efficiency programme encompassing interventions across all Group production units. Between 2022 and 2025, over 90 energy efficiency projects were implemented, backed by a total CapEx investment of approximately 45 million euros.

The programme involves a systematic assessment of opportunities to reduce energy consumption, identified in part through periodic energy audits at operating units. Projects are then defined and prioritised in consultation with key internal functions, particularly Manufacturing and Purchasing, to ensure an integrated approach focused on process optimisation.

The investment in projects included in the Multi-Year Energy Efficiency Plan, implemented from 2022 to the end of 2025, amounts to a total of 44.9 million euros in CapEx, of which 5.1 million euros in 2025 alone and a further 4 million euros planned for 2026.

In detail, in 2025 the Group continued the implementation of the energy efficiency plan with actions aimed at:

- improving and accelerating the digitalisation in an Industry 4.0 perspective of energy measurement and management systems through monitoring of consumption;
- designing a global platform aimed at generating technical indicators and continuous improvement also through the use of artificial intelligence tools;
- optimising the procurement of energy resources, direct or indirect;
- improving the quality of energy transformation;
- improving the efficiency of distribution plants;
- improving the efficiency of production plants;
- recovering energy for secondary uses;
- applying targeted maintenance plans in order to reduce energy waste.

The energy efficiency plan includes a series of ongoing actions implemented on a recurring basis at the Group's various production units.

With regard to Life Cycle Assessment, the specific consumption of the industrial plants is mapped, whether those dedicated to production or dedicated to the generation of energy carriers in order to: increase the standard reference indicators, compare similar families of machinery, evaluate in detail the energy content of the plants' different families of products and sub-products and implement actions to improve their energy performance.

In terms of compliance, every industrial facility completely fulfils the indications of law regarding energy consumption and management. The legislative situation affecting the Company includes the introduction of periodic audit mechanisms on energy management and use, as well as possible tariff incentives. In this respect, there are no critical issues or non-compliances.

In order to pursue the continuous improvement of the Group's energy performance, production sites are equipped with an Energy Management System. Opportunities for efficiency in energy use are identified from energy audits at the operating units and contribute to the definition of targets for reducing consumption and saving energy with targets defined both at Group level and specific to each site (local targets). The Breuberg (Germany), Izmit (Turkey) and Yanzhou (China) plants are already certified in accordance with ISO 50001, while the Settimo Torinese (Italy) and Slatina (Romania) plants have initiated the certification process, which will be progressively extended to the other Group plants.

82. Total number of presses in Group factories as at 31/12/2023.

Actions and investments for energy efficiency are alongside the assessment of environmental impacts to economic sustainability criteria normally applied to all Pirelli projects. In addition to innovation in production processes, driven by Research & Development, the areas for technical action both concern the traditional themes applied to each industrial area such as modernisation of thermal insulation, maintenance of distribution plants, use of technologies using inverters, implementation of optimised control systems - and special projects assessed according to the needs of each manufacturing site. There are also regular employee awareness campaigns dedicated to energy issues, which are also addressed in the "Climate Change Challenge" training program described in the previous paragraphs.

During 2025, great emphasis was placed on the digitisation of energy consumption management through Building Energy Management Systems (BEMS). These activities include the installation of intelligent systems (Green Buttons) at production plants to adjust energy consumption based on machinery operation, the automated regulation of ventilation systems and the development of forecasting tools to anticipate deviations in energy consumption from expected levels. The expansion of the real-time energy carrier metering network also continued, together with its integration with BEMS systems, already operational at the Slatina (Romania), Breuberg (Germany), Settimo Torinese (Italy) and Carlisle (UK) plants and currently being rolled out across the other Group sites.

In addition to the aforementioned electrification of the vulcanisation process, another area of focus in 2025 was the electrification of production processes that traditionally use natural gas such as thermal control units in the mixing and semi-finished products area.

The implementation of projects related to efficiency in the transformation of thermal energy and the recovery of thermal waste for space heating and the improvement of steam generation performance through flue gas recovery and combustion air preheating systems continued. Efficiency activities were also in the field for both compressed air generation, using high-efficiency compressors, and energy flows, with a focus on cold management, starting to expand the pilot projects developed in previous years. Efficiency in electricity consumption was continued through the replacement of motors with more efficient models or power modulation.

Activities also continued in the area of reducing compressed air and steam leaks on both machinery (generators and users) and distribution lines, through monitoring and periodic maintenance of the elements most at risk of malfunctioning (leak management) or through their replacement with more reliable and efficient models.

Electricity absorption measurements performed on individual plants are also continuing in order to correlate the specific consumption to production in greater detail, in order to optimise the operating conditions.
The application of energy management geared towards maximising industrial efficiency, by implementing continuous improvement logics, has led to a reduction in specific energy consumption per tonne of finished product compared to the previous year.

All the actions described in this paragraph allow for an effective reduction in energy consumption and related costs with a view to a gradual transition towards a net-zero production model.

Renewable Energy Procurement

In line with Pirelli's Transition Plan, a number of initiatives were implemented in 2025 to promote access to renewable energy sources in order to accelerate the gradual phase-out of all fossil fuels. Among the actions completed in 2025, the following initiatives can be highlighted for the procurement of renewable electricity and biomass-derived steam[83].

- → the supply of steam generated by biomass plant, fuelled with waste wood from local supply chains, activated for the Campinas and Feira de Santana (Brazil) plants;
- → the procurement of electricity through Power Purchase Agreements for the dedicated supply from renewable sources at the Merlo (Argentina), Campinas (Brazil) and Feira de Santana (Brazil) sites;
- → the sourcing of 100% of grid electricity purchased as certified renewable energy at the Voronezh and Kirov (Russia), Silao (Mexico), Rome (US), Slatina (Romania), Burton and Carlisle (UK), Breuberg (Germany), Izmit (Turkey), Yanzhou and Jiaozuo (China), Campinas and Feira de Santana (Brazil) and Merlo (Argentina), Bollate and Settimo Torinese (Italy) sites, as well as at the Headquarters (Italy) and the other Group operating units;

With reference to the aforementioned initiatives, the Group recorded 11.7 million euros within Other Expenses in the 2025 income statement. A total cost of approximately 19.4 million euros is expected in 2026. The increase on 2025 takes into account the growth in volumes of renewable energy sources, and it should be noted that these volumes and costs are not incremental in absolute terms but replace volumes and costs from fossil fuels phased out under the Group's energy transition plan, which also includes benefits from increased energy efficiency.

Environmental management system and factory environmental performance monitoring

100% (in line with 2024) of Pirelli's tyre production sites, the Vizzola Ticino test track, the company that handles tyre sales in Switzerland and also the Milan Headquarters are equipped with Environmental Management Systems and are certified in accordance with the International Standard ISO 14001. The International Standard ISO 14001 was adopted by Pirelli as a reference from 1997. All ISO 14001 certificates are issued with international accreditations. The certification of the environmental management system according to the ISO 14001 Standard is part of Pirelli's Environmental Policy and, as such, is extended also to new settlements that become part of the Group. The certification activity, together with control and maintenance of previously certified and implemented systems, is coordinated on a centralised basis by the Health, Safety and Environment Department.

In addition, as a result of the environmental certification of its motorsport tyre factory management systems, Pirelli was

83. The share of indirect (Scope 2) emissions generated by these projects was reported according to the procedures set out in the GHG Protocol Guidelines.

the first tyre manufacturer in the world to have been awarded three stars by the Environmental Accreditation Programme promoted by the FIA (International Automobile Federation). The three stars represent the maximum score level awarded by the programme, whose aim is to propose a series of measures that participants must implement to achieve the highest environmental standards.

The environmental performance of every tyre manufacturing site is monitored with the HSE-DM (Health, Safety and Environment Data Management) system, which is processed and managed centrally by the Health, Safety and Environment Department.

As a result of the environmental management systems implemented in the production units, and the implementation of procedures dedicated to emergency prevention and response, constant and timely monitoring and intervention is ensured on potential emergency situations that may occur, as well as on reports received from stakeholders.

During 2025, no significant environmental incidents, complaints or penalties were recorded (in line with 2024).

METRICS related to energy Consumption and energy mix

For the purposes of quantifying Pirelli's energy consumption, fully covering the same corporate perimeter of the Group's consolidated financial statement, data relating to the use of fuels and energy (electrical[84] and thermal) are calculated using direct measurements and collected annually for all local units via the HSE-DM information system.

Energy consumption and mix	**2024**	**2025**
1) Consumption of coal and coal-derived fuels (MWh)	0	0
2) Fuel consumption from crude oil and petroleum products (MWh)	48,213	66,875
3) Fuel consumption from natural gas (MWh)	980,841	869,250
4) Fuel consumption from other fossil sources (MWh)	0	0
5) Consumption of purchased or acquired electricity, heat, steam, or cooling from fossil sources (MWh)	607,596	505,168
6) Total energy consumption from fossil sources (MWh) (sum of rows 1 to 5)	**1,636,650**	**1,441,293**
Share of fossil sources out of total energy consumption (%)	57.6%	52%
7) Consumption from nuclear sources (MWh)	**12,164**	**0**
Share of nuclear sources out of total energy consumption (%)	0.4%	0.0%
8) Fuel consumption for renewable sources, including biomass (also includes industrial and municipal waste of biological origin, biogas, hydrogen from renewable sources, etc.) (MWh)	0	0
9) Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources (MWh)	1,191,740	1,325,543
10) Consumption of self-generated non-fuel renewable energy (MWh)	152	164
11) Total energy consumption from renewable sources (MWh) (sum of rows 8 to 10)	**1,191,892**	**1,325,707**
12) Share of renewable sources out of total energy consumption (%)	42%	48%
13) Total energy consumption (MWh) (sum of rows 6, 7 and 11)	**2,840,706**	**2,766,999**

84. On total energy consumption, electricity accounts for 46.4% in 2025 (43.4% considering electricity taken from national distribution networks).

With reference to the calculation of the energy intensity index, the overall consumption in activities classified as having a high climate impact was considered, a sector identified on the basis of the NACE codes[85] of each one monitored, equal to 2,763,374 MWh (2,838,379[86] MWh in 2024).

Energy intensity in these sectors, measured as total energy consumption per net revenue, is equal to 199.73 (206.76 in 2024). The revenues considered refer to the "Revenues from sales and services" of each subsidiary with a NACE code identifying a high-impact sector, including both third-party and intra-group revenues. The difference between the value considered for the purposes of this indicator and the consolidated value of Revenues from sales and services of 6,776,157 thousand euros corresponds to the elimination of intra-group revenues and revenues from third parties of companies with NACE codes other than those identifying a high climate impact sector.

Focusing more on electricity, Pirelli purchases renewable electricity through the following instruments: Energy Attribute Certificate, Green Supply Contract, PPA on-site and PPA off-site. Energy Attribute Certificates can be bundled or unbundled with respect to the electricity supply contract.

Therefore, 49.8% (35.5% in 2024) of the electricity consumed is covered by bundled contractual instruments (such as renewable energy certificates) while 43.6% (53.6% in 2024) derives from unbundled contracts. Overall, a total of 93.4% (in 2024 89.1%) of the electricity consumed by the Group comes from the certified instruments described above (up from previous years).

E2 POLLUTION

POLLUTION MANAGEMENT

Following the Double Materiality Assessment, the following material impacts and risks related to pollution management have been identified across Pirelli's entire value chain.

Material impacts:

- *Release of tread material during tyre usage;*
- *Release of pollutants into the air by Pirelli suppliers*

Material risks:

- *Increased costs throughout the value chain due to the introduction of new regulations relating to the pollution of materials/products*

An in-depth analysis of Pirelli's value chain, with particular focus on upstream and downstream value chain activities and actors, and with specific reference to the tyre use phase, led to the identification of these impacts. In particular, the tyre use phase was analysed in order to identify any polluting emissions deriving from the downstream value chain.

For further details about the double materiality analysis process, see the "General Information" section.

PRODUCTION OF COMPOUNDS WITHOUT THE USE OF SUBSTANCES OF VERY HIGH CONCERN (SVHC)

The Pirelli Group manufactures rubber compounds and tyres without using so-called "Substances of Very High Concern" (SVHC), namely substances identified as raising serious concerns due to their potential effects on human health and/or the environment (as defined by the ECHA – European Chemicals Agency). In addition, Pirelli does not use any substances falling within the following categories in its production processes:

- POPs[87], as defined by the Stockholm Convention,
- PFHxA (*Perfluorohexanoic acid*) and related compounds; PFHxS (*Perfluorohexanesulfonic acid*) and related compounds; PFOS (*Perfluorooctanesulfonic acid*); PFOA (*Perfluorooctanoic acid*); and C9–C21 PFCAs (*Perfluorocarboxylic acids* containing 9 to 21 carbon atoms),
- mercury and its derivatives, in accordance with the Minamata Convention;
- substances subject to limitations or restrictions under the REACH Regulation.

For a comprehensive list of materials that Pirelli does not use under its policy, please refer to the "Enforcement of stringent safety requirements on purchased and used materials" paragraph of this report.

THE PHENOMENON OF PARTICULATE EMISSIONS FROM TREAD WEAR

Tyres are a product that must adhere to the road in order to guarantee safety and braking capacity.

In turn, the tyre's grip on the road is responsible for the physical phenomenon of abrasion of the tread and the road. The combined abrasion of tread and road results in the release of the abraded material into the environment in the form of particles, the so-called tyre and road wear particle (TRWP) emissions, a combination of abraded tread particles (tyre wear particle, TWP, ~50%) and road surface particles (Road Wear Particle, ~50%).

Although the tread material is rubber (an elastomer), it is increasingly common to refer to the particulate matter generated by tread abrasion as "unintentionally released microplastics". However, the properties of TWPs are quite different from the microplastics derived from commonly used plastic objects – e.g. bottles, glasses, synthetic textiles/clothes, or the microplastics contained in hygiene and body care products – or even the microplastics derived from paints (including, in order of importance, those used for ships, buildings and road markings)[88].

TRWPs have dimensions of around 80-100 micrometres and, once emitted, have a density that causes them to sediment quickly when transported in an aqueous or gaseous environment, significantly reducing the quantity of dispersed particles.

85. The following NACE Codes were identified as applicable to Pirelli: 22.11 Manufacture of rubber tyres and tubes; retreading and rebuilding of rubber tyres, 33.2 Installation of industrial machinery and equipment, 45.2 Maintenance and repair of motor vehicles, Wholesale trade of motor vehicle parts and accessories, 45.32 Retail trade of motor vehicle parts and accessories, 46.18 Agents specialised in the sale of other particular products, 52.29 Other transportation support activities, 68.1 Buying and selling of own real estate.
86. During 2025, the reference perimeter used for the calculation of the KPI was refined; accordingly, in order to ensure comparability of the data, it was considered appropriate to restate the figure relating to the 2024 financial year.

87. Persistent Organic Pollutants
88. EU Impact Assessment Report Combating microplastic pollution in the European Union.

The factors that influence the wear of the tyre tread, and the consequent release of material, are many and concurrent, and are listed below in decreasing order of impact (according to the source Contribution of Road Vehicle Tyre Wear to Microplastics and Ambient Air Pollution[89]): driving style (aggressive or relaxed, at high or moderate speed, with sudden or progressive braking, etc.), road characteristics (road surface and roughness, whether the road is straight or winding, uphill or downhill, etc.), vehicle characteristics and conditions of use (weight, mass distribution, correct tyre pressure, etc.), tyre design and, finally, environmental conditions (dry or wet, hot or cold weather).

The various causal factors extrinsic to the tyre and belonging to the sphere of influence of multiple stakeholders require combined action by all actors in order to define and implement the most effective mitigation actions.

Based on scientific data collected by TIP studies[90], about three quarters of the TWP generated is deposited in the soil or in sediments, just under 20% is intercepted and removed (for example by water treatment plants) and only a minimal part is present in airborne form (about 2%) or is found in surface water at river mouths (less than 5%)[91].

With particular regard to the contribution of TWPs to airborne particulate matter in urban environments, published studies show that it is very low compared to other sources, accounting for less than 1% of the total PM10 and less than 0.3% of the total PM2.5 in the air[92].

The order of magnitude of these data has also been confirmed by other independent studies.

Although the quantity of TRWPs that can be traced in surface water is limited, in recent years some studies have identified the presence of a substance known as 6PPD-quinone, which is toxic to a specific fish species (Coho Salmon), while studies carried out on other fish species, to date, have not highlighted significant effects.

6PPD-quinone is the transformation product of a substance (6PPD) used in tyres with the specific aim of guaranteeing their safety, avoiding the degradation of the properties of the rubber due to the oxidative action of ozone. The mechanism underlying the effect of 6PPD-quinone on Coho Salmon is still unclear, however several studies are underway, promoted by TIP, to investigate the causes, and Pirelli is actively searching for alternative substances.

TARGETS and ACTIONS to reduce particulate emissions from tread wear

Pirelli is tackling the challenge of particulate emissions from its tyres through an innovation strategy on multiple fronts simultaneously, as described below:

Target: Reducing particulate matter at the source

Pirelli is working to lower the tread wear rate while maintaining high standards of road safety. The Company has achieved significant results within progressively shorter time frames and continues to pursue further improvements in the average wear rate:

- → 23% compared to previous tyre lines of reference, for lines launched in the years between 2023 and 2025. In this regard, the new lines launched in the period 2023-2024-2025 recorded a reduction in the abrasion index of 24.2% compared to the lines of reference;
- → 30% compared to previous tyre lines of reference, for lines launched in the years between 2025 and 2030.

Performance is evaluated based on the results of tests conducted on products representative of the new lines compared to those of previous reference lines, which measure tyre wear, considering the mass of the tread that has been worn away.

Research and Innovation on the "size" of particulate matter

Pirelli collaborates with Italian and European Research Centres to develop methods that allow the emission of particulate from tyres to be monitored, both qualitatively and quantitatively, and to differentiate it, by comparison with "generic" particulate from other sources. Particular attention is focused on representativeness in terms of generation, capture and analysis.

With reference to the operating expenses and capital expenditures incurred in 2025 and planned for 2026 in relation to this initiative, reference is primarily made to the Smart Electric project described in the following paragraphs.

Research and Innovation on the "biodegradability" of particulate matter

As part of a special collaboration with a university, Pirelli is studying the difference in biodegradability terms between elastomeric matrices based on synthetic polymers and those based on naturally-occurring polymers, in particular natural rubber. The studies are proceeding through targeted experiments in water, soil and specific biological matrices.

In 2024, the acquisition of Hevea-Tec, the leading natural rubber processor in Brazil, by Pirelli provides opportunities for the development of new grades of biodegradable polymers based on natural rubber technology, which could potentially replace the synthetic polymers used in tread compounds.

Capture of generated particles

Pirelli continues to monitor solutions aimed at collecting TRWP at locations where their accumulation is foreseeable, and to study and propose solutions to monitor the evolution of TRWP in these contexts, both in terms of particle size and chemical composition.

Industry Initiatives

Pirelli actively participates in industry initiatives (Tire Industry Project and regional/national industry associations) aimed at conducting and supporting scientific research to identify and fill data gaps related to the potential impacts of TRWPs and the chemicals they potentially release. Within the scope of these initiatives, particular attention is also dedicated to the development and standardisation of methods for measuring

89. Sustainability 2024, 16(2), 522; https://doi.org/10.3390/su16020522
90. The TIP (Tire Industry Project) was set up in 2005 and operates under the umbrella of the WBCSD, with the aim of advancing the scientific study of issues common to the tyre industry (particulate emissions and tyre recycling), with a scientific approach and commissioning independent research that can then be published in peer-reviewed scientific journals. It includes ten of the largest tyre manufacturers (covering 60% of the world's tyre production capacity).
91. Tire Industry Project - Tire and Road Wear Particles - Home page; https://tireparticles.info/wp-content/uploads/2021/02/zWBCSD_TIP_TRWP_infographic.pdf
92. Measurement of airborne concentrations of tire and road wear particles in urban and rural areas of France, Japan, and the United States).

tyre abrasion, both in terms of tyre wear rate and airborne TRWP emissions. In addition, through dedicated projects in cooperation with regional associations (e.g. USTMA, Tyres Europe[93]), and TIP is monitoring the most effective TRWP mitigation strategies and has also launched pilot projects to support these strategies.

Measurement and quantification of absolute particulate matter emissions into the environment

Pirelli has been actively supporting for years the definition of regulations that set limit thresholds on tyre abrasion rates, as an essential tool for controlling particulate emission levels in the environment, and supports the European Commission's recommendations included in the Euro 7 standard for the adoption of tyre abrasion limits.

In terms of impact measurement, it is necessary to distinguish between a "specific" or "relative" performance impact - i.e. weighted against other factors, such as the mass of tread abraded per kilometre relative to vehicle weight - and the "absolute" or "total" impact in terms of particulate matter generated by tyres during vehicle use.

It should be noted that the CSRD, with specific reference to *ESRS E2-4*, requires disclosure of the total absolute amount of microplastics generated by tyres during use, rather than a specific or relative value. This approach is consistent with that adopted by organisations such as the SBTi in relation to the reporting of total absolute CO_2 emissions.

To date, Pirelli and its competitors who are members of Tyres Europe and ETRTO (European Tyre and Rim Technical Organisation), participants in the "Task Force on Tyre Abrasion" (TFTA), within the UNECE World Forum for Harmonisation of Vehicle Regulations (WP.29), are working on finalising the globally harmonised methodology for measuring tyre abrasion, defined in 2024 and to be validated in 2026, in support of possible future regulatory activities related to tyre abrasion.

This methodology will provide a measurement of the specific or relative performance of the tyre by correlating the abraded mass weight of the tyre to the distance travelled and the vehicle weight. Therefore, it is a calculation method that does not comply with the requirements of ESRS *E2-4*, which mandates reporting on the absolute amount, rather than the relative amount, of particles (so-called microplastics) generated during the use phase by products placed on the market in the reporting year.

The existing methodology that best meets the ESRS *E2-4* requirement can be found in the Product Category Rules (PCRs) developed by tyre manufacturers who are members of the WBCSD's Tire Industry Project. PCRs are the globally-applicable rules that aim to standardise the Life Cycle Assessment of tyres. PCRs are a public document, currently available in version 3.05, and include a section specifically dedicated to the calculation of total/absolute "Tire Wear Loss" (TWL) for car and truck & bus tyres (paragraph 5.2 "Tire Abrasion Calculation Guidelines"), that is the total and nominal quantity of the mass of the tread that can be abraded, throughout the entire use phase of the tyre.

This involves assuming that all the abradable mass is actually abraded and therefore the tyre is fully worn down to its legal limit of use: it is therefore a very conservative quantity but it is the one that comes closest to what is required by the CSRD.

The TWL value calculated in this way represents the amount of abradable tread determined on the basis of geometric and physical parameters alone. It is a conservative estimate that is not influenced by all the factors that can determine variations in specific performance indices, such as the abrasion index.

The estimated quantity for all car tyres placed on the market in 2025 is 157,159 tonnes (in 2024, 155,322[94] tonnes). The slight increase is mainly attributable to higher volumes placed on the market, combined with a change in the product mix.

Other Projects - "SISTER" Project

As part of its participation in MOST, the National Centre for Sustainable Mobility (Italian), funded under the PNRR (National Recovery and Resilience Plan), Pirelli is a Private Partner of the Flagship Project "Sister", in collaboration with universities and research centres. The project is structured around the following activities:

- development of a laboratory machine for the generation/collection and analysis of PM (Particulate Matter) from tread compounds. The equipment was installed in the Pirelli laboratories at the end of 2025, and the related methodologies are scheduled for industrialisation during 2026.
- an analysis station integrated into the indoor abrasion measurement machine, also installed in the Pirelli laboratories at the end of 2025, has been developed, with the corresponding methodologies likewise intended for industrialisation in 2026.
- electric vehicles have been equipped with systems designed to generate, collect and analyse particulate matter (PM) during track tests. The objective is to correlate the PM results with the relevant test parameters and to establish a standardised procedure for the generation, collection and analysis of PM from tyres, including through indoor testing on dynamometer rollers. An electric vehicle fitted with these devices was presented at the MOST event held in Rome on 11 and 12 November 2025.

In addition to Pirelli Tyre, the Flagship Project B "Sister" also involves the University of Naples, the Polytechnic University of Turin, CNR-STEMS in Naples, and Pirelli Digital Solutions in Bari, which provides support for data processing, the development of software tools, and AI solutions relevant to the project.

Other Projects - "Smart Electric" Project

Pirelli has launched the "Smart Electric" Project, funded by the Ministry of Business and Made in Italy (MIMIT). The three-year initiative began in June 2022 and concluded in December 2025.

The project is aimed at developing technologies to make electric mobility more efficient and reduce its environmental impact.

93. Formerly known as ETRMA – the European Tyre and Rubber Manufacturers' Association.

94. During 2025, the reference perimeter used for the calculation of the KPI was refined; accordingly, in order to ensure comparability of the data, it was considered appropriate to restate the figure relating to the 2024 financial year.

Within this framework, Pirelli has developed tyre technologies specifically designed for electric vehicles, with the objective of overcoming the typical performance trade-offs associated with the electrification of mobility.

Given that electric and hybrid vehicles are generally heavier, deliver higher torque and require optimised range, Pirelli's activities under the project have focused on reducing tread abradability, including the study of wear and particulate emissions, while maintaining or improving rolling resistance.

It should be noted that, with reference to this project, MIMIT has granted a non-repayable contribution for the period 2022–2025, up to a maximum of 5.9 million euros, which has not yet been received.

AIR POLLUTION ALONG THE SUPPLY CHAIN

Pirelli recognises the importance of monitoring and managing the environmental impact generated along the entire supply chain, including the release of pollutants into the atmosphere by Tier 1 suppliers. The Group is committed to actively collaborating with its business partners to promote responsible practices and reduce polluting emissions, in line with the principles of its Policies. This approach reflects Pirelli's commitment to addressing global environmental challenges by continuously improving transparency, efficiency and sustainability throughout the entire value chain.

POLICIES for managing pollution throughout the supply chain

Pirelli requires suppliers to commit to understanding, respecting, and implementing the Pirelli Supplier Code of Conduct, which, with reference to pollution, urges them to prevent, reduce, and mitigate all forms of pollution affecting air, water and soil, as well as to prevent related environmental incidents and to promptly undertake remediation and restoration in the event of their occurrence. Suppliers are also required to identify the significant environmental impacts associated with their activities, develop and implement plans for their improvement, and identify specific key indicators to monitor their performance. Finally, suppliers must monitor, record, document and, upon request, provide Pirelli with quantitative data of their environmental performance, life cycle inventories/assessment reports or environmental footprints. In the specific case of natural rubber supply, in addition to Pirelli's Code of Conduct, the Pirelli Policy on Sustainable Management of Natural Rubber also applies. This policy explicitly requires natural rubber suppliers to commit to managing their operations using processes and technologies designed to reduce odours generated during rubber processing, while ensuring compliance with laws and regulations related to the use of chemicals in the relevant industrial sector.

For further information about Group Policies, see the "*Main policies for the management of material IROs*" paragraph.

TARGETS for managing pollution throughout the supply chain

In order to strengthen its commitment to involving suppliers in the sustainable transition, Pirelli included various pollution-related issues in the "Nature & Biodiversity" training course which, in line with the objectives set out in the Industrial Plan, was offered in 2025 to 100% of raw material suppliers and strategic CapEx suppliers.

ACTIONS for managing pollution throughout the supply chain

Nature and biodiversity training for raw material suppliers

As part of its commitment to reducing environmental impacts across the supply chain, Pirelli developed in 2025 an e-learning programme on Nature and Biodiversity addressed to 100% of the Group's raw material and capital goods suppliers considered long-standing and strategic. The course takes an integrated approach to a range of environmental topics, including pollution-related issues. It provides an overview of the fundamental concepts of biodiversity and ecosystem services, the main regulatory frameworks and international standards, and practical examples of actions suppliers can take to mitigate their impacts on ecosystems, nature and pollution.

See chapter "*E4 Biodiversity and Ecosystems*" for further information.

Assessment of supplier environmental impacts and corrective plan

In 2025, as part of the systematic environmental due diligence process, the desk-based assessment of potential environmental risk was updated (greenhouse gases emissions and energy consumption; water, biodiversity; air pollution; materials, chemicals and waste; product use; product end of life; customer health and safety; environmental services and advocacy) along the entire supply chain (12,510 unique suppliers), which forms the basis of the risk-based approach on which Pirelli's Due Diligence process is founded.

To assess the potential risk of pollution in the supply chain, the Ecovadis IQ+ tool was used, which analyses the sector risk and country risk for each supplier. With regard to this topic, the Ecovadis methodology allows for the assessment of potential risk detected in those suppliers for which the pollution issue is material according to the model.

The risk assessment was conducted by the Purchasing, Enterprise Risk Management, Compliance and Sustainability Departments, in line with the Group's ERM model, and applies a risk scale from 1 to 4 (where 1 = low risk, 2 = medium risk, 3 = high risk and 4 = very high risk). For more detailed information on the risk assessment process, please refer to the "Governance Information" section, "ESG Risk Assessment" paragraph.

The assessment made it possible to identify the suppliers that required priority intervention by implementing the most appropriate mitigation and prevention actions.

The results of the risk assessment indicate that suppliers with high or very high potential environmental risk are primarily concentrated in the APAC and EMEA regions, whereas suppliers classified as medium risk are predominantly located in the LATAM region. With regard to potential risk associated with procurement categories, the Indirect and Raw Material categories show a higher incidence of high/very high potential risk.

The desk-based assessment of potential risk is then incorporated into the assessment of current risk through supplier assessments, conducted during the initial selection

phase and updated periodically. The assessment tools adopted are guided by specialised third parties and include both on-site audits conducted by leading companies in inspection, verification, and certification services (including environmental certifications) and the services of the EcoVadis platform, which encompass assessments, improvement plans, and opportunities for training and capacity building.

The activity—both for on-site audits and assessments conducted by EcoVadis—includes the definition of a remediation plan in case of non-compliance, whose implementation is monitored through follow-ups, either on-site or documentary-based.

For Pirelli, the process of assessing suppliers' environmental impacts also serves as a strategic lever to mitigate the risk of rising supply chain costs linked to the introduction of new pollution regulations, an issue identified as material risk in the Double Materiality analysis.

Assessment of the environmental footprint of the supply chain through Life Cycle Assessment

In addition to the assessments mentioned, Pirelli annually monitors the environmental impact generated by its supply chain by applying the Life Cycle Assessment methodology. In particular, the impact categories relating to air pollution are quantified on the basis of the methods and secondary data currently available. Some examples of impact categories evaluated are the potential for the formation of atmospheric particulate matter, ionising radiation, photochemical smog, and the potential for degradation of the stratospheric ozone layer.

E3 WATER AND MARINE RESOURCES

WATER RESOURCE MANAGEMENT

Following the Double materiality analysis, the following material impacts related to water resource management along Pirelli's entire value chain were identified:

- → *Water consumption at Pirelli sites, including in water-stress areas.*
- → *Water consumption by Pirelli suppliers, including in water-stress areas.*

In detail, for the identification of the IROs connected to the size of the water resource, particular attention was paid to the analysis of the Group's Water Footprint, which Pirelli monitors periodically with a view to medium-long term management and the progressive reduction of its impact on the resource throughout the product life cycle. The analysis covered both water use in Pirelli's own operations and upstream activities within the value chain, recognising that water resources are an integral component of production processes. In this context, the Group places particular emphasis on both the quantity and quality of water, as well as the local context in which it is used, including areas affected by water stress. To this end, it employs dedicated assessment tools, such as the WBCSD Water Tool[95] and the WRI Water Risk Atlas[96] to identify potential impacts and develop targeted action plans.

In line with the methodological framework of the Science Based Targets Network (SBTN), Pirelli applies principles and criteria designed to define sciencebased targets for water resource management. This includes assessing impacts, dependencies and risks related to water across the entire value chain. This approach fosters greater consistency in water management actions.

The environmental management systems implemented in the operating units, besides management of water resources, monitoring of relations with relevant stakeholders (local communities, authorities, etc.) and the potential impacts of the local contexts in which each production plant is located. Indeed, environmental management, and its continuous improvement, are also addressed by mapping the main stakeholders, their interests and expectations. These management systems also aim to ensure that the qualitative-quantitative characteristics of emissions are in line with the context and regulations in force.

Water resource management is also central to the Group's Biodiversity Plans, and is analysed in terms of risks, opportunities and the level of Pirelli site dependence on this resource. More specifically, water is the main dependency and the resource used the most by Pirelli sites. On this point, a number of actions to reduce water use have been identified. For a more complete discussion, with specific reference to Biodiversity Plans, please refer to the paragraph "Biodiversity Strategy" in the "Biodiversity and Ecosystems" section.

Thanks in part to its performance in water resource management, Pirelli was awarded an 'A-' rating in the CDP Water Security programme in 2025.

In terms of governance, the Board of Directors of Pirelli & C. S.p.A., supported in its activities by the Sustainability Committee, approves, at the proposal of the Chief Executive Officer and in coordination with the Executive Vice Chairman, the environmental management strategies and targets integrated in the Industrial Plan, which include those pertaining to the use of water in processes and the risks associated with it (as identified by the Group's Climate Change and related Water Stress Risk Assessment). In turn, Pirelli's top management also plays a strategic role in the full implementation of Pirelli's Environmental Management Model and related strategic objectives on this matter.

POLICIES for water management

Pirelli commitment to responsible water management is addressed in several Group Policies.

With its Health, Safety and Environment Policy, Pirelli is committed to developing products and production processes applying circular economy principles. These include the responsible use and reduced consumption of natural resources including water. It is also committed to setting environmental targets to reduce the impact of the life cycle of its products and services on water, the air and soil.

In turn, the Product Stewardship Policy reaffirms the Pirelli commitment to invest resources in research and development to reduce its environmental impact, also paying attention to water consumption.

Pirelli's commitment to reducing water consumption extends to its supply chain, as outlined in the Supplier Code of Conduct and the Policy on Sustainable Management of Natural Rubber.

95. World Business Council for Sustainable Development.
96. World Resources Institute.

Under the Pirelli Supplier Code of Conduct, Suppliers are required to conserve and manage water resources responsibly ("Water Stewardship"), optimise their use of water, set targets to reduce its exploitation and return water with a quality suitable for the ecosystem concerned, with special attention to those located in water-stressed areas or those with high environmental and biodiversity value, possibly exceeding legal requirements. Suppliers are also called on to adopt solutions to reuse wastewater, including through specific treatment.

The Sustainable Natural Rubber Management Policy, with further verticalisation on this important raw material, expressly requires the commitment of Suppliers to take all necessary actions to conserve freshwater bodies and aquifers, protecting water quality and preventing its contamination.

In order to make these commitments fully operational on the supply chain, Pirelli implements a sustainable supply chain management system that envisages, among other aspects, the assessment of their environmental responsibility both at the selection stage and periodically, through specific ESG assessments and due diligence. More information can be found in the section "Governance Information", paragraph "Management of relations with suppliers".

For more information on the Group's Policies, refer to the paragraph entitled "Main policies for the management of material IROs".

TARGETS for water resource management

In order to manage the material impacts identified regarding the water resource issue, i.e. the water consumption of both its own business operations and those of its suppliers, Pirelli has established the following goals, defined on a voluntary basis.

With reference to its own operations, the Pirelli Industrial Plan includes targets to reduce specific water withdrawal, measured in cubic metres per tonne of finished product. More specifically, Pirelli has established two targets, one at Group level and one, further, for its sites located in areas classified as 'high water stress':

- → a 60% reduction in specific water withdrawal by 2030, compared to the 2015 base year, at Group level. This is a target, covering all own operations, applicable to the 2015-2030 period. The target monitors the percentage of reduction compared to the base year figure, and has been confirmed in the current Industrial Plan, in continuity with the previous one, with a baseline referred to 2015 and a value of 12.9 cubic metres per tonne of finished product.
- → In addition to the Group target, a specific target has been set for areas experiencing high water stress, aiming to ensure maximum transparency and to encourage stakeholders to track performance in these regions. For High/Extremely High water-stressed areas only[97], the target is a 36% reduction in specific water withdrawal by 2025 (target achieved) and 45%intermediate target by 2030, compared to 2015 values. The target, applicable to the 2015-2030 period, covers the sites owned by Pirelli located in the areas identified as having high water stress and is included in the current Industrial Plan with a base value of 2015, equal to 8.6[98] cubic metres per tonne of finished product.

In 2025, the Group recorded a specific water withdrawal ratio of 5.90 cubic metres per tonne of finished product (down from 6.27 in 2024). This represents a 54.3% reduction from 2015, the baseline year for the Group's 2030 target (compared to a 51.4% reduction in 2024). In areas under high water stress, the specific water withdrawal ratio was 4.91 cubic metres per tonne of finished product, (down from 5.12 in 2024), marking a 43.1% decrease (34.6% in 2024) from 2015 and exceeding the 36% target set for 2025. Both the Group-wide and highwater stress figures demonstrate a substantial improvement compared to 2024, continuing the positive trend observed in previous years.

The volume of water withdrawn from water stress areas in 2025 was 64% of the total (61% in 2024).

The methodology used to define both targets assessed the reduction in water withdrawals, due to efficiency actions in management of this resource compared to the expected change in production volumes for the different factories of the Group. For the intermediate targets, in particular, the investment plans established for the individual sites were also assessed.

The process involved internal stakeholder categories, such as corporate departments, in particular Health, Safety and Environment, Manufacturing and Sustainability.

Pursuit of the targets illustrated enables positive effects on the control of volumes withdrawn from the environment and therefore on consumption, thanks to actions identified to make the use of water resources more efficient.

In particular, a site-specific target is defined for each production site every year; this enables resources to be allocated effectively and contribute to achieving the overall Group target. The site-specific targets relating to water management are also linked to the annual remuneration of the Site and HQ management, ensuring a direct link between the Group's sustainability objectives and the performance assessments of individual company positions.

As part of its water resource management strategy, Pirelli pays attention to safeguarding water quality and maximising its reuse and recycling, as expressed in its Industrial Plan.

ACTIONS for water resource management

Water management and efficiency and reuse

In order to promote efficient and responsible use of water in production processes and at work sites, water resource management programmes are adopted as part of the environmental management systems implemented at sites and certified ISO 14001.

The strategy for achieving water resource efficiency goals starts with carrying out specific water assessments. These

97. It includes all those areas characterised by a level of "water stress" equal to or greater than "high" according to the WRI Aqueduct (Water Risk Atlas) classification, as at 31 December 2023. As at that date, the Pirelli sites falling within these areas are: Campinas and Elias Fausto (BR), Silao (MX), Voronezh (RU), Slatina (RO), Breuberg (GE), Izmit (TR), Jiaozuo and Yanzhou (CN).

98. Compared to the figures published in the 2024 Annual Report, the baseline year value has been revised to include the baseline water consumption of the Elias Fausto (BR) and Jiaozuo (CN) sites, which were acquired after 2015, in the reporting scope.

assessments are carried out with the support of specialised external companies and aim to identify opportunities for water resource efficiency, update water use and consumption flow charts and define quantitative and qualitative site-specific targets and improvement plans. A new water assessment campaign was started on factories in 2024 and is expected to be finished by 2026.

Actions on this resource concern the management of water use, focusing primarily on reducing water withdrawal and use, recycling water and improving its quality when discharged through periodic monitoring and sampling of wastewater, as required by internal procedures, as well as the aforementioned systems for treating effluents to safeguard the quality of discharges. Facility management and machinery design are an integral part of these actions. Moreover, in order to keep employees' awareness and attention on water management high, during the year some sessions for updating the results achieved and for training/sharing the improvement activities underway on the water topic at Group level are organised.

These activities are applied to the Group's production plants and test tracks, because of the greater contribution in terms of water consumption (which account for approximately 96.6% of the group's entire water withdrawal) and because the actions envisaged in the related management plans are ongoing and are implemented on a recurring basis on these sites.

On this point, in 2025:

- At Group level, approximately 535,299 cubic metres of water used (525,244 in 2024), equivalent to around 12% of total water withdrawal (11% in 2024), were derived from the treatment of wastewater generated by manufacturing processes, supporting water recycling and more sustainable resource management.
- At the Merlo (Argentina), Breuberg (Germany), Silao (Mexico) and Settimo Torinese (Italy) sites, several improvement measures were implemented on cooling systems in order to ensure more efficient and sustainable water use.
- Several initiatives have been carried out at the Slatina site in Romania to enhance water efficiency in both the civil and industrial networks.

These actions are in line with the Group reference targets and link directly to the goals set out in the Pirelli Health, Safety and Environment Policy, envisaging achievement of environmental targets to reduce the life cycle impact of products and services on water, air and soil.

In line with the Company's commitment to access to safe drinking water, sanitation and hygiene, WASH (Water, Sanitation and Hygiene) assessments were completed in 2024 and 2025 for certain Group plants.

With reference to water-stressed areas, at the end of 2025 the specific water withdrawal of Pirelli plants located in such areas was lower than the Group average, thanks to initiatives such as the efficiency improvements to the cooling lines at Breuberg and Silao and the above-mentioned improvement measures at the Slatina site, which contribute significantly to the achievement of the specific target. These actions represent a key element of the Pirelli environmental strategy to promote the sustainable management of water resources and reduce the overall impact of its production processes.

Assessment of the water impact in the supply chain through Life Cycle Assessment

As stated in Pirelli's Product Stewardship Policy, during the design and development of new products, potential risks on health, safety, environment and society are systematically assessed throughout their life cycle, including analysis of the geopolitical context of reference and ESG impacts in the supply chain. This assessment is also supported by LCA analyses performed in accordance with the industry Product Category Rules and adopting the latest methodologies for calculating potential environmental impacts.

This assessment method enables Pirelli to periodically monitor the environmental footprint generated by its supply chain. In particular, impact categories related to water resource consumption are quantified based on the basis of the methods and secondary data available to date. An example of an impact category assessed is the potential for water use (formerly water depletion).

METRICS related to the water resource

As already mentioned in the "Environmental management system and factory environmental performance monitoring" section, water management data at each production site is monitored through the HSE-DM data management system, which is developed and managed centrally by the Health, Safety and Environment Department.

The data below are reported to provide an overall view of Pirelli's performance in terms of water resource management, covering the same corporate perimeter as the Group's consolidated financial statements, collected through direct or indirect measurements and communicated by the local units.

The reported indicators are the following:

- absolute water consumption, measured in cubic metres, which indicates the total water consumption of the Group, including areas with water stress, calculated as the difference between water withdrawal and discharge into the sewer system or surface water body;
- reused and recycled water, measured in cubic metres (this means the water deriving from the treatment of wastewater carried out at internal Pirelli plants, in order to guarantee a level of quality that allows its reuse within the site);
- stored water, measured in cubic metres, which for Pirelli represents the reserve available for fire-fighting purposes. Specifically, due to the purpose for which water is stored at Pirelli sites, any changes in storage that occur during the year are not accounted for as they are not related to the production process;
- specific consumption, measured by comparing absolute water consumption (in cubic metres) to net revenues (in millions of euros);
- specific withdrawal, measured in cubic metres, in relation to the quantity of finished product (m3/ton);
- absolute withdrawal, measured in cubic metres, which indicates the total withdrawal of water by the Group;
- water discharge, measured in cubic metres, which indicates the Group's total discharge of water into the sewer system or a surface water body, partially metered,

while the remainder, where the discharge point does not have a meter, is calculated using estimates based on the consumption attributed to individual plants. For certain Group assets, particularly offices, water discharge is assumed to equal water withdrawal, which is determined from utility bills or, if unavailable, estimated based on daily consumption per employee.

WATER RESOURCE INDICATORS	2024	2025
Water consumption [m^3]	1,823,386	1,836,715
Water consumption in water risk areas, including those under high water stress [m^3]	1,492,696	1,479,968
Recycled and reused water [m^3]	525,244	535,299
Stored water [m^3]	89,087	64,626
Water intensity [Total water consumption m^3/ net revenue in million €]	269.20	271.06
Specific withdrawal per tonne of finished product [m^3/ton]	6.27	5.90
Water withdrawals [m^3]	4,724,586	4,457,682
Water discharges [m^3]	2,901,200	2,620,967

Total water withdrawal reached approximately 4.5 million cubic metres in 2025, slightly down from 4.7 million in 2024, while total discharge of domestic and industrial wastewater was around 2.6 million cubic metres, compared with 2.9 million in 2024. Before being discharged into the final recipient, wastewater – adequately treated as necessary – is periodically subjected to analytical tests that certify substantial compliance with locally applicable statutory limits.

E4 BIODIVERSITY AND ECOSYSTEMS

THE IDENTIFICATION OF BIODIVERSITY-RELATED IROS

Pirelli actively addresses biodiversity-related risks and opportunities across its entire value chain, from upstream to downstream, in line with the guidelines of the Taskforce on Nature-related Financial Disclosure (TNFD). Thanks to the biodiversity initiatives implemented as part of the Group's strategy, detailed in this chapter, Pirelli became a TNFD adopter in October 2025, as announced by the Taskforce at COP30 in Belém. Through this membership, the company commits to transparent reporting on risks and opportunities associated with natural capital. This milestone further reinforces Pirelli's dedication to enhanced transparency and more informed management of natural and environmental risks throughout its business model.

With reference to upstream activities, Pirelli requires that its suppliers implement a management model at their sites and along their supply chain to protect biodiversity and ecosystems, with particular attention to the conservation and responsible use of natural resources, in compliance with international standards and the laws and regulations of the countries where they operate.

With regard to the issue of Non-Deforestation, the greatest risks of deforestation in the value chain are found in the supply chain and are related to materials of forest origin and in particular, by materiality of use, to natural rubber.

Regarding its own operations, Pirelli launched a process in 2024 involving all company-owned production sites and test tracks, assessing their impacts and dependencies on surrounding ecosystems, as well as site-specific risks and opportunities; this process was completed in 2025. Pirelli starts with a risk assessment to define the Biodiversity action strategy along the value chain from upstream to downstream, in line with the company's Enterprise Risk Management methodology, and integrated in the company's multidisciplinary risk management processes.

In particular, the ENCORE tool was used for the impact assessment, thanks to which the impacts were analysed for each site based on the specific product sector. In addition, environmental indicators collected by Pirelli on site were analysed, such as water withdrawal and consumption, as well as the concentration of substances released into the atmosphere and present in wastewater.

The assessment of dependencies on neighbouring ecosystems was also conducted using public tools and datasets; in this case, the use of ENCORE was integrated with the templates provided by the TNFD to determine the dependence on ecosystem services. Based on the commodity sector to which each site belongs, the corresponding dependencies were analysed and each one was assigned a qualitative value (low, medium, high) to determine how relevant the loss or depletion of a specific ecosystem service was for the site, as well as how decisive it was from an economic point of view. The site-specific analysis confirmed the water resource as the main natural resource used by Pirelli, as well as one of the main natural assets on which various ecosystem services depend, such as the regulation of water flows and water quality for the local community.

In order to conduct the site-specific assessment, and understand the exposure of Pirelli's assets to various physical risks (such as drought, landslides, floods, water storage capacity, fires, soil, air and water pollution) and transition risks (legislative and reputational), tools such as the Global Facility for Disaster Reduction and Recovery (GFDRR), the Global Wildfire Information System (GWIS) and, when available, local documents such as vegetation maps, urban development plans and/or environmental conservation and restoration plans were used. The various tools made it possible to assess the state of biodiversity and the condition of the ecosystems surrounding Pirelli sites. The time period taken into consideration for the above analysis corresponds to 20 years, covering the timeframe from 2030 to 2050. For the Pirelli sites (warehouses, production plants and test tracks), the potential systemic risks associated with the company's activities were not considered or analysed in this first step of analysis. Over the next few years, the adopted analysis scenario will be updated when new data collected by Pirelli regarding the possible impacts of company activities becomes available, new data provided by the scientific community regarding the degradation of ecosystems and the loss of biodiversity becomes available and/or when there are new developments from a regulatory point of view.

In addition, for the same Pirelli sites, site-specific opportunities have been identified aimed at improving environmental conditions near the relevant Pirelli sites and at trying to guarantee the continuity of the use of ecosystem services and, in particular, the reduction of water use. By way of example, the following actions have been planned: actions to reduce water consumption through efficiency processes; actions to reduce the withdrawal of water from natural water bodies through processes for the recovery of rainwater and/or industrial water downstream of the processes; actions to monitor and/or filter waste water beyond what is required by law; actions for energy efficiency, energy conversion and renewable energy production to reduce the emission of pollutants into the atmosphere.

No consultations were held with the local communities that depend on the same natural resources and ecosystems as the Pirelli sites during the aforementioned analyses. The Biodiversity Action Plans (BAPs) also include a series of recommendations regarding local stakeholders that may be engaged for projects aimed at environmental conservation and the sustainable use of natural resources, with the objective of involving local communities and stakeholders in future assessment phases.

BIODIVERSITY MANAGEMENT

Following the Double Materiality analysis, the following material impact related to biodiversity management along Pirelli's entire value chain has been identified:

→ Deterioration of ecosystems and exploitation of land by raw material suppliers.

Pirelli has developed a structured, integrated, strategic approach to monitor this issue in its business processes, as outlined in the following paragraphs.
Pirelli is committed to achieving "No net loss of biodiversity" in its websites through the "mitigation hierarchy" (avoid, reduce, regenerate, restore) and intends to set targets in line with the Science Based Targets Network (SBTN) and with the relevant information and methodologies made progressively available by the SBTN itself.

Particular attention is given to minimising operations in protected areas and/or in sites relevant to biodiversity[99] and/or of particular interest/value. Pirelli also ensures that the choice of each new production site takes place in compliance with protected areas, guaranteeing the preservation of biodiversity, ecosystem services and the prevention of deforestation.

The company's commitment extends to the value chain, with particular attention to increasing transparency and traceability in the natural rubber supply chain. To this end, the Company is exploring the tools being developed in the market, both individually and at the industry level, with the aim of best meeting stakeholders' expectations and, at the same time, supporting the sustainable development of the value chain (both upstream and downstream) in an evolving regulatory context, primarily ensuring compliance with the European Union Deforestation Regulation (EUDR), which will come into effect starting 30 December 2026.

A significant achievement, also in terms of innovation, was Pirelli's 2021 milestone with the introduction of Forest Stewardship Council™ (FSC™) certification for tyres and the production of the world's first FSC™-certified tyre line for natural rubber and rayon. FSC™ forest management certification confirms that plantations are managed in such a way as to preserve biological diversity and bring benefits to the lives of local communities and workers, while ensuring economic sustainability.

In terms of governance, the Board of Directors of Pirelli & C. S.p.A., supported in its activities by the Sustainability Committee, approves, upon the proposal of the Chief Executive Officer (CEO) and in coordination with the Executive Vice Chairman, the environmental management strategies and objectives integrated into the Industrial Plan, including those related to biodiversity. In turn, Pirelli's top management also plays a strategic role in the full implementation of Pirelli's Environmental Management Model and related strategic objectives on this matter.

BIODIVERSITY STRATEGY

The Pirelli Group has recognised Nature as relevant in its Sustainability Strategy and has committed to developing Biodiversity Action Plans (BAPs) for all of the Pirelli industrial sites and test tracks, as mentioned in the "The identification of biodiversity-related IROs" section.

The methodology adopted for site-specific analyses is based on the LEAP approach of the[100] TNFD[101] framework. The site analysis addressed the five main drivers of biodiversity loss and ecosystem degradation identified by IPBES[102] and was conducted in accordance with internationally recognised methodologies. In order to cascade the strategy into the BAPs, the state of biodiversity in the natural areas surrounding all Pirelli Group operating sites was analysed, together with impacts and dependencies linked to these areas. Each Pirelli

99. "Biodiversity-relevant sites" are defined as sites that contain globally, regionally or nationally significant biodiversity ('Critical Biodiversity') and thus include protected areas/habitats/species, species classified as critically endangered, threatened or vulnerable on the IUCN Red List, endemic species, areas internationally recognised as World Heritage Sites, Ramsar Wetlands, UNESCO's Man and Biosphere.
100. Locate, Evaluate, Assess, Prepare.
101. Task Force on Nature-related Financial Disclosures.
102. Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

operating site was assessed using the basic criteria in the LEAP approach: biodiversity importance, ecosystem integrity, water stress and potentially material dependencies or impacts. The assessment was carried out using public tools and datasets (for example ENCORE, WRI Aqueduct, WWF Biodiversity and Water Risk Filter, IBAT). In addition to these criteria, STAR indicators[103] and site-specific indicators (location-specific approach) for the localisation of environmental performance (e.g. environmental KPIs) were considered and applied. The sites analysed were then prioritised to identify the areas where mitigation actions could lead to the most significant results; the magnitude of Nature-related impacts/dependencies and risks/opportunities were quantified and, in turn, linked to the five factors of biodiversity loss and ecosystem degradation identified by IPBES, namely land-/water-/sea-use change, resource exploitation, climate change, pollution and invasive alien species. Mitigation actions addressing risks and opportunities (Key Opportunities) were identified for each driver of biodiversity loss and ecosystem degradation. These actions were recorded and linked to site-specific objectives in line with the Company's "No Net Loss of Biodiversity" vision and the "mitigation hierarchy" set out in international frameworks (avoid, minimise, restore, offset and regenerate), thereby contributing to the Group's overall Nature Strategy as provided for in Pirelli's Health, Safety and Environment Policy.

The risk assessment was carried out following the TNFD methodology, and the levels used in the assessment to assign probability of occurrence and magnitude were aligned with those used by the Group in Enterprise Risk Management. For Pirelli sites, particularly production plants and test tracks, physical risks (such as droughts, landslides, floods, water retention capacity, fires, soil, air, and water pollution) and transitional risks (legislative and reputational) have been analysed. The opportunities identified for Pirelli sites themselves are manifold and mainly include actions to reduce water use, through adoption of viable, sustainable alternatives, decreasing energy consumption, and actions to restore or preserve local ecosystems.

The analysis considered the following assumptions:

- → Days of site closure following the occurrence of an extreme natural event (such as flood and fire);
- → Costs, obtained from literature available, associated with restoring the Pirelli site operations (e.g. cost of factory clean-up following a flood) and the area surrounding the sites following the occurrence of an extreme natural event;
- → Hectares of local natural territory for restoration and conservation work. The land portions earmarked for these works were estimated at 10, 20 or 100 hectares, depending on specific site or surrounding territory characteristics. The cost associated with restoration/conservation was identified from the literature available;
- → Reputational damage estimated for the Group.

A 20-year time horizon (2030-2050) was adopted for the risk assessment. The choice of a long-term period is motivated by wanting to include the probability of damage occurring over a sufficiently long-time span, to allow ecological dynamics to develop.

With reference to the scope of the Group, all tyre production sites and test tracks owned by Pirelli were subjected to a qualitative and quantitative assessment of impacts, dependencies, risks and opportunities, involving local departments to understand how site activities influence and impact the surrounding environment and related ecosystem services. In particular, impacts on natural resources and the environment, dependencies – i.e. the main ecosystem services on which site activities depend or to which they are linked – were identified, and the main risks and related opportunities and site-specific improvement actions that could be implemented were assessed.

As for the impacts identified, these relate to water consumption, greenhouse gas emissions, and the discharge of wastewater containing substances with a potential to contaminate water and soil.

The main dependency, and the resource Pirelli sites use most, appears to be water[104], for which quantitative data were analysed on water withdrawals, the source (whether from watercourses or wells), and whether it is treated and controlled after use and at discharge. As for **risks**, these can be divided into two main categories: physical and transitional. The former concern flood, landslide and drought risks, whereas the latter are related to legislative aspects, such as the risk of incurring fines or penalties in any non-compliance with environmental regulations, and reputational aspects, for example the risk of incurring bad publicity if, for example, the site has to respond to pollution events caused by site actions. Lastly, **opportunities** have been identified that mainly include actions to reduce water use by adopting viable, sustainable alternatives, monitoring and/or filtering wastewater going beyond what is required by law, decreasing energy consumption, and those to restore or preserve local ecosystems.

When assessing risks and opportunities for each site, the local Sustainability and Health, Safety & Environment (HSE) departments were involved to better understand and characterise the context. The project identification stage for environmental upgrading and the implementation envisages involvement of local communities and stakeholders.

For each Pirelli site (production plants, test tracks), a site-specific analysis was conducted to identify the presence of Protected Areas (PAs) and "Key Biodiversity Areas" (KBAs) adjacent to the site, within ranges of 5 km, 10 km, and 20 km. This analysis contributed to assessing impacts, dependencies, risks, and opportunities. Currently, across Pirelli's entire footprint, a non-production site is located within protected areas of high biological diversity value: this is the Vizzola Ticino test track (Italy). The analysis refers exclusively to the sites included in Pirelli's own operations.

