



WE SUPPORT



# Sustainability Report 2024



**Italmatch Chemicals**

The partner of choice for specialty chemistry

## Summary

Letter to stakeholders	2
A Global Group at the Service of Chemical Innovation	3
Group Strategy	6
ESG Strategy	6
Sustainability Governance	13
ESG Assessments: a Strategic Driver for Sustainability	14
Methodological note	17

## Responsible product 23

Product Innovation and Sustainable Approach	24
Italmatch and Its Global Business Units	25
Product life cycle management and circular approach	32
Quality Certifications	33
Labelling, Compliance and Responsible Management	34
FlashPhos	35
IPCEI	36

## Environment 37

Environmental Governance	38
GHG Governance and Emission Reduction Strategy	40
GHG Emissions and Energy Consumption	42
Other Environmental Issues	44

## People & Communities 46

Policies and governance in managing people	48
Recruiting, Growth and staff management process	50
Health & Safety	58
Engagement with local communities	60

## Governance & Business Ethics 62

Italmatch Group Governance System	63
The Bodies of the Governance System	64
Institutional Bodies	65
Voluntary Bodies	67
Anti-corruption: a system structured throughout the Group	68
IT System and Digital Data Security	70
The Impact of Climate Change Risks on Corporate Strategy	74
Institutional Engagement and Trade Associations	75
Sustainable Procurement	77

## Tables of details 81

TCFD framework – Analysis of the risks related to climate change	82
TCFD framework – Analysis of the opportunities related to climate change	87
Data & Key Performance Indicators	90
GRI Index	104

## Letter to stakeholders

Dear Stakeholders,

We are delighted to present our 2024 Sustainability Report, a document that reflects our constant commitment to social and environmental responsibility at a crucial time for our industry and for our planet. Our sustainability path is guided by a set of ethical principles, including the ten principles of the United Nations Global Compact, which represent our compass on human rights, labour, the environment and the fight against corruption. We are committed to respecting these principles in every aspect of our activities, through concrete actions reflecting our values and our long-term vision. We consolidated and strengthened our commitment to the climate in 2024 with the approval of our Decarbonisation Plan, in line with the objectives established by the Science Based Targets initiative (SBTi). This plan is the result of rigorous and collaborative work, including our commitment to significantly reducing our greenhouse gas emissions, with the aim of contributing to the fight against climate change and respecting the Paris Agreement. With your support and the collaboration of all our partners, we are convinced that we can achieve, and exceed, the set objectives.

We know that the transition to a low-carbon future is a challenge, but also an opportunity to innovate and improve. This is why our decarbonisation plan is based on measurable and verifiable actions, focused on progressively reducing direct and indirect emissions while promoting the use of renewable energies, energy efficiency and the adoption of cutting-edge technologies.

We intensified our efforts to promote an inclusive and sustainable corporate culture over the year, integrating social and environmental responsibility into all phases of our work, from research and development to production, waste management and the distribution of our products. The implementation of the Employee Engagement Survey was an important step in this direction, which recorded a high level of participation and received extremely positive feedback from our employees. This confirms to us that our employees are highly engaged in our sustainability journey and in the continuous improvement of our work environment. We additionally conducted an in-depth Living Wage Analysis to ensure that all our operations are in line with international best practices, ensuring that our employees receive fair and adequate remuneration for a decent standard of living. This initiative highlights our commitment to promoting inclusion and well-being within our company. The continuous improvement in the ESG area was also reflected with the awarding of the EcoVadis Gold medal and the improved CDP rating (A-).

Our goal of "Shared Value Creation" remains a strategic priority for our Group. We are pursuing this by strengthening our governance system with new policies and compliance models, as well as through increasingly transparent communication with all our stakeholders, in order to raise awareness of the crucial role chemistry plays in the green transition. This report therefore represents an important step in the long journey we have undertaken and will continue in the coming years with determination. Our commitment to a sustainable future is strong and concrete, and we are proud to share the progress we have made with you.

We thank all of you, our stakeholders, for your continuous support and for the trust you place in us. Together, we will continue to work for a fairer, greener and more responsible future, with the shared goal of building a better future for the generations of tomorrow.

Enjoy the report!



Ing. Sergio Iorio  
Chairman and Italmatch Group CEO



Maurizio Turci  
Group General Manager Corporate

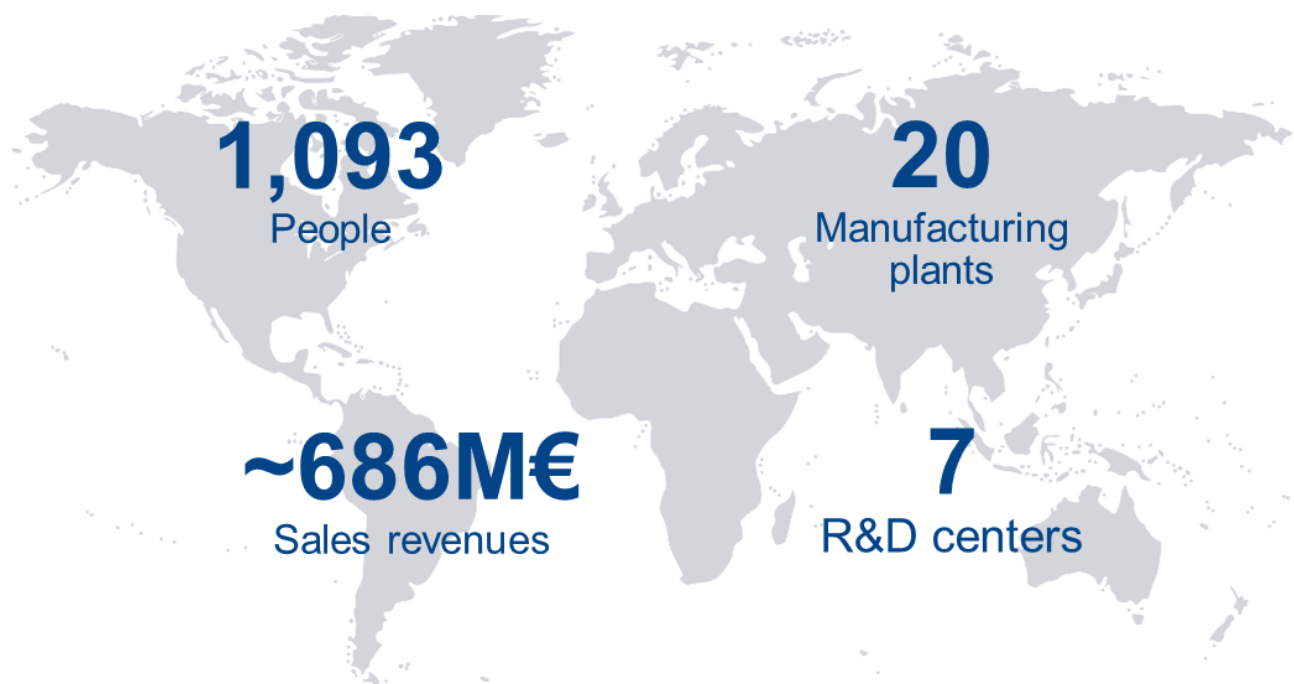
## A Global Group at the Service of Chemical Innovation

Italmatch Chemicals is a leading global chemical group that has been developing speciality chemicals for over 25 years.

The company serves extremely diverse customers, including operators active in very different sectors, ranging from industrial water treatment to lubricants, through to numerous niche and high-tech applications.

Thanks to a flexible and innovation-oriented approach, Italmatch develops tailor-made products to meet each customer's most specific needs, even in the most complex and regulated application contexts.

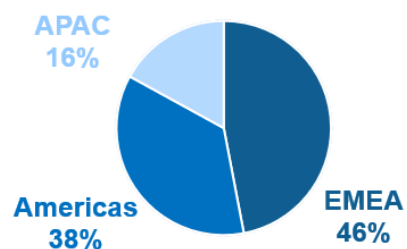
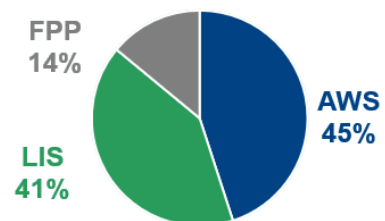
The Group has a global commercial presence, with 20 production plants strategically distributed in Europe, America, the Middle East and Asia.



### Our Business Units

In 2024, Italmatch Chemicals launched a strategic redefinition of its operating structure, with the aim of improving efficiency, strengthening its customer orientation and consolidating its commitment to sustainability. This process led to a new organisation divided into three Business Units to more directly reflect market needs.

**1. Functional and Performance Products (FPP)** is aimed at a wide range of industrial sectors, with a particular focus on innovative applications in the fields of renewable energy, electrification, sustainable mobility and green chemistry, representing the driver of the Group's strategic innovation.



2. **Advanced Water Solutions (AWS)** has been developing advanced chemical solutions for the sustainable management of water resources for many years, in areas ranging from industrial waters to desalination.

The products of this unit directly contribute to the environmental objectives of numerous customers and represent a pillar of Italmatch's commitment to protecting the water cycle.

3. **Lubricants and Industrial Solutions (LIS)** focuses on the development of high-performance additives for industrial and automotive lubricants.

The offer covers a wide variety of technical and regulatory needs, with an approach aimed at reducing environmental impact and improving energy efficiency. Continuous research allows the unit to support customers in high-tech sectors, contributing to the transition to more sustainable solutions.

### Acquisition of Alcolina

In March 2024, the Italmatch Group took a significant step in its ambitious growth strategy by acquiring a majority stake in Alcolina, a leading Brazilian company specialising in water treatment solutions for the bioethanol and sugar industry. This strategic move is in line with Italmatch's long-term vision of expanding its global presence.

The acquisition directly supports the growth of bioethanol, a renewable, low-carbon fuel playing a fundamental role in global efforts to reduce greenhouse gas emissions.

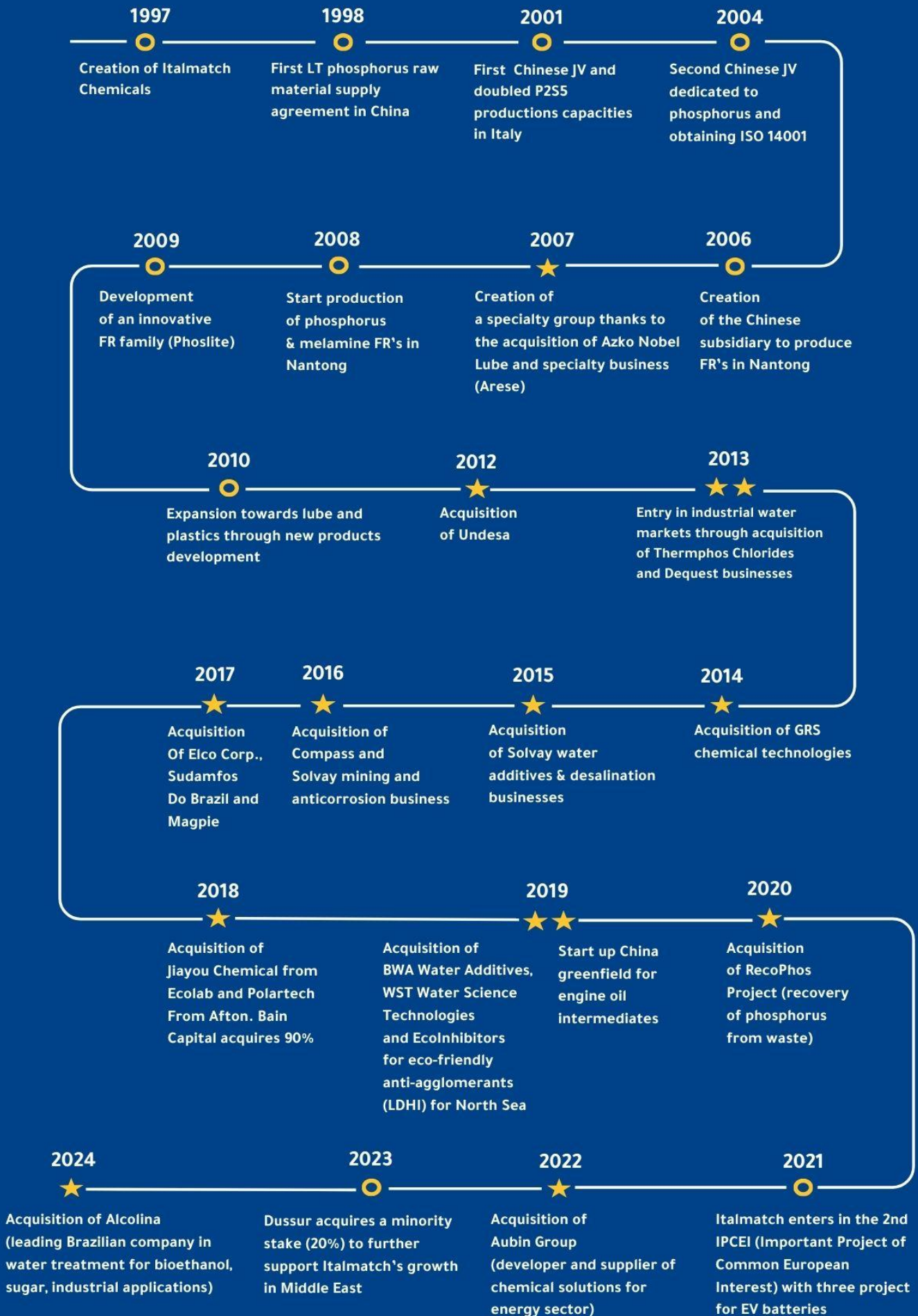
Leveraging the deep technical experience and innovative solutions of Alcolina, Italmatch strengthens its ability to improve water treatment processes in additional industrial sectors. Water is a critical resource in any industrial process and the specialised solutions of Alcolina contribute to minimising water consumption in the sugar and bioethanol sectors. The integration of proprietary technologies for sugar colour stabilisation further complements the Italmatch portfolio, which expands to new markets.

The management systems implemented by Alcolina are already perfectly in line with the management strategy of the Italmatch Group, which focuses on efficiency, quality and sustainability. In fact, Alcolina is certified according to the ISO 9001: 2015 standard, confirming its commitment to high quality standards and an approach oriented towards continuous improvement, in full compliance with Italmatch Group policies. In addition, the consolidated procedures, guiding principles and corporate values that Alcolina has developed over the years reflect those of Italmatch, favouring its further integration and enhancement within its corporate culture.

Despite its ambitious growth strategy, Italmatch Group recognises that industrial expansion must go hand in hand with responsible environmental practices and sustainability objectives. Alcolina's integration into the Italmatch Group will provide greater global reach without compromising Italmatch's commitment to reducing the environmental impact of its operations.



# ITALMATCH'S HISTORY



## Group Strategy

Innovation and the ability to quickly respond to market developments have always been pillars of Italmatch's industrial approach. The Group has demonstrated robustness and reliability, consolidating a reputation based on the centrality of the customer with dedicated, constant customer service over 25 years.

Alongside strengthening its historical core business, in particular with the proposal of halogen-free flame retardants (with lower environmental impact and greater benefits in terms of safety), all business units have contributed to the sustainable evolution of the product portfolio. The focus has been on strategic sectors such as renewable energy (e.g. additives for photovoltaic panel connectors), electric mobility (electrolytes for batteries and specific lubricants) and recycling critical materials (e.g. used batteries).

Research and Development, the driver of Italmatch's innovation, continues to guide the Group's transformation towards playing an active role in the energy transition, positioning it as a key partner for customers and a significant player in the supply chains of a low-carbon economy.

## ESG Strategy

The Italmatch Group not only focuses on the industrial areas of its business, especially the green transition through research and development activities dedicated to circular products and applications, but also and above all the integration of requests from its stakeholders and local communities into its business model, in the context of active and constant dialogue on sustainability aspects.

In 2024, the Group analysed the materiality of material topics with the double materiality approach, in line with the most recent international regulations and best practices: both the impact of the company's activities on the

### ESG assessment in M&A and investments

In the last year, the integration of the ESG strategy with the Group's industrial strategy has been further consolidated, strengthening the awareness that sustainability must be incorporated in every decision-making and operational area. An ESG questionnaire was therefore prepared for M&A operations. The document continues to analyse all the main ESG issues, with the aim of guiding preliminary assessments and stimulating informed reflection on the adjustments necessary to align the new entity with the Group's sustainability objectives. The tool aims to stimulate reflection on certain issues and on the necessary commitments to align the companies' practices. The investment procedure has been supplemented with the inclusion of an ESG assessment for the same reason; as part of the authorisation process, the proposer must specify whether the investment can make a contribution to the Group's ESG strategy and also identify that contribution. In doing so, the implementation timeframes of the improvements necessary to achieve the emission reduction targets (SBTi) are kept under constant control, making it possible to ensure that the defined

environment and society, and the potential financial effects that ESG factors can have on our business were thus assessed in an integrated manner.

The identification of material topics confirmed the centrality of the material areas defined in 2023: environment (in the three matrices air, water and soil), social (staff, health and safety, community) and governance (management and control bodies, management ethics, anti-corruption, supplier management).

The importance of the "Responsible product" area was also confirmed; namely, our industrial strategy focused on the formulation of products according

to customer needs, with a specific focus on service along the entire value chain (downstream value chain).

Safe, advanced and innovative products, innovation in formulations and processes, attention to the customer both pre- and post-sales, support for their green transition (also through the calculation of product carbon footprints): these are the key elements we have integrated in this area.

**The Group's Decarbonisation Process**

The international scope of the Italmatch Group, combined with the constant collaboration with customers and stakeholders oriented towards achieving the decarbonisation and Net Zero objectives by 2050, has guided the company on a structured and ambitious path to reduce its greenhouse gas (GHG) emissions.



As evidence of the concrete commitment to the climate transition, in June 2024, SBTi approved the emission reduction targets presented by Italmatch, aligned with limiting the temperature increase to +1.5 °C. The objectives are formulated as follows:

- reduction of Scope 1 and Scope 2 emissions by 42% by 2030, compared to the base year 2021;
- reduction of Scope 3 emissions by 25% by 2030, again compared to the base year 2021.

For each of the material topics, during the year the Group, under the guidance of the ESG Committee, made its ESG strategy more concrete by identifying relevant objectives and, where possible, defining quantitative targets. In particular, we strengthened our commitment to the definition of decarbonisation objectives approved by the Science Based Targets initiative during the year.

These objectives represent a fundamental pillar of Italmatch's ESG strategy and are supported by a detailed decarbonisation plan, which is already operational, and envisages concrete actions progressively extended across all emission areas of the organisation.

To ensure the plan's effective implementation, the Group has appointed a Decarbonisation Manager supported by a dedicated work team which includes the ESG Department for monitoring activities and the Operations Departments of the various plants for operational activities. The structure directly reports to the ESG Committee and the Corporate GM. Additional departments such as R&D and Procurement are involved in the areas of their specific competence. A specific budget has been allocated to support the activities, intended for the development of actions to reduce emissions, and the design and monitoring of interventions.

2025 will be an important operational crossroads of the plan: activities are already underway at various production sites and along the value chain, confirming the Group's willingness to act promptly and with determination.



**Integrating ESG Targets in Remuneration Systems**

In line with the Italmatch Group's commitment to sustainability, some corporate roles - in particular, those with a direct impact on the achievement of ESG objectives - have part of their short-term remuneration (MBO-Management by Objectives) linked to objectives in the ESG sphere.

Part of the variable component of remuneration is therefore linked, for example, to:

- ESG monitoring and reporting projects;
- reduction of plant greenhouse gas emissions and energy consumption;

- identification and development of plant efficiency projects which will lead to achieving the targets validated by SBTi;
- supply chain engagement in decarbonisation strategies.

At Group level, the Remuneration Committee established within the holding company is responsible for defining remuneration policies and long-term incentive plans (LTIP) for the top management, progressively including metrics linked to ESG performance.

**Supporting the UN Global Compact**

Italmatch Chemicals joined the United Nations Global Compact in 2023.

In doing so, the company adopts the Ten Universal Principles promoted by the Global Compact (already previously part of its Code of Ethics) concerning human rights, labour, the environment and the fight against corruption. As a participant, Italmatch Chemicals considers the ten principles as a benchmark for how it does business, and is committed to integrating them into its strategies, operations and corporate culture, actively contributing to the achievement of the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda.

To ensure transparency and responsibility in the path undertaken, the company annually publishes its progress through the Communication on Progress (COP) which refers to this Sustainability Report, with which it reports on the initiatives, results and areas for improvement with respect to the principles of the Global Compact.

This tool is not only a duty, but also an opportunity to share the evolution of its business model towards greater sustainability with stakeholders and international communities.

**WE SUPPORT**



WE SUPPORT THE MISSION OF THE UNITED NATIONS GLOBAL COMPACT TO

**MOBILIZE A GLOBAL MOVEMENT OF  
SUSTAINABLE COMPANIES AND STAKEHOLDERS TO  
CREATE THE WORLD WE WANT**



## ESG Priorities

The material topics identified with the materiality analysis (see methodological note for details of the process) are those identified as most representative for the Group. Given their importance, they are monitored by management, which has defined risk management procedures and identified medium-term targets to improve the Group's performance in the ESG area.

The operating objectives defined, the relative implementation times and the progress made at the end of 2024 are shown below for each pillar.

### Responsible Product

For a commercial company such as Italmatch, product sustainability is obviously very material as it guarantees the strengthening of the “customer centric” approach through tools and solutions that support our partners, including in their green transition processes.

The activities focus on developing low carbon impact products (PCF), improving the carbon footprint of existing ones, green innovation and sustainable chemistry, innovative solutions for decarbonisation, circularity and processes electrification.

The adoption of digital tools for calculating the product carbon footprint (PCF tool) offers further support to our customers' carbon accounting and decarbonisation process.

Topic	Guideline	Target	Timing	As at 31 dec 2024
Product Safety and Stewardship	<i>Strong commitment to develop innovative products supporting our customers in the transition to a decarbonised economy thanks to specialties for renewable (lubricants), to improve circularity processes (recover of materials from sludges), requalification of O&amp;G (well closure), improve electrification (electrolytes).</i>	Support customers in their GHG inventory and green transition developing low PCF products.	Ongoing	Meeting with main customer to develop common products' decarbonisation strategies.
		Development of new grade of CMI antiscalant for membrane treatment (not P-based).	Ongoing	Development and first industrialization trials (certifications for potable water treatment achieved). Small quantities for testing purposes delivered to customers.
Green Chemistry Innovation				
Customer Relationships	<i>Improve our customer centricity approach.</i>	Support customers transition providing PCF calculation through our PCF tool	Ongoing	PCF tool implemented 70+ PCF delivered to customers
		PCF delivered to 100% requesting customers (after signing NDA)	Ongoing	All requesting customers received PCF within a month after signing NDA

**Environment**

The commitment to a sustainable future translates into concrete actions to reduce environmental impact along the entire value chain. The climate strategy adopted aims to significantly reduce greenhouse gas emissions, aligning with the Group's objectives approved by the Science Based Targets initiative (SBTi).

A team dedicated to the achievement of climate objectives has been formalised, with resources and budgets consistent with the action plan, and activities have started for the installation of the first photovoltaic plants, the construction of the combined cycle plant and the reduction of Group emissions.

Topic	Guideline	Target	Timing	As at 31 dec 2024
Climate impacts and strategy	<i>Define emission reduction actions to reach future SBTs targets</i>	SBTi targets: -42% Scope 1&2 emissions; -25% Scope 3 emissions (against 2021 baseline)	2030	Emission reduction targets approved by SBTi (20/05/2024). Scope1&2 emission 76,8k tCO2e (-15,9% vs 2021) Scope3 emission 817,5k tCO2e (+1,6% vs 2021)
		Install Photovoltaic plants to support our energy needs for about 2MW.	2030	PV plant in Qualiano installed. PV in Arese under final engineering according to decarbonisation roadmap.
	<i>Other environmental targets</i>	- 5% water consumption compared to 2024	2030	New target
Approach to Circularity	<i>Develop project to reduce/reuse resources. Develop new products to support the decarbonisation transition.</i>	Plug & abandon products, specialties for wind turbines, additives for solid electrolytes	Ongoing	

**People and Communities**

The focus on people and communities is a fundamental pillar of our sustainability strategy. This commitment translates into a series of initiatives aimed at promoting an inclusive corporate culture, enhancing talent, protecting workers' health and safety (also by increasing the dissemination of certified management systems) and strengthening the link with the territories in which we operate. At the same time, we work to promote the growth and well-being of people, measuring employee engagement in order to guide improvement actions, and consolidating the connection with local communities through active and structured participation.

Topic	Guideline	Target	Timing	As at 31 dec 2024
Culture of Diversity, Equity & Inclusion	<i>Internal training and engagement on D&amp;I with support of Valore D. Internal engagement promoting our culture. Ensure that all employees receive at least a living wage, according to local standards.</i>	Increase the number of women in managerial positions +10% (baseline 2023).	2026	Women manager 22,7% (20% as of Dec 23)
		>70% annually coverage of employees trained	2026	Group LMS launched in 2024- 78% employees trained
		Achieving living wage certification for all employees	2026	Living Wage assessment performed, corrective actions ongoing
Nurture talents and their well-being	<i>Employee engagement survey, implement the performance management/ leadership model.</i>	Design & implement performance development process (+70% white collars).	2026	Performance & development process, pilot in progress
		Identify employee survey baseline for next benchmark.	2025	Employee engagement survey performed; baseline set
		Engage at least 60% of managers and white collars into the employee survey on social dialogue and well-being corporate approach.	2026	Managers' training course – Bocconi Oct 24
Occupational Health and Safety	<i>Decrease the injury rate. Extend the HSMS certifications.</i>	HSE training coverage > 85% of plants' employees	2026	Reported data as at end 2024 show a training coverage > 90%
		Monitoring H&S risk assessment coverage in Group's plant and offices	Ongoing	Manchester plant certified ISO 45001
Community Engagement	<i>Community engagement according to the defined corporate guidelines.</i>	At least 3 events/year per region following corporate guidelines.	Ongoing	Designed guidelines for local engagement

## Governance and Business Ethics

Solid and transparent governance is fundamental, both to guarantee a way of doing business inspired by social values and reflected in our Code of Ethics, and in the field of sustainability in order to continue strengthening our strategy and our results in the ESG area. The results obtained, the EcoVadis Gold rating and the A- rating of CDP testify to the effectiveness of the path undertaken and the constant positioning among the leaders in our industry.

In parallel, we promote an ethical business model thanks to constant training (mandatory for new hires) on key issues such as compliance, anti-corruption, conflicts of interest, antitrust (and fair commercial policies), fraud and money laundering.

Sustainability is also integrated in supply chain qualification, where ESG factors are part of the potential supplier profile, and compliance with ESG principles is an integral part of commercial agreements.

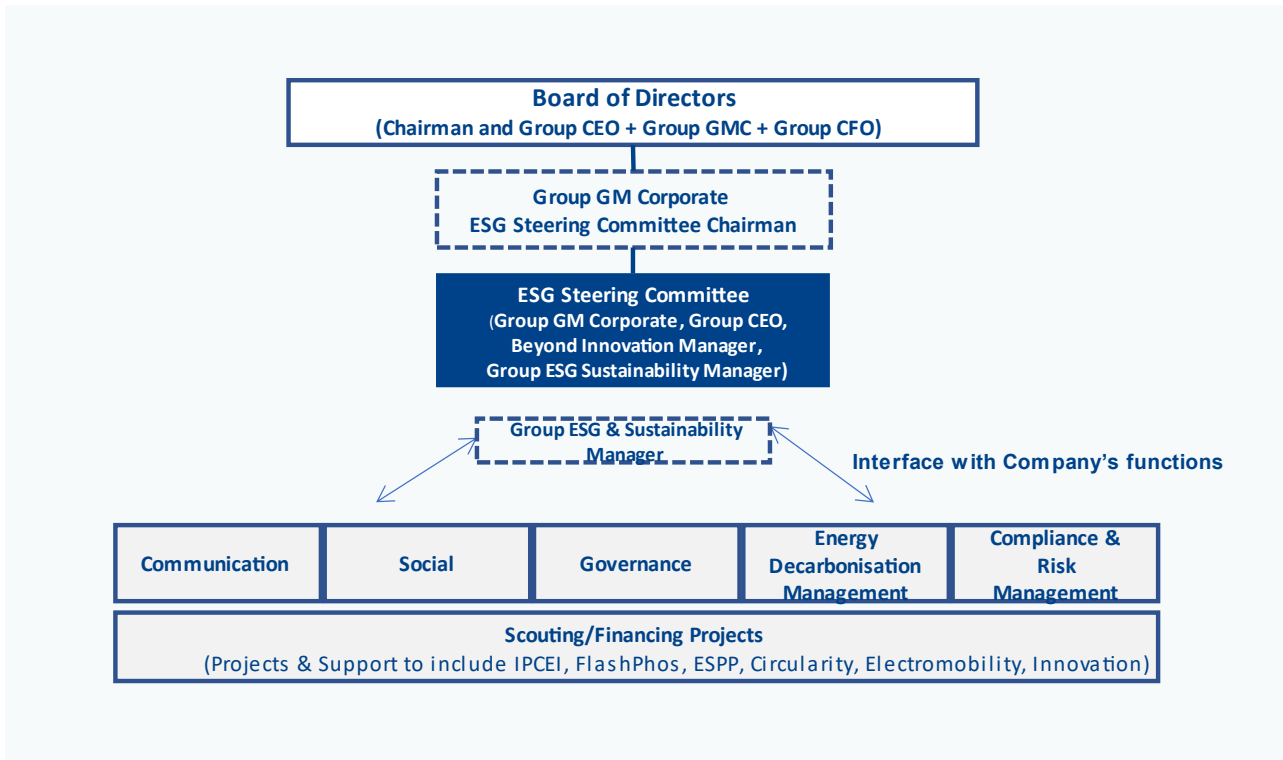
Finally, the matters of digitalisation and cybersecurity are addressed with a rigorous and preventive approach. Regular external controls and systematic audits have been implemented on the entire IT infrastructure.

