



SUSTAINABILITY REPORT

Ferrero S.p.A.

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LETTER FROM THE CEO TO STAKEHOLDERS

Dear Stakeholders,

I am proud to present the **first Sustainability Report of Ferrero S.p.A.**, a document that marks a key milestone in our journey towards a more transparent, responsible and forward-looking management approach.

The past few years have been a time of significant consolidation of our identity: a Company with deep roots and a strong international presence in the Automotive and Industrial sectors, but also an organisation determined to **grow by creating value for people, the local area and the environment**.

In 2024 we achieved meaningful results in the field of sustainability. We launched concrete initiatives to improve the well-being of our people, promoting flexible working arrangements such as smart working, introducing adjustable working hours and expanding our corporate welfare programmes. We have made substantial investments in training, with a significant number of hours also aimed at young employees. Moreover, we have implemented an integrated quality, environmental and safety management system, and embarked on a path to reduce direct and indirect emissions, with ambitious targets set for 2025–2026.

Complex global dynamics – from the ecological transition to accelerated digitalisation, from climate change to geopolitical instability – have a profound impact on our sector. In this context, adaptability and a systemic vision are essential to ensure long-term competitiveness and sustainability.

Our commitment is inspired and guided by the United Nations Sustainable Development Goals (SDGs). We are concretely engaged in promoting gender equality (SDG 5), ensuring decent working conditions and sustainable economic growth (SDG 8), investing in responsible consumption and production models (SDG 12), and adopting effective measures to combat climate change (SDG 13).

Our strategy is structured across multiple time horizons. In the short term, we aim to strengthen internal welfare policies, improve health and safety standards at work, and reduce our environmental impact through tangible and measurable actions. In the medium to long term, our goal is to contribute in a structural way to the ecological and industrial transition of the entire supply chain through energy efficiency measures, the adoption of renewable energy sources, the automation of production processes, full digitalisation by 2026, and a sharp reduction of CO₂ emissions per unit produced. We also intend to reinforce all our Diversity & Inclusion policies, defining specific objectives related to pay equity and training.

As concrete proof of our commitment, over the years we have achieved important certifications – including ISO 9001, ISO 14001 and ISO 45001 – which will soon be joined by ISO 27001 and the TISAX framework, with the aim of further strengthening data governance, information security and corporate integrity. In this perspective, we will also introduce a structured whistleblowing system. With this first Report, Ferrero opens a new chapter in its history: a company rooted in the values of work, looking to the future with responsibility, transparency and determination.











We invite you all to join us on this path of sustainable growth, to be built together with commitment and awareness.

Sergio Ferrero

CEO

Ferrero S.p.A.

HIGHLIGHTS 2024

 + 25 million turnover 	
61 employees 	100% of employees covered by collective bargaining agreements 
982 hours of training 	15 new hires 
+ 126 suppliers 	80% foreign clients 
193.77 tCO2 emitted 	- 10% emission intensity per employee 



METHODOLOGICAL NOTE

[GRI 1; GRI 2-2; GRI 2-3; GRI 2-4; GRI 2-5]

This document represents the **first edition** of the Sustainability Report of Ferrero S.p.A. (hereinafter also referred to, for brevity, as Ferrero or, more generally, the Company, the Enterprise or the Organisation) and refers to information relating to the period **01/01/2024 – 31/12/2024**, including, where possible, data for the three-year period 2022–2023–2024.

The reporting scope concerns Ferrero's operations only. Any exclusions of sites and/or offices from the data calculation are duly noted in the text, together with the corresponding reasons.¹

The document has been prepared **with reference to the GRI Standards**, following the 'with reference' approach, issued in 2016 by the international organisation Global Reporting Initiative and most recently updated in 2023.

The reporting of social and environmental performance is structured in line with the material topics identified through the **materiality analysis** conducted according to the principles of **GRI 3 (v.2021)**.

In addition to reporting on material topics, this Report also addresses broader social and environmental themes that are not considered to be of primary importance.

Lastly, the document indicates the Sustainable Development Goals (**SDGs**) of the United Nations 2030 Agenda to which Ferrero is committed to contributing through its actions.

This report – which is voluntary and not subject to any legal requirement – has not been externally assured.

¹ It should be noted that the Spanish subsidiary Ferrero Iberica Racks S.L.U. is wholly owned (100%) by Ferrero S.p.A.

1. CORPORATE GOVERNANCE

1.1 Who we are

[GRI 2-1; GRI 2-6]

Ferrero S.p.A. began its activity in the field of metal carpentry in the early 1900s and today, with a total workforce of over 100 people, specialises in the production of metal containers. The company is present in key European and non-European markets, supplying its services and products to leading manufacturers and component suppliers in the automotive sector.

As part of its diversification strategy, the Company is also active in the Industrial sector through a dedicated division, with solid experience dating back to the 1960s.

The Company is highly dynamic and innovative. Each year, financial resources are invested in research and industrial development and, consequently, in ongoing and specialist staff training. This commitment has led to several patented inventions, marketed worldwide under the company brand.

The headquarters are located in Casalgrasso, Province of Cuneo, covering an area of 14,000 m², of which 5,000 m² are indoors. Over the years, this site, which started as a simple plant, has seen the company grow under the banner of innovation. This facility houses the administrative, financial and commercial offices, as well as the areas dedicated to design, prototyping and production, where future automotive projects take shape.

Subsequently, in 2021, a new production facility was opened, also in Casalgrasso, covering an area of 12,000 m², of which approximately 7,000 m² are indoors. This site houses the Industrial division and features state-of-the-art machinery for laser cutting, bending and welding of metals.

Ferrero's consolidated turnover for 2023 amounted to €25,500,399, with an export share of 76%, while in 2024 turnover reached €25,256,131, with an export share of 77%, across Europe (our domestic market), the United States, Africa and India.



