

Sustainability Report 2025

Executive summary



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A message from our Leaders

Dear Stakeholders,

We are pleased to present our 2026 Sustainability Report, now in its fourth edition. This document confirms that sustainability is an essential pillar of our industrial and financial strategy. Creating long-term value today requires rigorous risk management, solid allocation discipline and a clear vision of sustainable development: elements that guide our strategic choices and governance. The Group continues to evolve in line with established ethical principles and recognised international frameworks, such as the Ten Principles of the United Nations Global Compact, which are fully integrated into our decision-making processes. This approach strengthens our credibility in the capital market and supports our positioning with institutional investors who are increasingly focused on ESG profiles and the financial resilience of companies.

During 2025, we accelerated the implementation of our decarbonisation plan, aligned with the SBTi trajectories and the objectives of the Paris Agreement. The increase in renewable energy in our European plants has enabled a significant reduction in Scope 1 and 2 emissions, generating tangible benefits in terms of energy costs and operational efficiency. At the same time, the strengthening of Scope 3 reporting now allows us to improve the accuracy of our analyses, enabling more informed capital planning that is more focused on mitigating regulatory and supply chain risks. For us, the integration of ESG criteria is not simply a regulatory requirement, but a strategic lever capable of improving the Group's risk/return profile. Energy efficiency, more circular processes, selective investments in low-carbon technologies and a more rigorous assessment of suppliers are enabling us to improve margins, strengthen industrial resilience and support profitable and sustainable growth. Our approach has been recognised internationally: our inclusion in the CDP Climate A List and the confirmation of our Gold medal in the Ecovadis rating reinforce the perception of our ESG positioning among investors, strategic partners and financial institutions.

These recognitions also contribute to maintaining competitive financing conditions, including any sustainability-linked instruments.

People are a determining factor for the continuity and solidity of results. In 2025, we renewed our corporate climate analyses and verified the adequacy of remuneration in relation to global standards for a 'decent life'. The Fair Wage certification and Great Place to Work certification in India, China, Brazil and the US testify to an improvement in engagement and retention levels, which are directly related to productivity and the quality of operational execution.

In a rapidly evolving competitive and technological environment, we are investing in advanced digitalisation and artificial intelligence solutions to optimise decisions and increase productivity. The adoption of advanced digital tools allows us to improve capital allocation, reduce inefficiencies, support process quality and free up resources to reinvest in business growth. At the same time, we continue to invest in strengthening cyber security and adopting our AI Policy framework at Group level.

Looking ahead, we are committed to maintaining clear financial discipline, focusing investments on areas with the greatest strategic return and continuing to improve the Group's industrial resilience. We believe that sustainability, innovation and financial strength are the most effective drivers for ensuring lasting growth and creating value for all stakeholders.

We thank you for your trust and continued support in building an increasingly competitive, sustainable and long-term oriented Group together.



Ing. Sergio Iorio
Chairman and Italmatch Group CEO



Maurizio Turci
Group General Manager & CFO







Group overview

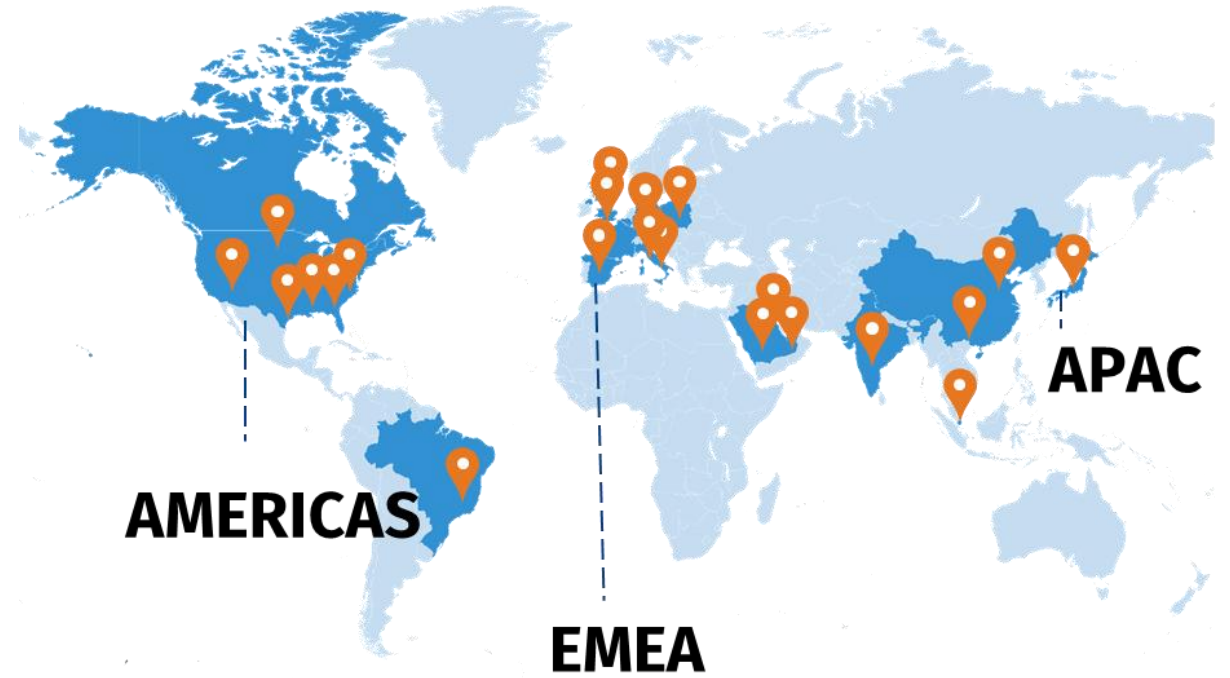
Italmatch Chemicals is a leading global chemical group that has been developing speciality chemicals for over 25 years. Founded in 1998 with corporate HQ in Genoa (IT), the company serves extremely diverse customers, including operators active in very different sectors, ranging from industrial water 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.

KEY FIGURES

 1.095 People	 20 Manufacturing plants
 ~633M€ Sales revenues	 7 R&D centers



- Additive solutions platform at the heart of the business – delivering low-cost, high-value products through a portfolio of >1,700 SKUs tailored to specialized customer processes
- Regional, resilient and flexible supply chain, with ~1.1k FTEs across 14 manufacturing sites, 3 tolling sites, 4 blending facilities and 1 storage facility
- 7 R&D centres, 50 patent families, ~90 R&D and business development FTEs
- 14 highly synergistic and successfully integrated acquisitions over the last 10 years; demonstrated greenfield & brownfield development track-record

Our business Units

The commercial organization is structured into three Business Units, aligned with core market segments and strategic growth drivers.

- Advanced Water Solutions (AWS)** develops advanced chemical technologies for the sustainable management of water resources, covering applications such as: Industrial water treatment Municipal water systems Desalination. Its solutions directly support customers in achieving environmental and regulatory objectives, positioning AWS as a cornerstone of Italmatch's commitment to safeguarding the global water cycle.
- Lubricants & Industrial Solutions (LIS)** specializes in high-performance additives for industrial and automotive lubricants. The portfolio addresses complex technical and regulatory requirements while focusing on: Reduced environmental impact Improved energy efficiency Enhanced equipment performance. Through continuous R&D and close collaboration with customers in high-tech sectors, LIS actively contributes to the transition toward more sustainable industrial systems.
- Functional & Performance Products (FPP)** serves a broad range of industrial sectors, with a strong focus on high-innovation applications in: Renewable energy Electrification Sustainable mobility Green chemistry. This Business Unit represents the Group's primary engine of strategic innovation, developing high-performance specialty solutions that enable energy transition and advanced industrial processes.

AWS

Advanced Water Solutions



Global leader in antiscalant solutions and additives for high-growth and sustainable water applications

- Industrial Water Treatment
- Desalination
- Household & Institutional Cleaning
- Geothermal & Mining¹

LIS

Lubricants & Industrial Solutions




Global leader in lubricant performance additives and flame retardants

- Industrial Lubricants²
- Transportation Lubricants
- Halogen-Free Flame Retardants

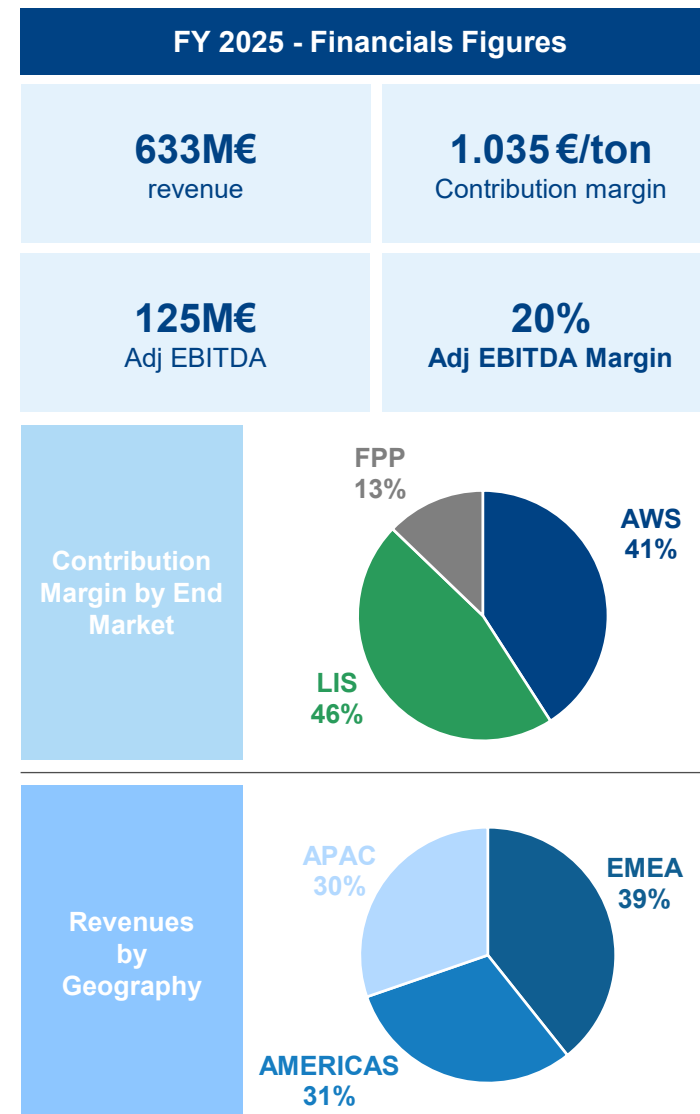
FPP

Functional & Performance Products



Trusted provider of sustainable and reliable functional and performance products

- Bio-Based Solutions
- Phosphorus Chlorides
- Unconventional Energy Solutions



¹ Mining refers to metal recovery. ² Includes MWF (Metal Working Fluids).

Our support to world sustainability frameworks

WE SUPPORT



Italmatch Group's approach is inspired to **Ten Principles of the UN Global Compact**, to the United Nations Universal Declaration of Human Rights, the OECD Guidelines for Multinational Enterprises, the Declaration on Fundamental Principles and Rights at Work.

All these are embedded in the Group's **Code of Ethics, Sustainability Policy, Human Rights and DEI and Belonging Policy***.

We developed a global vision and a local presence by creating shared value and wellness for our stakeholders, with respect for people, environment and local communities.



HUMAN RIGHTS

Human Rights: consistently with international principles, Italmatch supports the protection of human rights and stands against every form of abuse as the group's principles are inspired by the United Nations Universal Declaration of Human Rights.



LABOUR

Labour: According to its policies Italmatch guarantees freedom of association and stands against any form of forced or child labour, ensuring equal opportunities and treatment for all its employees.



ENVIRONMENT

Environment: Italmatch is committed to minimizing the environmental impact of its activities by reducing energy and natural resources consumption, GHG emissions and waste generation. Conscious that resources must be managed wisely, and with the least possible impact respecting the needs of future generations.



ANTI-CORRUPTION

Anticorruption: Italmatch stands against corruption in all its forms, including extortion and bribery and has set up a specific Anticorruption Global Policy* and procedures to effectively contrast it.

