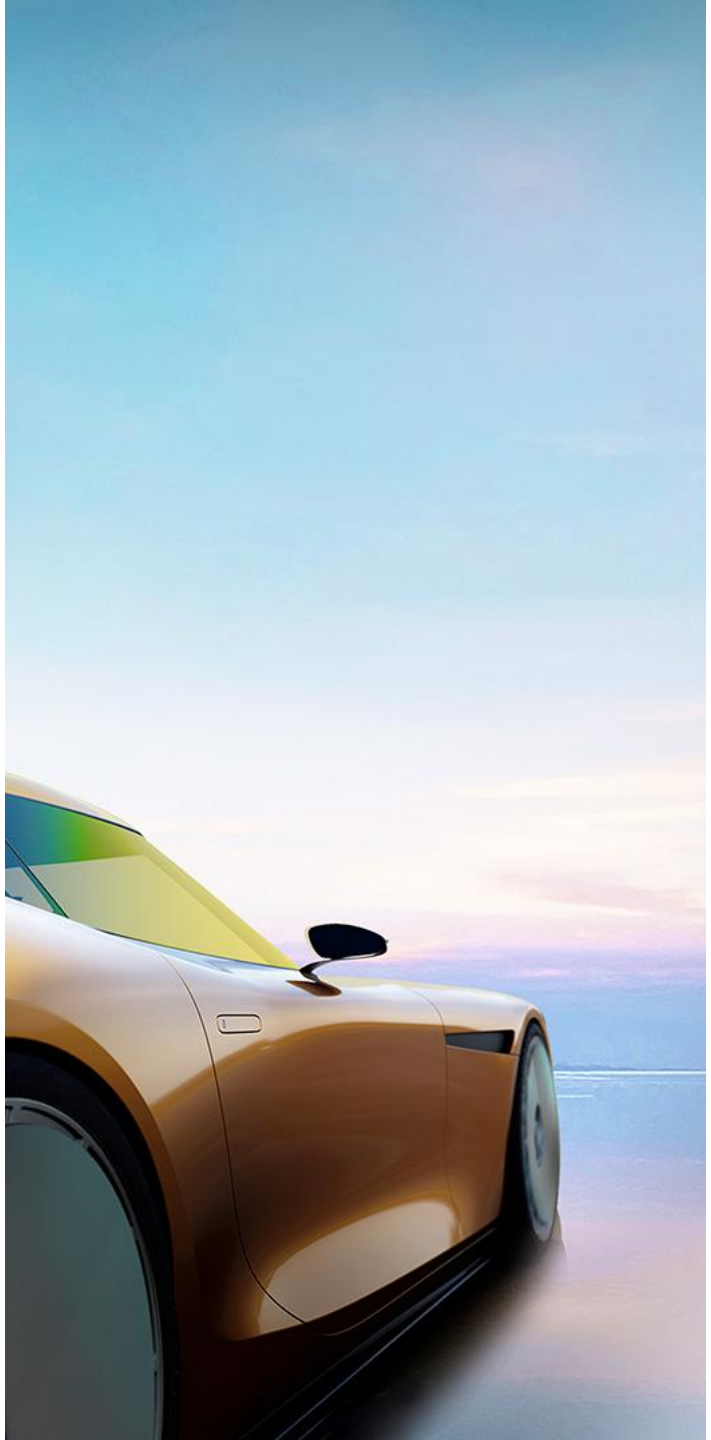


Pirelli Sustainability Presentation



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

REDUCING CLIMATE IMPACT

-63.3%
CO2 emission scope 1+2 today vs 2018

NET ZERO @ 2040
SBTi approved[1]

COMMITMENT ON MATERIALS

>70%
Bio-based and Recycled materials today on best product on the market[2-b]

>80%
Bio-based and Recycled material on best product on the market by 2030[2b]