Ferrero's Values

The company's **mission** is to offer the market the full potential of its know-how, production capacity and quality, which, combined with sustainability, ensure that its services and products are perceived by clients as the embodiment of the Company's philosophy.

Ferrero was founded on a **vision** centred on the belief that it can bring innovation, introduce new production techniques and enhance the quality of technologically advanced products: automotive racks for highly automated industries, welded structures and components for the industrial machinery sector. The Company ranks among the leaders in the international markets where it operates.

Its winning strategy is to focus on complete client satisfaction, guaranteeing the highest quality of services and products offered, backed by strong production capacity.

The Company is guided by a set of **fundamental values** that shape every stage of its work: putting people first, valuing human capital with particular attention to its staff, ensuring the reliability of its systems and management procedures, embracing change, innovation and quality, and striving to maintain cutting-edge technology and safety standards.

A key corporate value is being an environmentally and socially responsible Company, committed to improving quality of life, safeguarding the environment and protecting workers' health and safety.

Ferrero's priority is to further advance technological expertise, enhance teamwork and increase employee satisfaction by providing them with all the tools and conditions needed for their professional growth.

Careful process management with a client-oriented approach, consistent investment in research and innovation, and a solid financial and asset structure are key factors that, by fostering client loyalty, make Ferrero stand out against its competitors. Added to this are flexibility and the ability to adapt to market dynamics.

Among its strategic objectives, Ferrero aims to achieve further growth while maintaining the stability it has already built, preserving a strong focus on the governance system, which defines its identity and guidelines, setting a framework of behaviours and internal processes that add value to the Company's activities.

For Ferrero, having effective governance is therefore essential, as it is considered a cornerstone for long-term business sustainability and a means of increasing both competitiveness and the ability to attract top-quality resources. There is a full awareness of the need to adapt this system to the new scale of the company and the increased complexity, in order to stabilise and enhance the managerial framework already in place.

Ferrero S.p.A. is structured into two distinct divisions, which are presented in detail in the following chapters.

Automotive Division



Through its Automotive Division, the Company provides a full service, from the study, design and prototyping of new products to the production of metal containers and pre-series and series equipment, intended for the internal and external handling of materials, semi-finished goods and finished products within the automotive sector;

Ferrero has long-standing relationships with the automotive industry. Thanks to this tradition, over the various stages of industrial evolution it has built up expertise in the different product sectors connected to it, leading to the current comprehensive service offering that spans multiple phases.

The production of metal containers includes specialised metal containers with columns, loading and unloading platforms, and pallets for the internal and external handling of materials, semi-finished goods and finished products in industrial settings.

The Company is constantly evolving and is developing innovative technical solutions for the future, combined with new and competitive production processes. This enables Ferrero to grow as a manufacturer of metal containers and to expand into new international markets, setting itself apart from the competition while strengthening its existing relationships in Europe and the rest of the world.

Industrial Division



The Industrial Division manages a product range that spans from light and medium-heavy metal carpentry to components for machinery and industrial vehicles, extending to high-precision components. It also includes a dedicated section for servicing and spare parts on behalf of multinational companies.

The Technical Office of Ferrero Industrial is able to provide comprehensive support services, including the product development phase. The Company can handle the production of any type of industrial welded structure, regardless of size, quantity or technical requirements.

1.2 Our History

Early 1900s: Start of operations in metal carpentry for the agricultural sector.

1950s–60s: Transition from agriculture to industry.

1960s: Start of metal container production for the automotive industry.

1974: Relocation of the production site from Pancalieri to Casalgrasso.

1989: Transformation from a sole proprietorship to a general partnership.

1995: Certification of the quality management system under ISO 9002.

2002: Transformation from a general partnership to a limited liability company.

2003: Transition of the quality management system certification from ISO 9002 to ISO 9001:2000.

2004: Start of supplies to the Swedish market.

2005: Achievement of ISO 14001:2004 environmental certification.

2006: Creation of a new division for metal carpentry.

2010: Transformation from a limited liability company to a joint-stock company.

2012: Recognition by Volvo Car Corporation with the 'Volvo Quality Excellence' award.

2013: Establishment of a company in Spain named Ferrero Iberica Racks, S.L.U., based in Barcelona.

2014: Opening of a commercial agency in Africa within the metal carpentry division.

2017: Replacement of the old plant roof with highly insulating, low environmental impact panels, compliant with current regulations, featuring a modern design that allows significant energy savings.

2019: Achievement of globally recognised patents.

2020: Corporate restructuring, leading to the separation of Automotive and Industrial & Trading activities into two distinct divisions.

2021: Purchase of an industrial facility covering 12,000 m², of which over 7,000 m² are indoors.

2023: Transformation of traditional production processes into automated and robotised processes.

2024: Achievement of ISO 45001:2018 occupational health and safety certification.

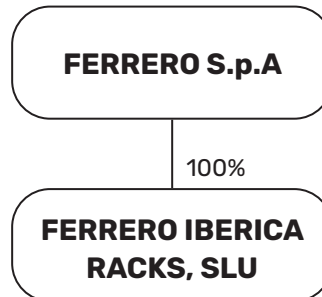
1.3 Corporate Structure and Governance

[GRI 2-1; GRI 2-9; GRI 2-11]

Corporate structure

Ferrero S.p.A. is a Joint-Stock Company (Società per Azioni) registered with the Chamber of Commerce, Industry, Crafts and Agriculture of CUNEO.

The corporate structure of Ferrero S.p.A. is as follows:



As stated in the Methodological Note, this 2024 Sustainability Report refers exclusively to data from Ferrero S.p.A.

