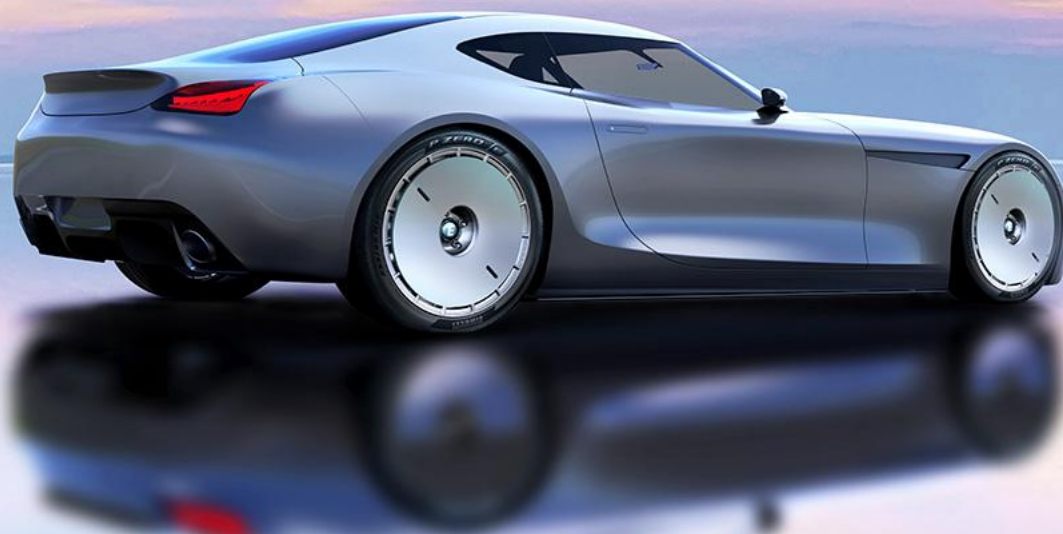
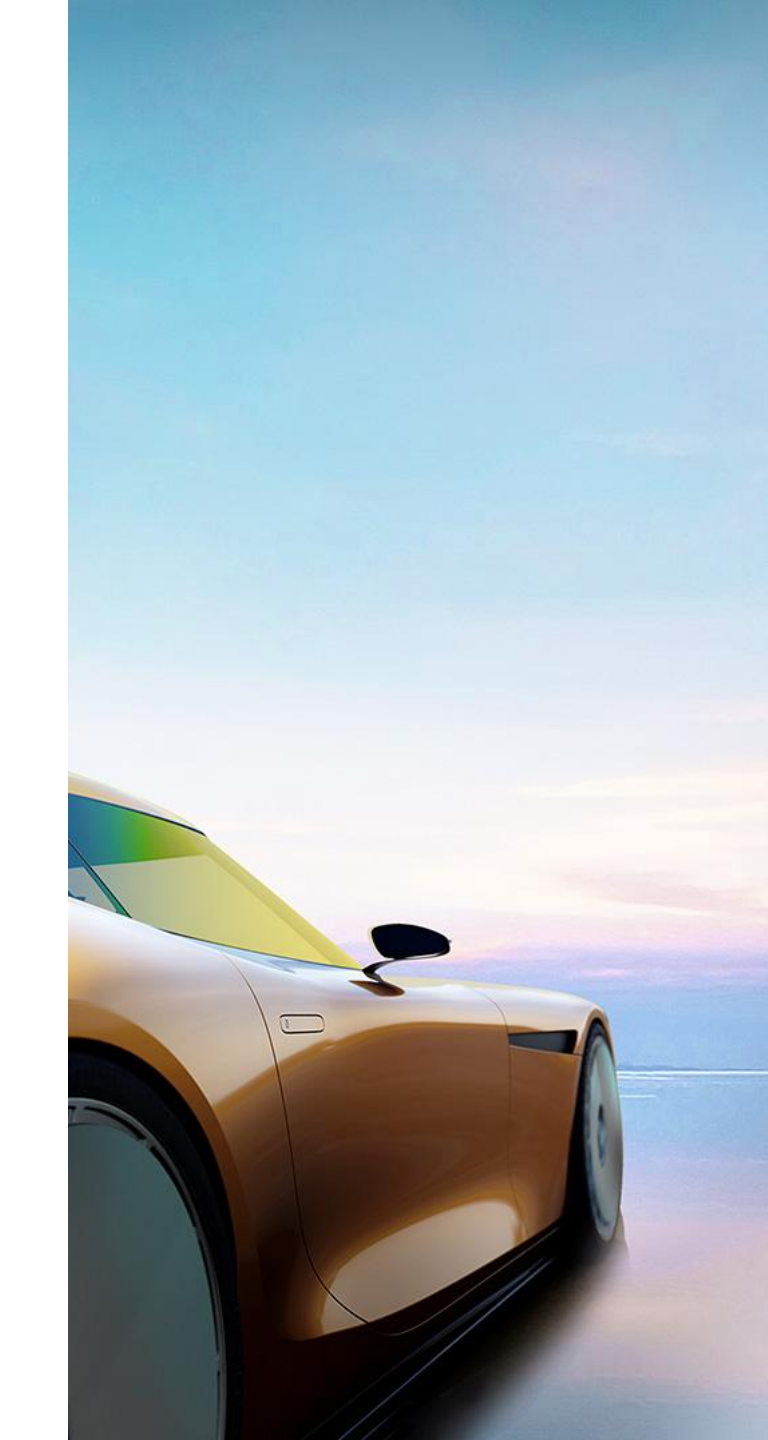