To ensure the utmost protection of the natural environment in which the Vizzola test track is located, Pirelli has implemented an ISO 14001 certified Environmental Management System in accordance with the Parco del Ticino. In the area (0.37 square kilometres included in the Lombardy area of the Ticino Park, a UNESCO MAB reserve[105]) there are 7 endangered (CR),

103. Species Threat Abatement and Restoration Metric.
104. Raw materials are excluded from the scope of analysis at this early stage.

105. Man and Biosphere is a set of biosphere reserves in numerous countries around the world protected by UNESCO with the aim of promoting socio-economic development and the conservation of ecosystems and biological diversity.

21 endangered (EN) and 61 vulnerable (VU) species on the IUCN red list within 50 km of the site, while 8 protected areas and 1 key biodiversity areas are located within 5 km of the site. Environmental impact on biodiversity in the area is not significant. However, several actions were carried out, both by the Company directly and by the Park Authority, to mitigate and improve the interactions of Pirelli activities with the natural environment, as stipulated in the multi-year agreement signed by the parties and valid until 2033. In 2016, a campaign to monitor air quality was also carried out and highlighted the substantial negligibility of the impacts of the activity compared to the context the test field is part of. In addition, the site was subject to a new site-specific analysis in 2023, which formed the basis for the definition of the relevant Biodiversity Action Plan.

Lastly, for all the sites analysed, no material negative impacts were identified concerning land degradation, desertification and soil sealing.

With reference to the supply chain, the impacts on biodiversity concern the deterioration of ecosystems and the exploitation of land by suppliers, with particular reference to deforestation risk linked to materials of forest origin and in particular, by materiality of use of the commodity in the Pirelli product, to natural rubber.

There are many measures to mitigate the risk of deforestation in the natural rubber chain: from direct support for capacity building projects at GPSNR[106], to on-site third-party audits at suppliers (followed by specific recovery plans), to engaging suppliers to adopt good agricultural practices in line with GPSNR's desired state and with FSC™ certification standards (Pirelli produced the world's first FSC™ tyre in 2021 and from 2024 F1® tyres have also been certified), and engaging with local communities. All this is in addition to compliance with the EUDR regulation, which will come into effect in December 2026.

POLICIES for biodiversity management

Pirelli pays the utmost attention to ensuring that corporate activities do not interfere with the biodiversity characteristic of both the areas bordering the operating sites and along the entire value chain, upstream and downstream, in which the Company operates.

The Company commitment to minimising impact on biodiversity, ecosystems and related ecosystem services is expressed in the Health, Safety & Environment Policy (HSE Policy). It is also set out in the Sustainable Natural Rubber Policy for the specific commodity, the impacts of which are focused on in the Double Materiality Analysis.

The HSE Policy applies to all Group operations conducted by Pirelli and, where Pirelli does not have operational control, all business partners (e.g. joint ventures, suppliers, etc.) are required to comply with the principles set out in the Policy. Pirelli is committed to action on several fronts to protect biodiversity throughout the entire product life cycle, from the upstream supply chain to the downstream impacts.

With reference to upstream activities, Pirelli requires its suppliers to implement a management model at their sites and along their supply chain to protect biodiversity and ecosystems with conservation and responsible use of natural resources, in accordance with international standards and the laws and regulations of the countries where they operate.

More specifically, through the Pirelli Supplier Code of Conduct, which forms an integral part of the contractual purchasing clauses, Pirelli requires its suppliers to undertake to prevent, reduce and mitigate all forms of environmental pollution (including soil pollution) and to contribute actively to the protection of natural ecosystems, biodiversity and ecosystem services, to prevent the overuse of natural resources, to promote the restoration of ecosystems, to stop any contribution to deforestation, degradation and/or conversion of forests, and to act in line with the internationally recognised "High Conservation Value" (HCV) and "High Carbon Stock" (HCS) approaches. Suppliers operating in sites containing critical biodiversity are also called on to adopt the hierarchical model of mitigation (avoid, reduce, regenerate, restore) to protect and enhance biodiversity.

Among the materials that have always been valuable for tyre production is natural rubber.

In view of how precious the material is and, at the same time, the need to support its "vertical" (i.e. in terms of productivity) and not "horizontal" development (i.e. with a view to preventing deforestation), in 2017 Pirelli issued its Policy on Sustainable Natural Rubber Policy, after a long development process based on consultation with key stakeholders and companies, which have historical experience in the sustainable procurement of materials. Pirelli's Policy is aligned with the Policy Framework of the Global Platform for Sustainable Natural Rubber (GPSNR), of which Pirelli is also a founding member.

As stated in the Policy, Pirelli undertakes to promote, develop and implement the sustainable and responsible sourcing and use of natural rubber throughout its value chain. In particular, with reference to biodiversity, the Policy emphasises the positioning of the Company and what is required to the natural rubber suppliers, namely:

- protection of ecosystems, flora and fauna;
- no deforestation, no exploitation of peatlands, no use of fire, and adoption of the "High Conservation Value (HCV)" and "High Carbon Stock (HCS)" methodologies;
- efficient use of resources;
- ethics and anti-corruption;
- traceability and mapping of socio-environmental risks along the supply chain;
- encouraging its suppliers and sub-suppliers to adopt robust, internationally recognised and third-party verified certification systems at all levels of the supply chain (e.g. FSC™, a certification system for the entire upstream chain introduced, for the first time in the tyre world, by Pirelli in 2021).

In terms of the Company's commitment to non-deforestation, it should be noted that the date and cut-off year for the non-deforestation target is 1 April 2019, as stated in the Policy in line with the dictates of the GPSNR.

106. Global Platform for Sustainable Natural Rubber.

To verify suppliers' compliance with these commitments, Pirelli conducts annual on-site audits performed by third-party entities, based on a targeted selection of suppliers each year. Suppliers to be audited are chosen based on specific parameters, such as the following points:

- → the supplier has never been audited, as in the case of new suppliers, or has not been audited for more than 2 years,
- → significance of the volumes supplied,
- → results of previous audits and potential risks.

The audits, conducted by an independent external auditor, assess compliance with the Pirelli Sustainable Natural Rubber Policy, as well as with the Code of Conduct, local legal requirements and international standards.

The audits also provide a gap analysis for suppliers, helping them implement corrective action plans if necessary, thereby supporting them to strengthening biodiversity protection along the supply chain. For more information on the procurement process, please refer to the section titled "Governance Information", paragraph "Supplier relationship management".

For further information about Group Policies, see the "*Main policies for the management of material IROs*" paragraph.

TARGETS for biodiversity management

The Pirelli commitment to the protection of biodiversity and the responsible management of natural resources and biodiversity is expressed in clear, measurable goals, set out in the Company's Industrial Plan, consistent with the Health, Safety and Environment Policy and the Sustainable Natural Rubber Management Policy.

These objectives are aligned with the recommendations of the Post-2020 Global Biodiversity Framework and the Kunming-Montreal Global Biodiversity Framework, which aim to halt biodiversity loss and restore degraded ecosystems.

Actions have been identified to mitigate risks and exploit opportunities related to the drivers of biodiversity loss and ecosystem degradation. These actions have been recorded and associated with specific objectives for each site, in line with the "No net Loss of Biodiversity" principle of the "Mitigation Hierarchy" (*avoid, reduce, regenerate, restore*) and thus contributing to the Group's overall Strategy for Nature.

Biodiversity in life-cycle assessment for 100% of new product lines

With reference to life-cycle impacts, biodiversity risks are considered to be part of product design with a view to mitigating the related impacts along the life cycle and, from 2024, biodiversity parameters will be systematically included in the Life Cycle Assessment (LCA) of all new product lines.

In this context, Pirelli has planned, through its Industrial Plan, to integrate biodiversity assessments into 100% of the LCA analyses conducted on car product lines by 2024. This absolute target is based on 2023 and is applied extensively and annually to all new passenger car tyre lines of the Group. In 2025, 100% performance was achieved (in line with 2024), proving complete alignment with the target set.

Fundamental is the ongoing scientific research activity for the mitigation of impacts, such as emissions from tyres in use, which Pirelli conducts through its own Research & Development and related partnerships, the activity within the Tire Industry Project of the WBCSD[107], which aims to identify and proactively address the potential impacts on human health and the environment associated with the life cycle of tyres, as well as through other trade associations active in this regard (Tyres Europe[108] and USTMA). For more information on the emissions from tyres in use, please refer to paragraph "The phenomenon of particulate emissions from tread wear".

Biodiversity Action Plan for all Group industrial sites and test tracks

During the year, Pirelli achieved its target of developing, by 2025, a Biodiversity Action Plan for 100% of the industrial sites and proving grounds of the Group companies fully consolidated[109], with the aim of defining mitigation, conservation and restoration actions based on the identified impacts, dependencies and risks.

The target has 2023 as its baseline year, the year in which the analysis activity began, and the performance recorded in 2025, calculated as the number of sites with a complete BAP out of all sites, is 100% (55% in 2024).

The target related to the Biodiversity Action Plans is aligned with all four principles of the Mitigation Hierarchy, as each Biodiversity Action Plan includes guidelines, mitigation actions, and opportunities per each Pirelli site.

Ecosystem restoration projects

Based on the mitigation, conservation and restoration actions outlined in the Biodiversity Action Plans (BAPs), and reflecting the impacts, dependencies, risks and opportunities identified, Pirelli has set a target to initiate ecosystem restoration and biodiversity protection projects at all BAP sites by 2026. These projects aim to capitalise on site-specific opportunities for biodiversity restoration and enhancement.

By 2025, initiatives have already been launched at 50% of the sites, in line with the planned implementation path toward the 100% target by 2026. The target aligns with the principles of the "Mitigation Hierarchy", ensuring that restoration efforts follow a structured approach to minimising and compensating environmental impacts.

100% FSC™-certified natural rubber by 2026 in European plants

As part of Pirelli's strategy for the responsible sourcing of natural rubber, the company targets to use 100% FSC™-certified natural rubber in its European plants by 2026. This path was started in Europe in 2023 with the production of F1® tyres. This is measured by calculating the percentage of natural rubber from FSC™-certified sources compared to the natural rubber requirement in European plants. As at 2025, progress is aligned with the Group's plans, with FSC™ certified natural rubber accounting for 35% of the annual total (up from 17% in 2024). This target is in line with the last principle of the "Mitigation Hierarchy", i.e. "compensate and regenerate", as it aims to preserve forests and local biodiversity.

107. World Business Council for Sustainable Development.
108. Formerly known as ETRMA – the European Tyre and Rubber Manufacturers' Association
109. 16 production sites, 1 natural rubber processing operator and 3 test tracks. The sites are located in the following countries: Argentina, Brazil, China, Germany, Italy, Mexico, Romania, Russia, Sweden, Turkey, USA and UK.

Biodiversity training for all raw material and CapEx suppliers

During 2025, in line with the Business Plan, Pirelli defined a target to provide training on Nature & Biodiversity to 100% of its ongoing and strategic Raw Materials and Capital Goods suppliers by 2025, with a particular focus on the management of natural resources and the protection of ecosystems and biodiversity. This objective was achieved in 2025 and Pirelli also undertakes to maintain the same level of coverage of suppliers involved in the years to come. The purpose of this initiative is to strengthen capacity across the supply chain by providing a comprehensive overview of applicable regulations and management tools, both at supplier sites and across the upstream supply chain. It aims to provide information to understand the difference between Biodiversity and Nature, the economic importance of proper management of nature's services, the TNFD scheme and the consequent guidelines for setting targets in line with SBTi, as well as sharing Pirelli's commitments and its biodiversity strategy with suppliers.

This course, available on the Docebo platform in Q4 2025, forms part of the activities supporting the protection of natural capital and the conservation of biodiversity. The three training modules provide an introductory overview of the fundamental concepts related to biodiversity and ecosystem services, further insight into the main regulatory references and international standards, and practical examples of actions and measures that suppliers may adopt to reduce their impacts on nature and ecosystems.

The initiative involved 243 users and contributes to the dissemination of responsible environmental practices along the supply chain, supporting the mitigation of environmental risks and the creation of shared value. Through the sharing of training materials and the development of skills, Pirelli aims to strengthen the entire supply ecosystem and to reduce environmental impacts throughout the production cycle.

The objective related to training on Nature and Biodiversity aligns with the first two principles of the Mitigation Hierarchy – "avoid" and "minimise" - as it aims to equip raw material producers with the necessary tools to minimise waste or eliminate it entirely during production, storage, and transportation to Pirelli's production sites.

In support of biodiversity and ecosystem services along the value chain from upstream to downstream, it is also worth mentioning the Group's decarbonisation targets (Scope 1 and 2 emissions on the Pirelli perimeter side, and Scope 3 on the upstream value chain side), validated by SBTi in line with the 1.5°C Scenario, the targets for reducing water withdrawals from Pirelli factories, the targets for recycling materials and reducing the rolling resistance of tyres at the downstream level.

ACTIONS for biodiversity management

Biodiversity Action Plans

As stated in the paragraph related to the biodiversity strategy, Pirelli is committed to achieving No Net Loss of Biodiversity and to minimising its operations in protected areas and/or "biodiversity-relevant sites" and/or of special interest/value. In light of this, Pirelli developed Biodiversity Action Plans covering 100% of its industrial sites and proving grounds in 2025. These plans are based on identifying the dependencies/impacts of its operations on nature and establishing effective actions to reduce these dependencies/impacts, in line with the LEAP approach. During 2025, 12 Biodiversity Action Plans were launched, finalised and approved, adding the 12 already developed and approved in 2024. The actions identified concern: reducing water consumption and withdrawal, reducing water pollution and increasing the quality of water leaving the sites, reducing CO_2 emissions and energy consumption, restoring degraded ecosystems and eradicating alien species, considering the IPBES drivers of biodiversity loss as reference. In 2025, 16 biodiversity projects were active across 10 of the 24 sites covered by the BAP. In 2026, the remaining sites will identify and initiate additional projects, in line with the Group's target. Pirelli's BAPs provide exclusively for the implementation of direct mitigation measures, without resorting to biodiversity credits through offsetting mechanisms.

As part of its support of biodiversity, Pirelli also actively collaborates with multiple stakeholders including its suppliers for whom a training programme is planned, focused on Nature & Biodiversity issues, in line with the Group's target. For more details on the programme and the target, please refer to the "Social information" section, "Training along supply chain" paragraph.

Further multi-stakeholder actions are reported below.

Nature and biodiversity training for raw material suppliers

As part of its commitment to reducing environmental impacts across the supply chain, Pirelli has developed an e-learning program on Nature and Biodiversity, made available to 100% of its raw material suppliers by 2025.

The course supports the protection of natural capital and the conservation of biodiversity along the supply chain, fulfilling Pirelli's commitment to strengthen supplier capacity through dedicated training. The programme consists of three modules, offering:

- an introductory overview of biodiversity and ecosystem services. Biodiversity encompasses the variety of life on Earth and underpins the stable functioning of ecosystems, which are essential for all economic activity. Ecosystem services, such as clean water, soil fertility, pollination and climate regulation, act as the "invisible engine" supporting production, logistics, and supply chains. Companies are both dependent on these services and responsible for impacts that can undermine them, including deforestation, pollution, or overuse of resources. Understanding this interconnection is vital for building resilient value chains, particularly in a world where natural systems face increasing pressures. For suppliers, this means understanding that protecting biodiversity is not only an environmental responsibility but also a strategic competitive advantage.
- an in-depth look at international regulatory frameworks and standards. The global regulatory landscape is evolving rapidly, requiring companies to manage their impacts on nature more rigorously. Regulations such as the EUDR demand traceability, legal sourcing verification and the absence of deforestation, while directives like CSRD and CSDDD extend corporate responsibility across the entire supply chain. These are complemented by voluntary but increasingly influential frameworks, such as the TNFD and SBTN, which provide methodologies to identify, measure, and report risks and dependencies on nature. Moreover,

ESG ratings evaluate suppliers on biodiversity, water management, and land use, affecting both market access and investment opportunities. Understanding this landscape enables suppliers to prepare, maintain compliance and strengthen partnerships with their customers.

→ practical examples of actions suppliers can take to reduce impacts on nature and ecosystems. Suppliers may take concrete actions in line with the Mitigation Hierarchy (avoid, minimise, restore and transform), such as: mapping sites and raw materials to identify sensitive areas; adopting sustainable agricultural practices, such as agroforestry, to prevent deforestation; enhancing water and energy efficiency through water recirculation and renewable energy use; reducing emissions and pollutants via clean technologies and stricter operational controls. Suppliers can also participate in ecological restoration projects, such as reforestation or the rehabilitation of degraded habitats, and adopt advanced traceability systems including GPS monitoring, supply chain audits and FSC certifications. These measures help reduce operational risks, enhance reputation, and improve supply chain resilience. The initiative promotes the dissemination of responsible environmental practices across the supply chain, supporting the mitigation of environmental risks and the creation of shared value. By sharing training materials and developing skills, Pirelli seeks to strengthen the entire supply ecosystem and minimise impacts on nature and biodiversity throughout the production cycle.

Reforestation of the Cuenca de la Esperanza natural area

Pirelli in Mexico has been supporting local government institutions for the conservation of biodiversity and the reforestation of the *Cuenca de la Esperanza* protected natural area, located in the Guanajuato Region, since 2017. With this initiative, in addition to the environmental protection of flora and fauna, there is preservation of an area that is an important water resource for the population of the capital of Guanajuato and Silao, the city where the Pirelli plant is located.

In 2024, Pirelli renewed its three-year agreement for 2025–2027, allowing the company to expand its commitment to conserving the Cuenca de la Esperanza by adopting and restoring an additional 100 hectares. Combined with the 50 hectares restored in previous years, the overall target now stands at 150 hectares to be regenerated by 2027, with work currently underway.

Long Leaf Pine Project

This initiative focuses on restoring and protecting native ecosystems dominated by longleaf pine (Pinus palustris) in the south-eastern United States, near the city of Rome, where the Pirelli plant is located. The project seeks to naturally regenerate pine forests, implement sustainable fire management practices, and conserve the unique biodiversity of the habitat. In partnership with Berry College and The Nature Conservancy, the initiative involves planting approximately 200 hectares of longleaf pine per year.

Coosa River Basin Restoration Initiative

At its Georgia plant (USA), Pirelli contributes to programmes dedicated to the protection and restoration of the Coosa River watershed, including water quality monitoring, habitat restoration and community engagement in the sustainable management of local water resources.

Reforestation of Neptune grass with One Ocean Foundation

Pirelli is engaged with One Ocean Foundation in the *Blue Forest Project*, dedicated to the reforestation of Posidonia oceanica in the Mediterranean Sea, a basin with unique ecological characteristics that is highly delicate and fragile, where this plant has its exclusive growth range. Posidonia is an endemic marine plant that forms extensive underwater forests (meadows) and plays an important role in the ecosystem, comparable to terrestrial plants. It has a high capacity to absorb atmospheric carbon dioxide and then store it in sediments. Pirelli is positioning itself as the forerunner and first mover for reforestation activities in the bay of Cala di Volpe, Sardinia: an area that extends about 80 hectares and where there is a regulated buoy field. To date, activities in the area potentially represent the largest protection and restoration area of *Posidonia oceanica* in the Mediterranean Sea.

The reforestation activity consists in identifying degraded stretches of seabed that have been damaged by anthropogenic and/or natural activities and are suitable for restoration and planting.

Over the tow-year period 2025-2026, Pirelli has a reforestation target of 600 m2 of Posidonia oceanica seagrass meadows. By the end of 2025, Pirelli achieved its annual target, completing the reforestation of the first 400 m². Developed in collaboration with the University of Sassari, the project includes monitoring the reforested areas, studying marine biodiversity and conducting preliminary seabed mapping to identify the most suitable locations for future interventions. The planting activity is led by a team of certified scientific technical divers; it involves the selection and collection of *Posidonia oceanica* cuttings and seeds and subsequent transplanting onto coconut fibre mats and metal stakes.

Together for the sustainability of natural rubber - the GPSNR platform

Pirelli played a proactive role in the creation of the Global Platform for Sustainable Natural Rubber - GPSNR, together with tyre manufacturers which are also part of the Tyre Industry Project Group, within the WBCSD[110]. The development of the Platform benefited from the contribution, ideas and suggestions of the main categories of Stakeholders involved in the value chain, such as rubber producers, processors, automobile manufacturers, and from the fundamental contribution deriving from the experience of major international Non-Governmental Organisations.

The Platform, launched in Singapore in October 2018 with the participation of the first “founding members”, including Pirelli, is independent, based on multi-stakeholder dialogue and aims to support the sustainable development of the natural rubber business globally, for the benefit of the entire value chain through shared tools and initiatives based on respect for human and labour rights, prevention of land grabbing, respect for biodiversity and increased plant productivity, especially those of small owners. The first GPSNR General Assembly was held in March 2019.

In 2021, the General Assembly stipulated that from 2022 onwards, members must annually provide the status of implementation of the GPSNR Policy (status provided by Pirelli to GPSNR).

110. World Business Council for Sustainable Development.

Also in 2025, Pirelli actively participated as in several working groups of the platform, in particular:

- → Assurance System Taskforce (ASTF), which focuses on the development of an assurance system that supports GPSNR in demonstrating its long-term positive impact on the natural rubber industry, allowing member companies to validate their sustainability claims and commitments. In 2025, the GPSNR Assurance System, developed by the working group, was approved following an extraordinary general meeting with GPSNR members;
- → The Carbon Calculator Taskforce (CCTF) aims to develop and refine a carbon footprint calculation tool for sourced natural rubber, covering all stages from plantation to delivery, including land use change and agricultural operations. This tool is intended to be a valuable resource for GPSNR members and the broader natural rubber industry;
- → The Monitoring, Evaluation, and Learning Task Force (MELTF) seeks to consolidate data streams from GPSNR into meaningful impact metrics to support monitoring, evaluation, and learning.

Support for small natural rubber farmers

Pirelli continues to actively support initiatives that improve the livelihoods of small farmers, promoting the sustainability of the natural rubber supply chain.

In 2025, Pirelli continued its long-standing collaboration with supplier Kirana Megatara by organising Rubber Day 2025. As part of Pirelli's sustainable natural rubber sourcing initiative, the event, held in Desa Muara Enim, South Sumatra, Indonesia, was conducted in partnership with Kirana Megatara and FSC™, highlighting the vital role of smallholder farmers in the global rubber supply chain.

The event featured a latex extraction competition, showcasing the skill, knowledge, and precision required in the natural rubber industry. This activity not only celebrated the expertise of local farmers but also emphasised the importance of sustainable agricultural practices for protecting biodiversity and supporting resilient livelihoods.

In addition to the competition, the event included community engagement initiatives, such as awarding scholarships to approximately 100 children of smallholder farmers, A gesture reflecting Pirelli's belief that sustainability also means creating long-term opportunities for future generations. An in-depth session on FSC™ certification, its benefits and good agricultural practices was also organised for small-scale producers by Pirelli, Kirana Megatara and FSC™. The session aimed to raise awareness of sustainable practices and the benefits of the FSC™ certification, and included a testimonial from a certified grower sharing first-hand experiences of improved practices and results through FSC™ implementation. Overall, Rubber Day 2025 served as a strong reminder of the importance of close collaboration with suppliers and smallholder growers, which is essential for building a rubber supply chain that generates value for people, the environment and the broader industry.

Project: Living Rubber

The three-year project "Living Rubber", launched in 2021 by Pirelli in partnership with BMW and BirdLife International, aims to foster the long-term production of sustainable, deforestation-free natural rubber in Indonesia. The initiative was supported by Pirelli and was concluded in April 2025.

The aim of the project was to preserve more than two thousand hectares of rainforest in Hutan Harapan (Sumatra Island) from deforestation, as well as protecting the indigenous community and protecting endangered animal species. The different activities are implemented in coherence with the "Desired State" of the Global Platform for Sustainable Natural Rubber (GPSNR).

More precisely, the Project set itself precise performance KPIs with respect to economic development for natural rubber farming families, community rights, collaboration with institutions, healthy ecosystems and resilient agro-ecosystems for an ecologically sustainable supply chain.

The funded project involved monitoring progress in specific areas of activity, in particular: (i) Agricultural services: capacity building for good agricultural practices, improvement of the rubber supply chain through digitalisation, ensuring its compliance with the EUDR, the establishment of storage warehouses, and the enhancement of on-site rubber agroforestry management through the strengthening of Community Resource Management Agreements (CRMA); (ii) provision of financial services: cooperatives established with capital made available to purchase rubber from farmers, provided that they comply with the EUDR. All transactions are digitally recorded and monitored. (iii) Market access: With the establishment of the cooperatives, including development of the abilities needed to run them, they should be able to stabilise prices and ensure favourable trading conditions. (iv) Gender equality: inclusion of women in agricultural activities. The studies were followed up by concrete measures to improve the role of women in decision-making positions and to encourage active participation in activities such as training, in the cooperative and as community guardians. (v) Provision of basic services: although not directly linked to agriculture, this initiative allocated resources to a literacy programme, reproductive health and a clean and healthy environment programme. These are requirements that create a favourable environment for communities to carry out social and economic activities (vi) Protection and conservation of biodiversity: Given the importance of biodiversity in this area, the "*Batin Sembilan*" were hired as community guardians to patrol an area of around 2,700 hectares and prevent illegal activities. In addition, surveys were conducted on four key species threatened with extinction: the Sumatran tiger, the agile gibbon, the helmeted hornbill and the greater green leafbird.

Pilot Project in the Ban Bon Khuan Community Forest

In 2025, Pirelli, in partnership with CMO International, launched a two-year pilot project in the Ban Bon Khuan (BBK) Community Forest in southern Thailand. The initiative focuses on developing a sustainable model of natural rubber production, combining regenerative agroforestry practices with community-led forest management.

The project aims to preserve the tropical forest's integrity while supporting the economic well-being of the BBK community through regenerative harvesting of natural rubber and other sustainable forest products. It promotes the production of FSC™-certified, EUDR-compliant natural rubber by integrating rubber trees with native species and complementary agroforestry crops. Key project activities include defining and monitoring ecosystem service parameters, training

smallholder farmers, organising logistics to facilitate rubber production and transportation and implementing an environmental and social management plan. The initiative also contributes to Pirelli's in-kind support for GPSNR.

Other initiatives supporting the environment and biodiversity

In 2025, Pirelli Greece, in collaboration with We4All, organised a reforestation event, planting 1,000 trees across two areas and introducing five plant species. Based on available scientific estimates, the project is expected to gradually absorb up to 22 tonnes of CO_2 and produce approximately 117 tonnes of oxygen per year, contributing to improved micro-climate, biodiversity and air quality.

In Turkey, Pirelli has planned a coastal clean-up project in partnership with the organisation TURMEPA, further supporting environmental protection and biodiversity. Selected Pirelli staff participated in the clean-up of a beach designated by the municipality as requiring remediation. The initiative also included a brief training session on coastal clean-up and environmental awareness.

In addition, Pirelli Spain contributed to the creation of the second "Driver Forest" on the Iberian Peninsula, located in Aveiro, Portugal, restoring a degraded agricultural area near Porto by planting native species on land previously affected by invasive plants.

Finally, Pirelli Mexico coordinated the "Llantatón" initiative, collecting end-of-life tyres in the municipality of León in partnership with the Guanajuato State Health Department and other organisations, helping to reduce landfill disposal and risks of illegal burning and emissions.

E5 RESOURCE USE AND CIRCULAR ECONOMY

SUSTAINABLE RESOURCE MANAGEMENT AND TRANSITION TO THE CIRCULAR ECONOMY

Following the Double Materiality Analysis, material impacts, risks and opportunities related to resource use and the Circular Economy were identified, guiding Pirelli's commitment towards an increasingly sustainable and circular business model.

Material impacts:

- *Use of recycled or recyclable materials by Pirelli, with a potential positive impact on resources conservation*
- *Potential contribution of Pirelli to resource conservation, such as through product durability, recyclability, etc.*
- *In the downstream value chain, waste generation, i.e. end-of-life tyres (ELTs).*

Material risks:

- *Increase in the cost of "carbon-intensive" goods (e.g. steel, aluminium) following introduction of the Carbon Border Adjustment Mechanism (CBAM).*

Material opportunities:

- *Competitive advantage from early adoption of circular economy solutions and technologies such as management of resource scarcity and product end-of-life.*
- *Reduction of costs thanks to AI predictive maintenance measures that minimise errors and failures on machinery, consequently reducing material wastage.*

To specifically examine the circular economy within the Pirelli Group and assess its potential positive and negative impacts, a series of activities were carried out, building on assessments conducted in the previous year and drawing on evidence from comparisons with external benchmarks and the internal company units most directly affected by the issue. The activities focused on analysing the impacts of the Company's operations, as well as those arising from the upstream and downstream value chains and the use of resources. Once again, the analysis of the product life cycle phases was the starting point, followed by the identification of the main raw materials acquired and used in the production processes, verifying which are recycled or recyclable.

For further details about the double materiality analysis process, see the "General Information" section.

Pirelli is strongly committed to integrating circular economy principles throughout the product life cycle, adopting innovative and sustainable solutions to reduce the environmental impact and maximise resource efficiency.

PIRELLI'S APPROACH TO THE CIRCULAR ECONOMY: THE 5RS

In Pirelli's strategy, a decisive role is played by the continuous focus on the definition and implementation of increasingly circular solutions. Projects and initiatives relating to the Circular Economy are reviewed within the Sustainability Operational Committee, chaired by the CEO, which oversees the operational aspects of ESG matters, and form an integral part of the activities of the Sustainability Strategic Committee, which ensures their alignment with Pirelli's ESG strategy. Circular Economy objectives are included in the Group's strategic plans and are approved by the Board of Directors, supported by the Sustainability Committee at the proposal of the Chief Executive Officer and in coordination with the Executive Vice Chairman.

It is in this context that Pirelli has developed its own approach to the Circular Economy, which is based on rethinking (Rethink) the way products, processes and services are developed, with the goal of achieving ever-higher performance, continuously reducing environmental impacts and protecting the health and safety of people throughout the life cycle of the product.

Rethink is supported by the other four commitments of Pirelli's 5R approach:

- Refuse: avoiding processes, products, services and materials that are redundant, while at the same time promoting an increase in the safety of the products used, through the replacement of those that are not considered suitable, as a preventive measure and even going beyond legislative requirements.
- Reduce: reducing the use of resources, especially non-renewable ones, both in terms of energy carriers and natural resources, and of raw materials, with the aim of reducing the Group's Environmental Footprint, also with a view to decarbonisation. Reducing also means developing tyres with increasingly less rolling resistance that can help reduce vehicle consumption, as well as

production processes that use fewer resources and generate less and more easily recyclable waste. Pirelli has expressed several public targets to support its reduction commitment. They include those on product performance, process efficiency for Pirelli factories and suppliers, as specified in the "Environmental Information" section, "Management of greenhouse gas emissions and climate transition plan" paragraph.

- → Reuse: maximising the reuse of resources and products, consistent with the quality and safety levels required for tyres, with the aim of preventing waste generation and unnecessary consumption of resources, especially non-renewable resources. This commitment is reflected, for example, in the design of tyres with an increasing content of recycled raw materials, with targets defined at product level, as expressed in the Group Industrial Plan. These products will see the increased use of third-party certifications to guarantee the increased sustainability of these materials along the supply chain and verify the proportion of reported "bio-based and recycled" materials.
- → Recycle: to recycle residues from production processes, promoting material recovery as much as possible over energy recovery, and to promote the recovery of end-of-life tyres (ELTs), including through research and development to maximise the quality of the secondary raw material resulting from ELT recycling; thus facilitating its use both in closed-loop applications (from tyre to tyre), and in other phases of the value chain by promoting industrial ecosystems.

POLICIES for sustainable resource management and the circular economy

The Group approach to the circular economy and end of life is highlighted in the Health, Safety and Environment Policy, in the Product Stewardship Policy, the Sustainable Natural Rubber Management Policy and Pirelli Suppliers' Code of Conduct in light of which Pirelli is committed to:

- → promoting positive impacts on resource conservation by using recycled or recyclable materials as well as in terms of the potential Pirelli contribution to preserving resources, for example through product durability and recyclability;
- → addressing the risks and seizing the opportunities associated with the transition to a low-carbon and circular economy, including impacts on raw material costs and the competitive advantage of early adoption of innovative solutions.

More specifically, the Health, Safety and Environment Policy reaffirms how Pirelli is committed to developing products and production processes that comply with circular economy principles translated into the "5Rs" approach (Rethink – Refuse – Reduce – Reuse – Recycle), referred to in the previous paragraph, in order to pursue the responsible use and reduction of natural resource consumption and minimise polluting emissions. The Group also sets environmental targets and goals to reduce the life cycle impact of its products and services on air, soil and water, such as towards "Zero Waste to Landfill", aiming to maximise recovery and recycling.

In addition, the Product Stewardship Policy also makes explicit the Pirelli responsibility to invest resources in research and development to design innovative products with a lower environmental impact and to inform customers and end consumers on the safest ways to use its products, while guaranteeing respect for the environment during their use and during disposal, facilitating recycling or reuse wherever possible.

The Pirelli approach to the circular economy extends to its supply chain, enforcing safety requirements and including them in its contractual provisions with suppliers. In the process of selecting raw materials, particular attention is paid to any potential impacts, including via the use of LCA analyses, that materials may have on the health of people and the environment, with a view to their progressive minimisation.

In line with the Pirelli Suppliers' Code of Conduct, suppliers are required to support the use and development of renewable and recycled raw materials and to develop processes and products/services clearly designed to optimise the use of resources; progressively replacing non-renewable resources with natural or recycled ones, to be recyclable and recoverable, to prevent the production of waste, to reduce its hazardousness and to maximise the amount of waste sent to recovery operations and preferably to material recycling, compliant with the circular economy model. For products and services provided to Pirelli, suppliers are also strongly encouraged to use reusable, returnable packaging.

The Sustainable Natural Rubber Management Policy also requires the same quality and efficiency approach from suppliers of this raw material as Pirelli; in order to reduce pressure on biodiversity, increase product efficiency and reduce disposal costs.

In order to make these supply chain commitments fully operational, Pirelli implements a sustainable supply chain management system, which includes, among other aspects, the assessment of suppliers' environmental responsibility both at the selection stage and periodically. For more information, please refer to the "Information on Governance" section, "Supply chain Sustainable Management System" paragraph.

TARGETS for sustainable resource management and the circular economy

The Company has set targets for increasing the use of natural (bio-based)[111] and recycled[112] materials in its tyres and is committed to increasing the use of third-party certified materials for key sustainability aspects such as, for example, FSC™ materials of forest origin (e.g. natural rubber) and ISCC+[113] for recycled materials (bio-circular, circular). The certification roadmap for Pirelli factories is being expanded. To date, 8 production sites are ISCC+ certified and 8 hold FSC™ certification. All European factories are certified according to both standards.

111. Bio-based material: Material fully or partially of biogenic origin. (source: ISO 16620 – 2 2019).
112. Recycled material: material that has been reprocessed from recovered material through a manufacturing process and transformed into a final product or component for incorporation into a product. (source: ISO 14021 – paragraph 7.8.1.1).
113. International Sustainability and Carbon Certification.

Pirelli production sites certified ISCC+ and FSC™ as at 31.12.2025

ITALY	Settimo Torinese	FSC®. ISCC+
	Bollate	FSC®. ISCC+
ROMANIA	Slatina	FSC®. ISCC+
GERMANY	Breuberg	FSC®. ISCC+
UK	Burton	FSC®. ISCC+
	Carlisle	FSC®. ISCC+
TURKEY	Izmit	FSC®
USA	Rome	FSC®.
CHINA	Yanzhou	ISCC+
MEXICO	Silao	ISCC+

As far as FSC™ is concerned, as specified in the "E4 Biodiversity and Ecosystems" chapter, Pirelli is committed to the responsible sourcing of natural rubber, in order to use 100% FSC™-certified natural rubber in its European plants by the end 2026. Pirelli's "FSC™" journey in Europe was launched in 2023 with the production of F1® tyres certified FSC™ for the 2024 season. As early as 2021, Pirelli had produced the world's first FSC™-certified tyre, thanks to the use of only certified natural rubber at its Rome (Georgia, USA) plant.

In terms of methodology, progress toward the target of using 100% FSC™-certified rubber in Pirelli's European factories is measured by calculating the share of FSC™-certified natural rubber relative to the total natural rubber used in those plants. By 2025, progress is in line with the Group's plans, with FSC™-certified natural rubber accounting for 35.4% of total use (up from 17% in 2024).

For more details on Pirelli's strategy, refer to the chapter on "Sustainability certifications used in the materials supply chain".

At a broader raw materials level[114], Pirelli expects to increase the amount of natural (bio-based) and recycled materials in its product.

More specifically, the targets included in the Industrial Plan envisage achieving:

→ for its best product[115], supplied to the market, a share exceeding 70% by weight of natural (bio-based) and recycled materials in 2025 (target already achieved) and more than 80% in 2030, with the vision of reaching 100% of non-fossil origin materials in the long term.

The target refers to the Pirelli product, which is commercially available on the market, with the highest content of bio-based and recycled materials in the reporting year and is based on a starting value of 33% in 2021; this is the baseline against which progress is monitored. The methodology adopted for the calculation of the share of bio-based and recycled materials involves the combination of physical segregation and mass balance (according to the ISCC+ standard) and takes into account only the percentages declared by the suppliers verified by a third party. To ensure full transparency for all stakeholders, all declarations regarding the content of bio-based and recycled materials in a product specification are verified by an independent third-party body in accordance with the ISO 14021 standard. Pirelli has also designed a logo to identify products that contain at least 50% natural and recycled materials, which can be used as a hallmark and to enhance of this type of tyres, in order to guarantee the utmost transparency toward users.

For Pirelli Group tyres produced in 2025, the highest proportion of natural and recycled materials in a single market product reached 70%[116] (up from 58.5% in 2024), meeting the target set for 2025. Developed specifically for JLR (Jaguar Land Rover), the new tyre is a Pirelli P Zero, scheduled to supply select 22" wheels for the Range Rover line-up in 2025. This supports JLR's goal of developing tyres with reduced environmental impact for its luxury models.

114. The Pirelli product targets refer to tyre consumers so are therefore only to be compared, where relevant, to targets related to consumer tyres and not to other tyre categories or consolidated production segments.
115. Pirelli's commercially available product with the highest content of natural (bio-based) and recycled materials in the reporting year.
116. IP 35837 – Thanks to a combination of physical segregation and a mass balance approach, the tyre contains at least 31.7% bio-based materials and 38.3% recycled materials. Bio-based components include natural rubber, textile reinforcements and biochemical additives, while recycled materials include rice flour silica, reclaimed rubber, recycled steel, and, via mass balance, synthetic rubber, carbon black and silica.

→ for the total of raw materials used by the Pirelli Group, a share exceeding 27% by weight of bio-based and recycled materials in 2025 and 40% in 2030.

The target regards the entire scope of raw materials used by Pirelli to manufacture tyres in the reporting year and refers to a baseline value of 21% in 2021. This is measured by analysing the percentages of bio-based and recycled materials declared by suppliers and calculated by comparing the value of all raw materials, natural and recycled, to the raw material total used for all tyre production.

Relative to the total production in 2025, considering the overall volume of raw materials used, 26.9% (23.7% in 2024) is of natural or recycled origin[117]. The performance improvement compared to the previous year is mainly attributable to the increase in the share of recycled material, a result that confirms a trend in line with expectations, targets and the effectiveness of the actions undertaken.

These targets reflect the ongoing company commitment to promoting a circular economy and reducing the environmental impact of its products through sustainable innovation and responsible resource management.

Consistent with this commitment, the Company has established a dedicated Life-Cycle Assessment (LCA) target for new car tyre lines, with the objective of achieving 100% coverage by 2025, including impacts on biodiversity, and sustaining this target in the years thereafter. By 2025, the objective of conducting an LCA for 100% of the new car tyre lines launched during the year was successfully achieved as planned.

In addition to new car tyre lines, products already launched on the market are also subject to LCA assessment. As of the end of 2025, around 67% (55% in 2024%) of Pirelli Products had an LCA assessment and the remaining 33% (45% in 2024%) is covered by a simplified LCA approach[118].

These targets demonstrate the Company's tangible commitment to sustainable innovation and transparency toward customers, end consumers and stakeholders at large. They also reinforce corporate declarations through independent third-party certifications that ensure the sustainability of the natural rubber supply chain.

117. Including 7.5% recycled material (4.4% in 2024)
118. LCA used for the screening assessment of products based on values representative of group production.

ACTIONS for sustainable resource management and the circular economy

In line with the Pirelli Eco-Safety Design Strategy and Product Stewardship Policy commitments, the research and development of innovative materials is essential in order to design and manufacture tyres, that guarantee lower social and environmental impacts throughout their life cycle while ensuring greater driving safety and high performance.

Pirelli's policy with reference to the materials used in the tyre manufacturing process is stringent. Pirelli applies safety and acceptability requirements to minimise negative sustainability impacts from raw materials, adding these requirements to contractual provisions with suppliers. In the raw material selection process, special attention is paid to any potential impacts, including by using LCA analyses, that they could have on the health of people and the environment, aimed at their progressive minimisation.

Collaboration with external stakeholders with a view to research, innovation and best practices plays a particularly important role in the development of more sustainable materials. In particular, Pirelli has many Joint Development Partnerships with strategic suppliers, research agreements with universities (for example, the Joint Labs agreement between Pirelli and the Politecnico of Milan for research on increasingly sustainable materials, such as bio-polymers), collaborations at the sector level for scientific research as part of the WBCSD's Tire Industry Project, with the aim of proactively identifying and addressing potential human health and environmental impacts associated with tyre life cycle impacts, and multi-stakeholder collaborations such as the Global Platform for Sustainable Natural Rubber (GPSNR), in order to support sustainable development of the Natural Rubber business.

More specifically, Pirelli focused on the following activities, discussed in more detail in the following paragraphs:

→ setting a clear target for the introduction of "bio-based" and recycled raw materials;
→ increased use of recycled materials, e.g. recycled steel and silica from rice husks;
→ increasing the use of carbon black recovered from end-of-life tyres, including through scouting for new suppliers of the substance who meet Pirelli's high quality standards;
→ improvement of tread compound wear resistance, with the aim of ensuring greater mileage for the same material usage.
→ These apply to the entire group and involve and engage both upstream (supply chain) and downstream (customers and tyre end-of-life managers) value chain players.

The aforementioned actions are recurring and aimed at achieving the material targets described in the previous section and the tyre-wear targets described in the chapter "E2 Pollution", section "The phenomenon of particulate emissions from tread wear".

The operating costs of the actions listed below, which relate to research and development, are included in the 72% expenditure share allocated to activities linked to product sustainability features, as described in the "Climate Change" chapter, "Product Innovation to maximise environmental performance" paragraph, to which reference is made.

Assessment of products and chemical substances

All chemical substances and products used by Pirelli in tyre production are subject to prior assessment and prioritisation by the Health, Safety and Environment Department. Traceability of materials to their origin is an effort conducted on multiple materials, starting with those whose impacts may be most material (such as natural rubber for the environment or conflict minerals for society), all with a view to reducing their negative environmental and social impacts.

It should also be noted that, as per its own policy, in tyre manufacturing, Pirelli does not use any of the so-called Substances of Very High Concern (SVHCs), nor any substances falling into the internationally recognised category of POPs (Persistent Organic Pollutants) as defined by the Stockholm Convention, nor does it use mercury and its by-products as defined by the Minimata Convention, nor limited substances or those restricted by REACH regulations.

For a comprehensive list of materials that Pirelli does not use under its policy, please refer to the "*Enforcement of stringent safety requirements on purchased and used materials*" paragraph of this report.

Virtual design - Artificial Intelligence for Virtual Compounding and Development

The new frontier of innovation at Pirelli is represented by artificial intelligence, applied pervasively across the entire value chain, from product development to manufacturing.

Starting with materials research, for example, Pirelli has developed the "Virtual Compounder", an AI-based system that supports technicians in designing new compounds. Inspired by the pharmaceutical industry, this tool analyses vast volumes of historical data, including internal and external testing, as well as supplier data, in order to accelerate the development of innovative materials and new formulations. Despite the increasingly widespread adoption of such systems, human oversight and expertise remain essential to validate the results. The outcome is a tyre developed with artificial intelligence, not by artificial intelligence. The integration of these technologies has already delivered tangible results, including an average reduction in specific wear in new products, achieved through detailed analysis of tread micro-slippage.

During the year, significant virtual investigations were also performed on the contact mechanics between tyre and rim. These studies supported several OE Prestige development projects aimed at improving product performance stability and contributed to the establishment of a new design guideline for products requiring specific performance stability characteristics.

Moving to the actual tyre development phase, in 2025, the three Virtual Development Centres operated by Pirelli, located in Italy (HQ), Germany, and China, continued to support both Original Equipment (OE) and replacement development projects.

The centre in China was further strengthened with the addition of a Vehicle Dynamics specialist dedicated to Virtual Handling applications and an NVH (Noise, Vibration and Harshness) simulation specialist.

During the year, Pirelli's simulation expertise has been further strengthened in the NVH domain through:

- for External noise (ABEN project conducted in JointLabs with the Polytechnic University of Milan), defining a complete end-to-end virtual simulation workflow;
- for internal noise, a complete simulation work flow has been defined as a candidate for full virtual simulation; in 2026, this will undergo an accuracy validation process and any necessary refinements. The approach leverages full vehicle characterisation using the FRF (Frequency Response Function) methodology.

Virtualisation has also supported developments in the handling area:

- development of tyre models incorporating a thermal module continued, in alignment with methodological advances in measuring material grip maps. These include Materials research projects using the High Speed Linear Friction Tester and enhanced thermal characterisation methodologies on flat-track vehicles;
- a doctoral research project was launched in collaboration with the University of Naples Federico II, aimed at defining tyre models for low-grip conditions, primarily wet surfaces, with future extensions to snow and ice, for driving simulator applications;
- A study was carried out at the Polytechnic University of Milan to refine the cueing routines of the Dynamic Simulator, the logic used to reproduce real vehicle movements during scaled handling tests. This work enhanced the simulator's realism and strengthened its correlation with actual vehicle behaviour.

During 2025, the migration of HPC (High Performance Computing) hardware resources from the on-premise infrastructure to the full Microsoft Azure platform, with an average increase in computing performance and simulation execution speed of up to 30%, as well as benefits in terms of enhanced scalability of resources in response to workload peaks.

For 2026, a roughly 20% increase in computing capacity is expected to support simulation activities across the Moto/Velo Business Unit, including MotoGP projects, the Motorsport Business Unit and the entire Passenger R&D area.

Through use of the virtual 360° approach, starting with the tyre-related characteristics and ending with the driving simulator, we have consolidated the best practice of reducing the time and number of physical prototypes for development by up to 30 %, with advantages in terms of resources, sustainability, in line with the Responsible Artificial Intelligence Policy, and the possibility to achieve more competitive designs thanks to understanding tyre behaviour.

Sustainability certifications used in the materials supply chain

Alongside the growing use of natural and recycled materials in production, in 2025 Pirelli maintained its requirement that suppliers provide statements on the quantities of these materials supplied, supported by independent third-party verification. This approach ensures the accuracy of the data through external certification, reinforcing maximum transparency for consumers. These are complemented by certifications such as FSC™ and ISCC+, which verify the

sustainability of the entire supply chain of forest-based and recycled materials, respectively. This certification process is ongoing and envisages the progressive extension of coverage to the raw materials purchased by the Group, in addition to underpinning the distinctive market positioning of products placed on the market. A forerunner of this strategy was the P Zero™ E launched in 2023, produced with more than 55% natural (bio-based) and recycled[119] materials. In 2025, this was succeeded by the P Zero™ supplied to Jaguar Land Rover, the first tyre containing more than 70% natural (bio-based) and recycled materials (claim verified by a third party in accordance with ISO 14021), FSC™-certified and incorporating ISCC+ certified recycled materials.

ISO14021

ISO 14021 is an international standard governing self-declared environmental claims, namely statements through which an organisation independently communicates the environmental characteristics of its products or processes. The standard establishes stringent requirements to ensure that such information is accurate, verifiable, relevant and not misleading, thereby contributing to transparency and reliability in environmental communication and preventing the risk of greenwashing.

Within the framework of its circular economy strategy, Pirelli applies ISO 14021 to verify the effective achievement of the declared percentages of natural-origin or recycled materials used in its products. This verification is based on structured raw material traceability processes, control of material flows and mass balance calculations, and is further validated by an independent third party confirming the accuracy and consistency of the self-declared environmental claims in accordance with the standard.

The adoption of ISO 14021 operates synergistically with other voluntary certification schemes implemented by the Group, in particular FSC™ and ISCC+, which establish stringent criteria for sustainable management, segregation and traceability of raw materials across the entire value chain. This combination strengthens the robustness of the verification system and ensures that the use of natural, renewable or recycled materials is demonstrable, traceable and compliant with the highest international standards, supporting Pirelli's commitment to an increasingly circular, responsible and transparent production model.

FSC™

FSC™ (Forest Stewardship Council) is an international non-profit organisation that promotes responsible forest management through a globally recognised certification system. FSC™ certification guarantees that forest-based materials originate from sustainably and verifiably managed sources, ensuring compliance with rigorous environmental, social and economic criteria throughout the entire supply chain.

FSC™ certification, which perfectly summarises the combination of sustainability and innovation, ensures that the supply chain of raw materials from forest management, starting with the upstream plantations from which the natural components for tyres come, is managed in a way that preserves their biological diversity and benefits the lives of local communities and workers, while promoting their economic sustainability.

In order to claim a product as FSC™ certified, an unbroken Chain of Custody (CoC) must be in place: each stage in the material's journey, from the forest to the company manufacturing the finished product, must be managed by FSC™-certified entities in compliance with the FSC-STD-40-004 standard.

Pirelli's farsighted decision to introduce FSC™-certified natural rubber, marked with a dedicated FSC™ logo on the tyre, ensures timely third-party verification of the supply chain and further supports compliance with EUDR requirements[120].

With a view to increasing the use of FSC™-certified natural rubber, Pirelli is strengthening partnerships with suppliers of certified natural rubber, whose utilisation already saw a significant acceleration in 2025, in line with the objective of using only FSC™-certified natural rubber in its European plants by the end of 2026. For further details, please refer to the "TARGETS for sustainable resource management and the circular economy" paragraph of this chapter.

ISCC+

ISCC+ (International Sustainability and Carbon Certification Plus) is an internationally recognised voluntary certification scheme that ensures the sustainability, traceability and proper management of bio-circular and circular materials across the entire value chain. The standard establishes stringent criteria regarding the origin of raw materials, their renewable or recycled nature, and the applicable chain of custody models, from physical segregation to blending control and the mass balance approach, ensuring that the allocation of sustainable content to finished products is accurate, verifiable and globally recognised.

Within its circular economy model, Pirelli systematically applies the ISCC+ standard at Group production sites that have adopted this certification, ensuring robust processes for the traceable management of ISCC+ certified materials and periodic verification by independent third-party bodies. The approach involves the receipt of Sustainability Declarations for each certified material, their registration within the Company's digital systems, and the management of such materials through chain of custody models compliant with the ISCC+ standard. These include both segregated flows and the mass balance approach, enabling the traceable and verifiable allocation of bio-circular or circular content to products at the planning and production stages. The proper implementation of the system involves the integrated engagement of the Purchasing, Quality, R&D, Production, Logistics and Sustainability functions, each with specific responsibilities to ensure the integrity, consistency and compliance of the entire process.

119. All 17 sizes were available at product launch. This result is achieved through a combination of physical segregation and a mass balance approach. Depending on tyre size, the proportion of bio-based and recycled content varies between 29-31% and 25-27%, respectively. Natural-origin materials include natural rubber, textile reinforcements, bio-based chemicals, bio-resins and lignin, while recycled materials include steel reinforcements, chemicals and, through mass balance, synthetic rubber, silica and carbon black.

120. European Regulation on Deforestation-free Products.

Research and Development for material sustainability and Open Innovation

With reference to material sustainability, the Pirelli R&D activities focus on:

- high surface area silica for wet grip, rolling resistance and durability;
- new technologies applied to developing polymers, fillers and plasticisers to improve the wear rate of tyres, involving selected partner suppliers in dedicated Joint Development Agreements active during the 2024-2026 three-year period;
- materials of natural origin, bio-fillers such as lignin, cellulose and sepiolite, and plasticisers/resins of vegetable origin; more specifically, the development of latex pre-dispersion technology, conducted both in-house and involving selected partner suppliers;
- textile reinforcements with fibres from natural and/or recycled sources;
- nanofillers for more stable compounds, lighter structures and highly impermeable liners;
- new silica surfactants to ensure performance stability, processability and improved efficiency curing cycles;
- new chemicals to reduce the emission of volatile organic compounds (VOCs) both in the process and on the finished product, in addition to Serinol Pirrolo already under joint development with the Politecnico of Milan and an external supplier selected for industrial scale-up.

In the field of biomaterials, in addition to the introduction of resins and plasticisers from natural origin, Pirelli continued its focus on silica deriving from the rice husk, i.e. the outer shell of rice grain. The husk constitutes 20% of the rough rice by weight and is the main waste product of this crop. Thanks to a partnership with various producers, Pirelli is evaluating the diversified supply of high-performance silica from processes that start precisely from rice husks used as feedstocks, contributing to the industrial application of a circular economy model concerning waste materials. The combustion of the carbon part of the husk also allows a significant reduction in the amount of CO_2 emitted per kilogram of silica, compared to the conventional process that instead uses fossil energy sources.

In 2025, Pirelli further expanded its supplier base and remained open to new partnerships aimed at identifying additional alternatives for sourcing silica from natural (bio-based) or recycled materials. For example, the LIFE-SYNFLUOR project, selected under the European Commission's LIFE programme for the recovery of silica from waste generated by the fertiliser industry, has now entered its operational phase. At the same time, the network of suppliers providing silica derived from rice husks has been strengthened and broadened, while collaborations have continued with producers researching alternative feedstocks, such as sugarcane bagasse.
In the context of the new nano-fillers, Pirelli has consolidated the industrial use of materials of mineral origin, in a partial substitution of precipitated silica and carbon black.

Staying within the scope of circular economy, in 2025, based on proprietary patents, Pirelli further extended the industrialisation of recycled PET[121] and resins from plant sources into regular production tyres. It has also continued to develop tyres using vegetable oils, lignin and, in cooperation with the Politecnico of Milan, pyrroles from ligno-cellulosic biomass materials. Lignin is an environmentally friendly additive of natural origin obtained from waste in the cellulose production process.

Pirelli's Research and Development team continuously monitors emerging opportunities to increase the use of recycled materials. In particular, the development of innovative technologies for producing recycled materials from end-of-life tyres (ELTs), such as regenerated rubber obtained through the thermo-mechanical treatment of ELTs, or carbon black recovered through their pyrolysis, now makes it possible to incorporate these materials in progressively higher quantities without compromising performance or safety, unlike earlier technologies. In 2023, Pirelli completed the industrialisation stage of recovered Carbon Black (denoted by *rCB*, and obtained from the pyrolysis of end-of-life tyres) at its plant in Mexico, introducing it in a normal production compound across the entire range of car tyres at the Silao factory. During 2025, Pirelli extended its research and development on recovered carbon black. This commitment has translated into a broad set of initiatives. In particular, three rCB suppliers, one for each geographic region (APAC, NAFTA, and Europe), have been identified and validated from a technical, quality and production capacity standpoint. Both laboratory and industrial evaluations have been completed, and in 2026 Pirelli will introduce the rCB grades from two additional suppliers into production. At the same time, the Company will continue working to further diversify its supplier base, ensuring greater flexibility and resilience across the supply chain.

Some materials in use in compound formulations (synthetic polymers, carbon-black and synthetic oils) can in turn be produced by feeding the synthesis process with certain proportions of feedstock from recycled materials (recycled polystyrene / recycled butadiene from cracking oil from pyrolysis of ELTs): during 2025, Pirelli further expanded its collaboration with partners to increase its use in new product ranges.

There is constant research and effort into the efficient use of materials, which makes it possible to reduce the volumes purchased, as well as the weight of the finished product, with a significant positive environmental impact throughout the entire life cycle of the material and the product.