Institutional structure

Ferrero S.p.A. is a joint-stock company that has chosen the traditional governance model, which consists of the following bodies:

- Shareholders' Meeting
- Board of Directors
- Board of Statutory Auditors
- External Auditor

1.4 Organisational Structure

Ferrero S.p.A. is divided into two production divisions:

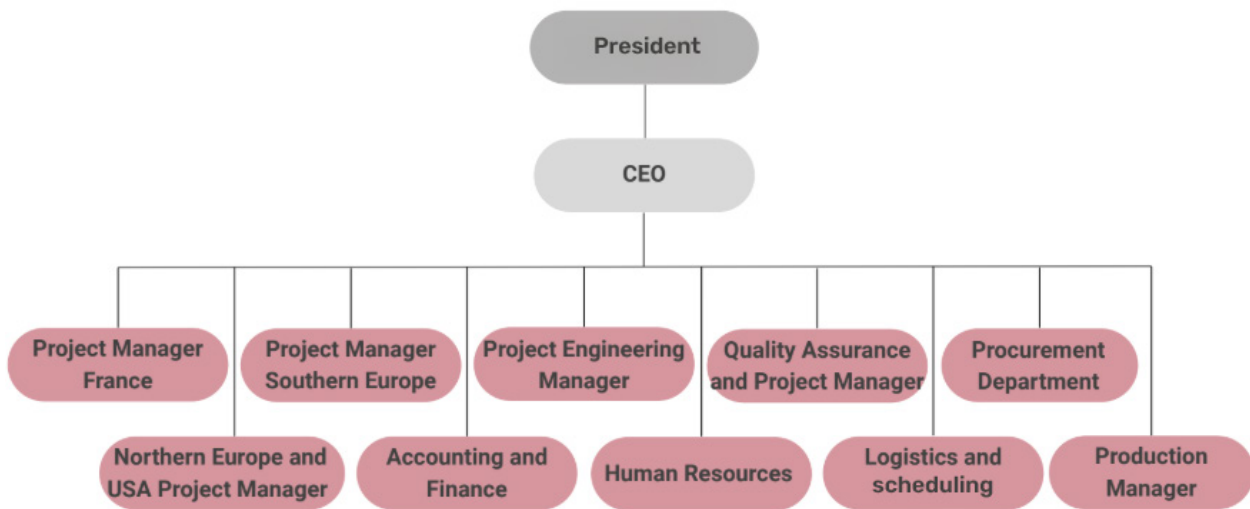
- **Ferrero Automotive**, primarily focused on the manufacture of specialised containers for the automotive sector;
- **Ferrero Industrial**, which manages the department for industrial welded structures and medium/heavy metal carpentry.

Below is the organisational chart of Ferrero, broken down by division.

Chair and General Management

- Chair – Luciana Cambiano: Top-level figure with institutional responsibilities.
- CEO – Sergio Ferrero: Responsible for the overall operational management of the Company.

Ferrero Automotive



The first-level flow chart highlights the grouping of operational activities of Ferrero Automotive into the following areas:

1. Project Management

- Project Manager France, North Europe & USA, South Europe: Coordinate and supervise projects for their respective geographical areas.
- Project Engineering Manager: Leads the technical and engineering design of projects.
- Quality Assurance & Project Manager: Ensures the quality of processes and products.

2. Procurement

- Purchasing Dept.: Manages the procurement of materials and services required for production.

3. Production and Logistics

- Production Manager: Oversees production activities to ensure efficiency and compliance with schedules.
- Logistics and Scheduling Team: Plans deliveries and manages both internal and external logistics.

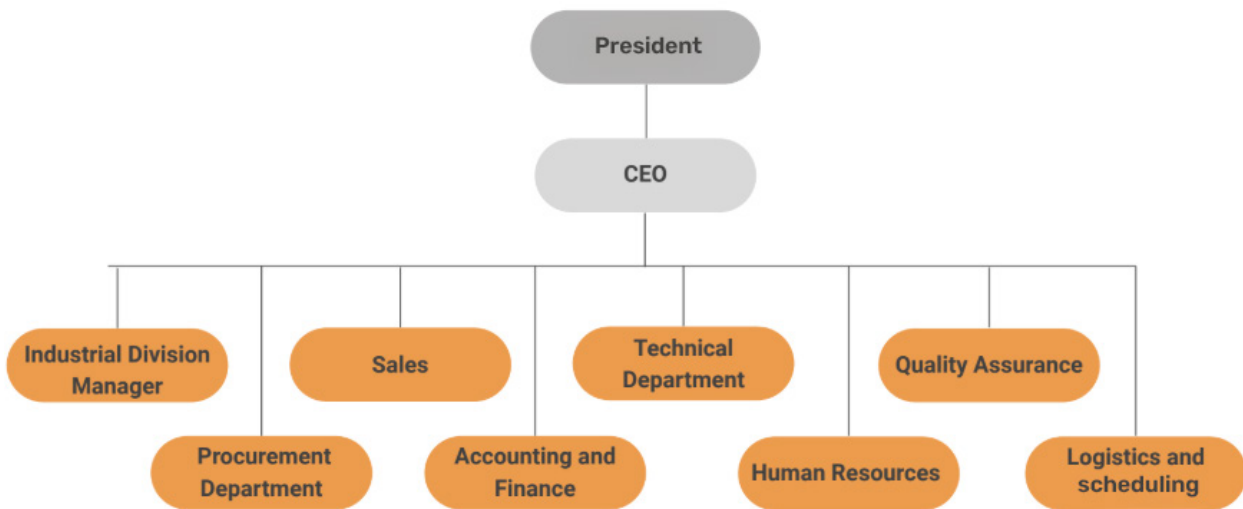
4. Administration and Finance

- Account & Finance Team: Handles accounting, financial planning, balance sheet, treasury, and relationships with banks and institutions. Ensures compliance with fiscal and administrative requirements.

5. Human Resources

- Human Resources Team: Responsible for recruitment, management, development and employee well-being.