Topic	Guideline	Target	Timing	As at 31 dec 2024
<b>Corporate Governance &amp; ESG reporting</b>	<i>Improve reporting practices and ESG ratings.</i>	Maintain Italmatch's ESG rating in the top quartile	Yearly	CDP rating A- Ecovadis GOLD achieved in 2024
<b>Ethical Business Model</b>	<i>Worldwide employee training on compliance laws, policies, and procedures. 100% coverage of new hired employee.</i>	Train at least 60% of managers and white collars as at end 2026 and, yearly, all the new hired employee on anti-corruption practices, conflict of interest, fraud, money laundering topics	2026	Learning system started in October 2024
<b>Responsible Supply Chain Management</b>	<i>Increase the number of suppliers rated by third parties according to ESG criteria, increase rating of low-rated suppliers.</i>	Increase the number (+10 per year) of suppliers qualified according to ESG standards (through Ecovadis screening).	2026	+ 13 suppliers screened through Ecovadis compared to Dec. 2023
<b>Digitalization and Cybersecurity</b>	<i>Improve external testing framework.</i>	Maintain a yearly third-party assessment and audit our IT infrastructure security covering 100% of our sites	Yearly	Cyber Essentials 2025 UK certification- achieved Certification according to SACS 002- achieved

## Sustainability Governance

Sustainability governance in the Italmatch Group is based on the principles outlined in the Code of Ethics and further developed in the Sustainability Policy. A management committee (the ESG Steering Committee) was established to support this structure, which also includes two of the three members of the Board. This composition ensures

effective coordination and a two-directional flow of information: from the Board to the Committee for the definition of ESG strategies, and from the Committee to the Board with regard to the implementation and effectiveness of projects, as well as the monitoring of the main sustainability indicators.



The following participate in the ESG Steering Committee:

- the Chief Executive Officer,
- the Group General Manager Corporate, delegated for the implementation of sustainability strategies;
- the Head of the "Beyond Innovation" project;
- the Group Head of ESG and Sustainability.

The Committee is responsible for:

- defining, supervising, monitoring and reporting to the Board of Directors on ESG strategies and approaches;
- monitoring performance and results with regard to ESG objectives;

- carrying out a review of ESG reporting before its presentation to the Board of Directors for approval;
- proposing new ESG initiatives to the Board of Directors and the Group General Manager Corporate;
- providing support and consultancy on key ESG matters to the Board of Directors and the Group General Manager Corporate;
- supervising and monitoring Special ESG Projects;
- ensuring coordination between the strategic guidelines defined by the Board and operational and sustainability activities in the medium/long-term.

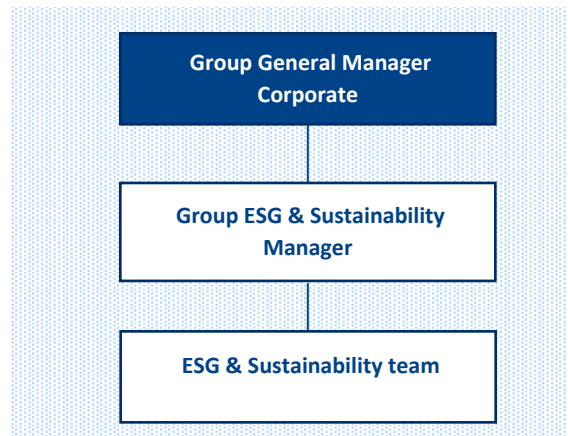
The Group General Manager Corporate, on the basis of the powers received from the Board of

Directors, is responsible for enforcing the sustainability strategies and also holds the role of Chairperson of the ESG Steering Committee, favouring the promotion and supervision of the Group's ESG activities.

The ESG & Sustainability Manager is responsible for interfacing with the company departments involved in the implementation of ESG strategies, supporting the Committee in key activities such as:

- monitoring ESG objectives;
- preparing periodic reporting;
- collecting the information necessary for preparing the ESG Report;

- the role of contact point with ESG Rating Agencies.



## ESG Assessments: a Strategic Driver for Sustainability

Italmatch Chemicals recognises the importance of having independent and objective assessments of its sustainability practices: therefore, having independent third-party ratings, in addition to supporting customers in their supplier ESG qualification process, is one of the focuses of the ESG Department.

Every year we renew the ESG assessment through the **EcoVadis** platform, which also allows us to share results and best practices with our supply chain. This tool is now an integral part of our Sustainable Procurement strategy (for more details, see the Governance section), allowing constant monitoring of performance and areas for improvement throughout the production chain.

A more specific rating focused on the approach to climate change, the management of emissions, specific reporting, and the risks and opportunities related to climate change is obtained with the **CDP (Carbon Disclosure Project)** questionnaire.

Two new ratings were added in 2024:

- **EthiFinance**, the first unsolicited ESG rating, which provides a further independent ESG analysis with a transparent and quantitative approach, helping to consolidate the Group's strategic vision also in the eyes of investors and institutional partners;
- **Achilles**, which strengthens the Group's reputation in complex industrial contexts and supply chains, helping to ensure the reliability of the company's ESG profile even with regard to the most demanding customers.

It is important to note that all the assessments are substantially consistent with each other despite using different methodologies and weighting among the various topics.

In all cases, Italmatch has received assessments that place it in the highest quartiles, with scores consistently above average, as well as the sector average.

**EcoVadis - Gold**

In November 2024, Italmatch obtained the gold medal in the EcoVadis rating, with an overall score of 75/100: an improvement of +12 points compared to 2023 and +27 points compared to 2022.

The company is thus positioned in the top 5% of companies assessed at global level, a particularly significant result as it is awarded, according to the new and more restrictive approach, in relation to the average of the companies assessed at the moment when the rating is issued.

The assessment considers four different pillars; we obtained significant improvements in each of them compared to the previous year:

- Environment: +10 points (from 70 to 80);
- Labour & Human Rights: +10 points (from 60 to 70);
- Ethics: +10 points (from 60 to 70);
- Sustainable Procurement: +20 points (from 60 to 80).



It is also important to note that all our assessments are higher than the average of the companies evaluated (black marker in the figures).

These improvements demonstrate Italmatch's constant commitment to strengthening its sustainable policies and practices in every area of its business.

The "Leader" rating obtained in the "Carbon Management" section, which highlights the maturity and effectiveness of the actions undertaken in reducing emissions, is particularly significant. This assessment is also a key pillar in implementing the Sustainable Procurement strategy, as it makes it possible to share results and practices with suppliers, promoting a transparent and collaborative approach



along the entire value chain.

The recognition obtained therefore not only certifies the effectiveness of the actions implemented so far, but also the company's ability to proactively respond to increasingly rigorous standards, consolidating its position among the global sustainability leaders.

**CDP Climate Change – Rating A-**

Italmatch also responded to the CDP - Climate Change questionnaire in 2024, which focuses on assessing the company's approach to the issue.



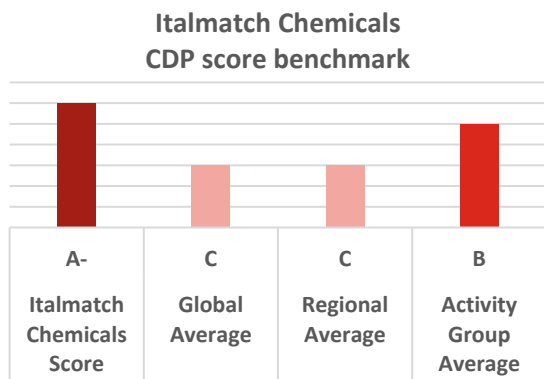
The questionnaire focuses on the assessment of governance in terms of climate change, greenhouse gas emissions (quantitative reporting), reduction strategies and the analysis of climate risks and opportunities.

Italmatch obtained important results: an A- rating, thus placing itself among the "leading" companies, i.e. those that "stand out for their concrete commitment to reducing emissions, adopting sustainable practices and transparency in the communication of environmental data". This result represents a significant step forward compared to the B- assessment received in 2023,

reflecting the evolution and strengthening of the Group's climate governance system.

The assessment obtained is the result of:

- clearly defined roles and responsibilities within the organisation;
- the adoption of climate targets approved by SBTi;
- a third-party certified emissions reporting system (GHG Inventory);
- a timely and updated analysis of risks related to climate change;
- the active engagement of the supply chain to promote a responsible approach along the entire value chain.



## EthiFinance

In 2024, EthiFinance, an independent European agency focused on sustainable finance, assessed the Italmatch Group for the first time. The first unsolicited rating of Italmatch confirmed the soundness of the sustainability path undertaken and its consistency with European best practices: the overall score of 77/100, clearly higher than the sector average (61/100).

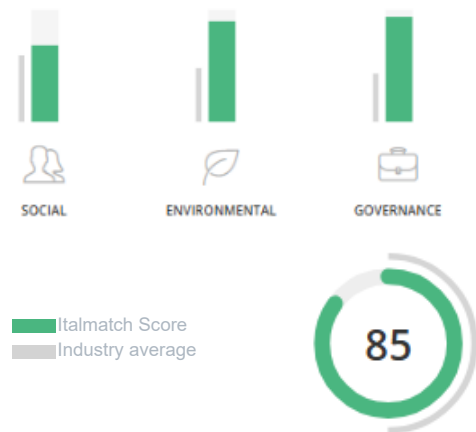


## Achilles – Silver

In 2024, Italmatch was assessed for the first time by Achilles, specialised in risk management in



supply chains. The Group obtained an overall score of 85/100, with performance above the sector average in all ESG areas and a “low risk” profile with regard to compliance and cybersecurity. This positioning confirms the solidity of company practices, also in terms of operational risk management.



## IntegrityNext

Participation also continues in the assessment of IntegrityNext, the ESG platform used by our German customers to ensure compliance with the German Supply Chain Act and, more generally, with the requirements of the future Corporate Sustainability Due Diligence Directive (CSDDD). Italmatch was again positioned in the top quartile in 2024, consolidating its credibility in markets that require high standards of transparency along the supply chain.



## Methodological note

The 2024 Sustainability Report of the Italmatch Group reflects the same scope as that of the Consolidated Financial Statements of the Italmatch Chemicals S.p.A. Group with reference to the year ending 31 December 2024 (reference period from 1 January to 31 December 2024); please refer to this document for the list of subsidiaries falling within the reporting scope.

The Report is published on an annual basis. This document is also available in the Sustainability section of the Group's website.

For the purposes of drafting the Report, the principles, topics and indicators envisaged in the draft of the CSRD approved by the European Union with Directive 2022/2464 and the draft of the indicators set out in the regulation issued on 31 July 2023 - Annex 1 "European Sustainability Reporting Standards - ESRS" were taken as a reference. Additional disclosure areas were integrated with reference to the "GRI Sustainability Reporting Standards" defined by the GRI Global Reporting Initiative.

In preparing the document, reference was also made to the guidelines defined by the TCFD (Task Force on Climate-related Financial Disclosure) as regards reporting the impacts of climate change on the Group's strategy.

The document therefore contains information relating to the environmental, social and personnel spheres, as well as respect for human rights and the fight against corruption, all to the extent necessary to ensure an understanding of the activities carried out by the Group, its performance, its results and their impact.

The information in the document does not contain omissions related to reasons of confidentiality in terms of intellectual property, innovation, or strategic issues.

The risks identified in the various areas and their management methods, the activities that took place during the year, the main monitoring KPIs and the progress in achieving the defined ESG strategy are also reported for the same areas.

The Sustainability Report also describes the main risks generated or suffered, connected to the above issues and deriving from the company's activities in relation to its upstream and downstream value chain.

With regard to the downstream value chain, it should be noted that Italmatch produces special chemicals that are used by other companies as raw materials (and whose products are sometimes used, in turn, as raw materials for other products), thus preventing an identification of their final destination, use and therefore the final impacts of the products. The reporting and information included in the document will thus be limited to what can currently be monitored. An increase in collaboration with customers and suppliers is expected over the years (also and above all in relation to the Scope 3 GHG emissions inventory). The ESG Committee leads the process of collecting information and data through the ESG & Sustainability Department and involves all Group Departments and Companies within the scope of reference.

The document was submitted for examination and assessment by the ESG Committee and subsequently approved by the Board of Directors of Italmatch Chemicals S.p.A. on 10 July 2025.

The document was not subject to a limited assurance engagement by third parties, even if some of the indicators contained herein have been certified (in particular the inventory of GHG emissions by Bureau Veritas and some other indicators, as they are included in the consolidated financial statements).

In order to facilitate the reader in finding information for complete reporting, the "Table of Contents" includes the index drawn up in accordance with the GRI standards.

In identifying the topics subject to reporting and establishing the reporting process, the ESG Committee assesses the relationships with its stakeholders, the existing risks and the reporting systems available, ensuring the accuracy and timeliness of the reporting.

The material topics were identified thanks to an assessment based on the double materiality approach. Please refer to the specific section for details.

In drafting the document, when reference is made to short, medium or long-term time intervals, in compliance with what is suggested by the indicators, the following must be understood:

- short term: a period of one year, corresponding to the period adopted by the company for its financial statements;
- medium term: up to five years;
- long term: a period of time following the medium term.

With reference to the qualitative and quantitative information illustrated in this document, it should be noted that:

- there were no significant changes in the scope and ownership structure during the reporting period, compared to the previous year (the newly acquired Alcolina is included in the reporting scope but the impact on the Group's global values is not material);
- the data included have been extracted from the Group's accounting or management systems. Any discrepancies, estimates, exclusions and limitations are specifically reported at the end of each indicator in order to allow an adequate understanding of the values represented therein;
- any errors found in previous years' reporting are corrected with a comparative column if deemed material. Vice versa, they are corrected with a simple indication in the notes.

## Risk management and sustainability reporting controls

The Group's ESG Committee guiding the data collection has established, thanks to the ESG & Sustainability Department, a data collection process which starts from operating metrics or data extracted from the management and reporting systems of the plants and used in daily processes to ensure consistency between what is stated in the non-financial reporting and the scope of consolidation of the Economic Balance Sheet.

In order to correctly represent performance and ensure the reliability of the data, the use of estimates has been limited as much as possible; if present, they are based on the best available methodologies and appropriately reported. Any limitations in scope are expressly indicated in the text or at the bottom of the tables/KPIs.

With reference to the quantitative information illustrated in this document, it should be noted that:

- the main atmospheric emissions (Scope 1 and Scope 2) generated by the Group's plants and offices were calculated in accordance with the methods set out in the GHG Protocol. The basic data related to the consumption of fuel, energy and steam derive from the systems for managing and reporting the plants' operating metrics as well as from the invoices received from suppliers. The emissions are therefore calculated by applying appropriate conversion factors which are specific to each type of energy and for each country, considering the indications on the energy mix present in sales contracts. During the year, some plants were supplied with certified green energy through the cancellation of Guarantees of Origin. The emissions thus calculated have been certified by a third party since 2021;

- the Scope 3 emissions have been analysed for all 15 different groupings. Some of these included among those originating from the downstream value chain are not applicable, in consideration of the Group's type of business (category 8 Upstream leased assets, 10 Processing of sold products, 11 Use of sold products, 13 Downstream leased assets, 14 Franchises, 15 Investments). Scope 3 emissions were calculated by applying the specific Product Carbon Footprints (PCFs) of products extracted from databases and, where available, the specific ones communicated by suppliers (with an incidence of approximately 7% of total scope 3.1 emissions). When specific data were not available, a hybrid method was applied based on PCF coefficients from the literature for the specific product group or on the basis of spending by type of service;
- the plants' operating metrics are extracted from the management and reporting systems;
- the data related to personnel are calculated based on the headcount present in our plants and offices as at 31 December and with employment contracts with Group companies (outsourced workers and interns are therefore excluded). The self-employed workers collaborating on a stable and exclusive basis with the companies of the Italmatch Group are associated with suppliers and therefore not reported in the social section of the Report.

Any methods for indicating the quantitative data that differ from the above are expressly indicated in specific notes. In order to allow the comparability of the data over time and to assess the performance of the Group's activities, the data are shown over a series of years, where available.

## Materiality analysis

The purpose of the materiality analysis is to identify the most material aspects for the Group and for our stakeholders and such as to allow us to better understand the company and its future prospects.

This year for the first time, following the indications dictated by the CSRD decree, we used the double materiality approach: we considered both the material topics from the point of view of the company's impact on the environment and society (known as impact materiality - positive or negative effects that Italmatch has, or could have, on the economy, the environment, people and human rights, as a consequence of its activities, according to an IN→OUT logic), and the financial effects of the ESG factors on the company's performance (financial materiality - risks and opportunities considering the positive (opportunity) or negative (risk) effects deriving from external sources related to environmental, social and governance issues and which can trigger substantial financial consequences on the company, according to an OUT→IN logic).

The path followed included:

- understanding the organisation's context: in this phase, the context was analysed, the value chain was defined and starting from the most relevant public sources (standards, sector analysis and benchmarks with competitors/peers) a starting list of potentially material ESG issues was built;
- definition of the list of material topics: in this phase, a list consistent with the ESRS standards was drawn up, divided by topic, sub-topic and sub-sub-topic. Each topic was associated with one or more "specific Italmatch topics", customised according to the operations and therefore the representativeness for the company;
- stakeholder engagement: a questionnaire was distributed internally to collect the perceptions of various stakeholders (e.g. employees, management, HSE Department). Opinions were

assessed on both the impact (positive/negative) and the risk/opportunity of each topic;

- assessment and weighting: the results of the questionnaires, listing risks, opportunities and impacts, were then evaluated on a 5-basis scale (from not material to highly relevant) according to their severity and probability. The result of the process was the list of the material topics

according to two dimensions: impact materiality and financial materiality;

- final validation: the results were presented and approved by the ESG Committee in January 2025.

The result of the double materiality analysis, which identified the material topics for Italmatch, is summarised in the table below and is structured according to the logic of CSRD reporting.

Sub-topic Sub-sub-topic	Italmatch specific topic	Impacts / risks / opportunities
<b>S4 - Consumers and end-users</b>		
ST - Impacts related to information for consumers and/or end-users  SST - Confidentiality, access to (quality) information	Customer protection	Positive impact
ST - Personal safety of consumers and/or end-users  SST - Health and Safety	Product safety	Risk

Sub-topic Sub-sub-topic	Italmatch specific topic	Impacts / risks / opportunities
<b>G1 - Business conduct</b>		
ST - Corporate culture	Cybersecurity	Risk
	Violation of anti-competitive behaviour	Risk
	Transparency and reporting	Opportunity
ST - Management of relations with suppliers, including payment practices	Sustainable procurement	Positive impact
	Search for suppliers attentive to environmental issues	Opportunity
ST - Corruption and bribery	Risks linked to incidents of corruption	Risk

Sub-topic Sub-sub-topic	Italmatch specific topic	Impacts / risks / opportunities
<b>E1 - Climate change</b>		
ST - Climate change adaptation	Development of new products with a view to adaptation	Positive impact
ST - Climate change mitigation	GHG Emissions	Negative impact
ST - Energy	Energy optimisation	Positive impact
	Energy management	Opportunity
<b>E2 - Pollution</b>		
ST - Substances of concern	Management of hazardous substances	Negative impact
	Management of hazardous waste	Risk
<b>E5 - Circular economy</b>		
ST - Resource inflows, including the use of resources	Development of products according to circular economy practices	Positive impact

Sub-topic Sub-sub-topic	Italmatch specific topic	Impacts / risks / opportunities
<b>S1 - Own workforce</b>		
ST - Working conditions SST - Adequate wages	Adequate wages	Positive impact
ST - Working conditions SST - Work-life balance	Work-life balance and employee well-being	Positive impact
ST - Working conditions SST - Health and Safety	Injuries and illnesses Workforce health and safety	Negative impact Opportunity
ST - Equal treatment and opportunities for all SST - Training and skills development	Training Promote professional skills	Positive impact Opportunity
ST - Equal treatment and opportunities for all SST - Diversity; Gender equality and equal remuneration for work of equal value	Promote social inclusion Protection of diversity and equal treatment	Opportunity Positive impact

<b>S2 - Workforce in the value chain</b>		
ST - Other work-related rights	Attention to the practices of its suppliers	Positive impact
ST - Working conditions SST - health and safety	Health and safety risks for outsourced workers	Negative impact

<b>S3 - Affected communities</b>		
ST - Economic, social and cultural rights of communities SST - Impacts related to the territory, Impacts related to safety	Relations with communities	Opportunity

# Responsible Product



## Product Innovation and Sustainable Approach

Italmatch produces chemical specialities, i.e. products with a high technological content, designed for specific applications and not similar to chemical commodities.

A dedicated technical support team in direct contact with the customer and working in synergy with the Research & Development departments analyses complex technical problems and proposes targeted and functional responses to customer needs.

Our portfolio includes about 2,000 products that generally represent raw materials or intermediate components for our customers; as such, they are used as inputs for further processing or constitute a final output.

The variety of applications and the B2B nature of our solutions make it difficult to trace the complete life cycle of products downstream, and in particular their end of life, which can significantly vary depending on the sector, the production process and the local regulations applicable to the end customer.

Despite these limitations, Italmatch adopts an approach inspired by the principles of Extended Producer Responsibility (EPR): although we are not directly responsible for the complete life cycle of the product with the end user, we are committed to assessing and reducing the environmental impact of our products throughout their life cycle. The generation of microplastics deriving from product degradation is also limited to very few cases in the Group's product portfolio.

Also, thanks to the collaboration with our suppliers, we seek to minimise the downstream impact by looking for packaging that allows for its complete recycling or minimisation of the use of virgin raw materials (compatible with the guarantee of safety during transport and compliance with legal regulations).

From the point of view of products, the speciality chemicals sector is now strongly oriented towards

sustainable solutions, with a growing demand for products with a lower environmental impact and/or of natural origin.

This trend not only concerns the applications typically associated with the green transition but is transversal in all sectors: from water treatment to detergents, from functional additives to the manufacturing industry.

To meet these needs, Italmatch is strongly committed to developing sustainable solutions that combine high technical performance with a reduced environmental footprint. We invest around 1% of our turnover in Research and Development activities every year, a concrete commitment that translates into seven R&D centres located in the main reference markets, to offer direct, rapid and technical support to local customers. About 50 specialists work in our research centres, who, year after year, have contributed to generating a portfolio that currently includes 300 patents recognised at global level. In the last year alone, 18 new formulations have been developed, testament to the vitality of our approach to innovation.

Most of Italmatch's recent R&D efforts have focused on issues related to the energy transition, electrification and decarbonisation, and leverage our chemical and application skills to provide solutions aimed at supporting the transition towards a decarbonised economy, improving the sustainability performance of our customers and of the chemical world in general.



**79%**  
production sites  
covered by a  
QMS Certificate

## Italmatch and its Global Business Units

As anticipated in the introductory chapter, in 2024 Italmatch Chemicals launched a strategic redefinition of its business units, with the aim of increasing internal efficiency, strengthening customer-centricity and aligning its business model even more closely with ESG and sustainable innovation objectives.

This transformation has led to the creation of a new organisation divided into three global Business Units, structured not by geographical or production function, but by the products' application of use.

This choice reflects the desire to monitor end markets in an even more effective manner, guaranteeing a customer-oriented approach, with sales, customer service and technical support teams equipped with vertical sectoral skills and able to interface with the reference stakeholders, having in-depth knowledge of application processes and the specific needs of the sector.

### Advanced Water Solutions

AWS is the beating heart of Italmatch's proposal for the responsible management of water, one of the most precious and limited resources on the planet. The Business Unit develops and supplies special chemical additives for a wide variety of applications related to the water cycle: municipal and industrial water treatment, desalination, geothermal, mining, as well as solutions for the Home & Personal Care sectors.

Thanks to a global production network, R&D centres of excellence, and sound, specialised technical assistance service, AWS is able to offer tailor-made solutions, with a growing focus on biodegradable and bio-based products, developed from natural raw materials and designed to reduce consumption and improve water use efficiency.

This Business Unit represents the Group's concrete commitment to sustainability, actively

contributing to the efficiency of the water cycle and the reduction of the environmental footprint of numerous customers operating in sectors where water is a critical resource.

### Industrial and Institutional Cleaning

Our commitment to sustainable chemicals is reflected in continuous investments in Research and Development (R&D) to formulate ecological solutions dedicated to industrial and institutional cleaning.

The growing demand for sustainable solutions in this sector has prompted us to reduce the environmental impact of our products.

Innovations such as Carboxymethyl-Inulin (CMI), a biodegradable and renewable complexing agent, and the use of biodegradable phosphonates contribute to reducing the ecological footprint of detergents.

These advances increase biodegradability, reduce the presence of persistent substances in water systems and maintain high performance, offering safer and more sustainable cleaning solutions for both industrial and institutional environments.



*Chicory roots*

## Water Treatment

Water is a fundamental resource, and our products play a key role in optimising the water cycle within industrial processes.

By improving treatment efficiency, we help to reduce water consumption, minimise wastewater generation and optimise overall resource management. Our solutions support industries in achieving their sustainability objectives, by facilitating the reuse of water, the reduction of chemical waste and energy consumption related to purification.



This approach not only improves operating efficiency but is perfectly in line with circular economy principles, promoting more responsible management of water resources.

In the name of innovation, we have developed a marked polymer technology that allows for the digitalisation of water treatment processes. This technology allows real-time monitoring, improving process control and optimisation.

Industries can thus precisely regulate their treatment systems, reducing the use of chemical agents, increasing efficiency and limiting environmental impact.

This innovation represents an important step forward in sustainable water management.

## Desalination

AWS functional solutions are currently used in the production of approximately 20 million cubic metres of desalinated water per day, through thermal and reverse osmosis processes.

This activity increases the availability of drinking water, especially in areas subject to water scarcity, strengthening our commitment to the resource conservation and sustainable water management. In addition to responding to the growing problem of water scarcity, our products promote the recovery and reuse of water thanks to advanced desalination processes.

By improving the technological efficiency of plants, we contribute to increasing the availability of drinking water in regions at water risk, reducing dependence on freshwater sources.

This initiative strengthens climate resilience and ensures a sustainable water supply for industrial and municipal uses, helping to address global water security challenges while minimising environmental impact.

## Reuse of Wastewater

The reuse of wastewater is a crucial element for a truly sustainable industry, as it makes it possible to reduce withdrawals from primary sources: our solutions are developed to facilitate this process.

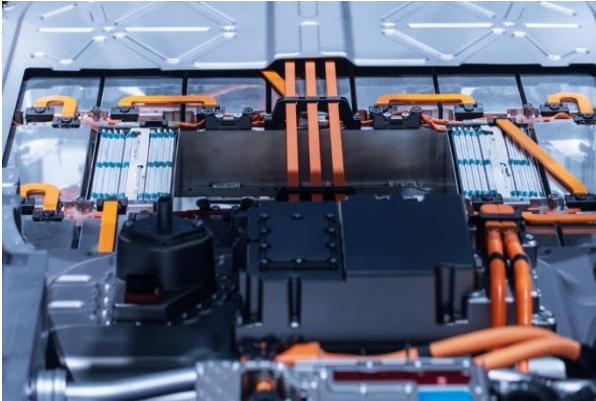
By enhancing treatment technologies, we support companies in achieving the “Zero Liquid Discharge” (ZLD) goal, which aims to eliminate water discharges and maximise water reuse.

Our chemicals increase the efficiency of wastewater recycling systems, helping companies to reduce their environmental footprint and meet strict regulatory standards.

This commitment contributes to the conservation of water resources and supports the transition to a more sustainable and responsible industrial model.

## Electrification and Battery Recycling

The transition to a low-carbon economy heavily depends on the development of electric vehicle (EV) batteries and energy storage systems (ESS).



A sustainable production chain of metals for batteries is essential for the large-scale dissemination of clean energy technologies: our solutions play a fundamental role both in the refining of metals and in recycling batteries at the end of their life.

Our chemicals optimise solvent extraction processes, improving the stripping and recovery of critical metals such as cobalt and nickel, with higher purity levels.

Purer metals contribute to higher performance batteries, with greater storage capacity and greater range for electric vehicles.

By promoting the reuse of these materials in the supply chain, we reduce the environmental impact of battery production, limit dependence on virgin raw materials and support a circular economy model for the energy sector.

Our battery recycling business perfectly aligns with global efforts to build a more sustainable, efficient and responsible electrification ecosystem.

## Lubricants and Industrial Solutions

LIS develops high-performance formulations for advanced industrial applications and special lubricants.

Its portfolio includes highly engineered additives, designed to meet complex technical specifications and the most stringent regulatory requirements, covering areas ranging from heavy industry to precision mechanics, from the automotive sector to agricultural machinery.

LIS stands out for its strong ability to co-develop with customers, building tailor-made solutions thanks to close collaboration with partners. Our customers define the performance goals they want to achieve (whether focused on reducing friction, improving energy efficiency or ensuring fluid stability under extreme conditions) and our R&D teams develop customised formulations that help them to transform those goals into concrete results.



An example of this approach is the experiment conducted on an electric competition motorcycle, developed in collaboration with an industrial partner, in which a new generation lubricant made it possible to obtain a 2% improvement in terms of energy efficiency.

In high-performance contexts where every detail counts, this increase translates into a reduction in mechanical losses, greater vehicle range and greater reactivity in extreme conditions. The experience gained in this project represents a replicable model for other industrial sectors that

aim to achieve an optimal balance between performance and sustainability.

Among the most recent lines, products specifically designed to reduce friction stand out, which are essential for improving mechanical efficiency and contributing to the reduction of energy consumption on a large scale. These technologies make it possible to limit internal losses in transmission systems and moving parts, bringing tangible benefits to both the mobility and industrial sectors.

Consistent with our long-term vision, we are introducing new technologies based on renewable and biodegradable sources, which represent a concrete alternative to traditional lubricants.

A significant example is a new generation biodegradable additive expected to be introduced on the market in the fourth quarter of 2025. This



ashless technology has been developed to support eco-friendly hydraulic fluids, ensuring high compatibility with plant-based esters and oil products, with superior performance in terms of safety and fire resistance when used with appropriate base stocks.