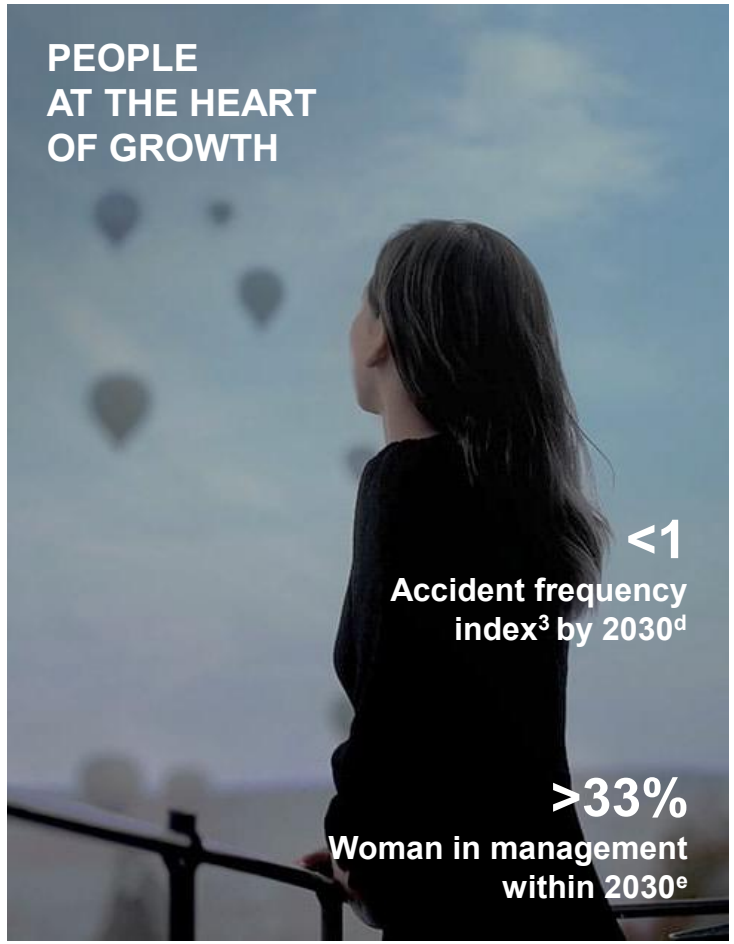
RESPECT AND CONSERVATION OF NATURE

First tyre with FSC™ -certified natural rubber
(launched in 2021)

FSC™ N003618 www.fsc.org

-60%
Water withdrawal by 2030 vs 2015[c]

PEOPLE AT THE HEART OF GROWTH



<1
Accident frequency index[3] by 2030[d]

>33%
Woman in management within 2030[e]

Top rating in major Sustainability Rankings & Initiatives

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)

S&P Global Top 1%

CDP A List 2025

CDP Supplier Engagement Leader 2025

FTSE4Good

SUSTAINALYTICS

Corporate ESG Performance Prime – ISS ESG

For superscrit letters see target validation here

1.https://sciencebasedtargets.org/target-dashboard 2.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; 3.Frequency Index(FI): Σ(Fatalities + Serious lost time injuries + Lost time injuries) x 1.000.000/ worked hours

2025 Progress on Sustainability Plan









	PEOPLE	CLIMATE	PRODUCT	NATURE
Goals	**Accident Frequency Index[1] @ 2030 <1[d]**	**NET ZERO @ 2040** *SBTi[2] validated*	**>80% weight of bio-based & recycled materials by 2030[b]** (*best product available on the market*)	**Reduce water specific withdrawal by 60% by 2030[c]** (all group sites)
2025 Progress	**1.21** ✓	**-63.3%** Scope 1+2 **-27.5%** Scope 3 *(Δ vs. 2018)* ✓	**>70%**[3] ✓	**-54.3%** *(Δ vs. 2015)* ✓

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1.Frequency Index(FI): ∑(Fatalities + Serious lost time injuries + Lost time injuries) **x 1.000.000/ worked hours . If calculated based on 200.000 hours** worked, Index 2025 is 0,24 and <0,2 @2030; 2. SBTi:Science Based Targets initiative; https://sciencebasedtargets.org/target-dashboard
3.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.

Delivering on Plan targets

				2023 Actual	2024 Actual	2025 Actual	2030 Targets
	**Safety first**	Towards zero accident at work	**Accident Frequency Index[1]**	1.69	1.41	1.21	<1[d]
	Engagement & Retention	leveraging on employees listening and experience	**Global overall Sustainable engagement Index[2]** (combined score)	83%	83%	83%	≥80% constantly[e]
	**NET ZERO @2040 (Scope 1+2+3, SBTi validated)**	100% of electricity purchased from the grid is renewable[3-c]	**CO_2 absolute emissions Scope 1+2[4]**	-45.0% vs 2018	-57.1% vs 2018	-63.3%	-80%[a] vs 2018 Near term target[5]
		Primary data available covering >90% of RM suppliers' total emissions	**CO_2 absolute emissions Scope 3[6]**	-25.0% vs 2018	-26.2% vs 2018	-27.5%	-30%[a] vs 2018 Near term target[5]
	**Efficiency & Safety**	reducing rolling resistance, never compromising on safety	**Volumes A+B (Rolling Resistance and Wet Grip)[7]**	29.8%	34.5%	39.5%	>50%[f]
	Bio-based & Recycled Materials[8]	material innovation to increase non-fossil origin: PZERO E, our lighthouse on the market:	**Best product available on the market[9]**	55.5%	58.5%	>70	>80%[b]
	**Freshwater**	reducing dependency and preserving water quality	**Specific water withdrawal** – **High water stress areas[10]**	-30.8% vs 2015	-34.6% vs 2015	-43.1%	-45%[c] vs 2015
			Specific water withdrawal – **All group sites**	-45.3% vs 2015	-51.4% vs 2015	-54.3%	-60%[c] vs 2015
	Biodiversity	Biodiversity action Plan covering the five IPBES[11] drivers[12]	**% on all Pirelli Industrial sites & track test areas**	-	55%	100%	100%[13]