Ferrero INDUSTRIAL



The first-level flow chart highlights the grouping of operational activities of Ferrero Industrial into the following areas:

1. Industrial Division Management

-Industrial Division Manager: Coordinates all technical and production activities of the Industrial division.

2. Technical Department

-Technical Dept. Team: Responsible for the design, engineering development and technical implementation of industrial projects.

3. Quality

-Quality Assurance: Ensures the quality of processes and products.

4. Logistics and Planning

-Logistics and Scheduling: Coordinates production planning, material handling and both internal and external logistics.

5. Procurement

-Purchasing Dept.: Manages the procurement of materials, suppliers and purchasing negotiations.

6. Sales

-Commercial Dept.: Responsible for sales, customer support and business development in the market.

7. Administration and Finance

-Account & Finance Team: Handles accounting, financial planning, the balance sheet, treasury and relationships with banks and institutions. Ensures compliance with fiscal and administrative requirements.

8. Human Resources

-Human Resources Team: Oversees recruitment, contract management, skills development and organisational well-being.

1.5 Strategic Framework and Sustainability Management

[GRI 2-22]

Ferrero S.p.A. stands out for its strong commitment to social and environmental responsibility.

Its mission is clear: to improve the quality of life of its employees, safeguard the environment, and remain actively engaged in the social sphere, while upholding the highest standards of corporate responsibility. This vision is translated into a structured corporate programme, centred on three strategic areas that shape the Company's sustainability framework and management.

Pillar 1: Employees and people

Ferrero recognises that its success and resilience are intrinsically linked to the well-being of its human capital. Its social commitment is reflected in policies aimed at ensuring a safe, inclusive and stimulating work environment. This includes investments in ongoing and specialist training, professional development and the promotion of diversity, ensuring that every employee can grow and contribute to their full potential. This approach not only improves quality of life within the Company but also strengthens productivity and innovation, generating a positive and lasting economic impact.

Pillar 2: Environment, Health and Safety

The Company takes a proactive approach to reducing its environmental impact, adopting practices to minimise resource consumption, optimise waste management and reduce emissions. For a company like Ferrero, this means implementing more efficient production processes, exploring innovative low-impact materials and making workplace safety a top priority. The health and safety of employees and of the communities affected by the Company's operations are integrated into every operational phase, reflecting a holistic approach to environmental and social responsibility.

Pillar 3: Relationships with Clients and Suppliers

Ferrero extends the concept of corporate responsibility across its entire value chain. This involves selecting suppliers who share the same ethical and environmental standards, thereby promoting responsible sourcing practices. With its clients, the Company is committed to delivering high-quality products and services, developed with a focus on sustainability and safety. This collaborative approach builds trust, generates shared value and contributes to the creation of a more ethical and sustainable industrial ecosystem, balancing economic objectives with social and environmental goals. Through these three pillars, Ferrero demonstrates that sustainability is an integral part of its growth strategy, a driver of innovation and a key factor in creating long-term value.

In its activities, Ferrero is committed to safeguarding its human capital by following the SA8000 Standard issued by Social Accountability International (SAI) and the ISO 14001 environmental standard. It also requires and verifies that the same standards of worker and environmental protection are respected by external partners and suppliers, who are periodically monitored and approved. Beyond improving internal processes through the adoption of frameworks that enable better resource management, Ferrero aims to actively contribute to the United Nations **Sustainable Development** Goals (SDGs). To this end, the Company has defined a series of actions to be achieved in the 2025–2027 period, summarised in the table below:

SDG	Company Objective	Actions Undertaken / Planned
	Strengthen corporate governance, transparency and cybersecurity.	<p>Implementation of ISO 27001 and TISAX certifications.</p> <p>Adoption of the whistleblowing system (2025).</p> <p>Full digitalisation of the supply chain by 2026.</p>
	Enhance employee well-being and professional growth, strengthen teamwork and internal satisfaction.	<p>Strengthening corporate welfare policies.</p> <p>Investments in training.</p> <p>Automation and innovation in processes.</p>
	Strengthen Diversity & Inclusion policies	<p>Definition of fair pay objectives.</p> <p>Targeted training on diversity and inclusion.</p>
	Improve health and safety at work.	<p>Adoption of updated workplace safety standards.</p> <p>Ongoing monitoring of incidents and working conditions.</p>
	Ensure traceability and environmental compliance in industrial waste management.	Adoption of digital tools for environmental monitoring and reporting.
	Reduce environmental footprint and CO ₂ emissions per unit produced.	<p>Energy efficiency improvements in facilities.</p> <p>Use of renewable energy sources.</p> <p>Automation of production processes.</p>

1.6 Certifications Obtained



UNI EN ISO 9001:2015

Quality Management Systems

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

Expiry: 23/11/2026



UNI EN ISO 14001:2015

Environmental Management Systems

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

Expiry: 23/11/2026



UNI EN ISO 45001:2018

Occupational Health and Safety Management Systems

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

Expiry: 22/12/2027



Synesgy Certificate

ESG Score: A (Excellent)

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

Expiry: 08/03/2026



UNI EN ISO 3834-2:2021

Quality Requirements for Fusion Welding of Metallic Materials

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)

Expiry: 27/12/2026



UNI EN 1090-1:2009 + A1:2011

Execution of Steel and Aluminium Structures

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)



UNI EN ISO 9606-1

Welder Qualification Testing and Application Fields

Registered office: Via Pancalieri, 1 - 12030 CASALGRASSO (CN)

Operating site: Via Saluzzo, 41 - 12030 CASALGRASSO (CN)



Certificate – Welding Coordinator, Basic Level (B)

Subjects covered in accordance with EWF 652r3 guidelines and UNI EN ISO 14731:2019



Qualification Certificate – Non-Destructive Testing Operator

Issued in compliance with UNI EN ISO 9712:2012 and Bureau Veritas IT-IND-REG-01_NDT.IND regulation.