We expect this additive to become a reference standard for sustainability. The entire LIS portfolio reflects our constant commitment to developing specialised additives that keep the world moving, while reducing environmental impact and leveraging renewable raw materials.

At the heart of the activity is the objective of optimising energy efficiency, extending the life of mechanical components and contributing to the transition to more sustainable lubricants, also thanks to the gradual introduction of lower impact formulations.

In an industrial context that requires solutions increasingly attentive to sustainability and performance, LIS can act as a reference technological partner able to accompany customers in the transformation of their operating model towards increasingly ambitious objectives in terms of efficiency, safety and environmental responsibility.

#### Flame retardants for a safer future

Italmatch Chemicals offers a wide range of halogen-free flame retardants based on phosphorus and nitrogen, designed to meet the sustainability and safety needs of the most innovative and growing sectors, including electric mobility, advanced electronics and renewable energy.

The choice of halogen-free solutions is particularly strategic: in the event of a fire, the absence of these elements prevents the formation of toxic and corrosive fumes, significantly increasing end products safety. These retardants are mainly applied to thermoplastic polymers used in electrical and electronic devices, helping to improve the protection of users in all environments where these technologies are used.

A concrete example of innovation applied to the energy transition is the development of red phosphorus-based flame retardants, specially formulated for the new generation connectors used in the assembly of photovoltaic panels. These materials achieve the ideal combination of flame resistance, excellent electrical insulation properties, long-term mechanical life and reliability in extreme environmental conditions.

All the solutions comply with the strictest international safety standards, such as the Glow Wire Test, guaranteeing high, long-lasting performance in strategic sectors for decarbonisation and energy efficiency.

## Functional and Performance Products

FPP is the most cross-cutting and technology-intensive Business Unit, driving the Group's strategic innovation.

Its portfolio includes special solutions with high added value in the following key areas:

- phosphorus-based specialities (e.g. phosphorylation, phosphonic acids,  $PCl_3$ ,  $P_2S_5$ );
- technologies for the energy transition, electrification and electric mobility;
- oleochemicals for cosmetics, pharmaceuticals, plastics, paper, construction and paints;
- hydrochloric acid derivatives for advanced synthesis processes.

FPP provides critical functional components for constantly evolving markets, where reliability, safety and sustainable innovation are essential requirements.

The Business Unit works in close connection with the Group's R&D teams to quickly respond to regulatory developments and the technical needs of customers, contributing to Italmatch's positioning as a key partner in the transformation of strategic industrial sectors.

### When efficiency meets performance: the evolution of lubrication for E-Mobility

In collaboration with other industrial partners, Italmatch Chemicals has developed a new generation low-viscosity lubricant specifically designed to improve efficiency in electric vehicle (EV) applications.

Tested in extreme racing conditions by Team Speed Hertz, the lubricant has demonstrated an increase of approximately 2% in the power delivered, highlighting its effectiveness in high performance environments.

This innovation represents an important advance in the lubrication of electric vehicles, where efficiency has emerged as a critical performance parameter, alongside and even surpassing traditional priorities such as wear, corrosion and resistance to extreme pressure.

By reducing energy losses within the transmission, this lubricant directly contributes to reducing energy consumption and improving overall system efficiency.

Beyond motor and electric vehicle applications, this technology has a broad potential for industrial use. It could be a resource-efficient solution for reducing industrial energy demand.

As the market is increasingly oriented towards efficient fill-for-life lubricants and stricter industrial standards, this application is a clear example of how an innovative formulation can offer benefits from both a performance and environmental point of view.



### Sustainable chemical solutions for managing decommissioning

The “modular” approach to the chemical formulations of Italmatch Chemicals makes it possible to extend the application of its advanced formulations to the Oil & Gas sector, with a dual strategic purpose:

- optimising extraction processes through advanced anti-sedimentation chemicals;
- supporting a more efficient, safe and sustainable decommissioning process (Plug & Abandon) for depleted wells.

With the ongoing energy transition and increasingly stringent global net zero targets, the decommissioning of marginal or no longer productive fields is now one of the priorities for companies in the energy sector. Decommissioning involves technical, economic and environmental challenges.

To address them, it is necessary to adopt innovative solutions that reduce risks and improve the efficiency of operations. In this context, Italmatch offers chemical solutions with a low environmental impact that transform an operational need into a concrete sustainability opportunity.

Starting from its experience in deposit inhibitors, Italmatch has developed formulations capable of inducing, on the contrary, the precipitation of inorganic deposits in a controlled manner within the porosity of the tank, allowing for its permanent sealing while maintaining accessibility of the well. This approach is particularly advantageous in offshore applications, where safety and reduced environmental impact are top priorities.

All the products used are based on non-hazardous chemicals, registered according to CEFAS and/or PLONOR standards, guaranteeing a minimum environmental impact. In parallel, Italmatch has developed self-curing low-viscosity solutions capable of forming highly effective temporary

seals: a versatile technology, also ideal for the maintenance and restoration of wells already closed with traditional techniques.

The environmental advantages are tangible and measurable: independent bodies have certified that the process of closing wells with Italmatch technologies allows a 68% reduction in CO<sub>2</sub> emissions compared to the use of traditional

### Eco-inhibitors®, the sustainable hydrate inhibitor awarded as an ecological and circular transition model.

In 2024, Federchimica, the national federation of the Italian chemical industry, awarded Italmatch Chemicals the annual Responsible Care Award in the “Ecological and circular transition” category for a technology of our line of Eco-inhibitors®.

This award is a strong recognition of the Group's commitment to sustainability and ESG matters, as part of its strategy to develop sustainable growth.



Eco-inhibitors is a line of hydrate inhibitors developed by Italmatch, consisting of the first biodegradable anti-caking agent (>60%) and a completely natural kinetic inhibitor of hydrates obtained from salmon processing waste in the fish industry.

It combines an eco-conscious approach with high-performance solutions, prioritising the adoption of green solutions without compromising effectiveness, thereby allowing our customers to achieve both commercial and environmental objectives.

cement. In addition, these solutions directly contribute to the reduction of fugitive hydrocarbon, methane and CO<sub>2</sub> emissions from abandoned wells.

Thanks to this innovative approach, Italmatch supports a more sustainable and responsible vision of the use of resources, contributing to a balance between energy security and environmental protection.

Our product portfolio includes applications that exploit TORT (trapped oil recovery technique), which uses a light water-based gel to significantly improve the removal and recovery of hydrocarbons from pipes and structures where trapped oils are present.

This method improves efficiency while reducing operational risks and the generation of waste. In addition, the materials used can be employed in various cleaning operations to improve the results of planned operations such as grouting, cutting and removing pipes.

Italmatch offers a range of water-based or silicone-based polymeric materials, which can be customised for pipe insulation and capping operations. Supplied as liquid components that form rubber-like solids when mixed, the polymers can be used in pipelines of small diameter, up to large flow lines or structures.

Given the challenging and highly variable nature of offshore environments, we work with operators and service suppliers with a collaborative approach that guarantees the best possible offer, to develop final product specifications such as density or curing time.

These materials have been used to cap pipes before cutting and recovery, ensuring that there is no leakage of their contents or entry of seawater, forming barriers that prevent any form of pollution of the marine environment during removal operations.

## Certified and sustainable chemicals for cosmetic and pharmaceutical applications

In addition to industrial and technological applications, we offer a range of products for the cosmetics and pharmaceutical sectors, developed in compliance with the most rigorous international quality and sustainability standards.

The line of products developed for personal care integrates over 75% of raw materials from renewable sources and includes 100% plant-based alternatives to traditional ingredients, including PEG-free and ethoxylated-free ingredients, including palm-free or RSPO MB-certified solutions.

In the Personal Care sector, many products are Ecocert Cosmos approved, easily biodegradable and formulated to reduce environmental



impact (e.g. effective emulsifiers at room temperature, sulphate-free surfactants and solid formulations to reduce water consumption).

All products are developed with attention to safety (non-ADR), and responsible transport, and compliant with regulations such as EU 10/2011, FDA CFR, RoHS, Proposition 65, and European Pharmacopoeia, often without migration limits and not classified as CLP/GHS.

Packaging also follows sustainable criteria: over 50% of volumes are sold in bulk or with certified recycled or plastic-free packaging.

## Product life cycle management and circular approach

Although the nature of our products (highly customised and mainly B2B chemical specialities) makes it difficult to directly track their final destination or the complete life cycle with the user, we recognise the importance of also considering the end-of-life phase of our products in our approach to sustainability, applying the principles of Extended Producer Responsibility (EPR). For this reason, Italmatch is committed to adopting a holistic approach to the sustainability of its products throughout their life cycle, from design to use, up to end-of-life management. This translates into the development of safer and biodegradable formulations, design oriented towards the minimisation of hazardous residues, and collaboration with customers and industrial partners to promote more sustainable use and disposal practices. In a rapidly evolving industrial context, the adoption of circular economy principles becomes a critical factor for environmental resilience and long-term competitiveness.

### Design

The design phase represents the first and fundamental moment in which it is possible to significantly influence the environmental impact of products. When the technical conditions allow it, our Research and Development teams adopt an “eco-design” approach. In particular, we actively work on greener solutions in collaboration with customers who are attentive to these issues or in response to specific technical regulations. We are committed to favouring renewable, biodegradable or bio-based raw materials and to exclude critical or persistent substances where technically feasible. The reduction of the PCF is also pursued thanks to the Group's decarbonisation processes.

### Product End-of-Life

With regard to the downstream value chain, it should be noted that Italmatch produces chemical specialties that are used by customers as raw

materials (and whose products are sometimes are used themselves as raw materials for other products), thus preventing an identification of our products' final destination, use and therefore their final impact. Although the traceability of our product is almost impossible, we recognise our role in promoting sustainable management even in the end-of-life phase of products.

To this end, the Safety Data Sheets we provide also contain detailed instructions on collection, storage and disposal. Through our products used in water treatment, we support customers in adopting Zero Liquid Discharge (ZLD) strategies and wastewater recycling practices. In addition, our experience allows us to support and participate in advanced circular economy projects such as those for the recovery of strategic metals from used batteries or for the recovery of phosphorus. We thereby contribute to the reduction of hazardous waste, aligning ourselves with the requirements of the EU Critical Raw Materials Act and with the European principles on the circular economy.

### Packaging and Distribution

In line with the principles of eco-design and extended producer responsibility, Italmatch selects packaging solutions based on the specific needs of customers and selecting the materials most compatible with the chemical life cycle of the product itself while guaranteeing safety in stocking and transport. We work together to effectively manage the disposal of packaging in order to minimise material waste and improve logistical efficiency and safety in the transport of products. Bulk and *isotank* containers are preferred where possible, in order to reduce transport-related emissions (see the Sustainable procurement section for more details).

Through continuous collaboration with our customers and packaging suppliers, we aim to create circular packaging management, oriented towards minimising the environmental impact along the entire supply chain.

## Quality Certifications

Product quality is not a mere technical requirement, but a fundamental pillar of our production in order to guarantee unchanged and constant quality over time for our customers.

Our customer service remains the customer's direct contact point for after-sales management: any problem is managed as an interface with the production plant and logistics according to the

procedures defined as part of the ISO 9001 certifications (quality) obtained by almost all our production plants (79% of the total).

Investing in the quality of our production processes and products means investing in the future, guaranteeing formulations that meet the most stringent needs and contribute to a safer, more sustainable world

	<p><b>ISO 9001</b> - Quality: ISO 9001 is the recognised international reference standard for quality management, aimed at increasing the effectiveness and efficiency of internal processes and the pursuit of customer satisfaction with the products and services provided.</p>
	<p><b>CEFAS</b> - The CEFAS (Centre for Environment, Fisheries, and Aquaculture Science) Gold level certification awarded by CEFAS guarantees that our solutions are safe for the biodiversity in the seas where they are used. CEFAS is an executive agency of Defra (the UK Government's Department of Environment, Food and Rural Affairs) which aims to ensure a sustainable future for marine and freshwater ecosystems.</p>
	<p><b>NSF</b>: in order to ensure the compliance of our products related to drinking water use with global regulations, we also have certification issued by NSF International, an accredited and independent certification body that tests and certifies products to verify their compliance with high standards of public health and safety.</p>
	<p><b>Roundtable on Sustainable Palm Oil</b>: most of our products based on raw materials extracted from palm oil are RSPO certified (Roundtable on Sustainable Palm Oil - mass balance). Thanks to this certification, we guarantee that the palm oil we use is extracted according to sustainable practices along the entire value chain, minimising impacts on the environment, fauna and local population.</p>
	<p><b>Cosmos</b>: the COSMOS certification applied to some of our products in the personal care sector guarantees production and processing processes that respect the environment and human health; development of the concept of green chemistry; responsible use of natural resources; respect for biodiversity; absence of petrochemical ingredients (with the exception of authorised preservatives); use of recyclable packaging.</p>

## Labelling, Compliance and Responsible Management

All products comply with local and international regulations, for example REACH; where required for specific end uses, they are approved by the applicable agency or regulatory authority. Specific examples include CEFAS and NEM in the North Sea, FDA for food contact applications and NSF Std 60 for use in drinking water. All products are supplied with labels and Safety Data Sheets (SDS) in compliance with local GHS requirements, for example CLP in the EU and OSHA in the USA. These data sheets specify the origin of the components, and the content and provide clear instructions for use, storage and disposal (including essential information to reduce any negative impact on the environment) in order to prevent accidents and damage to the health of staff and end users. Our products are made, labelled and classified in compliance with strict national and international regulatory standards to ensure that they are used correctly, and are compatible with their chemical composition and in line with environmental safety legislation.

During the reporting year, there were no episodes of non-compliance with regulations on labelling or product information that caused a sanction or penalty. There were no cases of damage to the health and safety of customers, nor episodes of non-compliance with regulations and/or voluntary codes concerning marketing communications.



For the management of emergencies involving our products, we rely on CHEMTREC (Chemical Transportation Emergency Center), a 24/7 assistance line that provides information and support during accidents involving chemicals and hazardous materials. This service is accessible to first responders, including firefighters, law enforcement and other emergency workers, and is



connected to an international network of chemical safety and incident response experts, including chemical specialists, public emergency services and private contractors.

### Product PCF to define a path to reduce emissions

Customer support not only refers to managing sales activities, products or problems related to the sales process, but we also support customers in the assessment and measurement of emissions and we help them in their reduction path.

In particular, some of our international customers have committed, like us, to analysing, measuring and reducing their GHG inventory with ambitious carbon neutrality targets to be achieved before 2050.

Italmatch has implemented an IT tool to calculate the Product Carbon Footprint (PCF) of its products according to the ISO 14067 standard methodology, and uses a cradle-to-gate approach.

Using the data available in our BOMs, the tool assigns emission factors to each element: when available, we use the primary emission factors of the raw materials used which are communicated by the suppliers (about 7% of total Scope 3.1 emissions calculated); otherwise we use those present in the latest update of the international databases. The calculation process includes the emissions related to the extraction, transformation and transport of raw materials to the Italmatch plants, as well as the production and packaging of products. Through this tool, which can also be used by R&D when designing new products, we will also be able to improve the selection of materials during the purchase phase, allowing the procurement team to apply more effective replacement strategies.

To meet our customers' requests in 2024, following the signing of a confidentiality agreement, we calculated 68 PCFs (57 in 2023).

## Flashphos

Italmatch is one of the main partners of the European consortium working on the Flashphos project, providing the multidisciplinary group coordinated by the University of Stuttgart with the knowledge gained from its longstanding experience in the production and commercialisation of phosphorus and its derivatives. The consortium is made up of large industrial companies, SMEs, NGOs and academic institutions from five European countries working together to develop this ambitious and innovative industrial process based on the principles of circular economy for the production of critical secondary raw materials.

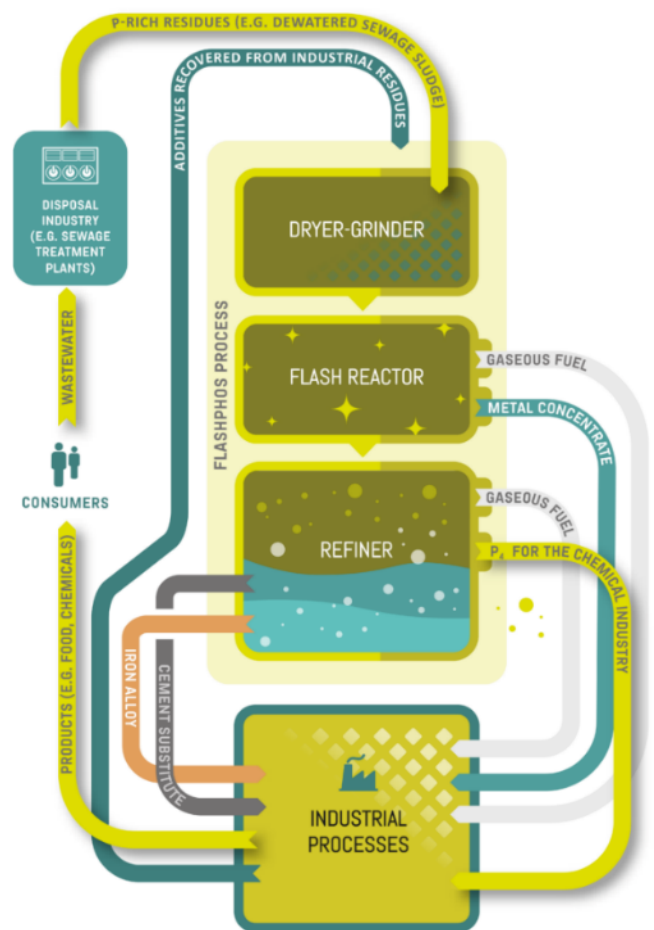
### The Project

The four-year project (2021-2025) is 70% funded by the EU under Horizon 2020 and aims to produce high-quality white phosphorus and other raw materials on a large scale, using sewage sludge as starting material. The other raw materials obtained have strategic applications for the European cement, chemical and metallurgical industries. FlashPhos will be the first process in the world capable of producing white phosphorus in a sustainable manner, according to circular economy criteria, surpassing the quality of the white phosphorus currently on the market.

The European Commission’s Critical Raw Materials Act (CRMA) includes white phosphorus in the list of Critical Raw Materials (CRM) due to its irreplaceability for key industries in the food, pharmaceutical, chemical, e-mobility, and electronics sectors. Thanks to this unique technology, the EU, currently completely dependent on phosphorus imports, will be able to produce this raw material while simultaneously, finding an efficient solution for the disposal of sewage sludge. This will make a significant contribution to achieving key European sustainability goals.

### The Process

The process consists of high-temperature, fast-reaction gasification (Flash) with a conveyed flow of sewage sludge and other phosphate-rich waste streams (Phos) such as shredded meat and bone residues. The inorganic components of the waste are melted, and contaminants are evaporated in a controlled manner. The slag is then separated in a refining reactor, to produce recycled (secondary) P4 as the main product. Other materials obtained from the process include a clinker substitute for cement production, an iron alloy, and a heavy metal concentrate suitable for use in the metallurgical industry.



## IPCEI (Important Project of Common European Interest)

IPCEI 2 EuBatIn (European Battery Innovation) is a project involving 42 European entities, including companies and research centres.

It consists of four complementary Work Streams (WS) with the common goal of innovating the Battery Value Chain and making it competitive by being Innovative, Sustainable, and self-sufficient. It is estimated that the annual market value in the EU will reach €250 billion by 2025 (Source: European Battery Alliance). It is estimated that battery consumption in Europe will reach around 400 GWh in 2025 and 1600 GWh in 2040, driven by consumption in the e-mobility sector, which will increase from 60% of total capacity in 2025 to 80% in 2040 (source: JRC RMIS – Raw Materials Information System).

Italmatch, leader of the Recycling and Sustainability WS of the EuBatIn project, is responsible for developing a portfolio of phosphorus-based molecules useful for the entire Battery Value Chain as electrolyte precursors for current and next-generation technologies, as well as recovery and recycling agents for spent batteries.

### The Project

The project is developed through three complementary work packages, ranging from the development of advanced materials to systems for the recovery of strategic materials for the value chain.

WP1 aims to develop an innovative, secure, and environmentally friendly supply chain for phosphorus pentachloride (PCl<sub>5</sub>), a precursor of the LiPF<sub>6</sub> liquid electrolyte (Lithium hexafluorophosphate), contributing to the construction of the first European LiPF<sub>6</sub> (liquid electrolyte for lithium-ion batteries) production plants, satisfying local demand for lithium-ion batteries and contributing to the transition towards European import independence. As Italmatch is the only European producer of PCl<sub>5</sub>, which is essential to produce LiPF<sub>6</sub>, synergies will be created for its supply, allowing the

development of a sustainable supply chain in the same geographical areas.

WP2 focuses on All-Solid-State-Lithium-Batteries (ASSLBs) and All-Solid-State-Lithium-Sulphur-Batteries (ASSLSBs). WP2 aims to establish an industrial pilot plant in Europe for the production of phosphorus pentasulfide (P<sub>2</sub>S<sub>5</sub>, a precursor of solid electrolytes) with chemical, physical and electrochemical characteristics suitable to meet the requirements of the EVB (Electric Vehicle Batteries) sector. Current solid-state electrolyte technology is still at a very low maturity level and needs to be developed as an alternative to liquid electrolyte solutions, as it can offer opportunities both in the selection of alternative raw materials and in solving the recognised problems of liquid electrolytes (charging times, performance and autonomy). As the European leader in the production of P<sub>2</sub>S<sub>5</sub>, Italmatch can realistically overcome existing process barriers in the current P<sub>2</sub>S<sub>5</sub> production system to achieve a product suitable for the quality requirements of EVB technologies and actively contribute to the development of the European Battery Passport.

WP3 aims to develop new chemicals and formulation systems for the recovery of Nickel, Cobalt, Lithium, and rare earths from spent batteries through innovative hydrometallurgical recycling processes. An integral part of the project is the development of IoT technologies for the detection, efficient recovery, and reuse of strategic value materials from spent EVBs. These systems aim to overcome the limitations associated with the low efficiency of current technologies through software with predictive capabilities on the outcome of extraction phases, which will support the experimental phase and the development of highly specific scavenging and recovery/refining agents.



# Environment



## Environmental Governance

The international scientific community now agrees that climate change constitutes a real threat to future generations and is largely a consequence of human activities. This growing awareness is the result of the commitment of international scientific institutions to studying the phenomenon and the ensuing demand to implement and guarantee environmental protection at global level.

The European Union plays a leading role in the fight against climate change and has always guided progress towards a decarbonised economy. All this was even more accentuated starting in 2015 when COP 21 was held in Paris, which committed the signatories to developing plans to reduce greenhouse gas emissions in order to limit the increase in average temperature to "well below" 2°C.

Subsequent updates have led the Union to define ambitious targets for the reduction of CO<sub>2</sub> emissions by 2030, set at 55% compared to 1990. In 2020, the Union launched the programme for the carbon neutrality of the European economy by 2050. The decarbonisation of various industrial sectors is envisaged in order to achieve this target, progressively extending the EU-ETS (European Trading System), which requires the coverage of greenhouse gas emissions: these also include the chemical industry. Given the type and size of the Group's plants, however, Italmatch does not fall under the application of the EU-ETS regulation and is excluded from the related requirements.

The awareness of the need for environmental protection has since gradually expanded in beyond the focus on emissions, which in any case remain the main theme. Economic actors were therefore asked to reduce their impacts on water consumption, on the consumption of virgin materials and on waste management.

The governance of issues relating to climate change and the environment is split between the Board and Management: the former is responsible for strategic policies, the latter for managing assets and respecting the requirements set out in the authorisations for plant construction/operation.

### CDP Climate Change

To further certify our commitment to governing and fighting climate change, CDP has awarded Italmatch Chemicals an A-rating. The assessment is a strong recognition of the soundness of the Group's ESG strategy and its detailed and well-structured climate governance, as well as highlighting the progress the company is making in its decarbonisation roadmap. Italmatch is now among the 25% of companies that have reached managerial level in undertaking coordinated action on climate change issues.



**A-**



**60%**

production sites covered by an EMS Certificate

**75%**

plant workers covered by an EMS Certificate

The risk analysis revealed the following points for attention:

- regulatory compliance;
- compliance with authorisation requirements and related provisions;
- management and reduction of emissions;

- lower use of raw materials (recycling) and raw materials with lower environmental impact (bio-based).

The management of the first three points is guaranteed through the implementation of environmental management systems compliant with ISO 14001 standards in the plants. About 60% of these have certification and about 75% of employees at the production sites operate according to procedures aimed at guaranteeing adequate processes. The implementation of certified environmental management systems guarantees constant regulatory updating, compliance with the requirements of authorisations, the implementation of best practices and a management approach aimed at continuous improvement, thereby continuously covering the main business risks related to the environmental sphere.

Further details on the management and reduction of emissions are provided in the following section.

To support decisions, the ESG & Sustainability Department has structured a computerised process for collecting data from the management systems of the plants. In addition to the preparation of the GHG inventory, it also allows monitoring the main environmental data in line with the areas of the Environmental Management Systems.

The topic related to minimising the use of raw materials and the use of biodegradable raw materials is particularly complex in the sector in which Italmatch operates. Our products are intended for industrial customers who use them as raw materials: first and foremost, therefore, they require effectiveness (which must be approved by the technical areas of our customers) and constant quality over time. These requirements limit the possibility of using recycled raw materials that do not always guarantee constant quality metrics among the different batches.

The use of biodegradable raw materials is possible in the few cases in which they exist on the market

and guarantee equal effectiveness. Our R&D centres always assess their potential uses (see the chapter on sustainable products for details).

Finally, the matters of eco-design and interaction with customers to raise product reuse awareness are not relevant to our industrial business.

The absence of procedures and sanctions for non-compliance with environmental laws and/or regulations during the year and in the two previous years highlights the validity of our approach and demonstrates that residual risk has been minimised.

**Analysis of risks and opportunities originating from climate change - TCFD**

Italmatch Chemicals has developed an analysis of the risks and opportunities climate change generates on the company strategy according to the guidelines set by the Task Force on Climate-related Financial Disclosures (TCFD).

In addition to raising the level of awareness in risk management processes, this assessment will allow us to guarantee greater transparency for our stakeholders.

The project was developed through workshops that involved about 50 managers identified within the corporate departments and plants: we conducted a detailed analysis of the risks and opportunities related to climate change, taking into account the potential impacts on our production processes, the value chain and market prospects. The potential events for each risk category were considered, identifying the financial impacts and the risk management strategy adopted for their management. The same procedure was also applied to opportunities, carefully evaluating the strategies that could allow us to exploit them.

The details of the analysis are shown in the tables attached at the end of the document.

## GHG Governance and Emission Reduction Strategy

Over the years following the COP 21 in Paris in 2015, awareness of the impact of human activities on the planet's climate and how climate change in turn impacts on human activities has become increasingly widespread. In addition to the international commitments expressed by both the European Union and the various member countries, many companies have also made commitments to reduce the emissions generated by their industrial activities.

Among these, Italmatch has also embarked on a decarbonisation process that has included first and foremost the definition of governance on the matter, the establishment of a dedicated team and the allocation of a specific budget to support the projects identified.

This governance is delegated to various coordinated functions:

- the Board which, based on the delegations received, coordinates and supervises the Group's strategy at both commercial and operational level, allocating the budget for the implementation of projects;
- the ESG Committee, supported by the ESG & Sustainability Department which, with an advisory function to the Board, analyses the operational proposals of the plants with a view to Group sustainability - and in particular decarbonisation;
- the plant managers and decarbonisation manager, coordinated by GM Operation, who are responsible for identifying emissions reduction actions, their design and implementation, as well as operational activities.

Any strategy to be implemented starts from the need for awareness and having timely and precise data available allows identifying the major emission sources on which to focus efforts and investments and monitor progress towards the achievement of objectives over time.

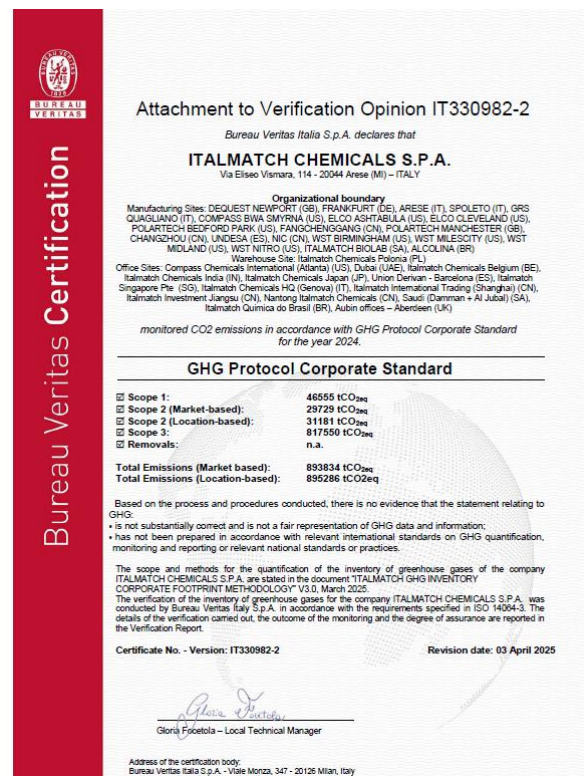
We have therefore implemented an inventory system of the Group's greenhouse gas emissions

(Green House Gases Inventory) that covers the same perimeter as the consolidated companies.

Scope 1 emissions are mainly generated by the combustion of methane used to produce the steam/heat necessary for reactions and to maintain phosphorus in the liquid state; by CO<sub>2</sub> used for the inertisation of products; by consumption of cars and industrial vehicles; by residual fugitive emissions.

Scope 2 emissions are mainly generated by the purchase of electricity and steam.

The Scope 1, Scope 2 and Scope 3 inventory is certified by a third party (Bureau Veritas) to guarantee the accuracy of the data.



Our commitment to decarbonisation began with this accurate and complete database: in June 2024, our decarbonisation objectives to 2030 (compared to the 2021 baseline) were approved by SBTi (Science Based Targets initiative), the definition of which was the result of structured analyses of efficiency projects, possible technical implementations and decarbonisation strategies

that involved all plant managers, production and process managers and corporate functions related to the topic.