NET ZERO 2040 SBTi validated

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

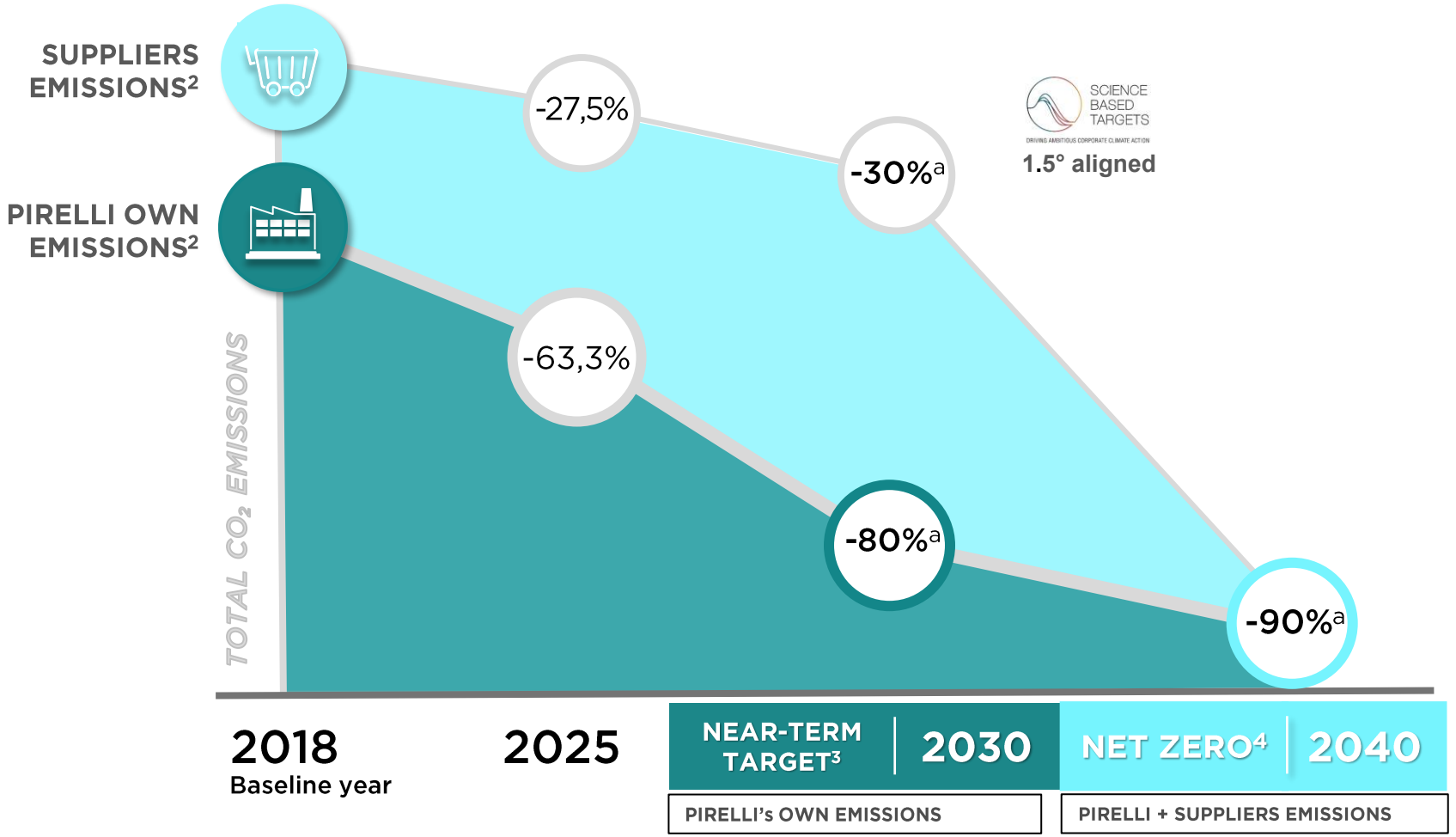
1. (Fatal injuries + Serious lost-time injuries + Lost-time injuries) × 1,000,000 / Total hours worked by all employees across all Group entities; 2. Weighted average of the white-collar and blue-collar employee results recorded over the last two years. 3. Target achieved in 2025 and maintained as a recurring year-on-year target. 4.Scope 2 market based; 5. SBTi approved; 6. Scope 3 emissions of categories 1,3 and 4 according to the GHP Protocol; 7. Reg. (EU) 2020/740 - Extra EU labelling scales are converted to EU labelling grades. The Wet Grip index includes all new IPCodes with Wet Grip falling in classes A+B according to EU labelling values and IPCodes with ICE pictogram. 8. Bio-based material: Material fully or partially of biogenic origin. (source: ISO 16620 – 2 2019); 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); 9. Pirelli's commercially available product with the highest content of natural (bio-based) and recycled materials in the reporting year. 10. It includes all those areas characterized 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 2023.11. IPBES: Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services; 12. Drivers are: resources exploitation, pollution, invasive species, climate change, land/water/sea use change. 13. Target already achieved in 2025.