Commitment to UN SDGs

Italmatch Chemicals is working to actively contribute to the achievement of UN SDGs

We are committed to:



Our Products Actively Contribute to:



*All the policies are publicly available at italmatch.com

Commitment = Italmatch set strategic priorities in line with the SDG
Contribution = Italmatch contributes to the SDG with its solutions / products

Our ESG priorities

Topic		Guideline	Target	Timing	As at 31 dec 2025	
Responsible product	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&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	
	Green Chemistry Innovation		- 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.	
	Customer Relationships		<i>Improve our customer centricity approach.</i>	- Support customers transition providing PCF calculation through our PCF tool - PCF delivered to 100% requesting customers (after signing NDA)	Ongoing	PCF tool implemented 155 PCF delivered to customers All requesting customers received PCF within a month after signing NDA
Environment	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	<ul style="list-style-type: none"> • Scope1&2 emission 66,7k tCO2e (-25,9% vs 2021) • Scope3 emission 754k tCO2e (-3,5% vs 2021) • 50% Green electricity supplied to Italian Plants • 100% Green Electricity in Frankfurt, Zuera and Manchester • dedicated teams to support decarbonisation path with connected budget 	
		<i>Other environmental targets</i>	- 5% water consumption compared to 2024	2030	PV plant in Qualiano installed. PV in Arese under final engineering according to decarbonisation roadmap. Consumption reduction in line with target (-8% due to minor productions)	
	Approach to Circularity	<i>Develop project to reduce/ reuse resources.</i>			Ongoing	
		<i>Develop new products to support the decarbonisation transition.</i>	Plug & abandon products, specialties for wind turbines, additives for solid electrolytes		Ongoing	

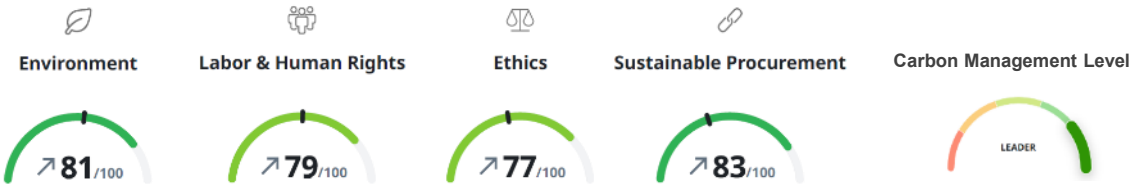
Topic		Guideline	Target	Timing	As at 31 dec 2025
People & Communities	Culture of Diversity, Equity & Inclusion	<i>Internal training and engagement on D&I with support of Valore D. Internal engagement promoting our culture. Ensure that all employees receive at least a living wage, according to local standards.</i>	<ul style="list-style-type: none"> - Increase the number of women in managerial positions +10% (baseline 2023). - >70% annually coverage of employees trained - Achieving living wage certification for all employees 	2026 2026 2025	Women manager 25% (+5% vs 2023) Group LMS launched in 2024 - 78% employees trained Fair wage certification achieved: all direct employees are paid above the Living Wage
	Nurture talents and their well-being	<i>Employee engagement survey, implement the performance management/ leadership model.</i>	<ul style="list-style-type: none"> - Design & implement performance development process (+70% white collars). - Identify employee survey baseline for next benchmark. - Engage at least 60% of managers and white collars into the employee survey on social dialogue and well-being corporate approach. 	2026 2025 2026	Performance & development process extended to 35% of total employees (~60% of white collars) Implemented action following-up the 2024 engagement. New assessment in 2025 with an increase in the global score Middle managers leadership training course in partnership with SDA Bocconi
	Occupational Health and Safety	<i>Decrease the injury rate. Extend the HSMS certifications.</i>	<ul style="list-style-type: none"> - HSE training coverage > 85% of plants' employees - Monitoring H&S risk assessment coverage in Group's plant and offices - Increase plants ISO certification 	2026 Ongoing	Reported data as at end 2025 show a training coverage > 90% Manchester, Zuera certified ISO 45001 in 2025, Changzou certified ISO 45001 in 2026
	Community Engagement	<i>Continuous community engagement according to the defined corporate guidelines.</i>	<ul style="list-style-type: none"> - At least 3 events/year per region following corporate guidelines. 	Ongoing	Several events organised / supported during the year
Governance & Business Ethics	Corporate Governance & ESG reporting	<i>Improve reporting practices and ESG ratings.</i>	<ul style="list-style-type: none"> - Maintain Italmatch's ESG rating in the top quartile 	Yearly	CDP Climate: A-List Ecovadis GOLD confirmed in 2025
	Ethical Business Model	<i>Worldwide employee training on compliance laws, policies, and procedures. 100% coverage of new hired employee.</i>	<ul style="list-style-type: none"> - 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	About 71% of managers and white collars (employees at risk) trained on anticorruption and ethic themes (36% on total workforce)
	Responsible Supply Chain Management	<i>Increase the number of suppliers rated by third parties according to ESG criteria, increase rating of low-rated suppliers.</i>	<ul style="list-style-type: none"> - Increase the number (+10 per year) of suppliers qualified according to ESG standards (through Ecovadis screening). 	2026	+ 12 suppliers screened through Ecovadis compared to Dec. 2024
	Digitalization and Cybersecurity	<i>Improve external testing framework.</i>	<ul style="list-style-type: none"> - 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



EcoVadis: Gold medal

Italmatch has confirmed the **Gold Medal** for 2026 in Ecovadis assessment, ranking again among the top 5% of companies evaluated.

This achievement is based on an **overall score of 80/100** (+5 vs. 2024; +17 vs. 2023). Additionally, the **"Carbon Management"** evaluation, specifically designed to assess emission reduction efforts, has recognized us at the **leader level**.



CDP climate change: A-list

The 2025 rating awarded Italmatch an **A**, the Top CDP rating for climate transparency, governance and performance.

Italmatch is in the top 2% worldwide, ranked among the companies that follow current best practices in climate leadership. The overall improvement reflects the Group's approach increasingly focused on climate change, with timely definition of governance, assignment of roles and targets to management, all supported by certified emissions reporting and detailed risk analysis.

We have also been rated by CDP in the Supplier Engagement Assessment (SEA) with an A rating. The SEA assesses companies' performance on governance, targets, Scope 3 emissions, and value chain engagement in the CDP climate change questionnaire.



OTHER ESG ASSESSMENTS



Achilles

Italmatch is registered with Achilles and has been awarded a 4 Star Rating, reflecting strong performance across ESG pillars within the Achilles assessment framework.

The Group holds Repro Silver status, confirming structured supplier risk management and responsible supply chain practices. This supports our commitment to transparency, supply chain governance and compliance with evolving regulatory requirements.



EthiFinance

In its latest ESG assessment conducted by EthiFinance, Italmatch achieved a global score of 72/100, significantly exceeding the benchmark average (61/100). The evaluation highlights strong governance performance and continued progress in environmental and social practices, confirming the Group's structured ESG management approach and alignment with international standards.



Integrity Next

Italmatch is assessed through the Integrity Next platform, supporting structured ESG monitoring and supply chain due diligence. The Group is currently positioned in the high green quartile, reflecting advanced transparency and alignment with evolving regulatory requirements.

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Responsible Product – Management approach



Management and quality framework

At Italmatch Chemicals, products are manufactured, labeled and classified in full compliance with applicable local and international regulations, ensuring their safe use and responsible handling across all markets in which we operate. With a portfolio of approximately 2,000 products and nearly 300 patents worldwide, innovation, quality and sustainability continue to represent the cornerstone of our industrial strategy, guiding product development and supporting long-term value creation.

Consistent Quality Standards

Production processes are managed through ISO 9001-certified quality management systems across in almost all of our facilities, with some certifications in place since 1991. This long-standing commitment ensures process reliability, product consistency and continuous improvement in line with internationally recognized standards.

Low Environmental Impact Production

Our plants operate under specific environmental certifications and management systems where required by regulation or corporate standards. These frameworks support responsible resource use, emissions control and the continuous reduction of environmental impacts, contributing to more sustainable manufacturing practices.

Strong R&D and Innovation Focus

Continuous investment in research and development strengthens product performance, safety and environmental efficiency. Innovation remains a key driver in enhancing sustainability attributes, optimizing formulations and supporting customers in achieving their own environmental and regulatory objectives.

EXCiPACT Certification

The Zuera (ES) plant obtained EXCiPACT certification for the production of pharmaceutical-grade metallic stearates ensuring compliance with Good Manufacturing Practices (GMP) and Good Distribution Practices (GDP), aligned with global regulatory expectations.



Key figures

75%
of the plants
certified
ISO 9001:2015



~ 50
FTE working in
our R&D dept

~300
patents registered
worldwide

About 1% of revenues invested in R&D

Product certifications according to market requirement and customers' need

Our products are certified in accordance with the applicable regulatory and industry standards required in each market of application. When integrated into customers' formulations and end-use applications, they ensure reliability, safety and high performance, as validated by the relevant reference standards across diverse sectors and geographies.





Strategic approach

Management Approach

In recent years, Italmatch has strategically directed part of its business development and innovation efforts toward opportunities linked to the green transition. Leveraging its core expertise in chemistry, applications, and industrial processes, the Group develops specialty solutions designed to reduce environmental impact and support customers' sustainability objectives.

While certain markets such as Oil & Gas remain relevant, the company is progressively expanding its portfolio toward higher value-added and ESG-aligned applications, strengthening long-term resilience and end-market positioning.

SUPPORTING CUSTOMERS IN DECARBONIZATION

+155 Product Carbon Footprints shared with our customers *

Among our international customer base, many have committed to implementing GHG inventories and reducing their carbon footprint (including Net Zero targets by 2050). We support them by providing PCF of our products calculated according to ISO 14067 (cradle-to-gate methodology).

Our calculations are primarily based on supplier-specific data when available, complemented by recognized international databases.

This collaborative approach fosters continuous improvement and accelerates the transition toward lower-carbon value chains.

Beyond measurement, we actively collaborate with customers to reduce product emissions through:

- process optimization
- increased use of renewable electricity
- logistics improvements
- raw material selection

*PCF shared under NDA rules

Customer Centricity

Customer centricity is a key pillar of our industrial strategy. Dedicated cross-functional teams connect customers with R&D, facilitating the identification of technical challenges and accelerating the development of efficient, tailored solutions.

This integrated model enhances responsiveness, innovation quality, and long-term partnerships.

Future Orientation

Innovation remains central to our growth model. We continue to invest in sustainable product development and advanced process optimization, ensuring alignment between technological progress, operational efficiency, and environmental performance.

PRODUCT SAFETY & REGULATORY COMPLIANCE

Labelling & SDS

All products are supplied with labels and Safety Data Sheets (SDS) in full compliance with applicable GHS regulations, including CLP in the EU and OSHA requirements in the US.

These documents ensure clear guidance on safe handling, storage, transport, disposal.

Regulatory Framework and Certifications

All products comply with relevant local regulatory frameworks, including REACH.

Where required, products are certified by recognized regulatory or technical bodies, including:

- CEFAS and NEMS (North Sea)
- FDA (food-contact applications)
- NSF Standard 60 (drinking water treatment)

This rigorous compliance framework safeguards human health, environmental protection, and market access.