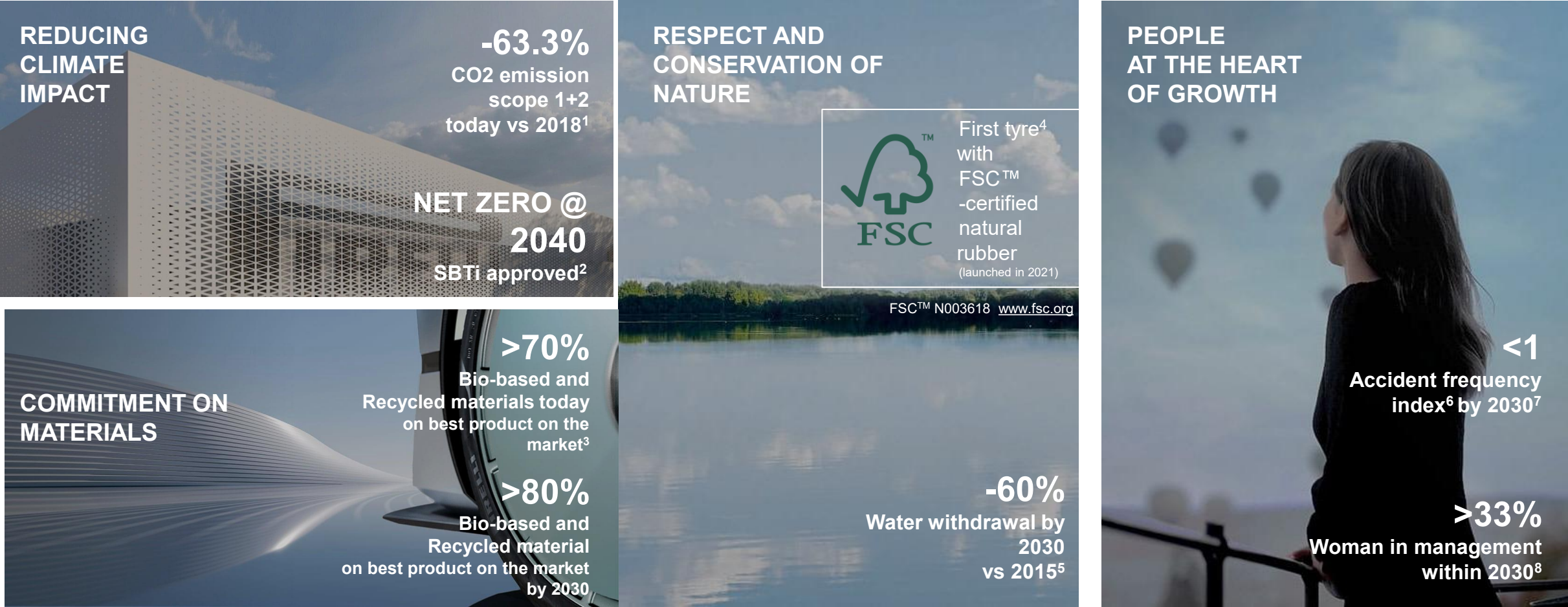
Pirelli Sustainability Presentation



Content

- 1 Pirelli at a glance
- 2 Sustainability Pillars
- 3 **Climate:** fast forwarding our transition to Science Based Net Zero
- 4 **Product:** creating High Value Tyres for Future Mobility
- 5 **Nature:** redefining business interactions with Natural Capital
- 6 Strengthening our **Global Value Chains**
- 7 **People:** at the heart of our growth
- 8 **Appendix**
- 9 **Notes**

Sustainability as driver of innovation



Top rating in major
Sustainability
Rankings & Initiatives⁹

Member of
Dow Jones Best-in-Class Indices World
(a division of S&P Global)

Dow Jones Best-in-Class Indices Europe
(a division of S&P Global)



SUSTAINALYTICS



2025 Progress on Sustainability Plan

	PEOPLE	CLIMATE	PRODUCT	NATURE
Goals	Accident Frequency Index ¹ @ 2030 <1 ²	NET ZERO @ 2040 <i>SBTi³ validated</i>	>80% weight of bio-based & recycled materials by 2030 ⁴ <i>(best product available on the market)</i>	Reduce water specific withdrawal by 60% by 2030 ⁸ <i>(all group sites)</i>
2025 Progress	1.21 ¹⁻⁵ ✓	-63.3% ⁶ Scope 1+2 -27.5% ⁶ Scope 3 <i>(Δ vs. 2018)</i> ✓	>70% ⁴⁻⁷ ✓	-54.3% ⁸ <i>(Δ vs. 2015)</i> ✓

Delivering on Plan targets

				2023 Actual ¹	2024 Actual	2025 Actual	2030 Targets	
PEOPLE	Safety first	» Towards zero accident at work	Accident Frequency Index ²	1.69	1.41 ³	1.21 ³	<1 ⁴	
	Engagement & Retention	» leveraging on employees listening and experience	Global Sustainable engagement Index	83%	83% ⁵	83% ⁶	≥80% ⁷ constantly	
CLIMATE	NET ZERO @2040 (Scope 1+2+3, SBTi validated)	» 100% of electricity purchased from the grid is renewable ⁸	CO ₂ absolute emissions Scope 1+2 ⁹	-45.0% vs 2018	-57.1% ¹⁰ vs 2018	-63.3% ¹⁰	-80% ¹¹ vs 2018	NET ZERO 2040 SBTi validated ¹³
		» Primary data available covering >90% of RM suppliers' total emissions ¹²	CO ₂ absolute emissions Scope 3 ⁹	-25.0% vs 2018	-26.2% ¹⁰ vs 2018	-27.5% ¹⁰	-30% ¹¹ vs 2018	
PRODUCT	Efficiency & Safety	» reducing rolling resistance, never compromising on safety	Volumes A+B (Rolling Resistance and Wet Grip)	29.8%	34.5% ¹⁴	39.5% ¹⁴	>50% ¹⁵	
	Bio-based & Recycled materials	» material innovation: PZERO E ¹⁶ , our lighthouse on the market:	Best product available on the market ¹⁷	55.5%	58.5% ¹⁸	>70% ¹⁸	>80% ¹⁸	
NATURE	Freshwater	» reducing dependency from water	Specific water withdrawal	High water stress areas -30.8% vs 2015	-34.6% ¹⁹ vs 2015	-43.1% ¹⁹	-45% ¹⁹ vs 2015	
	Biodiversity	» Biodiversity action Plan covering the five IPBES ²⁰ drivers ²¹	% on all Pirelli Industrial sites & track test areas	All group sites -45.3% vs 2015	-51.4% ¹⁹ vs 2015	-54.3% ¹⁹	-60% ¹⁹ vs 2015	
				-	55% ²²	100% ²²	100% ²²	

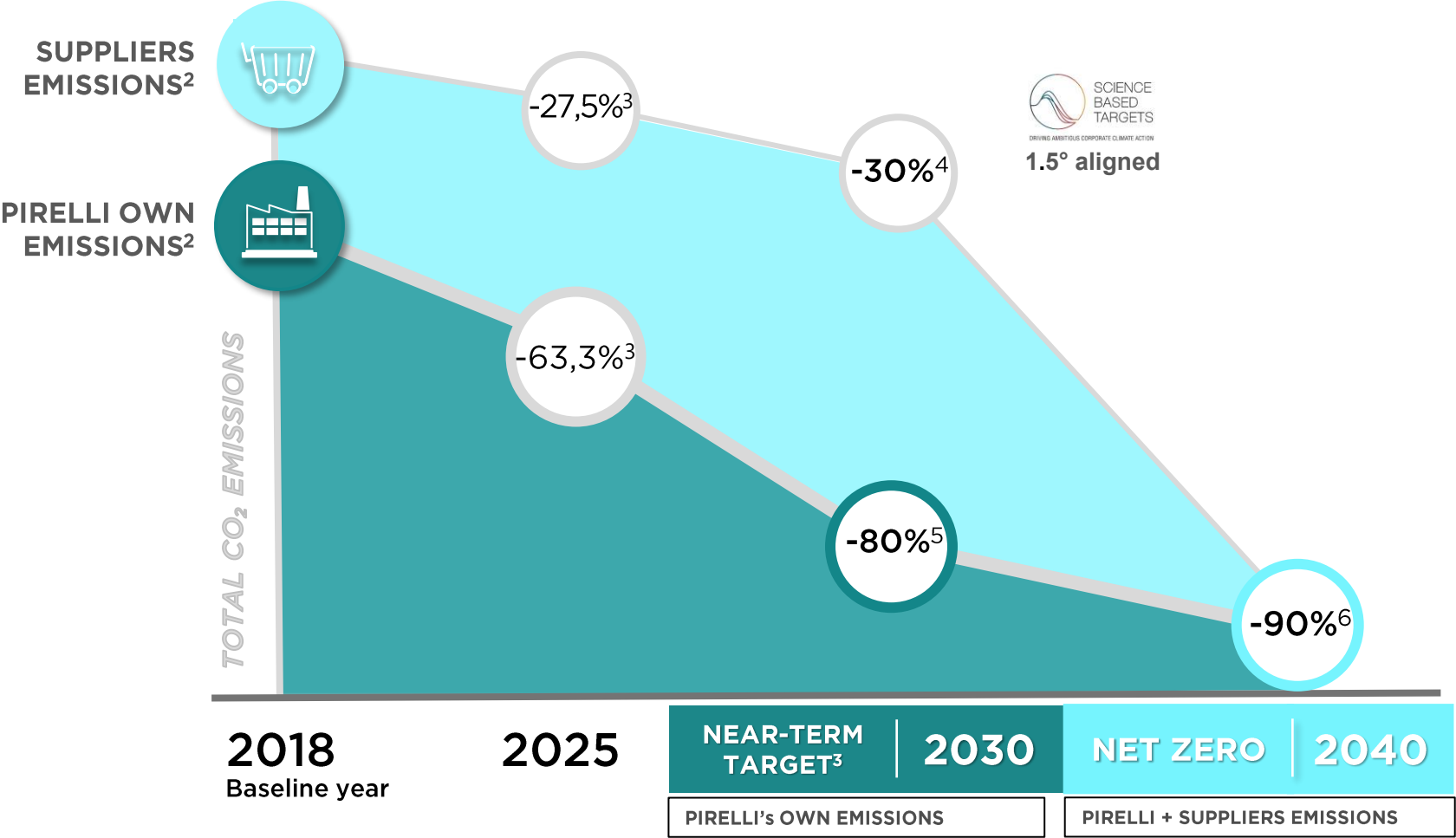
Full Pirelli sustainability plan and targets available on [Sustainability Plan & Targets](#)