Reducing Climate Impact

- Pirelli decarbonization plan



Fast forwarding our Transition: commitments to reach Net Zero by 2040[1]



2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

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.Net Zero Target includes Scope 1+2 and Scope 3 (excluding category 11 "Use of sold product")

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% Bio-based and Recycled materials[1]

Validated by third party[2]

Reducing vehicle CO_2 emission

AAA[3] 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% wear rate vs previous product, as **certified** by Dekra

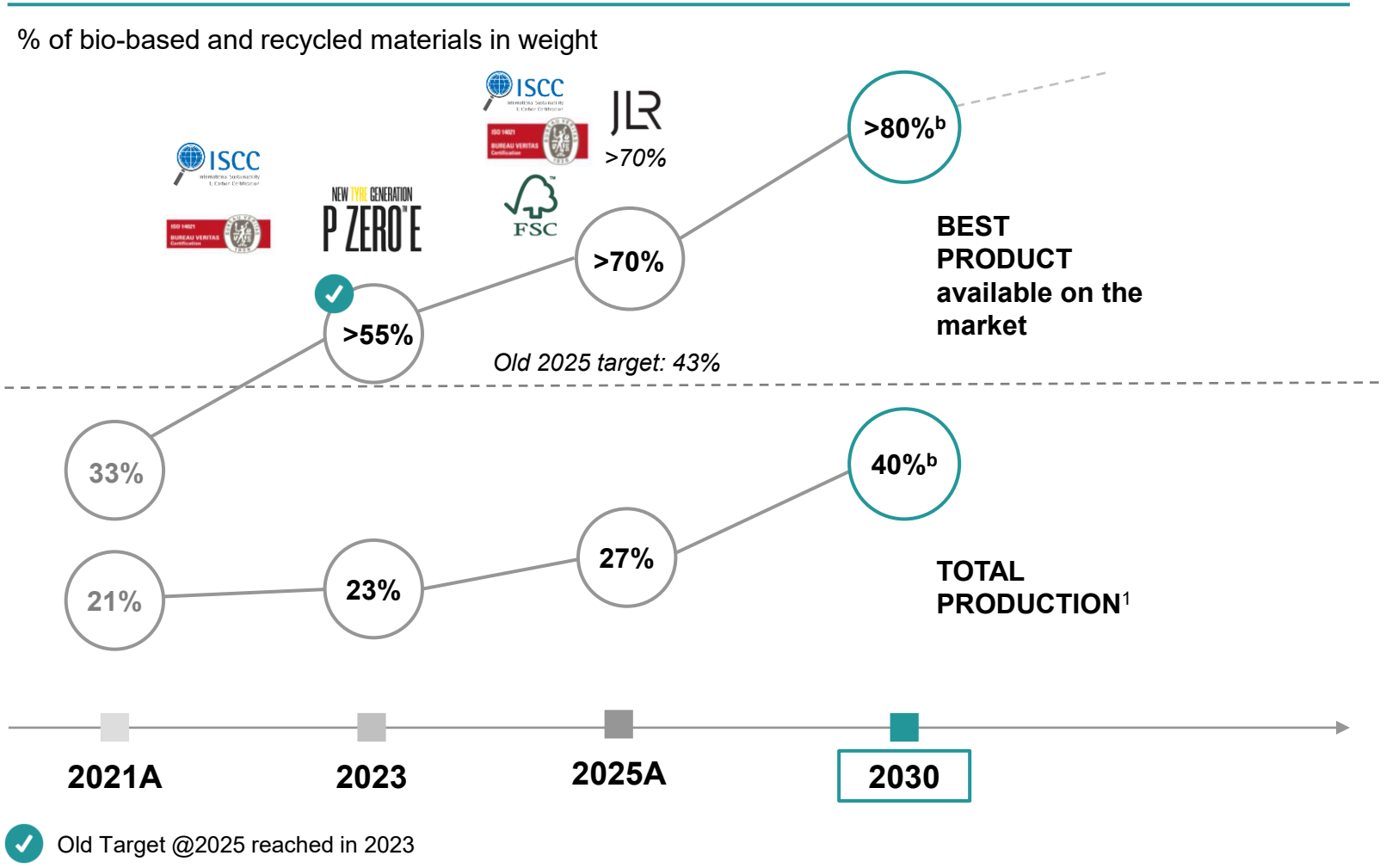
Full readiness vs upcoming regulations (EURO 7)

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1. 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). 2.Bureau Veritas 3. 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

Targets







2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1. Volume of all raw materials bio-based and recycled vs total raw materials used for all tyre production 2.P-Zero developed for JLR 4. FSCTM N003618 www.fsc.org

Materials | Advancing Circular raw-material supply chains

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

Bolder Industries

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



xingda

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



pyrum innovations

Tyre recycling technology company

BASF

Global chemicals company

synthos

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



2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

Press Releases: .PIRELLI NORTH AMERICA RECYCLING INITIATIVE: PIRELLI DRIVES THE CERTIFICATION OF RECYCLED STEEL FOR TYRES PRODUCTION, PROMOTING THE ISCC PLUS PILOT PROJECT WITH XINGDA: PIRELLI, PYRUM, SYNTHOS AND BASF PARTNER TO TRANSFORM END-OF-LIFE AND SCRAP TYRES INTO RECYCLED MATERIALS FOR NEW PRODUCTS

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 go[1]?