Research is also continuing aimed at diversifying the potential supply sources of natural rubber, to reduce pressure on biodiversity in producer Countries and allow the Company to manage the potential scarcity of raw materials with greater flexibility. The sustainable management of the natural rubber chain, conflict minerals and the cobalt and mica chain are specifically discussed in the "E4 Biodiversity and eco-systems" chapter and in the "Information on Governance" section, "Managing Conflict Minerals" paragraph.

Pirelli has also strengthened its partnerships with strategic suppliers and Universities for the development of innovative, environmentally friendly materials. As part of activities dedicated to the development of new nanofillers - initiated over twenty years ago through research agreements with universities and collaborations with suppliers - Pirelli has begun

121. Polyethylene Terephthalate.

the industrial introduction of mineral-based materials partially replacing precipitated silica and carbon black. Compared to the substitute raw materials, production processes, the innovations mentioned have ensured water savings as well as a reduction in CO_2 emissions.

In addition, as part of its efforts to develop bio-based raw materials, in 2023 Pirelli industrialised its first automotive product containing at least one compound with a significant lignin content: P ZERO E. Lignin is not only plant-derived, but is also obtained as a by-product of the paper industry and is typically destined for combustion. Pirelli research, conducted with an Open Innovation approach through projects with universities and exclusive suppliers, has made it possible for the first time to obtain a form of lignin compatible with use in high performance compounds.

Among the Open Innovation initiatives, the Joint Labs agreement between Pirelli, the Politecnico of Milan and the Politecnico Foundation of Milan should be highlighted. The collaboration, which began in 2011 and has been renewed for the three-year period 2024-2026, focuses on research projects for the continuous technological innovation of tyres, specifically on nanotechnology, the development of new synthetic polymers, new bio-polymers and new bifunctional chemical materials. In addition to exploring the potential of virtual environments, thanks to the static simulator installed at Pirelli's R&D centre in Milan and the dynamic simulator at the Politecnico of Milan, the new phase of the agreement focuses on two research macro-strands: the area of materials, with the development of innovative solutions and the modelling of mixing processes, and the area of Product Development and Cyber, with integrated static-dynamic simulation and innovative modelling.

Specific projects for the development of new materials from natural sources, mainly focused on the use of waste feedstocks, are the subject of the framework agreement between Pirelli, CORIMAV (Consortium for Materials Research Advanced) and Bicocca University (collaboration renewed in 2022 for a further 6 years).

As part of the collaboration, 44 scholarships were funded and awarded in the period 2001-2005 and 63 PhD scholarships have been funded since 2005. This collaboration was established with the aim of developing cutting-edge technologies in the field of materials, supporting research and experimentation activities with a view to patenting, and promoting training and professional development initiatives for young researchers. The joint activity will continue by financing 3 new PhD scholarships each year, for research activities aimed at projects focused on sustainability, through studies on new materials obtained from renewable sources and new materials obtained from waste products from the agricultural-industrial supply chain, innovative solutions with a lower environmental impact in the tyre production process, and environmental degradability of tyres with a view to the circular economy. CORIMAV's research activities led, for example, to the patent that led to Pirelli's use of lignin in the production of tyres. Lignin is a natural material derived from waste biomass and with intrinsic antioxidant properties that, with appropriate chemical-physical modifications, makes it possible to improve the tyre's mechanical properties and replace synthetic materials of fossil origin.

The research activity carried out by CORIMAV, besides the patenting of nano-silicates (SmartNet Silica), i.e. a special silica that, when used in compounds, allows high grip and sliding performance on dry and wet surfaces, is structured in the development of new antioxidants with reduced environmental impact.

In 2025, Pirelli took part in collaborations as part of the NRRP[122] by joining the National Centre for Sustainable Mobility (MOST). The Company participated in two Flagship B projects and several Spokes, working alongside universities such as the Polytechnic University of Turin and the Polytechnic University of Bari, as well as research centres including the CNR-STEMS. In particular, the Flagship B "Sister" project, focused on the study of TRWPs, together with Spokes 2 and 11, dedicated respectively to lightweighting and material innovation, are especially relevant to improving the environmental impact of products.

Starting in 2026, additional five-year collaboration agreements are planned with the Polytechnic University of Milan, the Polytechnic University of Turin, the Polytechnic University of Bari and the CNR-STEMS. These agreements will leverage the infrastructure developed under the NRRP and will continue to focus on TRWPs, lightweighting and material innovation.

CORIMAV was included in 2018 in the European Commission's final Report Study on Fostering Industrial Talents in Research at European Level, which focuses on the promotion of inter-sectoral mobility (Ism) and reports examples of good practice for every country in the Union. An award that confirm the attention of the institutions and the European Union for a path that succeeds in transforming the fruits of research into products of commercial interest with increasing attention to the development and dissemination of more environmentally friendly solutions. A virtuous process of continuous exchange of knowledge between the industrial and university spheres, which leads to the consolidation of learning and development methods, with an enhancement of the growth paths of young researchers that enables them to quickly embark on professional paths in companies, including Pirelli.

For more information on the subsidies received for the Research and Development projects mentioned above, see the "Information required by Law No. 124/2017 Article 1 subsections 125-129" section within the Consolidated Financial Statements.

In-house training

On the in-house training side, during 2025 sustainability was a key focus of multiple product courses for marketing and sales people, and on the Company's decarbonisation goals, with training sessions for staff and workers in all facilities. With regard to external training, the sustainability of materials and products was at the heart of numerous sessions held with European dealers across various target markets. Among the key initiatives: in February in Madrid, involving Driver Italia sales outlets; in May at the Milan headquarters, where dealers from around the world gathered for the launch of the new PZero family, with part of the visit dedicated to the new Sustainability Hub; and in September in the Champagne

122. National Recovery and Resilience Plan.

region of France, for Benelux dealers. The presentations provided an overview of Pirelli's sustainability strategy, with dedicated deep dives into P Zero E, eco-safety product design, sustainable materials, Pirelli Elect technology and certifications. Another significant milestone was the launch of the PZero family in Asia, in Sepang, where dealers from several markets were introduced to Pirelli's sustainability strategy through a dedicated corner.

MANAGEMENT OF END-OF-LIFE TYRES

When a tyre no longer has the indispensable characteristics for safe and efficient performance on the vehicle, it becomes "end-of-life" (ELT) - i.e. waste - and must be collected for recovery and recycling in special facilities. The rubber from which the tyre is made is in fact a mix of top-quality polymers with exceptional chemical and physical characteristics. This highlights two main aspects: on the one hand, ELTs are waste that must be properly managed to avoid being dispersed into the environment; on the other hand, they are a valuable source of f materials that can be leveraged within a circular economy approach.

In fact, properly managed end-of-life tyres represent a valuable source of resources when it comes to circular economy (secondary raw materials such as rubber and steel), which are already successfully used in several sectors of the value chain (e.g. in tyre manufacturing, in construction, infrastructure, asphalt, manufacturing of rubber products) and with a considerable potential for developing further applications in different industrial ecosystems, aimed at increasingly exploiting their properties.

In the world, it is estimated that one billion tyres reach the end-of-life each year. On a global scale, about 60%[123] of all out-of-use tyres (ELTs) generated are recovered, while in Europe and the United States the recovery stands at 97%[124] and 79%[125].

For years, Pirelli has been engaged in the management of ELTs. The Company actively collaborates with the main reference entities at national and international level, promoting the identification and development of solutions to enhance and promote the sustainable recovery of ELTs, shared with the various stakeholders and based on the Circular Economy model. In particular, Pirelli is active in the Tyre Industry Project (TIP) of the WBCSD[126], and in the End of Life Tyres (ELTs) working groups of Tyres Europe[127] and USTMA[128] and, at a national and local level, interacts directly with leading organisations active in ELTs recovery and recycling, such as the consortia set up to comply with Extended Producer Responsibility regulations.

As a member of the Tire Industry Project of the WBCSD, Pirelli has collaborated on the publication of guidelines on the management of ELTs (WBCSD "A framework for effective management systems" in 2008 and "Managing End-of-Life Tires" in 2010) and a toolkit ("End-of-life tire – ELT – management Toolkit" in 2021), taking a proactive approach to raising the awareness both within Emerging Countries and those that do not yet have a system for ELTs recovery, in order to promote their recovery according to "best practices", i.e. defined management models which have already been launched successfully.

The 100% of tyres produced and sold by Pirelli is recoverable, in terms of both material and energy. The actual recovery/recycling rate varies depending on the markets and ELT management models in the various countries. Based on the recovery and recycling rates of end-of-life tyres (ELTs) in the markets where Pirelli tyres are sold, and where dedicated organisations manage the collection and treatment of ELTs, it is estimated that 47% of materials are sent for recycling (compared with 46% in 2024). This figure is rising to 72% (same figure as in 2024) when both material and energy recovery are taken into account.

With regard to "closed-loop" Circular Economy applications, tyres are a mixture of many valuable materials that at end-of-life allow two paths of recovery: recovery of material (such as "secondary raw materials") or energy. In the recovery of material, regenerated rubber, micronised rubber and carbon black derived from the pyrolysis of ELTs are increasingly used by Pirelli in the compounds for new tyres, thus contributing to the reduction of their environmental impact.

In order to increase this recovery rate, research activities following our Open Innovation model are continuing, aimed at improving the quality of recovered secondary raw materials in terms of affinity with the other raw materials and the other ingredients present in our ultra-high performance compounds, as well as in the search for innovative recovery solutions (such as pyrolysis).

Finally, in terms of materiality of Carbon and Water Footprints, the end-of-life phase of the product has a low proportion of the total impact of the tyre on the environment.

METRICS related to resource inflows

In 2025, the total incoming material flows, comprising technical, biological materials and products[129] used in 2025 to manufacture the Company's products and services, was 840,175 tonnes (790,696[130] tonnes in 2024). Of these, 3.25% (2.05%in 2024) consisted of biological materials and biofuels for non-energy purposes from certified sustainable sources, represented primarily by FSC™-certified natural rubber. The quantity of reused or recycled secondary components, intermediate products and materials reached 63,193 tonnes (34,765 tonnes in 2024), corresponding to 7.5% of total materials used (4.4% in 2024). Total plastic materials in products amounted to 28,351 tonnes (25,023 tonnes in 2024), of which 0.17% (0.012% in 2024) came from recycled sources. Raw materials derived from metals and minerals reached 104,208 tonnes (97,938 tonnes in 2024), with iron/steel[131] accounting for 31% of total materials used (12% in 2024).

123. WBCSD 2019 – "Global ELT Management – A global state of knowledge on regulation, management systems, impacts of recovery and technologies".
124. ETRMA 2021.
125. USTMA - 2023 US Scrap Tire Management Summary.
126. World Business Council for Sustainable Development.
127. formerly known as ETRMA – the European Tyres and Rubber Manufacturers' Association.
128. US Tire Manufacturers Association.
129. Raw materials, CapEx, Moulds and picking, Ancillary materials, Logistics services, ICT, Motorsport, Energy.
130. During 2025, the KPI calculation method was refined; accordingly, in order to ensure comparability of the data, it was considered appropriate to restate the figure relating to the 2024 financial year.
131. Other metals (Aluminium, Cobalt, Copper, Nickel, Lithium, Titanium) register 0 tonnes.

The data are calculated from the raw material codes falling into the various categories reported, multiplied by the volume of material consumed. The uniqueness of the codes prevents materials from being counted twice.

The 2025 data reflect the Group's significant commitment to increasing the share of natural-origin materials – progressively certified FSC™ – and recycled materials – progressively certified ISCC+ – used in its products, to the detriment of materials of fossil and virgin origin, respectively.

METRICS related to resource outflows

Pirelli has mainly focused on the development, manufacture and marketing of tyres with higher added value, with special technical characteristics associated with high performance, advanced technology and safety, and characterised by an averagely deeper tread. Acknowledged by consumers for its high-value products, Pirelli's range includes innovative tyres for cars, motorbikes and bicycles, as well as a growing portfolio of tyres that meet the needs of specific applications or consumer customisation. These include the Pirelli Cyber™ Tyre system, the result of several years of research and technological innovation that, thanks to the sensors inside the tyre (the only element of the car capable of "sensing" the conditions of the surface on which it travels), helps make essential information available to enhance vehicle performance and driving safety. In this context, one important aspect is the concept of durability, which applied to tyres does not, to date, find an unambiguous and shared interpretation neither at regulatory level nor at the level of technical standards. It can, in fact, be due to various different concepts, including: the overall distance a tyre can guarantee, the consistency of traction and safety performance on particular surfaces (e.g. winter tyres), the resistance to particular conditions of use (e.g. tyres for off-the-road applications).

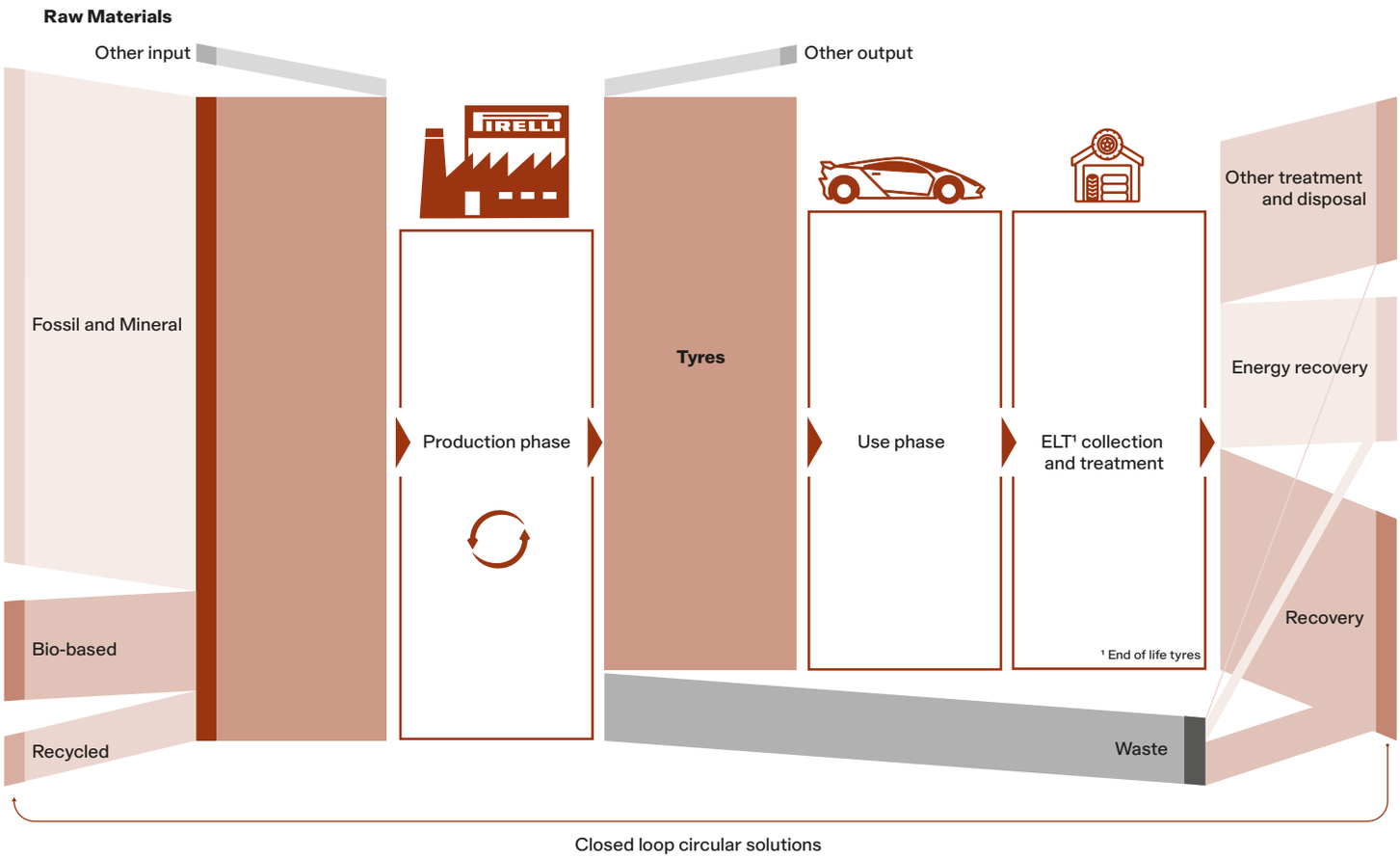
Pirelli performs all the analyses and provides all the declarations required by specific regulations in order to ensure regulatory compliance and demonstrate the required performance levels.

In addition to performance and durability, safety is also a key aspect in tyre regulation. The tyre is one of the vehicle components subject to a large number of regulations, mainly determined by the key function it has to fulfil: to ensure the safety of the vehicles on which it is installed. This is why Pirelli does not recommend tyre repair. Any repairs must be assessed by experienced point-of-sale/service technicians according to local standards and regulations, where such exist.

In 2025, the amount of finished products produced by Pirelli was approximately 756,077 (753,192 in 2024) tonnes**,** 100% of which is recyclable as required by the UN133[132] agreement (consistent with 2024). Note that the only product sold with packaging is bicycle tyres and it is made of paper and cardboard. The packaging used had a 100% recyclable content rate.

132. Agreement Concerning the Adoption of Uniform Technical Prescriptions for Wheeled Vehicles, Equipment and Parts which can be Fitted and/or be Used on Wheeled Vehicles and the Conditions for Reciprocal Recognition of Approvals Granted on the Basis of these Prescriptions unece.org/fileadmin/DAM/trans/main/wp29/wp29regs/2015/R133e.pdf

Below is a summary graphic representation of the main material inflows and outflows.



DISCLOSURE PURSUANT TO ARTICLE 8 OF REGULATION (EU) 2020/852 (TAXONOMY)

EU REGULATION 2020/852: PURPOSE AND REGULATORY CONTEXT

As part of the European Union's commitment to implementing the European Green Deal, Regulation (EU) 2020/852 (the so-called "Taxonomy") was introduced with the objective of providing investors and the market with a common language of sustainability metrics that can ensure comparability between operators, reduce the risks of greenwashing, and increase the quantity and quality of information on the environmental and social impacts of business, thereby promoting more responsible investment decisions.

To this end, the Technical Delegated Acts, along with the Climate Delegated Act and the Environmental Delegated Act, were published between 2021 and 2023. These Acts provide a list of economic activities considered environmentally sustainable, defined as activities that make a substantial contribution to at least one of the following environmental or climate objectives[133], on the condition that they do not cause significant harm to any other environmental objective and are carried out in compliance with minimum safeguards:

- climate change mitigation (CCM);
- climate change adaptation (CCA);
- the sustainable use and protection of water and marine resources (WTR);
- transition to a circular economy (CE);
- pollution prevention and control (PP);
- the protection and restoration of biodiversity and ecosystems (BIO).

133. Article 9 of EU Regulation 2020/852, which defines the environmental objectives under the Taxonomy.

The process of verifying the environmental sustainability of an economic activity (so-called alignment to the Taxonomy) involves the following steps of analysis, defined Technical Screening Criteria:

- → verification of substantial contribution criteria (Substantial Contribution Criteria) to assess the actual contribution of the economic activity to a given environmental objective, respecting the principle of technology neutrality, and taking into account the long-term and short-term impact of the economic activity;
- → verification of the "DNSH" (Do No Significant Harm) criteria to ensure that the economic activity does not cause significant harm to any of the other environmental objectives; and
- → verification of compliance with Social Minimum Safeguards, which are designed to ensure that economic activities are conducted in compliance with the main international guidelines and treaties related to human rights, including labour rights, anti-corruption and anti-competitive practices, and in compliance with tax laws.

Pursuant to Article 8 of EU Regulation 2020/852, companies required to publish non-financial information under Article 19-*bis* or Article 29-*bis* of Directive 2013/34/EU, and in line with the criteria of Directive 2022/264/EU (Corporate Sustainability Reporting Directive, CSRD), must include in their sustainability reporting details on how and to what extent their activities align with economic activities deemed environmentally sustainable under the Regulation. Consistent with previous years, Pirelli conducts its eligibility and alignment analysis against all six climate and environmental objectives defined by the Taxonomy Regulation.

Further information on the reported indicators, methodology, and results is provided in the subsequent sections of the following chapter.

On 8 January 2026, the European Commission published Delegated Regulation 2026/73 of 4 July 2025 in the Official Journal of the European Union. This Regulation introduces simplifications for reporting eligible activities aligned with the European Taxonomy. Notably, the new Delegated Act modifies the analysis methodology by introducing a materiality threshold, below which activities with non-relevant KPIs can be excluded from reporting, simplifying reporting tables, and easing DNSH requirements for the pollution prevention and reduction (PP) objective. While applicable from January 1, 2026, companies are allowed to adopt these simplifications immediately for reporting on the 2025 financial year[134]. For this financial year, Pirelli has opted not to apply the simplifications introduced by Delegated Regulation 2026/73, instead maintaining the same approach and structure for its analysis as in previous years.

With reference to the analysis carried out in relation to the activities of the Pirelli Group, within the manufacturing activities included in the Delegated Acts, there is currently no activity specifically dedicated to the manufacture of tyres. The most recent regulatory updates, specifically Delegated Regulation (EU) 2023/2485[135], recognise the potential role of the tyre sector in contributing positively to the climate change mitigation goals and the transition towards a circular economy, although they do not define an economic activity dedicated to the production of tyres, which therefore remains eligible under activity 3.6 - "Manufacture of other low-carbon technologies", defined in Annex I of Delegated Regulation (EU) 2021/2139[136].

The Pirelli Group reserves the right to reconsider its assessments and interpretations in future reporting periods, to take into account any changes in the regulatory framework or any further clarifications that may arise in the meantime from national and European authorities or trade associations.

ELIGIBLE ECONOMIC ACTIVITIES OF THE PIRELLI GROUP

By virtue of these considerations by the Commission, Pirelli continues to consider eligible under enabling activity 3.6 the share of production of tyres dedicated to environmentally friendly and energy-efficient vehicles, taking as a benchmark the rolling resistance values of the European labelling.

European tyre labelling[137] provides a clear and common classification of their performance for (i) rolling resistance, (ii) wet braking and (iii) exterior noise. Consistent with the specifications of Delegated Regulation (EU) 2023/2485, the labelling parameter used is rolling resistance, which has an indirect impact on vehicle fuel consumption and related greenhouse gas emissions. Therefore, a better performance in terms of low rolling resistance has a positive impact on the environmental objective of mitigating climate change[138].

In particular, the rolling resistance classes indicate the energy efficiency level of the tyre, ranging from A (maximum energy efficiency) to E (minimum energy efficiency). In continuity with previous years, car and van tyres produced by the Group with European labelling in rolling resistance classes A, B and C were considered for eligibility, where "C" is the most widespread on the market[139].

Furthermore, as bicycles are zero-emission means of transport, tyres dedicated to them are also considered 'eligible'.

In 2025, as it was in 2024, the Pirelli CARE™ service, eligible under activity 5.5, "*Product-as-a-Service and other circular use- and result-oriented service models (CE)*", was again recognised as eligible.

134. Under Article 4 of Delegated Regulation 2026/73, the changes officially take effect from 1 January 2026, for reporting years beginning on or after that date. However, companies may choose to adopt these modifications for reporting years starting between 1 January and 31 December 2025.

135. In the introductory remarks of Delegated Regulation 2023/2486, the Commission states the following: "As tyres are responsible for 20% of a vehicle's energy consumption, leveraging innovation in their manufacture can reduce the share of greenhouse gas emissions borne by the entire transport sector. Tyres can also contribute to a more circular economy. Although tyre manufacturing is not part of the activity of manufacturing components that are essential for ensuring and improving the environmental performance of low-carbon vehicles, it will need to be assessed in more detail in order to set specific criteria for technical screening, taking due account of the legal obligations enshrined in the most recent EU legislative proposals and best practices, in particular with regard to microplastic release, air pollution, noise, direct greenhouse gas emissions and end-of-life.'

136. The clarifications of the European Commission published in recent years did not entail updates to the approach adopted by Pirelli in past years. An analysis of the investments made by the various plants of the Group has nevertheless been conducted, which led to an expansion of the activities considered "eligible" under the Taxonomy, compared to previous years. More details on this are provided in the following paragraphs.

137. Regulation (EU) 2020/740.

138. Regulation (EU) 2020/740 "(4) [...] Tyres, mainly due to their rolling resistance, account for between 20% and 30% of vehicle fuel consumption. A reduction of the rolling resistance of tyres would therefore contribute significantly to the fuel efficiency of road transport and thus to the reduction of greenhouse gas emissions and the decarbonisation of the transport sector'.

139. EPREL - European Product Registry for Energy Labelling (extraction 28/02/2026). Focusing on the three most efficient classes of Rolling Resistance (those identified as "permissible"), one finds that tyres labelled A and B cover 11.1% of sales, while those labelled C cover 46.8% (the remaining 42.1% are tyres labelled D and E).

In addition to the activities that are characteristic of Pirelli's business, the eligibility assessment also included interventions carried out by individual Group plants, which are referrable to economic activities defined under the Taxonomy. In this regard, the plants falling within the scope of consolidation were involved in the assessment of individual investments made during the year to identify those eligible for Taxonomy purposes.

The following is a list of activities deemed eligible by Pirelli in 2025:

OBJECTIVE	ECONOMIC ACTIVITIES ACCORDING TO THE TAXONOMY	DESCRIPTION OF PIRELLI'S ACTIVITIES
Climate change mitigation (CCM)	*3.6 Manufacture of other low-carbon technologies*	*Tyre production and related activities*
	3.20 Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation	*Installation and maintenance of electrical equipment for the transmission and distribution of electricity from photovoltaic systems*
	4.15 District heating/cooling distribution	*Interventions on pipelines and related infrastructure for the distribution of heating and cooling, which end at the substation or heat exchanger*
	4.25 Production of heat/cool using waste heat	*Investments in plants that produce heat/cool using waste heat*
	5.2 Renewal of water collection, treatment and supply systems	*Improvement of rainwater collection systems*
	5.3 Construction, extension and operation of wastewater collection and treatment systems	*Renovation and reconstruction of sewerage systems*
	7.1 Construction of new buildings	*Construction of a new building, renovation of structures, and expansion of laboratories*
	7.2 Renovation of existing buildings	*Renovation of existing buildings*
	7.3 Installation, maintenance and repair of energy efficiency equipment	*Different kinds of measures aimed at improving the energy efficiency of buildings*
	7.4 Installation, maintenance and repair of charging stations for electric vehicles in buildings (and in parking spaces pertaining to buildings)	*Installation of charging stations for electric vehicles in parking spaces pertaining to buildings*
	7.5 Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	*Installation, maintenance, and repair of the buildings of energy management systems*
	7.6 Installation, maintenance and repair of renewable energy technologies	*Installation, maintenance and repair of heat transfer equipment and energy recovery systems*
Transition to a circular economy (CE)	*4.1 Provision of data-driven IT/OT (information technologies/operational technologies) solutions*	*Installation of remote monitoring systems and predictive maintenance*
Pollution prevention and control (PP)	*2.4 Remediation of contaminated sites and areas*	*Asbestos removal and facility safety measures at production plants*

ALIGNED BUSINESS ACTIVITIES OF THE PIRELLI GROUP

The Pirelli Group assessed the eco-sustainability of eligible activities pursuant to Article 3 of Regulation (EU) 2020/852 as supplemented by Commission Delegated Regulation (EU) 2021/2139.

Following the analysis process, the Pirelli Group identified aligned activities, the analysis and related findings of which are reported below. It should be noted that, with regard to the activities assessed as aligned with the climate and environmental objectives described below, none substantially contribute to more than one objective. In cases where activities are eligible under multiple objectives, the objective to which Pirelli's activity contributes the most has been considered; therefore, the risk of potential double counting of the KPIs associated with these activities is excluded.

ACTIVITY 3.6 CCM MANUFACTURE OF OTHER LOW-CARBON TECHNOLOGIES

Concerning activity 3.6, in continuity with previous years, the rolling resistance parameter was used as the best reference currently available to demonstrate the tyre's contribution to the reduction of greenhouse gas emissions of the entire transport sector[140]. In general, the tyre industry considers that moving up to a higher Rolling Resistance class (reduction in rolling resistance) results in a reduction of between 3% and 4%[141] in CO_2 emissions. Among the Rolling Resistance classes considered permissible, with class C being the most

140. Report from the Expert Group on laboratory alignment for the measurement of tyre rolling resistance installed under Regulation (EC) No 1222/2009 and listed on the Commission registry of Expert Groups to the European Commission - 2021.
141. Regulation (EU) 2020/740 of the European Parliament and of the Council of 25 May 2020 on the labelling of tyres with respect to fuel efficiency and other parameters, amending Regulation (EU) 2017/1369 and repealing Regulation (EC) No 1222/2009 (Text with EEA relevance)".

common on the market[142], rolling resistance classes A and B, which express levels of very 'high' and 'high' energy efficiency and can, therefore, lead to lower emissions than the best alternatives available on the market.

The compliance with the "Do No Significant Harm" (DNSH) principle has been verified based on the environmental procedures adopted by the Group, as well as through ad hoc initiatives such as the Climate Change and related Water Stress Risk Assessment, already described in the paragraphs "Climate Change Risk Assessment and strategy resilience" and "*Emerging risks related to climate change and water stress*". The main evidence for compliance with the DNSH criteria is reported below.

Climate change adaptation: Compliance with Appendix A of Delegated Regulation 2021/2139 is required for the DNSH verification on the Climate Change Adaptation objective. The Pirelli Group periodically carries out an analysis of the risks related to climate change, the Climate Change and related Water Stress Risk Assessment, in accordance with the process described in Appendix A. The analysis was conducted in line with the recommendations of the TCFD, in order to assess the main operational risks, strategic risks and opportunities connected to market trends and technology, linked to climate change. Risk projections were assessed against IPCC climate and IEA transition scenarios, also taking into account contextual information related to the Group (e.g. data on plants and the historical incidence of adverse climate events on them, data on suppliers, mitigation measures in place, decarbonisation plans). Based on best practices available in the literature, the days of interruption of activities and/or slowdown of the supply chain due to extreme events and the potential associated economic impacts were estimated. For risks related to extreme natural events exacerbated by climate change, the Group has implemented a specific investment plan to reduce its exposure to such events (e.g., installation of flood barriers to minimise impacts in case of adverse events). More generally, in line with an adaptation approach, Pirelli aims to anticipate the negative effects of climate change and undertake appropriate actions to prevent or minimise potential damages, or to seize opportunities that may arise, where feasible. Therefore, this DNSH criterion is considered to be met for the activity in question, as well as for the other reported activities.

The sustainable use and protection of water and marine resources For the DNSH verification regarding the objective of protecting water and marine resources, compliance with Appendix B of Delegated Regulation 2021/2139 is required. All of the Group's facilities are equipped with an ISO 14001-certified environmental management system, through which the responsible use and protection of water resources are monitored and guaranteed. Additionally, the Group conducts the Climate Change and related Water Stress Risk Assessment and periodically monitors its Water Footprint. Therefore, this DNSH criterion is considered to be met for the activities reported.

142. EPREL - European Product Registry for Energy Labelling (extraction 28/02/2026). Focusing on the three most efficient classes of Rolling Resistance (those identified as "permissible"), one finds that tyres labelled A and B cover 11.1% of sales, while those labelled C cover 46.8% (the remaining 42.1% are tyres labelled D and E).

Transition to a circular economy Regarding the objective of transitioning to a circular economy, DNSH compliance is guaranteed for activity 3.6 through the increasing use of recycled and renewable materials, as well as product design aimed at ensuring high durability and recyclability. See chapter "E5 Resource use and Circular Economy" for further details.

Pollution prevention and control: For the DNSH verification regarding the objective of pollution prevention and reduction, the main requirement to verify is, where applicable, compliance with Appendix C of Regulation 2021/2139, which requires that activities do not involve the manufacturing, marketing, or use of substances mapped within specific European Regulations and Directives. Regarding activity 3.6, the majority of products comply with the criteria outlined in the aforementioned Appendix. In fact, as a matter of policy, compounds and tyres are produced by Pirelli without the use of "Substances of Very High Concern" (SVHCs), i.e., those substances that give rise to high concern due to their potential effects on human health and/or the environment. Furthermore, in its production Pirelli does not use any substance falling into the internationally recognised category of POPs (Persistent Organic Pollutants) as defined by the Stockholm Convention, nor does it use mercury and its by-products as defined by the Minimata Convention, nor limited substances or those restricted by REACH regulations. For more details, see the paragraphs "E2 Pollution" and "E5 Resource Use and Circular Economy".

Protection and restoration of biodiversity and ecosystems For the DNSH verification regarding the objective of protecting and restoring biodiversity and ecosystems, all identified eligible activities require, where applicable, compliance with Appendix D of Delegated Regulation 2021/2139. Biodiversity is subject to risk assessment in line with the Group's Enterprise Risk Management methodology, both with reference to company sites and the supply chain, allowing for the continuous identification, assessment, prevention and mitigation of environmental risks along the value chain, and ensuring compliance with the DNSH. See chapter "E4 Biodiversity and Ecosystems" for further details.

OTHER ECONOMIC ACTIVITIES

Regarding the Pirelli CARE™ service, which falls under the Transition to a Circular Economy objective, the alignment analysis against the technical screening criteria determined that the service does not meet the substantial contribution requirements. As a result, the activity is reported as eligible but not aligned.

With respect to investments and operating expenses at the production sites, each facility provided information on the verification of the technical screening criteria for its activities, including assessments of both the Substantial Contribution criteria and the DNSH (Do No Significant Harm) requirements.

SOCIAL MINIMUM SAFEGUARDS

Article 18.1 of the EU Taxonomy Regulation describes social minimum safeguards as procedures implemented by a company to ensure that its business activities are conducted in accordance with the internationally recognised principles set out in the OECD Guidelines for Multinational Enterprises and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

Compliance with the minimum safeguards, for the purposes

of alignment, was assessed at Group level. Specifically, the Pirelli Group considered all the issues set out in the principles contained in the above documents, analysing both compliance and the presence of any sanctions in this regard and, where appropriate, the relative management and remedial methods. In order to identify, manage and mitigate risks related to the above issues, the Pirelli Group has adopted Policies, Management Models, prevention actions and remedial mechanisms in the areas of human rights, labour, environment, corruption, consumer protection, science, technology and innovation, competition, taxation.

In particular, Pirelli promotes respect for human rights and adherence to applicable international standards among its partners and stakeholders. Pirelli aligns its governance with the United Nations Global Compact, the ISO 26000 Guidelines, the dictates of the SA8000® Standard and underlying international ILO regulations, the International Charter of Human Rights, the OECD Guidelines on Due Diligence and the recommendations contained in the United Nations Guiding Principles on Business and Human Rights, implementing the Protect, Respect and Remedy Framework.

In line with international standards, Human Rights due diligence at Pirelli includes the following activities:

- Adoption and integration of a human rights due diligence commitment within company policies and procedures;
- Identification and assessment of risks and negative impacts, including through stakeholder involvement;
- Commitment to interrupt, prevent, mitigate and remedy negative impacts;
- Monitoring of the implementation of these actions and their results;
- Public communication of the approach to human rights due diligence and the actions taken to avoid and address negative impacts;
- Commitment to remedy any negative impacts, including establishing or participating in grievance mechanisms where individuals and groups can voice grievances and human rights concerns.

With regard to matters concerning privacy, in 2025, the update and discussions with the individual regions continued regarding the regulatory changes to which compliance is required. The update activities focused on issues such as, for example, data transfer, DPA, DPIA, and requests for the exercise of rights concerning the management of personal data by the users themselves. Special attention was also given to the entry into force of the new European regulation on artificial intelligence (the AI Act). During 2025, Pirelli was not involved in any proceedings for alleged violation of privacy regulations.

With regard to bribery and corruption, Pirelli is committed to promoting ethical and responsible business conduct with the aim of preventing corruption risks. The Company promotes ethical and responsible behaviour and rejects any act of corruption, in all its direct and indirect forms, both in the public and private sectors. For further details on how the Group manages these matters, including the structured system in place comprising training, communication and monitoring activities, as well as the policies and initiatives implemented, please refer to the paragraph “ANTI-CORRUPTION” in the chapter “Governance Information”.

On the subject of Antitrust and in line with the provisions of its Global Antitrust and Fair Competition Policy, Pirelli operates in accordance with fair and proper competition for the purpose of Company and at the same time, market development. In this context, Pirelli constantly updates the Group’s Antitrust Programme in line with international best practices.

In 2025, the investigations launched in 2024 by the European Commission and subsequently by the Turkish Competition Authority against certain operators in the replacement tyre market, concerning alleged breaches of antitrust regulations, continued. As of the date of this document, these investigative proceedings are still ongoing and no decisions or final conclusions have been issued regarding any potential antitrust violations.

For more in-depth information on the Policies adopted, risk analysis, mitigation and prevention actions and remedial mechanisms, please refer to the sections dedicated to this in this Report, in particular:

- Principal Policies
- Respect for human rights
- Diversity, Equity and Inclusion
- Skills Development - Performance Management and Training
- Workers in the value chain
- Business conduct
- Management of relations with suppliers
- Whistleblowing Policy
- Anti-corruption

PERFORMANCE INDICATORS

Turnover, operating expenditure and capital expenditure data relating to eligible activities and Taxonomy-aligned activities for the calculation of key performance indicators (KPIs) and shares in the consolidated financial statements were extracted from the general accounting and cost accounting systems used in the preparation of the consolidated financial statements.

Details of the methods used to calculate the reported key performance indicators are provided below.

TURNOVER INDICATOR

Pirelli is among the world’s leading tyre manufacturers, the only one to be entirely focused on the consumer market, which includes car, motorbike and bicycle tyres, from which it derives almost all of its turnover.

The portion of turnover[143] is calculated as the portion of net revenues obtained from products or services associated with economic activities aligned to the Taxonomy (numerator), divided by the Group’s consolidated revenues (denominator). The allocation of turnover to the numerator, as regards the sale of tyres, was made thanks to the system tracking of European labelling for each tyre produced. It should also be noted that the turnover from the sale of car and van tyres produced by the Group with rolling resistance values consistent with the European labelling parameters was also taken into account by tracing the non-European labelling to the European labelling values. The turnover attributable to the Pirelli CARE® service is accounted for in specific, uniquely identifiable accounting items.

143. As indicated in Article 8(2)(a) of Regulation (EU) 2020/852, in the section “Turnover KPI”.

The denominator of the KPI is the consolidated revenues of the year 2025 as indicated in the explanatory note no. 30 “Revenues from sales and services” within the consolidated financial statements.

SHARE OF TURNOVER[144] DERIVING FROM PRODUCTS OR SERVICES ASSOCIATED WITH ECONOMIC ACTIVITIES ALIGNED TO THE TAXONOMY - INFORMATION FOR THE YEAR 2025, REPRESENTED IN ACCORDANCE WITH THE TEMPLATE IN ANNEX V OF DELEGATED REGULATION (EU) 2023/2486

Financial Year N		Year		Substantial contribution criteria						DNSH criteria (‘Does Not Significantly Harm’)									
Economic Activities (1)	Code (2)	Turnover (3)	Proportion of Turnover, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) turnover, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		€/mln	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies	CCM 3,6	2,733.5	40.3%	Si	No	N/AM	N/AM	N/AM	N/AM	Yes	Yes	Yes	Yes	Yes	Yes	Yes	35.76%	E	-
Turnover of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**2,733.5**	**40.3%**	**40.3%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**Yes**	**35.77%**		
of which enabling		2,733.5	40.3%	40.3%	0%	0%	0%	0%	0%	Yes	Yes	Yes	Yes	Yes	Yes	Yes	35.76%	E	
of which transitional		-	0%	0%						Y	Y	Y	Y	Y	Y	Y	-		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								%		
Manufacture of other low carbon technologies	**CCM 3,6/** CCA 3,6	2,168.9	32.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								32.8%		
Product-as-a-service and other circular use- and result-oriented service models	CE 5,5	0.1	0.001%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.00%		
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**2,168.9**	**32.0%**	**32.0%**	**0%**	**0%**	**0%**	**0%**	**0%**								**32.80%**		
A. Turnover of Taxonomy- eligible activities (A.1+A.2)		**4,902.5**	**72.3%**	**72.3%**	**0%**	**0%**	**0%**	**0%**	**0%**								**68.6%**		

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

Turnover of Taxonomy-non- eligible activities	**1,873.7**	**27.7%**
TOTAL	**6,776.2**	**100.0%**

	Share of turnover/Total turnover	
	Aligned with Taxonomy by target	**Eligible to Taxonomy by target**
CCM	40.3%	72.3%
CCA	0%	72.3%
WTR	0%	0%
CE	0%	0.001%
PPC	0%	0%
BIO	0%	0%

144. Values reported according to the template (“model”) in Annex V of Delegated Regulation (EU) 2023/2486 (“MODELS FOR THE KEY PERFORMANCE INDICATORS (KPIs) OF NON-FINANCIAL COMPANIES”). Shaded cells refer to information not applicable for the current financial year to the Group’s business activities.

CAPITAL EXPENDITURE INDICATOR

Capital expenditures incurred by the Pirelli Group attributed to eligible and environmentally sustainable economic activities include costs accounted for on the basis of:

a) IAS 16 “Property, Plant and Equipment”, paragraph 73(e), sub-paragraphs (i) and (iii);
b) IAS 38 “Intangible Assets”, paragraph 118(e)(i);
c) IFRS 16 “Leases”, paragraph 53(h).

The share of “aligned” economic activities with reference to capital expenditure refers mainly to production investments directly related to the above-mentioned “aligned” income. Since most of the tyre production plants are jointly used for the production of tyres of different rolling resistance classes, the figures for these plants have been allocated in proportion to the volumes of tyres in the classes identified for alignment. The “aligned” shares of specific investments made by the Group’s factories, attributable to the eligible economic activities defined under the Taxonomy illustrated in the preceding paragraphs, were also considered.

The denominator of the KPI is the sum of the gross additions recognised in the year 2025 with reference to owned tangible fixed assets, rights of use and intangible fixed assets, as indicated in Note 10.1 “Tangible assets” and Note 11 “Intangible assets” within the consolidated financial statements.

SHARE OF CAPITAL EXPENDITURE[145] RESULTING FROM PRODUCTS OR SERVICES ASSOCIATED WITH ECONOMIC ACTIVITIES ALIGNED WITH THE TAXONOMY - INFORMATION FOR THE YEAR 2025, REPRESENTED IN ACCORDANCE WITH THE TEMPLATE IN ANNEX V OF DELEGATED REGULATION (EU) 2023/2486.

Financial Year N		Year		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	CapEx (3)	Proportion of CapEx, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) CapEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		€/mln	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies	CCM 3,6	212.94	40.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	36.40%	E	-
Renewal of water collection, treatment and supply systems	CCM 5,2	0.97	0.2%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.00%	-	-
Installation, maintenance and repair of energy efficiency equipment	CCM 7,3	0.67	0.1%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.09%	E	-
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7,5	0.58	0.11%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.04%	E	-
Installation, maintenance and repair of renewable energy technologies	CCM 7,6	0.68	0.13%	Y	N/EL	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.07%	E	-
Remediation of contaminated sites and areas	PP 2,4	0.14	0.03%	N/EL	N/EL	N/EL	Y	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.00%	-	-
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**215.99**	**40.6%**	**40.5%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**36.61%**		
of which enabling		214.88	40.3%	40.3%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	36.60%	E	
of which transitional			0%	0%						Y	Y	Y	Y	Y	Y	Y	0.00%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								%		
Manufacture, installation, and servicing of high, medium and low voltage electrical equipment for electrical transmission and distribution that result in or enable a substantial contribution to climate change mitigation	CCM 3,20	0.43	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.30%		
Manufacture of other low carbon technologies	**CCM 3,6 /** CCA 3,6	181.60	34.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								35.53%		
Provision of IT/OT data-driven solutions	CE 4,1	0.57	0.1%	N/EL	N/EL	N/EL	N/EL	EL	N/EL								0.08%		
District heating/cooling distribution	CCM 4,15	0.36	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Production of heat/cool using waste heat	CCM 4,25	0.09	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								1%		
Renewal of water collection, treatment and supply systems	CCM 5,2	0.02	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Construction, extension and operation of waste water collection and treatment	CCM 5,3	0.09	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Renewal of waste water collection and treatment	CCM 5,4	0.10	0.0%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Construction of new buildings	**CCM 7,1 /** CE3,1	0.02	0.0%	EL	N/EL	N/EL	N/EL	EL	N/EL								0%		
Renovation of existing buildings	**CCM 7,2 /** CE 3,2	2.45	0.5%	EL	N/EL	N/EL	N/EL	EL	N/EL								0%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7,3	0.91	0.2%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.11%		
Installation, maintenance and repair of charging stations for electric vehicles in buildings (and parking spaces attached to buildings)	CCM 7,4	0.05	0.01%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0%		
Installation, maintenance and repair of instruments and devices for measuring, regulation and controlling energy performance of buildings	CCM 7,5	0.62	0.1%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.16%		
Remediation of contaminated sites and areas	PP 2,4	0.09	0.02%	N/EL	N/EL	EL	N/EL	N/EL	N/EL								0%		
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**187.39**	**35.2%**	**35.1%**	**0%**	**0%**	**0%**	**0.1%**	**0%**								**38.14%**		
A. CapEx of Taxonomy-eligible activities (A.1+A.2)		**403.38**	**75.7%**	**75.6%**	**0%**	**0%**	**0%**	**0.1%**	**0%**								**74.75%**		

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

CapEx of Taxonomy-non-eligible activities (B)	**129.22**	**24.3%**
TOTAL	**532.60**	**100.0%**

145. Values reported according to the template set out in Annex II of Delegated Regulation (EU) 2023/2486 ("MODELS FOR KEY PERFORMANCE INDICATORS (KPIs) OF NON-FINANCIAL COMPANIES"). Shaded cells refer to information not applicable for the current financial year to the Group's business activities.

	Share of CapEx/Total CapEx	
	Aligned with Taxonomy by target	**Eligible to Taxonomy by target**
CCM	40.5%	75.6%
CCA	0%	74.1%
WTR	0%	0%
CE	0%	0.6%
PPC	0.03%	0.04%
BIO	0%	0%

OPERATING EXPENSES INDICATOR

The numerator of the KPI comprises the "aligned" share of the costs incurred for research and development related to activity 3.6 and the operating costs related to the investments illustrated above.

The denominator of the KPI, as required by law, is composed of the following elements:

- → Research and development expenses, as reported in the Group's consolidated financial statements;
- → Maintenance, described in Explanatory Note 34, "Other costs", from which the portion relating to research and development (R&D) costs has been subtracted in order to avoid double counting with respect to the previous item;
- → Leases and rentals, limited to the portion relating to leasing contracts with a duration of less than 12 months, as indicated in Explanatory Note 34, "Other costs".

SHARE OF OPERATING EXPENDITURE[146] ARISING FROM PRODUCTS OR SERVICES ASSOCIATED WITH ECONOMIC ACTIVITIES ALIGNED TO THE TAXONOMY - DISCLOSURE FOR THE YEAR 2025, REPRESENTED IN ACCORDANCE WITH THE TEMPLATE IN ANNEX V OF DELEGATED REGULATION (EU) 2023/2486.

Financial Year N		Year		Substantial contribution criteria						DNSH criteria ('Does Not Significantly Harm')									
Economic Activities (1)	Code (2)	Turnover (3)	Proportion of Turnover, year N (4)	Climate Change Mitigation (5)	Climate Change Adaptation (6)	Water (7)	Pollution (8)	Circular Economy (9)	Biodiversity (10)	Climate Change Mitigation (11)	Climate Change Adaptation (12)	Water (13)	Pollution (14)	Circular Economy (15)	Biodiversity (16)	Minimum Safeguards (17)	Proportion of Taxonomy-aligned (A.1.) or -eligible (A.2.) OpEx, year N-1 (18)	Category enabling activity (19)	Category transitional activity (20)
		€/mln	%	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y; N; N/EL	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N	%	E	T
A. TAXONOMY-ELIGIBLE ACTIVITIES																			
A.1. Environmentally sustainable activities (Taxonomy-aligned)																			
Manufacture of other low carbon technologies	CCM 3,6	132.10	31.9%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	34.39%	E	-
Operation of personal mobility devices, cycle logistics	CCM 6,4	0.10	0.0%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.25%	-	-
Installation, maintenance and repair of energy efficiency equipment	CCM 7,3	0.10	0.02%	Y	N	N/EL	N/EL	N/EL	N/EL	Y	Y	Y	Y	Y	Y	Y	0.03%	E	-
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)		**132.30**	**31.9%**	**31.9%**	**0%**	**0%**	**0%**	**0%**	**0%**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**Y**	**34.67%**		
of which enabling		132.20	31.9%	31.9%	0%	0%	0%	0%	0%	Y	Y	Y	Y	Y	Y	Y	34.42%	E	
of which transitional		-	-							Y	Y	Y	Y	Y	Y	Y	0.00%		T
A.2. Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)																			
				EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL	EL; N/EL								%		
Manufacture of other low carbon technologies	**CCM 3,6 /** CCA 3,6	94.76	22.9%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								20.7%		
Installation, maintenance and repair of energy efficiency equipment	CCM 7,3	0.10	0.03%	EL	N/EL	N/EL	N/EL	N/EL	N/EL								0.1%		
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)		**94.86**	**22.9%**	**22.9%**	**0%**	**0%**	**0%**	**0%**	**0%**								**20.8%**		
A. OpEx of Taxonomy-eligible activities (A.1+A.2)		**227.16**	**54.8%**	**54.8%**	**0%**	**0%**	**0%**	**0%**	**0%**								**55.4%**		

B. TAXONOMY-NON-ELIGIBLE ACTIVITIES

OpEx of Taxonomy-non-eligible activities	**187.02**	**45.2%**
TOTAL	**414.18**	**100.0%**

	Share of OpEx/Total OpEx	
	Aligned with Taxonomy by target	**Eligible to Taxonomy by target**
CCM	31.9%	54.8%
CCA	0%	54.8%
WTR	0%	0%
CE	0%	0%
PPC	0%	0%
BIO	0%	0%

146. Values reported according to the template (model) set out in Annex II of Delegated Regulation (EU) 2023/2486 ("MODELS FOR KEY PERFORMANCE INDICATORS (KPIs) OF NON-FINANCIAL COMPANIES"). Shaded cells refer to information not applicable for the current financial year to the Group's business activities.

GAS AND NUCLEAR ACTIVITIES

In accordance with Regulation 2021/2178 and in light of the clarifications by the Commission[147], Template 1 of Annex XII to Delegated Regulation 2021/2178 with respect to the activities of the Pirelli Group is set forth below.

	Activities related to nuclear energy	
1.	The company carries out, finances or has exposure to research, development, demonstration and implementation of innovative power generation facilities that produce energy from nuclear processes with a minimum amount of fuel cycle waste.	**NO**
2.	The company carries out, finances or has exposure to the construction and safe operation of new nuclear power plants for the generation of electricity or process heat, including for district heating purposes or for industrial processes such as hydrogen production, and improvements in their safety using the best available technology.	**NO**
3.	The company carries out, finances or has exposure to the safe operation of existing nuclear installations that generate electricity or process heat, including for district heating or industrial processes such as the production of hydrogen from nuclear energy, and improvements in their safety.	**NO**
	Fossil Gas Activities	
4.	The company carries out, finances or has exposure to the construction or operation of power generation facilities using fossil gas fuels.	**NO**
5.	The company carries out, finances or has exposure to the construction, upgrading and operation of combined heat/cool and power generation plants using gaseous fossil fuels.	**NO**
6.	The enterprise carries out, finances or has exposure to the construction, upgrading and operation of combined heat/cool power generation plants using gaseous fossil fuels.	**NO**

147. The FAQs published in December 2023 confirm that non-financing companies, which do not conduct the listed activities, are only required to publish template 1, omitting templates 2 to 5, of Annex XII to Delegated Regulation 2021/2178.

SOCIAL INFORMATION

S1 OWN WORKFORCE

STAKEHOLDERS' INTERESTS AND VIEWS AND INTERACTION BETWEEN IROS AND THE STRATEGY AND BUSINESS MODEL

Pirelli has always promoted and implemented an inclusive culture that values the individual, a sense of belonging and participation in the corporate community and social dialogue, which are considered essential elements for achieving corporate goals and organisational well-being. It views the individual and collective cultural development of its people as an ongoing investment aimed at preventing the creation of cultural and organisational barriers that hinder effective participation in meeting the company's challenges, in the belief that the most innovative ideas and the best solutions emerge from a working environment where everyone can express their potential.

Dialogue and discussion with employee representatives, along with gathering individual feedback through internal employee satisfaction surveys, are the two main channels used to actively engage people and their representatives, helping the company manage and improve all aspects of work. As a result, the outcomes of these ongoing discussions, dialogue and listening efforts are actively incorporated into the Group's strategic decisions. This is evident in the employee targets outlined in the 2025-2030 Industrial Plan, which are structured around five pillars that translate into: safety first; people care and well-being; diversity, equity and inclusion; skills development; involvement and loyalty.

The Company's management and planning model also includes ongoing monitoring of studies, analyses and research on the evolving expectations of workers globally, as well as on employment governance best practices, in order to create a model of continuous improvement and anticipation of regulatory trends, particularly in relation to organisational behaviour and direct engagement in the labour market.

All of the Company's own workers who may be affected by the relevant impacts identified in the double materiality analysis, and illustrated in the General Information section, "Double materiality analysis and management of impacts, risks and opportunities" paragraph, are included in the disclosure pursuant to ESRS 2, within the regulatory limits. Specifically, with regard to non-employee workers, labour regulations are in place that assign certain actions, which may in turn be linked to impacts exclusively attributable to the respective employer (third party with respect to Pirelli).

Specifically, Pirelli's own workforce comprises employees of the company and so-called non-employees. With reference to the Pirelli Group's workforce, the second category includes agency workers.

In terms of materiality, Pirelli has identified positive impacts generated by its activities and business model on employees. The areas of activity that have a positive impact on the own workforce can be traced mainly to:

- *protection of human and labour rights*
- *dialogue and industrial relations to ensure continuous improvement of working conditions*
- *initiatives to promote diversity, equity and inclusion*
- *initiatives to promote work-life balance*
- *skills development programmes, with a focus on performance management and training*
- *welfare programmes and initiatives for the internal community*

At the same time, a potential negative impact was also identified in relation to the health and safety of the Company's own workforce. In particular, on the basis of the analysis of data relating to accidents recorded in recent years, Pirelli noted that employees engaged in production activities were more exposed to health and safety risks, in view of the nature of the tasks performed and the operational context in which they were carried out. The most recurrent types of injury included bruises, cuts, fractures and sprains, events commonly associated with manual activities or with the use of industrial machinery and equipment. The review of such evidence made it possible to identify more precisely the groups of workers potentially more exposed and to direct prevention, training and monitoring measures in a targeted manner towards the areas and activities characterised by a higher level of risk. However, this was a non-systemic impact, linked to individual accidental events that may occur in the performance of production activities, notwithstanding the presence of established management systems and preventive measures.

Further details of the policies and specific actions implemented by Pirelli to create positive impacts and mitigate negative ones on its own workforce are provided in the dedicated sections of the following paragraphs.

Finally, the Double Materiality analysis did not identify any risks or opportunities connected with the Company's own workforce, nor any material impacts on it deriving from the Group's Climate Transition Plan.

PROCESSES FOR ENGAGING THE COMPANY'S WORKERS

The workforce perspective on current and potential impacts affecting them is central to the dialogue between the Company and workers' representatives and is addressed through regular consultation, which serves as a key instrument for informing the Company's decisions and activities.

A central element in building a strong relationship with workers and protecting their rights is Pirelli's industrial relations model, which is organised on two levels. Relations and negotiations with trade unions are managed locally by the Human Resources and Organisation Department within each affiliate, always in compliance with local laws, national and/or company collective agreements, customs and practices in each country. This local approach is supported by the central functions, which coordinate activities and ensure that the above principles are upheld throughout the Group.

The Industrial Relations department, responsible for ensuring the involvement of workers' representatives and informing

the Company of the findings in order to integrate the relevant aspects into the management approach, also plays an active role in the Group's commitment to health and safety, an area in which trade unions and workers are also actively involved. Collective representation bodies regularly work with the company to monitor and address current issues, as well as to implement awareness and intervention plans/programmes aimed at enhancing activities, working conditions and safeguarding workers' health and safety.