Reducing Climate Impact

- Pirelli decarbonization plan



Fast forwarding our Transition: commitments to reach Net Zero by 2040¹



Creating High Value Tyres for Future Mobility

- Designed for EV mobility, increasing bio-based and recycled materials, sustaining customers' decarbonization journey



PZERO E: our lighthouse on the market

NEW TYRE GENERATION
P ZERO™ E

Bio-based and recycled materials

>55%¹ Bio-based and Recycled materials²

Validated by third party³

Reducing vehicle CO₂ emission

AAA⁴ European Label



Designed for new EV mobility

ELECT

Pirelli ELECT™: pneumatici per veicoli elettrici | Pirelli

»RUNFORWARD™

RunForward™: controllo del veicolo in caso di foratura | Pirelli

Reduced wear rate

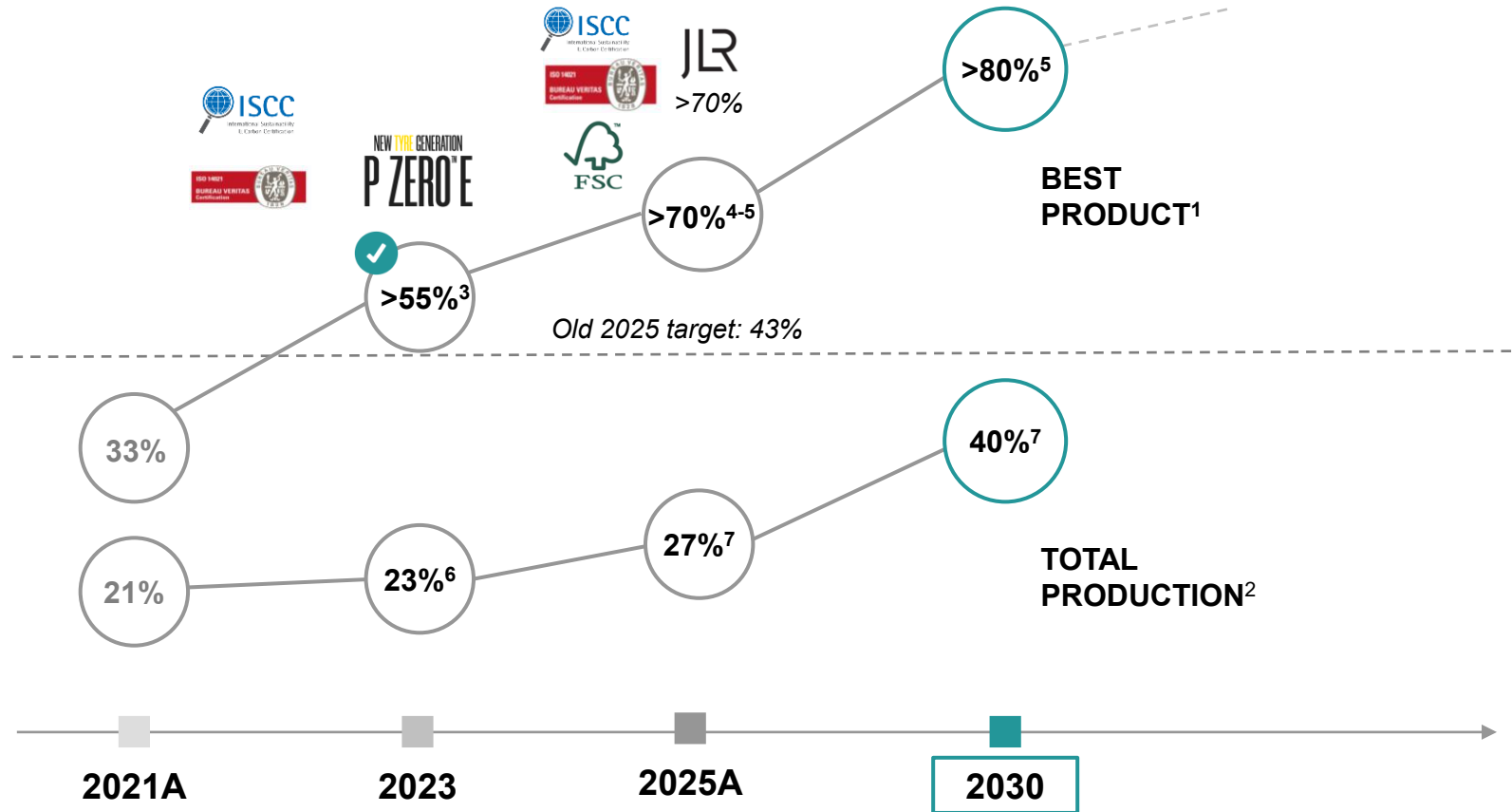
-42%¹ wear rate vs previous product, as **certified** by Dekra

Full readiness vs upcoming regulations (EURO 7)

Materials | increasing content of bio-based and recycled materials – Third party certified

Targets

% of bio-based and recycled materials in weight



✓ Old Target @2025 reached in 2023

Materials | Advancing Circular raw-material supply chains

Three partnerships, across key geographies and materials: carbon black, steel and synthetic rubber.



Recovered carbon black
producer from end-of-
life & scrap tyres

CARBON BLACK

- » **Scope:** Scaling the use of recovered carbon black derived from end-of-life tyres
- » Recognized with Tyre Recycling Foundation's Value Chain Collaboration Award



Leading supplier of
steel reinforcement
materials for tyres

STEEL

- » **Scope:** Increasing adoption of ISCC+™ recycled steel in tyres across Pirelli's global production network.
- » **Pirelli key role** in establishing ISCC PLUS-certified recycled steel for tyre applications



Tyre recycling technology
company



Global chemicals company



Synthetic rubber producer

SYNTHETIC RUBBER

- » **Scope:** end-of-life & scrap tyres transformed into ISCC PLUS-certified circular materials, including synthetic rubber, which are reintroduced into new tyre production, ensuring full traceability, performance & quality