Soil & Sediments
~ 74-77%



Water (@ Estuary)
~ 2-5%



Air
~ 2%



Removal
~ 18%

Potential adverse effects under study

Minor contributor of overall PM^2 air pollution (<1% PM10)

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[f]	Cooperation with universities and research centers on airborne particle **generation models and means to optimize particle size**[4]	Innovation through **JDAs** 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)

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1. Source: tireparticles.info – infographic 2.PM: Particulate Matter

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



Targets

New lines	2024	2025	2030[f]
Wear Rate reduction	-25%	-24%	-30%

Average Wear Rate improvement **vs previous reference product line** (%) for line introduced in the years:

2023-2024 | **2023-2025** | **2025-2030**

Additional Pirelli focus

- 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.

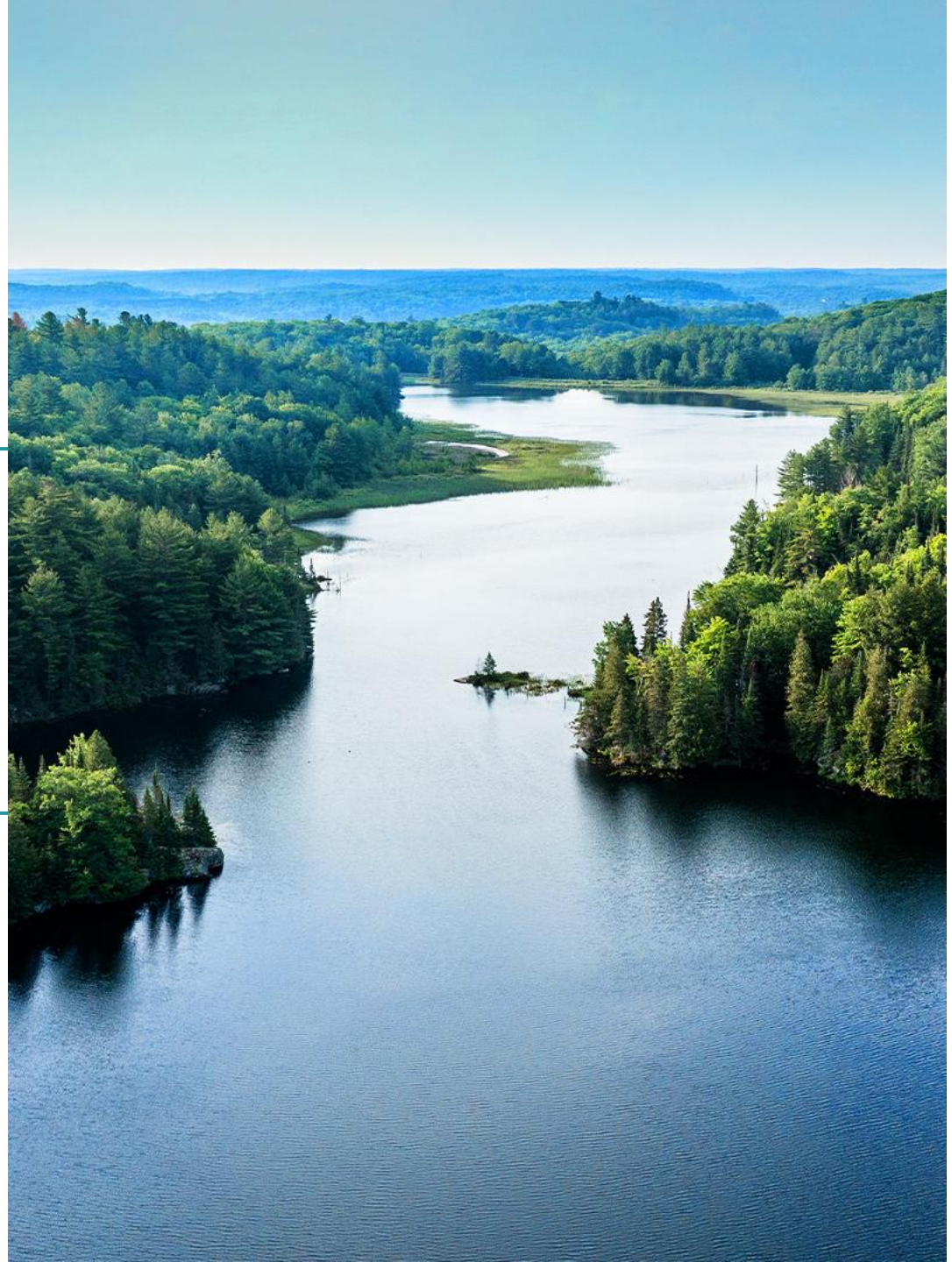
TIMING

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

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

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 impacts[1-f]
  - ***100%*** *in 2025*
- **All Pirelli Industrial sites** and track test areas have a Biodiversity Action Plan[1]
  - ***100%*** *In 2025*
  - based on **LEAP**[2] approach
  - dealing the **five IPBES**[3] **Drivers**
- **2025: TNFD**[4] **Reporting**
- Preparing for **SBTN**[5] aligned targets

BIODIVERSITY ACTION PLANS deal with the **five IPBES**[3] **Drivers** of Biodiversity loss and Ecosystems degradation





2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1.Target already achieved in 2025 2.Locate, Evaluate, Assess and Prepare (LEAP) 3.Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) 4.Taskforce for Nature-related Financial Disclosures (TNFD); 5.The Science Based Targets Network (SBTN).