At the international level, Pirelli has also set up the European Works Council (EWC) back in 1998, which focuses mainly on economic performance, financial forecasts, realised and planned investments, and research progress. The Pirelli EWC holds an annual meeting after the presentation of the Group Financial Statement. The agreement establishing the EWC also allows for additional extraordinary sessions if needed to meet the obligation of informing delegates about significant events with transnational impact, such as the opening, restructuring or closing of premises, or widespread changes in the organisation of work. The Company has always ensured a constant exchange of information whenever there have been extraordinary situations regarding European production structures.

Moreover, in cases of corporate reorganization, restructuring, or mass termination, the Group applies a minimum notice and consultation period with employees and their representatives, in line with applicable local legislation, collective agreement provisions and union practices, following the principle of constructive and prompt dialogue with them and with the commitment to reducing social impacts.

For details on the processes used to monitor the effectiveness of this approach, please refer to the section on the annual audits conducted by Internal Audit function and the monitoring of grievance mechanisms available in the "Governance Information" section.

In addition to Industrial Relations activities, further initiatives to involve and listen to people at Pirelli include the Global engagement survey on corporate climate, described below.

Focus: NEXTOYOU - the Global Engagement Survey on corporate climate

For many years, Pirelli has used the climate survey tool to actively listen to its employees worldwide, using the feedback to develop both group-wide and local improvement plans.

Since 2022, the global survey has been both rebranded (replacing the previous name 'My Voice' with 'NEXTOYOU') and revised in terms of content, in order to ensure better alignment with the new employee experience focus of Pirelli's Human Resources and Organisation team.

The survey, covering the entire workforce, is conducted annually in two phases: for white-collar workers in even-numbered years (2024, 2026, 2028, and so on) and for blue-collar workers in odd-numbered years (2025, 2027, 2029, and so on). This biennial approach for each employee category enables Affiliates to develop a targeted and consistent action plan for their location, based on the results of the previous survey.

At the core of the climate survey model is the Sustainable Engagement index, made up of five questions. This index measures both active engagement and satisfaction, along with additional factors like Energy and Empowerment, which are also key indicators of the long-term sustainability of employee engagement. This model is based on the idea that when a work environment fosters individual performance, supports employees' well-being, and actively engages them in achieving company goals, the engagement is more likely to be sustained in the long term. In fact, the company's ultimate goal is to maintain Sustainable Engagement at consistently high values and above 80%. This objective was included in the Strategic Targets concerning People in the Industrial Plan with a 2030 horizon.

In addition to Sustainable Engagement, the questionnaire examined employees' level of Job Satisfaction across substantive dimensions of the employee experience, such as Health, Safety and well-being, stress levels, work-life balance, interpersonal relationships, teamwork, support at work, Purpose, Trust, Quality, Social Responsibility, Diversity, Inclusion and Leadership, as well as Capability and Empowerment. There are also open questions to gather comments and suggestions.

In 2025, the climate survey was addressed to the blue-collar population and recorded a global participation rate of 75%, remaining in line with the participation rate of the previous survey, and reported a Global Sustainable Engagement Index of 84%, confirming a similarly high level of engagement compared with the previous survey and positioning itself above the benchmarks relating to equivalent surveys conducted in companies in the manufacturing sector (data provided by the external specialised company that supported the Company in conducting the global surveys). The index is calculated considering the "total favourable" responses in the category of Sustainable Engagement, i.e., ratings 4 and 5 on a scale of 1 to 5 (1-total disagreement to 5-total agreement).

Notwithstanding the positive results of the previous edition of the survey for blue-collar employees (2023), the 2025 survey showed significant improvements in the areas of Sustainability and Health, Safety & Environment (HSE). These improvements confirmed the effectiveness of the initiatives undertaken by the Company and the growing attention of employees towards these strategic areas. Moreover, the area exploring perceptions of Welfare & Benefits showed, in addition to a high level of satisfaction, a significant advantage compared with international benchmarks, positioning welfare among the Company's areas of excellence.

A further significant element emerged from the analysis of open comments, provided by 50% of participants, reflecting a high level of engagement. The greatest concentration of observations related to Health & Safety and Welfare & Benefits, further demonstrating the central role these dimensions play for the Company's workforce.

An analysis of demographic data revealed certain globally consistent trends. The opinions expressed by women – although numerically less represented than men – were more favourable across all survey dimensions; employees with parental roles expressed slightly more positive

assessments compared with colleagues without children; employees with care-giving responsibilities, lastly, expressed significantly more favourable opinions than other employees. This latter data therefore confirmed the appreciation of the programmes through which Pirelli supports families and caregivers, highlighting their tangible value as perceived by beneficiaries.

Furthermore, the survey confirmed a strong sense of belonging among employees and solid trust in the quality of the products and services offered by the Company, as demonstrated by the two questions that received the highest number of favourable responses overall (both achieving 93% favourable responses): "*This organisation has established a good reputation for the quality of its products*" and "*I believe strongly in the products and services this organisation provides*".

The results of the 2025 climate survey for blue-collar employees were communicated to Senior Management in December 2025, while communication of the results to Group employees was scheduled for February 2026, with specific planning for each country and plant. On the basis of the data collected, specific improvement actions at local level in relation to the areas identified for attention were to be defined, as usual, by the end of the first quarter of 2026. The next engagement survey for blue-collar workers will be carried out in 2027.

Pirelli annually consolidates Sustainable Engagement and the global response rate by weighting the results of the current year and the previous year, thereby including both the staff survey and the blue-collar survey in a consolidated figure. For the two-year period 2024-2025, the Global Overall Sustainable Engagement score amounted to 83%, with a global participation rate of 76%.

Sustainable Engagement remains higher among the blue-collar population than among the white-collar population, a trend that contrasts with what is typically seen in such surveys. This finding, confirmed by the specialised external company that supported the Group in conducting the global surveys, reflects the Company's strong focus on colleagues working in manufacturing roles.

In general, the surveys of the last two years reveal some characteristic traits of Pirelli's corporate culture, including pride and a sense of belonging, trust in the company's choices and recognition of the high quality of its products, showing how these are now common traits of the company around the world.

CHANNELS FOR EMPLOYEES TO RAISE CONCERNS

Pirelli strives to avoid causing - or contributing to causing - adverse effects and impacts on people. The Company operates in compliance with the United Nations Guiding Principles on Business and Human Rights, and is constantly striving to refine processes aimed at identifying, assessing, preventing and mitigating any risks of negative impact on people, and taking timely remedial action should they occur. Remedial measures depend on the type of impact that occurs but always include actions to address the root causes. These measures are also accompanied by proactive support for those affected and, when appropriate, dialogue with workers' representatives.

To allow employees, as well as other stakeholders, to report potential violations of internal Policies or legal obligations anonymously and confidentially, the company has for the last several years implemented a whistleblowing system designed to address reports related to working conditions, discrimination and harassment, and health and safety. This system is based on the Group's Whistleblowing Policy, described in the section on Governance, paragraph "The Whistleblowing Policy".

In addition to Group channel, Pirelli provides dedicated channels at the level of individual Companies, where foreseen and in line with local regulations, as well as a channel reserved to reporting Breaches concerning the Internal Audit function managed by independent parties internal to the Company, who would engage an external party to handle the report. The external party would then be responsible for reporting to the Audit, Risks and Corporate Governance Committee.

This channel is available to anyone, whether internal or external to the Group, who wishes to submit a report, either in writing or orally, regarding any company within the Group.

The procedures for reporting and filing complaints are available internally through the intranet and company noticeboards in the local language, as well as externally on the company's website, where they are published in multiple languages to ensure easy accessibility.

Reports received through the Group channel are centrally managed by the Group Internal Audit function, which reports functionally to the Audit, Risk, and Corporate Governance Committee (made up mainly of independent directors), and to the Board of Statutory Auditors of Pirelli & C. S.p.A and meets the requirements of impartiality and independence for the performance of this activity by EU[148] regulations and best practices in general.

The Internal Audit Function receives and analyses reports obtained from Stakeholders in accordance with the whistle-blowing procedures established by the Group and regarding any cases of corruption/violation of the principles of internal control and/or the precepts of the Code of Ethics, equal opportunities, corporate rules and regulations, or any other actions or omissions that, directly or indirectly, might result in economic or financial losses for or damage to the reputation of the Group and/or its subsidiaries.

Whistleblowing Managers are in charge of analysing all the whistleblowing cases received and providing feedback to the whistleblower on their acceptance, management and results. The Whistleblowing Manager, during the analysis, may, where necessary, involve the corporate functions deemed competent for verification activities, as well as request any specific action plans. If the report is found to be well-founded, the appropriate disciplinary measures and/or legal action will be taken to protect the Company and the whistleblower.

148. Legislative Decree No. 24 of 10 March 2023 (the so-called "Whistleblowing Decree"), which transposed Directive (EU) 2019/1937.

Finally, Internal Audit periodically reports to the relevant Pirelli & C. S.p.A. bodies on the reports received and the progress of the analyses performed.

At the end of 2024, the Group carried out a global communication campaign to make employees aware of the possibility of activating the whistleblowing process and how to report it, through posters displayed in offices and plants and a video published on the company intranet. Workers' awareness of these structures and processes, and their confidence in using them to communicate concerns or address needs, is reflected in the activations of the Whistleblowing procedure during 2025.

The whistleblowing channels are structured in accordance with the principles of 'privacy by design' and 'privacy by default and minimisation'. Reports may be made also in an anonymous form and protection of the principles of confidentiality, proportionality, impartiality and good faith is at all times guaranteed, as is zero tolerance in respect of acts of reprisal of any kind against whoever makes a report or is the subject of the report. The handling of reports is, in fact, guided by respect for the confidentiality of the persons concerned and of any third parties involved, while also ensuring anonymity, in the case of anonymous reports, and the principles of necessity and proportionality.

It should be noted that in 2025, in line with 2024, no reports of violations of fundamental Human Rights were received, nor was the Company subject to any proceedings or convictions relating to violations of Human Rights.

PIRELLI EMPLOYEES AROUND THE WORLD

Pirelli's total own workforce at 31 December 2025 – expressed in Full Time Equivalents and including temporary workers – came to 29,915 resources (31,219 resources in 2024), of whom 29,680 employees (in 2024, the figure was 30,999) and 235 temporary workers[149] (220 in 2024).

The following tables, pertaining to 2025 and 2024, provide a detailed breakdown of employees by gender, geographical area and type of contract, as well as the employee flow by gender and age group. All quantitative information provided is expressed in FTE, i.e. full-time equivalents, calculated on the basis of the hours effectively worked by each employee with respect to the standard working hours. It is also noted that the Group's average number of employees is specified in Note 45 of the Consolidated financial statements.

The cost incurred by the Group in 2025 for employees, including salaries and wages, social charges, and other labour-related expenses, is recorded under the "Personnel Cost" item in the consolidated income statement and amounts to 1,304,932 euros (in 2024 it amounts to 1,301,297 thousand euros).

Additional quantitative information with specific reference to the issue of diversity is provided in the "Diversity, Equity and Inclusion of own workforce" paragraph of this Report.

METRICS related to characteristics of own workforce

GENDER	NUMBER OF EMPLOYEES 2024 (IN NUMBER OF PERSONS)	NUMBER OF EMPLOYEES 2025 (IN NUMBER OF PERSONS)
Men	26,024	24,765
Women	4,975	4,915
Other	0	0
Not disclosed	0	0
Total employees	30,999	29,680

149. Agency workers are the workforce that is taken on to meet temporary work peaks, linked to market demand. This workforce is intermediated through employment agencies, in compliance with company policies, legal regulations and trade union agreements.

COUNTRY	NUMBER OF EMPLOYEES (IN FTE)	NUMBER OF EMPLOYEES 2025 (IN FTE)
Brazil	6,351	5,810
China	3,639	3,565
Italy	3,354	3,373
Mexico	3,598	3,664
Romania	4,701	4,853
Total employees in other countries	9,356	8,415
Total employees	30,999	29,680

	2024					2025				
	Women	Men	Other (*)	Not disclosed	Total	Women	Men	Other (*)	Not disclosed	Total
Number of employees (in number of persons/FTE) alternative	4,975	26,024	*0*	0	30,999	4,915	24,765	*0*	0	29,680
Number of permanent employees (in headcount/FTE)	4,774	25,053	*0*	0	29,827	4,742	23,915	*0*	0	28,657
Number of fixed-term employees (in headcount/FTE)	198	870	*0*	0	1,068	173	850	*0*	0	1,023
Number of variable-hour employees (in headcount/FTE)	1	103	*0*	0	104	0	0	*0*	0	0
Number of full-time employees (in headcount/FTE)	4,860	25,781	*0*	0	30,641	4,821	24,664	*0*	0	29,485
Number of part-time employees (in headcount/FTE)	113	245	*0*	0	358	94	101	*0*	0	195

(*) Gender as self-identified by employees.

	2024					2025				
	Europe	North America	South America	APAC Area	Russia & MEAI	Europe	North America	South America	APAC Area	Russia & MEAI
Number of employees (in number of persons/FTE) alternative	13,665	3,961	*7,522*	3,812	2,039	13,214	4,030	*6,630*	3,757	2,049
Number of permanent employees (in headcount/FTE)	12,651	3,961	*7,408*	3,805	2,001	12,287	4,030	*6,547*	3,757	2,035
Number of fixed-term employees (in headcount/FTE)	926	0	*114*	7	22	927	0	*83*	0	14
Number of variable-hour employees (in headcount/FTE)	104	0	*0*	0	0	0	0	*0*	0	0
Number of full-time employees (in headcount/FTE)	13,445	3,960	*7,406*	3,812	2,018	13,067	4,030	*6,588*	3,757	2,043
Number of part-time employees (in headcount/FTE)	236	1	*116*	0	5	147	0	*42*	0	6

The following data refer to incoming/outgoing employees (all incoming and outgoing movements of employees with permanent and fixed-time contract, such as retirements, resignations, expiry of fixed-term contracts). The entry and exit rates are calculated by comparing the number of entries and exits of each category to the total number of employees belonging to that category as at 31 December. Changes in working time from full-time to part-time are not considered.

In all, a total of 5,050 employees left the Company (5,011 in 2024). For more details, the voluntary and total turnover is given below, as well as evidence of flows by age and gender.

With a voluntary turnover rate of 7.2% (7.8% in 2024), in 2025, the total turnover rate is 17 % (16.2% in 2024). The data in question relates to the entire company population, which includes white-and blue-collar workers and refers to voluntary resignations and retirements.

	NEW HIRES BY AGE BRACKET 2024				NEW HIRES BY AGE BRACKET 2025			
	<30*	30 - 50	>50	Total	<30*	30 - 50	>50	Total
TOTAL	2,649	1,722	278	4,649	2,226	1,562	199	3,987
OVER THE TOTAL REFERENCE POPULATION	42.1%	9.1%	4.7%	15.0%	40.2%	8.3%	3.7%	13.4%

	ENTRATI PER GENERE 2024					ENTRATI PER GENERE 2025				
	Men	Women	Other	Not disclosed	Total	Men	Women	Other	Not disclosed	Total
TOTAL	3,855	794	0	0	4,649	3,365	622	0	0	3,987
OVER THE TOTAL REFERENCE POPULATION	14.8%	16.0%			15.0%	13.6%	12.7%			13.4%

*At Pirelli, there are 28 young people older than 15 and under 18 - before birthday - years old, of whom 14 in Germany, 12 in Switzerland, 2 in the UK (in 2024, there were 42 young people of whom 22 in Germany, 13 in Switzerland, 4 in Sweden, 2 in the UK, 1 in Brazil), each for training and integration plans, in accordance with local laws.

RESPECT FOR HUMAN RIGHTS

Pirelli bases its activities on compliance with the universally established Human Rights, as fundamental and indispensable values of its culture and business strategy, working to manage and reduce potential risks of violations and in order to avoid causing – or contributing to causing – adverse impacts to these rights in the international, multicultural, socially and economically diverse context in which it operates.

In line with its values and corporate responsibility commitments, the Group adheres to the Global Compact of the United Nations, to the ISO 26000 Guidelines, to the dictates of the SA8000® Standard and underlying ILO international standards, as well as the OECD Due Diligence Guidelines, and the recommendations contained in the United Nations Guiding Principles on Business and Human Rights, implementing the Protect, Respect and Remedy Framework. In this context, Pirelli promotes and protects respect for human rights, fostering the adoption and application of reference international standards by its partners and stakeholders too.

Pirelli is committed to monitoring, preventing and attenuating any impacts on human rights, both for its employees and for workers involved in its value chain. To identify, assess, prevent, and mitigate the risks of violation of Human Rights, Pirelli has implemented a Due Diligence system that crosses the entire value chain and integrates attention to human rights in all the company's activities, in line with the UN Guidelines on Business and Human Rights, international standards and industry best practices.

In addition, before investing in a specific market, in new business relationships (e.g., M&As, joint ventures), Pirelli conducts ad hoc assessments on possible political, financial, environmental and social risks, including those related to respect for human and labour rights, and carries out systematic monitoring of the internal and external context in the countries where the Company operates, aimed at preventing negative impacts on human rights and, if necessary, remedying them.

With reference to its Affiliates, the Company also continuously monitors the application of the provisions on respect for human and labour rights, through audits performed on a sample basis by the Internal Audit department, as well as through the "Country Sustainability Plans" active at all the Affiliates and in which ongoing compliance with the dictates of SA8000® is monitored (the latter standard has been used by Pirelli as a benchmark tool for managing social responsibility, including human rights, since 2004).

Please refer to the paragraph of this report entitled "Periodic Audits on Labour Rights and Working Conditions" for more details.

In terms of governance, plans, Risk Assessment results, and Human Rights performance are discussed and approved within the Sustainability Operations Committee (a managerial committee), chaired by the Chief Executive Officer and meeting monthly, and subsequently within the Strategic Sustainability Committee (a managerial committee), chaired by the Executive Vice Chairman and meeting quarterly. These elements are incorporated into the strategic plans approved by the Board of Directors, supported by the Sustainability Committee, based on a proposal from the CEO and in coordination with the Executive Vice Chairman, and are reflected in the Sustainability results approved by the Board of Directors.

To continually update Best Practices in human rights protection, Pirelli works with governmental and non-governmental organisations, industry bodies and academic institutions on the development of global policies and principles. For example, the Group CEO signed the "CEO Guide on Human Rights" promoted by the WBCSD in 2019, Pirelli is active within the UN Global Compact Working Group on "Decent Work in Global Supply Chains", launched in 2018 and continued in the following years, participated in the UN Global Compact "Target Gender Equality" initiative in 2023, and sponsored the UN Global Compact Business and Human Rights Accelerator programme in 2024. Additionally, Pirelli actively contributes to the creation and maintenance of the Global Platform for Sustainable Natural Rubber (GPSNR) and is a member of this platform.

Pirelli's commitment to human rights is dealt with extensively in the 'Global Human Rights' Group Policy, detailed below.

POLICIES related to respect for human rights

Pirelli's commitment to guarantee respect for human rights is governed by the Global Human Rights Policy, through which Pirelli promotes respect for human rights and adherence to applicable international standards also among its partners and stakeholders, including suppliers. Even in cases where Pirelli does not have operational control, all commercial partners (e.g., joint ventures, suppliers, etc.) are required to uphold the principles outlined in the Policy.

The Policy describes the management model adopted by the Company with reference to key Rights and Values, such as:

- opposing any form of direct or indirect discrimination and preventing it in all areas of working life;
- recognising the right of its workers to freely form trade unions and to bargain collectively;
- rejecting all forms of exploitation of workers, including child, forced or compulsory labour, and strongly condemning all forms of trafficking and exploitation of human beings;
- promoting a working environment based on trust, dialogue and mutual respect and protecting the well-being of its workers;
- ensuring fair and decent wages;
- ensuring equal pay, e.g. between men and women, for work of equal value;
- ensuring reasonable working hours and providing adequate compensation for overtime, paid annual leave and rest days;
- taking a proactive role in maintaining a safe and healthy working environment and continuously promoting and disseminating a health and safety-oriented corporate culture;
- respecting local cultures and indigenous peoples and protecting the environmental and cultural heritage as well as the traditions and customs of local communities.

The Policy reaffirms Pirelli's commitment to respect and protect fundamental human rights under the laws and regulations of the individual countries in which it operates and applicable international standards, including:

- the United Nations International Bill of Human Rights, including the Universal Declaration of Human Rights, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights;
- the United Nations Convention on the Rights of the Child;
- the Declaration on Fundamental Principles and Rights at Work of the International Labour Organisation (ILO) and its applicable conventions;
- the European Convention on Human Rights;
- the United Nations Convention against Corruption.

Pirelli's top management, supported by the Sustainability function, which is responsible for Human Rights Governance, and with the involvement of the functions involved in various ways (including but not limited to the Compliance, Purchasing, Human Resources and Organisation, Health Safety and Environment, and Legal Affairs functions) plays a strategic role in the full implementation of the Policy, ensuring the involvement of all Pirelli workers and collaborators so that they express behaviour consistent with the values contained therein. Plans and performance are discussed and approved in the Sustainability Strategic Committee and are part of the Sustainability Plans and results presented and discussed in the competent Steering Committee and then presented, discussed and approved by the Board of Directors.

Pirelli encourages the good faith reporting, anonymously or otherwise, of any conduct adopted by anyone in Pirelli that constitutes, or may constitute, a breach, or inducement to breach, the principles set forth in the Policy. Reporting methods and how they are handled are described in the Whistleblowing Policy.

Further references to respect for human rights and its application to the supply chain are also found in other company documents: "Code of Ethics", the "Health, Safety and Environment" Policy, the "Global Personal Data Protection" (Privacy Policy), the "Diversity, Equity & Inclusion" Policy, the "Code of Conduct of Pirelli Suppliers", the "Sustainable Natural Rubber Management" Policy and the "Whistleblowing" Policy (Complaint Procedure).

For more information on the Global Human Rights Policy, refer to the paragraph entitled "Main policies for the management of material IROs".

Risk Assessment on Human Rights in own operations

Within this framework, the Pirelli Group has for several years conducted a structured Human Rights Risk Assessment process, forming an integral part of its human rights due diligence system, which is updated on a three-year basis in order to ensure its alignment with the evolution of the operational and regulatory context, progressively strengthen its effectiveness and promptly intercept any developments and risks of human rights violations.

In 2025, as part of this continuous updating process, Pirelli updated its Human Rights Risk Assessment (HRRA) relating to its subsidiaries and Joint Ventures in order to identify the geographical areas most exposed to the risk of human rights violations within the Group's perimeter. The assessment was conducted in accordance with the Company's Enterprise

Risk Management (ERM) model, structured to enable the identification of any intervention priorities with the most appropriate prevention and mitigation actions.

The analyses allowed for a precise update of the actual risk profile of the Group's companies, which in 2025 was essentially in line with that of the previous financial year, with a low or remote level of risk, considering the combination of potential risk and the application of mitigation and control measures by the Company.

With regard to the methodology followed, the first phase of the update consisted of identifying the Human Rights relevant to the Pirelli Group's activities, based on an in-depth analysis of internal documentation, the international regulatory context and the main regulatory areas, including Human Rights, data protection, corporate responsibility, value chain monitoring and whistleblowing, as well as on a comparative benchmark against the practices adopted by the main industry operators. The 12 human rights identified by the analysis as priorities were as follows:

- the right to equality and non-discrimination;
- the prohibition of child labour and protection of children's rights;
- the right to freedom from slavery, forced labour and human trafficking;
- the rights of minorities and indigenous peoples;
- the right to occupational health and safety;
- the right to protection against violence and harassment in the workplace;
- the right of access to grievance and remedy mechanisms;
- the right to fair remuneration and decent working conditions;
- the right to fair working hours, overtime and paid leave;
- the right to education, training and professional development;
- the right to freedom of association and collective bargaining;
- the right to privacy and protection of personal data.

Thereafter, for each of these rights, an in-depth desk analysis based on public indices[150] was conducted in order to determine the potential country risk level across the 37 countries in which Pirelli operates, taking into account the geopolitical, socio-cultural and legislative conditions of those countries, assessed in terms of the likelihood of occurrences of human rights violations, as well as Business risk, understood as the level of exposure associated with the operational activities present, such as manufacturing plants, fitting units, logistics and offices. The integration of these elements made it possible to define the potential risk level of the various Group entities.

Both the Country potential risk analysis and the Business potential risk analysis were mapped onto a risk scale from 1 to 4 (where 1 = remote risk, 2 = low risk, 3 = medium risk and 4 = high risk).

The desk analysis of potential risks showed that countries characterised by a medium-to-high potential risk were concentrated in the African and Asian continents, as well as in certain countries in North America and Latin America; conversely, in Europe and Oceania the level of potential risk was generally low to remote.

In order to move from the level of potential risk to the level of current risk with respect to the 12 Human Rights identified as relevant, further analyses were carried out to assess the current risk situation within the Group's subsidiaries and joint ventures. These analyses examined the effectiveness of the safeguards adopted through a structured internal stakeholder engagement exercise, which made it possible to contextualise the potential risks identified in the Country and Business analyses and assess their actual relevance in light of local operational specificities. The assessment was conducted in line with the relevant international standards, considering the likelihood of a violation occurring and the severity of the impacts, understood as a combination of scale, scope and remediability. The level of actual risk was significantly lower than the potential risk and was overall assessed as low or remote, due to the effectiveness of the prevention, management and control measures adopted. Such measures affect not only the likelihood of occurrence of impacts, but also contribute to limiting their severity, since, even in the remote event of a violation, the Company's management and control system would allow for timely intervention, thereby limiting the seriousness of the potential negative impact.

The Human Rights Risk Assessment (HRRA) has provided the Pirelli Group with a structured reference framework that supports the monitoring and, where necessary, the direction of mitigation, prevention, awareness-raising and training activities relating to human rights within the corporate perimeter. In line with its Values and Policies, the Company maintains a constant and high level of attention to human rights in all the countries in which it operates.

Own workforce training on human rights

Pirelli believes that training, access to knowledge and understanding of the rules and principles relating to human rights, the values underlying them and the mechanism for their protection is of fundamental importance, both within the company and in the value chain.

With reference to Pirelli employees, in the fourth quarter of 2023 Pirelli made available a course in which the contents of Pirelli's Policy on Human Rights Management, the regulations underpinning the management model, risk analysis activities and reaction in the event violations are identified are explored point by point. During 2024 the course was translated into the languages most used by the group and was shared with all employees, so that they could learn more about Pirelli's Global Human Rights policy and the behaviours to be observed to maintain a respectful and inclusive work environment. In 2025, the training programme continued with further updates and training sessions for company departments that, due to the nature of their activities, may have a significant impact on managing human rights issues or are responsible for specific risks related to human rights.

150. For the purposes of the analyses, the following public indices were used: Human Development Report – United Nations (UN); ILOSTAT - International Labour Organization (ILO); International Trade Union Confederation (ITUC); Lloyd's World Risk Poll; Children's Rights and Business Atlas - United Nations Children's Fund (UNICEF); Global Slavery Index – Walk Free Foundation; World Bank; Rule of Law Index – World Justice Project.

METRICS related to Human rights in own workforce

With regard to work-related incidents, globally there were 45 cases of discrimination and/or harassment in 2025 (64 in 2024), of which 22 cases and 23 reports were received through company channels (whistleblowing), none of which were substantiated, while 2 were still being analysed as at 31 December 2025.

Reports submitted through the Company's whistleblowing channels relating to other employment matters, excluding discrimination and harassment cases, amounted to 122 (103 in 2024[151]).

In line with 2024, in 2025 there were no complaints to the company at national contact points for OECD MNEs.

The total amount of fines, penalties and compensation for damages resulting from the incidents and complaints reported above and received in 2025 corresponds to 1,521 thousand euros (of which 88% related to the country Brazil) compared to a total value recorded in the consolidated income statement that includes amounts also related to litigation notified in previous years is9,963 thousand euros (8,040 thousand euros in 2024), of which 89% related to Brazil.

In 2025, as in previous years, the level of work and social security litigation at Group level remained low. There is still a high level of litigation in Brazil, where labour disputes are a widespread phenomenon and are linked to the specificities of the local culture; as such, it does not only concern Pirelli but also other multinationals operating in the territory. Labour lawsuits are generally initiated when an employment contract is terminated, and they usually involve the interpretation of regulatory and contractual issues that have long been controversial. The Company has made a major commitment to prevent and resolve these conflicts – to the extent possible – including through settlement procedures.

It should be pointed out that in 2024, in relation to Pirelli's Plant in Mexico (Silao), a procedure was activated to verify the respect of trade union and bargaining freedoms, provided for by the 2018 USMCA agreement between USA, Canada and Mexico.

The first phase of this procedure involved an investigation at the Plant by the Labour Authorities of Mexico, and ended with the formal declaration, by the Authorities, of Pirelli's total respect for trade union freedoms and the right to collective bargaining. The consultation process between Mexico and the United States is still ongoing and is expected to be finalised by the end of the first quarter of 2026.

In line with 2024, in 2025 there were no serious human rights incidents related to the company's workforce (including child labour, forced labour, human trafficking) or in violation of the UN Guiding Principles on Business and Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for MNEs. Accordingly, there are no provisions for such cases.

Also with reference to serious incidents concerning human rights related to the company's workforce, it should be noted that no substantiated reports were received of serious violations of the ILO Core Labour Standards, with specific reference to forced labour, child labour, discrimination, freedom of association and bargaining, in line with 2024.

WORKING CONDITIONS OF OWN WORKFORCE

Following the Double Materiality analysis, the following positive impacts related to the management and welfare of Pirelli's workforce were identified:

- *Efficient work organisation, including adherence to time limits set by contracts, regulations, standards and characteristics of the business sector.*
- *Permanent employment contracts and employment stability at Pirelli.*
- *Wages of the Pirelli workforce aligned with contracts, regulations, standards and characteristics of the corporate sector.*
- *Presence of collective agreements and opportunities of participation for Pirelli's workforce*

Pirelli is committed to guaranteeing working conditions that are fair, inclusive and respectful of current regulations, promoting employment stability, safety and the well-being of its workers through policies and practices aimed at valuing people and their contribution to the sustainable growth of the company.

POLICIES for the protection of working conditions of own workforce

Pirelli's commitment to Fundamental Labour Rights is dealt with extensively in the Global Human Rights Policy, described in the preceding chapters, which regulates, among other aspects, Pirelli's commitment to fostering positive impacts in terms of (i) efficient work organisation, including compliance with time limits set by contracts, regulations, standards and company sector characteristics; (ii) permanent employment contracts and employment stability at Pirelli; (iii) Pirelli workforce wages aligned with contracts, regulations, standards and company sector characteristics; (iv) presence of collective agreements and opportunities for participation for Pirelli employees.

In particular, the Policy reaffirms Pirelli's commitment to respect workers' rights and to provide for written employment contracts, reasonable working hours, fair and decent wages and equal pay, e.g. between men and women, for work of equal value, and adequate overtime compensation for its employees in accordance with applicable laws and regulations and collective bargaining agreements, where applicable. In any case, remuneration must always be at least sufficient to meet the basic needs of employees and to ensure a decent standard of living for them and their families. In addition, Pirelli's Policy explicitly acknowledges the firm recognition of the right of their workers to freely form trade union associations and to bargain collectively and, in this regard, to engage in open and constructive dialogue with recognised trade union representatives.

151. Coming from both inside and outside the Group.

In turn, the Diversity Equity and Inclusion Policy reaffirms Pirelli's firm commitment to offering equal opportunities in every aspect of working life, and to scrupulously adhering to the principle that work of equal value should be paid for with equal pay ("equal pay for work of equal value"). For additional information, please refer to the dedicated paragraph "Diversity, Equity and Inclusion of own workforce".

The Health, Safety and Environment Policy also fosters positive impacts in terms of participation opportunities for Pirelli's workforce, expressly providing for consultation and participation of workers and their representatives on occupational health and safety. For additional information, please refer to the dedicated paragraph "Occupational health and safety in own workforce".

TARGETS relative to working conditions of own workforce

The Company's goal has always been, and will continue to be, to foster an environment of effective and open dialogue with employees and their representatives, while ensuring strict adherence to the terms of contracts, regulations, adopted policies, and applicable laws.

The Pirelli approach has always promoted compliance with all legal and/or contractual requirements concerning working hours, the use of overtime and the right to regular days of rest. These matters are often the subject of agreements at the union level, in compliance with the specific regulatory requirements of each country. At the Group level, the right to paid leave is guaranteed in accordance with applicable regulations and company agreements. As confirmation of its commitment to valuing people, as described in the paragraph dedicated to "Processes for engaging the Company's workers", Pirelli defined, within the People dimension of the Industrial Plan, the objective of maintaining a Global Sustainable Engagement Index equal to or above 80% until 2030; in 2025, this index amounted to 83%. This indicator, which measures the level of employee engagement, motivation and sense of belonging, constitutes an essential tool for monitoring organisational well-being and the effectiveness of workforce management and development policies. Achieving and maintaining a high level of engagement reflects the Group's commitment to promoting an inclusive, safe and collaborative working environment, capable of enhancing talent and preventing risks associated with disengagement or turnover.

The indicator is monitored on an annual basis through global surveys, as well as locally and, where necessary, through qualitative analyses and structured listening initiatives, the results of which feed into continuous improvement plans and targeted actions. The process for defining and updating the indicator also envisages the direct involvement of employees and their representatives, ensuring a participatory approach consistent with the principles of transparency, collaboration and social dialogue.

ACTIONS for the protection of working conditions of own workforce

Renewal of Collective Agreements

Pirelli is actively engaged in ongoing negotiations for the renewal of collective agreements, maintaining an open dialogue in multiple countries, each with its own specific contract renewal dates. In particular, during 2025, collective agreements expiring in Germany were renewed without conflict. Mexico, and Brazil

Periodic Audits of Labour Rights and Working Conditions

In addition to the trade union dialogue and coordination between the Headquarters and local functions, Pirelli verifies the application of the provisions on the respect of human and labour rights to its affiliates through audits performed by the Internal Audit function, on the basis of an ongoing Risk Assessment.

Normally every audit is carried out by two auditors, either on-site or remotely, and lasts about two- three weeks. The Internal Audit Team received training on the environmental, social, labour and business ethics elements of an audit from central function directors to enable them to carry out an effective, clear and structured audit, granting Pirelli effective control over all aspects of sustainability. Based on the results of these audits, an action plan is agreed between the local managers and central management, with precise implementation dates and responsibilities and follow-up verification.

The auditors carry out verifications on the basis of a checklist of sustainability parameters deriving from the SA8000® Standard and the Pirelli Policies mentioned above. All managers from the affiliates involved in the audits are adequately trained and informed on the audit purpose and procedures by the applicable central functions, in particular Sustainability, Purchasing, Health, Safety and Environment, Human Resources and Organisation, and Compliance.

It should be noted that in 2025 none of the audits revealed any breach of ILO Core Labour Standards, with specific reference to forced labour or child labour, freedom of association and bargaining, and discrimination. As a result, it was not necessary to establish remedial plans and associated corrective actions.

Periodic audits on Employment Rights and Working Conditions, in addition to internal verifications, also included inspections carried out by independent third parties at the request of certain stakeholders and in specific plants, in accordance with the principles and standards of the Responsible Business Alliance (RBA), in order to ensure compliance with social responsibility practices along the supply chain.

METRICS related to Collective bargaining in Own workforce and adequate wages

80.6% (78% in 2024) of the Group's employees are covered by trade union representation bodies (this percentage is almost constant throughout the four years 2022-2025).

In line with the requirements of the ESRS reporting standards, the table below provides details by country within the EEA where Pirelli has a significant level of employment, where significant level is defined by ESRS as "at least 50 employees representing at least 10% of the total number of employees". The countries with such characteristics are Italy and Romania, where the percentage of employees covered by collective agreements and workers' representatives is 100% (in line with 2024).

	COLLECTIVE BARGAINING COVERAGE	SOCIAL DIALOGUE
Coverage rate 2024	**Employees – EEA (for countries with > 50 employees representing > 10% of total employees)**	**Workplace representation (EEA only) (for countries with > 50 employees representing > 10% of total employees)**
0 – 19%		
20 – 39%		
40 - 59%		
60- 79%		
80 - 100%	Italy; Romania	Italy; Romania

	COLLECTIVE BARGAINING COVERAGE	SOCIAL DIALOGUE
Coverage rate 2025	**Employees – EEA (for countries with > 50 employees representing > 10% of total employees)**	**Workplace representation (EEA only) (for countries with > 50 employees representing > 10% of total employees)**
0 – 19%		
20 – 39%		
40 - 59%		
60- 79%		
80 - 100%	Italy; Romania	Italy; Romania

During 2025, there were no rationalisation and/or collective restructuring operations but only realignments of workforces to meet market demands. In the event of workforce rationalisations or organisational restructurings affecting employment levels, the Company adopts measures aimed at minimising the social impact, in full compliance with applicable local legislation, the relevant collective bargaining agreements and trade union agreements. All employees receive adequate remuneration in line with collective bargaining agreements, applicable regulatory requirements and market benchmarks (as in 2024).

DIVERSITY, EQUITY AND INCLUSION OF OWN WORKFORCE

The subject of Diversity, Equity and Inclusion is linked to the following material impacts:

- → *Equal opportunities in the workplace at Pirelli, respect for gender diversity and other minorities, equal pay for work of equal value between genders*
- → *Commitment to achieving gender balance at Pirelli.*

POLICIES for diversity, equity and inclusion of own workforce

Pirelli is characterised by a multinational context where individuals express a great diversity, whose conscious management simultaneously creates a competitive advantage for the Company and a shared social value.

Pirelli's commitment to respecting equal opportunities and valuing diversity and inclusion in the workplace is expressed in the Pirelli Global Policy "Diversity, Equity and Inclusion", last updated in August 2023. The centrality of the issue for Pirelli also sees equal opportunities covered in other relevant Group sustainability documents, including the "Code of Ethics" and the "Global Human Rights" Policy, updated in July 2025.

With specific reference to Diversity and Independence of the Board of Directors and the Board of Statutory, please refer to the related Policy "Statement on Diversity and Independence" published on Pirelli's website, in the Governance section.

Pirelli's DE&I Policy stresses its commitment to offering equal opportunities in every aspect of working life, in the selection stages as well as in decisions regarding remuneration, assignment of duties, training and career progression. In particular, Pirelli scrupulously adheres to the principle that work of equal value should be equally remunerated ("equal pay for work of equal value"), e.g. between women and men, and actively works to promote gender equality. These decisions are made exclusively on the basis of people's skills, experience and professional potential and achievements, without any distinction on the grounds of gender, gender identity and expression, sexual orientation, marital status, pregnancy status, parental or care-giving status, age, disability (whether mental or physical), skin colour, ethnic origin, nationality, religious belief, socio-economic and/or cultural background, trade union affiliation, political or other opinions.

The Policy also reaffirms Pirelli's commitment to guaranteeing a working environment in which each person is treated and treats others with dignity and respect, free from all forms of verbal, psychological, physical – sexual or non-sexual – harassment, abuse, constraint or violence, and any discrimination against individuals or groups by other individuals or groups, committing itself to preventing and intervening to put an end to such behaviour, should it occur.

The implementation of Policy DE&I passes through the active support of Group employees at all levels, in compliance with internal guidelines and the tools Pirelli makes available so to:

- → take decisions concerning the employment and development of people free from any form of discrimination and harassment;
- → continue to maintain a high level of sensitivity and awareness in the organisation towards Diversity, Equity and Inclusion issues, including with a view to preventing potential unconscious bias;
- → maintain an inclusive and respectful working environment both within Pirelli and in relations with external Stakeholders, free from all forms of discrimination and sexual and non-sexual harassment;
- → grant gender pay equity on an equal meritocratic basis, identify gaps and progressively close them, if found, and transparent reporting in this regard;
- → bolster of people's motivation through dialogue, participation, services and initiatives supporting mental and physical wellbeing and work-life balance, including, for example, through flexible working options, the dissemination of a culture of sharing family responsibilities, the adoption of health support programmes, and support for parenthood.

The Policy also details the reporting procedure under DE&I, available to employees as well as to the external community, respecting confidentiality and ensuring non-retaliation. The Company responded in all cases, intervening with actions aimed at removing the causes of the complaints and/or aimed at improving the internal control system. For further information on the reports received, please refer to the paragraph "Whistleblowing Policy" in the "Governance information" section.

In terms of Governance, for years Pirelli has had an Equal Opportunities Manager who works in coordination with the different corporate departments according to their respective expertise, considering the impact of the issue on the value chain. Plans and performance in the area of Diversity, Equity and Inclusion are discussed and approved by the Sustainability Strategic Committee, chaired by the Executive Vice Chairman and which includes the Chief Executive Officer and the top management of the Company representing all organisational and functional responsibilities, and are part of the Sustainability Plans and results presented and discussed by the competent Board Committee and then presented, discussed and approved by the Board of Directors.

The centrality of Diversity, Equity and Inclusion in the commitment of top management is also reflected in the remuneration policies. In the Company's short-term incentive schemes (STI) in 2025, there are ESG KPIs focused on Diversity & Inclusion and, specifically, targets have been set on the number of women in managerial positions relative to the total number of managerial positions in the company. This KPI, broken down in the different geographies, was assigned to the Executive Vice-President, Chief Executive Officer, Region Senior, Executives with strategic responsibility and Group Senior Management with a weight equal to 5% of the entire incentive. For evidence on the target setting and results achieved in the financial year 2025, please refer to the *Report on compensation paid 2025*.

TARGETS relative to Diversity, Equity and Inclusion of own workforce

As an integral part of the Diversity, Equity and Inclusion Policy, as well as of the Global Human Rights Policy, Pirelli pursues the following objectives, set out in the People dimension section of the Industrial Plan:

- → Percentage of women in management ≥33% by 2030 (compared to a baseline of 27% in 2023)
- → Gender pay gap (gender pay gap for jobs of equal value, calculated on base salary) +/- 2% related to the White-Collar population in favour of either gender by 2030 (compared to a base value of 2.7% in favour of women in 2023).

The targets, established on the basis of historical trend analyses, span the period from 2023 to 2030, with annual milestones in place to track and monitor performance.

At 31 December 2025, the percentage of women in managerial positions was 29.3% (it was 28.3% in 2024), thereby showing progress well in line with the target set.

With reference to the gender pay gap target, in 2025 the value is 0.2% (in 2024 0.4%) in favour of women. This Pay Gap is calculated on a country-by-country basis, taking into account the weight given to each organisational position based on various factors, thus enabling an analysis that highlights pay gaps for comparable roles and jobs, and is based on the Base Salary of the Group's white-collar, middle managers and executives workforce.

ACTIONS for Diversity, Equity and Inclusion of own workforce

The objectives of Diversity, Equity and Inclusion within the Company's own workforce is translated into specific programmes and actions for employees, the management of which is entrusted to the Group Human Resources function which, through a dedicated team, prepares an annual work plan. This plan is shared with the countries, allowing them to act autonomously while ensuring alignment with the guidelines provided. The central team, through regular meetings with the HR teams of the affiliates, monitors the progress of activities and supports and encourages all Group companies to take action to ensure that these initiatives are implemented worldwide.

Established practices and activities include, but are not limited to, the following initiatives, of which further details are provided later on in the text:

- as part of the selection processes, the use of shortlists with a balance of male and female profiles;
- continuous monitoring of the presence of female profiles in the succession plans for managerial positions shared with senior management;
- a commitment to maintaining parity in remuneration with a focus on reducing the Gender Pay gap where it exists;
- welfare and work-life balance initiatives (in regard, refer to the section "Welfare and initiatives in favour of the Internal Community" in this report);
- global and local awareness programmes on various diversity and inclusion issues;
- performance management process for all staff employees aimed at ensuring a fair evaluation of job performance.

In this context, in 2025, Pirelli continued implement initiatives aimed at promoting a more inclusive work environment for its employees. Demonstrating this commitment, in the climate NEXTOYOU survey conducted on the global blue-collar population in 2025, questions regarding the perception of respect for Diversity and the Inclusion climate in the company scored very positively, showing yet further improvement on the results of the previous survey conducted in 2023.

By way of example and without limitation, the following initiatives at global level are also noted:

- Continuous updating on the Company's intranet of the section entitled "Diversity, Equity & Inclusion Hub", dedicated to awareness-raising and training. In addition to the Global version accessible to all, certain countries have their own locally managed page through which content and initiatives dedicated to employees in that country are disseminated; guidelines on job announcements aimed at promoting equal opportunities;
- a module dedicated to the management of cross-cultural communication during the 'Plunga' international onboarding programme for new recruits;
- the international webinar "*Data-driven Gender Equality*" on the occasion of International Women's Day (8 March);
- the international meeting on the topic of cultural diversity entitled "*Unlocking Cultural Inclusion*";
- Training entitled "*A deep dive into: Pirelli Global Diversity Equity and Inclusion Policy*" for all Group countries, aimed at deepening the Company's approach and commitment to the issue of Diversity, Equity and Inclusion, as well as the actions implemented by the Group to foster increasingly welcoming work environments.

In addition, at local level, several Group affiliates delivered specific initiatives. Examples include, but are not limited to, the following.

Italy

- In 2025, Pirelli's commitment to gender equality was certified through the confirmation of UNI 125/22 (for Pirelli & C), a certification already obtained in 2024.
- Thematic webinars with the aim of offering moments of reflection to employees on the following international days: International Women's Day, World Bee Day, International Day for the Elimination of Violence against Women, International Day of Persons with Disabilities. In particular, reference is made to the workshop entitled "Mettiti nei miei panni" ("Put yourself in my shoes"), organised at the Headquarters in collaboration with the Libellula Foundation on the occasion of International Women's Day.
- Training for personnel managers on how to approach an inclusive interview.
- 10 annual scholarships for female university students enrolled in Science, Technology, Engineering and Mathematics (STEM) degree programmes who are daughters of Pirelli employees (in addition to the scholarships already awarded under the long-standing welfare initiative supporting employees' children, now in place for over thirty years).
- A financial planning course in collaboration with SDA Bocconi, aimed at reducing the gender gap in financial asset management skills.
- Dissemination among the Company's workforce of awareness initiatives organised by the PARI Association – *Insieme contro la violenza di genere (Together against gender violence)*, of which Pirelli is a supporting member.

Germany

- Annual celebration of Diversity Day, with DE&I-themed activities and meetings.

Romania

- Participation in the ROST – Youth Summit in Bucharest, an event dedicated to young people at which the future of work is discussed.

France

- Disability awareness day at Café Joyeux, a restaurant employing people with autism.

Brazil

- Training dedicated to the HR team on sign language.

Argentina

- Organisation of "inspirational breakfasts": a space for dialogue and discussion with women leaders, designed to strengthen internal networks, share experiences of inclusion and inspire future generations of women within the Company.

Japan

- In order to promote greater gender diversity in field sales positions, awareness-raising and recruitment activities were intensified to attract qualified female candidates.

The financial resources allocated to these activities were centrally monitored, though they are not significant.

Beyond internal programmes, Pirelli is deeply committed to promoting equal opportunities outside of its organisation, recognising the important role the company plays in driving cultural change within its communities.

As the parent company, Pirelli actively participates in several working groups on Diversity, Equity and Inclusion issues. Among these we note:

- The Valore D network, the first business association in Italy aimed at promoting gender balance and an inclusive corporate culture. The working tables and peer sharing opportunities organised by the network deepen the concrete and positive impacts of inclusiveness on employees and the community, the definition of improvement plans and targets, and the measurement of Diversity, Equity and Inclusion results.
- The DE&I committee of MUNER, Motorvehicle University of Emilia-Romagna, of which Pirelli is a partner company.
- "Females in motorsport', a group aimed at creating a women's community with the objective of enhancing and promoting the role of women in motorsport.

The association 'PARI.' involves companies and institutions to combat gender-based violence. With regard to synergies with schools and universities, in 2025 the Company once again confirmed its participation in the "*Primavera delle pari opportunità*" (Springtime of equal opportunities) project promoted by STEAMiamoci – a network of national and international companies, universities, bodies and associations engaged in projects aimed at enhancing female talent in scientific and technological professions, in turn launched by Assolombarda – with the objective of bringing into schools the testimonies of women working in STEM fields in order to inspire girls and boys, highlighting professions that are less well known and often traditionally male-dominated.

In the area of social cooperation initiatives, it is worth mentioning the project run in collaboration with the social enterprise 'bee.4' and the social cooperative 'Cascina Biblioteca'. This initiative creates work reintegration opportunities for inmates of the Bollate prison in Milan and for individuals with disabilities, respectively.

METRICS related to Diversity, Equity and Inclusion of own workforce

The tables below provide information on the composition of the workforce for the two-year period 2024-2025, breaking down employees by age group. In addition, the distribution of top management staff is reported, understood as employees with managerial status with a breakdown by gender and the relative percentage incidence on the total. For details relating to hiring rates and personnel flows by gender, reference should be made to the paragraph "Pirelli employees around the world" in this chapter. It is specified that top management includes those positioned two levels below the CEO and managers in comparable positions; namely, those executives who plan, direct and define policies, set strategy and provide the overall direction of businesses or organisations for the development and delivery of products or services.

NUMBER OF EMPLOYEES	2024	2025
Under 30 years	6,287	5,537
Percentage of employees under 30	20.3%	18.6%
Between 30 and 50 years	18,854	18,772
Percentage of employees between 30 and 50	60.8%	63.3%
Over 50 years	5,858	5,371
Percentage of employees over 50	18.9%	18.1%

NUMBER OF EMPLOYEES AT TOP MANAGEMENT LEVEL	2024	2025
Women	38	43
% of women among members of senior management	14.5	15.9
Men	225	228
% of men among members of senior management	85.5	84.1
Other gender	0	0
% of employees of “other genders” among members of senior management	0	0
Not disclosed	0	0
% of employees of “non-disclosed” gender among members of senior management	0	0
Total	263	271

With regard to the proportion of women in the various professional categories in 2025, the data show a gradual increase; the number of female Executives continues to grow, amounting to 15.9% (14.5% in 2024) of total Executives. The percentage of women in managerial positions (executives and managers) also grows to 29.3% in 2025 (28.3% in 2024), and managers only to 31.2% (it was 30.2% in 2024). While the incidence of the female population out of all employees comes to 34.6% (33.8% in 2024) and the incidence in the blue-collar population rises to 12.3% (11.9% in 2024). The percentage of women in the total population grows to 16.6% (16% in 2024).

For the breakdown of the corporate bodies by gender and Diversity Policies, please refer to the “Report on Corporate Governance and Ownership Structure of Pirelli & C. S.p.A.”, within the present Annual Report and in the section “Sustainability Governance Structure”.

Focus: the figures on diversity

Internationality and multiculturalism are the distinguishing features of the Group: Pirelli operates in over 160 countries on five continents, and as of 31 December 2025 Pirelli’s employees came from 85 nationalities. The following table shows nationalities most present in the total population calculated in relation to Management positions.

SHARE IN TOTAL WORKFORCE (IN % OF TOTAL WORK FORCE)		
Nationality	**% 2024**	**% 2025**
Brazilian	20.5	19.6
Chinese	11.7	12
Italian	11.2	11.8
Mexican	11.6	12.3
Romanian	15.3	16.5
Russian	6.4	6.7
Other	23.3	21.1
Total	100	100

SHARE IN ALL MANAGERIAL POSITIONS (AS % OF TOTAL WORKFORCE) INCLUDING JUNIOR, MIDDLE AND SENIOR POSITIONS (AS % OF TOTAL MANAGERIAL WORKFORCE)		
Nationality	**% 2024**	**% 2025**
Brazilian	9.8	8.9
Chinese	4.3	4.2
Italian	51.5	52.9
Mexican	3.0	3.4
Romanian	2.2	2.1
Russian	1.0	1.3
Other	28.2	27.2
Total	100	100

In the context of equal opportunities, Pirelli is particularly attentive to remuneration equality, constantly monitoring and publishing the figures transparently for more than 10 years.

The countries considered in the analysis at the end of 2025, were all the countries in which Pirelli operates. The pay gaps between men and women are calculated for each country and for the same roles, taking into account the "grade" assigned to each (i.e., the weight given to each organisational position on the basis of different factors) and the statistical significance of each cluster. This methodology of data collection allows for an objective investigation and assessment, taking into account the structural differences of the various local markets and their specific remuneration logic.

With reference to all the Group's executives, middle managers and white-collar workers, the average pay gap measured between men and women is 0.2% in favour of women. More specifically, with reference to white-collar workers, the average pay gap between men and women measured is 0.9% in favour of women. For middle managers, on the other hand, there is an average pay differential of 0.8% in favour of men. A few examples:

- Italy, where there is a difference between average pay for men and women of around 3.8% in favour of women in the white-collar category and 3.4% in favour of men in the middle management category;
- Romania, where for the white-collar category there is a 0.6% in favour of women and for the managerial category a 2.2% in favour of men;
- Brazil, where there is a 0.9% pay gap in favour of men in the white-collar category and a 3.3% gap in favour of men in the middle management category;
- Germany, which has a difference between average male and average female salary of 1% in favour of men for the white-collar category and 1.2% in favour of men for the managerial category.

With reference to the population of executives, of which women make up 15.9% (in 2024 14.5%) there is an average pay gap of 5.7% in favour of men.

With regard to the population of blue-collars, all countries where Pirelli has an industrial presence were analysed. For each of these countries the pay gap between men and women has been calculated. The average, weighted by the number of employees, showed 2.5% in favour of men. A few examples:

- China has an 8.5% difference between average male and average female wages in favour of men;
- Brazil has a 12.9% wage gap in favour of men;
- Italy shows a 2.4% difference in favour of men;
- Romania shows a 0.5% difference in favour of men.

With reference to all Group employees, the difference between the average remuneration of men and the average remuneration of women (*Raw Pay Gap*) was 2.9% in favour of men. This calculation is based on the simple average of the remuneration of all male employees compared with the simple average of the remuneration of all female employees without any weighting or adjustment.

Pirelli also monitors the annual total remuneration ratio (i.e. the ratio between the Compensation of the Executive Vice Chairman, being the individual with the highest compensation, and the median Compensation of all other Group employees), which amounted to 615 in 2025 (in line with 2024, when the value was 614). The ratio is "adjusted" with the Purchasing Power Parity[152] correction factor, so as to take into account the different purchasing power of the various countries in which Pirelli is present. For more information on the Compensation of the Executive Vice Chairman, please refer to the 2025 Report on Compensation Paid.

SKILLS DEVELOPMENT IN OWN WORKFORCE – PERFORMANCE MANAGEMENT AND TRAINING

The Skills Development - Performance Management and Training topic is linked to the following material impact:

- → *Training and skills development of Pirelli employees throughout their working lives*.

The training of the company's own workforce, full-time and part-time, is an integral part of the company's strategies to ensure professional growth and continuous improvement of skills, in line with development and performance management objectives.

POLICIES for Training and development of skills in own workforce

Pirelli's commitment to skills development is clearly outlined across multiple Policies that, among the various aspects covered, address Pirelli's commitment to promoting positive impacts by fostering the training and development of its employees' skills throughout their careers, in particular:

- → the Quality Policy, which explicitly emphasises the promotion of Pirelli's corporate culture focused on quality, inclusiveness and ethics among its employees, achieved through continuous and targeted dialogue, communication, motivation and training;
- → the Global Human Rights Policy, which highlights Pirelli's commitment to raising awareness among its employees through information and training, ensuring they conduct their business activities with respect for human rights;
- → the Health, Safety and Environment Policy, which expresses Pirelli's commitment to empower, train and motivate its workers to work safely and in respect of the environment, making them responsible and involving all levels of the organization in a continuous training and information programme designed to promote a culture of occupational health and safety and respect for the environment, as well as to ensure that the company's responsibilities and procedures in these areas are appropriately updated, communicated and understood.

For further information about Group Policies, see the "*Main policies for the management of material IROs*" paragraph.

TARGETS for Training and development of skills in own workforce

As a key element of its training policy and to confirm its commitment to promoting the training and development of its outside workers, Pirelli aims to maintain a constant average of more than five training days per employee annually, as outlined in the Industrial Plan.

This target, defined considering the historical trend, market benchmarking and internal skills development programmes, applies to the entire Pirelli workforce globally for the period 2024-2030. In 2025, the annual performance monitoring confirmed a result above the target threshold, with 8.1 average training days per employee (in 2024 equal to 6.9 days), calculated by dividing the total training hours in the year 2025 by the average workforce for the year and converting the resulting figure into days.