It should be noted that the technologies applied in our processes are consolidated according to the types of production; therefore, innovative technological solutions are not easy to define nor guaranteed in terms of operational effectiveness.

The Group budgeting process for the years 2025 and onwards also included priorities, indicating the allocations of resources and the relative timing.

### Scope 1 and Scope 2 emission reduction strategies

With regard to direct emissions and those deriving from purchased energy, the actions envisaged include:

- optimisation of production processes with fuel and energy savings;
- adoption of Best Available Technologies (BAT) and new plant components;
- energy recovery within production cycles;
- improving the efficiency and thermal insulation of plants, reactors and pipes;
- installation of photovoltaic systems on plant roofs;
- purchase of electricity from certified renewable sources;
- development of production processes with low energy consumption through the involvement of R&D.

### Scope 3 emission reduction strategies

In terms of indirect emissions along the value chain (Scope 3), the main activities include:

- active involvement of international suppliers to reduce their emissions, with a positive impact on the Product Carbon Footprint (PCF) of the materials purchased by Italmatch;
- engagement of suppliers, in particular those who have in turn made decarbonisation commitments and those that produce phosphorus, our raw material with the highest carbon footprint;

- research and development of new production processes for strategic raw materials (in particular yellow phosphorus), aimed at significantly reducing energy consumption;
- selecting suppliers which, with the same product and quality, have more efficient production processes and therefore sell products with lower PCF;
- transition to bio-based materials or materials with a lower carbon footprint, strengthening the commitment to a sustainable supply chain.

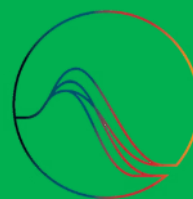
Our plan will also evolve and adapt as local changes (for example developments in government policies, support and loans for innovation and green investments and in plants for the production of energy from renewable sources) affect the economic scenario and make it possible to model the strategies for achieving our commitments as efficiently as possible.

Project monitoring is supported by a system of KPIs which analyses the emissions generated during the period for each plant, allowing to monitor alignment with the roadmap.

### Emission reduction targets

In June 2024, SBTi (Science Based Targets initiative) approved our decarbonisation targets for 2030:

- 42% reduction in absolute value of Scope 1 and Scope 2 emissions compared to the 2021 baseline;
- 25% reduction in absolute value of Scope 3 emissions compared to the 2021 baseline.



SCIENCE  
BASED  
TARGETS

## GHG Emissions and Energy Consumption

Drawn up in compliance with the reporting standards of the GHG Protocol, the GHG Inventory correctly represents the data and information on greenhouse gases and provides an overall picture of the Group's carbon footprint.

Emissions are calculated using the methodologies envisaged by the ISO 14064-3 standard.

The Bureau Veritas audit certified the accuracy and truthfulness of these data for the years 2021, 2022, 2023 and 2024.

Emissions relating to the purchase of products and services (3.1) include approximately 7% of emissions calculated using primary data from suppliers rather than international databases.

The intensity of greenhouse gas emissions is calculated as the ratio between the total Scope 1 + Scope 2 emissions and the annual emissions produced by Group production or turnover. The changes recorded in 2024 are mainly related to the increase in production and the resulting greater efficiency of the plants and to reabsorb fixed consumption.

### GHG inventory of the Italmatch Group

Emissions	Unit	2024	2023	2022
<b>Total Emissions</b> (Scope 1 + Scope 2 Market-based + Scope 3)	tCO2e	<b>893,834</b>	<b>718,565</b>	<b>938,245</b>
<b>Direct GHG emissions</b> (Scope 1)	tCO2e	46,555	40,758	52,478
<b>Energy indirect GHG emissions</b> (Scope 2) (Market-based)	tCO2e	29,729	34,001	37,478
<b>Energy indirect GHG emissions</b> (Scope 2) (Location-based)	tCO2e	31,181	18,350	33,854
<b>Other indirect GHG emissions</b> (Scope 3)	tCO2e	817,550	643,805	848,289
<b>Emission intensity by production</b> (Scope 1 + Scope 2 / total annual production)	tCO2/t prod	0.22	0.27	0.26
<b>Emission intensity by turnover</b> (Scope 1 + Scope 2 / total Group revenues)	tCO2/k€	0.11	0.10	0.11

*The emission details are shown in the tables at the end of the document*

### SBTi monitoring

Emissions	Unit	SBTi target at 2030	Change compared to 2021	2024 actual	2021 baseline
Scope 1 + Scope 2 (market-based) emissions	tCO2e	-42%	▼ -15.9%	76,284	90,666
Scope 3 emissions	tCO2e	-25%	▲ + 1.6%	817,550	804,197

The decrease in Scope 1 + 2 emissions was achieved thanks to the increase in the efficiency of some plants and the purchase of green energy in three plants (a fourth plant will be powered by green energy from early 2025).

The increase in Scope 3 emissions is linked to the increase in production and therefore in emissions linked to the purchases of raw materials (3.1), which represent 87% of Scope 3 emissions.

**Other Emissions**

Industrial processes generate additional polluting emissions, primarily as a result of the combustion of methane gas used to produce steam and to heat diathermic oil within production facilities. These emissions include nitrogen oxides (NO<sub>x</sub>), carbon monoxide (CO), and other combustion by-products, which are relevant to the Group’s environmental impact profile. Emissions are monitored either continuously or discontinuously, depending on the characteristics of the plant and the specific requirements outlined in environmental authorisations issued by local regulatory bodies. Throughout the reporting year, all emission levels remained consistently within the limits established by the applicable permits.

As a result, no penalties or sanctions were issued to any of the Group’s companies for exceeding regulatory thresholds.

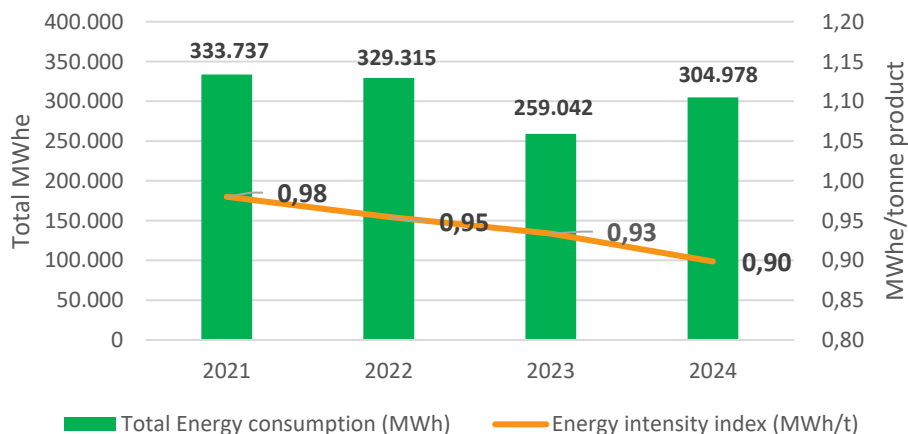
Pollutant	u.m.	2024	2023
CO	t	6.5	7.0
NOx	t	41.4	119.0
SOx	t	61.0	55.1
H2S	t	0.6	0.2
Particulate matter (PM)	t	1.8	3.9
VOC	t	86.0	149.4
Others	t	0.4	1.2

**Group Energy Consumption**

Italmatch's primary objective, consistent with emissions reduction, is also to constantly reduce the energy consumption of production plants. The continuous monitoring of KPIs on the energy efficiency of production plants is fundamental to assess the results of proper management and adopt effective and consistent actions. The slight decrease in the Energy Intensity Index recorded during the year is linked to the increase in production which made it impossible to reabsorb the fixed system consumption (see also the trends of the Emission Intensity Index). The significant increase in the use of green energy was achieved through the modification of supply contracts in three plants. A fourth was added starting from January 2025. The Group's decarbonisation plan also envisages the installation of photovoltaic panels for approximately 2MW<sub>p</sub> by 2030.

	2024	2023	2022
Energy consumption (MWh)	304,978	259,042	329,315
of which electricity MWh (brown + green)	60,543	52,311	58,133
of which green electricity (MWh)	5,245	216	97
% green electricity	8.6%	0.41%	0.17%
Energy intensity on production MWh/ton	0.90	0.93	0.95
Energy intensity on turnover MWh/k€	0.11	0.10	0.11

**Energy intensity (MWh) per tonne produced**



## Other Environmental Issues

### Biodiversity

The chemical industry is often shown to have a significant impact on biodiversity with its systems. Our systems are historically situated in the context in which they are located, some from the beginning of the 20th century (the Spoleto plant dates back to the second half of the 1920s) and have already become part of the industrial fabric and the territory. We carried out an assessment in 2024 to verify whether our plants could, with their activity, impact the biodiversity of the surrounding environment. We searched for areas with significant biodiversity within 1 km of our plants and codified as the "Natura 2000 Network" for our European plants and, likewise, similar classifications by other National Bodies and KBA (Key Biodiversity Areas) for the other areas of the world. The findings were positive for a number of reasons:

- about 70% of our operating sites are located within industrial parks, and all the main sites are not adjacent to natural areas of particular importance or near protected areas;
- all plants are authorised by the competent authorities in accordance with current national legislation, which frequently takes into account

the impact on biodiversity as part of the authorisation processes (imposing any mitigation actions if necessary);

- the presence of certified management systems in accordance with the ISO 14001 standard guarantees constant monitoring of the requirements present in the authorisation, constant compliance with existing regulations and continuous updating in line with emerging regulations.

The absence of sanctions for violations of environmental and biodiversity regulations is further proof of the quality and accuracy of our management methods.

Depending on their manufacturing process, composition and use, our products can have impacts on the natural environment. Their classification according to the regulations in force, and the specific details of the methods of use present in the safety data sheets and in labelling, guarantee the minimisation of risks both for people and the improper use of our products.

Also in this case, there are no sanctions in this regard (please refer to the "Responsible Product" section for more details).

### Water Management

We know the availability of water is one of the fundamental elements at the base of life and a fundamental resource for industry: industrial processes must not subtract the resource from human use. In the Italmatch Group, the operational risks linked to water resources concern the availability of water for production (used in liquid products or for plant cleaning activities between different production cycles) as well as the need to ensure that water discharges comply with the metrics envisaged by authorisations.

The supply is ensured by both the public network and by the availability of wells for the withdrawal of groundwater. None of our production plants are in areas assessed with high water stress, based on the classifications of the World Resources Institute

and of the Aqueduct Water Risk Atlas. The territorial diversification of the plants allows to further reduce the risk of falling within drought areas.

As regards discharge management, some plants are equipped with internal purification plants that then discharge into the public sewerage system (none discharge into surface water), while other plants, typically those present in industrial parks, discharge into the site collection systems intended for wastewater treatment.

All water consumption, discharges and reuse volumes are constantly monitored in each of our production plants, seeking to optimise consumption by reducing these values. No fines for violations related to wastewaters discharge has been reported in 2024.

In line with the dictates of ISO 14001 and continuous improvement processes, we always try to identify recovery, reuse and recycling actions to reduce withdrawal where possible. In 2024, we identified a possible target of reducing water consumption by around 5% by 2030 thanks to improvement activities in the management processes (water recovery before discharge).

The reporting of withdrawals, water consumption and discharges is provided in the tables at the end of the document.

**Waste Management**

The waste generated by the activities of the Italmatch Group derives mainly from plant maintenance activities, the packaging of purchased raw materials and from the residues of operating processes: washing and cleaning of the plants linked to the change of product being processed. Residuals derive from the destruction of finished products that may have passed their expiry or have not passed internal quality controls. Where possible, we favour prevention, reuse and recycling, seeking to limit and minimise the generation of waste within all our operations; we only resort to disposal when the material cannot be managed differently. Minimising the impact of waste such as the withdrawal of virgin raw materials also hinges on purchasing processes: where possible, we look for packaging that contains recycled raw materials.

Waste management is the responsibility of the plant managers, assisted by environmental managers and supported, in the management processes, by the procedures defined by the environmental management systems certified according to the ISO 14001 standard and consistent with local legislation.

The wastes are preliminarily collected in special storage areas and divided by type.

**A “water-free” plant**

One of our Chinese plants has implemented a virtuous system of water collection and reuse: rainwaters, collected in specific cisterns during the rainy season, cover about 30% of total consumption; industrial uses and internal recycling are optimised in relation to production processes and products.

In this way, almost 100% of the water is used and reused internally and discharges are reduced to less than 1% of withdrawals.

We do not manage directly the waste disposal process, which is always delegated to third-party companies selected according to their authorisations related to the type of waste to be treated. Normally, the possibility of sending waste for recovery or recycling is preferred, and only when this is not possible is the waste sent for disposal in landfills or incineration: the final form of treatment is chosen by the disposal manager based on the product and the treatment possibilities offered by the market.

Wastewater management is different, as many plants have treatment systems, after which the water is conveyed to municipal sewerage or released into surface water. Also in this case, the management procedures comply with the provisions of the certified environmental management systems. The tables of the KPIs related to waste produced are shown at the end of the document.

**Green packaging**

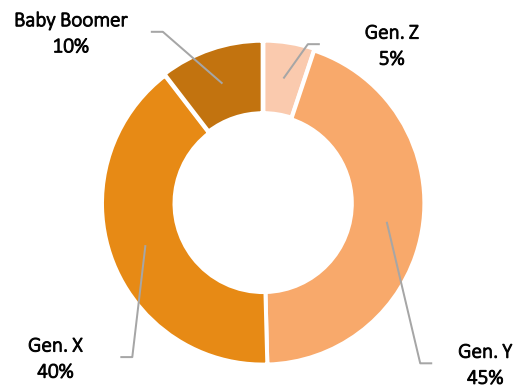
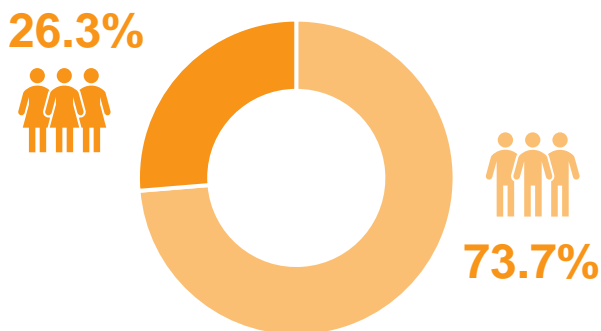
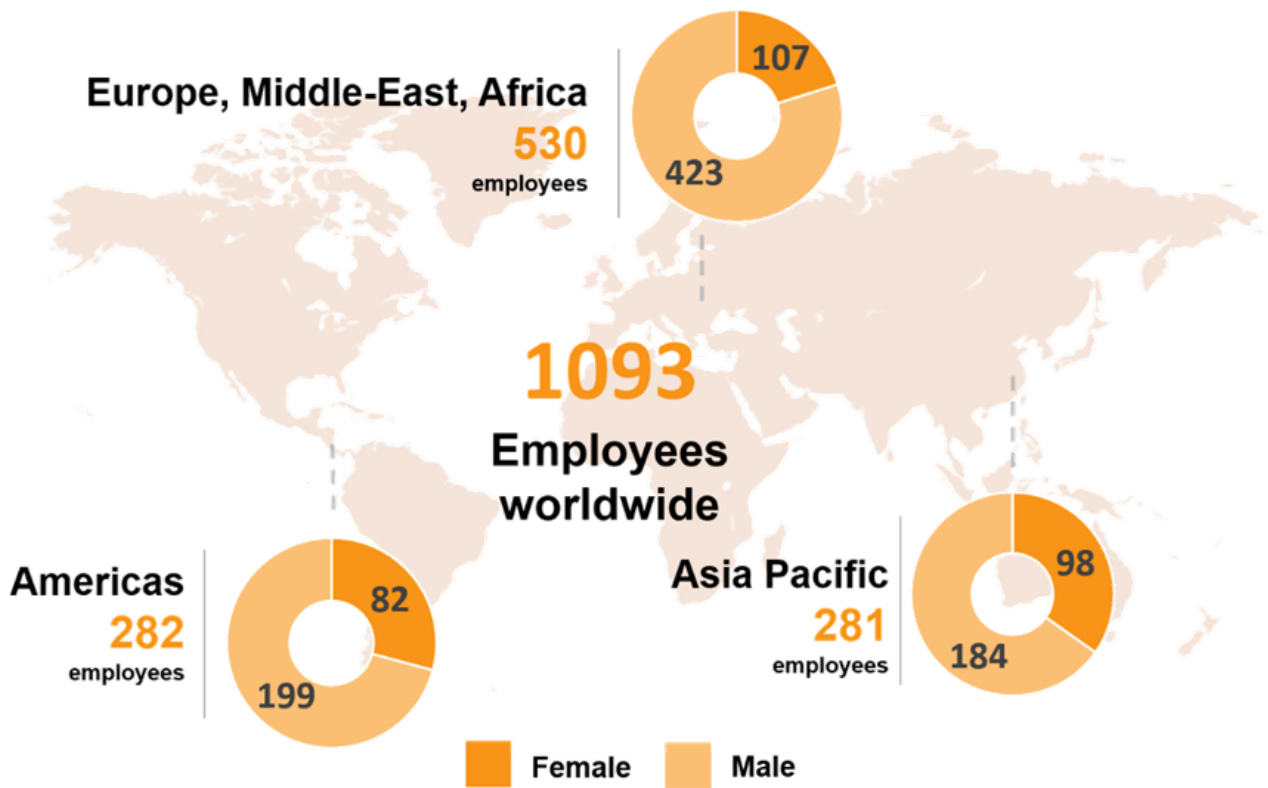
Packaging which also included recycled plastic was introduced in some plants this year. These products are accompanied by supplier statement certifying a savings, in 2024, of virgin plastic equivalent to approximately 130 tonnes of Scope 3.1

# People and Communities



The Italmatch Group is focused on the formulation, production and marketing of chemical specialities, with a global presence spread over 20 production plants distributed in eight countries (Italy, Spain, Germany, Poland, United Kingdom, United States, Brazil and China), in addition to offices and sales representatives all over the world. Our multicultural team is present in 14 countries, reflecting a strongly international identity. Our employees come from 31 different countries and communicate in over 16 languages. With an average age of 43, those in our workforce

range in age from 20 to 73. These figures highlight the rich diversity within the Group, both in national and cultural terms, and in generational terms; an element that represents a fundamental value and contributes to strengthening the company's international mission. Italmatch is committed to operating in compliance with local regulations, the Group's global policies and the main international standards, in full compliance with the principles of legality, integrity and sustainability.



## Policies and Governance in Managing People

Management of the company and, consequently, that of staff follows a matrix structure with hierarchical and functional reports based on Departments, Business Units and Regions.

Launched in 2019 with a 2-dimensional matrix model, this organisation took on its final structure in 2023 with the completion of the organisational structure reporting directly to the CEO and the relative regional leadership.

In particular, the revision and strengthening of the matrix organisational structure has made it possible to leverage a global functional coordination that interacts with management and local needs, through

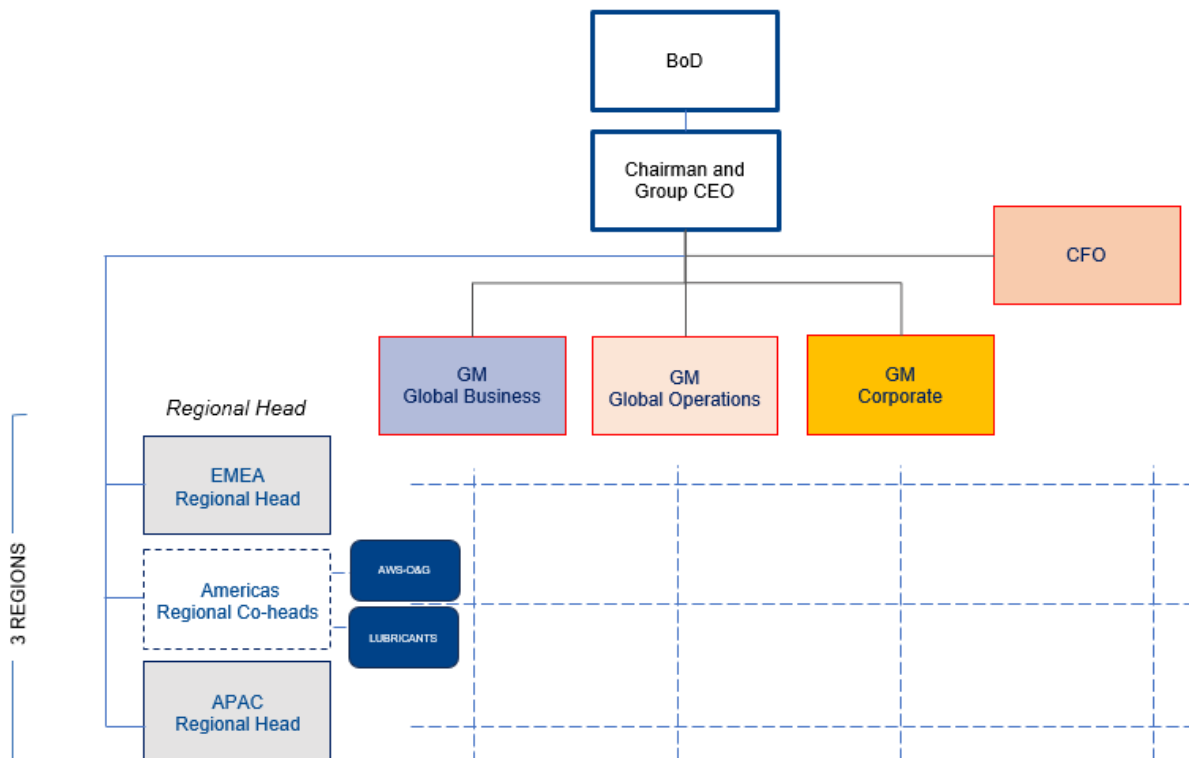
- 3 geographical areas (AMERICAS, APAC, EMEA)
- 1 Global Business (with 3 Business Units)
- 3 Global Services (Corporate Services, Finance, Operations).

People are managed at Italmatch based on the provisions of our Code of Ethics, which incorporates the principles set out in the Universal Declaration of Human Rights, in the ILO Declaration on Fundamental Principles and Rights

at Work and in principles III, IV, V, VI of the United Nations Global Compact: in particular, we support workers' freedom of association and recognise the right to collective bargaining (principle III), and we are committed to eliminating all forms of discrimination in employment and profession (principle VI).

Although relevant, the provisions of principles IV (eliminating forced and compulsory labour) and principle V (eliminating child labour) are not considered a source of risk considering our governance system and normal operating normal practices which guarantee compliance with these principles.

In addition to the Code of Ethics, the reference policies are the Sustainability Policy, the Human Rights Policy and the D&I Policy. Then there are also internal procedures on the recruiting and personnel management process based on compliance with the general principles mentioned above.



The approach to managing people aims to enhance the diversity in the Group, thus creating a melting pot that can generate added value by aggregating individual elements from different cultures: we encourage a culture of managerial excellence and an inclusive approach in respect of the fundamental rights of employees, while ensuring regulatory compliance. This approach applies to both direct employees (both temporary and permanent) and to those who have relations with the company as self-employed workers or made available by third parties (for example contract workers and trainees).

As is custom in the Italmatch Group, governance is structured according to “glo-cal” logic (global & local): corporate, strategic and operational coordination is envisaged under the Group General Manager Corporate with the support of Group HR. Director, who are assisted by managers for operations in the individual countries (or geographical areas).

National legislation always serves as a reference in managing contracted labour, defining the clauses and rules of conduct as well as for the application, if necessary, of sanctions in compliance with the legal guarantees.

The parent company also has a Remuneration Committee, created by the Board, focused on the compensation and incentivisation of top managers.

The analysis of the risks in staff area, also shared with the Audit Committee of the Board, highlights the following as the most significant:

- succession planning;

- attraction, engagement and retention;
- compliance, including collective bargaining, respect for equal opportunities, health and safety.

The management of the risks listed above follows the normal practices described in the following paragraphs.

With reference to its perimeter, the Group has analysed gender equality, the enforcement of international conventions, dialogue with social partners, respect for human rights, control measures and coercion to work, practices of forced or child labour, freedom of association and collective bargaining, measures adopted to prevent violations and prevent discriminatory actions. Carried out internally, the analysis considered the countries in which the Group operates, the sector of activity, the regulations and normal practice to which we refer, the reference Policies, Management Models and governance structure.

The results highlighted that although significant, the issues are not considered a source of risk, by virtue of the normal operating practices that guarantee compliance with these principles. In any case, possible violations can be reported (and consequently are monitored) according to the principles described in the Whistleblowing Global Policy.

No reports were received during the year and no sanctions were recorded against the company for issues related to respect for human rights, discrimination or harassment.

### A clear roadmap for the future

An ambitious roadmap to shape the future of the organization towards **scalability** and **shared value creation**



## Recruiting, Growth and Staff Management Process

Based on organisational needs expressed locally, the recruitment of new staff is authorised by the Group General Managers of the Department and by the Corporate HR Department. The selection process is then followed locally by virtue of its better knowledge of the local labour market and the real needs of the position to be filled, with reference to the principles expressed in the company policies and processes and in particular by guaranteeing equal opportunities for access to the employment position without any discrimination based on gender, religion, race, social position and any other personal characteristic.

# employees by professional category and gender			
	women	men	total
Top Managers	1	5	6
Managers	39	131	170
White collar	167	182	349
Blue collar	80	488	568
<b>Total</b>	<b>287</b>	<b>806</b>	<b>1,093</b>

Analysing the management practices introduced by Italmatch in this regard, the first two risks are managed jointly: the ability to attract talent, the resulting capacity for retention, always and in any case maintaining a transparent process that guarantees equal opportunities, refer to the staff management process.

The implementation of remuneration and incentive systems is based only on the corporate role and responsibilities.

Almost 80% of employees have permanent contracts, while 98% are full-time.

### Succession planning

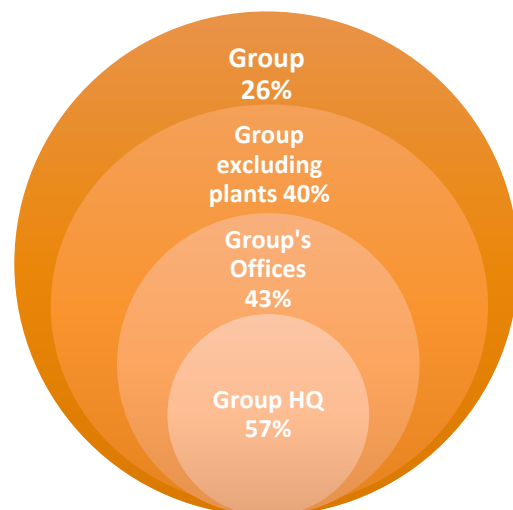
Starting from 2022 we have designed the succession plan strategy for the Group. Having an already designed, assessed and approved succession plan guarantees the Group itself on the going concern. All the key position has been mapped, skills analysed, and proper replacement appointed. The project, led by the Corporate HR department, has been fully supported and endorsed by the group Executive Committee.

With particular reference to gender diversity in relation to the role held, in the production companies and in line with the average of the chemical industry, there is a greater presence of male staff. On the contrary, in the Group services areas there is a greater presence of women.

The chart below offers a summary of the presence of female staff based on different levels of analysis:

- the Group average, which in any case is greater than 26%, reflects the almost total absence of women in production roles, typical of industrial companies in the chemical sector;
- by separating the plant operators, the percentage increases to almost 40%: this includes all staff, R&D and sales functions;
- the same analysis, proposed only at the level of offices, shows that the Group's percentage increases to over 43% (including all countries in the world where, particularly in certain nations, women working is not widespread) and to 57% (well over half) at the headquarters in Genoa.

### Female presence %



**Turnover**

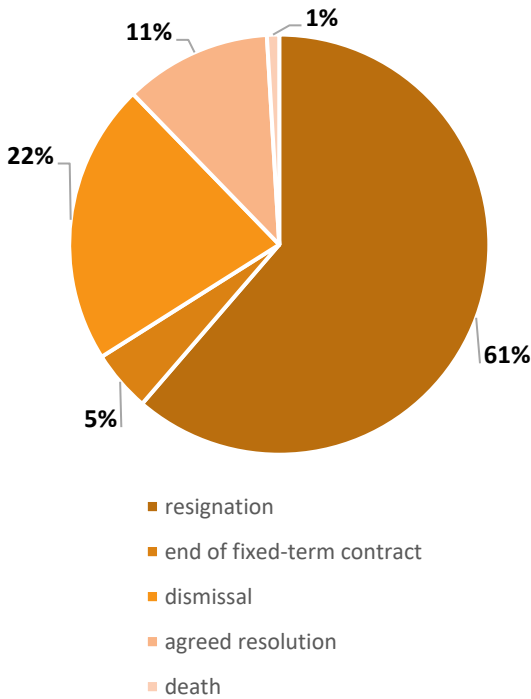
The analysis of turnover confirms that the reasons and characteristics of the people who left the company are distributed evenly and in a proportionate manner within the company population. This figure represents further evidence that the principles of Diversity, Equity and Inclusion (DEI), together with respect for human rights, are fully integrated into our business model and organisational culture.

No sanctions were recorded against the company for issues related to personnel management,

compliance with contractual and labour law, nor discrimination or the protection of the rights of workers and trade unions during the year.

This result testifies to the company's constant commitment to ensuring a fair working environment, compliant with current regulations and respectful of fundamental rights.

**Outbound turnover: reasons for leaving**



**Management of extraordinary events**

The management of extraordinary events, such as acquisitions, mergers or corporate reorganisations, is always approached responsibly and oriented towards social sustainability. The primary objective is to mitigate employment impacts, avoiding redundancy through internal outplacement solutions, professional requalification or, where necessary, shared outgoing support paths that respect the dignity of the people involved. All extraordinary activities are carried out in full compliance with current regulations, following the times and methods envisaged by national legislation and, where applicable, in coordination with local trade union representatives. This approach ensures transparency, dialogue and protection of workers' rights, even in the most delicate moments of organisational change.