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

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[b]

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.**

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

Freshwater: reducing dependency and preserving quality

Our Model and Targets according to Excellence in Water Management Program

1	2	3	4	5
Water risks assessment	**Minimize water demand**	**Monitor water quality and safety**	**Clean water back to ecosystems**	**Digitalization[1]**



Targets

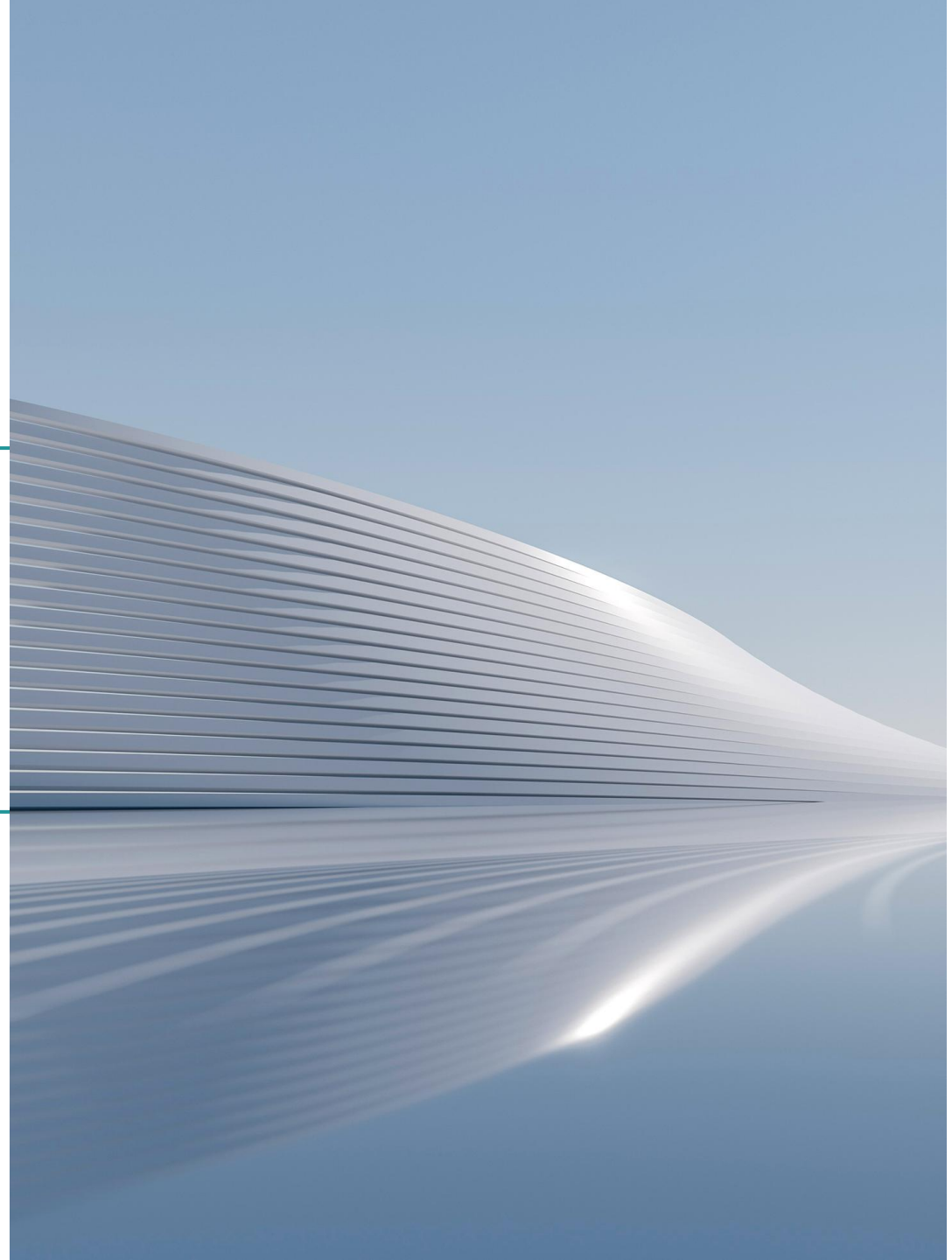
			2023	Reduction vs 2015		
			m^3/ton FP[2]	2024	2025	2030[c]
	QUANTITY Specific water withdrawal	**Group**	**7.0**	**-51.4%**	**-54.3%**	**-60%**
		High Water Stress Areas	**5.4**	**-34.6%**	**-43.1%**	**-45%**
	QUALITY Water emissions	**Group**	**Preserving water quality Towards maximization of water reuse and recycling**			

Previous Plan Target @2025 outperformed in 2023

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1. Digitalization: in terms of smart metering and integration with BEMS (Building Energy Management System); 2.Finished Product