ACTIONS for Training and development of skills in own workforce

All Pirelli affiliates have adopted the Learning@Pirelli training model, structured and equipped system to respond to Group training needs as well as any more specific needs that may emerge locally at any time. The Pirelli training offering is based on one hand on the strategic priorities of the organisation and the different functions, and on the other on the needs that arise each year from the Performance Management process, as well as the training needs that arise from the contingencies of the business environment. In 2025, despite the variety of training topics covered, the focus on health and safety issues, sustainability, IT security awareness programmes and general professional upskilling activities, including those required by the advancement of the company's digital transformation process, is confirmed. The content delivery modes are distributed between presence, virtual and online self-paced consistent with the learning objectives of each initiative. The Pirelli training model is based on four pillars: Professional Academy, School of Management, Global Activities and Local Education. The first three are designed centrally and provided centrally and/or locally, while Local Education is fully managed and implemented in the individual countries to meet the specific local needs, a large part of which is dedicated to training blue-collar workers.

152. Conversion rate that seeks to equalise the purchasing power of different currencies, eliminating differences in price levels between countries.

Professional Academy Pirelli

The Pirelli Professional Academy target the entire corporate population with the aim of providing continuous technical-professional training, accompanying the development of specialist skills, encouraging cross-functional collaboration, ensuring the exchange of expertise and know-how among countries and supporting the implementation of tools and procedures within the organisation.

The Pirelli Academies are as follows: Research and Development, Manufacturing, Commercial, Quality, Supply Chain, Purchasing, Administration Finance and Control, Human Resources, Digital, Health Safety and Environment. Despite the specificity of individual training offerings, many of the Academies collaborate with each other to disseminate and promote topics of growing and cross-cutting relevance, such as sustainability and digitalisation. The Academy model envisages a function contact person leading each Academy, supported by the Group Training function, which guarantees uniformity in the methods of setting up, delivering and evaluating learning as well as ensuring liaison with local training teams. The teaching staff of the Academy is mainly composed of internal trainers, experts from the specific functions who, based on the training needs and logistical needs, provide training at central, regional and local level.

From year to year, the Professional Academies' training offerings are expanded to include new initiatives aimed at meeting strategy and business needs. Below are some examples of initiatives delivered in 2025:

- In the R&D Academy, skills mapping was completed globally for colleagues in the Product teams at all Pirelli locations. The initiative aimed to map the level of coverage of competencies considered strategic to address future challenges in product development. Analysis of the results made it possible to identify training priorities and structure a targeted skills development plan. The training programme was launched in 2025 and will continue into 2026. In addition to the continuously expanding training offer and to ensure resources remain updated on strategic skills, the R&D Academy supports Pirelli's Innovation ecosystem by facilitating networking and technical deep-dive initiatives with external stakeholders, including OE customers, suppliers, universities, research centres, and corporates.
- Within the Supply Chain and Purchasing Academy domain, the Supply Chain Essentials training, now in its fourth edition, was complemented by the first edition of the Purchasing Essentials programme. Both programmes, aimed at young professionals in the function at a global level, are designed to provide the tools and skills needed to face business challenges, in line with evolving market demands, professional trends, and technological transformations. The two training paths include both modules dedicated to the respective professional area and common modules on cross-cutting topics, aiming to foster increasing synergy. Particular attention is given to digital developments and applications of Artificial Intelligence, which are helping to redefine processes and operational models along the entire value chain.
- In the Digital Academy area, the Digital Awareness campaign for Italy continued, with the aim of providing a non-specialist audience with increasing opportunities to stay updated on the latest trends in the sector and on the company's approach to managing these trends and leveraging their full potential. In 2025, external professionals together with company management specifically addressed Cybersecurity and Cloud topics. During the year, a new training offer was also introduced for professionals in the Digital function. The programme included both interventions on transversal topics of common interest to the entire function and specialised deep-dive programmes aimed at individual teams. As part of the digital transformation path, a training campaign was conducted in Italy to strengthen skills in Microsoft 365 and Copilot, enhancing the effective, conscious and ethical use of digital tools and Artificial Intelligence in daily work. The initiative was structured in two sessions: the first focused on Microsoft 365 tools, followed by a session on Copilot providing a structured overview of its main functionalities. This programme enabled the company to achieve an average Copilot adoption rate of over 80% in the second half of the year. Starting 2026, the programme will be gradually extended to other Group countries.
- In the Health Safety and Environment Academy domain, the "Leading with Health & Safety Value" programme continued, a global initiative aimed at further strengthening the corporate culture in health and safety. In 2025, workshops were held for central functions and the Group's main operational units, and the Train the Trainer path was launched to complete cascading across all Regions. The programme will continue in 2026, gradually involving all production sites. In connection with the Manufacturing Academy, the "Pirelli Manufacturing Excellence" (PME) programme continued in the plants, aiming to enhance competitiveness and promote operational excellence, fostering the development of new skills across all plant functions and encouraging the promotion and sharing of best practices.
- During the year, the transfer of knowledge and specialised practices from the main technical PME streams (Value & Loss Deployment, Workplace Organisation, Material Flow & Services, Professional Maintenance, and Energy) continued through dedicated training sessions. At the same time, the Manufacturing Academy updated and relaunched its training offer, aligning it with the PME model and responding even more effectively to the technical and operational needs of the business.
- In 2025, the Quality Academy contributed to the launch of the global programme "We ALLways make Quality," an initiative aimed at promoting and consolidating a quality culture throughout the organisation. In parallel, the Quality Academy continued to offer structured and international training programmes, including those relating to Scrap Reduction and Six Sigma, with the aim of increasing efficiency and promoting continuous improvement. Additionally, the e-learning course catalogue was expanded and updated, including an increasing number of cross-cutting contents to support widespread knowledge sharing.

Pirelli School of Management

The Pirelli School of Management comprises the training offering dedicated to the development of the managerial culture within Pirelli and is aimed at the entire staff corporate population.

The focus of the School of Management's training programmes is defined each year in line with the business challenges the Company is called upon to address. The training model provides a learning offer focused on the development of soft skills and aligned with the six Key Behaviours identified in the Group's global performance management system. This also includes onboarding courses for new recruits and development courses to support managerial roles.

This also includes onboarding programmes for new hires and development initiatives supporting managerial roles. For all new Pirelli Group employees, the traditional digital onboarding programme "Plunga" was organised. During the programme, which this year again involved numerous colleagues from various countries, participants had the opportunity to deepen their understanding of the company's history and culture, strategy, business, and products, including the sustainability policies and targets that cut across all of the above areas.

In 2025, a new format of the international "Warming Up" programme was introduced, aimed at all recent graduates within the Group, with the goal of supporting their growth journey within the organisation. This edition featured an increased number of soft skills modules, alternating in a structured way between business-focused and cross-functional skill modules. This approach fostered the development and synergy between technical and soft skills. In 2025, the programme involved numerous colleagues from the majority of countries where the Group operates.

For the Group's new executives, the customary annual 'Developing Managerial Excellence' programme was implemented.

In 2025, the second edition of the managerial development programme "Lead Beyond" was completed, and a new edition was launched. This programme is made up of several modules spread over a 6-month period, organised both virtually and in person. This year, the programme again involved colleagues from different Group locations and functions, aiming to guide them along their growth path toward increasingly complex professional challenges, strengthening leadership capabilities and fostering the creation of an international network.

The programmes mentioned are part of recurring initiatives, which are repeated annually. Given the extended duration of these training courses, the Lead Beyond program includes an annual transition, where one wave concludes and the next wave begins, with a new group of participants.

Global Activities

Global Activities include all training campaigns launched globally and designed to promote awareness of corporate guidelines while respecting local diversity. Topics covered included Information Security, Sustainability, and Cultural Diversity.

In 2025, training programmes on Cyber Security and Climate Change continued, with a particular focus on awareness-raising initiatives within the plants.

Among the global sustainability initiatives conducted in 2025, the Sustainability Hub is highlighted, a digital space dedicated to strengthening awareness of sustainability issues among all employees. It provides content covering key topics such as strategy, targets, and company policies, as well as international standards, climate change, and decarbonisation.

In the area of Diversity, Equity & Inclusion, the international initiative "Unlocking Cultural Inclusion" was held, a training session aimed at the entire employee population to raise awareness of the value of cultural differences.

Local Education

The training provided at the local level responds to the specific training needs of the Pirelli affiliates operating in the different countries and is addressed to the entire company population.

With reference to the Italy perimeter, among the activities delivered in 2025, the training campaign aimed at managers continued, supporting them in the feedback phase of the Performance Management process.

By way of example, reference may also be made to the Train the Trainer programme delivered in China to strengthen the local team of internal trainers, and to the programme carried out in Turkey for a group of new hires aimed at developing intergenerational communication skills. In many countries including Romania, Germany, Italy and Argentina, local leadership programmes have been created to support the managerial development of team leaders and supervisors in plants.

A large part of the training at the local level is represented by the training provided within the plants and mainly dedicated to the continuous updating of the skills of departmental operators. In addition, all courses related to the implementation of new local regulations and procedures fall within this cluster.

METRICS related to Training in own workforce

Total training delivered in 2025 averaged out as 8.1 days, i.e. 64.6 hours (in 2024, it was 6.9 days, i.e. 55.1 hours) of training per capita. This figure, which was calculated by dividing the total training hours in the year 2025 by the average head count for the year and transforming the resulting figure into days, confirms the centrality of training in Pirelli's culture. The investments made for the various categories of the company population (blue-collar workers, middle management and white-collar workers, and executives) are balanced in proportion to the overall training strategies: the strong focus on manufacturing improvement processes in addition to the usual attention to health and safety issues, particularly significant in 2025, explain the larger investments on the blue-collar worker population.

Health, Safety and Environment topics accounted for 25% of total global training in 2025, calculated by taking the total number of training hours on HSE topics carried out in 2025 and dividing the resulting figure by the total training hours in the year in question. For more information, please refer to the chapter “Health and Safety and Environmental Training: HSE Academy”.

	GROUP	WOMEN	MEN	OTHER	NOT DISCLOSED
AVERAGE PER CAPITA TRAINING HOURS 2024	55.1	49.8	56.1	0	0
AVERAGE PER CAPITA TRAINING HOURS 2025	64.6	56.1	66.2	0	0

	BLUE-COLLARS	WHITE-COLLARS	MIDDLE MANAGERS	EXECUTIVES
AVERAGE TRAINING HOURS PER LEVEL 2024	61.7	31.2	27	16.9
AVERAGE TRAINING HOURS PER LEVEL 2025	71.6	41	32.5	20.5

ACTIONS related to Talent Development in own workforce

Talent Management

The Talent Development programme aims to ensure business continuity by supporting the identification and development of people with the potential to cover the positions of greater complexity, those who already hold strategic positions and so-called critical know-how (that is, people with key skills that are difficult to replace).

In 2025, global Talent Review meetings were held as usual, attended by department and business unit managers, together with their direct reports and relevant Huma Resources managers. As in previous years, the goal was to support the identification of targeted development paths and ensure a consistent and effective process across the Group. As far as training programmes for 2025 are concerned, the following are worth mentioning in particular:

- Global Mentoring Programme: an initiative dedicated to the youngest segment of the talent population, the third one of which was completed in 2025. Each of the participants, or mentees, is paired with a senior leader in the role of mentor. Mentors and mentees were supported with some training sessions aimed at sharing methodologies and tools to support the effectiveness of the programme. The main objectives of the course, in continuity with previous editions, were: the transfer of experience and vision between current leaders and the next generation of leaders, the support for the professional development goals of young talent, and the development of greater awareness of corporate culture and context.
- Lead Beyond – Pirelli Global Managerial Program: a training programme that consists of several modules, both in-person and virtual, spread over six months and intended to support participants in developing their managerial skills. The second wave of the programme was completed in 2025 and the third wave is currently underway.

METRICS related to Performance Management in own workforce

Through the Performance Management process, which mainly involves the staff population (executives, managers and employees) worldwide on an annual basis, Pirelli defines and evaluates each employee’s contribution to achieving company objectives, assessing both results achieved and behaviour acted upon. The process supports the definition and sharing of key indicators for the realisation of the corporate strategy and represents an important opportunity for the professional development and orientation of each individual. A key element of the process is the transparent, open, and agile dialogue between the boss and the employee, from the phase of sharing individual objectives to that of evaluating the results achieved and the behaviours expressed in achieving them.

The main features of the process are:

- → the process and the platform are open all year, so as to better support the continuity of dialogue between boss and employee and alignment on priorities;
- → the assessment is based on two dimensions: 'what' (results) and 'how' (behaviours expressed);
- → key behaviours, applicable to the entire corporate population, reflect and represent the company's values outlined in the Code of Ethics and are essential for achieving the strategic objectives of the company. Key Behaviours are: Accountability, Teamwork and collaboration, Forward thinking, Agility, Cross-functional approach, Initiative and drive;
- → the entire process is managed within a platform accessible from all company devices.

In support of the quality of the performance evaluations, as part of the process Pirelli includes so-called Calibration Meetings, i.e., meetings attended by the heads of the individual functions, Business Units and Countries, with their respective first reports and the relevant Human Resources and Organisation managers. During these meetings, the assessments of the people belonging to a specific organisational unit are put into common use with the aim of ensuring a shared and balanced distribution of the evaluations, enrich the assessment by supplementing it with feedback complementary to that of the manager and thus guarantee a process that is as coherent, homogeneous and objective as possible.

In 2025, alongside the usual digital training resources focused on the evaluation and feedback process, dedicated training sessions for managers were also organised to offer additional support and guidelines for managing feedback meetings.

The performance management process mainly involves staff worldwide (Executives, Middle Managers and employees). In 2025, the employee participation rate was 19.7% (19.2% in 2024), calculated by dividing the total number of people who took part in the performance review process during the year by the total number of employees as at 31 December of the year under review. This figure corresponds to the total number of eligible persons for the year under consideration according to the process defined at Group level. Below are the percentages of completion by gender and level calculated as above but considering, each time, the reference population.

	WOMEN	MEN	OTHER	NOT DISCLOSED	TOTAL	WOMEN	MEN	OTHER	NOT DISCLOSED	TOTAL
	2024					2025				
Percentage of employees who participated in regular performance and career development reviews	37.6%	15.8%	0%	0%	19.2%	38.2%	16.1%	0%	0%	19.7%

	WHITE-COLLARS	MIDDLE MANAGERS	EXECUTIVES	BLUE-COLLARS	TOTAL	WHITE-COLLARS	MIDDLE MANAGERS	EXECUTIVES	BLUE-COLLARS	TOTAL
	2024					2025				
Percentage of employees who participated in regular performance and career development reviews	87.2%	96.5%	99.1%	1.1%	19.2%	87.8%	97.2%	100%	1.2%	19.7%

WELFARE AND INITIATIVES FOR OWN WORKFORCE

The following material impact can be attributed to corporate welfare:

- → *Working structure (flexibility, remote working, permits) so as to foster a balance between professional and private life.*

This theme is part of the company's policies aimed at promoting employee wellbeing, through initiatives aimed at improving the quality of working life and creating a safe, healthy and caring work environment with a balance between professional and personal life.

POLICIES related to welfare of own workforce

The well-being of workers is addressed through both the Global Human Rights Policy and the Health, Safety, and Environment Policy, which among other aspects, reflect Pirelli's commitment to fostering positive impacts for the well-being of its workers, particularly through working methods designed to promote a balance between professional and personal life.

The Diversity, Equity and Inclusion Policy also places well-being at the centre, ensuring that people's motivation is bolstered through dialogue, participation, services and initiatives supporting psycho-physical well-being and work-life balance, including, for example, through flexible working options, the dissemination of a culture of sharing family burdens, the adoption of health support programmes, and support for parenthood.

Pirelli's commitment to promoting welfare can be categorised into four main areas:

- → health, physical well-being and mental health (e.g. health care, information and awareness campaigns, specific initiatives to improve the well-being of employees);
- → to improve work-life balance (e.g. time flexibility, working-from-home arrangements, training for individual development and cultural enhancement, collective celebrations, corporate volunteering);
- → family and parenting support (e.g. company-integrated parental leave, scholarships and summer camps for employees' children, inter-company crèches and specific activities to support parents);
- → support for leisure time and promotion of a healthy lifestyle (e.g. open days, sports and cultural initiatives, online portals of products and services with important conventions and discounts for employees).

Since years Pirelli has introduced the organisational figure of the "Group Welfare Manager", who is entrusted with the supervision of welfare activities, jointly with the many central and local functions concerned, including Health and Safety at Work, Industrial Relations, Sustainability, Human Resources and Organisation. New Welfare guidelines for the Human Resources and Organisation functions of the countries were introduced in 2024. These guidelines outline the key areas of intervention at the global level, to be translated into a portfolio of specific programmes tailored to local needs.

For more information on the Group's Policies, refer to the paragraph entitled "*Main policies for the management of material IROs*".

TARGETS in welfare in own workforce

Pirelli's Industrial Plan defined a target aligned with its strategy and policy commitments, aimed at building an increasingly '*engaged, diverse and talented*' global workforce.

The goal is to engage 100% of permanent employees by 2026 in the new MORE welfare programme, launched in November 2024 and explained in the following paragraphs. The target is monitored through the metrics of the level of employee coverage achieved by the programme in the various countries, expressed as a percentage of total employees.

The global Human Resources and Organisation team defined this target by assessing the current situation in each country and setting a minimum number of initiatives to be implemented where they are not already in place. These initiatives are intended to complement existing or planned initiatives within local welfare plans in all countries where Pirelli operates.

The initiative applies to the period 2025-2026 and includes review milestones at the end of each year to assess progress and take corrective action if necessary to ensure full achievement of the target by 2026.

At end 2025, the percentage of employees covered by the MORE programme was 71% (it was 60% in 2024), following the implementation, during the year, of MORE initiatives in some countries previously not covered.

ACTIONS in welfare in own workforce

The welfare initiatives that Pirelli offers to its employees vary from country to country, in accordance with the specific regulatory, social and cultural environments in which the affiliates operate and with the global guidelines. In general, all offices worldwide are gradually committed to adopting welfare activities, tools, and processes aimed at creating collaborative environments and providing adequate support for personal life needs.

The welfare activities implemented at Pirelli affiliates around the world align with the macro-areas of intervention outlined in the global guidelines, i.e. health, physical well-being and mental health. Through such activities, initiatives are generally organised that include health care, information and awareness campaigns, specific initiatives to improve the health and well-being of employees, with a focus on stress prevention and the promotion of healthy lifestyles. The majority of countries in which Pirelli operates offer employees activities aimed at promoting physical and mental well-being. In 2025, particular attention was given to the prevention of mental health and well-being. On the occasion of Mental Health Day (10 October), both global and local awareness and information initiatives were organised.

In Pirelli UK, the "Time Out for Mental Health" initiative included a series of events during the week leading up to Mental Health Day, such as occupational health sessions, factory/office walks, yoga and physio-ergonomics sessions, and daily e-mails on mental health topics throughout the week.

In Brazil, Pirelli introduced a "Holistic Wellness App" in 2025, made available to all employees connecting them with physical and mental health specialists to support their personal and professional potential.

At Pirelli Sweden, during the week of World Mental Health Day, email communications were sent to all employees throughout the week to raise awareness and encourage internal discussion on the topic; in addition, a mental health quiz was made available in the breakfast area.

Multiple initiatives have been organised in Pirelli Romania. In Slatina, a psychologist delivered an open talk on emotional balance, stress management, and mental well-being, attended by colleagues in Slatina.

In Turkey, between September and October, the Istanbul and Kocaeli Pirelli sites hosted two "Mindful Trekking" sessions designed to encourage mindfulness practice, support well-being, and foster social connections, all while enjoying nature.

In Italy, the parent company organised international webinars on mental health awareness for all employees globally. In addition, on the occasion of Mental Health Day 2025, each Italian site hosted a noticeboard for a week where employees could write on post-its what caring for their psychological well-being meant to them. All contributions were later processed and shared with staff via dedicated webinars or e-mail. Daily awareness cards covering topics related to mental health were also distributed.

At Pirelli Mexico, again on the occasion of World Mental Health Day, the initiative "Lunch & Learn about Mental Health" was organised and also promoted through social media channels.

In 2025, numerous initiatives were implemented across several Group affiliates in support of stress management in the workplace, as well as beyond the workplace.

Also in Mexico, the monthly sessions continued from 2024 to raise awareness of stress reduction through practical activities (e.g., candle-making workshops, puppy yoga, Lunch & Learning wellness at work), sometimes open to employees' family members. In January, a virtual workshop was held on stress management with practical techniques for time management, productivity, and reducing stress due to poor planning.

In Pirelli Romania, in October, a stress management session was conducted for Shop-floor Team Leaders as part of the "Development Program for Team Leaders" in Slatina.

In Brazil, the "Plenamente" programme continued in 2025, providing 24/7 telephone assistance from qualified professionals, together with various initiatives for both employees and managers. In addition, a psychologist is available to employees at the Feira and Campinas plants.

In Germany, in 2025, the training programme "The Secret of Inner Strength" continued, focused on managing professional challenges and workplace stress, with sessions covering relaxation techniques, meditation, and mental training.

At Pirelli US, a webinar entitled "Productivity at Work and Emotional Wellbeing" was organised.

It should also be noted that many countries have progressively introduced dedicated listening areas for employees, to whom they can turn for individual problems and be supported by specialists in order to preserve their psycho-emotional well-being (including Argentina, Germany, Russia, Mexico, Brazil, Italy).

In addition, in Italy the "Tech.no Stress" programme, launched in 2024, continued, focusing on digital well-being and aimed at supporting the adoption of "healthy" digital behaviours and habits.

Pirelli also places equal emphasis on the introduction of campaigns and initiatives promoting healthy lifestyles, including sports initiatives designed to support physical well-being.

The main activities in the Group's various affiliates in this area include: online courses dedicated to promoting physical well-being, sports activity and a "healthy lifestyle", such as yoga, Pilates, total body workout, mindfulness and courses on the various dimensions of well-being.

In Argentina, in 2025, new well-being initiatives introduced by countries included in Argentina, sessions on sleep hygiene and preparation of nutritious and balanced meals to support healthy daily habits.

Pirelli Turkey launched a Well-being app through which step-counting and walking challenges were proposed to employees.

Inter-company competitions were organised between the teams at the Slatina and Craiova sites, specifically designed to support health and foster relationships and connections among colleagues, also leveraging a sense of belonging and pride in the brand. At both Slatina and Craiova, Gratitude Corners were set up – dedicated spaces where employees can express their gratitude and appreciation for colleagues by means of Post-it notes.

In Pirelli Italy, fitness classes (Strong Total Body and Pilates) continued in 2025 at the Bicocca headquarters, available in the late afternoon, and from September wellness courses (Yoga and mindfulness) were also introduced on a trial basis.

In April 2025, in Pirelli China, at the Jaozhou plant, a gym was created with table tennis and badminton facilities to encourage physical exercise after work.

In Shanghai too, a "Ping-Pong Corner" was created in July to encourage physical activity and stress relief through friendly matches between colleagues.

Support for healthy lifestyles and sport also includes encouraging employee participation in marathons and running events. In Italy, in 2025, Pirelli once again took part in the Milan Marathon with 56 relay teams made up of colleagues who ran in support of the Italian League for the Fight Against Cancer (LILT) and ENPA (National Animal Protection Agency). Similarly, in Brazil, between September and October 2025, Pirelli employees participated in two running events: the first, EcoRun, a sustainability-focused initiative organised in the São Paulo region; and the second, Colorrida, held in Feira de Santana in support of people affected by cancer.

Furthermore, Pirelli provides a dedicated catering service at all its industrial sites to promote healthy nutrition. These initiatives are complemented by specific healthy eating programmes implemented at affiliate level. In Brazil, all employees have access to an online platform with nutritional programmes, as well as access to discounts at various sports centres.

Personal well-being also depends on feeling confident in managing the financial matters that everyday life entails. Financial education is a topic of increasing interest to employees, and for this reason Pirelli has, for several years, implemented initiatives in this area.

In Italy, since 2023, a structured financial education programme consisting of several sessions held by faculty of a leading business school has been offered annually, in 2025 two sessions of 50 participants each were conducted.

In Argentina, in 2025 a session entitled "Activate Your Financial Wellbeing", aiming to provide employees with practical tools to manage personal finances, care for the present and plan a financially sound future.

In Turkey, in 2025, the webinar "Financial Stress Management" was organised and made available to all staff employees. Again with the aim of improving the general appeal of the workplace, in 2025 some interventions were carried out at the following affiliates:

In Spain, in November '25, the offices in L'Hospitalet de Llobregat (Barcelona) were renovated.

In Greece, at the Argyroupoli offices, and in Italy, at the Settimo Torinese plant, numerous plants were introduced into the working areas (in the case of Settimo not only in the offices but also in production areas and other parts of the plant).

At the affiliates there are many initiatives such as Pirelli employee sport teams and awards for those people who have particularly distinguished themselves in the year.

Corporate benefits and welfare are an essential part of the support Pirelli has always offered its employees.

The various supplementary health plans provided by the company are available at the affiliates and are designed to enhance and expand social protection beyond what is provided by government and state welfare systems, while also addressing local needs. These healthcare schemes always vary from country to country in terms of allocation levels and the types of coverage provided. The plans are managed by insurance companies or funds created ad hoc, in which the Company participates by paying a fixed amount as is done in Italy, or an insurance premium as is done in Brazil and the United States. For the economic-equity measurement of the above benefits, reference is made to the Consolidated Financial Statements, notes "Employee funds" and "Personnel Costs" within this Annual Report.

The social benefits implemented by Pirelli in favour of employees (including life insurance and parental leave in addition to statutory and contractual provisions) were generally granted to all employees, regardless of the type of permanent, fixed-time or part-time contract, in compliance with company policies and local union agreements.

As part of the MORE Global Welfare Programme, it is expected that all countries will have minimum coverage under the new Group standards by the end of 2026.

More specifically, the MORE programme, analysed in detail in the next paragraph, will lead Pirelli to ensure that by the end of 2026, all countries will have supplementary health plans with globally consistent coverage areas. Additionally, "life programmes" to cover the risks of premature death will be made available, if not already provided, to all permanent employees.

In order to improve work-life balance, Pirelli adopts multiple tools, including flexible working hours, working-from-home arrangements, individual development training, cultural growth and group celebrations.

Support in terms of flexibility: in order to provide employees with greater flexibility, over recent years agreements on remote and flexible working have been formalised in the majority of the countries in which Pirelli operates, and where the nature of the role allows (including, for example, Italy, Germany, Brazil, the United States and Argentina), in agreement with the social partners. In some cases, remote working agreements also envisage further facilitations for parents and caregivers.

The following are cited, purely as examples and not exhaustively, as some of the initiatives introduced in 2025 to promote a better work-life balance:

In Pirelli Australia in 2025, flexible working hours were introduced, allowing employees to choose between an "early-in, early-out" option or a "late-in, late-out" option within standard working hours.

In the US, from April 2025, Pirelli introduced a further one-week increase in maternity and paternity leave: maternity leave rose from 14 to 15 weeks fully paid and paternity leave from 2 to 3 weeks fully paid.

In Pirelli Shanghai from January 2025, three additional annual leave days were introduced to support flexibility and help employees better manage their personal and professional lives.

Part-time solutions are also in place in many countries. In Argentina, there is an interesting best practice from 2023 that provides for substantial leave in the event of adoptions, infertility treatment and multiple births, disability and chronic illness.

Family and parenting support: includes company-supplemented parental leave, scholarships and summer camps for employees' children, a shared inter-company nursery and other activities.

With regard to parenting, Pirelli has long supported its employees' childcare commitments by offering maternity and parental leave that goes beyond local regulatory requirements.

As shown by the More programme, support to parenthood is an integral part of corporate welfare. For more details, see the paragraph entitled "Focus: MORE Programme (Global Welfare Program)."

In some industrial countries, there are additional paid leave for special family needs, including accompaniment to medical appointments, school placements, specific programmes

to support parenting, such as, for example, facilities or contributions for access to nurseries, merit scholarships, part-time for specific needs, training courses for new parents.

To further support new mothers when they return from maternity leave in addition to the breastfeeding breaks provided by local regulations, Pirelli is going to set up a "lactation room", where requested, or paid breastfeeding leave.

In many countries, a "birth kit" for new parents containing basic necessities for the newborn is also provided. Other countries provide, alternatively or additionally, a monetary bonus for the birth or adoption of a child.

Finally, in the majority of countries, one or more of the following tools are available to support working parents: company nursery and/or nursery allowance, tools to support children's education (e.g., scholarships) and summer camps.

With reference to the 2025 innovations in support of caregivers and parenting, the following initiatives are mentioned as examples and not exhaustive:

In Italy, a training programme was delivered for caregivers on the Enabling Approach, aimed at providing caregivers with the fundamentals of this approach, namely, how to communicate effectively with frail and cognitively impaired elderly people. 2025 also saw continuation of the information/training course for parents by age group of their children, with webinars dedicated to the various stages of development, on the topic of digital parenting.

Other family-supporting initiatives include open days, sports and cultural initiatives, online portals of products and services with important conventions and discounts for employees and family members. In addition, various programmes were implemented to support better work-life balance management, such as the support desk for care-givers on care issues, courses for new parents and care-givers, actions to support remote work and work-life balance.

In Argentina, the "Back to School" kit was again distributed in 2025: this is an initiative launched in 2024 in which Pirelli donates school kits to employees' children to support the start of the school year and further reinforce the company's commitment to supporting employees' families.

In Brazil, parenting courses have been made available through the SER FAMILIA programme.

Awareness-raising activities were also carried out at affiliate level, for example on the occasion of Mother's Day and Father's Day.

Support for leisure time and promotion of a healthy lifestyle: The Company promotes a healthy lifestyle by offering various initiatives for the well-being of its employees also during their leisure time, fostering engagement and social interaction through sport.

Once again, initiatives at affiliate level are numerous. By way of example, in Italy these include the organisation of marathons and the provision, out-of-hours offer of strong total body, pilates, yoga sports classes and mindfulness at special rates in the Company's well-being area. In Mexico, organisation of football tournaments and non-competitive races (the latter are also open to employees' families). In the USA, opportunities to participate in football and basketball tournaments.

FOCUS: MORE Programme (Pirelli Global Welfare Program)

As mentioned in the "Targets" chapter, at the end of 2024 Pirelli launched MORE, a new global welfare programme designed to provide a common welfare and well-being services platform for all countries, in continuity with the approach adopted by the company in expanding social protection beyond national welfare programmes.

With MORE, Pirelli reaffirms its commitment to caring for the well-being of its people, promoting a global approach that characterises its corporate culture. In fact, MORE establishes solid minimum standards, complementing, where not already in place, existing and future local welfare plans with a view to harmonisation across the Group.

In 2025, the Global Welfare Guidelines were revised in line with the new MORE architecture.

The MORE programme has 3 strands of intervention: FOR YOU, FOR YOUR FAMILY, FOR YOUR COMMUNITY.

FOR YOU: aimed at promoting the well-being and inclusion of people in open and stimulating work environments, as well as offering preventive health and life integration plans; includes:

- → Company "life programme": guaranteeing a monetary amount to the employee's family in the event of the employee's premature death.
- → Health prevention programme: to provide employees with a set of preventive diagnostic services, where these are not already available through the national health system.

FOR YOUR FAMILY: aimed at supporting people at various stages of life (e.g. parenting, care-giving) and families with targeted initiatives and promoting a culture of parenthood and a balanced integration of life and work; includes:

- → Parental leave: to ensure that all parents working at Pirelli are granted minimum leave standards: mothers (primary caregivers): 14 weeks paid at 100%; fathers (or non-primary caregivers): 10 days paid at 100%.
- → Birth Bonus: a bonus for every child born to or adopted by all parents working at Pirelli.

FOR YOUR COMMUNITY: aimed at engaging people in supporting the local communities in which Pirelli operates, through volunteering initiatives and projects in the educational, environmental and cultural fields; includes:

- → Corporate volunteering: allowing employees to carry out, on a voluntary basis, 4 hours per year of service with a local charity or social organisation;
- → "Adopt a School" (for industrial countries): supporting a secondary school located near Pirelli plants by promoting educational and technical training activities and creating a bridge with the world of work.

In 2025, the progress of the programme was monitored qualitatively through biannual meetings with the representatives of the various Regions. At a quantitative level, coverage of the different initiatives globally is reported in the "TARGETS in welfare in own workforce" paragraph. Monitoring of MORE will continue in 2026, with dedicated periodic meetings with the various countries aimed at supporting the implementation of any outstanding initiatives. MORE initiatives, where not already in place, are to be implemented in all countries where Pirelli operates and made accessible to all permanent employees by December 2026.

METRICS related to social protection and work-life balance for own workforce

In 2025, the percentage of employees entitled ("entitled") to family leave (including maternity, paternity, parental and carers' leave) amounted to 58.2% (54% in 2024), considering only those countries where all these types of leave are available, rather than only some of them.

For parental leave (maternity and paternity) in the strict sense, the minimum standards have been included in the MORE programme.

It should be noted that, with regard to the variable incentive system (STI and LTI), months of maternity and paternity leave do not count as periods of absence for the purposes of calculating any bonus at global level.

PERCENTAGE OF EMPLOYEES ENTITLED TO LEAVE FOR FAMILY REASONS AND WHO TOOK IT	2024	2025
Women	7%	7%
Men	7%	5%
Other gender	0%	0%
Not disclosed	0%	0%
Total[153]	7%[154]	5%

Finally, in 2025, more than half of our countries (representing the majority of employees) offered 18 or more weeks of fully paid parental leave to primary caregivers and two or more weeks to non-primary caregivers. These figures are to be understood as medians.

OCCUPATIONAL HEALTH AND SAFETY IN OWN WORKFORCE

The area of Health and Safety can be traced to the following potential negative material impact:

→ *Pirelli Group employees could be exposed to health and safety risks that could cause work-related ill health and injury of various entities*

The top management of Pirelli, supported by the Health, Safety and Environment function and with the participation of the functions involved in various ways (including but not limited to the Human Resources, Research & Development, Sustainability, Purchasing, Quality, Manufacturing, Enterprise Risk Management functions) plays a strategic role in the full implementation of the "Health, Safety" Policy, ensuring the involvement of all Pirelli's workers and collaborators so that they express behaviour consistent with the values contained herein.

153. The total represents the sum of men and women who took family leave out of the total male and female population.
154. During 2025, the KPI calculation method was refined; accordingly, in order to ensure comparability of the data, it was considered appropriate to restate the figure relating to the 2024 financial year.

Strategic Plans include health and safety aspects, and are approved by the Board of Directors, supported by the Sustainability Committee at the proposal of the Chief Executive Officer and in coordination with the Executive Vice Chairman. Results are approved by the Board of Directors as well as the reporting in the Annual Report.

In addition to the role of top management, the above-mentioned functions and the Board of Directors, the Health and Safety Governance provides for:

- a bi-monthly Health, Safety and Environment committee convened by the Pirelli Chief Executive Officer in the presence of the front line where performance updates against targets, ongoing projects and investments, analysis of major incidents, and improvement strategies are presented and discussed;
- business review meetings at local, regional and global level, which are held monthly and have health and safety and environmental issues, performance and improvement programmes at the top of the agenda, in order to ensure continuous comparison and monitoring. Such meetings entail cross-functional information sharing and provide for the participation of the Human Resources, Health, Safety and Environment departments and top management at multiple levels (local, regional and global);
- the work of the local Health, Safety and Environment Committee, set up at each site and composed of the heads of functions including Human Resources, Health, Safety and Environment, and of which the Plant Manager is the coordinator. This Committee, which meets at least quarterly, analyses health, safety and environmental issues, directs the actions and governs their progress. In a co-ordinated manner, various thematic sub-committees are also established, which carry out continuous work in relation to the characteristic themes of the site.
- the involvement of workers' representatives, at the intervals provided for by legislation, collective bargaining and specific requirements, in Health, Safety and Environment Committee at each site with the aim of illustrating, on the basis of the Health and Safety Management System, the activities carried out and those planned and to provide the results of workplace risk assessments.

Specific procedures for the identification, mitigation and management of health and safety risks are developed in accordance with international standards and reference norms that are applied and translated at each site, integrating compliance with local regulations. The procedures, developed with the cooperation of the relevant functions, systematically define the requirements for risk analysis, risk management methods, and design requirements to ensure that hazards are reduced at source. Preventive analysis and release processes on new projects are implemented to ensure risk management at all stages of development and implementation of new machines and plants. Such approaches allow the implementation of risk elimination and reduction logics in priority to the mitigation and containment strategies implemented in any case. Procedures are reviewed and updated in the event of regulatory changes, technological or process changes and following the analysis of incidents.

Health and safety risk analysis allows the identification of priorities and leads to the definition of risk reduction programmes, actions and targets pursued at each site level, whose implementation and effectiveness are monitored by the specific local Health, Safety and Environment Committees set up at each site. Plans are also defined to respond to emergency situations, which are periodically the subject of specific drills involving all workers. The Management Model also makes use of internal inspections.

Alongside establishing specific guidelines and procedures for implementing management systems, Pirelli uses the web-based Health, Safety and Environment Data Management (HSE-DM) system, prepared and managed centrally by the Health, Safety and Environment Department. This system makes it possible to monitor performance relative to accidents, near misses, unsafe conditions and behaviour, and illnesses and prepare numerous types of reports as necessary for management or operating purposes.

The HSE-DM system collects all the information related to accidents and to the particular situations that occurred in factories, fitting units, sales centres and warehouses directly managed by Pirelli, including all workers (internal and external workers operating at Pirelli sites).

According to the Procedure, when an incident occurs, the site where it occurred immediately carries out an "Incident Investigation" to search for root causes and the immediate implementation of countermeasures to eliminate the element of risk and/or that caused the incident. At the same time, all establishments have access to information on the most significant accidents or near misses and receive a Safety Alert from the HSE-DM system, against which they conduct an internal analysis to verify whether conditions similar to those that led to the accident exist, so that, if necessary, appropriate preventive and corrective actions can be implemented.

The management of safety in supplier activities on Pirelli sites is governed by procedures specifying requirements for coordination, prior risk analysis and work authorisation.

POLICIES for own workforce health and safety management

Pirelli's approach to responsible management of occupational health, safety and hygiene is based on the principles and commitments expressed in the Code of Ethics of the Group, in the "Health, Safety and Environment" Policy in the "Global Human Rights" Policy and in the "Quality" Policy, in accordance with the Sustainability Model envisaged by the Global Compact of the United Nations, with the "Declaration of the International Labour Organization on fundamental Principles and rights at Work" (ILO) and with the "Universal Declaration of Human Rights" of the United Nations. The reference tool since 2004 is also the SA8000® standard.

In particular, the "Health, Safety and Environment" Policy makes explicit and confirms Pirelli's commitment to:

- manage its activities in the field of occupational health and safety protection in full compliance with the applicable international, national and local regulations on the subject and with all the voluntary commitments entered into, as well as in accordance with the most qualified international management standards;
- pursuing the objectives of "zero accidents" and "no harm to persons" in healthy and safe working environments, through the continuous identification, assessment, prevention and protection from occupational health and safety risks, the timely removal of potential causes of accidents, and the implementation of staff health surveillance plans in relation to specific tasks;
- support the development of programmes to improve psycho-physical well-being and work-life balance;
- promote consultation and participation of workers and their representatives in matters of health and safety at work;
- develop and implement emergency management programmes designed to prevent harm to people and the environment in the event of accidents;
- define, monitor and communicate to its Stakeholders specific objectives of continuous improvement of health and safety at work;
- empower, train and motivate its workers to work safely, involving all levels of the organisation in a continuous programme of training and information, aimed at promoting an occupational health and safety culture and ensuring that the company's responsibilities and procedures in these areas are appropriately updated, communicated and understood;
- actively collaborate at national and international level with institutional, academic, non-governmental, industry bodies concerned with the regulation, study and sustainable management of occupational health and safety issues;
- requires its suppliers to implement an occupational health and safety management model at their sites and along their supply chain in compliance with international standards and the laws and regulations of the countries where they operate;
- make available to all its Stakeholders a channel (the "Whistleblowing Policy" published on Pirelli's website) dedicated to reporting, even anonymously, of any situations that constitute or may constitute a risk for the protection of the health, safety and well-being of people (reference is made to the section "Whistleblowing Policy" for an outline of reports received, none of which regarding health and safety).

Additionally, the Global Human Rights Policy reflects Pirelli's commitment to prioritising the health and safety of workers as a core value. It emphasises the company's proactive approach in maintaining a safe and healthy work environment by adopting high standards for the prevention, assessment and management of related risks. Pirelli is also dedicated to continuously promoting and fostering a corporate culture focused on occupational health and safety.

TARGETS in health and safety in own workforce

As a key component of the "Health, Safety and Environment" Policy, Pirelli is committed to achieving the goal of "zero accidents" and "no harm to people" in the workplace. This is accomplished through the ongoing identification, assessment, prevention and protection from health and safety risks. The company focuses on promptly eliminating potential accident causes and implementing health surveillance plans for employees, tailored to specific tasks. Furthermore, Pirelli sets, monitors and communicates specific objectives to its stakeholders aimed at the continuous improvement of occupational health and safety, as well as the environmental performance associated with its processes, products and services throughout their entire life cycle.

As indicated in the Business Plan, Pirelli aims to reduce the Accident Frequency Index to a value of about 1 by 2025 (achieved, as reported below) and to maintain a value of less than 1[155] by 2030. The work accident frequency index is a key measure for monitoring and improving safety conditions at work. The time-frame of the target is significant in monitoring progress, implementing corrective action and consolidating the results obtained.

The target applies to all group companies, covering 100% of employees, ensuring an integrated and uniform approach to safety management.

The target is measurable and absolute, as it is based on a well-defined quantitative metric, which makes monitoring easy and comprehensible and aims at a specific and tangible value, without comparisons to other periods. Performance is calculated as the number of incidents recorded over a million hours worked.

For the performance of the target to 2025, please refer to the "METRICS related to health and safety in own workforce" paragraph below.

In the pursuit of this vision of zero accidents, through a path of continuous improvement and constant prevention, all leaders are involved and given responsibility and a target to pursue through action plans within sites coming under their purview.

The accident frequency index targets are also linked to the annual remuneration of Site and Headquarters management, ensuring a direct link between the Group's sustainability goals and the performance evaluations of individual company figures.

ACTIONS in health and safety in own workforce

The main actions underpinning the above strategy implemented to achieve the defined objectives are listed below.

The effectiveness of the actions taken is continuously monitored through a number of tools, including regular audits, field inspections, employee feedback and analysis of accident and incident data.

155. Frequency Index (FI): Σ(Fatal injuries + Severe injuries with time lost + Injuries with time lost) x 1,000,000/hours worked. If calculated on the basis of 200,000 hours worked, the value of the index is ~0.2 in 2025 and <0.2 at 2030.

Ongoing evaluation makes it possible to identify any critical issues and make the necessary changes to procedures in good time.

These activities are carried out in collaboration between several departments involved (Health, Safety & Environment, Human Resources, Research & Development, Sustainability, Purchasing, Quality, Manufacturing, Enterprise Risk Management). This multidisciplinary approach ensures effective, integrated management as well as continuous improvement of the company's health and safety policies.

The Management system

Pirelli has voluntarily adopted an occupational health and safety management system, structured and certified according to the ISO 45001:2018 Standard, both at headquarters and at all Group tyre production sites. All certificates are issued with international accreditations. In 2025, the (non-manufacturing) company selling tyres in Switzerland also obtained certification. The occupational safety management system, applied without exclusion to all processes and activities at each tyre production site, has been developed in accordance with procedures and guidelines drawn up centrally in order to consolidate a "common language" that guarantees sharing, alignment and management effectiveness across the Group.

The development and continuous improvement of the management system is conducted both centrally and locally by the internal Health & Safety functions with the involvement of all relevant functions. Improvement is based on the continuous application of cycles of action planning, programme implementation, verification of results and, on the basis of these, implementation of improvement. In particular, in line with the provisions of the management system, Pirelli carries out hazard and risk assessments in order to identify what could cause damage to health and safety in the workplace, with subsequent prioritisation and related targets integrated into action plans. Similarly, actions in preparation and response to emergencies are defined. Progress in terms of the prevention and reduction of health and safety impacts, in light of the actions and plans undertaken and the targets defined, is constantly monitored, measured and assessed. Internal inspections are also performed.

In 2025, the coverage of the safety management system (certified according to ISO Standard 45001:2018) and subject to internal and third-party audits is as follows: 90% of employees, 78% of non-employees and 96% of contractors[156] operating at Pirelli sites are covered by Pirelli's Health and Safety management system (in 2024, coverage of the management system was instead as follows: 88% of employees, 80% of non-employees and 93% of contractors). It should be noted, however, that with specific reference to tyre manufacturing plants, 100% of the Group's employees are covered by a certified safety management system.

Workplace improvement

In keeping with its strategy of continuous technological innovation, projects are planned annually focusing on machines and systems, as well as the overall working environment. These projects include, but are not limited to, optimising microclimatic and lighting conditions, making layout changes for ergonomic improvements in activities, and implementing measures to ensure the health and safety of the infrastructure. These projects mainly relate to factories throughout the Group.

In 2025, the Group invested 22.8 million euros in property, plant and equipment, while 25.8 million euros are planned for 2026 and are expected to continue in the years to come.

Enforcement of stringent safety requirements on purchased and used materials

With reference to the materials purchased, Pirelli applies stringent safety and acceptability requirements to raw materials, services and equipment, including these requirements in the contractual provisions with suppliers.

Pirelli applies and supports the technical indications for a development model based on sustainable chemistry provided by the Organisation for Economic Co-operation and Development (OECD). Sustainable chemistry is a scientific concept that aims to improve the efficiency with which natural resources are used to meet human needs for chemical products and services. Sustainable chemistry encompasses the design, production and use of chemical products and processes that are efficient, effective, safe and more environmentally friendly'. All chemical substances and products used by Pirelli are subject to prior assessment by the Health, Safety and Environment function (see also section "Governance Information", paragraph "ESG elements in the purchasing process"). This activity is continuous, ensuring constant updating and strict control to maintain high standards of safety and compliance.

Pirelli produces the compounds and tyres without using the following categories of chemicals:

- with substances or mixtures belonging to the so-called SVHC ('Substances of Very High Concern') list, as set out in Article 57 ('*Substances to be included in Annex XIV*') of Regulation (EC) No 1907/2006 of the European Parliament and of the Council of 18 December 2006 (also known as the REACH Regulation); of the so-called SVHCs (Substances of Very High Concern), i.e. those substances that give rise to high concern for their potential effects on human health and/or the environment;
- without substances or mixtures in concentrations above the threshold limits laid down in Annex XVII ("*Restrictions on the manufacture, placing on the market and use of certain dangerous substances, preparations and articles*") of the aforementioned Regulation (EC) No 1907/2006;

156. Contractor(s): external organisation or self-employed worker supplying Pirelli with services according to agreed specifications, terms and conditions

- without substances or mixtures classified by the IARC ('*International Agency for Research on Cancer*') as belonging to Group 1 ('*Carcinogenic to humans*') or Group 2A ('*Probably Carcinogenic* to humans') or Group 2B ('*Possibly Carcinogenic to Humans*');
- without substances or mixtures classified by the ACGIH ('The American Conference of Governmental Industrial Hygienists') as belonging to Category A1 ('*Confirmed human carcinogen*') or Category A2 ('*Suspected human carcinogen*') or Category A3 ('*Confirmed animal carcinogen with unknown relevance to humans*');
- without substances or mixtures belonging to the so-called POPs ('*Persistent Organic Pollutants*'), PFHxS ('*perfluorohexanesulphonic acid*') and PFHxS-related substances, PFCA C_9-C_{21} ('*perfluorocarboxylic acids containing 9 to 21 carbon atoms in the chain*'), PFOA ('*perfluorooctanesulphonic acid*') and their inorganic or organic salts ('PFOS'), isomers and derivatives;
- without any substance or mixture belonging to the recognised categories of *polybrominated biphenyls* ('*PBBs*') and *polybrominated diphenyl ethers* ('*PBDEs*'), as well as *short-chain chlorinated paraffins* ('*SCCPs*') or *medium-chain chlorinated paraffins* ('*MCCPs*'), *pentachlorobenzene*, *pentachlorothiophenol, hexachlorobutadiene*, *hexabromocyclododecane* and *dichlorane plus*;
- without any substance belonging to the phthalate family, including - but not limited to - *dibutyl phthalate*, *bis(2-ethylhexyl)phthalate*, *benzyl butyl phthalate* and *diisobutyl phthalate*;
- without any substance or mixture recognised internationally as belonging to the bisphenol family, including but not limited to *bisphenol A*, *bisphenol B*, *bisphenol F*, *bisphenol S* and *bisphenol AF*;
- without any substance or mixture classified as *"Prohibited"* by the GADSL (*'Global Automotive Declarable Substance List'*);
- without any substance or mixture containing mercury and its derivatives as defined by the Minimata Convention.

Pirelli requires 100% of suppliers to provide a declaration of all substances contained in all products delivered to Pirelli.

Based on international standards and regulations, as well as on the Pirelli Supplier Code of Conduct, Suppliers must properly identify hazardous substances and chemical mixtures and communicate them to Pirelli, also ensuring that they are handled, used, transported, stored, recycled and disposed of safely. Suppliers are required to educate and train employees and material suppliers on the health, safety and environmental aspects of hazardous materials through the tools and documents required by the above international standards and regulations.

In order to promote social responsibility and business ethics in responsible management, Pirelli requires its suppliers of materials and substances to go beyond compliance with legal provisions by adopting best manufacturing practices and addressing their potential environmental, health and safety issues as required by the highest internationally recognised standards and regulations.

Health & Safety and Environmental Training: HSE Academy

Training is an essential tool to support the culture of safety at work and the achievement of the Group's objectives.

25% of total training delivered by Pirelli in 2025 regarded health and safety at work and environmental topics (24% in 2024). Each site designs, plans and delivers training with regard to the specific risks present, particular needs for updating and fulfilling regulatory obligations, trends in indicators and changes in site activities and processes. The characteristic topics of this training covered general safety and environmental concepts including obligations, responsibilities and protection concepts, the treatment of all work hazards present at the site, operating procedures, life-saving rules (so-called golden rules), emergency procedures, and accident reporting and management procedures.

In addition to training offered locally at every Pirelli location, special mention should be made of Group activities and projects, which simultaneously target several Countries and which allow an alignment of culture and vision, fully benefiting pursuit of the Company's own improvement targets. In this regard, the Health, Safety and Environment Academy was born, the Pirelli Professional Academy dedicated to the in-depth study of Health, Safety and Environment topics and aimed at all Group countries. The Academy offers the "A Day Into HSE" course to the entire company, designed to raise awareness and provide insights into the function's key issues. In addition, it offers in-depth training through e-learning courses or virtual sessions on specific topics such as ergonomics, industrial hygiene, machine safety and environmental matters. In particular, a specialised technical training course with specific certification has been implemented for machine safety, primarily aimed at head office and factory operators.

Health and safety training is ongoing and regularly updated to ensure maximum preparedness and compliance with regulatory and operational requirements and developments.

Programmes for enhancing the safety at work culture

The "Zero Accidents" vision is a precise, strong corporate position supported by a dedicated implementation model. From an industrial point of view, the commitment is pursued through investments aimed at technical improvement of work conditions, while constantly insisting on the cultural and behavioural aspect of all Company players. This approach, together with the involvement and continuous internal dialogue between management and workers, has led over time to a sharp decline in injury rates.

To support the model, again in 2013 the company signed an agreement with DuPont Sustainable Solutions for the global implementation of the "Excellence in Safety" programme. The Programme began in 2014 and is being gradually extended to all Group production sites. In 2022, the programme was expanded by adding an in-depth focus on risk assessment with a related campaign of site assessments concluded in the first half of 2023. The principles of the programme remain applied today.

The most relevant areas of Intervention of the "Excellence in Safety" programme are related to improving safety governance, clarity of tasks and roles, empowerment of all workers, improving communication in the organisation, sharing of objectives, motivation with respect to a common strategy: all of these are substantial issues for a work environment that is appropriate and stimulating, where workers feel involved and valued in safety management. Through information, communication and training, everyone is encouraged to report any anomaly and/or unsafe condition in order to encourage participation in continuous improvement and the removal of any potential cause of accidents. All reports as well as actual or potential incidents are handled according to specific procedures aimed at analysing the causes and defining corrective and risk mitigation actions, involving all functions.

In 2024 Pirelli launched a collaboration with the LHS Foundation to develop the "Leading Health and Safety Value" programme. This initiative aims to enhance leadership in safety among company leaders and production teams, recognising it as a crucial factor in positively influencing behaviour and fostering a stronger safety culture towards achieving the goal of zero accidents. The programme includes a top-down and bottom-up approach through workshops aimed at top management, supervisors, safety champions and workers, who are engaged through specially trained in-house trainers. In support of the implementation, a video message was prepared by the Chief Executive Officer and a dedicated documentary-film made in a production factory. The implementation initially regarded headquarters and was thereafter extended to include the production sites and regions. In 2025, as part of the Leading with Health and Safety Value programme, workshops were held for central functions and the Group's main operational units, and the Train the Trainer path was launched to complete project implementation across all Regions. The programme will continue in 2026 with additional activities in the production sites.

People engagement

Every year Pirelli organises initiatives to raise awareness and promote health and safety issues on the occasion of World Day for Safety and Health at Work (28 April), promoted by the International Labour Organisation (ILO), as well as on World Environment Day (5 June) designated by the United Nations. Each site organised, following common guidelines, events that addressed emotional, rational and communicative aspects, with some countries also involving employees' families.

Additionally, in 2025, the engagement and involvement of the workforce benefited from the global communication campaign, "Safety is Our Value" (launched in 2023), which sees a key role played by the people and safe behaviours introduced in 2023.

In 2025, Pirelli updated its procedures for the management of Health, Safety and Environment relating to contractor suppliers and organised engagement events at its main plants in order to communicate its expectations regarding health, safety and environmental protection.

First aid and occupational health care

All Pirelli production sites are served by occupational first aid and medicine units with free access by employees managed by specialised medical and/or paramedical personnel with autonomous management of the doctor-patient relationship (guaranteeing privacy). These services work in coordination with safety management and emergency functions and company management to provide the necessary support for general risk prevention actions and ensure the necessary health surveillance to protect workers. These garrisons do not only focus on occupational medicine issues but also offer health care extended to all personnel in compliance with local regulations. This is an ongoing activity, ensuring the presence and availability of health services to support the health and well-being of employees constantly and permanently.

Artificial Intelligence support for risk prevention

In 2023, Pirelli started developing the application of Artificial Intelligence to the health and safety alerts database. The goal of this project is to enhance the analytical capabilities of HSE users, particularly by identifying significant events that might otherwise go unnoticed due to the large volume of alerts. This approach is aimed at making the data, collected from all the sites of the Group, manageable and useful for predictive and preventive activities as well as the extraction of key information, indicative of the areas of greatest risk, aimed at improving analysis at both local and overall Group level.

The tool was developed through training with a technical glossary, multiple hours of end-user interviews, and a labelling phase. In July 2024, the summarisation tool was released. In March 2025, a "chatbot" tool was launched, enabling real-time interaction with the database. In 2025, AI-based technology was implemented to analyse camera images in real time, detecting not only at-risk behaviours and situations but also recognising safe behaviours. The integration of AI with the centralised database enables the real-time collection and analysis of data relating to operational risks and workplace behaviours, thereby improving the timeliness of emergency response and making it possible to identify critical situations to be addressed through preventive action.

METRICS related to health and safety in own workforce

The performance reported below is for 2024 and 2025 and covers the same scope as the Group's consolidation.

As indicated in the Business Plan and described in the "TARGETS in health and safety of own workforce" paragraph above, Pirelli has envisaged achieving a value of about 1 for the injury frequency index by 2025 and of less than 1 by 2030.

The Injury Frequency Index is calculated as the "Lost Time Index Frequency Rate - LTIFR", i.e. considering the sum of injuries with at least one lost working day, weighted per one million hours worked.

In 2025, Pirelli recorded an injury LTIFR of 1.21 (1.41 in 2024), referring to 1,000,000 hours worked[157], which makes for a 14% reduction in 2025 compared with 2024.

The most representative injuries concern events related to contusions, cuts, fractures and sprains.

	EMPLOYEES	NON-EMPLOYEES	EMPLOYEES	NON-EMPLOYEES
	2024		2025	
Percentage of personnel in the company's workforce that are covered by a health and safety management system based on legal requirements and/or recognised standards or guidelines	88%	80%	90%	78%
Number of deaths in the workforce due to work-related injuries and illnesses	0	0	0	0
Number of recordable work-related injuries for the company's workforce	81	0	68	1
Rate of recordable work-related injuries for the company's workforce	1.41	0	1.21	2.16

In 2025, the number of commuting accidents that occurred during transport organised by the company was 42 (in 2024, 23).