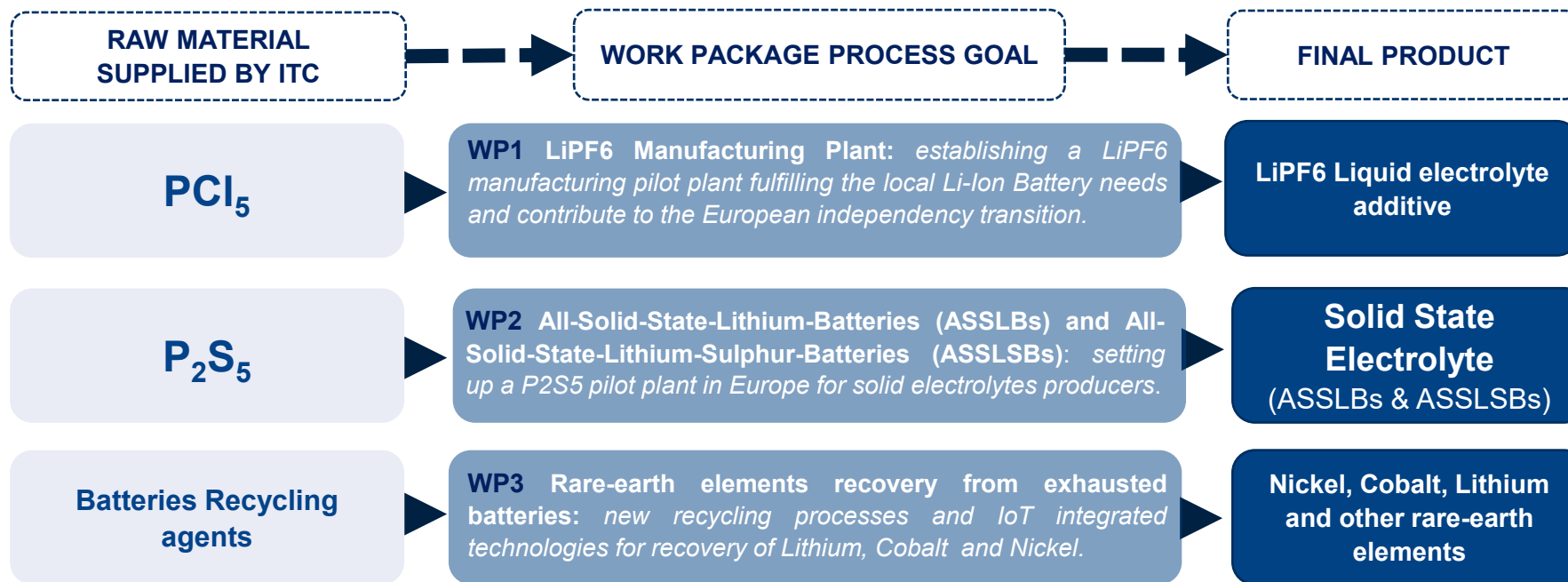
Innovation – IPCEI on Batteries



IPCEI 2 EuBatIn (European Battery Innovation) is a project uniting 42 European companies and research centers to enhance the Battery Value Chain through four complementary Work Streams (WS).

Its goal is to drive innovation, sustainability, and self-sufficiency. The EU battery market is expected to reach €250 billion annually by 2025 (European Battery Alliance). Battery consumption in Europe is projected to grow from 400 GWh in 2025 to 1600 GWh in 2040, driven by e-mobility, which will account for 60% of total capacity in 2025 and 80% in 2040.

Italmatch, leading the WS on Recycling and Sustainability, develops phosphorus-based molecules for electrolytes in current and next-generation batteries, along with solutions for battery recovery and recycling and is involved into three complementary work packages, focusing on production and supply of specific chemicals as well as strategic material recovery, also relying on innovative IoT technologies for extraction optimization.





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Environment – Management approach



Environmental Management



65%
manufacturing
plants with
certified EMS*

70%
of total employees
covered by EMS

68%
of plants are
located in
industrial areas

82%
of plants
employees
covered by EMS

Our plants are not located in, or are adjacent to, protected areas or areas with high biodiversity value

*= Chanzou plant achieved the certification in January 2026

The chemical industry is widely recognized as an energy-intensive sector and a significant contributor to greenhouse gas (GHG) emissions.

In this context, Italmatch systematically monitors energy consumption and GHG emissions across all production sites, with the objective of improving energy performance and progressively reducing its carbon footprint.

Our decarbonisation pathway is aligned with science-based methodologies. The Group has defined GHG emission reduction targets validated under the Science Based Targets initiative (SBTi), supporting alignment with climate science and the objectives of the Paris Agreement. To ensure effective implementation, Italmatch has established a dedicated team responsible for coordinating emission reduction initiatives across sites and business units and a specific annual budget is allocated to decarbonisation projects.

Our strategy focuses on reducing the use of primary resources, increasing energy efficiency and maximising internal recovery of energy streams and materials.

During 2025, continued investments were directed toward sustainable projects, advanced technologies and asset upgrades, strengthening operational efficiency and supporting the integration of sustainability principles into core business processes.

All our main production sites operate under a certified Environmental Management System (ISO 14001), ensuring compliance with applicable environmental legislation and supporting a structured continuous improvement approach.

With reference to biodiversity, approximately 70% of our plants are located within established industrial areas.

The remaining sites are not adjacent to protected areas or areas of high biodiversity value. Furthermore, none of our manufacturing facilities are located in areas classified as experiencing high water stress**, thereby limiting potential impacts on sensitive ecosystems.

Climate Change impacts risk analysis

In 2023 Italmatch structured an analysis of the impact of climate change on corporate strategy and operations in accordance with the TCFD (Task Force on Climate-related Financial Disclosure) guidelines.

The analysis focused on: **Governance, Risk identification, Management Strategy.**

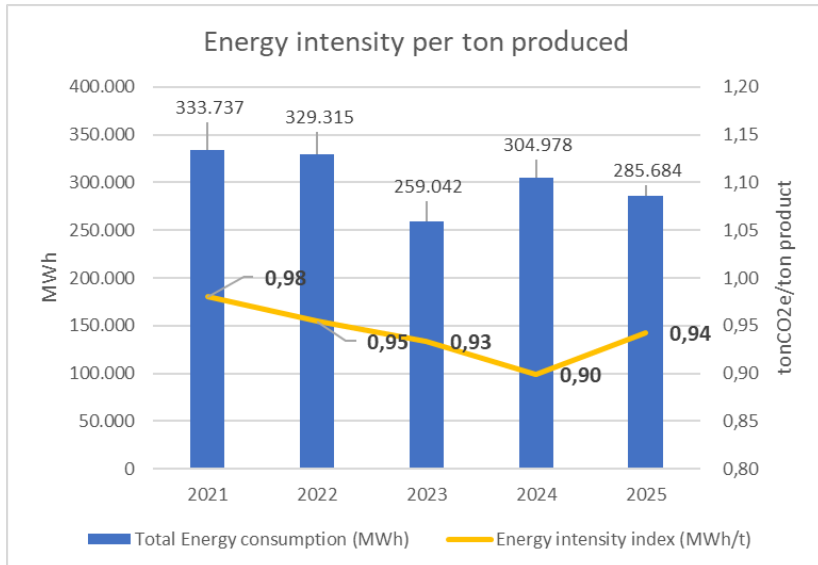
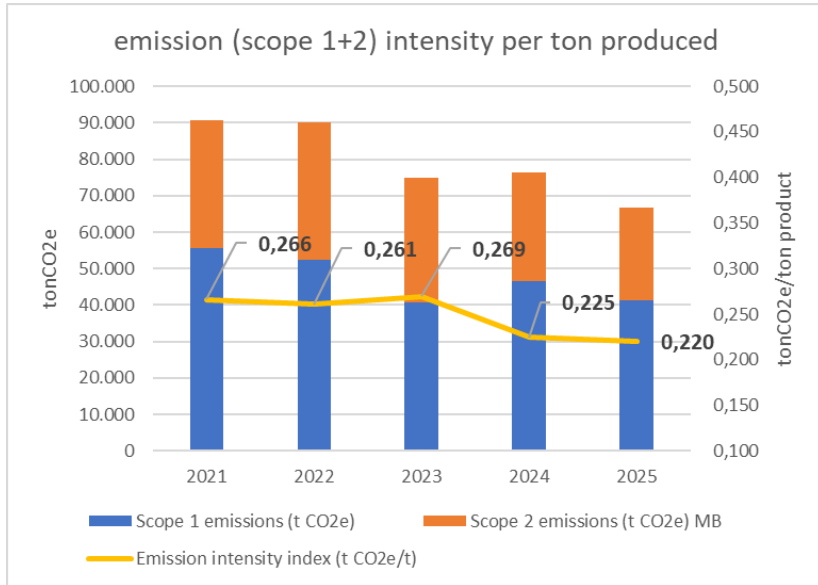
Governance of climate change issues is shared between the Board of Directors and management: the former is responsible for strategic direction, shaping the Group's future from a green perspective; the latter is delegated asset management with a focus on asset integrity, technological development and plant efficiency, environmental and safety management to ensure business continuity.

As of 2025, this framework continues to guide the Group's climate governance and risk management approach, with periodic updates to ensure alignment with evolving regulatory requirements and market expectations. Climate risk considerations remain embedded within enterprise risk management processes, supporting the alignment of strategic investments with the Group's long-term resilience objectives.



TASK FORCE ON
CLIMATE-RELATED
FINANCIAL
DISCLOSURES

** according to "World Resources Institute, Aqueduct Water Risk Atlas, www.wri.org/our-work/project/aqueduct"



GHG emissions & energy consumption

Italmatch is committed on reducing its global emissions (with targets approved by SBTi) and the emission index.

The GHG inventory, prepared in accordance with the GHG Protocol reporting standards, covers the same perimeter of the consolidated statement and is certified by an independent third party. It takes into consideration management and accountancy systems for the consumption data and suppliers' primary data or international database for calculating the related emissions.

2021 GHG inventory is considered the baseline for our emission reduction target approved by SBTi.

Since 2024 we are using **green electricity** in several plants: in 2025 we significantly increased the green electricity ratio: now it covers more than 35% of total electricity consumption thanks to the Italian plants supplied at 50% with green electricity and the Zuera (ES), Manchester (UK), and Frankfurt (DE) plants supplied 100% green.

The total avoided emissions account for about 8,5k tons.

GRI 305 Emissions (third party certified data)	u.m.	2025	2024	2023	2022	2021
Total Emissions (Scope 1+ Scope 2 Market Based + Scope3)	tCO2e	823.686	893.834	718.565	938.245	894.863
Total emissions from direct operations (Scope 1+ Scope 2 Market Based)	tCO2e	66.658	76.284	74.759	89.956	90.666
305-1 Direct (Scope 1) GHG emissions	tCO2e	41.295	46.555	40.758	52.478	55.580
305-2 Energy indirect (Scope 2) GHG emissions (Market Based)	tCO2e	25.364	29.729	34.001	37.478	35.086
305-2 Energy indirect (Scope 2) GHG emissions (Location Based)	tCO2e	26.701	31.181	18.350	33.854	28.933
305-3 Other indirect (Scope 3) GHG emissions *	tCO2e	757.028	817.550	643.805	848.289	804.197

*: About 20% of scope 3.1 emission calculated using primary data (~ 17% of total scope 3 emission)

Achievement of SBTi target	u.m.	SBTi target as at 2030	Variation (%) Vs 2021	2025 actual	2021 baseline
Scope 1 + Scope 2 (market based) emissions	tCO2e	-42%	-26,5▼%	66.658	90.666
Scope 3 emissions	tCO2e	-25%	-5,9▼%	757.028	804.197

GHG inventory verified by third party according to ISO 14064-3 by TUV-SUD



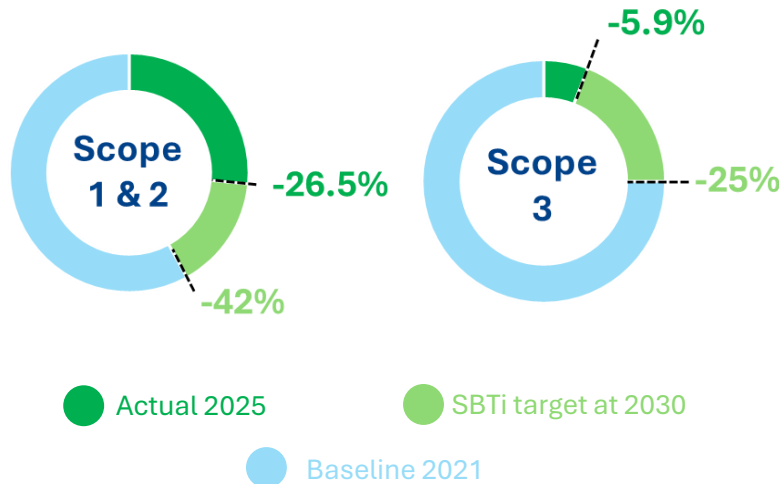
Decarbonisation Plan – SBTi targets

Italmatch Chemical Group has its near-term emission reduction targets approved by the Science Based Targets Initiative (SBTi) in June 2024:



“Italmatch Chemicals commits to reduce absolute scope 1 and 2 GHG emissions 42% by 2030 from a 2021 base year.