1.7 Networks and Relationships

[GRI 2-28]

Ferrero S.p.A. recognises the strategic importance of building stable and proactive relationships with associations and industry clusters, with the aim of promoting sustainability, innovation and development. During the reporting year, the Company strengthened its participation in two key networks:

API Association – Associazione Piccole e Medie Industrie (Turin and Province)

Ferrero S.p.A. is an active member of API, an organisation rooted in the Turin area with a nationwide operational network.

This is a trade association dedicated to SMEs in the manufacturing and services sectors. Ferrero actively participates in institutional working groups promoted by API, with a particular focus on industrial relations, research, innovation and energy. Membership of this network allows the Company to access ESG advisory services, training programmes, agreements and funding opportunities.

Within this context, API provides strategic support to Ferrero in fostering sustainable growth and corporate competitiveness.

MESAP Innovation Cluster (Polo Piemontese Smart Systems & Products)

Ferrero S.p.A. is a member of MESAP Innovation Cluster, the regional technology hub of Piedmont with national relevance in the field of Industry 4.0. The cluster focuses on developing smart systems and products, encouraging collaboration between companies, research centres and universities. Ferrero actively participates in initiatives promoted by the cluster, with particular attention to low-emission technologies, enabling technologies such as the Internet of Things (IoT) and additive manufacturing, as well as specialist training and the transition towards sustainable production models.

Impact and Value Generated

Participation in these networks generates tangible benefits for Ferrero, especially in terms of access to collaborative projects and calls for proposals dedicated to sustainable mobility and Industry 4.0, which strengthen the Company's environmental and technological competitiveness.

Activities promoted include webinars, workshops and thematic working groups, which foster skill development, the sharing of best practices and the adoption of innovative solutions.

Through its presence in API, Ferrero also plays an active role with institutions, local authorities and key stakeholders, with the goal of promoting policies and measures that support the sustainability of SMEs.

1.8 Stakeholder Mapping and Engagement

[GRI 2-29]

Stakeholders are individuals or groups with a direct or indirect interest in a company's activities and results. They are entities that can influence or, in turn, be influenced by the organisation's decisions and actions, and include both internal and external parties. Internal stakeholders include, for example, employees and managers, while external stakeholders comprise clients, suppliers, local communities, public institutions and civil society organisations.

The role of stakeholders is crucial for the Company for multiple reasons. First, they provide essential resources such as capital, technical expertise or materials, which are key elements for business operations and development. Moreover, dialogue and active engagement with stakeholders in corporate decision-making help anticipate challenges and identify opportunities. For example, client feedback can inspire innovations in products or services; employee opinions can contribute to improving the work environment; while collaborations with external entities – such as non-profit organisations – can open new avenues for growth.

It is only through constant and transparent interaction with these stakeholders that a company can strengthen its reputation, enhance its ability to adapt and ensure long-term sustainable growth.

Stakeholders	Engagement Objective	Engagement Methods	Frequency
Employees	Obtain feedback on organisational climate and key issues.	Regular meetings with work teams and managers.	Weekly / Monthly
Clients	Understand client needs and expectations, assess satisfaction.	Satisfaction surveys, focus groups, customer service.	Semi-annual / Annual
Suppliers	Evaluate suppliers' sustainable practices, identify new collaboration options.	Sustainability questionnaires, monitoring meetings, performance reviews.	Annual
Regulatory bodies	Ensure compliance with regulations and provide information on sustainability practices.	Sustainability reports, responses to information requests, meetings with institutions.	Annual
Local community	Share information on on-going projects.	Website and social media for project updates.	Monthly / Annual
Financial institutions	Communicate commitment to sustainability and provide financial data.	Annual sustainability report and quarterly financial updates.	Quarterly / Annual

1.9 Materiality Analysis

[GRI 3-1; GRI 3-2; GRI 3-3]

How was the materiality analysis carried out?

The materiality analysis was developed in line with the GRI 3: Material Topics 2021 standard, taking into account the updates introduced by the CSRD and ESRS standards².

The new methodology requires organisations to assess their **ability to generate impacts on the environment, people and the economy through the activities in their value chain**.

This is referred to as '**impact materiality**', as a topic is considered material based on the significance of the impacts (both positive and negative) it encompasses.

To align with these new standards, Ferrero conducted an initial impact materiality assessment, adopting the **inside-out approach** and therefore, focusing on the actual or potential impacts generated externally and affecting its stakeholders.

How was the materiality analysis carried out?

In conducting the materiality analysis, Ferrero followed these steps:

1. Identification of potentially material topics and associated impacts: Through a sector benchmark and an analysis of key activities in Ferrero's value chain, relevant topics and impacts – both positive and negative – that the Company generates or could generate for its stakeholders were identified;

2. Assessment of the generated impacts: The main internal functions assessed the impacts identified in the previous phase, following the parameters defined by GRI 3 (v.2021). In particular, during this exercise, the following elements were considered:

1) For impact assessment:

- The type (current/potential);
- If potential, the likelihood of occurrence;
- Whether the impact is caused directly by the Company or indirectly along its value chain (upstream/downstream);
- The severity of the impact, which is a relative measure depending on the Company's operations and activities;
- The spread of effects (positive and negative) among the stakeholder categories affected;
- The possibility of remedying the harm (in the case of negative impacts).

2) Prioritisation: For stakeholder engagement purposes, Company Management was asked to prioritise the topics.

3. Calculation of impact levels for the topics: For each qualitative variable listed above, a numerical parameter was assigned. When added to the others, this resulted in a final score for each impact, normalised on a scale from 1 to 5. For each topic, the average of the evaluations of the associated impacts was calculated to quantify the overall positive and negative **impact level** of a specific topic (hereinafter referred to as the 'score').