It is also reported that, in line with 2024, in 2025, there were no work-related deaths among contractors.

The LTIFR relating to injuries involving employees of suppliers operating at the Group's production sites in 2025 stood at 0.89, representing a decrease of approximately 13% in 2025, compared with the 2024 figure of 1.02.

S2 WORKERS IN THE VALUE CHAIN

MATERIAL IMPACTS, RISKS AND OPPORTUNITIES RELATED TO ORKERS IN THE VALUE CHAIN AND THEIR INTERACTION WITH THE STRATEGY AND THE BUSINESS MODEL

Pirelli is committed to responsible sourcing practices, respecting human rights and decent working conditions throughout the supply chain. In this context, the following material impacts emerged from the Double Materiality analysis:

- *Compliance with contractual rules, freedom of association, job stability, adequate working conditions, and equal treatment for the workforce of Pirelli suppliers*
- *Training and development of skills throughout the entire working life of employees of suppliers*
- *Workers throughout Pirelli's value chain, both upstream and downstream, could be exposed to health and safety risks that could cause work-related ill health and injury of various entities.*
- *Violation of human rights at Pirelli suppliers, e.g. through the use of child or forced labour.*

The integration of social, environmental and governance aspects into sustainable procurement management is a core element of Pirelli's management model, which has been attested by an independent third party (SGS S.p.A.) as being fully aligned with the ISO 20400 standard.

The following paragraphs describe Pirelli's strategy to manage material impacts. In the social area, Pirelli's strategy, which integrates sustainability and respect for human rights as fundamental principles in its procurement processes, aims to generate positive impacts on workers in the value chain and to mitigate potential negative impacts in health and safety, as demonstrated by the findings of the double materiality analysis (the analysis in fact revealed a negative impact of potential exposure to health and safety risks). These negative impacts can mainly be traced to individual, rather than systemic, incidents, which can occur in supplier and partner operations throughout the value chain. To this end, Company policies, including the Supplier Code of Conduct, provide for monitoring and control mechanisms, such as on-site ESG audits, aiming to guarantee that working conditions are adequate and to prevent any human rights violations along the entire value chain.

157. Frequency Index (FI): Σ(Fatal incidents + Serious lost-time incidents + Lost-time incidents) x 1,000,000 / hours worked; if calculated based on 200,000 hours worked, the 2025 index is 0.24.

In this context, Pirelli bases its activities on compliance with the universally established Human Rights, as fundamental and indispensable values of its culture and business strategy, working to manage and reduce potential risks of violations and in order to avoid causing – or contributing to causing – adverse impacts to these rights in the international, multicultural, socially and economically diverse context in which it operates.

"Workers in the value chain" refers to employees of Pirelli's suppliers operating at the Suppliers' sites and the employees of suppliers involved in operations at the Group's production sites (e.g. maintenance workers, canteen services).

At the same time, the results of the audits and the dialogue with stakeholders make it possible to identify areas for improvement and to define increasingly targeted initiatives and concrete activities, which make it possible to verify compliance with contractual rules and promote the protection of freedom of association, employment stability, adequate working conditions and equal treatment for the workforce of Pirelli's suppliers, as well as to disseminate positive practices concerning training and skills development throughout workers' working lives (positive impacts identified in the double materiality analysis). These initiatives, detailed below, are mainly implemented through:

- on-site audits of suppliers to check compliance with regulations on human rights, labour, contracts and health and safety as well as the requirements contained in the Supplier Code of Conduct and Pirelli's Policies;
- direct advice during audits to identify and implement plans to remedy non-conformities;
- ESG training sessions on human rights and sustainable management for suppliers of raw materials and strategic goods;

Pirelli directs its attention to the entire workforce of its suppliers, while recognising the differing materiality of human rights violation risks across product categories and with reference to the various local contexts in which, or from which, goods and services are procured. Such goods and services also present differing levels of economic materiality in relation to the Group's total procurement spend. In this regard, raw materials are those that, on a cross-cutting basis, present high materiality both in economic terms, as they account for a significant share of total procurement expenditure, and because they are often produced in regions (primarily MEAI, LATAM and APAC) and industrial sectors that entail a higher potential risk of human rights violations (as well as breaches of environmental protection and business ethics regulations).

Further details on the Policies and specific actions implemented by Pirelli to create positive impacts on workers in the value chain are provided in the dedicated sections in the following paragraphs. For an in-depth look at the supply chain management model, the content of sustainability clauses, details of on-site audits, as well as information on Conflict Minerals and Natural Rubber, please refer to the "Management of relations with suppliers" paragraph in the "Governance Information" section.

INTERESTS AND OPINIONS OF WORKERS IN THE VALUE CHAIN

To incorporate the interests and perspectives of workers in the value chain into the company's strategies and business model, Pirelli aligns with initiatives and frameworks designed to ascertain market expectations and best practices. These include the United Nations Global Compact, which supports the ongoing coverage and updating of human and labour rights governance, as well as, since 2004, the SA8000® Standard as reference tool for managing human rights in the Company and in the supply chain and applying relevant international ILO regulations. Additionally, Pirelli integrates the UN Protect, Respect and Remedy Framework into its strategies, draws the OECD Guidelines on Due Diligence and the recommendations contained in the United Nations Guiding Principles on Business and Human Rights.

The effectiveness of worker engagement activities within the value chain is assessed during periodic audits and social compliance verifications conducted at suppliers' premises, as well as through analysis of the results of self-assessment questionnaires and monitoring of the implementation of agreed improvement plans. The assessments consider suppliers' ability to adopt corrective measures and to maintain standards consistent with the relevant international principles, ensuring continuous improvement in labour management practices throughout the supply chain. At the same time, for workers considered particularly vulnerable to specific impacts, such as those employed in high-risk countries or in sectors characterised by greater exposure to human rights violations, Pirelli adopts a risk-based approach, which includes on-site audits and direct interviews with personnel aimed at understanding workers' perspectives and actual working conditions. The information gathered contributes to the definition of targeted preventive and corrective measures intended to strengthen the protection of human rights and compliance with working conditions throughout the entire value chain.

The feedback received guides the corporate strategy, supporting the Sourcing Excellence function in identifying priority areas for action, with a focus on issues such as human rights, occupational health and safety.

Respect for Human Rights and management of the related risk of violation are integrated into all purchasing processes, with specific monitoring of suppliers in higher risk countries. This approach protects workers, strengthens sustainability and drives the business model towards a responsible and inclusive system.

PROCESSES TO INVOLVE WORKERS IN THE VALUE CHAIN AND TO REMEDY NEGATIVE IMPACTS, INCLUDING CHANNELS FOR WORKERS IN THE VALUE CHAIN TO RAISE CONCERNS

As already stated, Pirelli has clear and structured processes to identify and address any negative impacts that could affect workers in the value chain. In fact, by conducting due diligence, the Company is committed to identifying critical issues related to labour rights and international regulatory compliance, and where non-compliances are identified it requires suppliers to develop remedial plans to address the issues raised. These plans include actions and deadlines designed to improve working conditions and restore appropriate standards. The implementation of these plans is monitored through regular follow-ups, conducted by independent auditors, to ensure the full implementation of the agreed measures.

In the context of Due Diligence, the Company implements structured initiatives that serve as tools for engaging with its suppliers and aim to assess the social responsibility of its suppliers both at the selection stage as well as periodically, and to address the actual and potential impacts on workers in the supply chain. These include:

→ **Human Rights Risk Assessment**

The Human Rights Risk Assessment is the tool used to assess the potential Human Rights and Labour risk of the entire supply chain, cross-referencing sector and country risk. This tool allows Pirelli to identify priority areas on which to intervene through the most appropriate mitigation and prevention actions. For more information, see the dedicated section “Human Rights Risk Assessment” in this chapter.

→ **Specialised third-party assessment**

On-site sustainability (ESG) audits of the Annual Audit Campaign are an essential tool for gathering information from suppliers, through observations, interviews with workers and process analysis. These audits conducted at suppliers’ operative sites include direct interviews with workers and their representatives, aimed at collecting feedback on working conditions and respect for human rights. This process is a crucial tool to monitor and evaluate the impact of Pirelli’s activities on workers in the value chain. The results of these interviews are incorporated into the ESG risk assessment to evaluate the current risk associated with the supplier and guide the development of appropriate mitigation measures to be implemented by the company.

In addition, for prospective suppliers of raw materials and high value-added goods, Pirelli conducts a preliminary third-party ESG audit at the potential supplier’s site as part of the qualification/approval procedure. This audit is aimed at verifying the potential supplier’s level of compliance with the principal national and international regulations relating to Human Rights and Labour (as well as environmental legislation and business ethics standards) and, where necessary, initiating remediation plans followed by third-party follow-up activities before the supplier is qualified and/or the material is approved for Pirelli’s use.

In turn, ESG assessments carried out through the EcoVadis platform represent a broad-based tool for evaluating the sustainability profile of existing suppliers, although the outcomes of on-site third-party audits prevail over the related results.

→ **Training and capacity building of the Supply chain on human rights:**

Pirelli promotes ongoing training initiatives for suppliers, rolled out in phases based on the associated risk category, to raise awareness of human rights and improve working conditions. These activities help to strengthen the awareness and skills of workers along the value chain. For more details, reference should be made to the following paragraph, “Training along the Supply Chain”.

→ **Reporting channels for Suppliers and supply chain workers**

Pirelli ensures that its suppliers are aware of the reporting mechanisms available to them, as described in the Supplier Code of Conduct, which all suppliers are required to read and understand during the qualification phase. The Code indicates the Pirelli reporting procedure (Whistleblowing Policy) and requires suppliers to establish appropriate training measures to ensure that their employees, as well as their supply chain, have an adequate level of knowledge and understanding of the contents of the Code. In addition, the Pirelli Supplier Code of Conduct calls for Suppliers to in turn adopt whistleblowing and/or reporting mechanisms that allow for complaints and comments from both internal and external stakeholders to be raised, even anonymously, without any retaliation, and to take appropriate action to resolve identified problems.

Pirelli’s Whistleblowing Policy forms part of its contractual purchasing clauses and is published on Pirelli’s website for all stakeholders, including workers within the supply chain. Through this mechanism, they may report any actual or suspected breaches of the Pirelli Supplier Code of Conduct and/or any applicable legislation via the dedicated Integrity Line (https://pirelli.integrityline.com/).

Lastly, with specific regard to the natural rubber supply chain and in consideration of its particular characteristics, for which a dedicated “Pirelli Sustainable Natural Rubber Policy” has been adopted, in addition to the Whistleblowing reporting channel, Pirelli provides a dedicated grievance procedure aligned with the principles of the GPSNR. This procedure is set out within the Policy itself, which is available on the Company’s website.

For more detailed information on the Whistleblowing procedure and on the control, monitoring and management of whistleblowing reports, see the section “Governance Information”, paragraph “Whistleblowing Policy”.

Operational responsibility for Supplier involvement lies with the Group Purchasing Department, which works together with the Sustainability Department. Within the Sourcing Excellence function, Pirelli manages the ESG aspects of the supply chain, monitoring performance and risks,

implementing training and capacity building initiatives for suppliers, and supporting them in mitigating ESG risks.

In addition to the frameworks already mentioned in the previous section, with specific reference to possible global framework agreements, please refer to the information on the European Works Council (EWC) described in the "S1 Own workforce" - "Processes for engaging the Company's workers" paragraph, which deals with transnational agreements related to human rights and relations with workers' representatives.

WORKING CONDITIONS AND RESPECT FOR HUMAN RIGHTS ALONG THE SUPPLY CHAIN

On the basis of the material impacts identified through the double materiality analysis with regard to the management of working conditions and the respect for human rights of workers across Pirelli's value chain, the Group adopts specific policies, defines targets and develops activities and initiatives aimed at safeguarding these matters.

The existing activities and controls are outlined in the following paragraphs.

POLICIES for the management of working conditions and respect for human rights along the Value Chain

The activities described in the preceding paragraph are also aimed at making the commitments contained in Pirelli's Policies fully operational, which underpin the Company's sustainable supply chain management system.

Pirelli Policies are prescriptive with respect to the requirements of respect for human and labour rights by suppliers. In particular, the Pirelli Suppliers Code of Conduct, which is an integral part of the purchasing contract applied by Pirelli, requires suppliers to operate in compliance with national, international, regional and/or local laws, including collective labour agreements, where applicable, as well as international standards defined by the United Nations and the International Labour Organisation or other organisations (e.g. local International Organisation for Standardisation, the "ILO Declaration on Fundamental Principles and Rights at Work and its Follow-up" and to align their due diligence process with the requirements of the United Nations Guiding Principles on Business and Human Rights. The Code details, among other things, what is required of Pirelli's suppliers in the area of human and labour rights and, specifically, in the areas of labour contracts, working hours, prohibition of child labour, prohibition of forced labour and modern slavery (so-called Modern Slavery: human trafficking, serfdom, debt bondage, etc.), passport management, occupational health, safety and hygiene (including in terms of the use of materials and chemicals that may be hazardous), non-discrimination, equal pay for work of equal value, freedom of association and collective bargaining, rights of indigenous peoples and prevention of conflicts over land, privacy, internal security regulations. The Supplier Code of Conduct details the due diligence system applied by Pirelli, including, as described above, the reporting system - Whistleblowing - that Pirelli makes available to Stakeholders, and, at the same time, that required of suppliers and throughout the supply chain. The clauses also require confirmation that the Goods and Services supplied or to be supplied to Pirelli under the Contract and/or Orders do not contain and will not contain for the entire duration of the supply any Conflict Minerals (3TG, Mica, Cobalt, etc.). Pirelli contractually reserves the right to suspend or terminate the contractual relationship in the event of non-compliance with the Code of Conduct, and/or refusal to enter into a repayment plan, or failure to implement an agreed repayment plan.

In addition to the Pirelli Supplier Code of Conduct, the issue is dealt with in the Sustainable Natural Rubber Management Policy, whose content, in line with the Policy Framework of the Global Platform for Sustainable Natural Rubber (GPSNR), expressly calls for a commitment to respect universal human rights and protect the health, safety and welfare of workers. For more details on the policy and on the commitment with the GPSNR see the "Environmental Information" section, "E4 Biodiversity and Ecosystems" paragraph.

Further Pirelli policies reiterating these commitments, which suppliers are required to comply with and, specifically, to implement through an analogous management model within their own supply chains, include:

- The Global Human Rights Policy, which requires respect for workers' rights and the provision of written employment contracts, reasonable working hours, fair and decent wages (including providing for equal pay, e.g. between men and women, for work of equal value) and adequate compensation for overtime for employees in accordance with applicable laws and regulations and collective bargaining agreements, where applicable. The Policy also requires respect for freedom of association and collective bargaining, responsible supply chain management, and the establishment of a reporting channel for potential violations, ensuring confidentiality and a zero-tolerance approach to any form of retaliation.
- The Health, Safety and Environment Policy which requires to protect the health and safety of workers (and the environment) and, in particular, to:
  - govern its activities in full compliance with the applicable international, national and local laws and regulations on health and safety at work and all the voluntary commitments signed, as well as in line with the highest international management standards;
  - pursue the objectives of 'zero accidents' and 'no personal injury' in the workplace;
  - define, monitor and communicate to its Stakeholders specific objectives for continuous improvement of health and safety at work;
  - develop and implement emergency management programmes aimed at preventing harm to the environment in the event of accidents;
  - empower, train and motivate its workers to work safely, involving all levels of the organisation in a continuous programme of training and information, aimed at promoting an occupational health and safety culture and ensuring that the company's responsibilities and procedures in these areas are appropriately updated, communicated and understood;
  - promote consultation and participation of workers and their representatives in matters of health and safety at work;
  - provide for consultation and participation of workers and their representatives in matters of occupational health and safety.

The Policy explicitly requires Pirelli's suppliers to adopt the same responsible approach at their sites and throughout the supply chain, ensuring occupational health and safety in compliance with international standards and the laws and regulations of the countries where they operate, as detailed in the Pirelli Suppliers' Code of Conduct.

These Policies reaffirm Pirelli's commitment to manage these areas in compliance with applicable international standards, including but not limited to the United Nations International Bill of Human Rights and the International Labour Organisation's (ILO) Declaration on Fundamental Principles and Rights at Work, as well as the relevant applicable conventions, which all suppliers are required to respect.

For more information on the Group's Policies, refer to the paragraph entitled "*Main policies for the management of material IROs*".

Finally, with particular attention to the health and safety aspects, specific occupational health and safety management criteria are also applied to all suppliers, detailed in Article 2.7 of the Pirelli Suppliers' Code of Conduct, which is published on the company website and forms an integral part of the purchase contract clauses, as described in the paragraph "Management of relations with suppliers" to which reference is made. In accordance with the provisions of article 4.1 of such Code, moreover, based on international standards and regulations, Suppliers must properly identify hazardous substances and chemical mixtures and communicate them to Pirelli, also ensuring that they are handled, used, transported, stored, recycled and disposed of safely. Suppliers are required to educate and train employees and material suppliers on the health, safety and environmental aspects of hazardous materials through the tools and documents required by the above international standards and regulations.

ACTIONS for the management of working conditions and respect for human rights along the Value Chain

Human rights risk assessment

In 2025, as part of its commitment to the annual review of the ESG risks in the supply chain, Pirelli updated the potential human and labour rights risk assessment along the entire supply chain (12,510 unique suppliers), which forms the basis of the risk-based approach underpinning Pirelli's Due Diligence process.

The Ecovadis IQ+ tool was used for desk risk assessment of the potential Human Rights and Labour risk of the supply chain, which, for each supplier, evaluates sector and country risk by considering issues such as human rights; child labour, forced labour and human trafficking; diversity, equity & inclusion(including pay equity), discrimination and harassment; human rights of external stakeholders; employee health and safety; working conditions; social dialogue, which considers the presence of recognised worker representatives and collective bargaining; career management and training.

The risk assessment was conducted by the Purchasing department and shared with Enterprise Risk Management and Sustainability, in line with the Group's ERM model, and applies a risk scale from 1 to 4 (where 1 = low risk, 2 = medium risk, 3 = high risk and 4 = very high risk). For more detailed information on the risk assessment process, please refer to the "Governance Information" section, "ESG Risk Assessment" paragraph.

This analysis specifically enabled the identification of geographical areas and production categories (sector risk) most exposed to potential risks of human and labour rights violations. The assessment made it possible to identify the suppliers that required priority intervention by implementing the most appropriate mitigation and prevention actions.

The results of the analysis show that the countries with the highest incidence of suppliers with an associated high/very high potential risk are mainly concentrated in the LATAM and APAC regions; while in the Europe region the risk was generally medium to low. With regard to potential risk associated with procurement categories, the Indirect and Raw Material categories show a medium-to-high level of potential risk.

Based on the findings of the assessment conducted through EcoVadis IQ+ and on the materiality of procurement spend, suppliers identified as presenting a high or medium potential risk are subject to either an on-site audit or an EcoVadis desk assessment in order to identify their current risk profile. The priorities guiding the assessment of current risk are aligned with Pirelli's public targets, as outlined in the section "Targets for the Management of Working Conditions and Respect for Human Rights across the Value Chain".

The results of the Risk Assessment conducted in 2025 are at the base of 2026 mitigation and prevention actions, with the aim of prioritising verification, monitoring, awareness-raising and training actions to intervene in an increasingly targeted manner on suppliers that might not be in line with Pirelli's provisions, and required in the Supplier Code of Conduct, regarding human rights and labour protection, in line with Pirelli Due Diligence process.

The effectiveness of ESG audits is monitored through non-compliance follow-ups by third party and corrective actions; specifically, remedial plans are checked to ensure that they are implemented correctly and in a timely manner. Finally, audits conducted in subsequent periods, and their findings, allow the assessment of the effectiveness of the remedial actions that have been implemented.

Specifically, 1,443 Tier 1 suppliers and contractors, corresponding to 11.5% of the total of these categories, were assessed on human rights by a third party in the last three years.

Of these, following an actual risk assessment, performed by means of onsite audits or Ecovadis desk assessment, in 17% of cases, risks were identified and in 100% of the latter, remedial plans have been activated.

For details on the qualitative and quantitative targets in the supplier chain, refer to the section "Governance Information" and specifically, the paragraph entitled "Sustainability elements in the purchasing process: Labour, Human Rights, Environment, and Business Ethics" and the paragraph entitled "Training & Capacity Building on human rights" of this section.

Conflict minerals management

"Conflict Minerals" are normally defined as any mineral mined, refined or traded under conditions of armed conflict and human rights violations, mainly in the Democratic Republic of the Congo, but also in any conflict-affected or high-risk area.

The concept of Conflict Minerals was introduced by Section 1502 of the Dodd-Frank Act, a United States federal law, in 2010. "Conflict minerals" means gold, columbite-tantalite (coltan) cassiterite, wolframite and their derivates like tantalum, tin and tungsten that come from (or are extracted in) the Democratic Republic of Congo and/or bordering Countries. Such minerals are commonly called "3TG" (Tungsten, Tin, Tantalum, Gold).

The objective of the Conflict Mineral Rules is to discourage the use of minerals whose sale might finance violent conflicts in Central Africa where serious violations of human rights have been recorded for many years. Under Conflict Mineral Rules, listed companies in the United States are required to perform reasonable due diligence in tracing the provenance of these materials and reporting the findings to the SEC and publishing them on their website, with the first report to be published by 31 May 2014 (relating to 2013) and subsequently updated each year.

In turn, the European Institutions in May 2017 approved the 2017/821 Regulation (subsequently amended by Regulation (EU) 2020/1588), which "establishes duties in terms of due diligence in the supply chain for EU importers of tin, tantalum and tungsten, their minerals, and gold, originating in conflict zones or at high risk". The new provisions came into force in January 2021.

Pirelli addresses the management of this issue through a process of risk identification and mitigation. This process is aligned with that indicated by the Organisation for Economic Co-operation and Development (OECD), with particular reference to the "OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas".

This process consists of different points:

- annual traceability of Conflict Minerals in the raw materials in the supply chain, aimed at identifying the origin of the minerals up to the mines or smelters and the existence of any Conflict Minerals. The scope of perimeter refers to raw materials received in the Group's production plants and approved, according to the quality system, to be used in the production cycle as defined by the BOM (Bill of Material) for Pirelli tyres;
- assessment of the real necessity for use according to the safety and performance requirements of Pirelli products;
- annual survey of suppliers eligible for reporting associated with Conflict Minerals, using the tools defined by the Responsible Minerals Initiative (RMI), in particular through tools such as the Conflict Minerals Reporting Template (CMRT) for 3TG and the Extended Minerals Reporting Template (EMRT) for other conflict minerals such as Cobalt and Natural Mica. The survey is launched in July of the tax year, based on raw material input data from the first six months of the year, and completed in the first months of the following year when raw material and supplier data are consolidated for the tax year of interest;
- analysis and mitigation of risks at Smelter/Refiner (SOR; Smelters Or Refiners) level by verifying compliance with the standards set by the Responsible Minerals Assurance Program (RMAP), also considering the search for alternative sources of supply to support risk mitigation.

Pirelli does not have direct relationships with Smelters/Refiners but rather purchases materials from suppliers that, in turn, have Smelters/Refiners upstream in their supply chain. Pirelli is committed, and works with its supply chain, with the objective of sourcing materials containing exclusively 3TG minerals, cobalt and natural mica from Smelters/Refiners that have successfully undergone independent third-party audits certifying their compliance with RMAP standards.

In addition to the Conflict Minerals Policy, Pirelli expresses its position on the management of the issue in a section dedicated to it in its Global Human Rights Policy, where it is stated that the Company "*requires its suppliers to ensure the commitment to carry out proper due diligence as part of its supply chain in order to certify that products and materials provided to Pirelli are "conflict free" along the entire supply chain (i.e. that they do not come from mines or foundries operating in conflict zones identified as such by the applicable legislation on "conflict minerals" unless they are certified as "conflict free"*). Pirelli reserves the right to discontinue the relationship with suppliers in case of clear evidence of supply of minerals from conflict and in any event in the case of violation of Human Rights".

The above is further set out in the Pirelli Suppliers' Code of Conduct, which is in turn an integral part of the General Terms and Conditions of Purchase. Purchasing (of both Materials and Goods and Services) whose objective is not to purchase Materials, Goods or Services containing "Minerals from Conflict Zones" unless they are certified as "Conflict Free". All this is explicitly highlighted by a dedicated clause that Pirelli asks Suppliers to sign: for example, in the case of Materials, this clause reads:

The Supplier represents and warrants that the Goods and Services supplied or to be supplied to Pirelli under the Contract and/or the Orders do not contain and shall not contain for the entire duration of the supply any Conflict Zone Minerals.

The Supplier undertakes:

(i) to provide Pirelli with a comprehensive description of the procedures and tools that have been implemented to ensure that the Goods and Services and the parties involved in the supply of the different components of the Goods and Services do not contain Conflict Minerals;
(ii) to maintain an active due diligence programme to identify and track all Minerals from Conflict Zones in

its supply chain based on Organisation for Economic Cooperation and Development (OECD) and Responsible Minerals Initiative (RMI) procedures and tools;

(iii) to supply 3TG Minerals, Cobalt and Natural Mica from smelters that have been classified as "Conformant" (as described in https://www.responsiblemineralsinitiative.org/responsible-minerals-assurance-process/ and https://www.responsiblemineralsinitiative.org/facilities-lists/);

(iv) to complete, for each type of Good and Service provided under the Contract or Orders, the latest version of the "Conflict Minerals Reporting Template" (CMRT), downloadable at https://www.responsiblemineralsinitiative.org/reporting-templates/cmrt/, and the "Extended Minerals Reporting Template" (EMRT), downloadable at https://https://www.responsiblemineralsinitiative.org/reporting-templates/emrt/, and to send the same by e-mail to conflictminerals@pirelli.com;

(v) to send the documents referred to in (iv) updated annually (always) or in the event of any change in the composition and/or parts/components and/or production process of the Goods and/or Services supplied, and/or any change in the list of foundries and/or the "Conformant" classification status referred to in (iii).

In the event of breach by the Supplier of any of its obligations under this clause, Pirelli may suspend performance of the Contract and/or Order with immediate effect, without prejudice to its right to terminate the Contract(s) and/or Order(s) and exercise any remedy provided by law.

Over the years, Pirelli has progressively strengthened its model of management and mitigation of the risk associated with Conflict Minerals, extending its scope from the so-called "3TG" minerals (tin, tantalum and tungsten, their ores, and gold) to include, on a voluntary basis, first Cobalt (from 2019) and, from 2022, also Natural Mica.

This extension has been linked to an increasing focus on Cobalt, used in the Lithium-ion batteries that are an integral part of electric vehicles, mobile phones and laptops. The focus on Cobalt is motivated by three main reasons: the growing worldwide demand for this mineral, the fact that its extraction is concentrated in the Democratic Republic of Congo, which holds about 60% of the world's reserves[158], and the existence of numerous reports associating Cobalt mining with the risk of negative social (e.g., child labour, human rights violations) and environmental impacts.

Similarly with regard to Natural Mica (used on a large scale in cosmetics and paints), numerous reports indicate that the extraction and processing of the mineral, concentrated in India and Madagascar and heavily reliant on manual often artisanal and low-scale processes, is often associated with illegal activities, child labour and dangerous and unhealthy working conditions.

In relation to the aforementioned conflict minerals, in any case, it is useful to point out that the materiality of the subject for Pirelli products is decidedly small: e.g., the total volume of minerals (3TG) used by Pirelli Tyre in a year weighs less than one tonne, a quantity less than one millionth of the volume of raw materials used annually by the Company and which is equally distributed among most tyres produced. To give an example, a tyre weighing 10 kg contains about 10 mg (milligrams) equivalent of tin, in the extremely low concentration of 1 ppm (one part per million).

Despite the negligible amount of these minerals in relation to the volume of raw materials used, their presence inside tyres is of significant technical importance, contributing to their safety and performance. The CMRT and EMRT survey carried out in 2025 was submitted to all suppliers, covering the entire "Conflict Minerals" risk associated with the tyres produced by the Group and the related total revenue. The investigation led to no evidence of critical issues in the supply chain related to 3TG, Natural Mica and Cobalt.

Global Platform for Sustainable Natural Rubber (GPSNR)

Pirelli's participation as a founding member in the Global Platform for Sustainable Natural Rubber (GPSNR) is particularly relevant. This platform aims, among other things, to support the sustainable development of the natural rubber business globally, benefiting the entire value chain through shared tools and initiatives based on respect for human and labour rights. For more information on the platform, see the "Environmental Information" section, "E4 Biodiversity and Ecosystems" chapter.

With specific regard to the workers of suppliers of raw materials and high value-added goods, among the activities of the Global Platform for Sustainable Natural Rubber – GPSNR, in 2024 and in several months of 2025, Pirelli took part in the "Smallholders Representation and Capacity Building (SCB) Working Group" to represent small landowners, which continued activities aimed at developing a capacity-building strategy for smallholder farmers and Business Plantations. This initiative played a strategic role in integrating the interests and opinions of workers in the Natural Rubber supply chain.

TARGETS for the management of working conditions and respect for human rights along the Value Chain

As part of the management of its relationships with suppliers, in updating its Strategic Plan in March 2024 Pirelli defined an ESG assessment target (including human and labour rights) for suppliers identified as presenting a potentially medium or high ESG risk, based on the findings of the annual ESG risk assessment and the materiality of supplier spend. The rationale of the target is to progressively reduce potential high and medium risks to a low current risk level through targeted assessments and any corrective measures implemented as a result of such assessments. The supplier base subject to assessment is updated each year in line with the findings of the most recent annual ESG risk assessment of the supply chain and is combined with a Group-level materiality threshold for procurement spend (set at 1 million euros in 2025).

158. Global Critical Minerals Outlook 2024.

The 2025 target required that 96% of total spend relating to suppliers identified as relevant in terms of expenditure and classified as having medium to high potential ESG risk be subject to an ESG assessment, and this target was exceeded, reaching in 2025 coverage of 98.4%, an increase of 5 percentage points compared with the previous year, for suppliers with high potential ESG risk and 96.4% (versus 86% in 2024) for those with medium potential ESG risk. This percentage is expected to reach 100% by 2027. The supplier base considered in 2024 derived from the risk assessment conducted at the end of 2023, while the supplier base used in 2025 derived from the risk assessment conducted at the end of 2024. The same approach will be followed in the coming years.

It should be noted that this target is in addition to the ordinary assessment activities carried out through local audits or via the EcoVadis platform, involving suppliers across all categories and applying local spend thresholds that are significantly lower than the threshold considered at total Group level.

More information on the ESG Supplier Assessment target can be found in the section "Governance Information", paragraph "Supplier relationship management".

TRAINING ALONG THE VALUE CHAIN

The material impact that emerged from the double materiality analysis in terms of training and skills development throughout the working life of the suppliers' workers reflects Pirelli's commitment to the growth and awareness of its suppliers on sustainability issues, fostering a positive impact on people and communities.

The existing activities and controls are outlined in the following paragraphs.

POLICIES for the management of training along the value chain

Pirelli believes that training, access to knowledge and understanding of the rules and principles relating to human rights, the values underlying them and the mechanism for their protection is of fundamental importance, both within the company and in the value chain.

Training across the supply chain is in fact central to the supplier capacity-building objectives set out in the Business Plan, as described below.

Of primary importance is the commitment required of suppliers, within their own organisations, to provide training to their workforce.

- In this regard, the Pirelli Supplier Code of Conduct requires suppliers to establish training measures for their employees and along the supply chain that ensure an adequate level of knowledge and understanding of the contents of the Code, as well as to provide adequate training and information programmes to educate and engage their workforce on risk management and health and safety protection measures.t
- the Policy on Sustainable Natural Rubber states, among the various aspects covered, Pirelli's commitment to fostering positive impacts in terms of training and skills development throughout the working life of workers of suppliers. The Policy highlights how Pirelli offers training courses and materials to the various levels of its natural rubber supply chain, as well as to its employees involved in the purchasing process.

In addition, Pirelli activated internally, through its Purchasing Academy, specific training sessions on ESG management addressed to the Purchasing Department and its buyers, as well as to other internal stakeholders involved in the procurement process.

For more information on the Group's Policies, refer to the paragraph entitled "*Main policies for the management of material IROs*".

ACTIONS for the management of training along the value chain

Training, Capacity building & Engagement – Business & Human Rights & Nature & Biodiversity

Pirelli believes that training, access to knowledge and understanding of the rules and principles relating to human rights, the values underlying them and the mechanism for their protection is of fundamental importance, both within the company and in the value chain. In line with the objectives set forth in the Business Plan, with reference to the supply chain, in 2024, Pirelli had implemented a Business and Human Rights training course offered to 100% of Raw Materials and Capital Goods suppliers considered ongoing and strategic for the Group. In 2025 and again in line with the provisions of the Business Plan, the Company offered the same training also to 100% of suppliers in the other product categories identified as high potential risk through the Risk Assessment ESG analysis, which combines Country Risk and Business Sector Risk. In addition, in 2025 strategic Raw Materials and CapEx suppliers that had been added to the Company's vendor register following the 2024 training were also involved, thereby ensuring that in 2025 the training offering maintained effective and current coverage of 100% of suppliers within those categories. All those involved were asked to participate in the training, involving the three internal corporate functions considered key in the management of Human Rights, namely Purchasing, Human Resources and Sustainability.

The course was structured in three modules, with the objective of building "capacity" among suppliers, giving them the essential information that will enable them to effectively manage the issue in compliance with current international regulations and guidelines, and of which Pirelli calls for application, such as the ILO international regulations, the OECD Guidelines on the duty of vigilance, and the recommendations contained in the United Nations Guiding Principles on Business and Human Rights, implementing the Protect, Respect and Remedy Framework.

The course focused on explaining how to create a Management Model, from Governance to Policies, including identifying the necessary processes, how to carry out risk

assessments, how to perform due diligence, and providing practical examples of remedial measures, explaining the importance of engagement with stakeholders, and illustrating reporting practices through tangible examples.

At the end of the course, which ended in December 2025, an Attestation Form was issued to each participant supplier.

With a view to impacting the upstream chain, Pirelli has also asked Suppliers to cascade the course within their organisation and their supply chain. To this end, and to facilitate this activity, Pirelli offered to Suppliers who have completed the course the opportunity to download free of charge all the material, insert their own logo and make it their own, so that they can capitalise on the result of a significant training investment, without having to recreate it, so that they have the course ready for application within their own organisation and to their supply chain. This approach aims to facilitate the extension of the positive impact of training in terms of reach.

Equally important are the "capacity building" activities that were carried out in 2025 for about 558 suppliers, both in the area of training on human rights management and in the area of management strategy and reduction of carbon emissions impacts. Of these, 54% falls within the scope of significant suppliers, meaning those with potential ESG risk and/or those considered business-critical.

In addition to the already established training and capacity-building programme on Business and Human Rights, in 2025 Pirelli implemented a further e-learning training programme focused on Biodiversity and decarbonisation. Reference should be made, respectively, to the paragraphs "Biodiversity Training for 100% of Raw Materials and CapEx Suppliers" and "Decarbonisation across the Supply Chain" in the Environmental chapter.

TARGETS related to training along the value chain

As established in the 2024–2025 Strategic Plan, in 2025 Pirelli achieved the objective it had set to promote respect for workers' rights within its supply chain, namely to offer human rights training to 100% of suppliers classified as High Risk[159] by 2025. Notwithstanding the achievement of this milestone, the Group continues to work towards a further target by 2027, namely to deliver the "Business and Human Rights Management" training course to 100% of its suppliers classified as Medium Risk[160].

For the definition of High Risk and Medium Risk suppliers, please refer to what has already been described with reference to the ESG Assessment target in the "Governance Information" section, "Management of relations with suppliers" paragraph.

It should also be noted that there is a further target relating to supply chain training in the area of Biodiversity, as described in the section "Biodiversity training for 100% of raw material and CapEx suppliers".

159. The suppliers considered represent all categories with the exception of strategic raw materials and capital goods suppliers, for whom training was provided in 2024
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S3 AFFECTED COMMUNITIES

With reference to the affected communities, the following positive impact Pirelli has on the development of the communities in which it operates was found to be material:

→ *Social cohesion, individual and community development and general well-being of people within the community in which Pirelli operates, through the pursuit of dedicated initiatives.*

Since its foundation, Pirelli has been aware of its important role in promoting civil progress in all the communities where it operates and is committed to engaging in dialogue with local and international communities and organisations to identify targeted and measurable interventions, ensuring that its contributions uphold ethical principles and fundamental rights.

Interaction and positive integration with communities are also instrumental to the Company's growth strategy, within a global and local context characterised by transformations that highlight the importance of supporting the development and resilience of communities themselves, from the perspective of broader impact management along the entire value chain.

The analysis of the socio-economic and environmental contexts in which Pirelli operates, together with engagement with experts and strategic partners, institutions and local stakeholders, makes it possible to identify the specific vulnerabilities of the communities concerned, thereby enabling the assessment of targeted measures to mitigate them.

Culture and Art, education, sport, inclusion and solidarity are at the core of the Company's projects and initiatives in support of its reference Communities, in compliance with the needs identified and in line with the values that have always characterised the Company's identity.

Pirelli for some years now has adopted an internal procedure to regulate the distribution of gifts and direct contributions to the external community, which explains the roles and responsibilities of the functions involved, the operational process of planning, realising and monitoring the initiatives and the disclosures regarding the same. The internal procedure also specifies that no initiatives may be taken in favour of beneficiaries for whom there is direct or indirect evidence of violation of human rights, worker rights, environmental protection or business ethics.

PROCESSES FOR ENGAGING AFFECTED COMMUNITIES

Pirelli engages with communities at various stages of the decision-making process, depending on the nature of the activities and their potential impacts, using participation methods that include structured consultations, periodic meetings, discussion forums, qualitative surveys and dedicated reporting channels. Operational responsibility for ensuring that community engagement is carried out effectively and systematically, and that the outcomes of these activities

are adequately analysed and integrated into decision-making processes, Group Policies and actions, varies according to the type of process carried out. In general, however, the results of the engagement activities carried out by Pirelli are monitored and analysed through various tools, such as satisfaction surveys of the parties involved in the different initiatives. For more information on the activities carried out during 2025, refer to the "ACTIONS dedicated to developing the external community" paragraph of this chapter.

PROCESSES TO REMEDIATE NEGATIVE IMPACTS GENERATED ON THE EXTERNAL COMMUNITY AND CHANNELS FOR AFFECTED COMMUNITIES TO RAISE CONCERNS

In line with its commitment to the community, Pirelli adopts a structured approach to identify, prevent and, if necessary, remedy any potential significant negative impacts for the communities in which it operates.

In this context, Pirelli guarantees the accessibility of its whistleblowing channel to external communities too, thereby allowing all those who may become aware of a potential relevant violation to make the proper report.

The channel is open not only to employees, suppliers and business partners but also to the members of the communities in which Pirelli operates, allowing them to make verbal or written reports, potentially also anonymous, of any conduct that is not compliant with the Company's standards or current regulations. All reports are treated with the utmost confidentiality and impartiality, guaranteeing the protection of the whistleblowing from any form of retaliation.

Reports are handled by the Group's Internal Audit Department in compliance with standards of independence and transparency, ensuring adequate analysis and, if grounded, the adoption of suitable corrective or disciplinary measures.

For more detailed information, refer to the section on "Information on Governance", "Whistleblowing Policy" paragraph.

Pirelli has implemented a Due Diligence system that crosses the value chain and integrates attention to human rights in all the Company's activities. Specifically, Pirelli systematically monitors the internal and external context of the countries in which it operates, to prevent negative impacts on human rights and, if so, to remedy such.

In addition, prior to investing in a specific market or entering into new business relationships, including, for example, new acquisitions, mergers and acquisitions (M&A) transactions or joint ventures, Pirelli carries out dedicated assessments of potential political, financial, environmental and social risks, including those relating to respect for human and labour rights. In countries where the Company already operates, systematic monitoring activities are undertaken with regard to both the internal and external context, with a view to preventing adverse impacts on human rights and, where necessary, addressing them.

POLICIES for managing relations with the external community

Relations with the external community are an integral part of the Global Human Rights Policy, which sets out Pirelli's commitment to fostering positive impacts in terms of social cohesion, individual and community development and the general well-being of people within the community in which Pirelli operates, through the development of dedicated initiatives.

More specifically, the Policy expresses Pirelli's active commitment to disseminating and promoting the values that permeate its action, in respect of local cultures and indigenous populations, protecting the environmental and cultural heritage and traditions and customs of the local communities and helping ensure the economic well-being, respect for human rights and growth of the communities in which it operates, supporting social, cultural and educational initiatives focussed on personal promotion and the improvement of living conditions. In this regard, Pirelli holds dialogue with institutions and the competent non-government organisations to be essential in identifying priority areas in which to support local communities.

The Group's Code of Ethics also expresses Pirelli's commitment to contributing towards the economic well-being and growth of the communities in which it works through the supply of efficient, technologically-advanced services and the support of social, cultural and educational initiative focussed on personal promotion and the improvement of living conditions.

The Supplier Code of Conduct, in turn, reminds suppliers to ensure respect of local communities, safeguarding their cultural and natural heritage, traditions and local customs.

The Sustainable Natural Rubber Policy, with express reference to suppliers of this raw material, also calls for a commitment to promote the development of local communities. More specifically, Pirelli expects all players in its natural rubber supply chain to act responsibly, supporting dignified living conditions for local communities and promoting their cultural development.

The above Policies are in line with the applicable international standards governing human rights, including the United Nations Universal Declaration of Human Rights and the European Convention on Human Rights.

For a complete list of international standards, refer to the paragraphs on "S1 Own Workforce" and "Workers in the value chain". For more information on the Group's Policies, refer to the paragraph entitled "*Main policies for the management of material IROs*".

TARGETS relating to the development of the external community

Pirelli is committed to constantly contributing to the economic well-being and growth of the communities in which it operates, as explained in the previous paragraphs

and detailed in the specific actions reported below merely by way of example. More specifically, the initiatives pursued meet with the objectives of the Group to disseminate the key values of Pirelli's identity and business culture, including to external stakeholders.

ACTIONS dedicated to the development of the external communit

Corporate culture as shared capital: the Pirelli Foundation

The Pirelli Foundation aims to educate, promote and disseminate expressions of culture, with particular emphasis on knowledge of the historical and contemporary heritage of the Pirelli Group, both through the enhancement of the materials in which it is expressed and through projects and initiatives designed to promote Pirelli's corporate culture as part of the country's cultural heritage.

The Foundation is responsible for the preservation and management of the Group's Historical Archive (comprising materials collected from the Company's foundation in 1872 to the present day), the technical-scientific library and its own thematic library, and carries out numerous activities to enhance the value of the Company's heritage. A true laboratory of corporate culture, its objective is to disseminate the link between memory and the future and to promote, in all the communities and territories in which the Company operates, starting from the Bicocca district in Milan, that attitude towards a "polytechnic culture" which represents one of the distinguishing features of Pirelli's DNA.

The enhancement projects include: the curation of publications and digital projects, the management of the Company libraries (opened in 2016), the organisation of exhibitions and exhibition routes, seminars and conferences, guided tours, initiatives that involve thousands of people every year, also through collaboration with other cultural institutions. The Foundation carries out research, in support of the company management and scholars at a national and international level, in areas that range from economic and industrial history, through to architecture, from the history of work and industrial relations through to graphics and design. The Foundation also operates in the field of education through programmes aimed at schools of all levels and at universities and academies, with the main objective of introducing even the youngest audiences to the world of production and work, bringing them closer to the founding values of the Group's corporate culture. With specific reference to its commitment to educating new generations, the Pirelli Foundation promotes initiatives in support of reading, such as the Campiello Junior prize, now in its fifth edition.

Among the initiatives in 2025 addressed to both internal and external communities, with the aim of promoting the Company's corporate culture and workplaces, including among younger generations, the following are worth noting: the new editorial project (the tenth publication curated by the Foundation) dedicated to the celebration of 500 Grands Prix that have seen Pirelli as a protagonist in the world of Formula 1, entitled "*Emozioni*" (published by Marsilio Arte); the podcast talk "Grand control" on sports themes produced by Chora Media; the launch of a photographic reportage in Pirelli factories around the world by photographer Matteo Gastel to document the Company's manufacturing identity, research and innovation; the design of exhibition focuses dedicated to design (on the occasion of the awarding of the *Compasso d'Oro* 2025 to the Pirelli P Zero E tyre) and to winter sports (in the run-up to the Milan-Cortina 2026).

With the aim of disseminating Pirelli's history, its corporate culture and the Company values expressed since its origins at global level, and of ensuring the widest possible access, the digital ecosystem of the Pirelli Foundation has been enriched with new content, also made available through new assistive technologies to improve accessibility for users with disabilities. Also curated by the Pirelli Foundation is a series of thematic guides to the Foundation, to the Company's history, to the Pirelli Headquarters, to the history of two- and four-wheel competitions, and to the Company libraries, available to all visitors.

Numerous initiatives and events saw the Pirelli Foundation play a leading role in 2025, with exhibitions, workshops, reading promotion initiatives and guided tours both at Pirelli sites and at other institutions; among these, by way of example and not exhaustively, participation in MuseoCity, an initiative of the Municipality of Milan, the National Made in Italy Day established by the Ministry of Enterprises and Made in Italy, and the 24th Week of Corporate Culture promoted by Confindustria and Museimpresa.

As every year, the Pirelli Foundation devoted particular attention to educational projects for students and teachers. The free programme "Educational Pirelli Foundation", established in 2013, provides educational pathways which in 2025 involved over 4,000 teachers, pupils from primary and secondary schools and university students, through meetings, refresher courses and special events linked to the world of education, also organised in collaboration with other cultural institutions. The workshops are designed to explore, through digital content, interactive pathways and guided tours, themes such as the history and technology of the tyre, environmental, social and economic sustainability, design and graphics, and the world of work and production. The 2025/2026 workshop programme entitled "We Are History. We Are the Future. Corporate culture for schools and universities" saw the involvement of numerous students and teachers, through lessons delivered both digitally and in person, and guided tours of the Pirelli Foundation, the Research and Development laboratories and the Company Headquarters.

Finally, over 500 Italian and international university students were involved in initiatives organised by the Pirelli Foundation, also in collaboration with various Pirelli departments, on topics such as technological innovation, the history and culture of enterprise, design and visual communication, and the management and digital enhancement of corporate archives.

The Pirelli Foundation confirms its leading role within Museimpresa, the Italian Association of Corporate Archives and Museums that promotes exchange networks and the promotion of corporate culture as part of the national cultural heritage, and within Confindustria's Culture Group.

Open and accessible art for all: the Pirelli HangarBicocca Foundation

Pirelli HangarBicocca is a non-profit foundation dedicated to the production and promotion of contemporary art, whose mission is to make art open and accessible to all.

Founded in 2004, Pirelli HangarBicocca is based in Milan and is today an institution of reference for the international art community, local residents and the territory. A totally free, accessible and open museum complex, it is a place for experimentation, research and dissemination where art is the cue for reflection on the most topical issues of contemporary culture and society.

The activities, which target an extensive, heterogeneous audience, include a calendar of important personal exhibitions of Italian and international artists, a multidisciplinary program of collateral events and analyses, a scientific disseminating publishing activity, educational and training proposals.

The artists are the main reference persons and together make up the community of greatest interest for the institution, as their work is essential for it to have a public and museum function. Some commissions and productions are launched in collaboration with important institutes of various types: museums, galleries, foundations, research centres, technological poles and public entities.

The attention paid to the communities of the city of Milan, the Bicocca district and the outlying towns is made tangible by a structured dissemination, education and training proposal, conceived in correlation with the exhibitions, which makes Pirelli HangarBicocca a resource for the achievement of considerable positive impacts on the community. The main general beneficiaries of the collaboration or use of Pirelli HangarBicocca cultural projects are: employees of Pirelli and Pirelli HangarBicocca, the intake linked to the exhibitions and activities as suppliers, businesses, artisans, professionals, artistic and cultural institutions, associations, independent spaces, charities, universities of all fields of knowledge, both humanistic and scientific, and schools, those working in the world of art, art enthusiasts and those enjoying a first approach to art.

Exhibitions: shared, accessible, inclusive art

In 2025, Pirelli HangarBicocca hosted solo exhibitions by leading national and international artists in the context of a programme that has distinguished itself for its curatorial rigour and for its attention to site-specific projects capable of "talking" to the unique characteristics of the surrounding context and space. The artistic programming of 2025, curated by Artistic Director Vicente Todolí, presented artists with a high profile, alternating solo exhibitions by well-established names with exhibitions of younger, more experimental artists. In the Navate Space: Jean Tinguely, Nan Goldin. In the Shed Space: Tarek Atoui, Yuko Mohri.

In addition, the public was able to visit the permanent installations *I Sette Palazzi Celesti 2004-2015* by Anselm Kiefer (Donaueschingen, Germany, 1945, lives and works in Paris and Barjac, France), *La Sequenza* by Fausto Melotti (Rovereto, 1901 – Milan, 1986) and the murals developed on the outside walls of the Cube *Waves Only Exist Because the Wind Blows* by eL Seed (Le Chesnay, France, 1981, lives and works in Paris and Dubai).

To facilitate a better understanding of the art themes, visitors were given free printed and digital guides, available online, to the exhibitions and permanent installations in Italian and English.

Equally important is the topic of audience inclusion, in order to guarantee access in full respect of different needs and requirements.

Museum guides and guides to the permanent installations have been published in accordance with easy-to-read parameters and in Augmentative and Alternative Communication (AAC) format for people with intellectual disabilities. The initiative is part of the "Museo per tutti" project conceived by the L'abilità onlus association, with the aim of encouraging social participation by persons with intellectual disabilities and facilitating their access to the world of museums and culture, and the guides were created with the contribution of the Regional Authority of Lombardy.

Pirelli HangarBicocca also provides audio-video guides in LIS (Italian Sign Language) dedicated to the permanent installation *I Sette Palazzi Celesti 2004-2015* by Anselm Kiefer, LIS video guides addressing the exhibition space and the work *La Sequenza* (1971-81) by Fausto Melotti, produced in collaboration with the Istituto dei Sordi di Torino, and an audio-video guide dedicated to the monumental-scale intervention *Waves Only Exist Because the Wind Blows* by eL Seed, displayed on the external walls of the "*Cubo*" at Pirelli HangarBicocca.

During 2025, creative workshops for children and guided tours for adults in LIS with Italian voice-over were also designed and delivered.

The museum mediation team and employees of Pirelli HangarBicocca had the opportunity to take part in training days dedicated to reception and accessibility for visitors with disabilities.

Pirelli HangarBicocca has been mapped and recognised as an accessible venue by AISM – Associazione Italiana Sclerosi Multipla (Italian Multiple Sclerosis Association) and, in 2025, for the second consecutive year, the Pirelli HangarBicocca Foundation won the Lombardy Region "Bando Unico Cultura" call with the project "*Oltre il museo*" (Beyond the museum), which will enable the continuation and further development of actions dedicated to museum accessibility.

In 2025, for the second consecutive year, the Pirelli HangarBicocca Foundation won the Lombardy Region "Bando Unico Cultura" call with the project "*Oltre il museo*" (Beyond the museum), which will enable the continuation and further development of actions dedicated to museum accessibility.

Educational projects

The training projects run by the Education Department of Pirelli HangarBicocca include activities that meet with the requests submitted by the world of education and groups of interest. The principles inspiring the project are: to make available to the schooling community and graduates the competences of Pirelli HangarBicocca free of charge; to develop lasting partnerships with universities; to create models that can become a resource for research and development and to allow everyone to make on-line use of such.

Among the activities carried out in 2025, Pirelli HangarBicocca, in scientific collaboration with the Training Service for Social Professions of the Metropolitan City of Milan, the transdisciplinary Babel Laboratory on adolescent languages established within the Department of Education Sciences at the Milan-Bicocca University, and the Varenna - Servizi per l'adolescenza Foundation, designed and curated the participatory workshop *Una vita oltre le norme. Ripensare l'idea di limite e di trasgressione nell'adolescenza* (Life beyond the rules. Rethinking the idea of limit and transgression in adolescence), dedicated to social workers, educators and professionals working in social and social-health services for adolescents, families and children across the Metropolitan City of Milan.

The School activities of the Education Department are addressed to all teachers and students of every level of education. These initiatives are designed to take place in person and include workshop programmes delivered directly within the exhibition space. The School planning intends to optimise the artistic language of contemporary art, which may involve and concern subjects that would, at first glance, appear to be unrelated to art. The is that the teachers can play a leading role in collaborating towards the reading of works of art connected to their subjects and current topics.

The initiatives developed within the Kids programme are also particularly important, designed to involve children, along with their families, in creative laboratories aiming to ensure the discovery of the languages of contemporary art with activities organised in person in connection with all the exhibitions hosted.

In 2025, the Kids programme was structured into the projects "Edu Summer 2025" and "Percorsi creativi e Family Lab" (Creative paths and Family Lab). The first took place during the summer months and included both free-access weekend workshops and weekly in-person summer camps for primary and first-year secondary school children. The second included activities and workshops offered throughout the year to children, teenagers and their families, designed to explore the exhibitions through movement and play, listening to emotions, trials with unusual techniques and materials and the exploration of the exhibition space.

Cultural events

In 2025 too, multiple cultural events were organised by the Hangar Bicocca Foundation, always offered free of charge to the public.

They include:

- → The Public Programmes, a calendar of cultural events – meetings, conversations, guided tours, workshops, projections, musical events and performances – that complete the artistic proposal of Pirelli HangarBicocca, stressing the multidisciplinary and transversal nature of contemporary art and expanding the reflection to include other contemporary disciplines and languages.
- → The Special Projects, appointments or initiatives designed and organised by Pirelli HangarBicocca involving artists and contexts other than those exhibited in the museum spaces. These events aim to extend the cultural proposal, offering the public performance, research and dissemination projects.
- → The Guest Projects, appointments or initiatives organised by national and international entities and institutions at Pirelli HangarBicocca. These events open up to other disciplinary areas, beyond that of contemporary art, enriching the institution's cultural offer and networking it with other subjects and communities.

A valuable space to engage employees and other Stakeholders

Pirelli Hangar Bicocca also hosts events dedicated to employees with a view to fostering their engagement. In 2025, in collaboration with Pirelli's Learning division, events dedicated to participants in the Plunga training course were organised in April, July and November; and in November, a meeting was also organised dedicated to those who had signed up for the training programme Lead Beyond – Pirelli Global Managerial Programme, during which participants had the opportunity to learn more about the relationship that binds Pirelli HangarBicocca to the company and to visit the temporary exhibitions and the permanent installation by Anselm Kiefer.

During the Pirelli Party, held in the areas of Pirelli HangarBicocca, all employees also had the opportunity to visit the exhibitions of Yuko Mohri and Nan Goldin accompanied by the museum mediation.

As regards external stakeholders, during the year, trips were organised to the exhibition space dedicated to Pirelli dealers and the Company's international divisions (Czech Republic, United Arab Emirates, Turkey, United Kingdom). In addition, for the company visits organised by Pirelli with Milano&Partners for Italian and international students from prestigious schools and MBA programmes, Pirelli HangarBicocca offered guided tours of the exhibition space, constituting an important tale of Pirelli's legacy with the territory.

The activities of Pirelli Hangar Bicocca are managed through a Pirelli Group company that in 2025 incurred a total amount of operating expense of 5 million euros.

Initiatives and contributions for the external community

As specified in the Group Code of Ethics, with the involvement of all the company departments, which can themselves promote such initiatives both globally and locally, Pirelli supports social, cultural and educational initiatives aimed at personal promotion and the improvement of living conditions. The amount of the disbursements in support of the External Community incurred by Pirelli in 2025 is shown in the section "Contributions to the Community".

Road Safety

Around the world, Pirelli is synonymous with safety and high performance. Together with environmental protection, road safety is the key element of the Eco-Safety Performance strategy that inspires the Group's industrial and commercial choices. Pirelli's commitment to road safety includes numerous training and information activities, resulting in the research for and continuous application of innovative technological solutions in favour of sustainable mobility but odes not only regard product innovation, rather it extends to include the promotion of principles of road safety and safe driving through the participation in dedicated projects and campaigns.