Italmatch also commits to reduce absolute scope 3 GHG emissions 25% within the same timeframe”



CLIMATE TRANSITION STRATEGY

The Group has developed a strategic plan to reduce emissions identifying a **dedicated team** (coordinated by the GM Corporate and reporting to the ESG committee) with a **proper budget** to develop actions.

The plan includes actions aiming to optimize and enhance the energy efficiency of our production processes, as well as transition to renewable energy sources to meet our Scope 1 and 2 reduction targets.

To address Scope 3 emissions, our R&D department is actively engaged in researching alternative and less impactful chemicals, while the company is fostering supplier engagement in decarbonization strategies to lower the Product Carbon Footprint (PCF).

Scope 1&2 reduction strategies

- Production processes optimisations to save fuels and energy
- Improvement plant efficiency through adoption of BAT and new components
- Improvement plant efficiency through energy stream recovery
- Improve /renew/ install plants, reactors, piping insulation
- Installation of photovoltaic plants over roof to partially cover energy needs
- Purchase of green electricity
- Involvement of R&D to develop low energy consumption production processes

Scope 3 reduction strategies

- Emission from purchased good will be reduced through:
- Big international suppliers will reduce over years their emissions in order to achieve their emission reduction targets. Consequently, the product carbon footprint of the products sold to Italmatch will decline
 - Developing new production processes for key raw materials (mainly yellow phosphorus) aiming at a drastic reduction of energy consumptions
 - Transitioning to bio-based materials and to those with a lower Product Carbon Footprint, reinforcing our commitment to sustainable sourcing

Emission reduction trajectory

In 2025, Italmatch increased its share of GO-certified renewable energy, supplying 50% green electricity to all Italian plants and powering the production sites in Zuera (ES), Manchester (UK), and Frankfurt (DE) with 100% green electricity.

This will raise green electricity to more that 1/3 of total electricity consumption of the group (35,5%), thus avoiding approximately 8.500 tons of CO₂ emissions.

Environment – additional KPIs – water & waste



Water

We systematically monitor and report water withdrawals, discharges and water reuse volumes at all production sites, in accordance with the requirements of our certified Environmental Management System (ISO 14001).

Water-related performance is tracked through defined KPIs and integrated into site-level environmental objectives. Consistent with corporate targets and local risk assessments, each facility develops and implements specific action plans aimed at improving water efficiency, reducing freshwater withdrawals and increasing internal water recirculation.

In 2025, water recovery initiatives enabled the recirculation of about 28.500 m³ of water across our operations, contributing to the reduction of freshwater withdrawals and supporting progress toward our water efficiency targets.

Key measures implemented to reduce water consumption include:

- Evaluation and adoption of alternative production technologies designed to minimise or eliminate process water use
- Optimisation of cooling tower operations to reduce evaporation losses and improve cycles of concentration
- Recovery and recirculation of water from vacuum systems
- Enhancement of internal process water recovery and reuse through closed-loop systems

Water KPI	Unit	2025	2024	2023
Water withdrawal *	km ³	2.852	2.826	2.412
Water discharge	km ³	2.436	2.366	2.084
Water consumption	km ³	416	460	328

* = Italmatch has defined to reduce water consumption of about 5% as at 2030 compared to 2024. 2025 data reports a saving on consumption of about 9%

Waste

Waste generated at our facilities primarily derives from plant maintenance and production activities.

Main waste streams include packaging materials (where recycling is not feasible), cleaning operations and stock management (out-of-specification or expired products).

All wastes are classified in accordance with applicable local and international legislation. Where required, analytical testing is performed by accredited third parties.

Following classification, waste is temporarily stored in authorized areas and subsequently managed by qualified external suppliers selected based on regulatory compliance and waste category.

Consistent with the waste hierarchy, we prioritise prevention, reuse and recovery over disposal, supported by internal recycling programs and supplier collaboration initiatives.

In 2025, a total of 15,095 tons of waste was generated, including 8,845 tons of non-hazardous waste and 6,250 tons of hazardous waste. All waste streams were managed and treated in compliance with applicable regulations and environmental best practices, ensuring proper disposal and/or recovery through authorized operators.

Waste	2025	2024	2023
Total waste generated (t)	15.095	13.414	9.236
of which non-hazardous waste	59%	57%	60%
Sent to recovery	24%	26%	27%

Actions in place

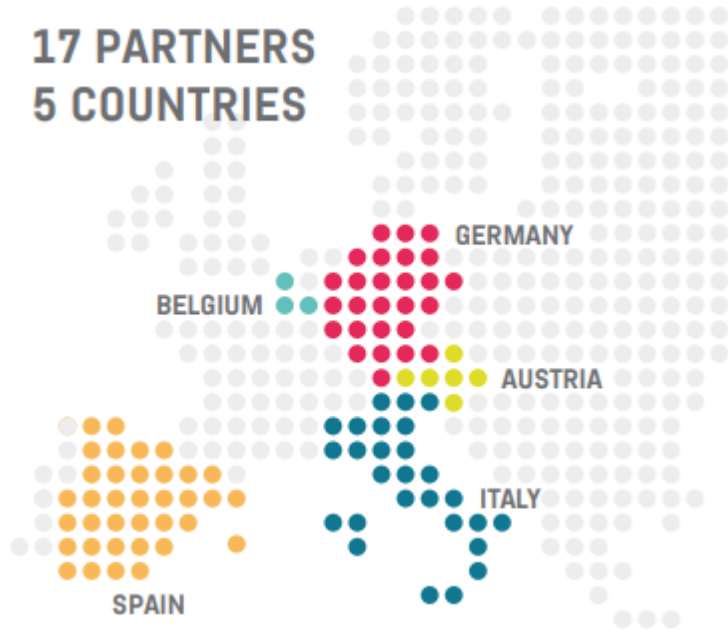


Part of our drums and IBCs are made of at least 30% high-quality recycled material.

This allowed to save about 110t of raw plastics and about 173t of scope 3.1 emission.

Environment – Approach to Circularity

17 PARTNERS
5 COUNTRIES



For further info
please, scan here



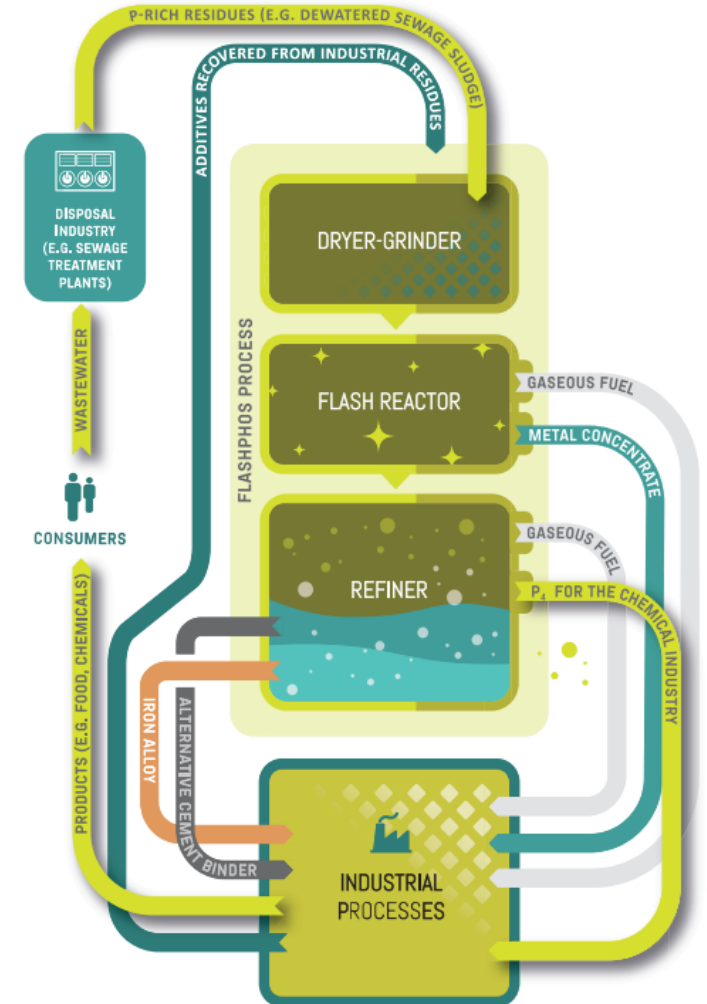
FLASHPHOS

The complete thermochemical
recycling of sewage sludge

FlashPhos is a four-year EU-funded Project (Horizon 2020) that aims at developing, at a large scale, a thermochemical process to **produce high-quality white phosphorus (P₄)** and other strategic raw materials **using sewage sludge as input material**.

Italmatch is a leading partner in the consortium, consisting of **17 European companies and research institutes**, contributing to the realization of this ambitious and **strategic circular economy project**. Italmatch has also a crucial contribution in every work package by providing its knowledge gained through its long-standing experience in the production and marketing of phosphorus and its derivatives.

When the project will be successfully completed, Italmatch will use this innovative process to produce and use the outcoming phosphorus.



1 Group Overview

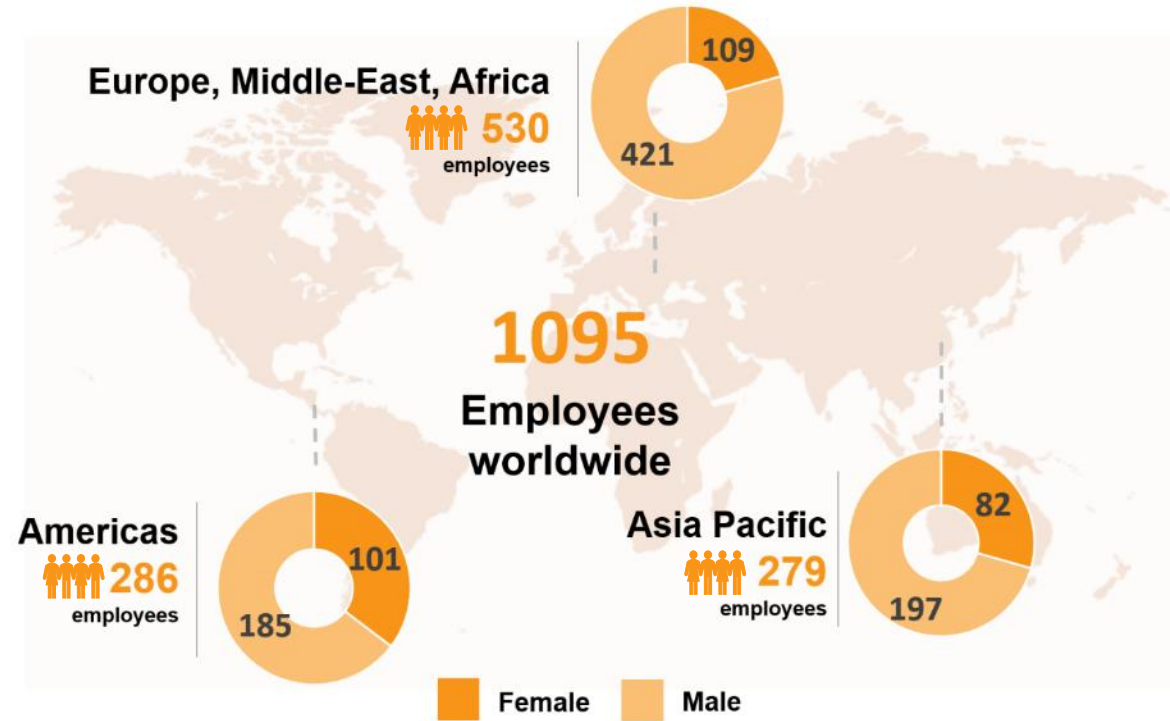
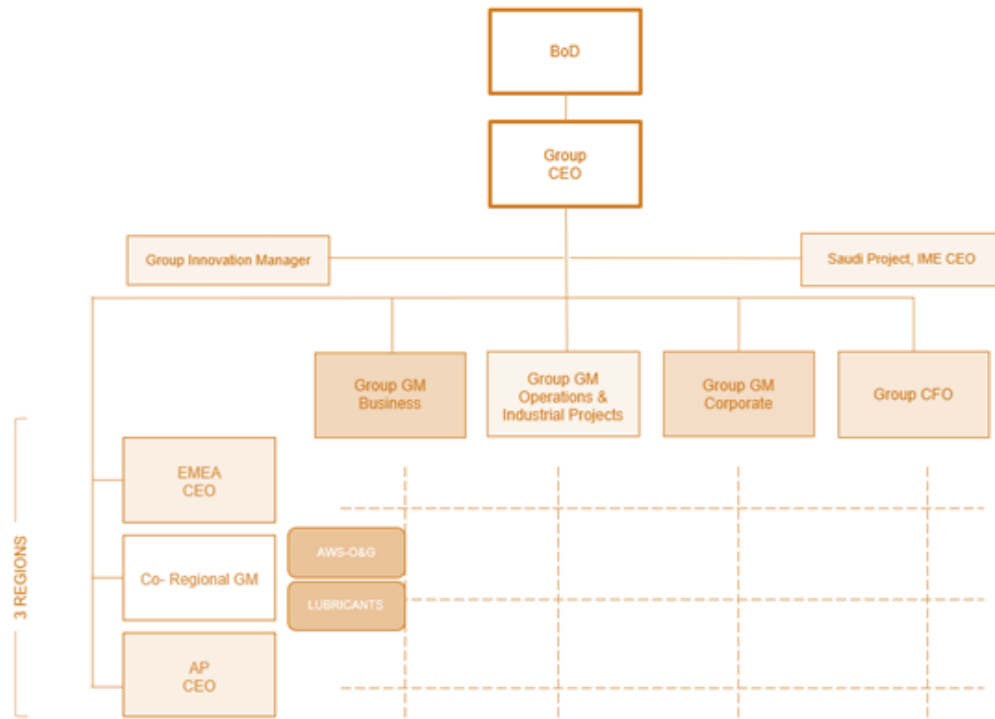
2 Responsible Product