The analysis of the reasons for leaving the Group during the year shows that 78% of cases are attributable to voluntary resignation, natural expiry of fixed-term contracts or consensual terminations. This figure confirms that the majority of terminations are not linked to restructuring or staff reduction processes, but to natural dynamics of the labour market or individual choices.

**2024 - Outgoing turnover by age group and gender / total employees at year end**

	men	women	total	turnover % outgoing
Under 30 years old	7	8	15	1.37%
30-50 years old	38	16	54	4.94%
Over 50 years old	27	10	37	3.39%
outgoing turnover	6.6%	3.11%	9.7%	

**Remuneration and Equal opportunities**

The remuneration system is defined thanks to collective agreements, and formal and informal local benchmarks, and is fundamentally supported by constant recruitment.

The current system, which envisages at least the application of the minimum remuneration set out by law, is in line with market best practices and guarantees an overall remuneration above the minimum contractual and national agreements (where present): the average remuneration of Italmatch Chemicals SpA (Italy) employees in relation to the reference national collective labour agreement (National Collective Labour Agreement for the Chemical Industry) shows that these are overall 25% higher than the one indicated in the contract. The conditions are applied uniformly, guaranteeing equal treatment to all workers. Neither child nor forced labour is allowed (including the seizure of documents); workers are granted the rights of hours, rest and correct remuneration consistent with the local reference regulations.

gender pay-gap by category	Change %
Managers	32%
White collars	20%
Blue collars	57%
<b>Weighted average</b>	<b>24%</b>

(excluding top managers) calculated as the difference between the average remuneration of women and that of men, expressed as a percentage of the average remuneration of men

The table shows the gender pay-gap data, i.e. the difference in pay between the average salaries of men and women: it allows to identify any pay imbalances not explained by role, seniority or other structural factors. At macro level, the differences arise from the different incidence of the number of women (as a % of the workforce) in significantly different labour markets.

In particular, this can be seen in the “blue collar” category, where the difference is amplified by the presence of women among blue-collar workers only in countries with lower labour costs. Detailed analyses are periodically screened by management to identify any anomalous deviations.

The incentive system consists of two different programmes: short-term incentives (MBO, management by objectives) and long-term incentives, through shareholder agreements and stock grants.

The short-term incentive is linked to company results and personal performance: a system considered adequate to attract, incentivise and retain high-level talent while linking them to the Group's organisational development objectives. The programme is applied globally and involves around 31% of clerical and managerial staff: of these, 21% are women involved in the programme.

The objectives assessment process is carried out annually, during which managers are asked to analyse the worker's performance: the quantitative results are validated by an independent function (management control). In some plants, based on collective agreements and those with trade unions, a participation bonus is envisaged which is based on quantitative and qualitative performance KPIs. Collective incentive plans are also envisaged that are activated directly by the company; they are in relation to project objectives or to site and Group performance. Based on their direct possibility of impacting the achievement of the objectives defined in the ESG strategy, some functions have objectives linked to sustainability issues: reporting, reduction of emissions and energy consumption, identification of plant efficiency improvement projects.

**“Un Fiocco in Azienda” in support of motherhood**

Membership in “Un Fiocco in Azienda” guarantees new mothers improved treatment compared to the legal provisions in terms of remuneration and involvement: it allows a faster return to work phase and a decrease in economic impact on the family unit.



**Social Protection**

Maternity and paternity leave is granted to anyone who is entitled according to the law in force in the reference area; some areas have additional policies that guarantee periods of leave and/or wages exceeding the minimum required by law (Italy, USA).

Retirement is guaranteed to all employees according to national legislation: a state or external public system.

In Italy, pension funds are managed by entities identified on the basis of the national collective agreement. Employees are entitled to apply to a different pension fund.

The monthly contributions are paid by the employee and the employer and, in the event of membership in the category fund, the Italmatch Group guarantees an additional payment of 2.1% beyond the employee severance indemnity.

**The Awareness of Diversity**

Italmatch supports Valore D, the first corporate association that promotes gender balance and an inclusive culture to foster company growth. This membership allows us to provide our employees with training and development courses, also specifically dedicated to women, which include collaborations in inter-company contexts (e.g. mentoring and reverse-mentoring) and e-learning aimed at training and awareness-raising on fundamental issues to integrate these principles into the corporate culture, such as unconscious bias and workplace harassment. Mentoring projects have been developed in Italian schools to encourage STEM studies and promote female employment in chemistry.

**% Employees by professional category and gender**

	female % on category	male % on category	% category on total
<b>Top Managers</b>	17%	83%	1%
<b>Managers</b>	23%	77%	15%
<b>White collars</b>	48%	52%	32%
<b>Blue collars</b>	14%	86%	52%

**Diversity metrics: gender diversity and people with disabilities**

In addition to being guaranteed throughout the selection and remuneration process (as seen above), equal opportunities are also guaranteed along the path of personal growth.

In our company, 17% of top management and about 23% of managerial positions (top managers + managers) are women. Considering the reference sector and the seniority of staff, these percentages are considered representative of an equivalent professional development between the different genders.

Diversity naturally goes beyond that of gender, and the company employs staff belonging to the category of people with disabilities according to different legal definitions in the different countries where Italmatch operates. All employees of the Group who are recognised as disabled are guaranteed all the tools necessary to allow and facilitate the performance of the tasks entrusted to them.

**Living Wage analysis**

In pursuing the objective of ensuring fair pay standards at global level, we have adopted the subsistence salary analysis approach. To this end, we have commissioned Fairwage to conduct a benchmark assessment of wages in all the countries in which we operate.

The analysis showed a 98.4% compliance rate with respect to local benchmarks, with one exception in Brazil, where an acquisition was recently completed.

We are already implementing actions to close the gap and aim to achieve Fairwage certification at global level.



**Promoting inclusion and diversity through mentoring.**

Thanks to our association with Valore D, which we have supported since 2022, we have given our resources the opportunity to access cross-company mentorship paths to accelerate the learning and enhancement of cross-cutting skills. This activity also continued in 2024 with the participation of two new resources, confirming the value the company gives the initiative.

The testimonies of those who participated in the course are presented below.

**Mentor testimony**

*"I am delighted to share my experience as a mentor within Mentorship Power Valore D. The experience was particularly significant: the construction of a shared path obviously drives personal improvement and a strong questioning of oneself and of our personal approach.*

*The exchange went both ways: the different dynamics compared to the usual environment in which we work pushed us to identify and understand different situations, with clear personal enrichment. There was also a strong stimulus to use empathy and understanding.*

*I believe the key to the process is questioning oneself in order to provide a real contribution to another person's growth. I found this particularly stimulating and certainly useful in relationships, work and elsewhere. In general, therefore, I think this type of work really supports listening and understanding, fundamental requirements for anyone who aspires to build a personal path but, above all, who wishes to then share it with colleagues and collaborators".*

*(Luca Ricciardi - Head of Business Operations & Services AWS)*

**Mentee testimony**

*"I participated in the Mentoring Power Valore D course as a mentee. I had never taken part in similar programmes in the past and I was curious how a 'stranger' could help me grow and better focus on my work goals. When I met my Mentor, there was an immediate connection. We established an informal and confidential relationship but given that it was the first time for both of us, we were not sure how to set up our meetings. So we simply began chatting and discussing each other's work experiences, trying to enter one another's world, identifying and exchanging ideas and thoughts. After that, we set practical objectives to work on and achieve, such as role development and self-confidence. It was not easy, but thanks to the exchange of experiences and points of view, the analysis of situations from a different perspective, almost without realising it, my Mentor helped me on the one hand to achieve a greater awareness of myself and my strengths, and on the other hand to accept my weaknesses and develop the best strategies to face and transform them. At a certain point I realised that the main purpose of my path was not so much to achieve a specific goal, but rather to assume a new and deeper awareness of myself and my value as a professional and person, with strengths but also weaknesses to work on. I am convinced that in doing so, all the other objectives most closely linked to the technical role will come of themselves and more easily".*

*(Ottavia Aluigi - Senior Compliance & Risk Specialist)*

## Training

Professional growth is one of the objectives of career development. This involves the acquisition of new skills, both hard and soft, which facilitate better performance and personal satisfaction, and allow employees to grow into new roles within the Group. On-the-job training and skills upgrading initiatives are in addition to training related to regulatory compliance and internal compliance.

The production sites guarantee the training and necessary certifications of employees involved in production and ancillary activities. The courses to be attended to increase both technical and managerial skills are defined by the worker with their manager according to the growth paths designed: the courses are normally held by staff and external bodies.

Training actions through “reverse mentoring” to foster cultural exchange, integration and bridging generational gaps are emphasised.

In 2024, the group introduced two important innovations: management training and continuous staff training.

The managers of the Italian offices were involved in a leadership path, in collaboration with SDA Bocconi, with the aim of updating their soft skills with a focus on inter-departmental cooperation and building the foundations of advanced talent management.



In the last quarter, a Learning Management System (LMS) was also implemented based on the DOCEBO platform.

# docebo®

Available to all Group employees, the system allows updating the skills of personnel in all necessary areas, making it possible to provide both internal courses (of a technical, commercial or compliance nature), and courses developed by high-level external training providers. The focus areas are in particular digital, business and leadership skills, forming the foundation for sustainable organisational growth over time, able to face the current challenges of change.

8,271 hours of training were provided during the year, with an average of about 29 hours per person, with 78% of employees participating in courses.

With the aim of continuing to invest in the development and growth of people, a new Performance and Development process was launched in 2024 thanks to SAP SuccessFactor.

## SAP SuccessFactors

This tool allows us to set individual objectives and assess skills in a transparent way, starting from the employee's self-assessment compared with that of the manager. This is followed by a calibration phase to ensure an unambiguous and fair approach to assessments, after which colleagues have the opportunity to discuss the assessment results with their manager and identify development opportunities.

A pilot project was launched to cover all level n-2 managers, as well as a production site and corporate functions. The process will be extended to all employees globally in 2025, with the potential exception of countries where a dedicated process is already in place.

**Work-life balance**

The Group welfare model is developed to enhance and support the work and non-work needs of employees and their families, to promote work-life balance and caregiving.

The actions are managed at local level with different focuses in the various locations depending on the cultural sensitivity, needs and typical “customs” of the site.

To offer employees better conditions, welfare packages have been implemented in a number of plants, within which employees can choose different services within the limit of a maximum financial value. In other sites, medical services, insurance or additional private agreements are provided with particular attention to those areas where the healthcare system does not include universal coverage.

To emphasise the Group's attention to its employees' work-life balance and caregiving needs, the company agreement on remote work in Italy was renewed and expanded with particular attention to parenting issues and family care aspects: employees can take advantage of up to 10 days of remote work per month, to which a further two days can be added if the employee has a child

under the age of 14 or needs to provide assistance to a family member (caregiving).

Particular attention is also given to encouraging the use of healthcare funds.

In order to favour training and work-study programmes within the Group, an annual competition was established within the Group for six scholarships for the children of employees who have completed their studies (secondary school, three-year degree, master's degree) with honours. Moreover, also by virtue of legislative changes, the possibility of transforming performance bonuses into welfare was introduced where possible, to allow greater benefit to employees in Italy.

**Brazil, China and India subsidiaries**  
have been certified as a:  
**“Great Place To Work”**



**Employee engagement survey with Great Place to Work**

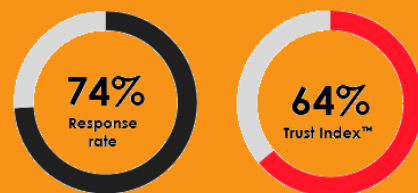
In 2024, Italmatch conducted the first global engagement survey structured to prevent the identification of people and thus guaranteeing absolute and total anonymity. The provider Great Place to Work had access to the individual responses, while Italmatch received only aggregated data.

Colleagues in both the plants and the offices were asked to complete the survey, using QR codes posted on the bulletin boards or using direct links sent by e-mail.

There was a high level of participation: 74% of colleagues from all over the world responded to the survey, and the overall positive score was 64%.

While the scores varied between the various locations, as expected, three countries obtained certification, reaching standards of excellence and beating the local benchmarks: Brazil, China and India.

The results were analysed with management and a series of actions were agreed upon to continue to cultivate a positive working environment. At Group level, work on three pillars has been defined: work environment, leadership and communication, and career development. At the most important sites, a detailed analysis of the results was carried out with the plant managers and leaders of the key functions, analysing the specific problems and identifying the opportunities to be addressed.



## Coverage of collective bargaining and social dialogue

In all the countries where Italmatch operates, employees are granted the right to freely associate with trade unions or workers' legal representation bodies in accordance with the procedures envisaged by local law. In some plants, workers' representatives have been independently identified, who are responsible for relations with management outside of association and legal schemes. In Italy, 22% of employees are members of a trade union.

All relations with employees, with the collective representatives of employees and with the social partners, are always conducted in compliance with current legislation, guaranteeing the correct application of the National Collective Labour Agreements of the sector to which they belong, where present. The topics discussed with the workers' representatives include working conditions, also with reference to health and safety aspects, thanks to the collaboration with the plant management and the site HSE functions, remuneration, professional training and placement of employees at production sites as well as career management.

At Group level, 51% of the total workforce is covered by first-level collective agreements.

The Group guarantees the representatives the availability of the tools to carry out their functions and to involve workers as per national regulations. Notice boards are typically available, as well as the possibility of sending emails and calling meetings in which workers can participate. The Company operates while fully respecting fundamental human rights along its entire value chain. At no stage of corporate activities is any form of forced or compulsory labour tolerated.

The full individual freedom of workers is guaranteed as well, also through the absolute prohibition of withholding personal documents such as passports or identity documents. The Company condemns any form of physical or psychological coercion and ensures that workplaces are managed with respect for the dignity of people, without resorting to the use of force.

### Reporting systems available

The Supervisory Body (SB), established pursuant to Italian Legislative Decree 231/2001, also performs the functions of the Ethics Committee, with the task of supervising the effective enforcement and observance of the Code of Ethics, in particular with regard to respect for human rights, the promotion of equal opportunities and compliance with the Group's fundamental values.

The SB is responsible for receiving, managing and verifying reports regarding conduct, acts or omissions that, on the basis of well-founded reasons, may constitute violations of the Code of Ethics, internal regulations or provisions of European Union law.

In compliance with Directive (EU) 2019/1937, a Whistleblowing Global Policy has been adopted, which clearly and accessibly defines the process of submitting, managing and investigating reports, through secure, independent and confidential internal channels, available to all interested parties (employees, collaborators, suppliers, etc.).

All reports are processed guaranteeing: the confidentiality of the identity of the whistleblower, the person involved and the content of the report, respect for the principle of proportionality and the rights of defence, the protection of personal data, and the absence of retaliation against those who make a report in good faith.

During the reporting period, no reports were received relating to violations of workers' rights or other conduct contrary to the Code of Ethics.

## Health and Safety

### Involving employees in impact analysis

Health and safety aspects are managed by both the managers of plant operations (plant managers under the guidance of the General Manager Operations), the representatives of the workers responsible for managing H&S issues (elected by the workers on the basis of specific expertise in this area). According to the regulations in force in the various countries, they are joined by head office managers and employers. These are supported, as regards implementation, by the HSE managers identified in all the plants and with reference to specific areas of competence.

The paths shared between the company and workers' representatives are based on a collaborative approach, with minimal reference to regulatory metrics.

The main areas of work include training, internal organisation, work reorganisation and risk analysis for workplace health and safety. The action plans are based on the synergy between operators and HSE managers, who are familiar with the operational problems, and management, which provides a strategic vision, in order to improve the process efficiency and promptly identify areas for improvement.

#### A new ISO 45001 certified plant

Consistent with the Group's ESG commitment, which focused on extending plant health and safety certifications, at the beginning of 2025 the Manchester plant obtained ISO 45001 certification following a process that began during the year. Certification is also expected to be obtained by the Spanish plant of Zuera in 2025.



Health and safety management is based on ISO 45001 certified systems or on Safety Management Systems compliant with the legislation on major accidents (e.g. Seveso law in Italy, ArbSchG in Germany).

Confirming the Group's ongoing commitment, the plant in Manchester (UK) obtained ISO 45001 certification at the beginning of 2025.

At the end of the year, 25% of the plants had ISO 45001 certification, in addition to four European plants that have safety management systems in accordance with Directive 2012/18/EU (Seveso ter): therefore, at the end of the year, 45% of the plants are covered by safety management systems. The Zuera plant obtained ISO 45001 in the second quarter of 2025.



**45%**  
of manufacturing plants with certified HSMS\*

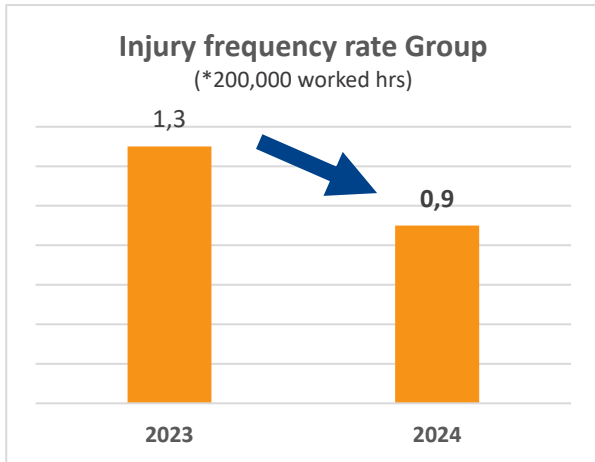
**>60%**  
of plant employees covered by HSMS

In 2024, 54% of employees were covered by a health and safety management system, covering more than 60% of total plant staff.

We carry out risk assessment processes related to health and safety in the offices or plants regardless of whether we have ISO 45001 certification, in order to implement operational best practices and for regulatory or authorisation compliance requirements: to date, about 95% of total employees, regardless of their department or geographical location, reap the benefits of an organisation based on an H&S risk assessment. Such a structured approach is also supported by a training process on health and safety, whether understood as ordinary operations, management of emergencies and anomalous situations and first

aid for almost all personnel: over 90% of total employees attended training courses on H&S matters.

Nine total injuries were recorded in 2024, a significant decrease compared to 2023 (12 events); consequently, there is a significant reduction in the frequency rate.



There were no cases of occupational diseases or fatalities at work in 2024, in line with previous years.

The company's strategic direction is to constantly pursue continuous improvement even in the absence of certified management systems, applying the best available techniques and updating the plants according to the most efficient production processes.

At corporate level, a reporting and “incident analysis” model has also been implemented that makes it possible to improve operating procedures through the lesson-learning process and by engaging staff.

Each event generates an “incident analysis & remediation” process as a learning and prevention tool: the analysis process involves technical and managerial figures of different levels depending on the severity of the event. These contribute, according to their specific role, to identifying the original causes and defining operational solutions

(amending and updating operational procedures or suggesting plant upgrading activities) to prevent similar events from recurring.

Through the continuous improvement processes envisaged by the management systems and membership in Responsible Care, Italmatch is also committed to constantly improving its health and safety performance, reducing risks and promoting a culture of prevention in all Group structures. A structured internal mechanism is available and accessible to all staff for reporting accidents, risks and problems related to workplace health and safety, thus promoting a culture of prevention and continuous improvement.

The company guarantees the protection of health and safety also for non-employee workers and external collaborators who work at its offices, regardless of the presence of ISO 45001 management systems. Specific health and safety training programmes are in place, with modules focused on the activities carried out by each professional profile. Dedicated risk analyses are conducted periodically, compliant with international HSMS standards, with the aim of identifying potential critical issues and defining adequate preventive measures. These are accompanied by periodic health checks for workers, and actions to control exposure to hazardous substances where required by current legislation or by the characteristics of the activity carried out.

The above are joined by regular inspections and audits on the safety of equipment, and emergency plans shared with all parties operating in the company, guaranteeing an integrated and inclusive approach to safety management.

The health and safety of employees and third-party staff working at the production sites are monitored and measured according to specific KPIs that are part of the Plant Manager assessment system.

## Engagement with Local Communities

The Group's presence in many countries puts us in contact with local communities characterised by different cultures, values and priorities. To ensure a consistent and responsible approach, we have defined global guidelines that guide our social initiatives, promoting constructive dialogue with the local areas in which we operate.

Our activities focus on three main areas, considered strategic for generating shared value in the long term.

**Education and training:** dissemination of corporate and scientific culture in schools, with the direct involvement of our technicians, who bring concrete testimonies on the role of chemical innovation and on the professional opportunities open to all, without gender distinction.

**Sport, well-being and inclusion:** support for sports initiatives, in particular youth and inclusive ones, fostering social cohesion and promoting healthy lifestyles.

**Development of local communities:** support for projects that generate a positive and lasting impact on the territory, in line with the Group's values.

Projects are carefully selected, assessing not only the alignment with our principles, but also the ability of the initiatives to activate virtuous synergies between public, private and third sector players. Our support takes the form of sponsorships and increasingly through the direct and voluntary involvement of our employees, who become ambassadors of our social commitment.

We operate transparently and responsibly, also leveraging the use of digital media to describe our actions, raise public awareness and contribute to overcoming stereotypes and prejudices. In particular, we are committed to improving the perception of the chemical industry, highlighting its key role in the energy transition, the circular economy and in building a more sustainable future.

### Our initiatives in 2024

Our commitment to local communities in 2024 took the form of numerous initiatives that reflect the values of inclusion, solidarity and the promotion of scientific and sports culture.

In **the UK**, we supported *Gresley Rovers Ladies FC*, a women's football club based in Manchester, helping to promote diversity and inclusion in sport and offering athletes the opportunity to reach their full potential.



In **Italy**, we strengthened our link with the community through sporting and solidarity events. These include the *1st Italmatch Celle Ligure Open Tennis Tournament*, organised by the Lavadore Tennis Club; this was an opportunity to involve the local community and raise funds for the *Gigi Ghirotti Association* committed to assisting cancer patients. We also supported *Stelle in Sport*, an association that promotes inclusion through sport and "sportability" activities, also contributing to fundraising for the *Gigi Ghirotti Foundation*.



The most significant initiatives also include the annual charity tournament organised by *LILT* (Italian League for the Fight against Cancer), aimed at raising awareness on breast cancer prevention and funding medical research.



Our commitment to inclusion has also extended to the collaboration with *Panathlon Levante*, *BIC Genova* and *Insuperabili*, associations that promote sports activities for young people with disabilities.

In particular, the new partnership with *Insuperabili* has given rise to sports and educational projects for students of all ages, with the aim of transmitting the values of inclusion to the new generations.



Aware of the importance of also supporting more remote communities, we have started a collaboration with *Finale4Nepal*, an association active in solidarity projects in Nepal.

Our contribution has made it possible to provide essential educational tools to the children of the *Himalayan Primary School*, rebuilt after the earthquake.



In the educational field, we continued our collaboration with the *OSM Edu* project, which fosters dialogue between schools and businesses through mentoring and orientation programmes. We also met with the students of *ITIS S. Cannizzaro Secondary school in Rho* again, addressing crucial issues such as time management and financial education.



This year, we also had the honour of holding a *Lectio Magistralis* at the University of Genoa, as part of the Strategic Management course. It was a precious opportunity to share our sustainability path with students and teachers, illustrating how ESG issues have become an essential strategic axis for the development and competitiveness of a global company.



# Governance and Business Ethics



## Italmatch Group Governance System

The Italmatch Group has expressed what it considers its reference values in the Code of Ethics approved for the first time by the Board of Directors of Italmatch Chemicals S.p.A. in February 2011 and subsequently updated taking into account the evolution of best practices. The latest update was approved in December 2022 and further defined the values that guide our Group in carrying out business activities: legality, honesty, fairness, equality, confidentiality, equity, integrity, transparency, responsibility, independence, protection of health, safety and the environment, sustainability, balance and diversity in skills and gender.

Sustainability and ESG (Environmental, Social, Governance) criteria are increasingly important in the administration and management system the Italmatch Group companies. Only with sound governance that is aligned with best practices can we pursue the goal of sustainable development capable of generating long-term value and satisfying the needs of present and future generations. These objectives can be achieved through joint action and the collaboration of the economic world and civil society in general.

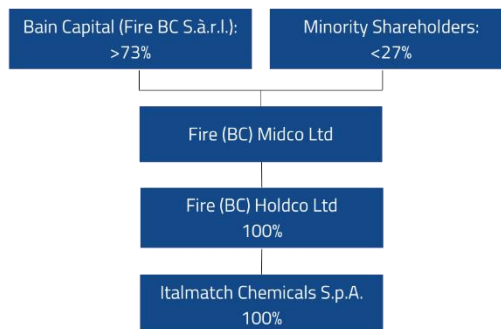
In this context, all the members of the management and control bodies of the Italmatch Group companies (hereinafter 'Group Companies'), our employees and all those who collaborate with us are required to comply with the principles contained in our Code of Ethics, in the various Policies adopted (on a global and local basis) by the Group, in the 231 Model and in the other corporate governance documents, make them their own and be promoters thereof, involving the supply chain where possible.

In addition to the Code of Ethics, the other Group policies that globally outline the approaches to specific issues dictating the guidelines and management methods are:

- Whistleblowing Policy;
- Human Rights Policy;
- Diversity & Inclusion Policy;
- Anti-corruption Policy;
- Gifts, Hospitality, Sponsorships and Donations Policy;
- Antitrust Policy;
- Conflict of Interest Policy;
- International Trade Control Policy;
- Conflict Mineral Policy;
- Sustainability Policy;
- Suppliers Code of Conduct;
- Artificial Intelligence Policy.

### Ownership Structure

Italmatch Chemicals S.p.A. (the parent company) is a 100% subsidiary of the company Fire (BC) Holdco, in turn wholly controlled by Fire (BC) MidCo. The latter's capital is held for approximately 73% by Bain Capital, for approximately 20% by Julmood, a company owned by Dussur (Saudi Arabian Public Investment Fund, which acquired a minority stake in the Italmatch Group in March 2023) while the remaining share of approximately 7% is held by the Group's management team.



## The Bodies of the Governance System

The governance of the legal entities of the Italmatch Group has historically been based on a model in which the Board of Directors is the main strategic management body for each entity, supported by one or more directors and/or executives who are granted powers and/or specific powers of attorney in their respective areas of expertise.

Within the legal entities of the Italmatch Group, the uniformity of the Group’s governance principles in ordinary business operations is based on what is known as the four-eyes principle, which defines common rules of action based on a mechanism of individual and/or joint signature depending on the specific areas of intervention and materiality thresholds. The presence of some directors in all the Group's legal entities ensures local compliance and correct interactions with the headquarters.

The governance system of the parent company Italmatch Chemicals S.p.A. is based on the provisions of the Italian Civil Code aligned with the traditional governance model. In this respect, it includes:

- the Board of Directors, as strategic management body;
- the Board of Statutory Auditors, appointed by the Shareholders' Meeting, as control body.

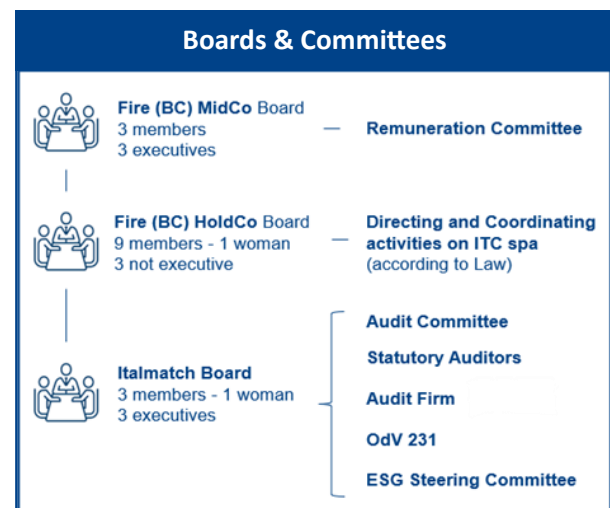
The following are also present as control bodies:

- the Independent Auditors, appointed by the Shareholders' Meeting as the statutory auditing body;
- the Supervisory Body, appointed by the Board of Directors pursuant to Italian Legislative Decree 231/2001.

Moreover, the following departments and/or control bodies have also been established on a voluntary basis:

- Audit Committee;
- Whistleblowing Committee;
- Compliance Department;
- Certification companies/bodies responsible for certification renewal and the external control of company processes in their respective areas of competence (quality, environment, safety management system).

The Remuneration Committee was also established within the parent company organisation.



The main responsibilities of each of the bodies mentioned above are listed below.

## Institutional Bodies

### Board of Directors

The current Board of Directors of Italmatch Chemicals S.p.A. was appointed by the Shareholders' Meeting and consists of three directors holding executive positions: the last Board was conferred in January 2023. The legal representation of workers is not envisaged within the Board.

The members of the Board of Directors currently in office are: the Chief Executive Officer (CEO) of

the Group, founder of the company thanks to a management buyout in 1998, the Group General Manager Corporate (GM) who joined the company in 1998, and the Group Chief Financial Officer (CFO) who joined the company in 2022.

Skills are assessed using the CV of each member upon their first appointment.

#### Italmatch Chemicals spa – Board composition



**Sergio Iorio**  
Founder  
Chairman  
and Group CEO



**Enrica Mambelli**  
Director  
and Group CFO



**Maurizio Turci**  
Director  
and Group General  
Manager Corporate

The current Board guarantees an adequate level of diversity in terms of gender (one third is represented by the least represented gender), age (one third under 60), experience and training (one chemical engineer, one degree in finance and one degree in economics).

None of the members of the Board or of the Supervisory Bodies held significant positions in the Public Administration in the two years prior to their appointment

The Chief Executive Officer (CEO) and the Group General Manager Corporate (GMC) are also members of the ESG Steering Committee, which oversees and monitors the implementation of the ESG strategy decided by the Board of Directors and the achievement of climate targets (and not only)

of the company (see the specific chapter on ESG governance).

The Board's knowledge of ESG issues is considered adequately diversified and in-depth. The Chief Executive Officer has strong knowledge of the phosphorus market (the Group's main raw material) and the related environmental matters, having always been responsible for plant management and business development within the Group. Over the years, the focus has mainly been on the development of new and more environmentally friendly products designed and created in the Group's research and development centres.