Bearing witness to this commitment, Pirelli in 2018 joined the United Nations "Road Safety Fund" which aims to support States to reduce the number of deaths and injuries caused by road accidents. The Fund supports the implementation of national plans, as well as concrete actions and projects aimed at improving the safety of infrastructure and vehicles, promoting the correct behaviour of road users and managing the post-accident period efficiently.

Numerous road safety initiatives have been implemented in the countries where the Group operates, of which the following is a non-exhaustive list.

In Italy, in 2025 the partnership with the University of Milan Bicocca and participation in the informal round table on the topic of mobility management and road safety in the area continued, issues on which representatives of the city administration are involved. Also in this context are included the meetings held at the Istituto Tecnico Don Orione of Fano (PU) for 2nd and 3rd year high school classes, and at the Istituto Don Orione of Mestre for the training of teachers in the Mechatronics programme, where discussions focused on the tyre and its characteristics, with particular emphasis on safety and efficiency.

The collaboration with the Highway Police continues, supporting initiatives for prevention and awareness aimed at children, young people and adults.

Among these the Icaro Project particularly stands out as one of the most important road safety education campaigns in Italy, now in its 25th edition, which each year involves thousands of primary and secondary school students with training activities dedicated to risk perception, driving distractions and the adoption of responsible behaviours.

Also in collaboration with the Highway Police, in November the Pirelli Foundation organised a morning of training for two classes at the Giovanni Battista Pirelli Primary School of Milan.

With a particular focus on sustainable mobility, understood as safer, more ecological, efficient and accessible mobility that strengthens national competitiveness through practical and scalable solutions, in 2025, the work on two important multi-year projects at the regional and national level in Italy continued and entered the final phase: MOST (Italy's National Centre for Sustainable Mobility) and MUSA (Multilayered Urban Sustainability Actions). Both are part of the actions envisaged within the National Recovery and Resilience Plan (NRRP), but while the MOST is totally focused on sustainable mobility at a national level, the second has a broader scope on the theme of urban regeneration, where mobility is in any case a fundamental aspect albeit not the only one, and has a local perimeter focused on the Lombardy region and more specifically on Milan. Pirelli in these projects acts on the one hand by contributing to the development of sustainable tyres in terms of rolling resistance reduction, more sustainable materials and digital integration, and on the other hand by foreshadowing the main characteristics of the city of the future and identifying the mobility services that will enable its increasingly sustainable development.

In the United States of America, Pirelli continued its partnership with *The Ray* for the advancement of road infrastructures and technologies to improve safety and reduce the environmental impact.

In Romania, Pirelli acted as Gold Partner of the 2025 Sustainable and Accessible Mobility Forum, attended by leaders from the automotive sector representing over 35 countries, to share progress in the fields of electric vehicles, biofuels, autonomous driving technologies and intelligent transport infrastructure, under the overarching themes of decarbonisation and electrification.

In 2025, Pirelli also continued to invest in numerous initiatives supporting road safety education on two wheels, with a particular focus on collaborations with driving schools for the training and development of practical and safe experience on the road, track and off-road. Among the various initiatives we can mention the Enduro Republic, Motorace People, Tutti Pazzi per la Pista and GS Academy, as well as the track test days organised directly by Pirelli: the Pirelli Trackdays. With the Metzeler brand, the company is also a partner of the main "adventouring" events that bring participants closer to the off-road world. Finally, we also have the technical collaborations with motorcycle brands such as BMW and Triumph, to support their track driving days.

As in previous years, a section of the website was dedicated to driving tips, for summer and winter, highlighting the important role played by the tyres in the active safety of vehicles and its occupants.

Training

The promotion of technical education at all levels and training are long-standing values that are well-established in the history of Pirelli. The Group continues to benefit from technical and research cooperation with various Universities in the world including the Politecnico of Milan, the Politecnico of Turin, Bocconi University and the SDA Bocconi Business School and the Bicocca University of Milan in Italy, the Universities of Craiova, Pitesti, Tragoviste and Resita in Romania, the University of Qingdao in China, and the Technical University of Darmstadt, the University of Applied Sciences in Darmstadt, to name a few.

The Company supports educational and didactic programmes that are able to give less fortunate young people the tools to improve their condition; it contributes scholarships and research projects, firmly believing in training as vital to individual growth and the economic growth of a country.

In Greece, Pirelli took part in an educational programme carried out in 2025 in 4 schools, reaching 144 students of different ages.

In China, Pirelli has for years sponsored the study grant for the School of Science and Polymer Engineering (engineering of rubber and plastics and synthesis of polymers) of the Qingdao University of Science & Technology (QUST).

In Turkey, tyres were donated to the engineering clubs of three universities for international single-seater car competitions organised by the respective clubs.

Pirelli Argentina collaborated with the *Instituto Tecnológico de Capacitación Automotriz (ITCA)* to fully fund a scholarship for a deserving student at Technical School no. 2 in Merlo, supporting their education in automotive technology. Pirelli also supported two schools in Bahía Blanca by donating kits tailored to the educational level and containing essential items such as backpacks, notebooks, pencils, markers, and more. At Technical School no. 5 in Merlo, desktop computers, a server, and printers/scanners were donated to strengthen the technical laboratories of the IT programme. Support for university scholarships was also renewed through the partnership with *Universidad del CEMA*.

In the United States, Pirelli contributed to the Rise and Thrive initiative, created by the Rome Chamber of Commerce to promote professional development and growth for individuals in the area. In partnership with Atlanta Public Schools, Pirelli developed the P.A.L.S. programme (Pirelli Assisting Leaders in STEM), providing teachers and students with hands-on STEM experiences that connect educational standards to the applications and opportunities of leading industries.

In Canada, a donation was made to the *Global Schoolhouse Initiative*, a non-profit that provides education and support for children in the poorest areas, worse struck by crises.

Pirelli Brazil contributed to the *Escritor para o Futuro* educational project to encourage reading, writing, and critical thinking through structured activities and a dedicated programme schedule. It also supported the school *Educandário Amélia Rodrigues*, assisted the GURI project for youth music education, which in 2025 included experiential activities such as a visit to the Pan-American Circuit. Pirelli also contributed to the *Aprender Brincando* project for the development and skills of children in the local community, and supported the GAUSS project, an educational initiative designed to strengthen core competencies and improve the schooling experience, with Pirelli employees volunteering as mentors to the children.

In Mexico, 2025 saw Pirelli support disadvantaged communities, focussing on children through the *United Way* Association. The children were offered workshops divided into five areas: socio-emotional development, educational reinforcement, hygiene and health, environment, and life projects (to stimulate the children to set short- and long-term goals and learn discipline and decision-making).

In 2025, Pirelli Romania continued the project developed together with the Pitesti faculty of Mechanics on the advanced techniques of tyre manufacture with the support of Pirelli R&D specialists. In addition to the University of Pitesti, the Universities of Craiova, Tragoviste and Resita also took part in this project with numerous masters students. The Io Tifo Positivo programme involved students from schools in the Slatina area to teach how to deal with bullying and how to cheer in a positive way. In addition, Pirelli Romania supported the programme "*Vreau la Facultate*" together with Babeș-Bolyai University, to help students from rural communities complete their university courses.

In Spain, Pirelli continues to support the UPC Manresa Polytechnic university, giving students the chance to take part in the program *Dynamics UPC Manresa*, each year constructing a single-seat car and a motorcycle for international university competitions, fostering the development of technical skills, project management and teamwork. Also in 2025, Pirelli Spain organised visits to Pirelli's old production plants for high school and university students teaching the tyre manufacturing process and the distribution logistics component.

In Germany, Pirelli has supported study grant programmes like the *Deutschlandstipendium* and specialist industry institutes like *Deutsches Institut für Kautschuktechnologie.* The commitment also included support for local educational organisations like the *Verein für Waldorfpädagogik Rosenheim e.V.*

Sport and inclusion

There is a close link between solidarity and sport, in a virtuous circle where commitment to sports becomes synonymous with the commitment to promoting inclusive, ethical sociality, especially amongst young people. Getting young people involved in sport is a way to teach the notion of integration to children from different social groups and helps prevent negative situations like isolation and solitude.

It is in this context that Pirelli's support of Inter Campus falls, which since 1997 has developed social, flexible cooperation and long-term actions, in 30 countries around the world with the support of local operators, using football as an educational tool to offer boys and girls in need, aged between 6 and 13, the right to play.

Since 2008, Pirelli and Inter Campus, along with a local partner, have been running the social project in Slatina, Romania. The sports and recreational activities are organised for the entire year, involving around a hundred children from different social contexts who have been learning team spirit, social integration and the values of friendship through football for years.

Since 2012, Inter Campus has also been active in Mexico, in Silao, near the Pirelli plant. During 2025, strong participation was recorded in the "Friendship Tournament", where teams of boys and girls, each bearing the names of the positive values that characterise the Inter Campus methodology, competed in an atmosphere of joy, mutual respect and inclusion.

On the occasion of the 47th Istanbul Marathon, Pirelli Turkey took part in the Corporate Run as part of the *Run for First Steps!* project, with the aim of promoting a healthy lifestyle while contributing to the social cause of *Cerebral Palsy Türkiye* in support of the "first steps" of children affected by the condition.

Pirelli Germany supported sports activities with inclusive purposes, backing local events and associations linked to sporting practice and community participation, such as the *Bergrennen Eichenbühl* and the activities of

Schützengesellschaft Söllhuben e.V., helping to foster social interaction, inclusion and cohesion through sport.

Social Solidarity

Since its origins, Pirelli has integrated the values of social solidarity into its identity.

At an international level, numerous initiatives were carried out in 2025 by Pirelli and its employees in support of charitable organisations; some examples are outlined below.

In Spain, the company supports the *Fundacio del Convent de Santa Clara*, which runs programmes to supply food to needy families. Pirelli has offered permanent use of a warehouse to store food for those in need.

Pirelli Argentina organised a toy collection for Children's Day to benefit children and adolescents supported by the *Todavía es Tiempo* foundation; employees contributed by donating new toys and volunteering during the distribution event. The corporate volunteering programme *Let's Leave a Mark* was also launched to strengthen ties with the external community through planned activities combining practical volunteering actions and donations with initiatives linked to community well-being.

In Romania, Pirelli employees donated school backpacks, toys, clothing, personal hygiene products and food for disadvantaged children.

Pirelli Germany supported solidarity and social protection initiatives in local communities, contributing to organisations assisting children, families and vulnerable communities, such as DLRG Kreisverband Odenwald and Jugendfeuerwehr Odenwaldkreis, and promoting inclusion and diversity through projects such as the *ALL IN – Ein Wochenende der Vielfalt* event with Lebenswert Odenwald, also including support for organisations dedicated to disability care and hospices such as Lebenshilfe Wuppertal and Stiftung Kinder-Hospiz Sternenbrücke, as well as animal welfare initiatives.

In Japan, Pirelli supported youth development activities with the association *Mirai no Mori*, a certified non-profit organisation, by funding the planning and implementation of outdoor programmes for disadvantaged children. The initiative aims to offer meaningful experiences in contact with nature, strengthening resilience, with the intention of maintaining ongoing support.

In Brazil, in the Campinas area, Pirelli supported *Famílias em Ação*, an initiative linked to a care home providing assistance to children and families in vulnerable conditions, including essential support and continuity of assistance in subsequent years. Pirelli also supported the *Lar São Francisco de Assis* association, a social care institution primarily dedicated to supporting older people, with activities focused on dignity, well-being and care for the benefit of the local community.

In Mexico, Pirelli volunteers celebrated Children's Day at company facilities, offering fair-style games, educational activities and awareness moments on respect for and care of animals, in a safe and recreational environment. In response to the emergency of stray dog overpopulation in the area, since 2019 Pirelli has also been active in the recovery of stray dogs and supports adoption programmes, involving the community through adoption and food-collection events, such as the initiative organised together with the *Bravos de León* baseball team at Domingo Santana Stadium.

Health support

In Brazil, Pirelli has been supporting the Pequeno Principe children's hospital, one of the most important paediatric complexes with an advanced surgery and oncology centre, since 2011.

In Argentina, Pirelli participated as a sponsor in the *Avon Walk for Breast Health*, supporting women's health and cancer prevention; funds raised support logistics, awareness campaigns, educational materials and access to free mammograms for at-risk individuals without medical coverage.

In Mexico, contributions from Pirelli employees enabled the implementation of a dental health campaign for children and families, including oral hygiene tutorials aimed at promoting dental care from early childhood. A visual health campaign was also conducted, including eye screenings and the donation of glasses for disadvantaged children. Wheelchairs were donated to persons with disabilities, distributed both to homes and at Domingo Santana baseball stadium, in coordination with the *Bravos de León*.

Pirelli Germany supported community health and well-being initiatives, including contributions to support and protection services managed by organisations of the *Deutsches Rotes Kreuz*, as well as donations dedicated to projects for children with serious illnesses. These actions were complemented by contributions selected through internal initiatives in support of organisations assisting people in difficulty and local support services such as *HORIZONT e.V.*

Environmental initiatives

In line with the company's vision of sustainability, Pirelli supports various environmental projects around the world. For a more in-depth description of these initiatives, refer to the paragraph "Other initiatives supporting the environment and biodiversity" in chapter "E4 Biodiversity and ecosystems".

METRICS related to Community Contributions

Referring to the contributions made to the External Community, Pirelli has for many years adopted internal procedures defining the roles and responsibilities of the involved functions and the operational process of planning, achieving, monitoring and control of results of the initiatives supported. Pirelli procedure specifies that it may not promote initiatives for the benefit of beneficiaries in respect of whom there is direct or indirect evidence of failure to abide by human rights, workers' rights, environmental rights or business ethics.

In 2025, the ratio of expenses for corporate initiatives in favour of the external community to the Group's net result is 0.8%, in line with the previous year.

The table below shows the expenses incurred in 2025 for contributions to the external community (in thousands of euros):

CONTRIBUTIONS FOR THE BENEFIT OF THE EXTERNAL COMMUNITY (In thousands of €)

	2024	2025
Training and research	**1,457**	**1,520**
Social-cultural initiatives	**2,050**	**1,562**
Sports and solidarity	**574**	**904**
Total contributions for the benefit of the external community	**4,081**	**3,986**

For more information about the main initiatives supported with the above disbursements and the related governance model, refer to the actions described in the previous paragraphs.

S4 CONSUMERS AND END USERS

Following the Double Materiality Analysis conducted by Pirelli, the following impacts and opportunities in the area of consumers and end users, were identified:

- *channels dedicated to listening to customers*
- *availability of adequate information on Pirelli Products for customers*
- *occurrence of accidents caused by product characteristics/defects (negative impact)*
- *increase in market share thanks to ever safer products, such as smart and connected tyres that transmit information useful to safe mobility in real time (opportunity).*

The next few paragraphs analyse the Group's actions, policies, targets and commitments in connection with these topics.

INTERESTS AND VIEWS OF STAKEHOLDERS

CUSTOMER FOCUS

Customer focus is a central element of the Group "Values" and Ethical Code and the Quality Policy and Product Stewardship Policy of Pirelli. These documents outline the company positioning and are therefore communicated to all employees in the local language and are available in many languages on the Pirelli website.

Among the essential elements of the Pirelli approach, the following are highlighted:

- consideration of the impact of its actions and behaviour on the customer;
- exploitation of every opportunity offered by doing business to satisfy the customer's needs;
- anticipation of customer needs;
- safety, reliability, high performance of products and services offered, in accordance with local regulations and more developed national and international standards applicable, as well as excellence of production systems and processes;
- information to customers and end users to guarantee an adequate understanding of the environmental impacts and safety features of Pirelli products, as well as of the safest ways of using the product.

Pirelli's end consumers are identified as the users of fleet or private vehicles, specifically: owners of cars, motorcycles and bicycles.

All end consumers (i.e. those who use or consume the product and require accurate and accessible information via the website, product literature and point-of-sale materials, including product labels) who may suffer the significant impacts resulting from the Double Materiality analysis are included in the disclosure in accordance with ESRS-2.

Pirelli closely monitors the potential negative impacts linked to the use of its products by end consumers, with a particular focus on matters such as environmental pollution and product safety. The Group's main activities in this respect are described in the section "Environmental information",

chapter "E5 Circular economy" as well as in this section in the paragraph "Product safety, performance and sustainability".

Impacts on road safety in connection with the use of a tyre may be associated with accidents, or with an increased risk of accidents, for example as a result of product defects or the use of tyres that are not adequately maintained.

To mitigate these impacts, Pirelli promotes significant investments in research and development of materials, compounds, structures, and tread patterns, as part of its Eco-Safety Strategy, already analysed in the previous chapters. These improvements allow the Pirelli product to achieve extremely high performance in terms of dry and wet braking, key product safety parameters.

In addition, Pirelli adopts a rigorous quality management system, supported by numerous certifications and tests, including ISO 9001, IATF 16949, and ISO/IEC 17025, for which reference is made to the paragraph "Product safety, performance and innovation", which guarantee the compliance of the processes with the highest international standards and make sure that the products comply with the safety standards and performance required. These certifications, which are constantly monitored and renewed, reflect the company's commitment to the quality and safety of its products.

In line with its customer-focused approach, Pirelli develops a range of initiatives aimed at enhancing the customer experience, including the use of digital tools to provide customers with information (for example via email), as well as product training activities.

Moreover, since 2016, and in line with its "Prestige" strategy, Pirelli has introduced a new retail concept called P ZERO WORLD™, with the aim of offering top-class services aimed at satisfying the most demanding consumers. P ZERO WORLD™ offers its customers the full range of Pirelli products (Car, P ZERO™ TrofeoR and Trofeo RS, Pirelli Collection, Moto and Cycling) and a series of customer-oriented services such as car valet and courtesy car, all immersed in an environment that allows to fully experience Pirelli World, being able to touch the most important assets such as F1®, the Calendar and the continuous partnerships of Pirelli Design. In 2025, the P ZERO WORLD™ network reached more than a hundred stores selected in the highest potential Premium & Prestige areas in the main countries worldwide. Of these, four are already active Flagship Stores (Munich, Monte Carlo, Dubai and Melbourne), while the remainder are authorised dealers, with around 20 new openings planned for 2026.

Further details of the specific actions implemented by Pirelli to create positive impacts on its customers are provided in the following paragraphs.

FOCUS: The value of the partnerships with OEMs in the eyes of consumers

2025 was also marked by numerous fitments on Prestige and Sport Premium segment vehicles that selected Pirelli as their original equipment tyre supplier.

The year opened with an important collaboration with BMW M: Pirelli, as Official Tyre Partner of the BMW M Experience 2025 at the Yas Marina Circuit in Abu Dhabi, played a key role in ensuring the success of the event, equipping the entire BMW M fleet with more than 1,500 P Zero tyres, engineered to deliver outstanding performance and maximum safety on track. During the month-long event, more than 1,600 guests from 67 countries experienced the thrill of driving BMW M vehicles, supported by Pirelli's high-performance tyres.

This was followed by the launch event for the new P Zero range, organised by Pirelli in May at the Monza Circuit, which featured numerous Prestige segment cars that, in collaboration with the car manufacturers, were driven by guests both on track and on road. The models made available included the Porsche GT3 RS, BMW M5, Pagani Utopia and Lamborghini Urus SE.

During the year, McLaren launched limited editions of the 750S, the Le Mans Edition and the Japan Edition, both fitted with Pirelli tyres, and presented the new W1 hypercar to the public at the Goodwood Festival of Speed. The car is equipped with P Zero R, Trofeo RS and P Zero Winter 2, all containing more than 50% natural and recycled materials.

The year concluded with the launches of the new Porsche 911 Turbo S, which set a lap record at the Nürburgring on P Zero R tyres, and the Bentley Supersports "Project Mildred", a powerful ICE version of the Continental GT for which Pirelli developed a dedicated Trofeo RS.

In terms of events, in addition to the global launch of the P Zero range mentioned above, the highlights of the year were once again the Goodwood Festival of Speed, of which Pirelli was the Official Tyre Partner for the third year running, and the P Zero Experience, which this year saw Pirelli's track driving platform reach the historic milestone of a first appointment organised in collaboration with Porsche and Porsche Driving Experience. The event was held in China at the Shanghai International Circuit last 24 October.

PROCESSES TO ENGAGE CUSTOMERS AND CONSUMERS

LISTENING AND EXCHANGING IDEAS WITH THE CUSTOMER AS A SOURCE OF CONTINUOUS IMPROVEMENT

Consumer relationships are managed by Pirelli principally through two channels:

- → the local sales organisation, which has direct contact with the customer network and which, thanks to advanced information management systems, is able to process and respond to all information requirements of the interlocutor on-site;
- → the Pirelli Contact Centres, more than 20 worldwide, performing information support and order management (inbound), telemarketing and teleselling (outbound).

Also, in 2025 direct customer listening activities were carried out both through the Brand Tracking survey in Pirelli's Top Market (Italy, Germany, China and United States) and through surveys to consumers with whom Pirelli has a direct and constant dialogue thanks to structured CRM activities. The ongoing changes made to the Brand Tracking study over the years have made it possible to refine and improve the precision of business insights into the brand role, image profile and factors that influence the end customer's purchase decision.

Brand Tracking, handled under the scope of the Marketing Department's activities, ensures the continuous monitoring of brand performance indicators through weekly surveys conducted throughout the year. Data can be analysed on demand once a month or on a cumulative basis of multiple months. Once a year, reports will be prepared offering a detailed analysis of the performance of the main tyre brands by country.

This monitoring enables Pirelli to analyse consumer perception, identify potential market trends and assess the brand's positioning relative to its main competitors. In terms of performance indicators, in addition to brand awareness and purchase consideration metrics (Brand Awareness and Consideration), in which Pirelli consistently ranks among the top players in the sector, the Premium Price indicator is also analysed. This indicator measures a brand's ability to sustain a price above the category average, by virtue of perceived value and the distinctive image it occupies in consumers' minds. With reference to the Premium 18" Up consumer target, represented by owners of vehicles fitted with tyres with a rim size of 18 inches or above, the analysis highlights a highly distinctive positioning for Pirelli compared with competitors. Pirelli is recognised as a Premium brand, with a strong presence in Motorsport and a clear orientation towards Innovation. These image attributes translate into a greater consumer willingness to recognise a Premium Price: Pirelli consistently ranks among the top 3 positions (first in Italy, second in the United States and China, and third in Germany).

To listen to the consumer, their opinions and mindset, websites and social networks are equally essential, on which the Company boasts a structured, capillary presence. The analysis of trends recorded on the company's social profiles makes it possible to monitor variations of the reference market, both in personal terms (age, gender) and geopolitically, for each product category offered (car, motorcycle and cycling).

Pirelli is present on the main social media channels – Facebook, Instagram, LinkedIn, Threads, YouTube, X and TikTok. In 2025, the overall fan base recorded an increase compared with the previous year, with LinkedIn and Instagram confirming their position as the leading channels.

As regards motorcycles, both the Pirelli brand and Metzeler have been active for years now on Facebook and Instagram channels.

Immediately active in Instagram, Pirelli Cycling in turn bases its communication on digital activation in line with the propensities of its target consumer.

The website www.pirelli.com, the Group's digital magazine, reached more than 4 million users in 2025. Through the publication of editorial content, the website supports the communication of the various areas of activity, ranging from product-related topics (car, motorcycle and cycling) and motorsport, to content more closely linked to the brand and the corporate dimension. Among the latter, particular emphasis has been placed on sustainability, technology and innovation, as well as on sponsorship activities and the Pirelli Calendar.

In addition to the group website, consumers can contact or gather specific information for the motorcycle and cycling world, on dedicated websites. As regards the motorcycle world, moreover, in addition to the website, for the business, the mobile application DIABLO™ Super Biker is particularly important, having now been further renewed and improved in its graphics, usability and functions offered to motorcyclists, along with the CRM (Customer Relationship Management) project, which is seen as a priority considering the passion for Pirelli products demonstrated by the community of registered bikers.

CHANNELS ALLOWING CONSUMERS TO EXPRESS CONCERNS

Pirelli adopts a structured, transparent approach to identify, manage and mitigate any significant negative impacts caused by its products on consumers and end users, in line with its commitment to product safety and environmental sustainability.

In the event of negative impacts linked to product characteristics, Pirelli will take action to promptly respond to and assess the effectiveness of remedies through a rigorous complaints analysis process, data monitoring and continuous improvement of its procedures and its products.

Pirelli has adopted a clear procedure to provide feedback to any end consumer complaint, which involves immediate intervention to solve the problem reported.

Consumers can access a series of channels to raise concerns, including the whistleblowing channel, for which reference is made to the section, "Information on Governance", paragraph "Whistleblowing Policy", which, as envisaged by the Policy, is open to all Group stakeholders (internal or external).

The complaint channels available to end consumers also include B2B platforms and contact centres accessible through the retailers from which they purchased the products. Through the B2B platform, retailers can send complaints to a dedicated platform directly, where all market complaints are recorded, launching automated operating complaint management flows, which significantly reduce handling time, guaranteeing more efficient support and handling of the impact that has occurred in the consumer's regard.

Once the complaint has been received, the contact centre organises collection of the tyre to send it to the dedicated complaints centre, where a specialised technician will analyse the tyre. The process concludes with the approval or rejection of the complaint, recorded in the system. Should the complaint prove to be substantiated, compensation is provided.

All data relating to complaints is available on a data collection platform for analysis at a market, manufacturer or specific site level. Each month, Pirelli monitors the number of complaints accepted from the start of the year.

TRANSPARENCY AND CUSTOMER INFORMATION

Transparent communication and information is at the heart of Pirelli's commitment to its Customers, running on multiple specific channels, adapted to the type of customer, which may be original equipment, distributor or end customer.

In the context of advertising communication, Pirelli has defined a traceable and transparent process for decisions relating to advertising campaigns and related media planning, both in the case of promotional activities managed centrally and locally with central supervision.

In terms of production of advertising campaigns and media planning, Pirelli uses specific auditing and certification structures that place the Company at the highest levels in terms of transparency and traceability in its investment strategies.

The Pirelli Group endorses the IAB (Interactive Advertising Bureau) and is associated with the UPA (Associated Advertising Users), among other things dedicating ongoing commitment to support the Advertising Code of Corporate Governance of the association. Through the UPA, Pirelli is a member of the WFA (World Federation of Advertisers), which commits participating firms to pursue honest, truthful and fair competition and communication in compliance with the code of conduct and self-regulation which they adopt. Consumer protection is also guaranteed by the choice of suppliers in the communication sector (creative agencies, media centres, production companies) that in turn belong to business and professional associations governed by ethical codes regarding communication.

Pirelli provides information to customer-distributors and end customers on a continual basis. This information concerns both the product and related initiatives, and is disseminated in a variety of ways, including digital channels, and this is complemented by information distributed in hard copy format, as well as the range of offline and online training activities.

The multilingual websites dedicated to the Car, Motorcycle and Cycling product segments represent a key point of contact for Pirelli in engaging with customers throughout the tyre purchasing process. These product websites localised not only in terms of language, but also for content, offer and promotional activities, aim to inform consumers about product characteristics and applied technologies, and direct them, in all countries where Pirelli markets its products, to points of sale where they can purchase tyres or to purchase them online on partner e-commerce platforms.

The Retail sites, present in numerous countries, offer an additional digital touchpoint, which takes the consumer to the threshold of the sales point.

In 2025, particularly significant in terms of engagement and training, with a strong focus on sustainability topics, were the Conventions dedicated to European Dealers across the various reference markets. Here are a few examples: in February, in Madrid, involving Driver Italia, in May at the Milan headquarters, involving dealers from all over the world for the launch of the new PZero family and dedicating part of the visit to the new Sustainability Hub, in September in the area of Champagne (France) for Benelux dealers. The presentations provided an overview of Pirelli's sustainability strategy, with dedicated deep-dives into P Zero E, Eco-Safety product design, natural-origin and recycled materials, Pirelli Elect technology for the electric vehicle market, and the certifications adopted, such as FSC™ for forest-based materials.

POLICIES for transparency and customer information

The importance of the transparency and adequacy of the information supplied to customers is stressed not only by the Pirelli Group Code, the Quality Policy and the Product Stewardship Policy, the contents of which include, amongst the various aspects regulated, Pirelli's commitment to fostering positive impacts in terms of making available to customers both dedicated channels for listening and suitable information on Pirelli products.

Customer guidance is first and foremost a key element of the Pirelli Group Code of Ethics, which recalls Pirelli's commitment to base the excellence of the products and services offered on constant innovation, with the aim of anticipating the needs of its customers and meeting their requirements with an immediate and competent response, operating with integrity, courtesy and maximum collaboration.

The Product Stewardship Policy confirms Pirelli's commitment to promoting continuous, open, loyal dialogue with all its stakeholders, including customers and end consumers, aimed at constructing sustainable relations that ensure reciprocal benefits and the sharing of common responsibilities, as well as to communicating information to stakeholders about its products and the approach taken to the management of their life cycle.

More specifically, Pirelli undertakes to support customers and end consumers to guarantee that they understand the environmental impacts and safety characteristics of the products and inform them as to how to make safe use of such.

In addition, the Quality Policy stresses how quality, an essential value for Pirelli, is also pursued by the Group through: i) promotion towards the internal and external communities (including customers and end consumers) of its quality-orientated business culture, inclusivity and ethics, disseminated through a constant, focussed activity of dialogue, communication, motivation and training; ii) the timeliness of response and collaboration with customers, with a view to creating shared value.

For more information on the Group's Policies, refer to the paragraph entitled "*Main policies for the management of material IROs*".

TARGETS in Transparency and customer information

Through transparent, up-to-date, high quality information on products and technologies, coupled with targeted communication campaigns, Pirelli aims to increase customer engagement, the Group constantly monitors the effectiveness of its policies and actions through the collection of feedback from customers through dedicated investigations, and undertakes to maintain continuous monitoring of the end consumer's perception of the Pirelli brand through Brand Tracking.

In addition, Pirelli's performance on the social networks is a tool to verify the degree of consumer engagement with respect to the Pirelli brand, flanked by the implementation of the Customer Relationship Management (CRM) systems to track consumer preferences and improve the purchasing experience.

ACTIONS in Transparency and customer information

Direct E-mail Marketing (DEM)

Pirelli's Direct E-mail Marketing (DEM) programme is developed to strengthen the relationship with its customers through a direct, immediate and easily-accessible communication channel, in line with the objectives of the Code of Ethics and the Product Stewardship Policy.

This tool has been designed to:

- → inform retailers about the main new features of the product and corporate updates.
- → provide details on training opportunities, as well as courses to become Pirelli Product Experts, contributing to the professional growth of partners.
- → guarantee continuous, customised contact, strengthening the connection between the Company and its interlocutors (retailers and/or consumers).

Pirelli's Digital E-mail Marketing (DEM) programme has been consolidated over the years and today represents an established initiative, capable of generating positive impacts on the results of engagement and conversion activities targeting the CRM customer base.

The programme is managed in complete respect of the rights of consumers and other interlocutors involved, in compliance with data processing and privacy regulations, offering a customised, but non-invasive experience. Pirelli undertakes to guarantee a constant balance of marketing effectiveness and respect for consumers, promoting a relationship based on trust and transparency.

Measurement of the effectiveness of Digital E-mail Marketing (DEM) initiatives is based on a combination of quantitative (opening rates, clicks, conversion, unsubscriptions, etc.) and qualitative (consumer feedback, NPS) metrics.

On-line customer training

In line with the provisions of the Group's Product Stewardship Policy, according to which Pirelli undertakes to support customers and end consumers to guarantee that they understand the environmental impacts and safety characteristics of its products. Indeed, in 2024, the Company decided to further strengthen its customer and consumer education and information tools with the development of a technological platform designed specifically to host the Tyre campus, a virtual tool that delivers on-line training courses about Pirelli's products, technology, sustainability topics and tyre sales.

This initiative was launched in consideration of the feedback collected from the market on the tools previously available and aims to guarantee a greater understanding of the product by retailers, particularly in respect of the innovative performance and sustainability of the new products, and that these messages reach the end consumers, thanks to the ease of use and presence of materials prepared with the help of all the competent departments, such as Research&Development and Marketing.

Thanks to the automatic preparation of reports and insights, the new platform also facilitates the monitoring of the effectiveness of such tools and internal sharing for potential revisions of training and information strategies.

The platform is designed to serve more than 42 markets effectively, being available in 20 languages, and by 2026 its activation will extend to cover all reference markets.

Accessible directly from Pirelli's B2B portal, the 3rd generation Tyre Campus will thus enable tens of thousands of users worldwide to complete product information courses, offering the local market considerable management autonomy, such as the preparation and distribution to dealers of documentation of exclusively local relevance. In addition, the focus is on gamification, which enables the trainee to compare notes with national and international colleagues, thereby stimulating the use of the platform. Upon completing each themed training course, the participants receive a badge and certificate of attendance, available for download, which will automatically be shared on their personal social networks, thereby promoting the Tyre Campus with their network of contacts.

Pirelli Sustainability Journey Program for the sales network

In 2025, Pirelli launched the Sustainability Journey Program, a unique initiative within the tyre sector designed to support the retail network in a structured pathway to develop its ESG profile and to consistently disseminate the Group's sustainability strategy along the downstream value chain through to the end customer. Through the programme, Pirelli provides dealers with technical support, dedicated training and a comprehensive assessment of environmental, social and governance performance, with access to independent TÜV SÜD certification covering areas such as energy efficiency, resource management, environmental protection, cybersecurity and anti-corruption.

Open without prerequisites, the initiative begins with an initial assessment aimed at identifying the impacts and areas for improvement of each retail outlet, followed by a progressive pathway supported by operational tools and the sharing of best practices. This approach enables dealers to progressively improve their efficiency, the quality of the working environment and risk management, delivering tangible benefits in terms of reputation and competitiveness. Thanks to dedicated training, certification and the associated visibility, retail outlets become credible ambassadors of Pirelli's sustainability, helping to convey to the final consumer a clear and authoritative narrative on the environmental and social benefits of the Group's products and responsible choices. The Programme thus represents a distinctive pillar of Pirelli's sustainability governance, enhancing the value of its partnership with the commercial network and generating a positive impact across the entire value chain.

PRODUCT SAFETY, PERFORMANCE AND INNOVATION

Pirelli's Eco&Safety strategy places safety for people and technological solutions in support of the environment among the essential values of the Company's product offering and commitment. In 2025, the Company confirmed its continued focus on the development and marketing of tyres and technologies that aim to increase safety and enhance the potential of cars in tandem with attention to the environment.

With reference to the opportunity to increase market share thanks to ever safer products, such as smart, connected tyres that transmit information useful to safe mobility in real time, this can become particularly important for specific groups of end users and consumers. More specifically, such innovations may have a significant impact on categories like more demanding drivers seeking advanced technology to improve safety and performance or company fleets requiring proactive monitoring solutions. Innovation in this area responds to the growing expectations of those privileging high added value products, combining safety, efficiency and connectivity.

In 2025, P Zero E became the first tyre to win the prestigious *Compasso d'Oro* International Award ADI, one of the most authoritative awards worldwide in the field of industrial design. Launched in 2023, P Zero E represents the synthesis of the latest technological innovations developed by Pirelli, placed at the service of the new electrified and sustainable mobility. Characterising the product are several elements:

- manufactured with more than 55% natural (bio-based[161]) and recycled[162] materials, over the whole launch range, as validated by Bureau Veritas, world leader in services verifying compliance and certification for quality, the environment, health, safety and social responsibility.
- Pirelli P Zero E has achieved, for all available sizes, the highest class (A) in all parameters of the European label, namely energy efficiency – rolling resistance, safety – wet braking, and noise impact – external rolling noise. Starting with rolling resistance, thanks to specific compounds (so-called Rolling Reduction Compounds) that favour greater autonomy of battery-powered vehicles, prolong tyre life thanks to reduced wear and play a fundamental role in controlling the car in various driving situations and in particular wet braking. As of 2023, Pirelli P Zero E was the first UHP product with this label category.
- The entire P Zero E range is also marked Elect, which identifies the package of technologies developed by Pirelli to enhance the characteristics of electric cars.

In turn, the new Pirelli RunForward technology, making its debut on the P Zero E, is designed to keep control of the car in the event of a puncture and allow you to continue driving. This system is made up of reinforcing bezels on the tyre's sidewalls, which provide support for the tyre and allow it to travel up to 40 km at a maximum speed of 80 km/h even at zero pressure. The advantages of tyres equipped with Pirelli RunForward are many, including: a level of driving and acoustic comfort comparable to that of a traditional tyre, while maintaining low rolling resistance and the convenience of not requiring special rims to benefit from this technology, designed especially for BEV cars.

For the 2025 summer season, Pirelli presented the new generation of P ZERO™, the ideal choice for Premium and Prestige vehicles, developed in collaboration with leading car manufacturers. It delivers exceptional control in both dry and wet conditions, with 100% of sizes in class A for wet grip across the entire launch range, thanks to advanced technologies and virtual design enhanced by AI and Motorsport experience.

Alongside P ZERO, the new Cinturato made its début, dedicated to saloons and Crossover utility vehicles CUVs, combining safety and durability with class-leading braking performance on both dry and wet surfaces (class A on the EU label).

The Cinturato ensures excellent mileage thanks to next-generation compounds and a redesigned tread pattern. In addition, it is manufactured at industrial sites that purchase 100% renewable electricity.

After introducing the P Zero Winter 2 in 2024 – made with over 50% natural and recycled materials in selected sizes of the ELECT™ range for electric and plug-in vehicles – in 2025 the winter range was expanded with the new Cinturato Winter 3, designed to offer maximum safety in winter conditions and certified with the TÜV Premium Quality mark. Intended for saloons and CUVs, it stands out for excellent performance on snow, with braking, traction and handling at the top of its category, while ensuring safety on wet surfaces thanks to aquaplaning resistance and wet grip rated A/B on the European label. It also provides driving comfort with a noise rating of class B.

Also, within winter products, during 2025 Pirelli introduced the new ICE FRICTION, designed for cars and SUVs, offering safety and control in extreme winter conditions, with excellent performance on ice, snow and wet surfaces. It ensures driving comfort and low noise levels (class A on the European label), thanks to an optimised tread pattern and PNCS™ and ELECT™ technologies dedicated to electric vehicles. ICE FRICTION also bears the "Ice Pictogram" symbol, certifying that the tyre has been developed and tested in extreme ice conditions.

In the All Season segment, in 2025 Pirelli expanded its offering with the new Scorpion All Season SF3, designed for SUVs and developed from the experience of the award-winning Cinturato All Season SF3. This tyre ensures safety and comfort all year round, with excellent performance on wet and dry surfaces and in cold conditions. It delivers superior wet performance, confirmed by Dekra tests, with top braking performance and class A grip on the European label. It also stands out for dry braking and maintains high winter performance thanks to the 3PMSF marking. In addition, it ensures driving comfort (class B for noise), long life and low rolling resistance for improved efficiency.

During 2025, tests conducted by the European press continued to confirm the excellence of our product ranges, with overall results at the highest level. These performance results demonstrate not only the technical quality of our tyres but also the strength of our innovation strategy.

161. Bio-based material: Material fully or partially of biogenic origin. (source: ISO 16620 – 2 2019).
162. Recycled material: material that has been reprocessed from recovered material through a manufacturing process and transformed into a final product or component for incorporation into a product. (source: ISO 14021 – paragraph 7.8.1.1).

The new summer products include the P Zero (PZ5) achieving 2 victories, receiving recognition from authoritative publications such as Tyre Reviews and Auto Express. The new Cinturato (C3) also performed strongly, achieving 4 podium finishes including 2 victories (Tyre Reviews and AlVolante), while the Scorpion added 3 podium finishes to our SUV product portfolio, including 1 victory awarded by Teknikens Värld.

Even more significant results came from the All Season range. The Cinturato All Season SF3 dominated this category, achieving 18 podium finishes, including 13 victories, in some of the most authoritative sector tests, such as Auto Bild, Tyre Reviews, Al Volante and Auto Express. The new Scorpion All Season SF3 also made a positive début, winning its first test in AvD.

In the winter segment, the P Zero Winter 2 in the UHP category achieved 3 podium finishes, including 2 victories in tests by Tyre Reviews and Teknikens Värld, confirming its status as a benchmark for sports performance in winter conditions. The new Ice Friction secured 2 podium finishes in major tests conducted by Vi Bilägare and Teknikens Värld, marking an excellent start in the Nordic category.

Strong results were also achieved in the NAFTA market. In the All Weather segment test conducted by Car and Driver, the Cinturato WeatherActive ranked first, standing out as the "best tyre on dry surfaces thanks to lateral grip, responsive steering and comfort, while also ensuring excellent performance on wet and snow".

It should also be noted that, in the customer satisfaction rankings published by Tire Rack (Dec. 2025), Pirelli products consistently rank at the top of their respective categories:

- → Scorpion Zero All Season Plus 3 – 1st place in the Street/ Sport Truck All Season category
- → Scorpion Zero All Season – 3rd place in the same category

Scorpion Weatheractive – 1st in the Crossover/SUV Touring All Season category

- → Scorpion AS Plus 3 - 2nd place in the Crossover/SUV Touring All Season category (productsAll Season M+S)
- → Scorpion Winter - 2nd place in the Light Truck/SUV Performance Winter/Snow category
- → P Zero AS Plus 3 - 1st place in the Ultra High Performance All Season category
- → P7 AS Plus 3 - 1st place in the Grand Touring All Season category (M+S All Season products)
- → Cinturato Weatheractive - 1st place in the Grand Touring All Season category

The focus on the evolution of safe and environmentally responsible mobility is also reflected in the offering of tyres bearing the Elect marking, which identifies all Pirelli tyres specifically developed, together with car manufacturers, for electric vehicles. The marking represents the clear identification of a tyre built through technological solutions and material packages capable of enhancing the technical peculiarities of electric cars, particularly in terms of:

- → low rolling resistance, to increase the life of the car battery;
- → low acoustic emissions, for greater driving comfort, in line with the silence of electric traction;
- → greater resistance of the carcass to better support the weight increase of the car given by the batteries and at the same time guaranteeing better handling;
- → greater resistance of the tread compound to support the higher torque generated by the electric motor, ensuring the necessary road holding.

Pirelli's growing role within the electric segment and as a strategic development partner is further evidenced by the achievement of 781 homologations (on pure electric vehicles BEVs – Battery Electric Vehicles), of which 114 were obtained in 2025 alone, across 49 different car manufacturers, including numerous activities within the BEV original equipment segment in the APAC region, which is experiencing strong expansion and represents a diversification element of Pirelli's original equipment presence.

Particularly suitable for electric vehicles, but not only, is the PNCS™ technology, a decisive innovation for the reduction of interior noise generated by tyre rolling as a result of stress between the road surface and the tread pattern. Benefits have been recognised by car manufacturers such as Volkswagen, Jeep, Alpina, Karma, Enovate, Jaguar-Land Rover, BMW, Audi, Volvo, Polestar, Mercedes, Ford, Tesla, Lucid, Porsche, Bentley, McLaren, Aston Martin and Rolls Royce.

CYBER TYRE

Pirelli's high-tech products include the development of technologies based on the introduction of sensors inside the tyre. The Pirelli Cyber Tyre system, consisting of a sensor in the tyre that collects fundamental information for safe driving, and a software integrated in the car's electronics, was the first in the world to be fitted as original equipment on a standard car, the McLaren Artura and is now approved on several models in North America and Europe. Thanks to information provided by the Pirelli Cyber Tyre system, the car's electronics can intervene promptly, improving safety and vehicle performance. In addition, Pirelli and Bosch recently signed a joint development agreement to create new solutions based on software and driving functions, thanks to tyre-integrated sensors. This collaboration opens up new evolutionary scenarios for Advanced Driver Assistance Systems (ADAS) and autonomous driving, in which the tyre becomes a true generator of digital data, complementary and synergistic with other on-board technologies. The first vehicle to benefit from the Pirelli–Bosch collaboration was the Pagani Utopia in 2025, while Pirelli, Bosch and Aston Martin are working to integrate Cyber Tyre technology into future models of the British company.

Another future development will see tyres networked, both with other vehicles and with the road infrastructure. Pirelli was the first tyre company in the world to share information about the road surface on the 5G network from smart tyres equipped with sensors, presenting in Turin the use-case "World-first 5G enhanced ADAS (Advanced Driver Assistance Systems) services". This is a continuously evolving system that will become essential as the level of autonomy of cars increases. In fact, the driver's current ability to perceive the grip conditions given by the type of road surface and weather conditions will have to be fulfilled by the tyres, and the car will be able to slow down if the asphalt is found to be slippery, adapt the electronic controls to increase safety and, with inter-vehicle connectivity, warn other self-driving cars of a

potential imminent danger. This is a true tactile sense offered by the only point of contact between the car and the road: the tyres.

These initiatives demonstrate that the Company takes a proactive approach in identifying the necessary and most appropriate way to respond to potential or actual significant negative impacts on consumers or end users. This process is based on a continuous analysis of market trends, the regulatory framework and emerging customer demands, with a view to guaranteeing a range of products and services that is increasingly safe, sustainable and in line with end consumer expectations.

POLICIES for product safety, performance and innovation

Product safety is first and foremost recalled by the Pirelli Group Code of Ethics, which stresses, as an essential value for Pirelli, the fact of offering top product quality, excellence of systems and production processes, while maintaining a constant focus on performance in order to meet customer expectations in terms of performance and safety.

Product safety and quality is stressed not only by the Pirelli Group Code of Ethics but also by the Quality Policy and the Product Stewardship Policy, the contents of which also set forth, amongst the various aspects regulated, Pirelli's commitment to fostering positive impacts in terms of the prevention of incidents caused by product characteristics/ flaws, at the same time also making it possible to make the most of the opportunity to increase market share thanks to ever safer products, for example smart, connected tyres that transmit information useful to safe mobility in real time.

The Product Stewardship Policy confirms how Pirelli has chosen to systematically assess any potential safety risk during each phase of the product life cycle and take timely action as necessary to prevent or mitigate any negative impacts in this respect, as well as to invest in research and development to design innovative, ever safer products and reduce the environmental impact.

The Policy also stresses Pirelli's commitment to supporting customers and end consumers to guarantee that they understand the safety characteristics of the products and to inform them about the safest ways to use them, at the same time assuring respect for the environmental during their use and at disposal, facilitating recycling or reuse wherever possible.

Finally, the Quality Policy stresses how quality, an essential value for Pirelli, is also pursued by the Group through: i) the safety, reliability and high performance of the products and services supplied, in compliance with current regulations and the highest national and international standards, guaranteeing a continuous alignment of business processes with the requirements of quality standards (ISO 9001 and IATF 16949 – automotive sector); ii) the anticipation, satisfaction and tendency to exceed the expectations of both internal and external stakeholders (including customers) across the world, benefiting from the high level of skills and professionalism of its people; iii) the identification, prevention and management of the various types of risks, both in business processes and throughout the value chain and the capacity to make the most of development opportunities; iv) continuous evolution and innovation of products, services, processes and systems with a view to excellence and guaranteeing a perfect customer experience. For more information on the Group's Policies, refer to the paragraph entitled "*Main policies for the management of material IROs*".

The Pirelli Quality system is a key policy implementation tool.

Pirelli's tyres undergo a careful quality analysis before being released to the market, with a view to preventing or solving the problem of faulty products before they are delivered to customers and thereby avoid product recalls. The entire production process is subject to specific internal quality assurance procedures with safety and performance targets that are constantly updated and raised. The Pirelli Quality Management System involves annual first party audits (i.e. internal audits) to guarantee and validate the quality management system, in compliance with standards ISO 9001 and IATF 16949 for the automotive sector, assessing the implementation, maintenance and effectiveness of the Quality Management System.

These audits assess compliance with the IATF standard, specific customer requirements and our internal policies.

The areas of interest include management's commitment, risk management, change management and continuous improvement processes.

In addition to the management system audits, audits are also run on the process and product. Guided by VDA 6.3 and VDA 6.7, process audits examine the solidity and capacity of key processes along the value chain of production and services. The audit scope covers project management, the planning and development of products and processes, supplier management and production processes. The key focus is on identifying potential risks, guaranteeing process controls and improving the efficiency and quality of results. To assess compliance with the predefined criteria and identify areas for improvement, the specific VDA standard is used. According to the guidelines of VDA 6.5, on the other hand, product audits assess whether or not the end products satisfy customers expectations, legal and regulatory requirements and internal quality standards. These audits entail detailed inspections, function tests and the assessment of specific product characteristics. The results of product audits are used to guide corrective and preventive actions.

The approach described is structured in such a way as to cover all Group sites, processes and products with Pirelli system, process and product audits, in line with the requirements and frequency laid down by standard ISO 9001 – IATF 16949 (system audits), VDA 6.3 and VDA 6.7 (process audits), VDA 6.5 (product audits) or in respect of Customer requests.

For some years now, Pirelli has also adopted an internal procedure to regulate the periodic delivery of training on the Group Quality Management System, in relation to the roles and responsibilities of the functions involved, the operational process of planning, realising and monitoring the initiatives and the disclosures regarding the same. The content delivery modes are distributed between in-person, virtual and on-line

self-paced courses or "on-the-job training", consistent with the learning objectives of each initiative. The first method described is used for white-collar training, while the second is preferred for blue-collar workers. The aim of these training sessions on Quality is to ensure that the people are able to apply knowledge and skills (abilities and know-how) learned to effectively fulfil their current and future responsibilities.

In January 2025, Pirelli voluntarily decided to proceed with a product recall, limited to the United States market, relating to a 2018 supply for the Mercedes E-Class. The tyres had been incorrectly marked with an inaccurate maximum inflation pressure and, as a result of this incorrect marking, might not have met the endurance requirements associated with the indicated pressure. Consequently, vehicles equipped with the tyre in question were not compliant with the requirements of Federal Motor Vehicle Safety Standard (FMVSS) no. 139, "New pneumatic radial tyres for light vehicles".

As a corrective action, after halting production and distribution of the product concerned, Pirelli decided to commence production of a replacement product indicating the correct maximum inflation pressure of 350 kPa. Production of the replacement began from week 12 of 2019.

The costs accrued in 2025 for this recall amount to approximately 421,000 USD.

Pirelli is not aware of any failures, accidents or injuries attributable to this labelling error.

The event described above was the only occurrence in 2025 that resulted in market action.

TARGETS in Product safety, performance and innovation

Pirelli's Strategic Plan set the goal of improving performance in car tyre wet grip, making the commitment to ensure that more than 90% of the new IP Codes fall within classes A and B of European labelling by 2025.

In addition to aiming to improve rolling resistance, for which reference is made to the addressing of product targets in the "Environmental information" section, chapter "E1 Climate Change", the target comes as part of the Eco-Safety strategy, which combines the need for high quality products with high safety characteristics and a constant commitment to improving the environmental impact.

This measurable, relative target applied to the period 2020-2025, with a baseline year set at 2020.

The target scope includes new car products (new IP Codes) that made their first sales on the market[163] in the reporting year. In addition, the values for wet grip, assessed on non-European scales, are converted to the equivalent EU scale, thereby guaranteeing a consistent comparison with current regulations.

As at 2025, the recorded share of new IP codes in wet grip classes A/B stood at 88%, reflecting a slight slowdown compared with the previous year (90.5% in 2024), also as a result of evolving competitive and market dynamics.

ACTIONS in Product safety, performance and innovation

The operating costs of the actions listed below, which relate to research and development activities, are included in the 72% expenditure share allocated to activities linked to product sustainability features, as described in the Environmental Information section, under the "E1 Climate Change" and "Product Innovation" paragraphs, to which reference is made.

High Speed Testing Machine

Since 2021, Pirelli has benefited from use of the High Speed Testing Machine in its Research and development Centre of Milan. This new machine can test tyres in controlled conditions at up to 500 km/h and with realistic operating cycles that can reproduce effective stress during the extreme use of products on the track or on the road. The main purpose of this test is to further increase the safety of tyres for the fastest cars: with the advent of increasingly high-performance road hypercars, also as a result of the perfection of electric engines, high speed is becoming a crucial factor in the development of different categories of tyres, not only those specifically for motorsport, but also those intended for road use.

Joint Development Partnerships

Collaboration with external stakeholders with a view to research, innovation and best practices plays a particularly important role in the development of more sustainable materials. More specifically, Pirelli has multiple Joint Development Partnerships in place with strategic suppliers, two- or three-year collaborations, research agreements with universities (such as the Joint Labs agreement stipulated by Pirelli and the Polytechnic University of Milan for the research of ever more sustainable materials, such as bio-polymers). Collaborations with universities are often associated with cycles of financed PhD qualifications, which therefore last at least three years, but as a rule they last for multiple cycles. There are then also collaborations at the sector level for scientific research as part of the WBCSD's Tire Industry Project, with the aim of proactively identifying and addressing potential human health and environmental impacts associated with tyre life cycle impacts, and multi-stakeholder collaborations such as the Global Platform for Sustainable Natural Rubber (GPSNR), in order to support sustainable development of the Natural Rubber business.

Quality, product and sustainability certifications

The main management systems adopted by Pirelli under the scope of quality management include ISO 9001, IATF 16949, ISO/IEC 17025.

ISO 9001: since 1970, the Group has had its own Quality Management System introduced gradually at all Plants and, since 1993, Pirelli has obtained certification of its quality system under the ISO 9001 standard. The transition process of its Plants and the Headquarters to certification according to the new ISO 9001: 2015 ended in September 2018. In 2020, following the Covid-19 pandemic situation, the IAF (International Accreditation Forum) admitted the possibility of implementing remote audits and extending the validity of expiring certificates. Pirelli ensured that surveillance and

163. Sales of at least 50 units.

recertification audits were carried out remotely and, in the field, where possible, in accordance with IAF rules and in compliance with the rules for the preservation of personnel health, established by the country and the company itself. In 2021, due to the continuation of the pandemic situation, the Company continued to carry out surveillance audits in accordance with the procedures laid down by the relevant third-party bodies, guaranteeing the continuity of the certifications obtained. Starting in 2022 and continuing through 2023, 2024 and 2025, following the re-establishment of the general conditions of normality and in accordance with the procedures laid down by the appointed third-party bodies, the Company resumed carrying out surveillance audits in presence, guaranteeing the continuity of the certifications achieved.

IATF 16949:2016: since 1999 the Group has obtained the certification of its Quality Management System according to the automotive scheme and subsequent evolutions. Following the evolution of ISO 9001:2015 and the new IATF 16949:2016 (Automotive Scheme became private), Pirelli achieved the Quality Management System certification in 100% of its eligible Plants as at 31 December 2018. In 2020, due to the pandemic situation, the International Automotive Task Force allowed remote audits from 30 October 2020. Once again, Pirelli ensured that surveillance and recertification audits were carried out in the field, and then remotely, in accordance with IATF rules and in compliance with the rules for the preservation of personnel health, established by the country and the company itself. Also in this case, during the emergency situation caused by the 2021 pandemic, surveillance audits continued to be carried out in accordance with the procedures established by third-party bodies, in order to ensure the continuity of the certifications obtained.

ISO/IEC 17025: since 1993, the Materials and Testing Laboratory of Pirelli Tyre S.p.A., since 1996 the Testing Laboratory of Pirelli Pneus (Latin America), since 2023 the Materials and Testing Laboratory of Jining Shenzhou Tire Co. (China), and since 2025 the Testing Laboratory of Pirelli Neumaticos S.A. de C.V. (Mexico) have implemented a Quality Management System and have been accredited in accordance with ISO/IEC 17025. This system is maintained in accordance with the standard in force and the ability of the laboratories to perform accredited tests is evaluated annually. In 2020, the laboratories carried out the annual surveillance audit remotely, in 2021 and 2022 in hybrid mode, as stipulated by the Accreditation Body Accredia. Starting from 2024, the laboratories renewed their certificates through on-site audits, thereby ensuring the continuity of their accreditation.

Laboratories participate in proficiency tests organised by the International Standard Organisation, the European Tyre and Rim Technical Organisation (ETRTO) or international circuits organised by car manufacturers. Specifically in regard to car tyres, the focus on quality is confirmed by Pirelli's supremacy in numerous product tests. It is also guaranteed by its collaboration on product development and experimentation with the most prestigious partners (auto manufacturers, specialised magazines, driving schools, etc.).

The Product Certifications, which allow the marketing of the same in the various markets in accordance with the regulations laid down by the different Countries, are coordinated and, for some markets managed, directly by the Quality Function. The prevailing certifications, obtained in the Pirelli Group, cover the markets of Europe, North America, South America, China, the Gulf States, India, Indonesia, South Korea, Africa, Argentina and Australia (the latter only 'on demand', as it considers both the DOT - Department of Transportation - marking and the UNECE certificate valid), and involve all Pirelli plants. These Certifications periodically require factory audits by ministerial bodies from the countries concerned or bodies delegated by them, with the aim of verifying product compliance at the Pirelli production sites.