3 Environment

4 Our People & Communities

5 Governance & Business Ethics

People: organizational structure



A clear roadmap for the future

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

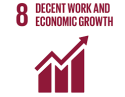


Italmatch Chemicals operates through **20 production plants worldwide** in Europe, USA and Asia Pacific. Corporate organization and, consequently, human resources management follows a matrix structure with hierarchical and functional reporting according to Regions and Functions.

This business-oriented model is leveraging on a distinctive global presence and a lean and centralised corporate approach, aimed at boosting growth and targeting maximized efficiency, and led by the GM, reporting to Group CEO:

- Group General Manager **Global Business**, focusing on the development of the entire offering portfolio, made of three Business Units.
- Group General Managers **Corporate**, **General Manager Operations** and Group **Chief Financial Officer** focusing on Group Services and unleashing operative synergies.

People: Human Capital overview



# Employees per country & gender	2025		
	female	male	Total
Italy	70	246	316
China	72	181	253
United States	52	155	207
Brasil	22	61	83
Spain	49	30	79
United Kingdom	13	42	55
Others	14	88	102
Total employees	292	803	1.095
Workers who are not employees	3	14	17
Total workforce	295	817	1.112

Outbound turnover per area	2025
Americas	3,29%
APAC	1,65%
EMEA	5,03%
Total outbound turnover	9,97%

16 Spoken languages

6,7 yrs Average seniority

44 yrs Average age

98% full-time employees

Data as of 31 December 2025
 Workers who are not employee = agency workers
 Outbound turnover = total HC that left the Group in the year / total HC at year end
 Average seniority = years from first employment in any company of the Group

Human Resources Overview

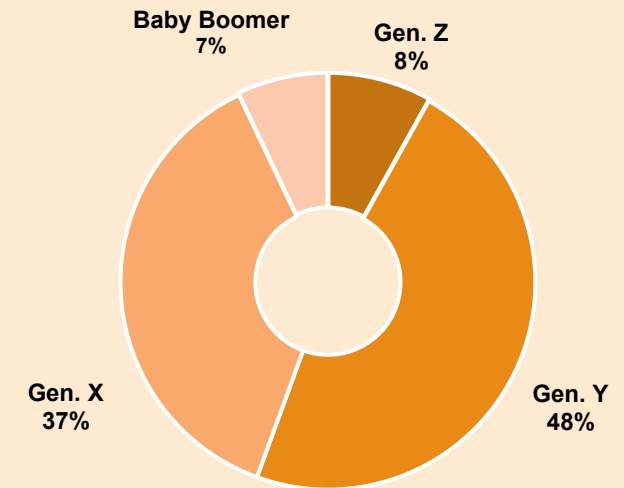
Our human resources management approach aims to transform the Group’s diversities into an added value. We foster a culture of **management excellence** and an **inclusive mindset**, ensuring that all employees—regardless of their background, gender, experience, or generation—can thrive in a collaborative and respectful environment. We recognize **Global Compact’s Workers and Human Rights principles** as pillars of our management system and we uphold the fundamental rights of employees, both as individuals and as workers, while ensuring full legal compliance.

The recruitment process follows the company’s policies and procedures to guarantee **equal opportunities** and **fair treatment**. These principles extend beyond hiring and compensation to encompass career development, continuous training, and upskilling, recognizing the value of knowledge exchange across generations.

We actively encourage on-the-job learning, through **intergenerational collaboration** and **reverse mentoring** programs, where younger employees share their digital expertise and fresh perspectives, while senior colleagues provide strategic insights and industry experience. This dynamic fosters innovation, accelerates learning, and strengthens our corporate culture. Creating an inclusive and engaging workplace is fundamental to our people strategy. This year, we conducted the **Employee Engagement Survey** for the second consecutive year to gather valuable feedback, understand how we can continue to improve the working experience for all employees, and evaluate the impact of the improvement actions implemented based on the results of the first survey. By fostering a culture of openness, collaboration, and shared learning, we aim to build a work environment where every individual feels valued, heard, and empowered to contribute to the company’s success.

Our **remuneration system** is designed in line with **collective agreements** (where applicable) and local benchmarks, ensuring **fair wages** in all the countries in which we operate, to supports both talent attraction and retention. Variable remuneration programs are in place, combining business and ESG targets to personal goals, reinforcing a **performance-driven and responsible work environment**.

Unionization and collective bargaining are rights recognized to all Group employees. We actively engage works councils and/or unions in Italy, Spain, USA, Germany, and Poland, where we have signed agreements covering shifts, welfare, and economic issues. In Italy, more than 50% of employees are union members.



People: Diversity and equal opportunities

Employees breakdown by gender and age group	2025		
	female	male	Total
Under 30 years old	28	93	121
30-50 years old	193	446	639
Over 50 years old	71	264	335
Total	292	803	1.095

# Employees by age group and professional category	2025			
	<30	30-50	>50	Total
Top Manager	0	1	5	6
Manager	1	102	81	184
White collar	48	236	90	374
Blue collar	72	300	159	531
Total	121	639	335	1.095

% Employees by gender and professional category			
Professional category	female % on category	male % on category	% category on Total
Top Manager	16,7%	83,3%	0,5%
Manager	27,6%	80,6%	16,8%
White collar	54,2%	53,0%	34,2%
Blue collar	9,7%	83,8%	48,5%

Women Empowerment



Since 2022, Italmatch supports **Valore D**, the first association of companies to **promote gender balance and an inclusive culture** for business growth. Through this partnership, we provide training and development courses for our employees, aimed at raising awareness on DEI issues.

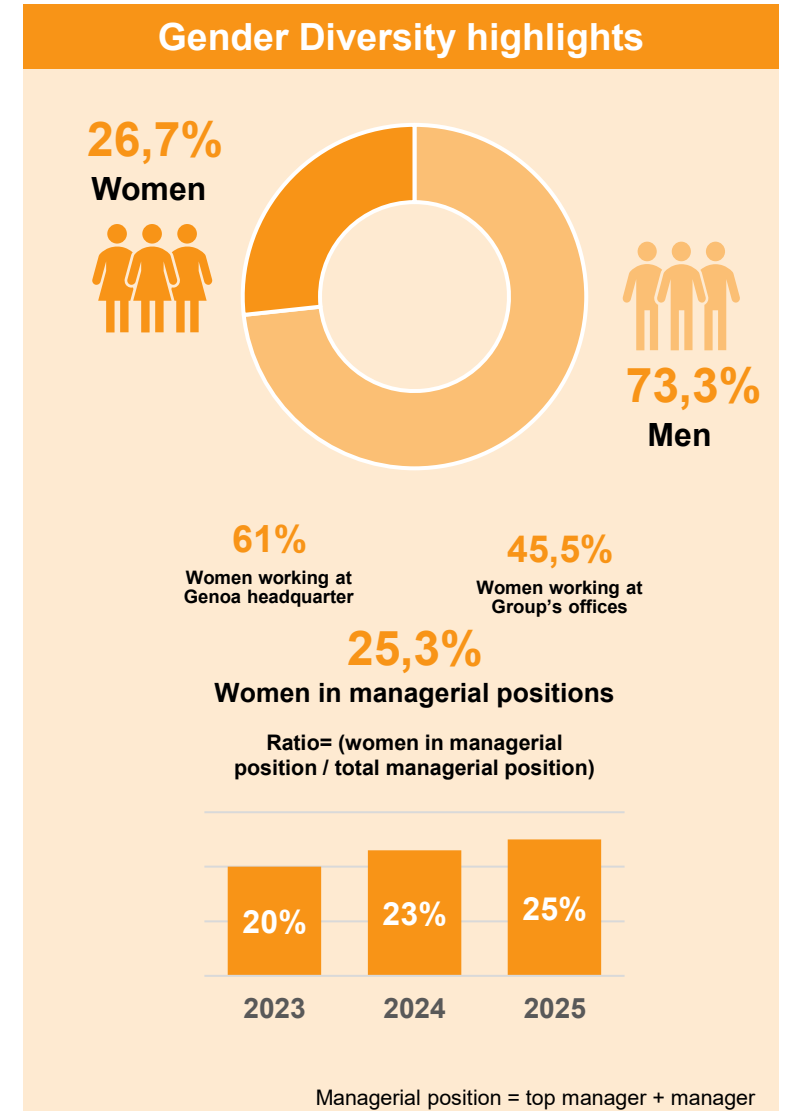
The principles of the UN Global Compact, as outlined in our Code of Ethics, form the foundation of our **Diversity, Equity, Inclusion and Belonging (DEIB) Policy** and **Human Rights Policy**.

At Italmatch Chemicals, we embrace and support the diversity, equity and inclusivity as core values and key principles in society and business and are committed to fostering a work environment free from discrimination. We oppose all forms of discrimination based on factors such as color, race, nationality, ethnic origin, pregnancy, marital or civil partnership status, disability, religion, belief, age, sexual orientation, gender identity or expression, socio-economic status, trade union membership or on the fact that an individual is a part-time worker or fixed term employee. We actively promote and apply inclusive hiring practices, including the **employment of individuals with disabilities** (1,6% in 2025).

Diversity & Inclusion are deeply embedded in our corporate strategy, as we recognize that an inclusive workplace is essential to achieving excellence and innovation. We are dedicated to continuously strengthening our caregiver approach and actively promoting gender balance by **increasing the representation of women in managerial positions over time**.

Through these commitments, we aim to create a more equitable and supportive workplace for all employees, fostering a culture of respect, fairness, and opportunity.

Actions were implemented to support parenting, work-life balance and recognition of the value of education: additional smart working days for parents with children and care givers, scholarships for employees' sons, salary recognition for maternity leave above legal requirement.



People: employee engagement and remuneration



In 2025, we continued our collaboration with Great Place to Work® and conducted a second Group-wide Employee Engagement Survey, reinforcing our commitment to structured listening and continuous organizational improvement.