The Group General Manager Corporate has received ad hoc delegations from the Board in the areas of sustainability, governance,

compliance/risk management, IT/communication, human resource management and general Group strategy.

The mandate received called for the establishment of the ESG Department and the development of an ESG strategy, in line with the business strategy, as well as the implementation of all that is necessary to achieve the sustainability reporting to which the Group will be subject from 2025. The cross-cutting skills of the GMC, who also played a central role in the Group's expansion, with a particular focus on leveraged buy-outs, M&A, reorganisations, cultural turnaround and change management, are consistent with an ESG approach to Group management.

The focus of the Chief Executive Officer and the GMC is now on the decarbonisation process and the identification of initiatives to reduce emissions useful for achieving the SBTi objectives. The CFO has been a member of the Board of Directors since 2023 and comes from an Italian utility company where he held the role of "Head of the Sustainable Finance Committee" and "Member of the European Corporate Forum on Sustainable Finance".

In 2024 the Board held 6 meetings with an attendance rate of 100%.

### Board of Statutory Auditors

The Board of Statutory Auditors was appointed by the Shareholders' Meeting of 30 April 2021 with a three-year mandate. It includes three standing auditors (all men) and two alternates (of whom one woman). It represents the control body responsible for supervising the activities of the directors and checking that company management and administration are carried out in compliance with the law and the Articles of Association.

### Independent Auditors

The independent auditors (KPMG) were appointed by the Shareholders' Meeting of 27 April 2022 for the financial years 2022-2023-2024 - with expiry on the date of the Shareholders' Meeting called to approve the financial statements for the year ended 31 December 2024.

During the year, the independent auditors obtained consultancy assignments not related to the statutory audit of accounts: the remuneration paid for these additional services amounted to approximately 3.8% of the total for the year.

### Supervisory Body

The Supervisory Body envisaged by Italian Legislative Decree 231/2001 is an internal body of the company with autonomous powers of initiative and control; it has the task of ensuring that fraudulent conduct does not occur in the context of company activities and, more generally, on observance of the 231 Organisational Model of the parent company. Appointed by the Board of Directors on 31 March 2022, it consists of three members (all men).

## Voluntary Bodies

The Board of Directors of Italmatch defines the guidelines of the internal control and legal and compliance risk management system in line with the company's strategies, and periodically assesses its adequacy and effectiveness. It also defines the principles of coordination between the various structures involved in the internal control and legal and compliance risk management system in order to maximise the efficiency of the system itself, reduce the duplication of activities and ensure the effective performance of tasks.

In addition to the instruments set out by law, the governance system of the Italmatch Group envisages the existence of Corporate Control Committees and functions established on a voluntary basis.

### Audit Committee

The Audit Committee consists of seven members and is an advisory body to the Italmatch Board of Directors, established on the basis of agreements with the majority shareholder. Four of its members (57%) are not executive. Its decisions are not binding on the Board. Its purpose is to contribute to the creation of value by improving an effective, streamlined control environment and by promoting financial excellence.

The Committee is entrusted with the tasks of:

- ascertaining the quality and compliance of financial reporting;
- monitoring the adequacy of the internal control system and compliance with laws and regulations;
- overseeing risk management;
- assessing the adequacy of the company's financial functions, external auditors and company consultants in general;
- proposing improvement plans, monitoring actions and following up.

### Committee for managing reports from the whistleblowing system

This Committee manages the reporting channels, including that recently introduced through a dedicated IT platform. Each report received is analysed using the information available in the report and based on the reference regulations and guidelines identified in the Whistleblowing Policy. The Committee consists of three members, two of whom are women.

#### Compliance Department

Established in 2023 following the adoption of the "Corporate compliance monitoring program", it oversees compliance issues including:

- updating and creation of procedures on corporate areas;
- managing whistleblowing reports;
- managing 231 reports;
- annual monitoring and reporting to the Board on the alignment of the corporate structure with best practices and Group procedures.

### Remuneration Committee

The Remuneration Committee is established within the parent company; it consists of three executive members and includes representatives of the majority shareholder (Bain Capital) and managers of Italmatch Chemicals. It provides advisory activities for the Board of Italmatch Chemicals on the issues of compensation and incentivisation of top managers (see the section on personnel management for details).

## Anti-corruption: a system structured throughout the Group

The fight against corruption has always been one of the fundamental values inspiring us in carrying out our activities. We have therefore adopted tools to prevent any form of corruption risk: active and passive corruption, public and private corruption, proposition/receipt of any form of bribes, extortion.

Our reference principles taken from principle X of the Global Compact are set out in the Code of Ethics and have also been reaffirmed in the Anti-Corruption Global Policy (last release of May 2024), which is applied to all Group companies and is added to the other Global Policies, including:

- Gifts, Hospitality, Sponsorship and Donation Global Policy
- Supplier Code of Conduct
- General Terms and Conditions that require commercial partners to comply with the Group's ethics principles.

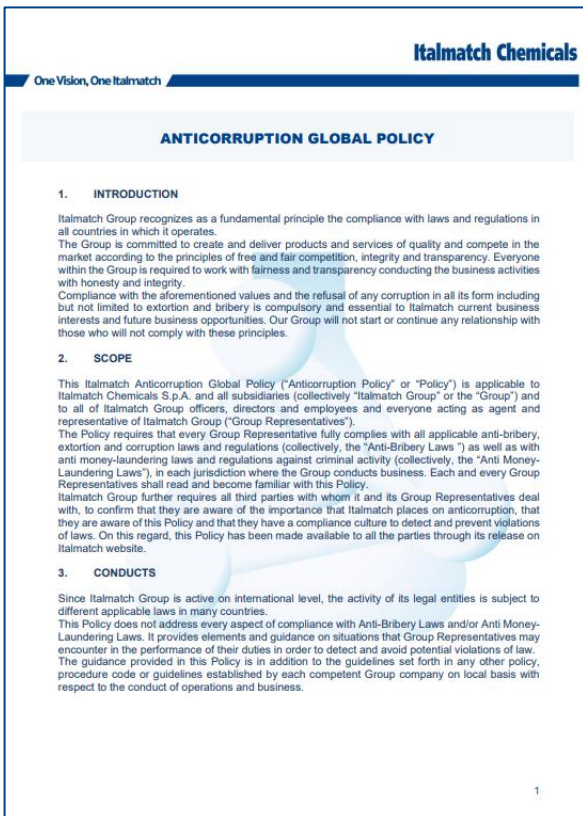
There are further internal controls in addition to these, such as the internal protocols for third-party due diligence and the accounting procedures

adopted for correctly and completely recording company transactions.

The implementation of the Anti-corruption System was based on the preliminary analysis of the risks related to the ordinary activities carried out in company management and in relations with third parties.

Subsequently, processes and procedures are implemented on a local basis to enforce and monitor the principles established in the Code of Ethics and in the Policies mentioned above, including the 231 Organisational Model in Italy, the FCPA Manual in the USA, and the Employee Handbook in China.

These organisational models are supported by adequate systems of powers and proxies in order to identify those authorised to interact with third parties, in the specific areas and at greater risk of committing unlawful conduct.



**Training on Governance Issues**

In order to support the dissemination of the reference principles and the appropriate behaviours to adopt in relation to the different types of offences, a training session on the various areas of compliance has been set up.

In particular, the course on **anti-corruption** issues was provided to approximately 450 employees (approximately 88% of managers and employees) at global level in 2023 and 2024 in e-Learning mode.

Further online training concerned **conflict of interest**, provided to over 400 employees, and other courses on **Antitrust, Trade Control and Sanctions** and **Human Rights**, were provided to over 150 employees. The latter were intended exclusively for employees involved in activities potentially at risk, with coverage exceeding 80% of those concerned.

Additional courses are currently being planned, including new specific training on anti-corruption issues to be provided through the new Learning Management System platform adopted by the Group.

The Group also recognises the importance of the compliance education of its personnel, implemented through dedicated training including a focus on specific anti-bribery matters.

The introduction of internal reporting channels over the years has been an essential tool in identifying and monitoring conduct that does not comply with the principles of the Code of Ethics, ethics and good commercial practices:

- the email address of the Supervisory Body: [odv.italmatch@italmatch.com](mailto:odv.italmatch@italmatch.com);
- the general address: [ethics@italmatch.com](mailto:ethics@italmatch.com).

The Whistleblowing System implemented according to current legislation was added in 2023: every report is managed anonymously, guaranteeing the confidentiality and protection of the whistleblower's identity, and consequently no discrimination, reprisal or any form of direct or indirect retaliation towards the whistleblower in good faith. The legal obligations and protection of the rights of the company or of persons accused unjustly or in bad faith remain unaffected.

The Italmatch Group also undertakes to sanction anyone who violates the confidentiality of the whistleblower and/or the person reported. The reports trigger the application of the sanctioning system envisaged by the existing contract (be it labour, supply, etc.).

All the details are available on the procedures page of the Italmatch corporate website <https://www.italmatch.com/italmatch-chemicals-group>.

The platform available to the public for each type of report is available via the Ethics Line link from the home page of the Italmatch website [Italmatch.com](https://www.italmatch.com) at the address [Italmatch Chemicals Spa | Home \(integrityline.com\)](https://www.italmatch.com/italmatch-chemicals-group).

The Supervisory Bodies, in 2024 and in the 3 previous years, did not collect any reports with reference to the behaviour of employees or commercial partners.

The results of the monitoring and control activities carried out during the year were reported to the Management and Control Bodies according to internal procedures (in the absence of reports and investigations, the reporting did not refer to the content of the reports received, the analyses carried out, the results and the remedial actions implemented).

The Italmatch Group, in 2024 and in the 3 previous years, did not receive fines, and no penalties were imposed on employees for violations of the laws against active or passive corruption.



## Whistleblowing reporting system

Through this reporting system you can send Whistleblowing Reports related to violations within the scope of Italmatch Group Whistleblowing Global Policy.

We remind you that you have the possibility to remain anonymous, but we encourage you in any case to open a secure Inbox. This makes it easier for us to communicate.

Reports will be treated confidentially pursuant to the Whistleblowing Global Policy. You can find more information on this in the "Privacy policy" section above.

## IT System and Digital Data Security

IT security management is a strategic priority for Italmatch, not only to protect sensitive information, and employee and customer data, but also to ensure trust and maintain its reputation in relations with all stakeholders who put their trust in the Group.

Group IT Governance is managed by regional IT managers, coordinated at corporate level under the supervision of the Group General Manager Corporate.

The operational core of company data management is our reference management software, around which the most important IT innovation and integration projects with the acquired companies are based, extending the benefits of centralised information control to all company management areas: from ERP to Business Intelligence, from management reporting to business processes.

Digital Innovation projects are the core business of Industry 4.0; they continued in 2024 in order to streamline and automate production processes, speeding up the real-time recording of values useful for intelligent automation, processing and usability.

To support the digital transformation, the Ariba SAP platform for the integrated management of tenders and purchase orders was adopted in 2024. Ariba has made it possible to obtain more advantageous economic conditions through structured and transparent sourcing processes, optimising the procurement cycle.

Integration with the production system enables the receipt of automatic goods shipping confirmations, improving the planning of logistics flows and reducing plant downtime.

In addition, the centralisation and cleanup of supplier and material master data has significantly reduced registration errors, with a further positive impact on the correctness of invoices and accounting reconciliation.

On the cybersecurity front, the implementation of the NDR solution continues, which integrates the functions of a SIEM; it will eventually be extended to the entire Group. This will make it possible to continuously monitor both network traffic and company endpoints with the help of artificial intelligence.

The Cybersecurity Roadmap adopted in 2019 is inspired by the US-based international framework of the National Institute of Standards and Technology (NIST). Every year external bodies carry out monitoring and vulnerability assessments for Italmatch in order to identify risks and gaps and plan remediation actions.

All the improvement steps contribute to increasing the level of security in one of the five key areas described by the NIST:

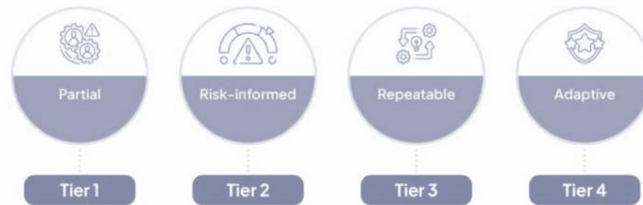


- Increased network integration (DETECT/RESPOND areas);
- Cyber Threat Intelligence to enable vulnerability analysis and to allow appropriate action to counter attacks (PROTECT/DETECT areas);
- Simulation of attacks, to enable the security team to analyse network vulnerabilities, improve responses and decrease recovery times (PROTECT/DETECT/RESPOND/RECOVER areas);
- control of incoming e-mails, which undergo machine learning and data analytics to detect

- phishing and fraudulent e-mails (PROTECT area);
- Cybersecurity rating and Vulnerability Assessment via BitSight - to improve protection from our external perimeter (IDENTIFY/PROTECT areas);
- The last assessment according to the NIST Framework was carried out by an independent external body, which assessed the security posture of Italmatch with a score of 3.34/4, placing it in the Tier 4 Adaptive segment.

**Employee training on IT security**

During the year, we provided quarterly courses to more than 600 users (all those with a company email address) throughout the world through an online platform, thus guaranteeing global coverage of our offices. In parallel with the courses, we conduct simulated phishing campaigns to identify users with more training needs and take targeted action.



**NIS2 Compliance**

The NIS 2 directive dictates the metrics and references intended to guarantee network and information security: the main objective is to improve the level of resilience and cybersecurity of states and companies in key sectors.

The standard assumes that the IT and network systems used to provide essential services in key sectors occupy a central position in the increasingly rapid path of the digital transformation and interconnection of society (NIS = Network and Information Security). It

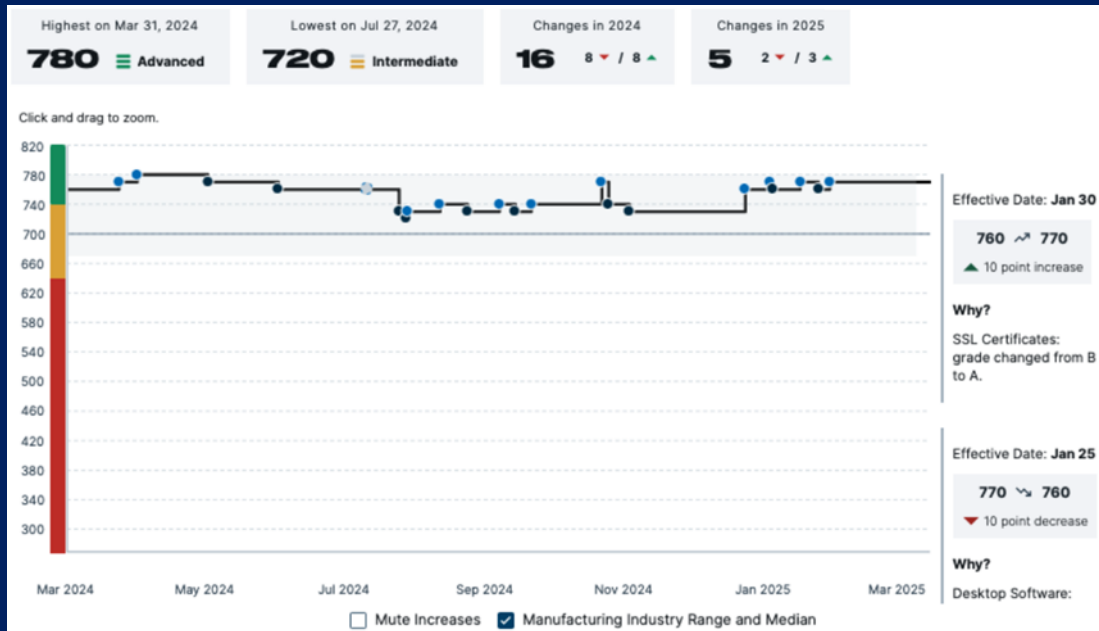
was therefore necessary to be certain that key sectors were protected from cyber attacks, preventing intrusions into critical infrastructure from generating mass economic and social impacts. The objective is to require essential and important entities to adopt adequate and proportionate technical, operational and organisational measures to manage the risks posed to the security of the IT systems and networks used in their activities or in the provision of their services, in order to prevent or minimise the impact of incidents for the recipients of their services. Particular attention is given to managing incidents and operational continuity.

In order to ensure compliance with the NIS2 standard, we conducted an in-depth assessment to identify any areas for improvement, implementing the best actions and filling any gaps in compliance with this standard. Furthermore, we are implementing advanced security measures and training programmes for personnel. We work with external partners to ensure that all the Italian legal entities of Italmatch are NIS2 compliant and improve our overall IT security posture.



**Cybersecurity rating - Vulnerability assessment**

Cybersel conducted an audit (with reference to the period from March 2024 to March 2025) that analysed the level of IT security of the Group systems and the security against attacks. The assigned score of 770 (up by 10 points compared to the previous audit) consolidates Italmatch in the 'advanced' bracket of Bitsight.



**Data Security**

The protection of sensitive data is a priority: policies and procedures have been implemented to ensure system access control and secure access to data, especially if relevant or confidential. Disaster Recovery plans have been implemented for business continuity and data recovery, based on in-depth risk assessments specific to each business and each plant.

A procedure has been approved by the Board of Directors for the management of personal and third-party data, which guarantees the compliance of the management methods with the best practices in terms of data protection and data breach management.

There were no complaints related to privacy incidents in 2024 and in the 3 previous years, that required the implementation of corrective procedures.

**IT Certifications and Assessments**

The Group's IT structure is based on a hybrid architecture that integrates public and private cloud environments distributed in multiple regions, with dedicated fibre optic networks and geographically redundant disaster recovery solutions. Since all services are outsourced and managed in the cloud, we focus on the security in the services provided by our suppliers: ISO 27001 certification is a prerequisite for participation in tenders for service provision. Today our supplier guarantees the provision of services with a security level that meets the requirements of the standard.

The management of IT systems according to recognised and certified metrics, standards and procedures has in any case led us to obtain two recognitions from third parties: the CCC (Cybersecurity Compliance Certificate), which allows us to collaborate with companies in the Middle East, and Cyber Essentials UK (achieved in January 2025), which authorises us to collaborate with companies in the United Kingdom, including government companies.

To support these measures, we regularly carry out penetration tests and third-party audits, and provide mandatory training courses on cybersecurity for all personnel. We will complete further audits in 2025 based on NIST guidelines and the NIS2 Regulation in order to further raise the Group's IT resilience levels and ensure increasingly transparent governance oriented towards continuous improvement.



## The Impact of Climate Change Risks on Corporate Strategy

Italmatch structured a process in 2023 for analysing the impacts that climate change can have on its business.

The project was developed following the guidelines of the TCFD (Task force on Climate-related Financial Disclosure) and envisaged an analysis, with consequent disclosure, in relation to four pillars:

- Governance;
- Strategy;
- Risk Management;
- Metrics & Targets.

If the Group's governance structure on these issues and the strategy were clear, much more detailed work was carried out to identify risks and opportunities.

The main steps of this path were:

1. identification of the reference scenarios;
2. identification of the variables considered in the scenarios that could impact business;
3. identification of risks and opportunities connected to climate change in relation to business;
4. recognition of the corporate departments responsible for the governance, monitoring and management of climate change issues;
5. identification of risk management strategies or the achievement of opportunities.

The governance of climate change issues is split between the Board and Management: the former is responsible for strategic policies, designing the Group's future from a green perspective, and analysing economic, regulatory and market scenarios to identify the best development opportunities.

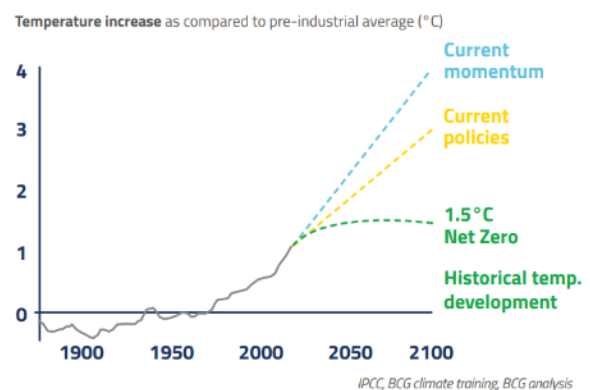
Management is instead responsible for asset management, with greater attention to issues such as: managing the procurement of raw materials and water to guarantee production, technological

development and plant efficiency in order to minimise consumption and emissions, asset integrity, environmental and safety management in order to ensure business continuity.

We considered two scenarios in order to identify the business risks that could materialise:

- business as usual, which assumes the evolution of the industry in continuity with the past, in an evolution of uncontrolled climate change generating a constant increase in temperature;
- Below 2 Degree Scenario (B2DS) of the International Energy Agency (IEA), used by the Science Based Target initiative (SBTi) to set targets for the reduction of greenhouse gas emissions, which focuses on policy and technology development assumptions to limit GHG emissions.

### The trend of climate change



The results, as updated in 2024, of the risks and opportunities analysis identified with reference to the structure proposed by the TCFD and the reference scenarios, are reported in the appendix in a table format.



TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

## Institutional Engagement and Trade Associations

The Italmatch Group has plants and sales representatives in many countries around the world. This requires constantly monitoring all emerging rules and regulations that may in some way influence the characteristics of the products that are sold or impose limitations on industrial processes; this is true today more than ever as part of the transition to a decarbonised economy.






Through engagement, dialogue and relations with external stakeholders and trade associations, we monitor regulatory developments, share experiences and approaches to specific issues and try to make our technical contribution to creating shared and sustainable value.

Our engagement model is based on the transparency and ethics of relationships:

compliance with the procedures integrated in the Organisational Model (pursuant to Italian Legislative Decree 231/01 for Italian companies) and the principles established in the Anti-Corruption Policy.

In line with these principles, we apply a Policy that prohibits the disbursement of direct or indirect contributions in any form to political parties, movements, committees, or organisations or trade unions, their representatives or candidates.

Contributions to trade associations are disbursed by virtue of the rules defined in their Articles of Association in order to cover operating expenses and management costs.

	<p><b>European Sustainable Phosphorus Platform (ESPP):</b> Since phosphorus is the backbone of Italmatch Chemicals products, by joining the ESPP we aim to define the long-term sustainable management of phosphorus in Europe.</p>
	<p><b>Responsible Care:</b> a voluntary programme sponsored by the global chemical industry to develop and monitor new policies and initiatives aimed at protecting the health and safety of workers and guaranteeing environmental protection practices.</p>
	<p><b>Pinfa:</b> we share the common vision to continuously improve the environmental and health profile of our flame-retardant products.</p>
	<p><b>European Battery Alliance:</b> The European Battery Alliance is Europe's plan to create its own competitive and sustainable value chain for battery cell production. Its purpose is to ensure that Europe benefits from the technological evolution of the electric vehicle market and beyond.</p>
	<p><b>The American Chemistry Council (ACC)</b> represents over 190 companies active in the chemical industry: an innovative engine of economic growth that contributes to solving the world's greatest challenges. Our members are leading companies engaged in all aspects of the chemical business, creating cutting-edge products that improve the world by making it healthier, safer, more sustainable and more productive. The American Chemistry Council's mission is to support the people, policies and products underpinning its activities.</p>

	<p><b>The European Chemical Industry Council (CEFIC)</b> supports the Paris Climate Agreement and incisive action on climate change in line with the scientific advice provided by the Intergovernmental Panel on Climate Change (IPCC). CEFIC also supports the European Green Deal and Europe's ambition to become climate neutral by 2050. Achieving this goal will only be possible with the help of climate-neutral and circular economy solutions developed by our industry.</p> <p>CEFIC is committed to promoting a thriving chemical industry that is widely recognised for:</p> <ul style="list-style-type: none"> <li>- providing sustainable, safe and resource-efficient solutions,</li> <li>- promoting prosperity, growth and investments in Europe,</li> <li>- providing safe and resource-efficient solutions to meet the challenges of future generations.</li> </ul> <p>The Association's mission is to serve its members by generating and aggregating scientific knowledge that promotes the purpose of the Association in critical areas, offer services and expertise to its members in the regulatory, scientific and technical fields, engage, sponsor and represent the industry in order to create the right support and political frameworks in Europe and beyond, adding value as a collective with respect to the activities of individual companies.</p>
	<p><b>Suschem IT:</b> Italmatch supports the platform, relaunched in 2014 by Federchimica, which analyses national research activities and priorities on sustainable chemistry, linking them to European priorities and initiatives.</p>
	<p>The general objective of the <b>Brine Chemistry Consortium</b> is to carry out research, experimentation, training and technology transfer activities on brine chemistry, mainly in relation to oil and gas production. Most of the problems and approaches to brine chemistry in the oil and gas industry are generic and normally considered non-proprietary in nature. Therefore, it is reasonable to share research resources aimed at solving many of the different types of problems associated with brine production and disposal.</p>
	<p><b>Confindustria and Federchimica:</b> Italmatch is a member of the Italian industry trade associations to pursue ongoing dialogue with its stakeholders.</p>
	<p><b>United Nations Global Compact:</b> Italmatch supports the UNGC initiative, which aims to develop, implement and disseminate responsible business practices, aligning activities and strategies with the ten universal principles on human rights, labour, the environment and the fight against corruption.</p>

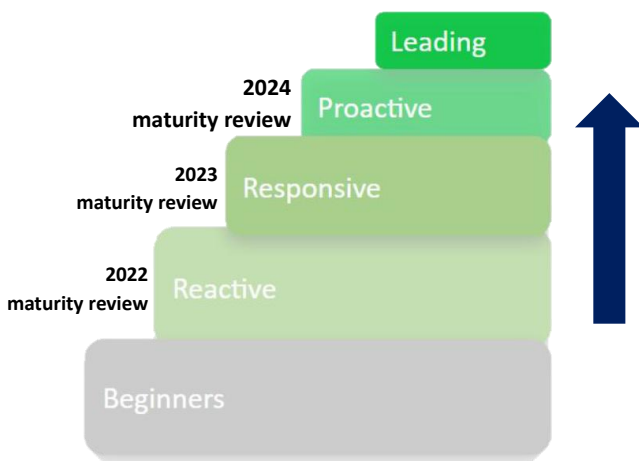
## Sustainable Procurement

Cooperation with our suppliers is an essential element for sustainable development as a company could never impact global practices operating alone. Sharing principles, practices, approaches and processes, and working in unison: these are the only ways to have a supply chain that not only respects economic and qualitative metrics but also allows it to be respectful of matters related to the environment, safety and workers.

The Italmatch Group began integrating the approach to sustainable procurement in 2022: the process began with a self-assessment (known as maturity review) to identify any gaps, the subsequent definition of policies and contractual clauses that are included in commercial agreements requesting compliance with the principles set out in our Code of Ethics, and the publication of the "Supplier Code of Conduct", with which all suppliers must comply.

The third maturity review (relating to the year 2024) of Italmatch's approach to the supply chain was carried out in the beginning of 2025. The final rating led to a score of 3 (on a scale of 4 points), a significant increase compared to the previous year (score 2.33). The rating is also well above the chemical industry average of 2.2.

Growth has also led to our recognition among the companies that have a PROACTIVE approach, confirming the constant increase in recent years.



### MATURITY REVIEW: a conscious approach

The maturity review is an organisation's self-assessment of its approach to sustainable procurement, developed by Ecovadis. The process includes an internal discussion among the management involved in the procurement processes, led by an Ecovadis manager and focusing on five areas: Vision & Goals; Governance; Policies, Procedures and Process; Capacity Building; Reporting.

Assigned on the basis of a proprietary methodology, it compares the company's state of the art with the best practices identified, with the rating proposing an assessment on five levels: *Beginner, Reactive, Responsive, Proactive, Leading.*

The 2024 assessment certified further progress compared to previous years, reaching the **Proactive** level.

All the pillars were strengthened in 2025, in particular those of '**Vision & Strategy**' and '**Capacity building**', reflecting the definitive design and approach to the topic as well as the continuous interaction with our suppliers to build a relationship based on sustainable principles.

The Italmatch Group's positioning in relation to the benchmark should be highlighted: the average rating of the chemical industry is 2.2, and the global average of the companies measured by Ecovadis is 2.08. The assessment of 3 (with an above-average assessment for all pillars) therefore shows an excellent corporate approach and widespread consistency within operating practices.

The goal is to further improve in the future, especially in relations with suppliers, to develop joint decarbonisation processes as both products and as processes.

The ESG targets in this area will be focused on achieving these objectives in the coming years.

Another assessment, this time linked to operating practices, was recognised as part of the Ecovadis rating.

The increase in the maturity review assessment was also reflected here as the score significantly improved for the third year running, with an increase of 20 points compared to the previous year. Also in this case, the most important elements were the approach, strategy and implementation of daily activities.



**Towards an Integrated Sustainable Procurement Model**

Italmatch is focusing on the supply chain qualification process, going beyond procurement choices based on quality and price and integrating financial and ESG factors in assessing suppliers. The implementation of the Ariba system has made it possible to directly integrate the Ecovadis rating into the supplier's qualification score. If a supplier does not have a third-party ESG rating, it must respond to internal questionnaires reflecting the main elements of the third-party assessment. These questionnaires are then evaluated through the system by the Corporate ESG Department.

Added to this is a letter of recognition sent to all suppliers who complete the Ecovadis certification: if their rating is equal to or higher than Silver, we accept their assessment for two years, as it testifies to the widespread validity of the policies and practices implemented. If it is instead lower, we request the implementation of an improvement plan to reach the envisaged threshold.

The integrated management of these systems allows us to certify the behaviour of our suppliers in various areas: we take particular account of our approach to the environment and social issues (with a particular focus on workers' rights and health and safety) to which a different weight is attributed based on the supply.

Our selection approach shows the effectiveness of our choices: the average rating (assessed by Ecovadis) of our suppliers is continuously rising, both in terms of general assessment and in all reference pillars.