Strengthening our Global Value Chain



Partnering with our suppliers: managing risks while creating capacity

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

Drive excellence in responsible business conduct & mitigate risks

Capacity Building & Engagement

Strengthening Partners resiliency and accelerate transformation

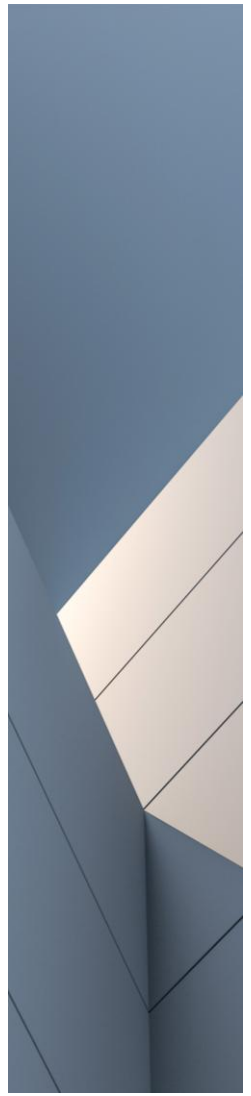
ANNUAL RISK ANALISYS
to select potentially High, Mid and Low risk Suppliers (on all supplier base)

TRAINING

DECARBONIZATION
Continuous engagement on primary data collection and CO_2 emission reduction initiatives

Scope	2023	2024	2025	2027
***Suppliers assessed - % on Total Spending from* Suppliers** selected as potentially High and Mid ESG Risk [1]				
High ESG Risk[1]	90%	90%	96%	100%[g]
Mid ESG Risk[1]	82%	82%	96%	100%[g]
Business and Human Rights Management[6]	100% of Raw Materials suppliers and CAPEX strategic suppliers	100% of Raw Materials suppliers and CAPEX strategic suppliers	100%[3-g] of High Risk[1] (all other categories)	100%[g] of Mid Risk[1] (all other categories)
Nature & Biodiversity[9]	FSC™ ENGAGEMENT	FSC™ ENGAGEMENT	100%[3-g] 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% Raw Mat Emissions covered by primary data	• requested to have an SBTi[4] • requested to use 100% renewable electricity	