The survey achieved a 75% response rate and a 67% Trust Index score, with a +3% growth globally vs last year. Progress has been achieved across all dimensions.

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



Following the successful re-certification of Brazil, China and India, also the United States has achieved Great Place To Work® certification for the year 2026, reflecting the right path we are continuing to follow: building on last year’s feedback, we are progressing together to enhance the workplace experience across our global organization.

50% of the Group employees are covered by the Great Place To Work certification.

Outcomes and related improvement measures are shared with the Executive Team, the Audit Committee and the Board of Directors, ensuring governance oversight and structured follow-up.

Europe’s best employers 2025

We have been included in the Financial Times Europe’s Best Employers 2025 ranking. Among the 1.000 companies recognized across Europe, we are one of only 67 Italian companies to be featured in this prestigious list.

The independent survey, conducted by the Financial Times in partnership with Statista, is based on more than 4 million anonymous evaluations, assessing recommendations and perceptions of company culture, trust and other key topics like DE&I (Diversity, equity and inclusion).



At Italmatch, we are committed to creating a **positive, inclusive, and engaging workplace** where employees feel valued and motivated. Employee skills and retention are important to guarantee sustainability and continuous improvement of activities. We are committed to salary levels that guarantee acceptable living conditions for employees, according to the international standards, and always in compliance with national or local contracts and with local legislation.

Gender pay gap*

Blue collar	58,2%
Manager	40,6%
White collar	23,9%
Total average	24,5%

Various compensation mechanisms are used to attract and retain talent. Selected managers participate in an **LTi Plan** (including equity) and an **annual MBO plan** linked to personal, group financial, operational, functional, ESG, and key projects KPIs.

Employees involved represent about 15% of total workforce at year end (21% of which are women). The MBO plan applies across all subsidiaries.

Additionally, in some companies, based on local regulations and union agreements, employees receive variable compensation (Premio Partecipazione in Italy) tied to quantitative and qualitative performance KPIs.

Living Wage

In 2024, Italmatch began collaborating with the Fair Wage Network to assess its remuneration practices, with the objective of ensuring fair and adequate compensation for its employees across all operations. 98,4% of all the employees were already paid above the living wage threshold.

In November 2025, after implementing adequate corrective actions, Italmatch received the final Fair Wage Network certification ensuring that 100% of its employees receive a remuneration above locally defined living wage benchmarks. Compliance was assessed using recognized local living wage reference values as analysed by Fairwage according to their independent methodology.



*The Gender Pay Gap is calculated as the percentage difference between the average remuneration of men and women, using male remuneration as the reference. Figures are broken down by professional category to allow a more comparable assessment across similar roles.

People: employees' growth and training



Italmatch Group places a strong emphasis on **identifying, nurturing, and retaining top talent and experts**, recognizing that people are the **key drivers of innovation and success**. The company maintains a continuous process of talent assessment and monitoring, ensuring that high-potential employees are identified and provided with tailored development opportunities. To foster long-term engagement and professional growth, Italmatch has implemented dedicated retention plans, training programs, and structured career development pathways.

Succession Planning

Starting in 2024, the Group has developed and implemented a structured succession planning strategy as part of its broader governance and risk management framework. The succession plan has been designed, assessed, and formally approved to support long-term business continuity and the going-concern principle. All key positions have been mapped, critical competencies assessed, and appropriate successors identified. The initiative, led by the Corporate HR Department, has been fully supported and endorsed by the Group Executive Committee.

To further strengthen the Group-wide appraisal and development framework, in 2025 we expanded the Performance Management program, implemented through SuccessFactors by SAP, increasing employee participation to all eligible white collars and managers, with the objective of achieving full coverage across this population.

Throughout the year, the Group did not receive any whistleblowing report, nor any sanction related to HR practices, the application of labor laws and contractual regulations, discrimination, or violations of workers' and trade union rights.



LEADERSHIP TRAINING

Building on the foundations laid in 2024, the Italmatch Leadership Development Program, in partnership with SDA Bocconi School of Management, continued in 2025 with a second round focused on middle management. This phase of the program marked a strategic step in strengthening the Group's leadership pipeline, engaging young managers who represent both the current drivers and the future leadership of the organization.

The program aimed to further reinforce managerial and leadership capabilities, supporting middle managers in developing the skills required to effectively lead teams, foster engagement, and contribute to a resilient organizational culture. By investing in the development of internal talents and offering structured growth opportunities, the program plays a key role in talent attraction, retention, and long-term employee engagement, in line with Italmatch's Human Capital strategy.



TRAINING

At Italmatch, we believe that investing in our people's skills and competencies is key to long-term success and sustainable growth. Continuous learning not only enhances individual career development but also strengthens our collective ability to innovate and adapt in an evolving market.



In 2024, we launched **Docebo**, our new **Learning Management System**, to provide employees with a smart and digital learning experience.

This platform offers easy access to high-quality, continuously updated and tailor-made courses, enabling our people to develop new skills, stay up to date, and grow professionally in an engaging and flexible way. By fostering a culture of lifelong learning, we empower our workforce to drive excellence and contribute to the company's future.

2025 Global training program aimed at the general upskilling of the employee population, with a focus on compliance, digital topics and management skills, while encouraging the use of internal learning content and enhancing and streamlining the organization's knowledge and skills capital.

TRAINING HIGHLIGHTS

44 different courses on the LMS	11.959 hrs of training	22% on professional skills development	82% employees attending courses
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Italmatch has implemented ISO 45001-certified management systems in its most significant plants, as well as safety management systems compliant with local regulations, such as the Seveso Law in Italy and ArbSchG in Germany. The company remains committed to continuously strengthening its international certification framework.

In 2025, ISO 45001 certification was achieved at the Manchester, Zuera, and Changzhou plants, further reinforcing Italmatch's commitment to safety and environmental excellence.

The company's strategic approach prioritizes **continuous improvement**, even in the absence of certified management systems, by applying the **best available techniques** and adapting plants to the safest and most efficient production processes.

- Each site has **designated HSE managers**, who operate under the responsibility of the site managers. Safety KPIs are integrated into plant managers' evaluation and incentive systems (MBO).
- **Health & Safety risk assessments** are performed in all plants and in most the offices according to the local legislation.
- All plants' employee are subject to **Health & Safety training** both in person or online. Training is focused on main issues according to plants' risk assessment and specific issues linked to the role.



As a member of **Responsible Care**, Italmatch is committed to continuously enhancing its health and safety performance and ensuring the security of its facilities.

At the Group level, a '**reporting & incident analysis**' model has been implemented to refine operational procedures through a **lessons-learned approach**, actively involving both employees and management“.

Despite the number of injuries remained the same than 2024 (9 events), the injury frequency rate slightly decreased while the injury severity rate decreased significantly (from 79 in 2024 to 17,8) thanks to the absence of any high-consequence work-related injury (no death nor work related illness registered).

Many plants have site emergency plans in place (according to HS management system) sometimes involving the neighbour companies and the surrounding community. Emergency and rescue coordination tests are regularly carried out in accordance with safety management systems and local emergency plans.



Injury frequency rate (employees only) = (Number of injuries X 200.000) / Total worked hours
 Injury severity rate (employees only) = (Number of lost workdays x 200.000) / Total worked hours

Occupational Health & Safety highlights



50%
of manufacturing plants with certified HSMS*

62%
of total employees covered by HSMS

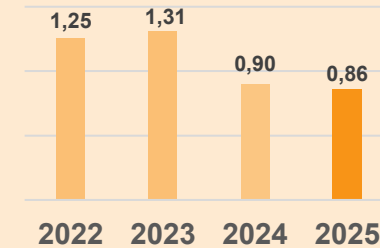
72%
of plants employees covered by HSMS

90%
of total employees covered by HS risk assessment

64%
of total hrs of training on HSE

>90%
Plant Employees trained on HSE

Injury frequency rate



Total recorded injuries: 9
Injury severity rate: 17,8
Professional illness: 0
Fatal work accidents : 0

*= Manchester and Zuera plants achieved the certification in 2025
 Chanzou plant achieved the certification in 2026

Italmatch Group believes in the importance of actively engaging with the local communities in which it operates, striving to make a positive and lasting impact. That is why the company invests in communication initiatives and open dialogue while supporting projects that foster growth, sustainability, and shared value within these communities. We are grateful for all the projects around the world in which we've been involved. Each initiative has helped us to connect more deeply with the communities we serve and has reinforced our commitment to inclusion, diversity and making a positive impact. Reflecting on these efforts not only reminds us of what we've achieved all together, but it is also a source of inspiration for our efforts in the future.

ITALY

As Italy hosts the Group's headquarters, it represents a strategic and cultural cornerstone for Italmatch. The Company is therefore strongly committed to supporting local communities, contributing to social inclusion, well-being, and community development. Below are the main community engagement initiatives carried out in Italy.

Associazione Spalti

This association offers support to families with individuals affected by ALS through psychotherapeutic programs and weekly physiotherapy sessions. Thanks to our contribution, these support services have been strengthened, helping families face the disease with greater peace of mind and providing a constant and reliable point of reference in the local community.

Fody – Benefit Corporation Srl



By integrating innovation, circular economy principles and social inclusion, Fody promotes a business model with a positive impact, addressing multiple issues simultaneously: adding value to production leftovers, reducing environmentally harmful waste and offering training and job opportunities to disadvantaged individuals.

“Stelle nello Sport” – Sportability – Gigi Ghirotti

“Stelle nello Sport” and “Sportability” promote the educational values of sport and a deep sense of belonging among young generations. By engaging schools and local clubs, these initiatives break down physical and cultural barriers, making sport and Paralympic disciplines accessible to everyone. We support these initiatives, which help to fund and promote the Gigi Ghirotti Foundation. This Association ensures essential care and relief for patients and their families, transforming sporting activities into a concrete tool for social solidarity and assistance during difficult times.



Comunità di Sant'Egidio

The Sant'Egidio Community is a worldwide non-profit organization dedicated to helping the most vulnerable, promoting social inclusion, and providing support through initiatives such as education, healthcare, and community meals. Our support carry out its activities, including their annual Christmas lunch for those in need.



WORLD

As a multinational Group with a strong global presence, Italmatch recognizes the importance of contributing positively to the communities in which it operates worldwide. The Company supports a range of local initiatives across different countries, aiming to address social needs, foster inclusion, and create shared value within the territories where its people live and work.

CHINA

Our Chinese teams have contributed to initiatives from improving schools and learning resources to strengthening social welfare and community support. Key initiatives include backing local foundations and schools, such as the Changzhou Binjiang Charitable Foundation and Xinbei Chunjiang Central Primary School to improve educational facilities, provide scholarships, learning resources and aid to families in need. We have also supported the Changzhou Petrochemical Association with training and technical exchanges, as well as the Rugao Charitable Foundation and the Foundation of Education Funding in Xinjiang, helping disadvantaged children, families and schools and promoting access to education and social support programs.



SPAIN

Our Zuera production site has become a Silver Sponsor of the Vaccines4Children project, receiving a recognition diploma for our contribution.

Launched in partnership with **Gavi - the Vaccine Alliance**, and supported by philanthropic organizations, the Vaccines4Children project uses public-private collaboration to expand access to life-saving vaccines in low-income countries, strengthen local healthcare systems, and protect millions of children from preventable diseases.



UK

In December, colleagues will come together to raise funds for **Save the Children International**, a global organization dedicated to improving the lives of children by providing access to education, healthcare, and protection from harm around the world.