Tyre Road Wear Particles: facing the challenge

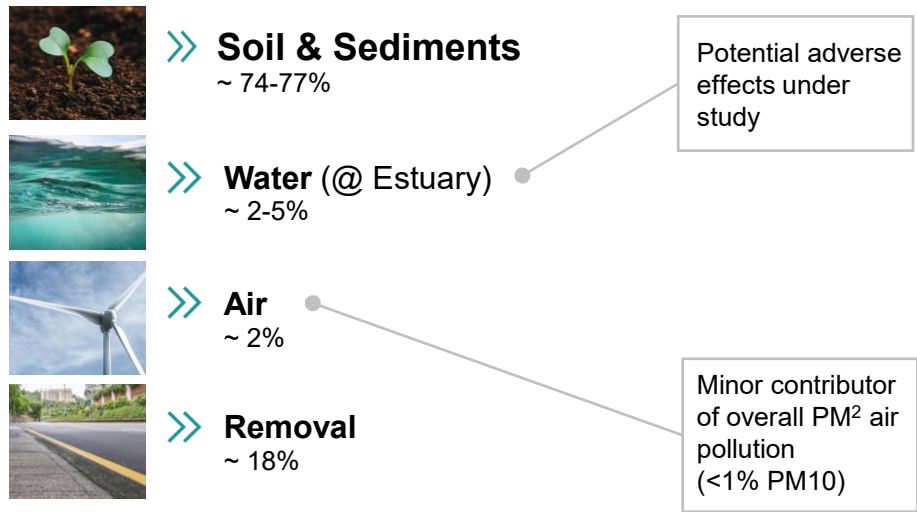
Context

What is TRWP?

Mixture of tyre tread fragments and road surface elements generated by the friction between the road and the tyre

Key influencing factors: tyre design, road characteristics, driving style, vehicles, weather

Where does it go¹?



How is industry moving?

Tire Industry Project (TIP)



CEO-led initiative, proactively working to **identify** and **address potential human health and environmental impacts of TRWP**



Bringing the scientific community together to advance the understanding on tyre unintentional emissions



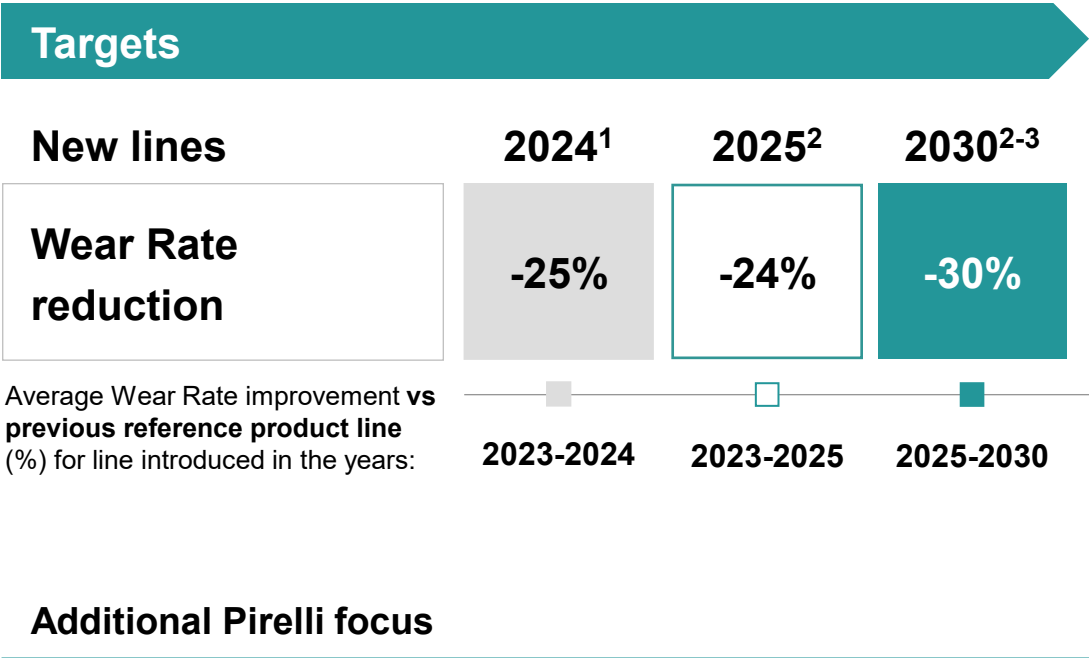
TRWP Mitigation task force engaging with relevant **stakeholders** and guiding **mitigation actions** through selected **pilot projects**

Our leverage on innovation and engagement

1. Reduction @source	2. Generation & Size	3. Biodegradability	4. Capturing	5. Industry initiatives
-30% wear rate on new product lines by 2030 ³	Cooperation with universities and research centers on airborne particle generation models and means to optimize particle size ⁴	Innovation through JDA s and universities on material biodegradability , also through extension of Natural Rubber use ⁵	Scouting TRWP capturing solutions , including rainwater collection systems ⁶	Active participation in industry initiatives ⁷ (TIP and Regional Trade Associations)

Wear Rate: our reduction roadmap

Paving the way to anticipate EURO 7 compliance, addressing the higher weight of Electric Vehicles while improving mileage and consumers' satisfaction



>> Particulate size

>> Material composition

Full readiness vs upcoming regulations

EURO 7

WHAT IS

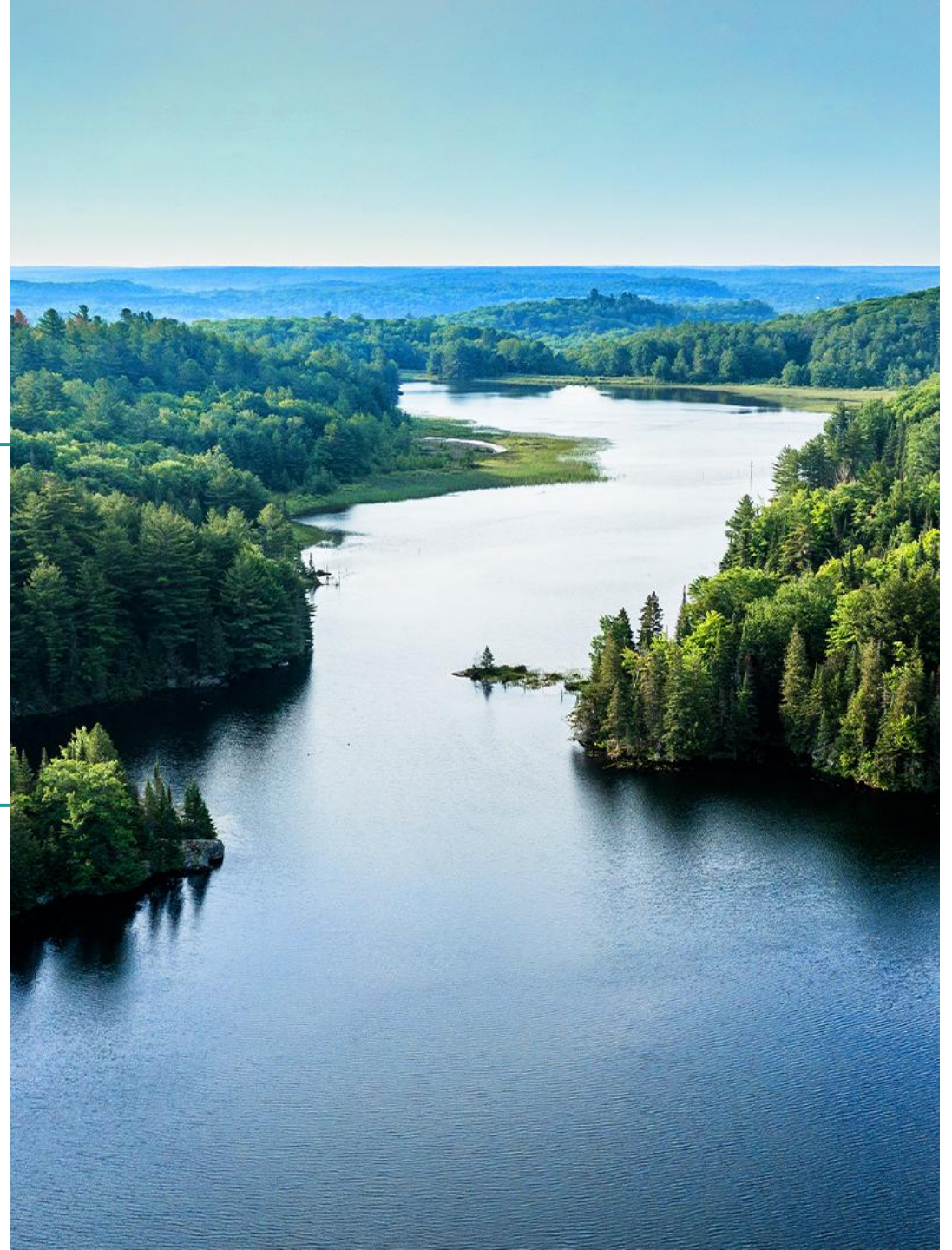
Euro 7 establishes updated rules for the exhaust gas emissions of road vehicles, **tyre abrasion** and brakes.