	# of Ecovadis rated suppliers	Overall scores	Environment	Labour & human rights	Ethics	Sustainable procurement
<b>2022</b>	113	64.1	68.4	64.7	61.7	55.4
<b>2023</b>	146	64.3	68.8	64.2	60.4	57.1
<b>2024</b>	<b>159</b>	<b>67.1</b>	<b>70.9</b>	<b>67.2</b>	<b>64.0</b>	<b>61.0</b>

The increasingly widespread dissemination of the assessment method will improve our ability to monitor suppliers' ESG performance, to proactively act to reduce risks along the supply chain and to be ready for the emerging needs arising from the CSDDD.

**RSPO - Palm Oil Supply Chain Management**

Italmatch purchases palm oil derivatives that represent a small percentage of the total volumes of raw materials, as our products are mainly based on other chemical substances. We do not have direct contacts with the chain of cultivation, harvesting and milling of the seeds, turning to those who sell already-processed products on the market. The derivatives are used exclusively in the Arese and Zuera plants and both have RSPO mass balance certification, covering approximately 10% of the purchased amount. Starting from 2026, in application of the EUDR Directive, all products purchased will meet the necessary requirements, ensuring that they have not contributed to the deforestation and exploitation of resources of the countries of origin.

**ESG Approach to the Supply Chain**

Our supply chain (based on the Scope 3 emissions generated) mainly consists of suppliers of raw materials that are then used in our plants (among these, given the particularity of the product, the suppliers of yellow phosphorus have the greatest impact in terms of emissions); inbound and outbound logistics suppliers for handling loads.

Relations with suppliers are maintained by the procurement team, which is also responsible for their qualification: our suppliers must meet certain requirements mainly in terms of certifications, reliability, service, quality consistency, compliance with reference regulations and technical skills (as well as economic terms, of course).

Following the definition of the ESG strategy, which seeks increasingly greater alignment between the principles underlying how Italmatch does business and that of its suppliers, these are also analysed with reference to sustainability issues: their assessment is entrusted to a third party (the Ecovadis platform).

Our supply chain includes large international companies but also medium-sized local suppliers; those of greater size and international scope show a strong sensitivity on ESG, have an adequate support organisation and frequently have an ESG rating. Starting from this assumption, the ESG objective in terms of sustainable procurement was to increase of 10 units the number of 'Tier 1' suppliers (having a spending >100k€) with an Ecovadis rating. From 113 assessed suppliers at the end of 2022, we reached 146 companies at the end of 2023 and 159 companies at the end of 2024 (equal to about 53% in number). In analysing engagement in relation to the total value purchased, we passed from 48% in 2022 to 63% in 2024.

This is how we check that our suppliers evaluate and verify compliance with shared international principles and have 'adequate performance' in the environmental and social spheres (where the social sphere includes workers' rights in their broadest sense as well as their health and safety), not only limited to their direct activities but also within their supply chain.

Following the supplier qualification process, framework contracts/agreements or individual orders are defined according to operational and industrial opportunities and needs.

We ask our suppliers to comply with our Code of Conduct (which refers to the principles set out in the Code of Ethics, the declaration of workers' rights of the ILO), including first and foremost monitoring and respect for the rights and protections of workers. Our supplier selection criteria require alignment with our Code of Ethics. Suppliers identified as posing a high risk of involvement in compulsory, forced or child labour are excluded from our supply chain.

Subsequently, an ESG clause is included in each contract/agreement/order, which asks the supplier to commit to implementing the protections of CSR best practices in its business management. Failure to comply with the clauses or Code of Conduct may result in the termination of the supply contract, up to the supplier's exclusion from the Vendor List (blacklist).

Considering the approach the Group has taken in its selection process and given the composition of our supply chain (with many large international companies), we do not believe that our suppliers could ever fall in the category of those without respect for human rights or free association and bargaining. The economic conditions, and among

**CDP SEA: an A rating to endorse our strategy**

CDP has released the 2024 Supplier Engagement Assessment: Italmatch has been awarded with an A rating as an Engagement Leader. The rating assesses strategies and actions adopted to engage the supply chain on the issues of GHG emissions and climate change: in details it takes into consideration risk management process, governance and business strategy, supplier engagement, scope 3 reporting, targets set. Our A score (B- in 2023) reflects the improvements made and certifies our ongoing commitment, appointing Italmatch as a possible leader and inspiration for other reporting companies.



these the payment conditions, are defined based on the agreement between the parties.

The procurement team is required to maintain conduct in line with the principles of the Code of Ethics and the provisions of the Antitrust Policy, particularly with regard to the prohibition of "abuse of a dominant position" and "distortion of competition".

The administrative processes call for the payment of overdue invoices on a weekly basis: a

consolidated and systematised process that recorded an average delay of 6.9 days in 2024 (figure calculated on individual invoices and referring only to the legal entity Italmatch Chemicals spa).

There are no pending or completed lawsuits related to non-payment, anti-competitive behaviour or violations of antitrust and monopoly laws during 2024 or in previous last 3 years.

### Supplier engagement for a sustainable approach to the supply chain

Supplier relations are essential in the development of a supply chain that is attentive to ethical and social principles. Not only that, developing strategies aimed at improving the sustainability of supplies (both from an environmental point of view with products with a lower impact, the emissions generated by production thanks to the review of industrial processes, and respect for workers' rights) must be based on the combined efforts of all the players involved. Only through synergy and a coordinated approach and work between all companies can we try to improve the indicators and pursue the decarbonisation objectives defined in 2015 in Paris and also drawn up in the United Nations SDGs.

This objective becomes even more complex when suppliers cover every continent: coordinating in a community of purpose therefore becomes necessary to be sure that their and our way of acting can contribute to the achievement of common social objectives.

The ESG engagement with our suppliers in 2024, as in previous years, focused on:

- supplier engagement in the process of improving our Scope 3 emissions tracking, asking them for the carbon footprint of the products (PCF) they sell;
- supplier engagement in the decarbonisation process, asking them to improve the PCF of their products in the coming years;
- support and technical training on PCF for suppliers who needed to understand the process.

### Recovery and reuse of packaging, end-of-life activities

Cooperation with our suppliers also focuses on packaging management. In the chemical sector of B2B raw materials, decrease in the impact of products can be achieved above all through engagement with suppliers and customers in terms of packaging rather than on the reduction/optimisation of consumption and disposal (already a focus of industrial companies).

The project involves the search for solutions to minimise incoming waste (related to the purchase of raw materials) and recover and reuse the packaging of our products.

In particular, we work to:

- ship our products using rail tank wagons or ISOtanks when logistics allow;
- use packaging that connects directly to our customers' systems and which, once empty, is returned and refilled. This thereby increases safety (avoiding manual load management) and decreases the impact of product distribution;
- recover and reuse packaging (IBC) thanks to a cleaning and maintenance process of the external structure (if damaged during transport);
- where possible, we use final packaging made of paper or recycled plastic (thus reducing the use of virgin materials).



# Tables of Details

## TCFD Framework

### Analysis of risks related to climate change

Type of risk	Potential event	Description of the risk	Financial impact	Risk management strategy
<b>PHYSICAL acute</b>	Increase in the frequency and severity of natural disasters	Acute natural events could cause damage to plant structures with an impact on operations, employee health and safety and the environment (spills). Extreme events could also change insurance conditions.	<ul style="list-style-type: none"> <li>- Reduced revenues due to decreased production capacity.</li> <li>- Increased maintenance costs.</li> <li>- Increased costs for insurance premiums, insurance excesses and uncovered damages.</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring event frequency and severity.</li> <li>- Assessment of the risks impacting plant structure.</li> <li>- Monitoring the condition of assets and infrastructure during extreme weather events.</li> <li>- Site emergency management plan.</li> <li>- Maintenance of an efficient sewage system.</li> <li>- Rainwater collection and treatment.</li> <li>- Special chemical storage areas.</li> <li>- Adequate insurance valuation.</li> </ul>
<b>PHYSICAL acute</b>	Increase in the frequency and severity of natural disasters	Extreme weather events (floods, droughts and storms) could cause delivery difficulties and upstream/downstream value chain problems.	<ul style="list-style-type: none"> <li>- Reduced revenues due to supply chain interruptions.</li> <li>- Reduced revenues due to delivery difficulties/delays.</li> <li>- Costs for penalties due to delivery delays.</li> <li>- Lower reputation with customers due to supply problems.</li> </ul>	<ul style="list-style-type: none"> <li>- Multiple suppliers.</li> <li>- Diversification of supply sources.</li> <li>- Diversification of production plants</li> </ul>
<b>PHYSICAL chronic</b>	Change in the availability of natural raw materials due to climate change	Potential changes in global average temperatures could affect the location, yield and type of raw materials around the world, with an impact on availability and costs. Some raw materials derive from plants (for example, palm oil) and the lack of water at the collection sites could affect product availability, increasing prices.	<ul style="list-style-type: none"> <li>- Reduced contribution margin if the raw material price increase cannot be transferred to the final price.</li> <li>- Reduced revenues due to lower sales/production.</li> </ul>	<ul style="list-style-type: none"> <li>- Risk assessment processes</li> <li>- Supply chain diversification</li> <li>- Raw material diversification</li> <li>- Organisation of backup suppliers</li> <li>- R&amp;D to diversify production processes and identify new molecules</li> </ul>

Type of risk	Potential event	Description of the risk	Financial impact	Risk management strategy
<b>PHYSICAL chronic</b>	Water scarcity	Climate change can affect industrial operations: global climate change can affect regional water availability and have implications for local industry (drought in locations with water scarcity).	<ul style="list-style-type: none"> <li>- Reduced revenues due to lower sales/production caused by the unavailability of raw materials.</li> <li>- Increased production costs due to variable prices.</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental management system to monitor consumption and efficiency.</li> <li>- Improved efficiency in water use: reuse of water flow from operations, the sewerage system and the wastewater treatment plant.</li> <li>- Diversification of procurement sources.</li> <li>- Diversification of production sites.</li> </ul>
<b>PHYSICAL chronic</b>	Increased average temperatures and greater temperature variability could affect plant performance/efficiency	The variability and increase in average temperature could affect plant operations, as the heating/cooling process necessary for production may require more energy to reach standard metrics. Moreover, there could be damage to structures and problems with workers' health and safety.	<ul style="list-style-type: none"> <li>- Increased capital costs (e.g., damage to structures).</li> <li>- Increased operating expenses due to energy/water consumption.</li> </ul>	<ul style="list-style-type: none"> <li>- Diversification of production plants</li> <li>- Operations strategy</li> <li>- Investments in new and updated technical devices</li> </ul>
<b>TRANSITIONAL Regulatory risk</b>	Regulatory changes on products (ETS Reach Regulation)	Increased restrictions on products due to regulatory changes aimed at limiting the environmental impact of products, improving product safety and traceability	<ul style="list-style-type: none"> <li>- Reduced revenues (loss of quantity, loss of market position) due to legislative constraints</li> </ul>	<ul style="list-style-type: none"> <li>- Monitoring emerging regulations to anticipate the evolution of regulations and the market.</li> <li>- R&amp;D for more sustainable and safer products.</li> <li>- Use of biodegradable raw materials</li> </ul>
<b>TRANSITIONAL Regulatory risk</b>	Regulatory and social pressure to achieve climate-neutral production processes	Continuous regulatory and social pressure for companies to achieve climate-neutral production and consumption, as well as a climate-neutral resource and raw material base. Policy approaches to address these issues vary considerably from region to region, but generally these measures could have the potential to significantly influence the competitiveness of the industry's operations and product portfolio.	<ul style="list-style-type: none"> <li>- Increased operating expenses (e.g., higher compliance costs)</li> </ul>	<ul style="list-style-type: none"> <li>- Concentrate R&amp;D efforts only on the development of sustainable solutions.</li> <li>- Management of projects and strategic initiatives with a view to decarbonisation and sustainability.</li> </ul>

Type of risk	Potential event	Description of the risk	Financial impact	Risk management strategy
<b>TRANSITIONAL Regulatory risk</b>	International regulatory differences on carbon pricing (carbon leakage)	Variable rules on climate costs (EU-ETS scheme, CBAM) among different countries around the world could lead to different production costs. Competitors located in more favourable countries (without climate costs) could have lower operating expenses and could therefore offer products at lower prices. This would lead to a loss of market share, especially in the commodities market.	<ul style="list-style-type: none"> <li>- Increased competition (loss of market share) due to more favourable legislation in other countries.</li> <li>- Reduced contribution margin if the extra costs for production in countries with climate costs cannot be transferred to the final price.</li> </ul>	<ul style="list-style-type: none"> <li>- Relocation of plants to different countries.</li> <li>- Plans to reduce emissions through more efficient production processes and the modification of fuels.</li> <li>- Implementation of a market benchmark and annual carbon costs by plant and country.</li> <li>- Development of asset-light business models.</li> <li>- Flexible multi-chemical plants.</li> <li>- Review of cost allocation strategies.</li> <li>- Customer-centric approach through technological support and tailor-made solutions (not mass-produced).</li> </ul>
<b>TRANSITIONAL Regulatory risk</b>	Regulatory changes that introduce new costs for emissions and actions to limit GHG emissions (e.g., higher prices on GHG emissions, CBAM, energy and raw material prices)	The continuous expansion of the regulatory framework affecting the chemical industry (to date not included in the EU-ETS) and the increase in regulations and actions aimed at limiting CO2 emissions, the introduction of new/increased carbon taxes, the obligation to use certain types of fuels and the tightening of environmental standards could lead to an increase in costs that reduce the contribution margin unless transferred to the final price. The introduction of taxes on carbon emissions can increase operating expenses. Potential non-compliance by suppliers can lead to a reduction in the supplier base.	<ul style="list-style-type: none"> <li>- Increased operating expenses (e.g., higher compliance costs)</li> <li>- Write-downs, impairment losses and early withdrawal of existing assets due to regulatory changes.</li> <li>- Reduced contribution margin if the extra costs for production in countries with climate costs cannot be transferred to the final price.</li> </ul>	<ul style="list-style-type: none"> <li>- Geographical diversification of production plants (especially for basic chemicals).</li> <li>- Supplier scouting.</li> <li>- Emission reduction/fuel savings projects.</li> <li>- Installation of photovoltaic systems</li> <li>- Development of CO2 balancing projects.</li> <li>- Fixed price energy contracts, derivatives.</li> <li>- Research and development of improved ESG technologies (from renewable raw materials or with lower environmental impact).</li> </ul>

Type of risk	Potential event	Description of the risk	Financial impact	Risk management strategy
<b>TRANSITIONAL Market risk</b>	Changes in customer behaviour (especially large companies) increasingly involved in the ESG strategy and committed to emission reduction paths (SBTi and Net-zero)	Customers (especially large companies) are increasingly involved in the ESG strategy and plan emission reduction paths (SBTi and Net-zero). To achieve their goal, they must reduce Scope 3 emissions through products with lower PCF. The inability to adapt to changing customer behaviours, or to keep up with competitors who are more successful in meeting customer needs, could lead to reduced market share and sales.	- Reduced revenues due to decreased demand for products caused by changes in consumer preferences.	<ul style="list-style-type: none"> <li>- Market monitoring of the evolution of new industrial assets.</li> <li>- Definition of a long-term energy transition plan.</li> <li>- Concentration on R&amp;D</li> <li>- Monitoring competitors</li> <li>- Selection of the offer with a lower PCF</li> <li>- Biodegradable raw material</li> <li>- Review of production processes</li> <li>- New project to reduce emissions and energy consumption in line with SBTs.</li> <li>- Customer engagement.</li> <li>- ESG Department to monitor customer requests</li> </ul>
<b>TRANSITIONAL Market risk</b>	Change in customer behaviour with increased demand for sustainable products	Ineffective communication of energy transition strategies can reduce the demand for company products due to changing interests and customer needs, which increasingly demand sustainable products and transition actions from companies.	<ul style="list-style-type: none"> <li>- Reduced revenues due to the loss of market share caused by a discrepancy with market needs, following consumer interests.</li> <li>- Change in the mix of revenues and sources, with consequent decrease in revenues.</li> </ul>	<ul style="list-style-type: none"> <li>- Market monitoring for the evolution of new industrial assets, activities and technologies.</li> <li>- Costs-benefit analysis for all company activities.</li> <li>- Continuous support for a new energy environment.</li> <li>- Product mix adjustment to improve ESG characteristics.</li> <li>- Constant monitoring of trends, innovations and consumer preferences.</li> <li>- Maintaining some conventional products, assuming a recovery in demand.</li> <li>- Stopping activities with conventional products.</li> <li>- Regionalisation of sales policies.</li> <li>- Monitoring and anticipation of market and regulatory trends.</li> <li>- Diversification of income sources.</li> <li>- Exploration of other applicable raw materials for production.</li> </ul>

Type of risk	Potential event	Description of the risk	Financial impact	Risk management strategy
<b>TRANSITIONAL Market risk</b>	Increase in raw material, energy and water supply costs	Demands and standards have increased due to climate change and the various restrictions have led to reduced supply and an increase in the prices of some raw materials, and an increase in the prices of retail electricity and the water supply. Changes in customer demands on the market can lead all manufacturers to change their production processes to have green/more sustainable products. This may have an impact on bio/natural raw materials, on the demand for green electricity compared to an almost standard offer. This would lead to an increase in prices.	<ul style="list-style-type: none"> <li>- Increased production costs due to change in the prices of production factors (e.g., raw materials, energy, water)</li> </ul>	<p>Raw materials:</p> <ul style="list-style-type: none"> <li>- Recovery of materials present in final products.</li> <li>- Market monitoring for the evolution of new industrial assets.</li> <li>- Geographical plant diversification.</li> <li>- Supplier scouting.</li> <li>- Higher efficiency processes.</li> <li>- Exploration of new sources.</li> </ul> <p>Energy:</p> <ul style="list-style-type: none"> <li>- Energy from renewable sources produced at home.</li> <li>- Fixed-price energy contracts.</li> <li>- Diversification of the energy mix</li> </ul> <p>Water:</p> <ul style="list-style-type: none"> <li>- Water consumption reduction plan.</li> <li>- Use of more advanced and water-efficient technologies.</li> </ul>
<b>TRANSITIONAL Market risk</b>	Increased volume of waste produced	A change in customer behaviour could lead to a decrease in demand and therefore to the obsolescence of stored products. If they have a storage life, there is a risk of reaching the expiry and therefore increasing the amount of waste.	<ul style="list-style-type: none"> <li>- Increase in production costs due to increase in the quantities of waste treated (e.g., waste treatment)</li> </ul>	<ul style="list-style-type: none"> <li>- Bio-treatment of waste in the plant.</li> <li>- Environmental audit of production and procurement processes.</li> <li>- Reuse in the production lot.</li> <li>- Product recovery.</li> </ul>
<b>REPUTATIONAL RISK</b>	Negative perception and reduction of appeal with external stakeholders, for example if the company does not achieve its emission reduction targets	The sector's footprint and emission intensity could lead to a negative perception and less appeal to external stakeholders, such as customers or investors. This could be further exacerbated by the company's failure to achieve its emission reduction targets.	<ul style="list-style-type: none"> <li>- Reduction in inflows due to the decrease in demand for goods/services</li> <li>- Increase in costs due to capital procurement difficulties</li> </ul>	<ul style="list-style-type: none"> <li>- Emission reduction targets</li> <li>- Research and development of more sustainable products.</li> <li>- Costs-benefit analyses of the adoption of new technologies with respect to the loss of potential investors.</li> <li>- Adoption of the energy transition plan.</li> <li>- Effective communication strategy.</li> <li>- Product diversification.</li> <li>- R&amp;D and transition to innovative products.</li> <li>- ESG Strategy.</li> </ul>

## TCFD Framework

### Analysis of opportunities related to climate change

Type of opportunity	Potential event	Description of the opportunity	Financial impact	Management strategy
<b>Opportunities related to products and services</b>	Decommissioning oil wells requires solutions to "plug" them	Decommissioning oil wells is an opportunity, but significant restrictions have been imposed on the use of chemicals to preserve the marine environment. Some products based on ITC technology are certified for use in that area due to their high degradability and low environmental impact.	<ul style="list-style-type: none"> <li>- Increase in inflows through the demand for low-emission products.</li> </ul>	<ul style="list-style-type: none"> <li>- CEFAS-approved products.</li> <li>- R&amp;D for the development of biodegradable products.</li> </ul>
<b>Opportunities related to products and services</b>	Increased demand for "greener" products or products with a reduced carbon footprint	Climate change and decarbonisation are increasing the demand for low-carbon products based on biodegradable raw materials, circular economy solutions and safe and sustainable products.	<ul style="list-style-type: none"> <li>- Increase in inflows through the demand for low-emission products.</li> </ul>	<ul style="list-style-type: none"> <li>- R&amp;D activities to develop more sustainable solutions based on new bio-based raw materials.</li> <li>- Scouting purchases of bio-based raw materials or those with lower PCF.</li> <li>- R&amp;D tests on new raw materials identified by procurement.</li> <li>- Product certifications.</li> <li>- Process decarbonisation strategies according to GRI objectives.</li> </ul>
<b>Market access opportunities</b>	The advent of electric vehicles could lead to greater demand for battery components	One of the problems faced by batteries and electric vehicles is charging time and vehicle range (km that can be travelled on a single charge). Solid electrolytes will help to overcome current technical problems, allowing for faster charging and a longer vehicle range.	<ul style="list-style-type: none"> <li>- Increased revenues thanks to the demand for products to support the green transition</li> </ul>	<ul style="list-style-type: none"> <li>- R&amp;D activities on solid-state electrolyte technology</li> <li>- Participation in the European battery project (IPCEI)</li> </ul>

Type of opportunity	Potential event	Description of the opportunity	Financial impact	Management strategy
<b>Market access opportunities</b>	Development of solutions for climate change adaptation	Changes in climate conditions will lead to a water shortage in several areas (or increase the actual water shortage). Experts predict that by 2030, climate change will cause a water shortage of 2,700 billion cubic metres and increased water pollution. This global water shortage offers a growth opportunity for products to be used in desalination processes and treatment technologies.	<ul style="list-style-type: none"> <li>- Increased revenues thanks to access to new and emerging markets (e.g., desalination)</li> </ul>	<ul style="list-style-type: none"> <li>- Involvement of R&amp;D to develop products for climate change adaptation (e.g., additives for water management for desalination)</li> </ul>
<b>Emerging regulations</b>	Stricter regulations on low carbon/biodegradable/low environmental impact products	Opportunity to sell low-carbon and low-environmental-impact technologies in some regions of the world, when regulations become stricter.	<ul style="list-style-type: none"> <li>- Increase in revenues thanks to access to new and emerging markets</li> </ul>	<ul style="list-style-type: none"> <li>- Involvement of R&amp;D to develop solutions/products with low carbon emissions and low environmental impact to comply with the more stringent regulations, already in force in some regions of the world.</li> </ul>
<b>Opportunities for resource efficiency</b>	Optimisation of logistics	More efficient organisation of distribution processes will have positive impacts on the direct operations phase of the value chain. The possible applications of digital technologies and solutions are useful for optimising logistics.	<ul style="list-style-type: none"> <li>- Reduced operating expenses (e.g., by increasing efficiency and reducing costs).</li> </ul>	<ul style="list-style-type: none"> <li>- Optimisation of logistics through agreements with logistics companies.</li> <li>- Transport service suppliers are asked to plan strategies to minimise the distances travelled by empty trucks.</li> <li>- Scheduling transfers and mapping the shipping locations of incoming raw materials and outgoing products, looking for overlapping routes to potentially combine shipments.</li> <li>- Use of digital technologies.</li> </ul>

Type of opportunity	Potential event	Description of the opportunity	Financial impact	Management strategy
Opportunities to increase resource efficiency	Redesign and improvement of production process efficiency	Improving production process efficiency can lead to lower energy consumption and, consequently, to reduced carbon emissions of the company, as well as lower water consumption. A redesigned approach to processes with a focus on the circular economy can help to reduce waste, promote recycling and optimise the use of raw materials.	- Reduced operating expenses (e.g., by increasing efficiency and reducing costs).	<p><b>Energy efficiency and emission reduction:</b></p> <ul style="list-style-type: none"> <li>- Energy reduction targets established based on the SBTi and monitored.</li> <li>- Replacement of CO2 as inert gas with N2.</li> <li>- Investments in steam generators, solar panels, improved energy management.</li> <li>- Development of a project to obtain steam from biomass.</li> <li>- Increased efficiency of the dust collection system.</li> <li>- Use of oil heater technology.</li> </ul> <p><b>Water efficiency:</b></p> <ul style="list-style-type: none"> <li>- Production planning to reduce the number of cleaning operations that use water.</li> <li>- Reuse of water for reactor cleaning.</li> <li>- Improved maintenance to avoid water leaks.</li> <li>- Installation of cooling towers to reduce water consumption.</li> <li>- Determination of water use during the process.</li> </ul> <p><b>Resource efficiency:</b></p> <ul style="list-style-type: none"> <li>- Monitoring packaging waste, reuse of empty containers for internal use.</li> <li>- Recycling wooden pallets and scrap metals.</li> <li>- Revaluation of waste for the market.</li> <li>- Research and development to determine how to reduce the production of hazardous waste.</li> <li>- Objectives of the Quality Management System for the reduction of specific products.</li> <li>- Improved recycling in offices.</li> </ul>

# **Data & Key Performance Indicators**

## Data and Key Performance Indicators

	u.m.	2024	2023	2022
Revenues (net of "other revenues and income")	€M	686	671	862
- of which from the coal, oil & gas sector	%	0%	0%	0%
EBITDA	€M	134	107	142
Profit/(loss) for the year*	€M	(6)	(83)	29
Net financial position	€M	(572)	(553)	(707)
Investments during the year	€M		30	
Employees	#	1,093	1,009	1,084

GRI 201-1 Economic value generated and distributed	u.m.	2024	2023	2022
<b>Value of production</b>	€M	<b>693.68</b>	<b>688.35</b>	<b>867.34</b>
<b>Economic value distributed</b>	€M	<b>(638.24)</b>	<b>(680.70)</b>	<b>(782.01)</b>
Production costs	€M	(492.03)	(516.32)	(658.23)
Remuneration of personnel	€M	(75.91)	(73.53)	(74.35)
Remuneration of the Public Administration	€M	(19.67)	(6.73)	(14.23)
Remuneration of credit capital	€M	(50.33)	(83.59)	(34.75)
Remuneration of risk capital	€M	*	-	-
Remuneration of the community	€M	(0.3)	(0.53)	(0.46)
<b>Economic value retained by the Group</b>	€M	<b>55.44</b>	<b>7.65</b>	<b>85.07</b>
Amortisation/Depreciation	€M	(61.25)	(56.08)	(56.83)
<b>Remuneration of the company</b>	€M	<b>(5.8)</b>	<b>(48.43)</b>	<b>28.50</b>
Profit attributable to non-controlling interests	€M	-	-	-
<b>Group Net Result*</b>	€M	<b>(5.8)</b>	<b>(48.43)</b>	<b>28.50</b>

\* during 2024, dividend income of € 1,6 million was distributed from equity reserves.