1 Group Overview

2 Responsible Product

3 Environment

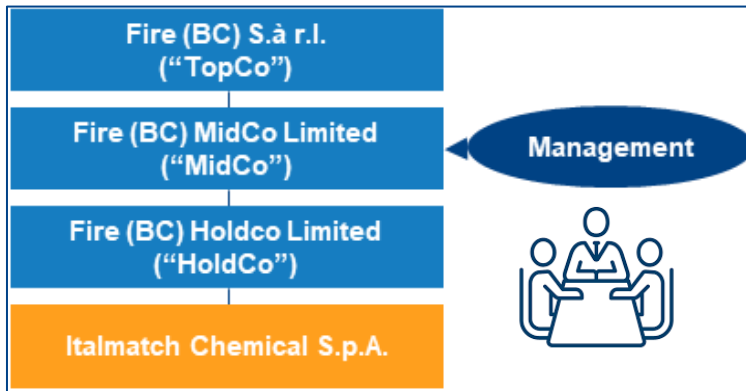
4 Our People & Communities

5 Governance & Business Ethics

Governance: Board of Directors and management composition



Company shareholders



Shareholders as at 31 dec 2025

Bain Capital currently holds approximately 72% of the issued share capital of MidCo, with the remaining stake of about 19% held by Dussur* and approximately 9% held by the ITC Group’s CEO, the Group General Manager Corporate and, to a limited extent, the wider management team of the Group.

Italmatch Chemicals SpA – Board composition

Members of the **Board of Directors** are appointed during the AGM for a 3-year term (last appointment January 2023).

The Board of directors, at the end 2025, is composed by:

- the Founder, Chairman and Group CEO
- the director and Group CFO
- the Director and Group General manager Corporate.

Its composition guarantees an **adequate level of diversity** in terms of **gender** (1\3 represented by a woman), **age** (1\3 below 60 years old), **experience** and **education** (1 chemical engineer, 1 degree in finance and 1 degree in economics).

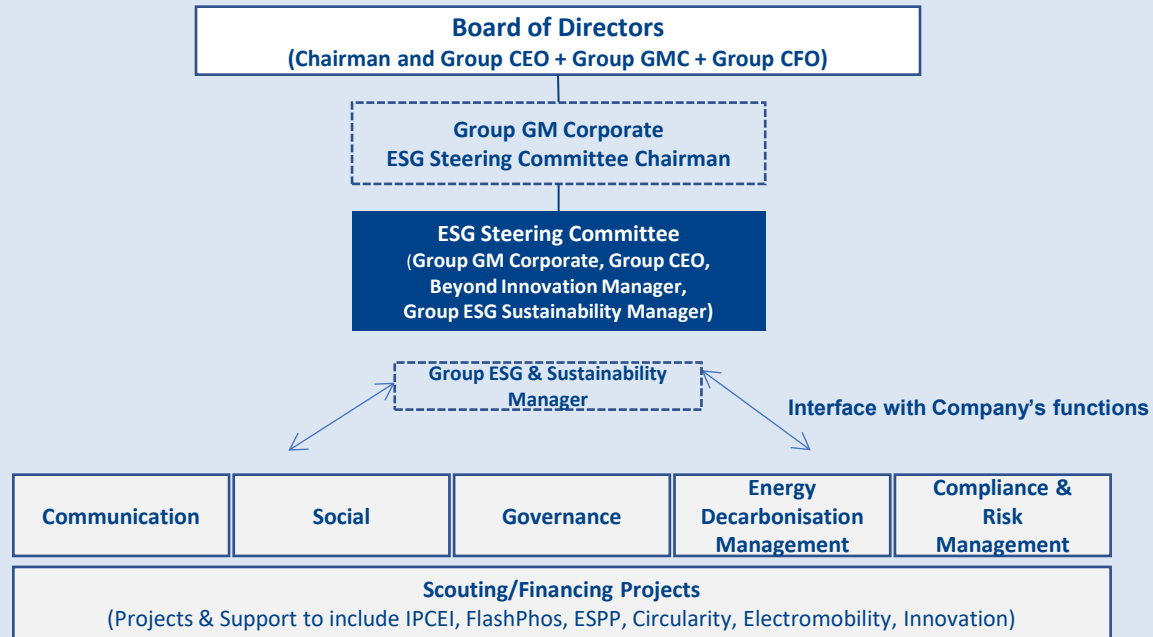
In addition, a **Board of Statutory Auditors** (composed by 3 men) and an **Audit Committee** are in place as a supervisory bodies.

Other committees are appointed within the controlling company focusing on specific tasks.

Italmatch Group legal entities’ governance are historically set up based on a board of directors’ management model. Within Italmatch legal entities, uniformity to the Group governance principles, in the ordinary management of the business, is based on the so called 4 eyes-principles rule, defining common rules of action for specific areas, and is also supported by certain senior managers serving as director in all the legal entities, in order to also monitor local compliance and proper interactions with the headquarters.

**Highly experienced management team
with long industry experience
and history within the company since inception**

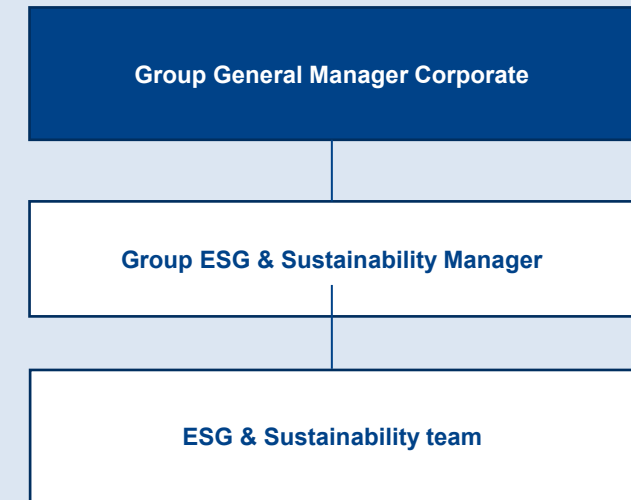
*= following the acquisition of shares that took place in March 23: see PR dated 3 March 23



The ESG Steering Committee, composed by the CEO, the GM and the Chief of the “Beyond Innovation” project, the ESG & Sustainability manager, is in charge to:

- i. developing, overseeing, monitoring and reporting to the BoD on strategic ESG policies and approaches;
- ii. monitoring performance and results against ESG targets;
- iii. reviewing ESG reporting prior to submission to the BoD for approval;
- iv. proposing ESG initiatives;
- v. supporting and advising the BoD and Group GM Corporate on key ESG areas and actions;
- vi. overseeing and monitoring ESG special projects; vii) ensure alignment between the strategic direction set by the BoD and the operational/sustainability activities of the business in the medium / long term.

DIRECT ORGANIZATION



The Board of Directors

- defines and approves the ESG strategic guidelines and targets, also based on Group GM Corporate proposals,
- approves the Annual ESG Reporting.

The Group GM Corporate is in charge of sustainability implementation, based on powers given by the BoD, with the support of ESG & Sustainability Manager and the relevant company departments.

Group principles & policies

In addition to the governance procedures already in place within the Group, among others on local basis, and with the purpose to strengthen the principles and values embedded in the Italmatch Group, in the years, we have adopted several procedures. Their approval have been then followed by a training program for the key risk employees.

A specific eLearning training to the commercial department on Trade Control and Sanctions took place in 2024 with participation rate over 82%.

A global eLearning training on Conflict of Interests has been delivered across 2024 and 2025 with overall participation rate of 82%.

In addition, several eLearning training programs are ongoing such as the Artificial Intelligence Global Training and the Global Training on Human Rights in the Supply Chain, through the Docebo LMS platform.

Anticorruption management system

Italmatch Chemicals S.p.A. has adopted a **management and control organizational model** in accordance with the **Italian Legislative Decree 231/2001**, effective from 2012.

This organizational model, in addition to the local procedures already effective, **covers all the Group activities**, identifying areas at risk of potentially committing criminal offenses and governs the functions and powers of the Supervisory Board (Organismo di Vigilanza), both setting its requirements and ensuring adequate informational flows towards it.

OUR PROCEDURES AND POLICIES

Code of Ethics

Sustainability Policy

Whistleblowing Policy

Human Rights Policy

DEIB policy

Anticorruption Global policy

Gifts, Hospitality, Sponsorships and Donations Policy

Antitrust Policy

Conflict of interest Policy

International trade control Policy

Conflict mineral Policy

Suppliers Code of Conduct

Artificial Intelligence Policy

The Supervisory Board, established pursuant to Italian Legislative Decree 231/2001, in its capacity as Ethics Committee, oversees the correct application of the Code of Ethics with specific regard to the issues of respect for human rights, equal opportunities, etc. It also manages any reports of acts or omissions that, on the basis of reasonable grounds, consist or may consist of violations of the Code of Ethics, of the Group's values or principles.

In this regard, a **Whistleblowing Global Policy** is in place, which constitutes the reference document for regulating the presentation, processing and investigation of reports received through the channels made available.

The reports are treated with absolute confidentiality, in compliance with the regulatory provisions of the sector and the protection of privacy, guaranteeing anonymity and protection against any form of possible recourse to whistleblowers in good faith.

The organizational model further includes a **penalty system**, ensuring the effectiveness of the model itself.

No confirmed incidents of corruption occurred in the last 3 years.

In 2025, Training on key compliance and responsibility topics was delivered to the company's white-collar and managerial staff via our internal LMS, Docebo. Participation rates reached approximately 71% of the target population for Anti-Corruption Essentials, 86% for "Supply Chain Evolution, A Focus on Human Rights", and 80% for "Acting Responsibly with Gen AI".

A training on Sexual Harassment Awareness, complying with the UK Worker Protection Act, has been delivered across all the relevant employee population.

For Italy, periodic eLearning training on 231 Law is in place.





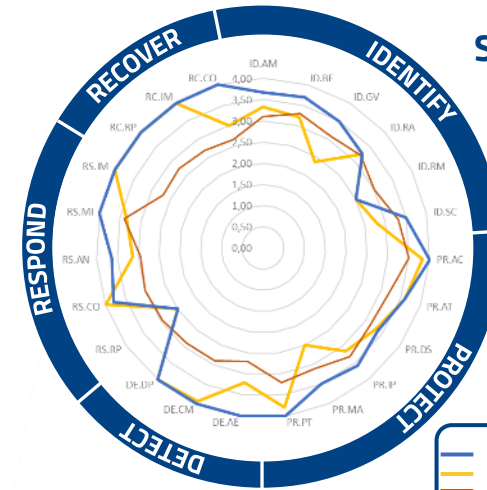
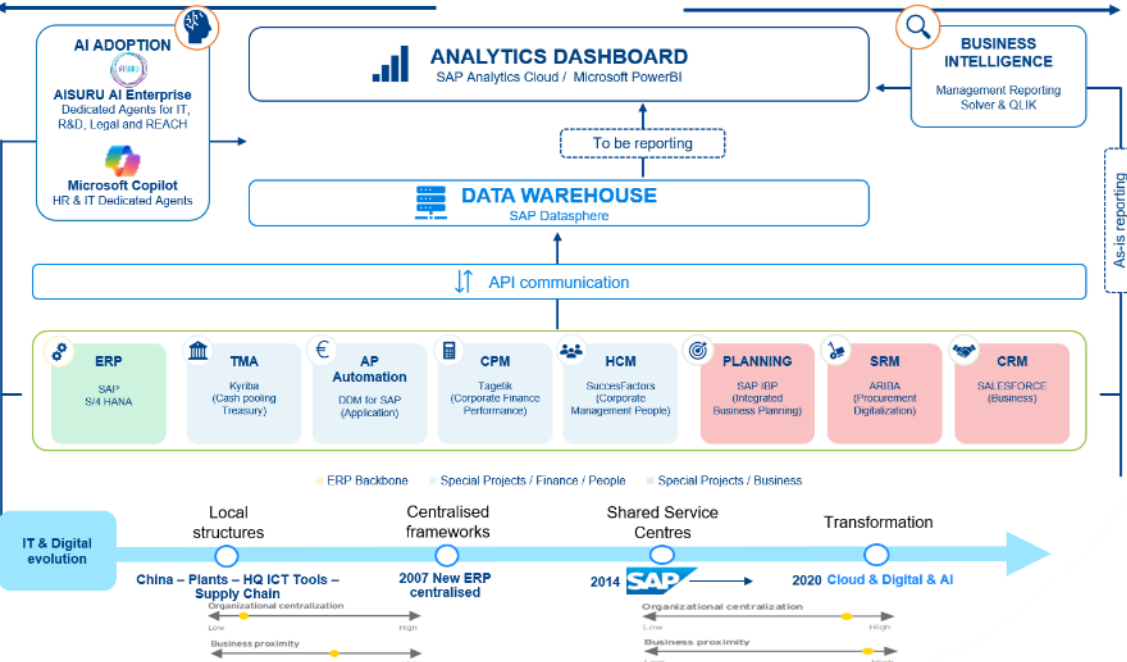
United Nations
Global Compact



- **European Sustainable Phosphorus Platform (ESPP):** being phosphorus the backbone of Italmatch Chemicals products, by adhering to the ESPP we aim at defining the long-term sustainable phosphorus management Europe.
- **Responsible Care:** a voluntary program sponsored by the worldwide chemical industry for developing and monitoring new policies and initiatives to protect the health, and safety of workers, and to ensure environmental protection practices.
- **Pinfa:** we share the common vision of continuously improving the environmental and health profile of our flame-retardant products.
- **European Battery Alliance:** The European Battery Alliance is Europe's plan to create its own competitive and sustainable battery cell manufacturing value chain. Its purpose is to ensure that Europe benefits from the technological evolution in the Electric Vehicle Market and beyond
- **Suschem IT:** the platform, re-launched in 2014 by Federchimica, analyses national research activities and priorities on sustainable chemistry, linking them to European priorities and initiatives.
- **CEFIC, Federchimica, Confindustria:** European and national trading association of the chemical industry, supporting the Paris Climate agreement, the European Green deal, generating and aggregating scientific knowledge.
- **United Nations Global Compact:** UNGC initiative aims to develop, implement and disclose responsible business practices, aligning activities and strategies with the ten universal principles on Human Rights, Labour, Environment and Anti-Corruption.
- **Valore D:** the first business association that promotes gender balance and an inclusive culture to foster business growth.