TIMING

Tyre abrasion limits will be mandatory from 2028-2030 depending on tyres classes.

Nature

- Redefining business interactions with Natural Capital



Our Global Biodiversity Strategy along value chain

Redefining business interactions with Nature, with internationally recognized standards as the guide



» All Life Cycle Assessments (LCAs) for new product lines include Biodiversity metrics on value chain impacts¹

100%
in 2025

» All Pirelli Industrial sites and track test areas have a Biodiversity Action Plan²

100%
In 2025

- based on LEAP³ approach
- dealing the five IPBES⁴ Drivers

» 2025: TNFD⁵ Reporting

» Preparing for SBTN⁶ aligned targets

BIODIVERSITY ACTION PLANS deal with the **five IPBES³ Drivers** of Biodiversity loss and Ecosystems degradation

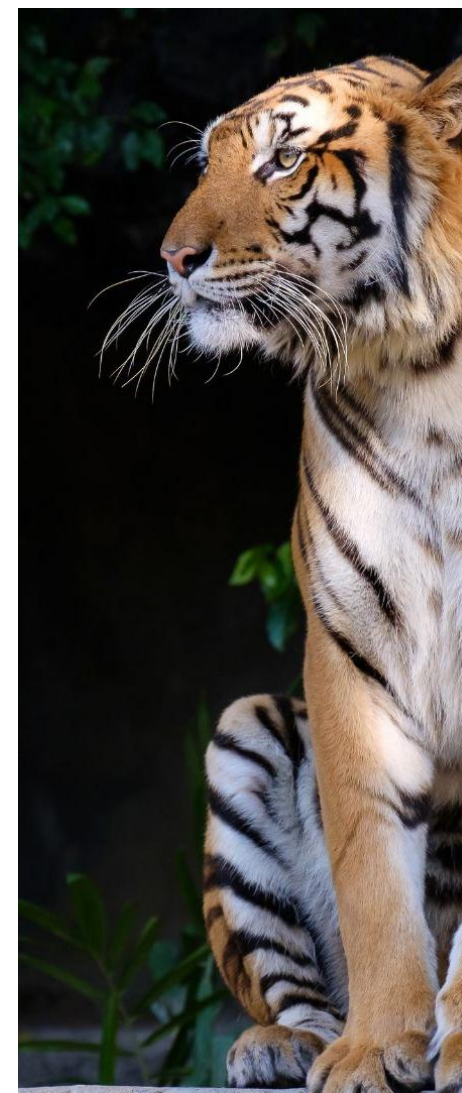
Land / water /
sea use change

Resources
exploitation

Climate
change

Pollution

Invasive species



Forest: Towards 100% of FSC™- certified Natural Rubber in European plants by 2026

We promote the development of a Sustainable Natural Rubber Economy based on traced and certified supply chains, engaging our major partners to be part of this journey

Pirelli unique FSC™ strategy



Forest Stewardship Council™ third party certification attests that products from Forest origin are managed in a way that preserves biological diversity and benefits the lives of local people and workers

2021

2024

2026



World first consumer tyre with FSC™ - certified natural rubber, made in Rome (Georgia, US) for BMW X5



World first F1® tyre with FSC™ - certified natural rubber, from 2024 season



100% FSC™- certified Natural Rubber used in European Pirelli plants

Full readiness vs upcoming regulations



European Deforestation Regulation



WHAT IS

EU rules to guarantee that the products EU citizens consume **do not contribute to deforestation or forest degradation** worldwide



TIMING

Tracing & Due Diligence
- 30 December 2026

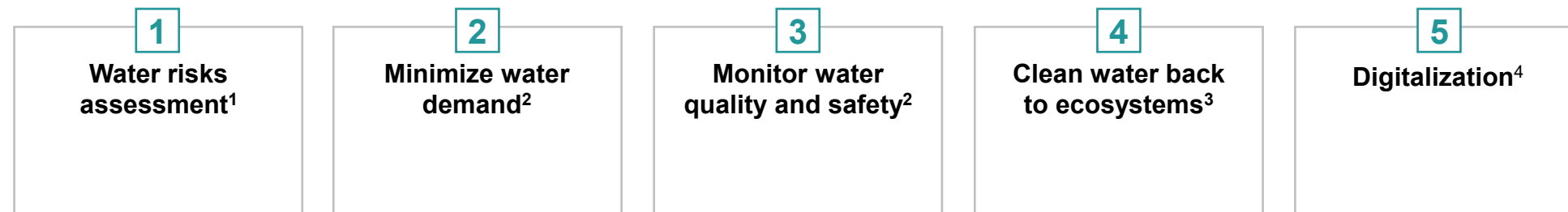


SCOPE

Beef, wood, palm oil, soya, coffee, cocoa. **Rubber and derivatives.**

Freshwater: reducing dependency and preserving quality

Our Model and Targets according to Excellence in Water Management Program

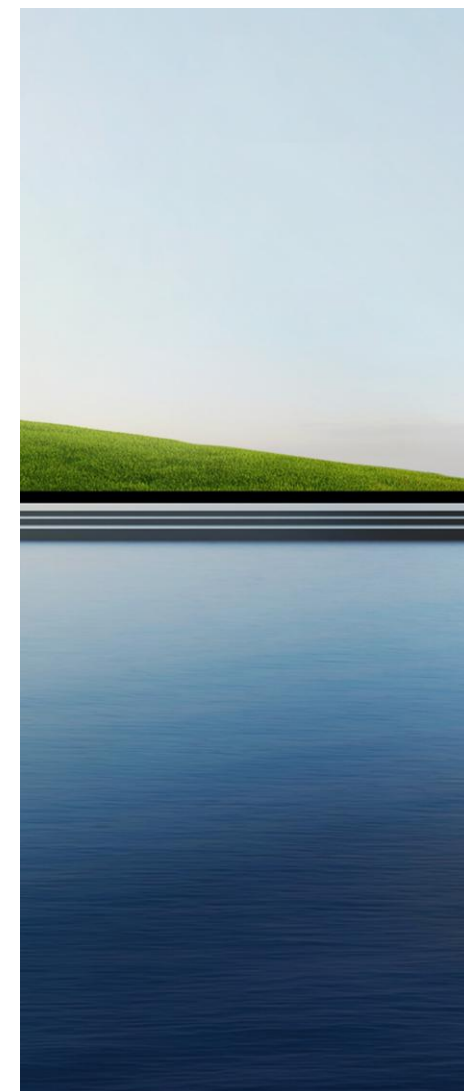


Targets

		2023 ⁵	Reduction vs 2015		
		m ³ /ton FP ⁶	2024 ⁷	2025 ⁷	2030 ⁷
 QUANTITY Specific water withdrawal	Group	7.0	-51.4%	-54.3%	-60%
	High Water Stress Areas	5.4	-34.6%	-43.1%	-45%
 QUALITY Water emissions	Group	Preserving water quality Towards maximization of water reuse and recycling			