ESRS G1-6 Payment management	u.m.	2024	2023	2022
Average payment days	# dd	47	44	na
Average payment delay (by number of invoices)	# dd	7	6	na
Average payment delay (weighted with respect to the value of invoices)	# dd	13	11	na
Payments by due date (by number of invoices)	%	31%	35%	na
Payments by due date (weighted with respect to the value of the invoices)	%	34%	33%	na
Legal disputes due to payments	#	0	0	na

**standard payment methods/procedures:** bank transfer/collection order for some Italian suppliers, payments on a weekly basis

Supplier engagement through Ecovadis	u.m.	2024	2023
Suppliers assessed on Ecovadis*	#	159	146
Tier 1 supplier assessed by Ecovadis on total tier 1** (in number)	%	53%	49%
Spend assessed by Ecovadis on total group spending	%	61%	54%

\* Ecovadis assessed supplier: partners with at least a valid scorecard over the last three years

\*\* Tier 1 suppliers: suppliers with a spending > 100k€

**Environmental data – energy & emission**

GRI 302 Energy ( <i>plants only</i> )	u.m.	2024	2023	2022	2021
<b>302-1</b> Energy consumption within the organization (natural gas, electricity, steam, others)	MWh	304.978	259.042	329.315	333.737
of which electricity (brown + green)	MWh	60.543	52.311	58.133	59.517
of which green electricity	MWh	5.245	216	97	295
green electricity (on total electricity consumption)	%	8.6%	0,41%	0,17%	0,05%
<b>302-3</b> Energy intensity (on production)	MWh/t	0,90	0,93	0,95	0,98
<b>302-3</b> Energy intensity (on turnover)	MWh/k€	0,11	0,10	0,11	0,15

GRI 305 Emissions (third party certified data)	u.m.	2024	2023	2022	2021
<b>Total Emissions (Scope 1+ Scope 2 Market Based + Scope3)</b>	tCO2e	<b>893.834</b>	<b>718.565</b>	<b>938.245</b>	<b>894.863</b>
<b>Total emissions from direct operations (Scope 1+ Scope 2 Market Based)</b>	tCO2e	<b>76.284</b>	<b>74.759</b>	<b>89.956</b>	<b>90.666</b>
<b>305-1</b> Direct (Scope 1) GHG emissions	tCO2e	46.555	40.758	52.478	55.580
<b>305-2</b> Energy indirect (Scope 2) GHG emissions (Market Based)	tCO2e	29.729	34.001	37.478	35.086
<b>305-2</b> Energy indirect (Scope 2) GHG emissions (Location Based)	tCO2e	31.181	18.350	33.854	28.933
<b>305-3</b> Other indirect (Scope 3) GHG emissions	tCO2e	817.550	643.805	848.289	804.197

Scope 3 emission – by category	u.m.	2024	2023	2022	2021
3.1 Purchase of good and services	tCO2e	712.221	572.671	748.315	707.724
3.2 Capital goods	tCO2e	14.037	10.600	9.737	9.118
3.3 Fuel and energy related activities not included in scope 1-2	tCO2e	22.720	14.545	18.104	18.150
3.4 Upstream transport	tCO2e	41.581	29.048	50.104	52.648
3.5 Waste generated in operations	tCO2e	2.071	2.288	6.301	290
3.6 Business travel	tCO2e	2.407	1.145	1.322	434
3.7 Employee commuting	tCO2e	5.056	1.550	1.550	1.550
3.9 Downstream transport	tCO2e	13.990	9.285	8.616	5.433
3.12 End of life of sold products	tCO2e	3.460	2.673	4.239	8.850
<b>Scope 3 emission along the supply chain</b>	<b>u.m.</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Total Upstream (categories 1,2,3,4,5,6,7)	tCO2e	800.100	631.847	835.434	789.914
Total Downstream (categories 9,12)	tCO2e	17.450	11.958	12.856	14.283

Scope 3 categories 8, 10, 11, 13, 14, 15 are not applicable to Italmatch business

Achievement of SBTi target	u.m.	SBTi target as at 2030	Variation (%) compared to 2021	2024 actual	2021 baseline
Scope 1 + Scope 2 (market based) emissions	tCO2e	-42%	▼ -15,9%	76.284	90.666
Scope 3 emissions	tCO2e	-25%	▲ + 1,6%	817.550	804.197

GRI 305-6 Emissions of ozone-depleting substances (ODS)	u.m.	2024	2023
F-gases (already accounted in Scope1 emission)	tCO2e	93	67

GRI 305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	u.m.	2024	2023
CO	t	6,5	7,0
NOx	t	41,4	119,0
SOx	t	61,0	55,1
H2S	t	0,6	0,2
Particulate matter (PM)	t	1,8	3,9
VOC (volatile organic compounds)	t	86,0	149,4
Others	t	0,4	1,2

## Certifications

ISO standard reference	2024		2023	
	% plants on total plants	% on total personnel	% plants on total plants	% on total personnel
ISO 9001 (Quality)	75%	91%	79%	82%
ISO 14001 (Environmental)	60%	62%	63%	65%
ISO 45001 + Other HSE MS (Seveso & ArbSchG)	45%	54%	42%	45%

In 2024 we account for 1 plant more due to an acquisition

## Water

GRI 303 Water and Effluents	u.m.	2024	2023
<b>303-3</b> Water withdrawal	m <sup>3</sup>	2.826.150	2.411.518
<b>303-4</b> Water discharge	m <sup>3</sup>	2.364.370	2.083.820
<b>303-5</b> Water consumption	m <sup>3</sup>	461.780	327.698

GRI 303-3 Water withdrawal	u.m.	2024	2023
surface water (self-drawn)	m <sup>3</sup>	421	948
sea water (self-drawn)	m <sup>3</sup>	-	-
ground water (drawn from own well)	m <sup>3</sup>	626.607	534.705
third-party water potable	m <sup>3</sup>	368.246	402.696
third party supplied industrial water	m <sup>3</sup>	1.720.630	1.411.750
third-party ground water	m <sup>3</sup>	-	-
collected rainwater	m <sup>3</sup>	110.246	61.419
<b>Total</b>	<b>m<sup>3</sup></b>	<b>2.826.150</b>	<b>2.411.518</b>

GRI 303-4 Water discharged	u.m.	2024	2023
to free surface water	m <sup>3</sup>	646.790	687.556
to ground water	m <sup>3</sup>	-	-
to seawater	m <sup>3</sup>	-	-
water to internal treatment plant (and then to public sewer system)	m <sup>3</sup>	583.328	548.271
water to external treatment plant	m <sup>3</sup>	1.068.273	796.531
to waste (collected and taken away by third parties by truck or similar)	m <sup>3</sup>	10.256	11.036
other	m <sup>3</sup>	55.723	40.426
<b>Total</b>	<b>m<sup>3</sup></b>	<b>2.364.370</b>	<b>2.083.820</b>

Emissions to water	u.m.	2024	2023
COD (Chemical Oxygen demand)	t	118,5	95,2
BOD (Biological Oxygen Demand)	t	41,2	47,2
Dissolved solids	t	156,0	149,6
P - Phosphorus total	t	39,6	21,4
N - Nitrogen total	t	1,9	1,6
<b>TOTAL emission to water</b>	<b>t</b>	<b>357</b>	<b>315</b>

**Waste**

GRI 306-3 Waste	u.m.	2024	2024 (%)	2023	2023 (%)
<b>Waste generated Total</b>	<b>t</b>	<b>13.414</b>	<b>100%</b>	<b>9.236</b>	<b>100%</b>
<b>Non-Hazardous Waste</b>	<b>t</b>	<b>7.630</b>	<b>57%</b>	<b>5.568</b>	<b>60%</b>
<b>Hazardous Waste</b>	<b>t</b>	<b>5.784</b>	<b>43%</b>	<b>3.668</b>	<b>40%</b>
<b>Disposal procedures (on total)</b>					
<i>sent to recover</i>	t	3.475	26%	2.474	27%
<i>disposed to landfill</i>	t	898	7%	981	11%
<i>disposed to incineration</i>	t	1.851	14%	1.580	17%
<i>preliminary deposit before other treatments</i>	t	955	7%	776	8%
<i>physical chemical treatments</i>	t	6.130	46%	3.294	36%
<i>other</i>	t	115	1%	130	1%

Waste category and disposal procedures (detail)		2024		2023	
Hazardous Waste - disposal procedures	u.m.	volume	% on category	volume	% on category
<i>sent to recover</i>	t	2.115	37%	1.403	38,2%
<i>disposed to landfill</i>	t	505	9%	352	9,6%
<i>disposed to incineration</i>	t	1.551	27%	1.045	28,5%
<i>preliminary deposit before other treatments</i>	t	946	16%	757	20,6%
<i>physical chemical treatments</i>	t	611	11%	NA	NA
<i>other</i>	t	56	1%	110	3,0%
<b>Hazardous Waste (total)</b>	<b>t</b>	<b>5.784</b>	<b>100%</b>	<b>3.668</b>	<b>100%</b>

Non-Hazardous Waste - disposal procedures	u.m.	volume	% on category	volume	% on category
<i>sent to recover</i>	t	1.333	17%	1.071	19,2%
<i>disposed to landfill</i>	t	393	5%	629	11,3%
<i>disposed to incineration</i>	t	300	4%	535	9,6%
<i>preliminary deposit before other treatments</i>	t	9,5	0,1%	19	0,3%
<i>physical chemical treatments</i>	t	5.519	72%	3.294	59,2%
<i>other</i>	t	75	1%	20	0,4%
<b>Non-Hazardous Waste (total)</b>	<b>t</b>	<b>7.630</b>	<b>100%</b>	<b>5.568</b>	<b>100%</b>

## People

GRI 405-1 HR Management	u.m.	2024	2023	2022
Employees 31/12	#	1.093	1.009	1.084
Top Manager	#	6	6	n.a.
Manager	#	170	159	n.a.
White collar	#	349	341	n.a.
Blue collar	#	568	503	n.a.
Workers who are not employees	#	22	13	27
Self-employed workers	#	11	n.a.	n.a.
Average number of employees	#	1.076	1.048	1.032
Female employment (%)	%	26,3	24,5	24,7
Permanent employees (%)	%	78,7	* 78,4	* 81,7
Full-time employees (%)	%	98,4	98,1	96,7
Disabled employees (%)	%	1,5	2,0	1,6
Average seniority (years)	#	6,0	5,9	8,1
Average age (years)	#	43	44	43
Gender Pay gap - Group	%	23,7	*16,1	n.a.
Compensation ratio - Group	x times	9,86	n.a.	n.a.
Unions representation rate (Italy <sup>1</sup> )	%	21	22	n.a.
Ongoing labour legal proceeding	#	0	0	0
Strikes	h	127	320	n.a.
Inbound turnover	%	17,4	8,4	n.a.
Outbound turnover	%	9,7	16,9	n.a.

\*Restated data

GRI 2-7 Employee by country (>50 employees) & gender	2024			2023		
	female	male	total	female	male	total
Italy	69	246	315	69	237	306
China	72	183	255	74	178	252
United States	47	150	197	51	149	200
Spain	51	34	85	19	56	75
United Kingdom	20	60	80	15	50	65
Brasil	14	45	59	n.a.	n.a.	n.a.
Others	14	88	102	19	92	111
<b>Total</b>	<b>287</b>	<b>806</b>	<b>1.093</b>	<b>247</b>	<b>762</b>	<b>1.009</b>

\* = Excluding agency/temporary workers (defined according to local regulations)

Compensation ratio by country (>50 employees) – x times	2024
Brasil	13,94
China	13,58
Italy	10,05
United States	4,19
Spain	3,79
United Kingdom	3,72
<b>Group compensation ratio</b>	<b>9,86</b>

The analysis of the compensation ratio for each material country (> 50 employees) makes it possible to provide adequate information on the context by comparing salaries belonging to the same labour market.

<sup>1</sup> The data refer to membership to trade unions in Italy. In other countries, the law prohibits collecting this type of information.

GRI 2-7 Employee by region and gender	2024			2023		
	female	male	total	female	male	total
AMERICAS	98	184	282	56	152	208
APAC	82	199	281	84	195	279
EMEA	107	423	530	107	415	522
<b>Total</b>	<b>287</b>	<b>806</b>	<b>1.093</b>	<b>247</b>	<b>762</b>	<b>1.009</b>

GRI 2-7 Permanent employees by region and gender	2024			2023		
	female	male	total	female	male	total
AMERICAS	97	183	280	55	150	205
APAC	17	37	54	24	51	75
EMEA	106	420	526	105	406	511
<b>Total permanent</b>	<b>220</b>	<b>640</b>	<b>860</b>	<b>184</b>	<b>607</b>	<b>791</b>
GRI 2-7 Temporary employees by region and gender	2024			2023		
	female	male	total	female	male	total
AMERICAS	1	1	2	1	2	3
APAC	65	162	227	60	144	204
EMEA	1	3	4	2	9	11
<b>Total temporary</b>	<b>67</b>	<b>166</b>	<b>233</b>	<b>63</b>	<b>155</b>	<b>218</b>
<b>Total permanent + temporary</b>			<b>1.093</b>			<b>1.009</b>

GRI 2-7 Full-time employees by region and gender	2024			2023		
	female	male	total	female	male	total
AMERICAS	98	183	281	55	151	206
APAC	82	199	281	84	195	279
EMEA	94	420	514	93	411	504
<b>Total full-time</b>	<b>274</b>	<b>802</b>	<b>1.076</b>	<b>232</b>	<b>757</b>	<b>989</b>
GRI 2-7 Part-time employees by region and gender	2024			2023		
	female	male	total	female	male	total
AMERICAS	0	1	1	1	1	2
APAC	0	0	0	0	0	0
EMEA	13	3	16	14	4	18
<b>Total part-time</b>	<b>13</b>	<b>4</b>	<b>17</b>	<b>15</b>	<b>5</b>	<b>20</b>
<b>Total Full-time + Part-time</b>			<b>1.093</b>			<b>1.009</b>

GRI 2-8 Workers who are not employees	2024			2023		
	female	male	total	female	male	total
AMERICAS	2	3	5	1	2	3
APAC	0	2	2	0	1	1
EMEA	3	12	15	0	9	9
<b>Total</b>	<b>5</b>	<b>17</b>	<b>22</b>	<b>1</b>	<b>12</b>	<b>13</b>

GRI 405-1 Employees per professional category and gender	2024			2023		
	female	male	total	female	male	total
Top Manager	1	5	6	2	4	6
Manager	39	131	170	31	128	159
White collar	167	182	349	161	180	341
Blue collar	80	488	568	53	450	503
<b>Total</b>	<b>287</b>	<b>806</b>	<b>1.093</b>	<b>247</b>	<b>762</b>	<b>1.009</b>

GRI 405-1 Employees per professional category and gender %	2024			2023		
	female % on category	male % on category	% category on total	female % on category	male % on category	% category on total
Top Manager	16,7%	83,3%	0,5%	33,3%	66,7%	0,6%
Manager	22,9%	77,1%	15,6%	19,5%	80,5%	15,8%
White collar	47,9%	52,1%	31,9%	47,2%	52,8%	33,8%
Blue collar	14,1%	85,9%	52,0%	10,5%	89,5%	49,9%

GRI 405 -1 Employees by professional category and age group	2024			2023		
	<30	30-50	>50	<30	30-50	>50
Top Manager	0	1	5	0	1	5
Manager	1	97	72	2	83	74
White collar	48	214	87	45	203	93
Blue collar	81	328	159	63	293	147
<b>Total</b>	<b>130</b>	<b>640</b>	<b>323</b>	<b>110</b>	<b>580</b>	<b>319</b>

GRI 405-1 Employees breakdown by gender and age group	2024			2023		
	female	male	total	female	male	total
Under 30 years old	28	102	130	22	88	110
30-50 years old	191	449	640	159	421	580
Over 50 years old	68	255	323	66	253	319
<b>Total</b>	<b>287</b>	<b>806</b>	<b>1.093</b>	<b>247</b>	<b>762</b>	<b>1.009</b>

GRI 2-30 Collective bargaining agreements	2024	2023
Employees covered by National / Local labour contract / National labour guidelines	561	809
Total employees	1.093	1.009
%	51%	80%

Includes employees covered by National Labour Contracts or minimum working /wages /safeguards clauses.

GRI 202-1 Ratios of standard entry level wage by professional category compared to local minimum wage (Italy)	2024	2023
Manager	70%	74%
White collar	15%	18%
Blue collar	5%	6%
<b>Total average</b>	<b>25%</b>	<b>28%</b>

GRI 401-1 Inbound turnover by age and gender	2024			Turnover %
	male	female	total	
Under 30 years old	32	21	53	4,85%
30-50 years old	72	47	119	10,89%
Over 50 years old	10	8	18	1,65%
<b>Total</b>	<b>114</b>	<b>76</b>	<b>190</b>	<b>17,38%</b>
Turnover	10,43%	6,95%	17,38%	

GRI 401-1 Outbound turnover by age and gender	2024			Turnover %
	male	female	total	
Under 30 years old	7	8	15	1,37%
30-50 years old	38	16	54	4,94%
Over 50 years old	27	10	37	3,39%
<b>Total</b>	<b>72</b>	<b>34</b>	<b>106</b>	<b>9,70%</b>
Turnover	6,59%	3,11%	9,70%	

GRI 401-1 Inbound turnover by region and gender	2024			Turnover %
	male	female	total	
AMERICAS	64	58	122	11,16%
APAC	21	6	27	2,47%
EMEA	29	12	41	3,75%
<b>Total</b>	<b>114</b>	<b>76</b>	<b>190</b>	<b>17,38%</b>
Turnover	10,43%	6,95%	17,38%	

GRI 401-1 Outbound turnover by region and gender	2024			Turnover %
	male	female	total	
AMERICAS	33	14	47	4,30%
APAC	17	8	25	2,29%
EMEA	22	12	34	3,11%
<b>Total</b>	<b>72</b>	<b>34</b>	<b>106</b>	<b>9,70%</b>
Turnover	6,59%	3,11%	9,70%	0,01%

GRI 401-1 Leaving employees by reason and gender	2024			Reason %
	male	female	total	
resignation	45	20	65	61,32%
end of fixed-term contract	4	1	5	4,72%
dismissal	17	6	23	21,70%
agreed resolution	5	7	12	11,32%
death	1	0	1	0,94%
company sale	0	0	0	0,00%
<b>Total</b>	<b>72</b>	<b>34</b>	<b>106</b>	<b>100%</b>

New Employees by origin and gender	2024			Origin %
	male	female	total	
ex novo - permanent contract	67	26	93	48,95%
ex novo - temporary contract	20	5	25	13,16%
company acquisition	27	45	72	37,89%
Others	0	0	0	0,00%
<b>Total</b>	<b>114</b>	<b>76</b>	<b>190</b>	<b>100%</b>

GRI 401-1 Inbound turnover by age and gender	2023			Turnover %
	male	female	total	
Under 30 years old	8	6	14	1,4%
30-50 years old	40	15	55	5,5%
Over 50 years old	11	5	16	1,6%
<b>Total</b>	<b>59</b>	<b>26</b>	<b>85</b>	<b>8,4%</b>
Turnover	5,8%	2,6%	8,4%	

GRI 401-1 Outbound turnover by age and gender	2023			Turnover %
	male	female	total	
Under 30 years old	20	6	26	2,6%
30-50 years old	57	40	97	9,6%
Over 50 years old	42	6	48	4,8%
<b>Total</b>	<b>119</b>	<b>52</b>	<b>171</b>	<b>16,9%</b>
Turnover	11,8%	5,2%	16,9%	

GRI 401-1 Inbound turnover by region and gender	2023			Turnover %
	male	female	total	
AMERICAS	12	8	20	2,0%
APAC	17	11	28	2,8%
EMEA	30	7	37	3,7%
<b>Total</b>	<b>59</b>	<b>26</b>	<b>85</b>	<b>8,4%</b>
Turnover	5,8%	2,6%	8,4%	

GRI 401-1 Outbound turnover by region and gender	2023			Turnover %
	male	female	total	
AMERICAS	43	8	51	5,1%
APAC	27	18	45	4,5%
EMEA	49	26	75	7,4%
<b>Total</b>	<b>119</b>	<b>52</b>	<b>171</b>	<b>16,9%</b>
Turnover	11,8%	5,2%	16,9%	

GRI 401-1 Leaving employees by reason and gender	2023			Reason %
	male	female	total	
resignation	57	26	83	48,5%
end of fixed-term contract	14	8	22	12,9%
dismissal	40	13	53	31,0%
agreed resolution	8	4	12	7,0%
death	0	1	1	0,6%
company sale	0	0	0	0,0%
<b>Total</b>	<b>119</b>	<b>52</b>	<b>171</b>	

## Training

GRI 404 Training	U.m.	2024	2023
Total hours of training	hrs	8.271	6.890
% HSE + compliance	%	64	80
% Professional skills improvement	%	37	20
Average training rate (days/employee)	days	1,21	1,36
Average training hours per employee	hrs	9	11
Number of participants	#	853	634
HC trained %	%	78%	63%
Total spending for training	k€	319	201
Average spending per employee	€	292	199
Training expenditure ratio (% of spending per training/total wages)	%	0,49	0,33

GRI 404-1 Average hours of training by professional category	2024			2023		
	male (hrs)	female (hrs)	total (hrs)	male (hrs)	female (hrs)	total (hrs)
Executive	-	-	-	-	-	-
Top Manager	7	6	12	4	8	12
Manager	1.403	330	1.732	384	109	493
White Collar	2.117	843	2.960	2.339	901	3.240
Blue Collar	3.284	284	3.568	3.014	131	3.145
<b>Total</b>	<b>6.810</b>	<b>1.462</b>	<b>8.271</b>	<b>5.741</b>	<b>1.149</b>	<b>6.890</b>

GRI 404-1 Average hours of training by age	2024			2023		
	male (hrs)	female (hrs)	total (hrs)	male (hrs)	female (hrs)	total (hrs)
Under 30 years old	1.342	278	1.620	720	157	877
30-50 years old	3.875	896	4.770	3.713	848	4.561
Over 50 years old	1.594	288	1.882	1.308	144	1.452
<b>Total</b>	<b>6.810</b>	<b>1.462</b>	<b>8.271</b>	<b>5.741</b>	<b>1.149</b>	<b>6.890</b>

## Health & Safety

GRI 403-9 injuries (#)	2024			2023			2022
	men	women	TOT	men	women	TOT	TOT
EMEA	4	0	5	7	0	7	3
AMERICAS	1	2	8	4	0	4	8
APAC	2	0	0	1	0	1	2
<b>Total</b>	<b>7*</b>	<b>2</b>	<b>9*</b>	<b>12</b>	<b>0</b>	<b>12</b>	<b>13</b>

\*Of which high-consequence work-related injuries: 1

GRI 403-9 lost days due to injuries (#)	2024			2023			2022
	men	women	TOT	men	women	TOT	TOT
EMEA	218	0	218	25	0	25	105
AMERICAS	308	126	434	41	0	41	217
APAC	142	0	142	10	0	10	45
<b>Total</b>	<b>668</b>	<b>126</b>	<b>794</b>	<b>76</b>	<b>0</b>	<b>76</b>	<b>367</b>

GRI 403-9 Frequency rate - ILO *200,000 <small>(Number of Injuries / Total Exposure Hours) x 200,000</small>	2024			2023			2022
	men	women	TOT	men	women	TOT	TOT
EMEA	1,2	0	0,9	2,1	0	1,7	0,7
AMERICAS	0,7	4,6	1,6	3,8	0	3,2	3,5
APAC	0,7	0	0,5	0,4	0	0,3	0,6
<b>Total</b>	<b>0,9</b>	<b>0,9</b>	<b>0,9</b>	<b>1,7</b>	<b>0</b>	<b>1,3</b>	<b>1,2</b>

GRI 403-9 Severity rate - ILO *200,000 <small>(Number of lost workdays x 200,000) / Total number of hours worked by employees</small>	2024			2023			2022
	men	women	TOT	men	women	TOT	TOT
EMEA	63,5	0	51,2	7,5	0	5,9	22,9
AMERICAS	221,8	291,5	238,3	39,4	0	32,9	94,6
APAC	47,9	0	0	3,6	0	2,7	12,8
<b>Total</b>	<b>85,7</b>	<b>56,0</b>	<b>79,1</b>	<b>10,6</b>	<b>0</b>	<b>8,3</b>	<b>35,3</b>

GRI 403-9 Frequency rate - ITA <small>(Number of Injuries x 1.000.000 / Total number of hours worked by employees)</small>	2024			2023			2022
	men	women	TOT	men	women	TOT	TOT
<b>Total</b>	<b>4,49</b>	<b>4,45</b>	<b>4,48</b>	<b>8,37</b>	<b>0</b>	<b>6,54</b>	<b>6,26</b>

GRI 403-9 Severity rate - ITA <small>(Number of lost workdays x 1.000) / Total number of hours worked by employees</small>	2024			2023			2022
	men	women	TOT	men	women	TOT	TOT
<b>Total</b>	<b>0,43</b>	<b>0,28</b>	<b>0,40</b>	<b>0,05</b>	<b>0</b>	<b>0,04</b>	<b>0,18</b>

GRI 403 Professional disease and fatalities	2024	2023	2022
<b>403-10</b> Professional disease (# of diseases originated by the work)	0	0	0
<b>403-10</b> Professional disease rate % (days lost for professional disease / total days lost)	0	0	0
<b>403-9</b> Fatalities due to work accidents (#)	0	0	0
High-consequence work-related injuries (#)	1	0	n.a.

GRI 403-8 Workers covered by an occupational Health and Safety Management System / H&S Risk Assessment	2024	2023	2022
Number of employees covered	593	451	n.a.
% of employees covered by HSMS on total employees	54%	45%	n.a.
% of employees covered by HSMS on plants' employee	62%	53%	n.a.
% of employees covered by a H&S risk assessment	96%	94%	n.a.

# **GRI Index**

## GRI Index

GRI standard	Disclosure	Reference / disclosure
<b>GRI 2</b> <b>General Disclosures</b>	2-1 Organizational details	3-8
	2-2 Entities included in the organization's sustainability reporting	17
	2-3 Reporting period, frequency and contact point	17
	2-4 Restatements of information	18
	2-5 External assurance	Report not verified by external assurer.
	2-6 Activities, value chain and other business relationships	3-12; 75-80
	2-7 Employees	47; 50; 53; 96;97
	2-8 Workers who are not employees	97
	2-9 Governance structure and composition	64-67
	2-10 Nomination and selection of the highest governance body	64
	2-11 Chair of the highest governance body	64
	2-12 Role of the highest governance body in overseeing the management of impacts	64-65
	2-13 Delegation of responsibility for managing impacts	64-65
	2-14 Role of the highest governance body in sustainability reporting	64-65
	2-15 Conflicts of interest	63-64
	2-16 Communication of critical concerns	63-64; 68-69 No related-parties procedure in place (Italmatch is not a listed company).
	2-17 Collective knowledge of the highest governance body	64-65
	2-18 Evaluation of the performance of the highest governance body	Not disclosed
	2-19 Remuneration policies	52
	2-20 Process to determine remuneration	52
	2-21 Annual total compensation ratio	96
	2-22 Statement on sustainable development strategy	6-12
	2-23 Policy commitments	63-80
	2-24 Embedding policy commitments	63-80
	2-25 Processes to remediate negative impacts	67-69
	2-26 Mechanisms for seeking advice and raising concerns	67-69
	2-27 Compliance with laws and regulations	67-69
	2-28 Membership associations	75-76
	2-29 Approach to stakeholder engagement	19-20;55-57; 60-61;77-80
2-30 Collective bargaining agreements	57	
<b>GRI 3</b> <b>Material Topics</b>	3-1 Process to determine material topics	19-22
	3-2 List of material topics	19-22
	3-3 Management of material topics	19-22
<b>GRI 201</b> <b>Economic Performance</b>	201-1 Direct economic value generated and distributed	91
	201-2 Financial implications and other risks and opportunities due to climate change	74; 82-89
	201-3 Defined benefit plan obligations and other retirement plans	53-57

GRI standard	Disclosure	Reference page / disclosure
GRI 202 Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	98
	202-2 Proportion of senior management hired from the local community	The CEO is the founder of the company, all top managers are hired from the local community where do they work.
GRI 205 Anti-corruption	205-1 Operations assessed for risks related to corruption	68
	205-2 Communication and training about anti-corruption policies and procedures	68
	205-3 Confirmed incidents of corruption and actions taken	69
GRI 206 Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	80
GRI 302 Energy	302-1 Energy consumption within the organization	43; 92
	302-2 Energy consumption outside of the organization	Not disclosed
	302-3 Energy intensity	43; 92
	302-4 Reduction of energy consumption	43; 92
	302-5 Reductions in energy requirements of products and services	34 reported as general reference to PCF calculation that is available to customer under request
GRI 303 Water and Effluents	303-1 Interactions with water as a shared resource	Water is supplied as a raw material by municipality of from own well. No interactions in place with local stakeholder.
	303-2 Management of water discharge-related impacts	44; 94
	303-3 Water withdrawal	44; 94
	303-4 Water discharge	44; 94
	303-5 Water consumption	44; 94
GRI 304 Biodiversity	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	44
	304-2 Significant impacts of activities, products and services on biodiversity	44
	304-3 Habitats protected or restored	Group plants do not impact on significant biodiversity areas, most of them are located into industrial areas. No habitat to be restored or protected.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Group plants do not impact on significant biodiversity areas, most of them are located into industrial areas. No relevant species affected by operations.

GRI standard	Disclosure	Reference page / disclosure
GRI 305 Emissions	305-1 Direct (Scope 1) GHG emissions	42;92-93
	305-2 Energy indirect (Scope 2) GHG emissions	42;92-93
	305-3 Other indirect (Scope 3) GHG emissions	42;92-93
	305-4 GHG emissions intensity	42;92-93
	305-5 Reduction of GHG emissions	42;92-93
	305-6 Emissions of ozone-depleting substances (ODS)	93
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	93
GRI 306 Waste	306-1 Waste generation and significant waste-related impacts	45; 95
	306-2 Management of significant waste-related impacts	45; 95
	306-3 Waste generated	45; 95
	306-4 Waste diverted from disposal	45; 95
	306-5 Waste directed to disposal	45; 95
GRI 307 Environmental Compliance	307-1 Non-compliance with environmental laws and regulations	39
GRI 308 Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	78
GRI 401 Employment	401-1 New employee hires and employee turnover	51; 99-100
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	52
	401-3 Parental leave	53
GRI 402 Labour /Management Relations	402-1 Minimum notice periods regarding operational changes	53
GRI 403 Occupational Health and Safety	403-1 Occupational health and safety management system	58
	403-2 Hazard identification, risk assessment, and incident investigation	58-59
	403-3 Occupational health services	58-59
	403-4 Worker participation, consultation, and communication on occupational health and safety	58-59
	403-5 Worker training on occupational health and safety	55-59; 101
	403-6 Promotion of worker health	55-59
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	34; 55-59
	403-8 Workers covered by an occupational health and safety management system	58-59;93
	403-9 Work-related injuries	55-59; 102
	403-10 Work-related ill health	55-59; 102
GRI 404 Training and Education	404-1 Average hours of training per year per employee	55; 101
	404-2 Programs for upgrading employee skills and transition assistance programs	55
	404-3 Percentage of employees receiving regular performance and career development reviews	55; 101
GRI 405 Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	47-54; 65; 96-98
	405-2 Ratio of basic salary and remuneration of women to men	52; 96

GRI standard	Disclosure	Reference page / disclosure
GRI 406 Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	57; 68-69
GRI 407 Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	79-80
GRI 408 Child Labor	408-1 Operations and suppliers at significant risk for incidents of child labor	49; 79-80
GRI 409 Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	49; 79-80
GRI 410 Security Practices	410-1 Security personnel trained in human rights policies or procedures	No security personnel employed in our plants.
GRI 411 Rights of Indigenous Peoples	411-1 Incidents of violations involving rights of indigenous peoples	No incident involving indigenous peoples reported.
GRI 412 Human Rights Assessment	412-2 Employee training on human rights policies or procedures	68
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	79 - Human Right clauses are included into the Supplier Code of Conduct that is the baseline for every contract with suppliers.
GRI 413 Local Communities	413-1 Operations with local community engagement, impact assessments, and development programs	60-61
	413-2 Operations with significant actual and potential negative impacts on local communities	No operations with significant actual and potential negative impacts on local communities.
GRI 414 Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	78
	414-2 Negative social impacts in the supply chain and actions taken	77-80
GRI 415 Public Policy	415-1 Political contributions	75
GRI 416 Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	24; 34
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	34
GRI 417 Marketing and Labelling	417-1 Requirements for product and service information and labelling	34
	417-2 Incidents of non-compliance concerning product and service information and labelling	34
	417-3 Incidents of non-compliance concerning marketing communications	34
GRI 418 Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	70-73

# We are #ITALMATCHERS

[italmatch.com](http://italmatch.com)  

Approved by the Board of Italmatch Chemicals S.p.A. on the 10 July 2025