² European Sustainability Reporting Standard.

4. Definition of the materiality threshold: The materiality threshold was defined by calculating the **average** of the topic scores. Topics considered material are those that scored above 3.5 and are as follows:

- **Product quality and client satisfaction**
- **Employee health and safety**
- **Employee well-being**
- **Energy and emissions management**
- **Responsible corporate conduct**

Although the Sustainability Report focuses mainly on the topics listed above, as they are considered relevant, the document also addresses broader social and environmental topics that are not classified as material.

For details on the impacts associated with each material topic, please refer to the 'Annexes' section.

1.10 Responsible corporate conduct

[GRI 2-23; GRI 2-24; GRI 2-25; GRI 2-26; GRI 2-27; GRI 205-3]

For Ferrero, acting ethically, transparently and in compliance with the law is not merely a duty, but a daily commitment that guides the strategic and operational decisions of the Company. Transparency, legality and the fight against corruption are fundamental principles for building solid and lasting relationships with stakeholders and for contributing to sustainable, fair and responsible development.

All individuals involved in the Company's activities are called upon to uphold this commitment to social responsibility by adhering to the values set out in the Code of Ethics, which is disseminated extensively throughout the organisation. To ensure full understanding and application, the Human Resources function ensures that 100% of newly hired staff receive proper training and review of the Code of Ethics and Conduct. The conduct of both internal and external collaborators is subject to constant monitoring, with the aim of fostering healthy, safe and respectful workplaces, and making a positive contribution to the communities with which the Company interacts. Actions are designed to ensure socially, ethically and environmentally responsible behaviour.

Over time, internal safeguards have been strengthened to prevent unlawful behaviour and to promote a culture of integrity. In this regard, a **whistleblowing** system will be introduced in the coming years, enabling all collaborators to report any breaches of corporate values or applicable regulations in a secure, anonymous and protected manner.

At the same time, training and awareness-raising initiatives on ethics, legality and responsibility have been launched, with the aim of increasing collective awareness and a sense of belonging to an organisation built on clear, shared principles. In this context, the process for adopting ISO 27001 certification and the TISAX system will be launched, as strategic tools for information security and data protection, ensuring high standards of reliability and transparency towards clients, partners and institutions.

The Company's Code of Ethics serves as a reference point for all individuals operating within and on behalf of the organisation, confirming the commitment to conduct based on fairness and compliance with rules. **During the reporting period, no cases of corruption, neither active nor passive, were identified.**

The commitment to responsible corporate conduct remains constant, based on the belief that compliance with regulations, proactive risk management and continuous dialogue with stakeholders are essential elements to generate lasting value, safeguard reputation and contribute to the well-being of the communities affected by the Company's activities.

2. SOCIAL DIMENSION

2.1 Employees

[GRI 2-7; GRI 2-30; GRI 401-1; GRI 405-1]

For Ferrero, people are the central factor in the success of the Company. As such, the Company sees it as a serious responsibility to protect, support and prepare employees to build successful careers, while also safeguarding their interests.

The Company firmly believes in the right of everyone to work and is strongly committed to equal opportunities and the protection of human rights through a corporate welfare programme.

Its main objective is to ensure that employees work in a healthy and safe environment, and it invests significant resources to make machinery and equipment as safe as possible.

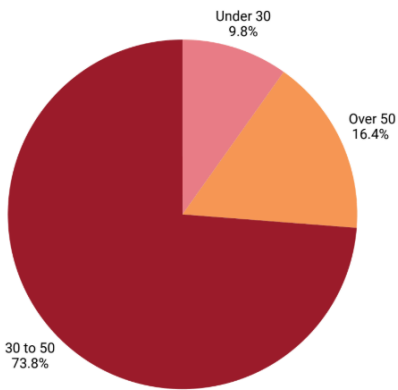
The Company carries out the selection and recruitment of employees, as well as external collaborators and consultants, with complete impartiality, autonomy and independence of judgement. It does not discriminate on the basis of gender, race, religion, age, disability, sexual orientation or political opinions, and operates in full compliance with current regulations and internal procedures. Ferrero requires that all employees be familiar with and follow the provisions of the Code of Ethics and, where possible, promote its awareness among new hires and third parties affected by its application with whom they come into contact.

The Company pays constant and utmost attention to the enhancement of its human resources. For this purpose, Ferrero considers merit, professional competence, honesty and proper conduct as the fundamental criteria for every decision concerning careers and all other aspects related to employees.

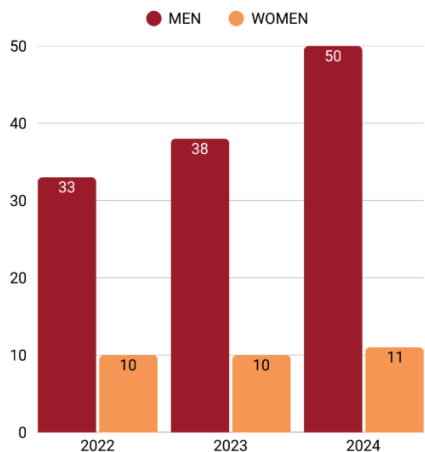
Employees are required to act with consistent respect for the rights and individuality of colleagues, collaborators and third parties, regardless of their hierarchical position within the Company.

The following section provides a quantitative and visual overview of Ferrero’s workforce. For further details, please refer to the ‘Annexes’ chapter.