Previous Plan Target @2025 outperformed in 2023



Strengthening our Global Value Chain



Partnering with our suppliers: managing risks while creating capacity

Risk Assessment & Mitigation⁵
on Environment, Labour, Human Rights, Business Ethics

Drive excellence in responsible business conduct & mitigate risks



ANNUAL RISK ANALYSIS
to select potentially High, Mid and Low risk Suppliers (on all supplier base)

Capacity Building & Engagement

Strengthening Partners⁸ resiliency and accelerate transformation



TRAINING

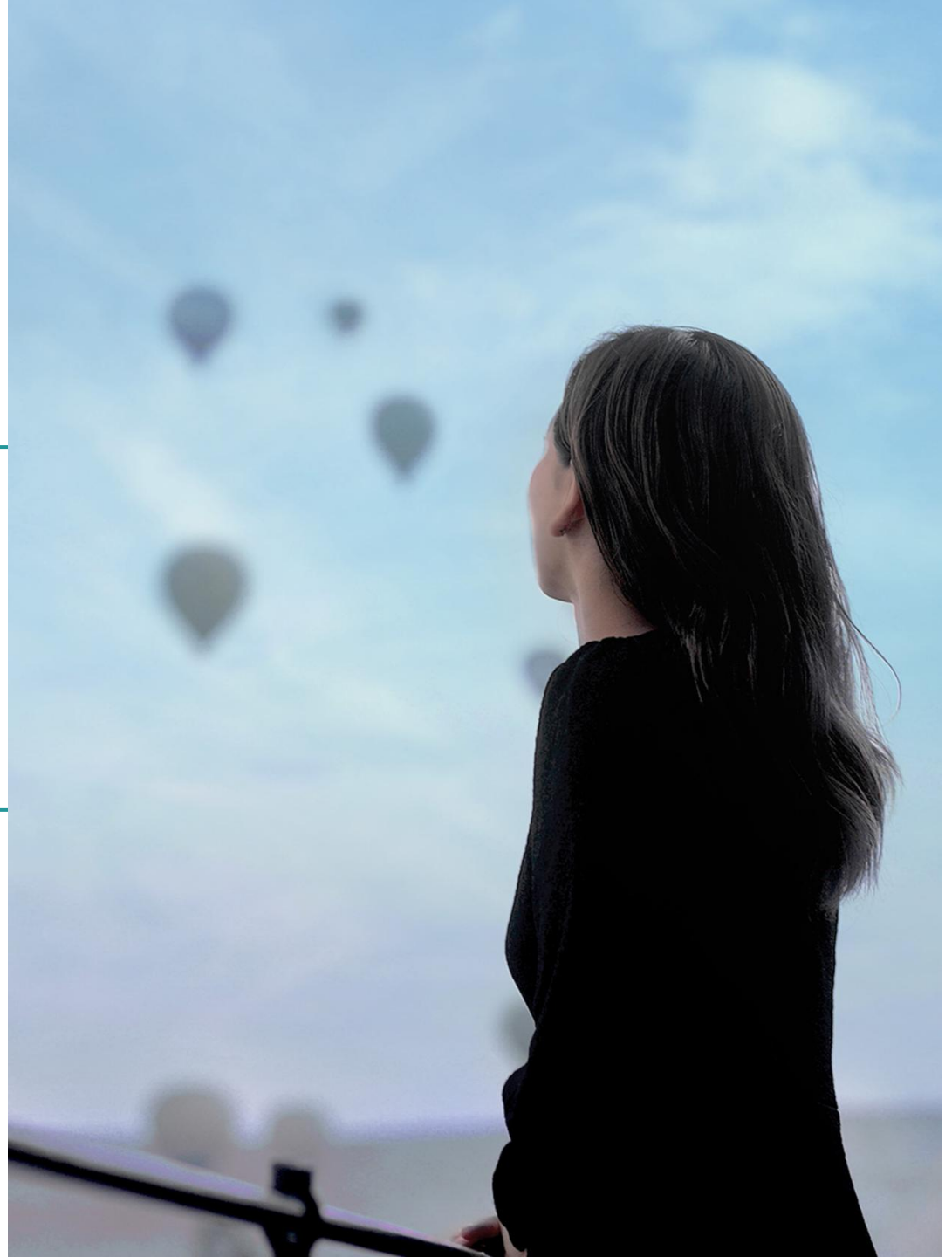


DECARBONIZATION
Continuous engagement on primary data collection and CO₂ emission reduction initiatives"

Scope	2023 ¹	2024	2025	2027
Suppliers assessed - % on Total Spending from Suppliers selected as potentially High and Mid ESG Risk ⁽²⁾				
High ESG Risk ³	90%	90% ⁴	96% ⁴	100% ⁴
Mid ESG Risk ³	82%	82% ⁴	96% ⁴	100% ⁴
>> Mandatory recovery plan for non-conformities >> Mandatory ESG on-site Audit for all potential suppliers of Raw Materials during Homologation Phase >> Continuous effort towards full upstream traceability				
Business and Human Rights Management ⁶	100% of Raw Materials suppliers and CAPEX strategic suppliers	100% ⁶ of Raw Materials suppliers and CAPEX strategic suppliers	100% ⁶ of High Risk ³⁻⁸ (all other categories)	100% ⁷ of Mid Risk ³⁻⁸ (all other categories)
Nature & Biodiversity ⁹	FSC™ ENGAGEMENT	FSC™ ENGAGEMENT	100% ¹⁰ of Raw Materials suppliers and CAPEX strategic suppliers	
Raw Material Suppliers accounting for 90% of CO ₂ upstream emissions	>90% Raw Mat Emissions covered by primary data	>90% ¹¹ Raw Mat Emissions covered by primary data	- requested to have an SBTi¹² - requested to use 100% renewable electricity¹²	

People

■ At the heart of our growth



Our strategy for an engaged, diverse and talented global workforce

We are acting on 5 main pillars

				2023 ¹	2024	2025A	2030E
	SAFETY FIRST	Towards Zero Accident at work	>> Frequency Index ²	1.5 -65% vs 2015	1.41³	1.21³	<1⁴
	CARING & WELLBEING	New Pirelli <i>Global Welfare Program</i>	>> Enhanced welfare offer	Localized offer – by country ⁵			New global offer covering 100% employees @2026 ⁶
	DIVERSITY, EQUITY & INCLUSION	Growing a gender balanced talents pipeline	>> Women in management position	27%	28%⁷	29.3%⁷	≥33% @2030 ⁸
		Equality in remuneration	>> Gender pay gap	+2.7% in favour of women	+0.4%⁹	+0.2%⁹	±2% @2030 ⁸
	SKILLS DEVELOPMENT	Upskilling and reskilling focus on digital transformation, excellence in operations, climate science	>> Average training days per employee per year	7.4	6.9¹⁰	8.1¹⁰	Constantly >5.0 days ¹¹
	ENGAGEMENT & RETENTION	Leveraging on employees listening and experience	>> Global Sustainable Engagement Index	83%	83%¹²	83%¹²	Constantly ≥80% ¹³