- 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

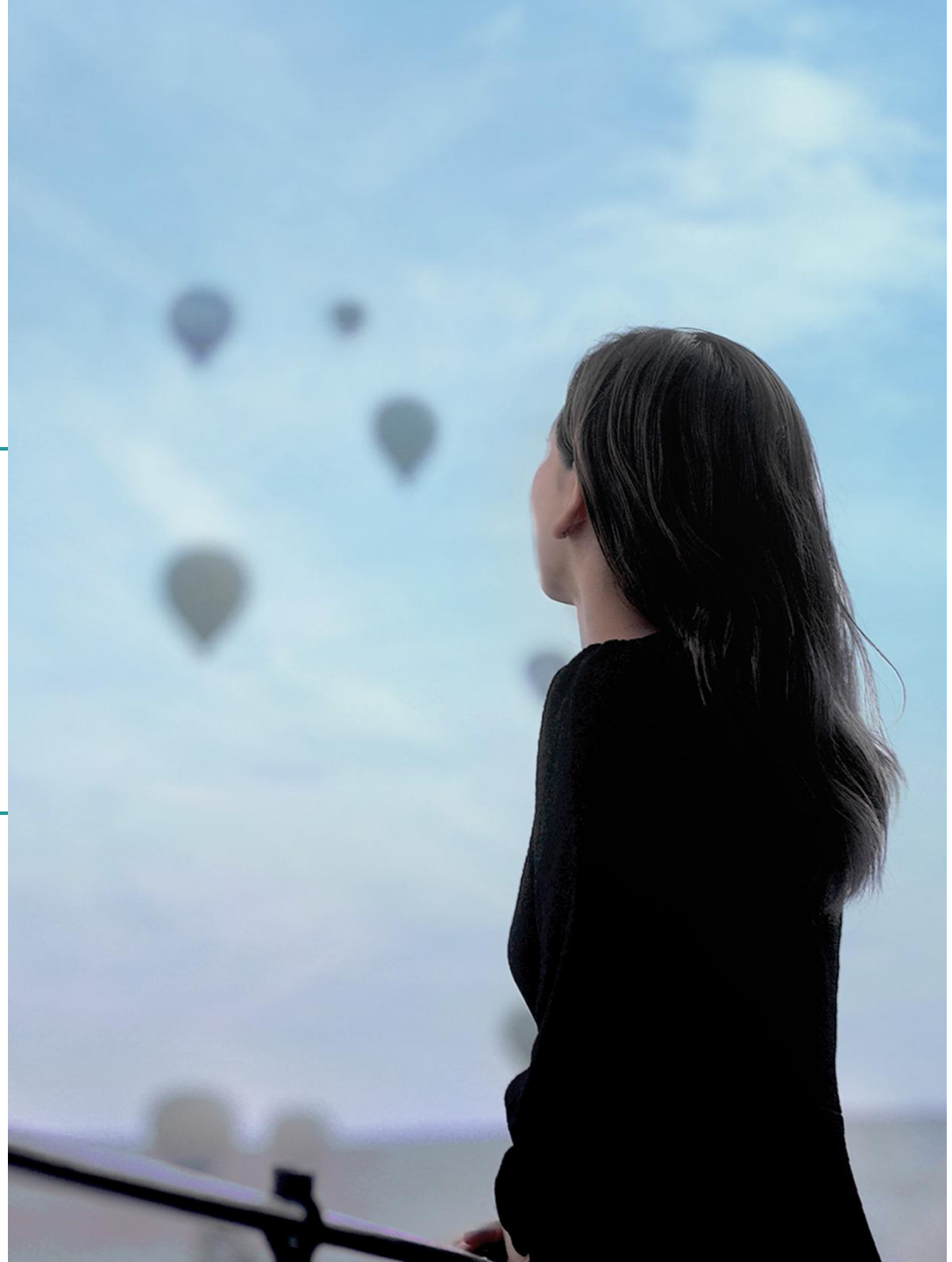


2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1. Supplier Risk Assessment performed by Ecovadis and/or Bureau Veritas 2. Risk Assessment & materiality Approach (Spend > 100k€/y) 3.Target already achieved and to be maintained as a recurring year-on-year target 4. SBTi: Science-Based Target Initiative

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	2024	2025A	2030E
	**SAFETY FIRST**	Towards Zero Accident at work	**Frequency Index[1]**	**1.5** *-65% vs 2015*	**1.41**	**1.21**	**<1[d]**
	**CARING & WELLBEING**	New Pirelli *Global* Welfare Program	**Enhanced welfare offer**	**Localized offer – by country**			**New global offer covering 100% employees @2026[e]**
	**DIVERSITY, EQUITY & INCLUSION**	Growing a gender balanced talents pipeline	**Women in management position[2]**	**27%**	**28%**	**29.3%**	**≥33% @2030[e]**
		Equality in remuneration	**Gender pay gap[3]**	**+2.7%** in favour of women	**+0.4%**	**+0.2%**	**±2% @2030[e]**
	**SKILLS DEVELOPMENT**	Upskilling and reskilling focus on digital transformation, excellence in operations, climate science	**Average training days per employee per year**	**7.4**	**6.9**	**8.1**	**Constantly >5.0 days[e]**
	**ENGAGEMENT & RETENTION**	Leveraging on employees listening and experience	**Global Sustainable Engagement Index[4]**	**83%**	**83%**	**83%**	**Constantly ≥80%[e]**

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

1. Frequency Index(FI): ∑(Fatalities + Serious lost time injuries + Lost time injuries) x 1.000.000/ worked hours; If calculated based on 200.000 hours worked, Index is 0,34 @2023, ~ 0,2 @2025 and <0,2 @2030 2.Management includes middle managers and executives 3. Calculated for white-collar employees based on base salary (Gross Annual Remuneration), comparing roles of equal value within each country and considering each employee's organizational grade and the statistical significance of each cluster. The overall average is weighted by headcount. 4. Weighted average of the white-collar and blue-collar employee results recorded over the last two years.

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**	8
 — **FTSE Russell –** FTSE4Good Index Series	**Top score Tires** subsector	4.5

2025 and past years performances are third party verified as reported in the relevant year Annual Reports (Reports). For superscrit letters see target validation here

Source: third party official rankings

PIRELLI

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



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.

Targets verification and validation statements



Targets verification and validation statements

a. This claim has been independently validated by SGS ICS Italia S.r.l... The validation was conducted in accordance with the requirements of ISO/IEC 17029, ISO 14065 (Verification and validation Statement No. IT26/99002033/4). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.

b. This claim has been independently validated by SGS ICS Italia S.r.l... The validation was conducted in accordance with the requirements of ISO/IEC 17029, ISO 14065 (Verification and validation Statement No. IT26/99002033/5). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.

c. This claim has been independently validated by SGS ICS Italia S.r.l... The validation was conducted in accordance with the requirements of ISO/IEC 17029, ISO 14065 (Verification and validation Statement No. IT26/99002033/7). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.

d. This claim has been independently validated by SGS ICS Italia S.r.l.. The validation was conducted in accordance with the requirements of ISO/IEC 17029 and ISO/TS 17033 (Verification and validation Statement No. IT26/99002033/1). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.

e. This claim has been independently validated by SGS ICS Italia S.r.l... The validation was conducted in accordance with the requirements of ISO/IEC 17029 and ISO/TS 17033 (Verification and validation Statement No. IT26/99002033/2). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.

f. This claim has been independently validated by SGS ICS Italia S.r.l... The validation was conducted in accordance with the requirements of ISO/IEC 17029, ISO 14065 (Verification and validation Statement No. IT26/99002033/6). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.

g. This claim has been independently validated by SGS ICS Italia S.r.l... The validation was conducted in accordance with the requirements of ISO/IEC 17029 and ISO/TS 17033 (Verification and validation Statement No. IT26/99002033/3). The validation confirmed that the claim is supported by documented, measurable and verifiable evidence.