Staff composition by age in 2024

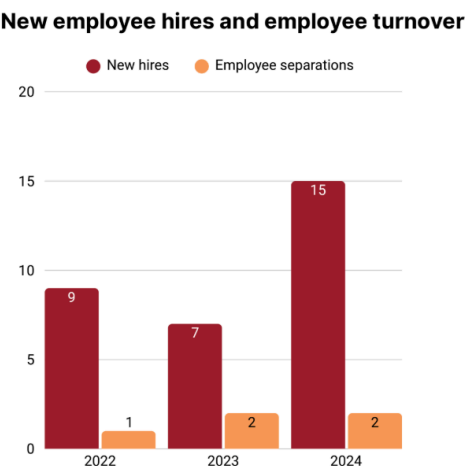
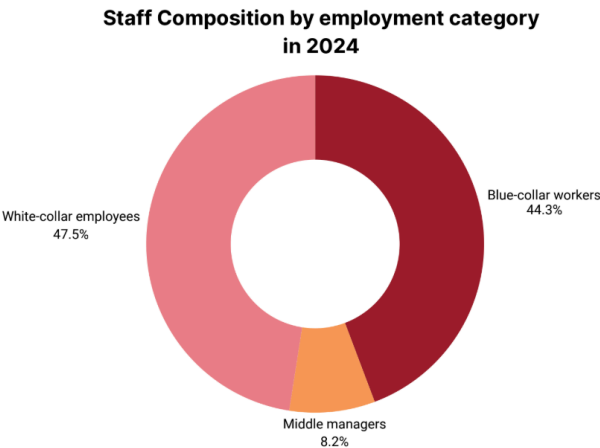


Staff Composition by Gender



In the period 2022–2024, 100% of Ferrero S.p.A.’s employees have always been covered by the national collective agreement. In addition, all staff have permanent employment contracts. As of 2024, only 3% of employees are employed on a part-time basis, confirming the stability and continuity of employment relationships. The total number of employees has grown significantly, from 43 in 2022 to 61 in 2024. The gender composition shows a male majority, with the percentage of women in the Company decreasing from 23% in 2022 to 18% in 2024. Furthermore, 73.8% of staff are in the age group between 30 and 50 years.

With regard to the distribution by professional category, in 2024, 47.5% of staff are classified as white-collar employees, of whom 38% are women. Middle managers (accounting for 8.2% of the workforce) and blue-collar workers (44.3%) are exclusively men. In terms of employment flows, there has been a steady increase in hires, which rose from 9 in 2022 to 15 in 2024. The number of terminations has remained low and stable, with 1, 2 and 2 cases respectively over the three years. Consequently, the turnover compensation rate³ reached 750% in 2024, indicating a strong growth dynamic in the workforce.



³ Turnover replacement rate = (number of employees who joined the company during a given period ÷ number of employees who left the company during the same period) × 100.

2.1.1 Training and Skills Development

[GRI 404-1; GRI 404-2]

Training

Although not identified as a material topic, Ferrero considers the professional growth of its employees a strategic element for corporate development. For this reason, the Company invests continuously in training, offering certified courses and dedicated programmes, with a particular focus on young workers.

The Company promotes training activities that range from workplace safety to environmental and technical-administrative topics, supporting both the updating of existing skills and the development of new talent. The monitoring of specific KPIs allows the effectiveness of training programmes to be assessed and ensures equal growth opportunities within the organisation.

Through this commitment, Ferrero S.p.A. aims to enhance its human resources, support innovation and foster a work environment focused on ongoing development. Over the three-year period, total training hours increased significantly, from 630 in 2022 to 912 in 2023, reaching 982 hours in 2024.

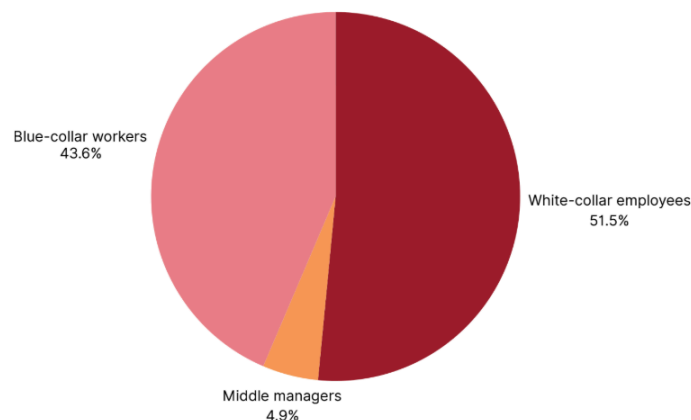
Overall, white-collar employees are the category that benefited from the highest number of training hours.

The average number of training hours per employee also confirms the positive trend, rising from around 14 hours in 2022 to over 20 hours in 2024.

Female white-collar employees stand out for their higher average number of hours, with over 30 hours in 2023 and around 28 hours in 2024.

Middle managers, while remaining at lower levels compared to other categories, also recorded a significant increase, from 5.6 hours in 2022 to 9.6 hours in 2024.

Training hours by employment category in 2024



2.1.2 Employee well-being

[GRI 401-2; GRI 401-3; GRI 405-2]

Welfare, benefits, reward and incentive systems

Ferrero pays close attention to the well-being of its people, adopting an approach that integrates welfare measures, work-life balance policies and reward systems. The Company has introduced various initiatives to support staff, including flexible working hours and smart working, as well as extended and flexible parental leave.

All Ferrero S.p.A. employees are entitled to parental leave. However, uptake of this measure has been limited over the three-year period: one employee used it in 2023 and two in 2024.

These measures are complemented by benefits and other incentives aimed at recognising employees' commitment and strengthening their sense of belonging.

The focus on quality of working life is further confirmed by the constant monitoring of specific KPIs and the definition of objectives related to well-being, gender equality and inclusion.

At Ferrero, the pay ratio between women and men, calculated within the category of white-collar employees (the only category where women are present), has shown a generally positive trend over the three years. The base salary ratio⁴ increased from 0.95 in 2022 to 0.99 in 2023, marking significant progress towards full parity, before settling at 0.93 in 2024. The ratio of total remuneration also⁵ shows a stable and progressively consolidating trend, rising from 0.80 in 2022 to 0.82 in 2023 and remaining at that level in 2024.