Appendix



ESG Indices: a globally acknowledged sustainability leadership

status @21/07/2026

Major rankings		Positioning in the reference sector	Score
Member of Dow Jones Best-in-Class Indices World (a division of S&P Global) Dow Jones Best-in-Class Indices Europe (a division of S&P Global)	Dow Jones Best-in-Class Indices	Top Score Auto Components and Automotive sector	84
	S&P Sustainability Yearbook	Top 1% - The only tyre maker	TOP 1%
	CDP – Climate List	A LIST– Max score	A
	CDP – Supplier Engagement	A LIST– Max score	A
	ISS – ESG Corporate Rating	Prime status - Top score Auto Components	B+
MSCI	MSCI – ESG Ratings		A
SUSTAINALYTICS	Sustainalytics – ESG Risk Rating	Top score Tyre industry - Negligible risk; 2026 ESG Global, Regional, Industry Leader	7.9
 FTSE4Good	FTSE Russell – FTSE4Good Index Series	Top score Tires subsector	4.5





POWER IS NOTHING WITHOUT CONTROL.TM
BUT CONTROL IS NOT ENOUGH.
WE HAVE TO DO MORE.TM



FOR PEOPLE

We work for safety and caring for people is a fundamental part of our job.

FOR PLANET

There is no place for shortcuts and we consider the earth our most demanding stakeholder.

FOR MOBILITY

We are in the middle of a true revolution and nothing will be as before.

Notes



Sustainability as driver of Innovation - Notes

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1. [Annual Report 25](#) pag. 95, par. «TARGETS for managing greenhouse gas emissions»
2. <https://sciencebasedtargets.org/target-dashboard>
3. PZero developed for JLR – Best Product on the market refers to the Pirelli product with the highest percentage of bio-based and recycled materials being on the market;
4. [Annual Report 25](#) pag. 55, par. «NATURE: REDEFINING THE INTERACTIONS BETWEEN BUSINESS AND NATURAL CAPITAL»
5. [Annual Report 25](#) pag. 115, par. «TARGETS for water resource management»
6. Frequency Index(FI): $\Sigma(\text{Fatalities} + \text{Serious lost time injuries} + \text{Lost time injuries}) \times 1.000.000 / \text{worked hours}$
7. [Annual Report 25](#) pag. 173, par. «TARGETS in health and safety in own workforce»
8. [Annual Report 25](#) pag. 157, par. «TARGETS relative to Diversity, Equity and Inclusion of own workforce»
9. See slide 'ESG external evaluations: a widely recognised leadership'

2025 Progress on Sustainability Plan - Notes

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All KPIs and comparison vs. 2025 guidance are illustrated in slide 5

1. Frequency Index(FI): $\Sigma(\text{Fatalities} + \text{Serious lost time injuries} + \text{Lost time injuries}) \times 1.000.000 / \text{worked hours}$. **If calculated based on 200.000 hours worked**, Index 2025 is 0,24 and <0,2 @2030;
2. [Annual Report 25](#) pag. 173, par. «TARGETS in health and safety in own workforce»
3. SBTi:Science Based Targets initiative; <https://sciencebasedtargets.org/target-dashboard>
4. [Annual Report 25](#) pag. 127, par. «TARGETS for sustainable resource management and the circular economy»
5. [Annual Report 25](#) pag. 177, par. «METRICS related to health and safety in own workforce»
6. [Annual Report 25](#) pag. 95, par. «TARGETS for managing greenhouse gas emissions»
7. IPcode 35837 285/45R22 XL LR ncs 114 Y P-ZERO Summer NCS - thanks to a combination of physical segregation and mass balance approach. Bio-based and recycled content is at least 31,7% and 38,3% respectively. Bio-based materials are natural rubber, textile reinforcements and bio-chemicals, while recycled materials are silica from rice husk ash, reclaimed rubber, recycled steel and – through mass balance – synthetic rubber, carbon black and silica.
8. [Annual Report 25](#) pag. 115, par. «TARGETS for water resource management»

Delivering on Plan targets - Notes

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1. [Annual Report 23](#)
2. Frequency Index(FI): $\sum(\text{Fatalities} + \text{Serious lost time injuries} + \text{Lost time injuries}) \times 1.000.000 / \text{worked hours}$. If calculated based on 200.000 hours worked, Index 2025 is 0,24 and <0,2 @2030;
3. [Annual Report 25](#) pag. 177, par. «METRICS related to health and safety in own workforce»
4. [Annual Report 25](#) pag. 173, par. «TARGETS in health and safety in own workforce»
5. [Annual Report 24](#) pag. 133, par. «FOCUS: NEXTOYOU - THE GLOBAL ENGAGEMENT SURVEY ON CORPORATE CLIMATE
6. [Annual Report 25](#) pag. 148, par. «Focus: NEXTOYOU - the Global Engagement Survey on corporate climate»
7. [Annual Report 25](#) pag. 147, par. «Focus: NEXTOYOU - the Global Engagement Survey on corporate climate»
8. [Annual Report 25](#) pag. 106, par. «TARGETS for energy management»
9. Science Based Targets initiative (SBTi) approved
10. [Annual Report 25](#) pag. 95, par. «TARGETS for managing greenhouse gas emissions»
11. [Annual Report 25](#) pag. 94, par. «TARGETS for managing greenhouse gas emissions»
12. [Annual Report 25](#) pag. 96, par. «TARGETS for managing greenhouse gas emissions»
13. <https://sciencebasedtargets.org/target-dashboard>
14. [Annual Report 25](#) pag. 19, par. «Group performance and results»
15. [Annual Report 25](#) pag. 95, par. «TARGETS for managing greenhouse gas emissions»
16. PZEROE measure 255/50R20 - IPcode 42871 - thanks to a combination of physical segregation and mass balance approach. Bio-based materials are natural rubber, textile reinforcements, bio-chemicals, bio-resins and lignin, while recycled materials are metallic reinforcements, chemicals and - through mass balance - synthetic rubber, silica and carbon black
17. IPcode 35837 285/45R22 XL LR ncs 114 Y P-ZERO Summer NCS - thanks to a combination of physical segregation and mass balance approach. Bio-based and recycled content is at least 31,7% and 38,3% respectively. Bio-based materials are natural rubber, textile reinforcements and bio-chemicals, while recycled materials are silica from rice husk ash, reclaimed rubber, recycled steel and – through mass balance – synthetic rubber, carbon black and silica.
18. [Annual Report 25](#) pag. 127, par. «TARGETS for sustainable resource»
19. [Annual Report 25](#) pag. 115, par. « TARGETS for water resource management»
20. IPBES: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
21. Drivers: resources exploitation, pollution, invasive species, climate change, land/water/sea use change
22. [Annual Report 25](#) pag. 121, par. «Biodiversity Action Plan for all Group industrial sites and test tracks»