No contribution to political parties

Governance: Group digitalization (1)



Score 2025
AYARIX
a group company



NIS2 Compliance European directive for Cybersecurity, requires Companies to adhere specific principles and adopt specific measures for compliance. Based on the outcome of the assessment performed during the year a series of corrective actions to ensure compliance will be taken

Cyber risks Insurance Master Program (Security, Crime, Social Fraud) → In place

Cyber Essentials UK certification → Certified and Renewed for 2026

Advanced Cyber Threat intelligence and exposure monitoring → In place

Darktrace Physical Probes and Managed Switches in every plant → Completed

NIS2 compliance assessment → Completed
NIST Framework → updated Dec 2025

Business Impact Analysis & Risk Assessment (NIS2 Compliance) → Ongoing

Artificial Intelligence Integration in Corporate Processes

Italmatch launched a structured program to integrate Artificial Intelligence into its corporate processes, strengthening the Group's digital transformation and supporting more efficient, data-driven decision making across the organization.

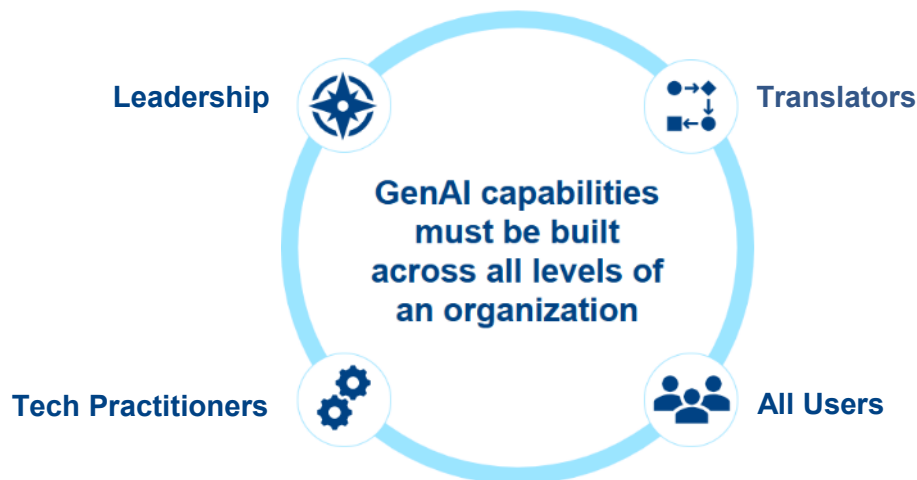
Governance and Responsible AI

To ensure responsible and compliant adoption, in 2024 Italmatch established an AI Governance Committee involving IT, HR, Legal and Compliance.

The committee defines internal standards and supervises AI deployment in line with the EU AI Act and corporate ethical principles, ensuring transparency, security and responsible use of AI technologies.

Integrated Digital Ecosystem

AI solutions are embedded within the Group's digital infrastructure, including SAP ERP systems, data warehouse platforms and business intelligence tools, ensuring secure data management and interoperability across business processes.



AI Implementation Across Business Functions

The implementation phase started in 2025 with the introduction of enterprise AI platforms and specialized digital agents supporting several functions:



- Legal:** automated support for contract management and NDAs
- Regulatory:** assistance in regulatory data management and origin determinations
- Sales & Technical Marketing:** support tools to identify optimal technical solutions for customers
- IT Operations:** AI agents assisting with internal systems and technical support
- Tax & Compliance:** automation of customs and tax-related documentation
- ESG:** Automating supplier engagement and data gathering to calculate robust and updated PCF

These solutions will enable employees to access company knowledge more efficiently and streamline internal workflows.

LexAI Legal Dept. Agent	GaIA ESG Dept. Agent	OriginAI Regulatory Dept. Agent	TaxAI Tax Dept. Agent	Virgil.IO Business Development Agent	Alda IT Support Agent	SupplAI IT Support Agent

Looking Ahead

The program will continue to evolve through training initiatives, monitoring of AI usage and the development of new AI applications, ensuring that innovation supports long-term sustainable growth and responsible digital transformation.

Responsible Supply Chain & Sustainable Procurement



Italmatch Group recognizes the critical importance of integrating its supply chain into the effective implementation of the ethical principles outlined in its Code of Ethics. By ensuring strong alignment between the company's sustainability values and supplier behavior, **Italmatch Group fosters a responsible environmental and social approach throughout the entire supply chain.** To uphold and strengthen this commitment, Italmatch Group has implemented key governance instruments designed to ensure ethical and sustainable supplier practices:

- **ESG Clauses in Supplier Contracts:** Since late 2022, Environmental, Social, and Governance (ESG) clauses have been systematically embedded into supplier contracts. These clauses mandate adherence to sustainability standards, reinforcing responsible sourcing, environmental protection, and social responsibility.
- **Supplier Code of Conduct:** All suppliers are required to operate in accordance with the Italmatch Group Supplier Code of Conduct, which establishes strict ethical principles. These include the protection of labor rights, promotion of diversity and inclusion (D&I), anti-corruption measures, environmental stewardship, and respect for human rights. The Code ensures that suppliers align with the highest global standards in ethical business conduct.
- **Supplier ESG Performance Audits:** To ensure compliance with sustainability expectations, Italmatch Group exercises the right to audit suppliers' ESG performance. These audits help assess adherence to ethical and environmental principles, identify potential risks, and drive continuous improvement in sustainable practices.
- **Enforcement and Remedial Measures:** To uphold its sustainability standards, Italmatch Group reserves the right to take enforcement actions against non-compliant partners. This includes the termination of business relationships and the pursuit of legal or remedial actions if suppliers violate the defined ethical and sustainability principles.

This structured approach supports the integration of sustainability principles throughout the supply chain. In 2025, Italmatch Group also confirmed its "A" rating in the CDP Supplier Engagement Assessment (SEA), recognizing the company's continued commitment to engaging suppliers on climate-related topics and strengthening responsible supply chain management.

Capacity building with suppliers

A part of the profit from **So-What** counselling projects is donated to the **Fondazione Gigi Ghirotti Genova ETS.**

This contribution is transformed into hours of free home care for sick people and their families, thanks to the constant work of the teams of doctors, psychologists, physiotherapists and volunteers provided by the association to people in need.



Supplier Qualification towards a sustainable procurement model

Italmatch is strongly committed to enhancing the qualification process of its supply chain. Moving beyond procurement decisions solely based on quality and price, ESG factors are now a key criterion in supplier evaluation, reinforcing our dedication to sustainability and responsible sourcing.

With the **successful launch of the Ariba supplier qualification system**, our procurement operations have transitioned to a more precise and efficient ESG supplier assessment. This system has streamlined supplier onboarding, standardized and automated workflows, and optimized supplier management, ensuring greater compliance and transparency. Moreover, a robust analytics system enables us to continuously monitor supplier performance, proactively mitigate risks across the supply chain, and effectively respond to evolving regulatory requirements, including those introduced by the CSDDD directive.



Supplier engagement and supply chain ESG performance tracking



Italmatch's procurement strategy is focused on fostering **long-term relationships** with direct suppliers that uphold human rights and environmental criteria. Training course on the Docebo LMS platform on the importance of ethical issues in the supply chain are available and accessible for all employees.

Supplier selection follows a transparent and objective ESG assessment, primarily leveraging EcoVadis, which evaluates critical themes such as environmental impact, ethical business conduct, labor and human rights, and sustainable procurement practices.

The renewal of the EcoVadis Gold rating through 2026 confirms the effectiveness of Italmatch's sustainable procurement policies and its ongoing commitment to enhancing supplier engagement. Our partnership with EcoVadis enables comprehensive sustainability performance tracking, facilitates collaborative engagement with suppliers on best practices, and supports our annual target of increasing the number of suppliers assessed through sustainability rating platforms (at least +10 every year).

For maximum transparency, we also undergo evaluation by additional third-party providers upon customer request. In 2025, we also confirmed Achilles Repro Silver registration to further validate our ESG performance.

2025	+12 suppliers assessed	55% of total 2025 spending assessed	64% of tier 1 suppliers (spending >100k€) assessed through Ecovadis
2024	Target: +10 new suppliers engaged every year	61% of total 2024 spending assessed	53% of tier 1 suppliers assessed

Number of suppliers assessed on Ecovadis	Overall score	Environment	Labor & Human Rights	Ethics	Sustainable Procurement
171 (159 end 2024)	69,8 (67,1 end 2024)	72,2 (70,9 end 2024)	70,1 (67,2 end 2024)	67,5 (64 end 2024)	64,5 (61 end 2024)

Source: EcoVadis performance reporting dashboard: partners with a valid scorecard over the last 4 years

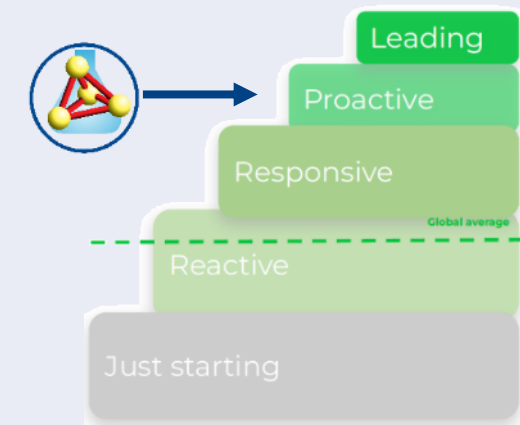
EcoVadis: annual maturity Review

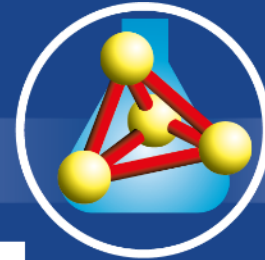
Every year we undergo an **annual Maturity Review** with **EcoVadis**. This review evaluates our sustainable procurement practices across key dimensions, helping us identify strengths and areas for improvement.

This year in our **third Maturity Review**, we achieved a significant milestone: our rating advanced from the Responsive category to **Proactive**, with an overall score of **3/4** (a substantial improvement from last year's score of 2.33/4). All subcategories assessed showed an increase in scores.

This demonstrates that our sustainable procurement practices are evolving year after year, reflecting the effectiveness of our strategies and the dedication of our teams in driving continuous improvement.

Looking ahead, we remain committed to further enhancing our sustainable procurement framework.





Italmatch Chemicals

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Approved by the BoD on 20th March 2026