As of 2023, all Governmental Authorities and/or Type Approval Authorities performed in-person audits for production conformity verification.

Sustainability certifications, carried out on an entirely voluntary basis, allow Pirelli's plants to comply with standards ISCC+, ISO14021 and FSC™ where applicable. These standards entail site-specific certification; therefore, all plants involved in the process must implement all activities, criteria and responsibilities to respect the rules of segregation and/or calculation of mass balance and, finally, must show the traceability and sustainability of their outputs: tyres, compounds/semi-finished products and raw materials.

Furthermore, in order to effectively meet stakeholder expectations, Pirelli addressed the RBA and RSCI standards at its sites in Mexico as well as at its Chinese (2024) plants. This strengthens Pirelli's commitment to the promotion of a responsible, sustainable value chain, taking into account not only the social but also the environmental and economic impacts of its business. Participation in these initiatives can also help Pirelli identify and manage the risks in its value chain, improve the transparency and traceability of its products and services and collaborate with other industry operators to promote sustainable practices.

Integration of emerging technologies to improve product quality

Product quality is also a key element integrated into the Group's digital transformation programme, as well as into the adoption and application of advanced tools to ensure greater efficiency, consistency and reliability of quality and industrial data.

Pirelli's Industrial IoT platform enables the integration of product and factory systems, with the migration of data and information to the Cloud. The real-time data platform and the application of machine learning models improve accuracy, reduce variability and accelerate the continuous improvement of factory, product and quality processes,

responding to requirements for flexibility and efficiency and enabling automatic control and adjustment of production parameters on the basis of continuously measured conditions.

In addition, a digital check-list supports and guides each operating routine, transferring all control and response activities into a common digital environment; alerts are generated in real time.

Finally, predictive analyses based on AI and Big data are applied to facilitate the forecasting of product quality defects and process-related failures, as well as to optimise preventive actions.

In order to improve corporate performance in terms of product quality, Pirelli ensures the maintenance of 100% of ISO 9001 and IATF certifications for all operating sites at the end of each year.

High value approach to the mobility of the future

Pirelli closely monitors the evolution of mobility and its main technological trends, such as digitisation, electrification, driving automation, servitisation and shared mobility. Alongside these, other broader macrotrends (such as urbanisation, remote working, population growth and economic growth) and their different developments across regions also have a significant impact on mobility and, as such, merit monitoring with a view to offering mobility products and services aligned with these trends and with new customer needs. The mobility of the future cannot be separated from digitalisation, and in this area Pirelli is present with the Cyber™ TYRE project. Tyre 'sensorisation' and the algorithms and software that process the data collected by the sensors and make it available to the vehicles are an integral part of the Group's strategy that makes technological innovation a distinctive and key element in responding to the major themes that will transform the concept of mobility: autonomous driving, electric, sharing and 5G connectivity. For more details, see the paragraph "Cyber tyre" of this chapter.

By applying to tyres the market demand for mobility in the form of a service (Tyre As A Service), Pirelli continued the service introduced in 2022 on the Italian market: PIRELLI Care. The procedure for purchasing tyres and services for car care, using the app with monthly payments. The mobility of the future also partly consists of a return to the past, where bicycles, now electrified, play an important role, especially in urban mobility. This is why, since 2017, Pirelli has returned to the world of bicycle tyres (consider that the first Pirelli tyre at the end of the 19th century was a bicycle tyre), in which it is present with several product lines: P ZEROTM for high-performance racing bicycles, designed for users devoted to maximum performance; CINTURATOTM for Endurance and Gravel bicycles, where the more playful component of exploration and sporting activity understood as well-being and lifestyle flanks pure performance, yet extending the surfaces where light off-road cycling is also possible; SCORPIONTM, the line dedicated to the world of Mountain Biking, with all its variants from Cross Country to Downhill, including all the various traditional options or with the support of an electric motor (E-MTBs); and finally the AngelTM Urban line of tyres, ideal for all situations, urban and otherwise, of commuting by pushbike, with or without electrical assistance.

A complete range of products developed by R&D Pirelli also in collaboration with the best international professional teams in each category, to achieve maximum performance.

Added to this is the start-up of bicycle tyre production at the Pirelli plant in Bollate, which thus becomes the only factory to produce 'Made in Italy' bicycle tyres on an industrial scale. The historic facility, a few kilometres from Milan and inaugurated by Pirelli in 1962, has undergone a process of modernisation and reorganisation to house the production of Pirelli Cycling's high-end lines.

In 2025, within the Cycling product range, a new product, Cinturato Evo, was introduced, combining excellent product performance with the use of more than 50% bio-based or recycled materials.

The product's key features include tread durability, which has been improved compared with the previous version. In addition, Cinturato Evo, produced at the Bollate factory, uses FSC™-certified natural rubber.

In the field of urban mobility, Pirelli is committed on several fronts to promoting and developing modern and sustainable solutions.

In 2025, Pirelli strengthened its commitment to micromobility through a partnership with Unicorn Mobility, a company of the UM Technologies BV group. The agreement marked the start of a new phase of CYCL-e Around, the Corporate eBike Sharing project launched by Pirelli in 2021 and dedicated to private communities. The service, offered under the co-brand Pirelli | Unicorn, expands the original e-bike sharing offering by including light electric vehicles such as e-scooters, electric mopeds and microcars, in response to the growing demand for mobility solutions from companies, hospitality facilities, residential complexes and student residences.

The offering is distinguished by its "turnkey" model, integrating vehicle fleets, a booking app, technical assistance and a dashboard for monitoring sustainability KPIs.

The initiative, to which Pirelli contributes the strength of its brand and its knowledge of global markets, concretely supports the spread of new mobility models, promoting active lifestyles and environmental awareness.

GOVERNANCE INFORMATION

G1 BUSINESS CONDUCT

PIRELLI'S CORPORATE CULTURE AND ITS MANAGEMENT MODEL

Pirelli's history is distinguished by a Company culture capable of combining technological innovation and humanistic culture, scientific research and artistic experimentation, talent development and an international outlook. To disseminate its corporate culture in Italy and abroad, Pirelli implements numerous initiatives and promotes collaborations with leading cultural institutions.

At the forefront in supporting these Company initiatives is the Pirelli Foundation, established in 2008 with the aim of preserving the Company's historical heritage from its origins to the present day and enhancing it through: the curation of publications, the organisation of exhibitions, digital projects, conferences and guided tours, the management of company libraries and the education of younger generations, bringing them closer to the founding values of the Group's Company culture.

Moreover, the Pirelli Group promotes the development of plans and policies to ensure the presence of a solid and responsible governance framework capable of planning, implementing, and monitoring the company's strategic directions over the medium to long term. It encourages responsible behaviour and fosters awareness of the importance of effective governance throughout the organisation.

In line with this approach, the following positive impact generated by Pirelli emerged from the Double Materiality Analysis, attributable to the topic of company culture:

- *Sharing and dissemination of the company's rules and principles with internal and external stakeholders*

The main Policies through which Pirelli expresses and disseminates its corporate culture are described in the chapter "Main policies for IRO management". The following is a detailed description of the Code of Ethics and the Whistleblowing Policy, as well as the initiatives put in place to implement the commitments set out therein.

POLICIES for business Conduct

Values and the Code of Ethics

The sharing and dissemination of the Company's rules and principles with internal and external stakeholders is addressed by the Pirelli Group Code of Ethics and, more generally, reflected in all the Policies adopted by the Group.

More specifically, the Code of Ethics stresses how Pirelli adopts a multi-stakeholder approach, pursuing sustainable, lasting growth aimed at balancing the expectations of all those who interact with the Group and the businesses that are a part of it, and expressly states that it shall be disseminated as much as possible so that the values and rules of conduct it contains are known to employees and available for consultation by all.

The Code of Ethics sets out the values and standards of conduct with which all recipients must comply. More specifically and amongst other aspects, Pirelli's commitment is stressed to:

- condemn unlawful or in any case unfair conduct and respect and ensure that the laws in force in the countries in which it operates are respected internally and in relations with the outside world;
- promote fair competition, acknowledging that correct and fair competition is essential to business and market development;
- require all Code of Ethics recipients to ensure the utmost confidentiality of information acquired or processed on the basis of or during fulfilment of their duties;
- pursue the protection of internationally-affirmed human rights and respect for the principle of equal opportunities in the workplace, without any distinction based on gender, marital status, sexual orientation, religious faith, opinions concerning politics and trade unions, skin colour, ethnic origin, nationality, age, disability;
- manage activities in respect of the environment and public health and make responsible use of resources, in line with the objective of achieving sustainable, environmentally-friendly development;
- protect health, safety and hygiene in the workplace, both through continuously improved management systems and by promoting a health and safety culture based on prevention and on the need to effectively manage occupational risks.

In supplementation of the contents of the Code of Ethics, the Group has also adopted the Code of Conduct with which all Pirelli Group directors, statutory auditors, managers and employees and, in general, all those operating in Italy and abroad for and on behalf of and/or in the interests of the Pirelli Group, or who entertain business relations with it, must comply. Through the Code of Conduct, the Company asks its recipients to behave ethically including seeking to avoid any situation of conflict of interests. In the event of a conflict arising, they are obliged to report it immediately. Moreover, unlawful conduct (such as insider trading) is strictly prohibited.

The Code of Conduct also stipulates that an adequate training and continuous awareness programme on matters related to the Code of Ethics must be implemented. In this regard, the Code of Ethics and the main procedures adopted by the Group are brought to the attention of, and made available to, the corporate population through their publication on the Intranet and through training and awareness campaigns. Among these initiatives is the preparation of a welcome email for new hires dedicated to compliance issues, as well as the availability on the My Learning platform of specific training on ethical conduct.

For further information regarding the Group's Policies, please refer to the paragraph "*Main policies for the management of material IROs*" within the chapter "General information".

The Whistleblowing Policy

The Group's Whistleblowing Policy defines the procedures and channels that can be used to notify any violations, including of the values and principles established in the Pirelli Group Code of Ethics and Code of Conduct, as well as, more generally, any violations of the principles set forth

in the Group's Policies. In addition to the Group Policy, a Whistleblowing Policy has been issued, applicable to companies based in European Union countries. The Policy in the EU area in particular, in compliance with the general principles already included in the Group Policy, guarantees the compliance of the whistleblowing system with the regulations included in the EU Directive 2019/1937 and in the national transposition laws adopted by the EU countries in which the Group operates.

The Whistleblowing Policies govern the manner of reporting breaches, suspected breaches and inducement to breaches of the law and other regulations (local, regional, national and international), principles ratified by the Code of Ethics, including reports relating to equal opportunities, discrimination and mobbing, in addition to all that is dealt with in the other Policies, internal auditing principles, corporate policies, rules and procedures, and any other behaviour involving commission or omission of acts that might directly or indirectly lead to economic-equity or reputational detriment for the Group and/or its stakeholders (all without prejudice to any extensions or limitations imposed by locally applicable whistleblowing regulations).

The portal through which a report may be submitted is accessible at https://pirelli.integrityline.com and is available to anyone, whether internal or external to the Group, wishing to submit a written or oral report concerning any company of the Group. In addition to this channel, Pirelli also offers the possibility to submit a report by hard copy letter or by e-mailing ethics@pirelli.com. The reporting procedures and their management are described in the Whistleblowing Policy, available on the Pirelli website.

The references to the Policies and/or reporting channel also constitute part of the General Conditions of Purchase included in supply orders/contracts, in the Pirelli Supplier Code of Conduct, as well as in the text of the different Group Policies published on the Company's website.

Reports may be made in different ways (in writing or verbally), and also in an anonymous form; in any case, protection of the principles of confidentiality, proportionality, impartiality and good faith is guaranteed at all times, as is zero tolerance in respect of acts of reprisal of any kind against whoever makes a report or is involved in the report in any capacity. Reports may concern directors, statutory auditors, management, employees of the Company and, in general, anyone operating in Italy or abroad for Pirelli or who engages in business relations with the Group, including partners, customers, suppliers, consultants, collaborators, auditing companies, institutions and public entities, including the affected communities.

Reports submitted through the Group channel are centrally managed by the Group Internal Audit function, which reports functionally to the Audit, Risk, and Corporate Governance Committee (made up mainly of independent directors), and to the Board of Statutory Auditors of Pirelli & C. S.p.A and meets the requirements of impartiality and independence. In addition to the Group channel, Pirelli provides dedicated channels at the level of individual companies (where required by local regulations) and a channel reserved for reporting Breaches concerning the Internal Audit function, managed by an autonomous person and/or department within the Company. Whistleblowing Managers are in charge of analysing all the whistleblowing cases received and providing feedback to the whistleblower on their acceptance, management and results. The Whistleblowing Manager, during the analysis, may, where necessary, involve the corporate functions deemed competent for verification activities, as well as schedule specific action plans. In the report is found to be well-founded, the appropriate disciplinary measures and/or legal action will be taken to protect the Company.

The whistleblowing channels are structured in accordance with the principles of 'privacy by design' and 'privacy by default and minimisation'. The handling of reports is guided by respect for the confidentiality of the persons concerned and of any other third parties involved, while also ensuring anonymity, in the case of anonymous reports, and the principles of necessity and proportionality. More specifically, the Whistleblowing Policy envisages a "prohibition of retaliatory acts", stressing the non-tolerance of any form of threat, retaliation or discrimination, whether attempted or effective, against whistleblowers, facilitators, related persons, reported persons and anyone who has collaborated with investigations into the grounds of the report. As explained in the Policy, Pirelli aims to eliminate (wherever possible) or offset the effects of any retaliation against the above persons and reserves the right to take suitable action against anyone who threatens to or implements any acts of retaliation against the persons listed above. If a report should be found to be valid, it undertakes to eliminate the causes.

Furthermore, in the event of a violation of the principles established by the company Policies, or related Procedures, by its employees (by way of example and not limited to the context of: health and safety, anti-corruption, antitrust, information security, etc.), Pirelli applies the sanctions provided for by the company disciplinary system in compliance with collective labour agreements, company procedures and applicable regulations in the countries where Pirelli operates.

Reports made by whistleblowing

During the course of 2025 the Whistleblowing procedure was activated 181 times. Specifically:

- reports were received from 12 different countries (Argentina, Brazil, China, Germany, Italy, Mexico, Romania, Serbia, Sweden, Turkey, UK, USA);
- of the reports received, 18 were found to be substantiated, including 11 related to Human Rights & Labour Conditions and 7 concerning cases of Mismanagement.
- the reports received are partly signed and partly anonymous. It is objectively not possible to confirm the total number of reports from internal or external stakeholders because some complaints, as mentioned, were received anonymously;
- of the 59 signed reports received, 2 were submitted by external whistleblowers.
- no reports were received concerning the Internal Audit function.
- the majority of the reports were submitted via the ethics@pirelli.com email inbox, while the remaining reports were received through the dedicated whistleblowing platform (*https://pirelli.integrityline.com*), which was introduced in 2024;
- the Internal Audit function periodically reported the

reports received and the progress of the analyses carried out to the competent corporate bodies of Pirelli & C. S.p.A.

Below is the subject matter alleged in the relevant reports received. For more information about reports regarding working conditions, discrimination and health and safety matters, refer to the section "Social Information" and, in particular, the chapter "S1 Own workforce" "Respect for human rights" paragraph.

ALLEGED SUBJECT MATTER	2024	2025
Total no. of reports received	170	181
Human Rights & Labour Conditions	*95*	*122*
Discrimination or Harassment	*25*	*23*
Customer privacy data	*0*	*0*
Conflicts of interest	*0*	*0*
Money laundering or insider trading	*0*	*0*
Corruption or Bribery	*3*	*1*
Other	*40*	*35*

The Company took action in all cases, intervening with disciplinary sanctions (reprimands and/or dismissals) and with actions aimed at removing the causes of the complaints and/or aimed at improving the internal control system.

With specific reference to the Grievance Procedure for reporting violations of the Policy on Sustainable Natural Rubber Management, no reports were received in 2025.

These reporting mechanisms allow Pirelli to monitor the effectiveness of its policies and actions aimed at sharing and disseminating the Company's rules and principles with internal and external stakeholders.

ACTIONS in Business Conduct

During 2025, the company continued to provide training and communication activities on the current Organisational Model to the population of the Group's Italian companies. More specifically, in 2025, the on-line training course was flanked by specific training sessions aimed at investigating specific topics in greater detail, including in regard to staff operating at various plants. In addition, the Company carried out a communication campaign relating to the Whistleblowing mechanism, addressed to all employees in the countries in which it operates, with the aim of increasing awareness of the existence and use of this tool.

ANTI-CORRUPTION

The following potential material impact emerged from the Double Materiality Analysis, attributable to the topic of active and passive corruption:

→ *Corruption and illegal conduct within the Company's operations.*

The same analysis also identified the following relevant risks, likewise attributable to the topic of active and passive corruption:

→ *Non-compliance with company criminal regulations (e.g. Italian Legislative Decree no. 231/2001);*
→ *Non-compliance with anti-corruption rules and regulations*

As regards the corporate liability of companies and entities, envisaged by Italian Legislative Decree no. 231/2001 (hereinafter also the "Decree"), Pirelli has had an Organisation and Management Model (hereinafter the "Model 231") in place for years now. The Model is structured in a General Section, which includes a review of the regulations contained in the Decree, of the crimes relevant to the Italian companies of the Group and the procedures for adopting and implementing the Model, and in a Special Section, which indicates the corporate processes and the corresponding sensitive activities for the Group's Italian companies pursuant to the Decree, as well as the principles and internal control plans to supervise these activities.

In addition, with regard to anti-corruption, Pirelli has adopted the ISO 37001 management system: during 2025, the certification body carried out audits on the Anti-Corruption Management System and confirmed the continued compliance with the ISO 37001 standard of Pirelli & C. S.p.A. and Pirelli Tyre S.p.A., as well as of the affiliates in Russia, Brazil and Spain.

Again with reference to processes, procedures and mechanisms in place, Pirelli carries out period internal audits that also include a focus on anti-corruption. In particular, the audits carried out by Internal Audit Function at Group subsidiaries include monitoring of crime risks, among which corruption and fraud figure. With reference to the Group's Italian companies, in order to prevent the criminal liability of entities envisaged by Italian Legislative Decree no. 231/2001, specific information flows are in place to identify any anomalous situations.

Finally, the whistleblowing channel, explained in the chapter "Whistleblowing Policy", allows for the identification and investigation of episodes of illegal business conduct, including corruption and concussion, in a timely, independent and objective manner.

Pirelli has envisaged a dedicated channel in the event that the reporting of unlawful conduct should regard a representative of the Internal Audit Department; reports are therefore handled by an autonomous person and/or department within the Company, who/which is independent of the Internal Audit Department.

The next chapter provides details of the Policies setting out Pirelli's commitment to anti-corruption matters and the action taken to fulfil these commitments and manage any IROs found to be material.

POLICIES in Anti-corruption

The topic of anti-corruption is addressed, in addition to the Pirelli Group's Code of Ethics and the Code of Conduct, by the Group Anti-Corruption Compliance Programme, the contents of which set out Pirelli's commitment, on the one hand, to promoting the prevention of corruption and unlawful conduct in Pirelli's activities, mitigating the potential negative impacts arising from any corruption incidents, and, on the other hand, to reducing the risks of non-compliance with corporate criminal regulations (e.g. Italian Legislative Decree no. 231/2001) and with anti-corruption rules and regulations.

The Group Anti-Corruption Compliance Programme was adopted with a view to establishing a reference framework, thereby further strengthening the anti-corruption Policy that Pirelli has implemented over time, first and foremost with the Code of Ethics and then through specific programmes and models in the various countries in which Pirelli operates, also aiming to mitigate the risk of the perpetration of crime (for example, the 231 Organisational Model, applicable to Italian companies).

In the document, the Pirelli principles already set out in the Code of Ethics and the Code of Conduct, including zero tolerance of any type of corruption in any form or manner, in any jurisdiction, not even where activities of this kind are in practice admitted, tolerated or not judicially pursued are restated.

Specifically, the Anti-Corruption Compliance Programme identifies the areas that Pirelli has considered as being at risk of corruption and, in particular: relations with intermediaries and suppliers; relations with the Public Administration (including inspections); management of gifts and entertainment expenses; management of sponsorships and promotional activities; the granting of contributions to the external community; recruitment and selection of human resources; extraordinary transactions and joint ventures; the management of so-called facilitation payments, and the related principles and rules to be followed in order to prevent the risk of corruption. More specifically, referring to the Pirelli Group's Code of Ethics, the Anti-Corruption Compliance Programme reaffirms that Pirelli does not provide contributions, benefits, or any other advantages to political parties, trade unions, or their representatives or candidates, while ensuring compliance with any applicable regulations.

Lastly, the Compliance Programme recalls the procedures for reporting any corruption and the protections envisaged for whistleblowers, in compliance with the Whistleblowing Policy, the sanctions envisaged in the event of violation of the contents of the document and the training and information activities promoted by Pirelli to oversee anti-corruption topics.

As envisage by the Anti-Corruption Compliance Program, in the event of violation thereof, Pirelli applies the sanctions provided for by the company disciplinary system in compliance with the collective labour agreements, procedures and regulations applicable in the countries where Pirelli operates.

For positions exposed to a risk of corruption classified as higher than "low", insofar as they operate in the sensitive areas identified in the Anti-corruption programme, and for the compliance department for the prevention of corruption in accordance with ISO 37001, the regular deposit has been envisaged of a declaration confirming their observance of the corruption prevention policy. The company regularly conducts an audit to check that at-risk persons required to make the declaration are correctly identified.

In compliance with the provisions of the company regulations approval process established by Pirelli, the contents of the Policies referred to herein have been shared with all the company departments involved in their implementation and validated by top management before their approval and issue.

In 2025, the Board of Directors approved the update of the Group Anti-Corruption Compliance Programme, the revision of which had been initiated following the corruption risk assessment completed during the current year. This update, aimed at incorporating the results of the risk assessment and ensuring the continued effectiveness and adequacy of the Programme, entailed a general revision of the document, while maintaining its objectives and overall structure unchanged. Among the most significant changes were: a more detailed description of the role and responsibilities of the Compliance & Rules Department as the department responsible for anti-corruption compliance; an update, based on the results of the risk assessment, of the areas at risk of corruption and, where necessary, the related controls; and a more analytical description of the due diligence process.

Further amendments of a predominantly formal nature were introduced to enhance the usability of the document.

Pirelli ensured the dissemination of the updated version of the Anti-Corruption Compliance Programme, communicating it to all personnel and stakeholders in order to guarantee full awareness of the changes introduced and to maintain its role as an up-to-date point of reference for the principles and conduct to be adopted in the prevention of corruption. The implementation of the updated Programme also involved the updating of risk indicators based on the requirements of the various countries and areas in which Pirelli operates.

In order to ensure the effectiveness of the Group Anti-Corruption Programme, Pirelli delivers mandatory training courses on the subject to employees of companies in the various countries in which it operates. More specifically, the Pirelli Group has developed specific mandatory anti-corruption courses for employees of companies subject to ISO 37001 certification (i.e. Pirelli & C. S.p.A. and Pirelli Tyre S.p.A., and the Affiliates in Russia, Brazil and Spain). In addition, the Group has provided for the implementation of further anti-corruption courses due to local regulatory specificities or organisational characteristics. Finally, note that the communication process of the Group Anti-corruption Programme involves making the Programme available to all employees, who can consult it via notice boards, the company intranet or the website, where the programme has been published in several languages.

More details on training can be found in the paragraph below entitled “Training on anti-corruption and awareness-raising”.

TARGETS in Anti-corruption

Pirelli is committed to promoting ethical and responsible business conduct, in compliance with laws, regulations, standards and guidelines, applicable to business in the countries where it operates and refuses all forms of corruption, whether direct or indirect, in both the public and private sectors.

Pirelli monitors the effectiveness of its policies and actions in relation to material impacts and risks through a structured system that includes, as previously mentioned, training, communication, and monitoring activities. These activities aim to prevent the risks of corruption, promoting ethical, responsible behaviour and guaranteeing the knowledge of applicable regulations and rules of conduct relative to the prevention of corruption and compliance with the applicable laws, regulations, standards and guidelines in the countries in which the Company operates.

To assess progress against these commitments, the company uses qualitative and quantitative indicators such as the number and type of reports received, the results of the audits and risk assessments, participation in training and communication programmes and the progress made on legal proceedings pending in connection with corruption matters. These measures allow for the verification of the adequacy and effectiveness of the Anti-corruption Programme and internal policies, promoting a corporate culture based on ethics and accountability. The system of information flows is designed to promptly identify the most relevant risks in the countries in which Pirelli operates, while risk assessment, the mechanisms for reporting unlawful conduct and audit activities can verify the compliance of corporate operations with the anti-corruption policies and identify any critical issues. In addition, the monitoring of reports received and legal proceedings pending in regard to corruption constitutes a key tool to assess the effectiveness of the action taken.

ACTIONS in Anti-corruption

Implementation of Anti-Corruption Prevention Frameworks in Light of the Updated Risk Assessment

The activity aimed at analysing the profiles of corruption risk is continuous and includes the assessment of conformity with local regulations in force in the Countries where the Company is present, the verification of the adequacy of the corporate oversight and, where necessary, the updating of the risk analysis.

More specifically, during 2025 Pirelli undertook a process to implement the findings that emerged from the anti-corruption risk assessment. Overall, the results of the analyses confirmed the adequacy and efficiency of the Management System, which ensures the continuous improvement of the processes underlying the prevention of corruption. In line with a proactive and responsible approach, the Compliance Department prepared an action plan aimed at strengthening control safeguards in individual countries, in the operational areas and departments most exposed, with the objective of further enhancing monitoring tools.

Anti-Corruption Training and Awareness

The Pirelli Group’s Anti-Corruption Programme, available in several different languages on the Pirelli website, is the corporate benchmark for the prevention of corruptive practices and represents a collection of principles and rules aimed at preventing or reducing the risk of corruption. In the document, the Pirelli principles already set out in the Code of Ethics and the Code of Conduct, including zero tolerance of “any type of corruption in any form or manner, in any jurisdiction, not even where activities of this kind are in practice admitted, tolerated or not judicially pursued” are restated.

At the international level, as part of the Anti-Corruption Programme implementation process, mandatory country-specific training courses have been made available through an e-learning platform. More specifically, in addition to on-line training tools, Pirelli has, where necessary, also envisaged in-person training and communication to both dedicated departments and those operating at certain Group production plants.

Some examples of training activation follow.

Also during 2025, training and communication activities on the current Organisational Model were completed for the entire population of the Group’s Italian companies. More specifically, at the end of 2024, the on-line training course was flanked by specific training sessions aimed at investigating specific topics in greater detail. This training involved employees of the Group’s Italian companies, including some employees who work at the plants, in order to provide the stakeholders involved with a code of conduct, control systems and measures to ensure, insofar as possible,

the prevention of the perpetration of crime in accordance with Italian Legislative Decree 231/01 and corruption. Specifically, this is ongoing training aimed at covering the entire Italian corporate population. With particular reference to the at-risk departments of these Group companies, in 2025 anti-corruption training was provided to 100% of the at-risk departments, in line with 2024.

A specific anti-corruption training course has also been implemented for employees in the UK.

Finally, for some years now there has been a training activity dedicated to the Group Purchasing Department, which receives a specific course given the relevance and potential riskiness of the activities.

It should be pointed out that the Group's training activities do not only concern the white-collar employees of the companies but also the blue-collar workers. Specifically, Pirelli has also started training and communication activities for staff working at some of the Group's plants (i.e. Italy and Brazil).

In 2025, awareness-raising activities continued with a view to enhancing understanding of the Group Anti-Corruption Programme, in compliance with the requirements of the ISO 37001 anti-bribery management system, across the principal countries in which Pirelli operates. These activities involved key managers and the members of the Board of Directors and the Board of Statutory Auditors of the Group, who periodically issue a declaration confirming their compliance with the anti-corruption policy.

Due diligence of third parties

Pirelli only entertains business relations with parties of proven integrity and honesty. In this regard, specific procedures have been defined to formalise the roles and responsibilities and operating procedures of the third-party due diligence process through the analysis of the activities, conducted in the main Countries, of gathering and verifying information of ethical, legal and reputational nature relating to counterparties and aimed at identifying potential Compliance risks in advance.

Specifically, in its relationships with various Business Partners, Pirelli constantly verifies the experience and technical requirements and asks that the absence of investigations or judgements related to corruption be declared. In addition, in-depth assessments are conducted on counterparties who provide relevant compliance answers to the questionnaire available on the qualification platform. In this regard, with specific reference to the suppliers with which Pirelli collaborates, in order to ensure an effective assessment of stakeholders, Pirelli conducts periodic analyses aimed at verifying completion of the qualification process at the dedicated platform.

METRICS related to confirmed cases of active or passive corruption

In 2025, as in 2024, Pirelli did not record any convictions for violations of anti-corruption laws. Accordingly, no sanctions were imposed for violations and, consequently, it was not necessary to define remediation plans and related corrective actions.

MANAGEMENT OF RELATIONS WITH SUPPLIERS

The Double Materiality analysis revealed the following positive impact, which can be linked to the issue of business conduct:

→ *Development of local supply chains.*

The following paragraphs detail the Company's strategy in sustainable procurement processes, as well as the main safeguards and activities in place to manage Pirelli's relations with its suppliers.

SUPPLY CHAIN SUSTAINABLE MANAGEMENT SYSTEM

The Supply Chain Management Model adopted by Pirelli is certified by an independent third party as being fully aligned with the requirements of the international ISO 20400 - "Sustainable Procurement Guidance". The certification follows in-depth third-party audits, to which the Company has been subject on a periodic basis since 2018. The most recent renewal of the certification was carried out at the beginning of 2026 and issued by SGS Italia S.p.A.; it confirms the full alignment of Pirelli's model with the ISO 20400 requirements and highlights, among other aspects, Pirelli's high level of maturity in managing sustainable procurement topics, the full integration of ESG factors into the procurement process and throughout the entire lifecycle of the supplier relationship, as well as the strong synergy among the various functions involved in Sustainable Procurement.

The Group's relations with suppliers are based on fairness, impartiality and respect for equal opportunities towards all those involved in the purchasing processes as prescribed by the Group Values and Code of Ethics and in line with the OECD Guidelines on Duty of Care.

The mission of Pirelli's Purchasing Department is to promote best practices and to purchase services and goods for the effective and efficient operation of the Company and to ensure the best supply base in line with the following priorities: best market value, quality, on-time delivery, speed, innovation, compliance with local and international regulations and internal procedures.

The sustainable management of the supply chain at Executive level is headed by the Group Purchasing Director, who works in constant coordination with the Sustainability Department. Starting in 2022, Pirelli's Purchasing Department has also been further structured to manage ESG aspects, including "Conflict Minerals", along the supply chain, with the creation of a dedicated Unit, Sourcing sustainability & risk management. Within the Sourcing Excellence function, the unit is dedicated to monitoring the performance and risks of the supply chain, implementing training and supplier engagement & capacity building initiatives, and supporting suppliers in closing areas for improvement and thus ESG risk mitigation along the supply chain.

SUSTAINABILITY ELEMENTS IN THE PURCHASING PROCESS: LABOUR, HUMAN RIGHTS, ENVIRONMENT, AND BUSINESS ETHICS

On the basis of the supply chain characteristics, for which reference is made to the section "General Information", paragraph "Business model and value chain", Pirelli builds its own supplier screening model (ESG risk assessment).

Screening is the initial analysis step, carried out to identify potential ESG risks in the areas of Labour, Human Rights, Environment, and Business Ethics within the supply chain. The result is a risk assessment that integrates various "desk" analyses relative to the ESG risk associated with the country, sector, specific goods/materials and, therefore, the potential risk of negative ESG impacts that can be associated with the suppliers. Considering the relevance for the business (like the weight of spending and ease of replacement of supplies) and the results of the ESG desk analysis, Pirelli identifies the significant suppliers, which are also the main recipients of development, training and engagement & capacity building initiatives. The ESG risk assessment is performed annually with the engagement of Purchasing Managers in consultation with the relevant departments, involving Enterprise Risk Management and Sustainability Managers.

Pirelli uses the same approach to assessing ESG performance throughout the entire process of interactions with a supplier, although in different ways among them, consistently with the intensity of the interactions characterising the specific procedural stages.

During the initial scouting phase, which involves evaluating potential suppliers of a good or service, the buyer, who is adequately trained, can form a first impression of whether the potential supplier is likely to meet product or service requirements, as well as compliance with Labour, Human Rights, Environment, and Business Ethics standards. This makes it possible to select those potential suppliers who are not clearly in potential breach of Pirelli's expectations.

Considerations of relevance to the business, country, sector and commodity specific risks are also at the origin of the on-site audit approach to potential suppliers of raw materials and high value-added parts. The process of assessing the compliance of the supplier with the principles shared in the Pirelli Code of Conduct proceeds with onboarding.

The scouting phase continues with on-boarding (pre-qualification and qualification). Pirelli requires all potential suppliers to complete a questionnaire through which the supplier confirms that it has reviewed and understood Pirelli's requirements regarding economic, social and environmental responsibility, as well as business ethics. The approach considers country, sector and commodity-specific economic and ESG risks (for example, the specific risks related to natural rubber from the different countries). Among the questions asked of the potential supplier, for example in the area of Human and labour Rights, is the request to certify that its company: checks workers' ages before hiring them and it ascertains that all of its employees satisfy the minimum legal working age; uses workers provided with a written labour contract and who work on a voluntary basis exclusively; abides by workers' rights of freedom of association and participation in trade-union activities; pays wages that meet the minimum legal standards; manages disciplinary practices, if any, abiding by the law; abides by and applies legislative/contract provisions in the matter of work schedules, overtime and rest periods. Further questions are aimed at identifying potential integrity and corruption risks in advance. The EcoVadis is also used to extensively investigate the supplier's sustainability profile, from management systems to environmental performance, human and labour rights, ethics and sustainable procurement.

The management of potential new suppliers and/or plants of raw materials and high value-added goods, which by their very nature may become long-term/development partners for the Company and to which a large part of procurement spending is destined, in addition to often coming from countries and sectors that present specific ESG risks, is particularly important in terms of mitigating the ESG risk. For prospective new suppliers and/or production sites relating to raw materials and high value-added goods, Pirelli conducts a preliminary third-party on-site audit from the qualification stage onwards, in order to verify the potential supplier's level of compliance with the principal national and international regulations concerning Labour and Human Rights (including health and safety), the Environment and business ethics. Loss prevention information is also analysed as a key element to prevent future cases of business interruption. The non-acceptance of the audit and/or not entering into a reinstatement plan of any non-compliance shall block the qualification of the supplier. The assessment of the potential and actual risk of the supplier constitutes the basis for the selection for supplier development, training and engagement & capacity building initiatives.

With a view to safeguarding the health of workers and the environment, for many years now Pirelli has been carrying out preventive evaluations of new raw materials and process aids before these materials can be used extensively by the Group's operating units. It should also be noted that, as per its own policy, in tyre manufacturing, Pirelli does not use any of the so-called Substances of Very High Concern (SVHCs), nor any substances falling into the internationally recognised category of POPs (Persistent Organic Pollutants) as defined by the Stockholm Convention, nor does it use mercury and its by-products as defined by the Minimata Convention, nor limited substances or those restricted by REACH regulations. For a comprehensive list of materials that Pirelli does not use under its policy, please refer to the "*Enforcement of stringent safety requirements on purchased and used materials*" paragraph of this report.

On the basis of specific documents made available by the Suppliers (the so-called "Safety Data Sheet" and the relative "*Technical Data Sheet*") and by virtue of the requirements provided not only by the most restrictive European regulations on the management of hazardous substances (see, for example, the "REACH" and "CLP" Regulations), but also in consideration of the highest international technical standards and the most up-to-date scientific knowledge (specific United Nations databases, etc.), these internal assessments provide an up-to-date picture of the potential risks to human health and/or the environment.

Furthermore, independently of and in addition to the requirements provided for by current laws, Pirelli requires suppliers of raw materials and process aids used by the Group to detail and quantify the residual impurities contained in the products sold to the Group, beyond mere compliance with the limits imposed by current regulations (where present).

Finally, of note are the well-established monitoring activities of producers and suppliers of raw materials with regard to compliance with the requirements of Regulation (EU) 2017/821 (as amended by Regulation (EU) 2020/1588) concerning so-called 'conflict minerals' (to which a section is dedicated below). The process of managing 'conflict minerals' activities starts out from the qualification phase of potential new suppliers associated with the issue and continues throughout the duration of the supply as dully described in the paragraph "*Conflict minerals management"* in the chapter *"S2 Workers in the value chain".*

With regard to the contractual stage, for about twenty years the Sustainability and Business Ethics Clauses (including anti-corruption) have been included systematically by Pirelli in contracts and orders for the purchase of goods and/or services and/or works, both with private suppliers and with the Public Administration (or institutes/enterprises under public control) or NGOs, worldwide.

In particular, the clauses require all suppliers to accept the principles of the Pirelli Suppliers' Code of Conduct, the contents of which, as mentioned above, govern Pirelli's requirements in terms of human and labour rights, the environment, decarbonisation, biodiversity, sustainable management of materials and conflict minerals, business ethics and the obligation of due diligence on the supply chain, up to upstream, as well as Pirelli's right to carry out audits and subject to termination in the event of violation. The clause, published in the "Suppliers Area" within the "General Terms and Conditions of Purchase", reads:

- *The Supplier declares to have read and understood the Pirelli Suppliers' Code of Conduct, published and accessible at Supplier_CoC_EN.pdf (amazonaws.com), which sets out the principles by which Pirelli conducts its business and relations with third parties.*
- *In light of the above, the Supplier undertakes, in connection with the performance of each Contract(s) and/or Order(s), to manage its business in compliance with the Pirelli Suppliers' Code of Conduct.*
- *Pirelli has the right to verify, throughout the duration of the Contract, directly or through third parties, the Supplier's compliance with the Pirelli Suppliers' Code of Conduct, subject to confidentiality and reasonable notice.*
- *In case of breach by the Supplier of the obligations set forth in the Pirelli Suppliers' Code of Conduct, or in case of refusal by the Supplier to implement an action plan required by Pirelli or in case of failure to implement an action plan agreed with Pirelli in relation to the Pirelli Suppliers' Code of Conduct, Pirelli may suspend with immediate effect performance of the Contract and/or Order, without prejudice to its right to terminate the Contract(s) and/or Order(s) pursuant to Article 6.2 and exercise any other remedy provided by law.*
- *The Supplier is entitled to report to ethics@pirelli.com any violation or suspected violation of the Pirelli Suppliers' Code of Conduct and/or of any applicable legislation; reports may be made anonymously, but must contain a description of the facts constituting even a suspected violation of the provisions contained in the Pirelli Suppliers' Code of Conduct, including information on the time and place of the facts represented, and the persons involved. Pirelli will not tolerate threats or retaliation of any kind against the whistleblower or anyone who has collaborated in the activities of verifying the validity of the report, and reserves the right to take all appropriate action against anyone who carries out or threatens to carry out such acts of retaliation. Pirelli guarantees the anonymity of the whistleblower in compliance with the law.*

In addition, always in line with the consideration of business relevance, country, sector and commodity specific risks:

- Suppliers associated with the Conflict Minerals issue are required to sign an additional dedicated clause, which is detailed in the "Conflict Minerals" paragraph within the "Social Information" section, under the "S2 Workers in the value chain" chapter. Specific sustainability clauses are applied to Natural Rubber Suppliers, which implement the requirements of the Sustainable Natural Rubber Policy, without prejudice to Pirelli's right to audit and terminate the contract (as set out in the Policies).

At the level of monitoring and evaluating supplier performance and risks, Pirelli adopts a vendor rating system also aimed at monitoring performance in the areas of Labour, Human Rights, Environment and Business Ethics, through the adoption of the EcoVadis platform. The system, adopted to monitor the sustainability performance of vendors and propose improvement plans on environmental, human rights, ethics and sustainable sourcing, also offers access to ESG benchmarks. Through Scorecard it is possible to monitor the company's positioning with respect to the reference industry, manage/prioritise improvement actions, and compare performance within the EcoVadis network. For more information, refer to the paragraph on *"ESG RISK ASSESSMENT"* of this chapter.

Focus: ESG Assessments, ESG Audits and Corrective Actions

In 2025, the total number of unique suppliers screened by Pirelli through Desk Assessment, using the EcoVadis IQ+ platform, amounted to 12,510. Of these, 514 were identified as significant unique suppliers, representing 67% of the Group's total spending, and defined as those falling within at least one of the following two criteria: Business (annual spending exceeding 1 million euros, excluding health insurance providers, dealers, financial and governmental institutions, utilities, duties and suppliers in the exit phase) and potential ESG risk level (suppliers assessed as Medium or High risk based on the IQ+ analysis and with annual spending exceeding 1 million euros). These suppliers are defined as those characterised by significant risks of potential negative ESG impacts or by material relevance for the business.

In addition, 1,568 unique suppliers, of which 466 were significant, were subject to sustainability assessments in order to identify current as well as potential environmental, social and governance risks, through an EcoVadis assessment or a third-party on-site audit.

Of the suppliers subject to an assessment in the last 3 years, 807 (787 in 2025) (of which 170 were significant – 158 in

2025) currently present ESG non-compliance risks, and 100% of them have a remediation plan in place to address the non-compliances, including specific actions and timelines. For all of them, Pirelli provides multiple tools to support the implementation of the related corrective action plans.

Equally relevant are the additional development initiatives undertaken by the Group to support the improvement of suppliers' ESG performance, including the capacity-building activities carried out in 2025, which involved 558 suppliers, 54% of whom were significant unique suppliers. These initiatives concerned both training in the areas of human rights and Nature and Biodiversity management, as well as the strengthening of management and reduction strategies for impacts related to carbon emissions.

The Pirelli management model has been characterised by third-party on-site audits since 2009. Compared to self-assessment or remote assessments, this approach allows for a very high level of reliability of the audit results, as they are carried out on-site and in person by a specialised third party.

The on-site audit, the costs of which are covered by Pirelli, represents an opportunity for the supplier to engage in capacity building, by assessing the compliance of its operations with local and international regulations on environmental standards, human rights and labour rights, and business ethics. In turn, support is provided for the development of a remediation plan in response to any non-compliance, based on dialogue between the auditor and the supplier.

The on-site audit is carried out already in the pre-qualification phase for all potential new suppliers and/or plants of raw materials and high value-added goods that, by their nature, can become development/long-term partners for the company, to which, moreover, a large part of the procurement spending is allocated.

In addition, every year Pirelli conducts an on-site third-party ESG audit campaign at active suppliers' sites to cover all product and geographic areas of purchase.

The annual Audit Campaign covers suppliers considered critical and significant based on the results of economic materiality and ESG risk criteria of the country, sector and commodity.

The parameters considered in assessing critical and significant suppliers, are multiple:

- the supplier is bound to Pirelli by multi-year contracts;
- the replacement of the supplier and/or related product may be complex;
- the supplier holds a high percentage of Pirelli's purchase for the specific product category;
- the economic burden of the purchase is significant;
- the supplier plays a relevant role in terms of impact on innovation;
- the supplier operates in a Country, sector and/or supplies a commodity, good or service considered to be at risk under environmental, human rights and/or labour terms;
- the supplier has not yet undergone an ESG audit by Pirelli or special critical issues have been detected in previous audits;
- there is information, a perception or doubt concerning possible violations by the supplier in the matter of social, environmental and/or business ethics responsibilities.

Each on-site audit has an average duration of two days in the field and includes a factory visit, interviews with workers, management and trade union representatives.

The external auditors carry out the audits on respect for Human and Labour Rights, compliance with environmental regulations, the level of sustainable management of the supply chain by the supplier, and the codes of conduct and policies adopted and implemented, following a checklist of parameters derived from the SA8000® standard (a reference tool officially adopted by the Group for managing social responsibility since 2004), from the Pirelli Suppliers' Code of Conduct (in turn consistent with the areas of social, environmental and governance sustainability dictated by the United Nations Global Compact and underlying based on the findings of the audit and ILO regulations) and from the Pirelli Policies "Health, Safety and Environment", "Global Human Rights", "Diversity, Equity & Inclusion", and "Sustainable Natural Rubber Management". Since 2019, KPIs related to loss prevention issues have been added. For natural rubber suppliers, the on-site Audit checklist is enriched with additional and specific parameters, deriving from Pirelli's Policy for the Sustainable Management of Natural Rubber and in line with the expectations of the Global Platform for Sustainable Natural Rubber (a specific section is dedicated to the topic of Natural Rubber Sustainability below).

On the basis of audit findings, and where non-conformities are found, the supplier signs off a corrective action plan suggested by the independent auditor, to be implemented within specific deadlines. The actual return from non-compliance within the prescribed time limit is then verified through follow-up activities followed by the third-party auditor who reports to Pirelli. In the event of refusal by the Supplier to implement an action plan requested by Pirelli or failure to implement an agreed action plan, Pirelli may suspend with immediate effect the execution of the Contract and/or the Order, and/or terminate the contractual relationship. In 2025, no supplier contracts were terminated.

Pirelli has carried out a significant number of ESG audits of third parties over the years, showing its commitment to assessing and continuously monitoring suppliers in order to guarantee compliance with the environmental, social and governance standards.

Suppliers where non-conformities have been found have signed a remedial plan to be implemented within specific deadlines, which, as per the Procedure, entails follow-up by the third-party Auditor to evidence and confirm that remedial action has been taken.

The results of the on-site ESG Audit together with the additional evaluations carried out during the on-boarding of the supplier are integrated into the annual Vendor Rating

process whereby a rating is given to the supplier that sums up ESG performance, the qualitative level of supplies, the quality of the commercial relationship and the technical-scientific collaboration.

Lastly, the Group Internal Audit department, as part of any audit activities relating to Pirelli's Sustainable Management Model, verifies the adequacy of the management and oversight of the ESG Audit process on suppliers by the relevant Pirelli affiliate functions.

POLICIES for sustainable supply chain management

Sustainable supply chain management is addressed in the "Health, Safety and Environment" Policy, the "Global Human Rights" Policy, the "Quality" Policy, the "Product stewardship" Policy, the "Sustainable Natural Rubber Management" Policy, the "Green Sourcing" Policy, the "Social Responsibility for Occupational Health, Safety and Rights, and Environment" Policy, published in several languages on the Company's website so that they are fully accessible to the general public. The Policies are in turn the source of the details of what Pirelli requires of its Suppliers, expressed in the Pirelli Suppliers' Code of Conduct, also published on the Company's website, both among the Policies and in the "Suppliers Area".

For further information regarding the Group's Policies, please refer to the paragraph "*Main policies for the management of material IROs*" within the chapter "General information".

The Supplier Code of Conduct is an integral part of relations between Pirelli and its suppliers. In light of the documents mentioned, with reference to the specific social and environmental issues addressed by the individual Policies, Pirelli undertakes to establish and maintain the procedures necessary to evaluate and select its suppliers on the basis of their level of social and environmental responsibility, and to require them to implement a similar management model in order to extend responsible management in the supply chain as far as possible to its origin.

Purchasing policies and practices are subject to monitoring to ensure alignment with the Supplier Code of Conduct and to prevent any conflicts with ESG expectations and objectives.

TARGETS in Supply chain sustainable management

As outlined in the General Information section, Pirelli operates according to a local-for-local supply approach, which is consistently applied across the Group.

The "Increasing local-for-local sourcing" commitment, included in the Industrial Plan, reflects the Group's commitment to strengthening local sourcing in the various operative areas, in line with the commitment to optimise supply chain management.

This objective is implemented through the execution of the specific strategy of each goods category and the activities vary according to the specificities of the individual goods categories and local needs.

This approach allows Pirelli to adapt its strategies to the characteristics of the reference markets, guaranteeing flexibility and greater effectiveness in pursuing the commitment to local sourcing.

In addition, as part of the management of its relationships with suppliers, in updating its Strategic Plan in March 2024 Pirelli defined an ESG assessment target (including human and labour rights) for suppliers identified as presenting a potentially medium or high ESG risk, based on the findings of the annual ESG risk assessment and the materiality of supplier spend. The rationale of the target is to progressively reduce potential high and medium risks to a low current risk level through targeted assessments and any corrective measures implemented as a result of such assessments. The supplier base subject to assessment is updated each year in line with the findings of the most recent annual ESG risk assessment of the supply chain and is combined with a Group-level materiality threshold for procurement spend (set at 1 million euros in 2025).

The 2025 target, already presented in the chapter 'Workers in the Value Chain", provided that 96% of total spending relating to suppliers identified as material in terms of spending and classified as medium-high potential ESG risk be subject to an ESG assessment. Pirelli significantly exceeded the target it had set, reaching coverage of 98.4%, an increase of 5 percentage points compared with the previous year, for suppliers at high potential ESG risk and of 96.4% (versus 86% in 2024) for those at medium potential ESG risk. This percentage is expected reach 100% by 2027. The supplier base considered in 2024 derived from the risk assessment conducted at the end of 2023, while the supplier base used in 2025 derived from the risk assessment conducted at the end of 2024. The same approach will be followed in the coming years.

The target was developed to identify and mitigate the risk of violations of the provisions set out in the Supplier Code of Conduct regarding Human Rights and Labour across Pirelli's supply chain. This is achieved through a specific evaluation system, based on tools such as EcoVadis Rating or on-site audits.

Monitoring and assessment are carried out in close collaboration by the company Sustainability and Purchasing Departments in order to guarantee strategic and operative alignment.

ACTIONS related to Supply chain sustainable management

ESG Risk Assessment

In 2025, continuing on from what has been done during previous years, Pirelli carried out a systematic research desk of negative supplier ESG impacts and their corporate relevance, considering the data sources available, like ESG risks per country, sector or commodity, the expense, the company relevance, etc., updating the potential and actual risk assessment associated with the whole chain (12.510 tier-1) and further strengthening the due diligence process and underlying risk-based model for the management of ESG aspects. Thanks to the implementation of the Ecovadis IQ+ package, which allows for systematic desk research to be carried out of the potential risk of negative ESG impacts of

suppliers and their commercial relevance, overseen by the Purchasing, Enterprise Risk Management, Compliance and Sustainability Departments, Pirelli has assessed the potential risk associated with the chain and each supplier, according to the following 3 risk factors:

- The supplier's sustainability risk is assessed based on four categories, divided into the following 21 criteria: Environment (Energy consumption and greenhouse gas; water, biodiversity; atmospheric pollution; materials, chemical substances and waste; use of products; product end of life; customer health and safety; environmental services and advocacy), Human and labour rights (Health and social; human rights; child labour, forced labour and human trafficking; diversity, equity and inclusion; human rights of external stakeholders; health and safety of employees; working conditions; social dialogue; management of careers and training), Ethics (anti-competitive practices; responsible information management) and Sustainable Management of the supplier's own supply chain (social and environmental practices). For each of these items, the sector risk is measured, according to the materiality analysis carried out by Ecovadis and the statistical analysis of average performance achieved by industry players, and the country risk, measured according to internationally recognised indices;
- Procurement Risk: determined by the level of expense and/or criticality of the partners;
- Scan Risk: verification from public sources of the presence of reports, certifications and policies and assessment on the basis of the validity period and type of document.

The assessment was carried out in line with the Group's Enterprise Risk Management (ERM) model and applies a risk scale from 1 to 4 (where 1 = low risk, 2 = medium risk, 3 = high risk and 4 = very high risk).

Thanks to this analysis, it has been possible to identify the geographic areas and production categories most exposed to risk of violation of the provisions of the Suppliers' Code of Conduct. The assessment made it possible to identify the suppliers that required priority intervention by implementing the most appropriate mitigation and prevention actions.

The results of the analysis indicate that, in general, the category with the highest concentration of potential risk is the Sustainable Management of the supplier's own supply chain, which is also characterised by a uniform risk distribution across different geographical areas. The countries with the highest incidence of suppliers associated with a high/medium-high risk of ESG violations are, instead, mainly concentrated in the regions of MEAI, LATAM and APAC; while in the regions of Europe and North America, as a rule the potential risk was found to be medium. The goods categories with the highest incidence of potentially high/very high risk suppliers are energy, auxiliary materials, indirect, R&D, moulds & off-take and raw materials.

An analysis of the non-conformities revealed by the audits of the last four years shows that the actual risk level of the company's suppliers is significantly lower even in regions with medium-high potential risk, such as MEAI and LATAM, whilst it remains high in APAC.

The Risk Assessment performed will make it possible in 2025 to further strengthen the mitigation and prevention actions adopted with the aim of prioritising verification, monitoring, awareness-raising and training actions to intervene in an increasingly targeted manner on suppliers that might not be in line with Pirelli's provisions, and required in the Suppliers' Code of Conduct, thus reinforcing the Due Diligence process already implemented.

In 2025, on-site audits involved Pirelli suppliers across all product categories operating in Brazil, China, Germany, Indonesia, Italy, Mexico, Thailand, South Africa, Turkey, the UK, and the US.

The results of the audits carried out during 2025 show that 19% (27% in 2024) of the audited suppliers were found to have no non-compliances. Suppliers where non-conformities (and Medium or High associated risk) have been found have signed a remedial plan to be implemented within specific deadlines, which, as per the Procedure, entails follow-up by the third-party Auditor to evidence and confirm that remedial action has been taken.

The results of the on-site ESG Audit together with the additional evaluations carried out during the on-boarding of the supplier are integrated into the annual Vendor Rating process whereby a rating is given to the supplier that sums up ESG performance, the qualitative level of supplies, the quality of the commercial relationship and the technical-scientific collaboration.

Supplier award

Every year Pirelli recognises the contribution of its best suppliers, putting sustainability, continuous innovation, quality, impeccable service and competitiveness at the heart of Pirelli Supplier Day.

The 2025 event was held at the company's headquarters in Milan, in the presence of the Executive Vice President and the Chief Executive Officer. It involved a selection of large, medium and small companies from all over the world, most of which were considered 'strategic suppliers'. The seven suppliers that distinguished themselves during the year in sustainability, quality, process and materials innovation, digital transformation, service level and performance were awarded by Pirelli's Chief Procurement Officer.

Supplier Day 2025 was also an opportunity to reiterate that the ability to innovate represents a central pillar of Pirelli's strategy. One example is the new P Zero, now in its fifth generation, designed using virtual development techniques and artificial intelligence.

Particular attention was drawn to Pirelli's commitment to sustainability, as demonstrated by the recent launch of the first tyre for the global market made with more than 70% bio-based and recycled materials, including FSC™ (Forest Stewardship Council™) certified natural rubber, developed in a version specifically for JLR (Jaguar Land Rover).

All plants are also working to improve energy efficiency by reducing energy consumption per unit produced through the electrification of production processes, and to reduce absolute CO_2 emissions by purchasing renewable electricity for 100% of the Group's sites or by using steam generated from renewable sources.

METRICS related to payment practices

Payment terms with Group suppliers are defined on the basis of various factors, including the nature of the contract, the relationship with the supplier and market conditions. Once the terms have been set, payments are made according to the agreed deadlines, thereby ensuring transparent and reliable financial management in order to guarantee a good relationship with counterparties and ensure continuity of supply.

With reference to the required disclosure on payment practices, it should be noted that the Group, in the absence of specific guidelines and considering the difficulty in obtaining all the necessary information, considered the invoices recorded in 2025 in the accounting systems through the Group's standard process of the main subsidiaries, including all production companies.

The average actual payment days, calculated as the difference between the payment date and the invoice date, was 91 (93 in 2024), while the average payment terms resulting from purchase orders based on negotiations with suppliers was 81. The data represents a weighted average over the value of the relevant invoices. It should be noted that the invoices considered are representative of the main goods and services purchased by the Group (purchases of raw materials, logistics services, purchases of tangible fixed assets, indirect purchases and industrial services, such as maintenance and auxiliary materials).

Purchases recognised as above cover about 96% of the sum of purchases from third parties included in the cost items of the Profit and Loss Account and investments in the Group's consolidated financial statements as at 31 December 2025. It should also be noted that, in order to verify the consistency of the above-mentioned results on the sample described with respect to the overall cost population, DPO *(days of payment outstanding*) was calculated on the consolidated data by applying the formula as per market practice, obtaining a value substantially in line with the results deriving from the sample.

It is specified that, as at the date of this document, there are no significant pending legal proceedings due to payment delays to suppliers, in line with the previous year.

The Board of Directors

Milan, April 16, 2026