Fast forwarding our Transition: commitments to reach Net Zero by 2040 - Notes

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1. <https://sciencebasedtargets.org/target-dashboard>
2. GHG emissions coverage: 100% of Scope 1 and Scope 2. Scope 3 near-term target covers Cat. 1, 3 and 4 (> 90% of total Scope 3 emissions excl. Cat.11). Scope 3 net-zero target covers 100% of Scope 3 emissions.
3. Near-Term and Net-Zero SBTi Targets approved in 2024 for Scope 1+2+3 – SBTi Standard version 1; SBTi: [Target dashboard - Science Based Targets Initiative](#)
4. Scope 3 Near-Term Target includes Cat. 1; 3; 4
5. Claim in line with ISO 14068 standard for scope 1+2
6. Net Zero Target includes Scope 1+2 and Scope 3 (excluding category 11 “Use of sold product”)

PZERO E: our lighthouse on the market- Notes

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1. [Annual Report 23](#), pag 80, par «INNOVATION IN PRODUCTS, MATERIALS AND PRODUCTION PROCESSES». See also the following press release: <https://press.pirelli.com/pirelli-p-zero-e-wins-tyre-of-the-year-award-at-the-2023-automobile-awards-in-paris/>
2. Thanks to a combination of physical segregation and mass balance approach. Depending on tyre size, bio-based and recycled content ranges between 27-32% and 23-28% respectively. Bio-based materials are natural rubber, textile reinforcements and bio-chemicals, while recycled materials are – through mass balance – synthetic rubber and silica. (ISO 14021).
3. Bureau Veritas
4. Triple A means that the tyre outperforms in terms of Rolling Resistance, Wet Grip and Noise, according to European tyre Label A.

Materials | increasing content of bio-based and recycled materials – Third party certified - Notes

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1. Available on the market
2. Volume of all raw materials bio-based and recycled vs total raw materials used for all tyre production
3. [Annual Report 23](#), pag 80, par «INNOVATION IN PRODUCTS, MATERIALS AND PRODUCTION PROCESSES». See also the following press release: <https://press.pirelli.com/pirelli-p-zero-e-wins-tyre-of-the-year-award-at-the-2023-automobile-awards-in-paris/>
4. P-Zero developed for JLR 4. FSCTM N003618 www.fsc.org
5. [Annual Report 25](#) pag. 127, par. « TARGETS for sustainable resource management and the circular economy
6. [Annual Report 23](#), pag.155, par «Product: research, development and sustainability of raw materials / the Pirelli model and results in 2023»: “3.2% is recycled material and 19.3% is renewable material»
7. [Annual Report 25](#) pag. 128, par « TARGETS for sustainable resource management and the circular economy”

Tyre Road Wear Particles: facing the challenge - Notes

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1. Source: tireparticles.info - infographic
2. PM: Particulate Matter
3. [Annual Report 25](#) pag. 111, par. «Target: Reducing particulate matter at the source»
4. [Annual Report 25](#) pag. 111, par. «Research and Innovation on the “size” of particulate matter»
5. [Annual Report 25](#) pag. 111, par. «Research and Innovation on the “biodegradability” of particulate matter»
6. [Annual Report 25](#) pag. 111, par. «Capture of generated particles»
7. [Annual Report 25](#) pag. 111, par. «Industry Initiatives»

Wear Rate: our reduction roadmap - Notes

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1. [Annual Report 24](#) pag. 102, par «The phenomenon of particulate emissions from tread wear / Pirelli's Commitment»
2. [Annual Report 25](#) pag. 111, par. «Target: Reducing particulate matter at the source»
3. Targets and methodology subject to change once official UNECE test method for abrasion in real driving condition is approved; expected 2027 for Car and 2029 for light truck [Annual Report 25](#) pag. 111, par. «Target: Reducing particulate matter at the source»

Our Global Biodiversity Strategy along value chain - Notes

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1. [Annual Report 25](#) pag. 121, par. “Biodiversity in life-cycle assessment for 100% of new product lines”
2. [Annual Report 25](#) pag. 121, par. «Biodiversity Action Plan for all Group industrial sites and test tracks»
3. Locate, Evaluate, Assess and Prepare (LEAP)
4. Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)
5. Taskforce for Nature-related Financial Disclosures (TNFD);
6. The Science Based Targets Network (SBTN).

Forest: Towards 100% of FSC™- certified Natural Rubber in European plants by 2026

1. [Annual Report 25](#) pag. 121, par. “100% FSC™-certified natural rubber by 2026 in European plants”

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Freshwater: reducing dependency and preserving quality - Notes

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1. [Annual Report 25](#) pag. 114, par. «WATER RESOURCE MANAGEMENT»
2. [Annual Report 25](#) pag. 116, par. «Water management and efficiency and reuse»
3. [Annual Report 25](#) pag. 115, par. «POLICIES for water management»
4. Digitalization: in terms of smart metering and integration with BEMS (Building Energy Management System);
5. [Annual Report 23](#) pag 170, par «WATER MANAGEMENT»
6. Finished Product
7. [Annual Report 25](#) pag. 115, par. «TARGETS for water resource management»

Partnering with our suppliers: managing risks while creating capacity - Notes

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1. [Annual Report 23](#)
2. Supplier Risk Assessment performed by Ecovadis and/or Bureau Veritas
3. Risk Assessment & materiality Approach (Spend > 100k€/y)
4. [Annual Report 25](#) pag. 184, par. «TARGETS for the management of working conditions and respect for human rights along the Value Chain»
5. [Annual Report 25](#) pag. 113-114, par «Assessment of supplier environmental impacts and corrective plan» e pag.181, par. «Human rights risk assessment» e pag.213-214 par «ESG Risk Assessment»
6. [Annual Report 25](#) pag. 184-185, par «Training, Capacity building & Engagement – Business & Human Rights & Nature & Biodiversity»
7. [Annual Report 25](#) pag. 185, par. «TARGETS related to training along the value chain»
8. [Annual Report 25](#) pag. 185, par. «TARGETS related to training along the value chain»
9. [Annual Report 25](#) pag. 113, par «Nature and biodiversity training for raw material suppliers»
10. [Annual Report 25](#) pag. 113, par «TARGETS for managing pollution throughout the supply chain»
11. [Annual Report 25](#) pag. 96, par. «TARGETS for managing greenhouse gas emissions»
12. [Annual Report 25](#) pag. 98, par. «Decarbonisation along the supply chain»

1. [Annual Report 23](#)
2. Frequency Index(FI): $\Sigma(\text{Fatalities} + \text{Serious lost time injuries} + \text{Lost time injuries}) \times 1.000.000 / \text{worked hours}$; If calculated based on 200.000 hours worked, Index is 0,34 @2023, ~ 0,2 @2025 and <0,2 @2030
3. [Annual Report 25](#) pag. 177, par. «METRICS related to health and safety in own workforce»
4. [Annual Report 25](#)pag. 173, par. «TARGETS in health and safety in own workforce»
5. [Annual Report 25](#)pag. 167-170, par. «ACTIONS in welfare in own workforce»
6. [Annual Report 25](#)pag. 167-170, par. «TARGETS in welfare in own workforce»
7. [Annual Report 25](#) pag. 160, par. «METRICS related to Diversity, Equity and Inclusion of own workforce»
8. [Annual Report 25](#)pag. 157, par. «TARGETS relative to Diversity, Equity and Inclusion of own workforce»
9. [Annual Report 25](#)pag. 161, par. «Focus: the figures on diversity»
10. [Annual Report 25](#) pag. 164, par. «METRICS related to Training in own workforce»
11. [Annual Report 25](#)pag. 162, par. «TARGETS for Training and development of skills in own workforce»
12. [Annual Report 25](#) pag. 148, par. «Focus: NEXTOYOU - the Global Engagement Survey on corporate climate»
13. [Annual Report 25](#) pag. 147, par. «Focus: NEXTOYOU - the Global Engagement Survey on corporate climate»