The Company has already initiated targeted improvement strategies to further reduce existing gaps, through a structured approach to career management, pay policy and gender equity, with the aim of ensuring fair and inclusive recognition of all employees.

⁴ Base salary: the minimum fixed amount paid to an employee for performing their assigned duties, excluding any additional remuneration such as overtime pay or bonuses.

⁵ Total salary: Base salary plus additional amounts paid to a worker. Note: Examples of additional amounts paid to an employee may include those based on years of service, bonuses such as cash and stock-based awards (such as shares or equity), benefits, overtime, time off in lieu, and any additional allowances such as travel expenses, meals and accommodation, and childcare support.

2.1.3 Employee Health and Safety

[GRI 403-1; GRI 403-3; 403-5; 403-6; 403-8; 403-9; 403-10]

The Company considers the protection of the health and safety of its employees a fundamental value and an integral part of its corporate responsibility. To this end, the Company has implemented a management system in compliance with ISO 45001:2018, based on a structured approach to risk prevention and management that goes beyond mere legal requirements. This system makes it possible to identify hazards promptly, mitigate their impacts and promote a widespread and shared culture of safety.

Ferrero is committed to disseminating and consolidating the culture of safety among employees and collaborators, by developing risk awareness and promoting responsible behaviour on the part of all employees and collaborators who, within the scope of their duties and functions, participate in the process of risk prevention and in the protection of health and safety for themselves, their colleagues and third parties. This commitment translates into active and shared engagement, which is an integral part of the Company's organisational model.

In the health sphere, Ferrero guarantees access to preventive and protective services thanks to the support of occupational health specialists and regular medical examinations. These measures are complemented by private healthcare cover (through EBM) and specific insurance policies for middle managers, which provide employees with an additional level of protection, even for non-work-related needs.

To ensure full compliance with Legislative Decree 81/08, Ferrero has adopted a structured occupational health and safety management system. In particular, it has drawn up the Risk Assessment Document (DVR), which identifies the hazards present in the Company's premises and defines the corresponding prevention and protection measures. The Company has also appointed the key roles required by law, including the **Head of the Prevention and Protection Service** (RSPP), the Company Doctor, emergency response staff and the Workers' Safety Representative (RLS), ensuring constant oversight of safety-related activities.

A key role in prevention is played by **specific training** on Occupational Health and Safety (OHS), which is mandatory for all employees. In 2024, Ferrero delivered 440 hours of training in this area. The Company periodically organises refresher courses designed to raise workers' awareness of the risks linked to their roles and to provide them with the skills needed to operate safely, minimising the risk of accidents. A tangible sign of the effectiveness of these measures is the fact that, **during the 2022–2024 period, there were no accidents or occupational illnesses**, despite a total of over 63,000 working hours (18,502 in 2022, 19,596 in 2023 and 25,458 in 2024). This result is the outcome of prevention measures, ongoing training and the constant commitment to promoting a safe working environment.

In addition, Ferrero ensures the protection of its employees by providing **Personal Protective Equipment** (PPE) specific to each function, as required by Legislative Decree 81/08. Every worker receives equipment appropriate to their tasks, ensuring that all safety measures are met and that operating conditions are always optimal.

Active worker participation is encouraged through a 'near miss' reporting platform, enabling employees to directly communicate any potential risk situations, thereby contributing to the continuous improvement of safety conditions within the Company. Furthermore, employee involvement is also promoted through regular training sessions and awareness campaigns.

Ferrero also ensures **health surveillance** for workers exposed to specific risks, following protocols established by the Company Doctor, and the management and updating of mandatory documentation, including the Interference Risk Assessment Document (DUVRI), the Operational Safety Plan (POS) and the Emergency and Evacuation Plan. Notifications to the competent authorities concerning accidents, occupational diseases and the appointment of safety officers are carried out promptly and in full compliance with regulatory requirements.

To continuously monitor safety conditions, Ferrero has implemented an accident analysis and monitoring system supported by **dedicated KPIs**, which allow for an objective assessment of workplace safety trends. This approach makes it possible to identify any issues quickly and adopt targeted solutions to reduce the risk of incidents.

Trade Union Representation in the Company

Ferrero has an internal trade union representation body that aims to protect workers' rights and acts as the official counterpart to Company Management.

This legally recognised body is authorised to represent employees' interests with the Company, to defend working conditions, to take part in collective bargaining, and to use spaces and exercise the rights, permissions and protections provided by law.

2.2 Clients

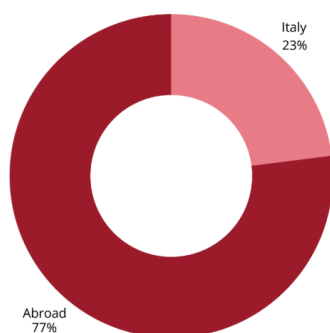
[GRI 2-6]

Ferrero S.p.A. places a central focus on client satisfaction and loyalty, considering them one of the strategic pillars of the Company's growth. Constant attention to clients translates into a range of tailored solutions, high-quality service and timely technical support, all of which define the Company's approach in the main sectors where it operates.

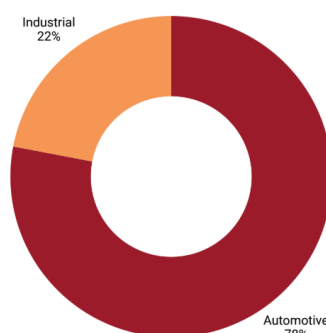
All Ferrero S.p.A. clients belong to the private sector and are distributed across both national and international markets. As shown by the chart on the geographical distribution of clients, during the 2022-2024 period there was a clear predominance of the foreign market, which represents an increasing share of total turnover: from 73% in 2022, to 75% in 2023, reaching 77% in 2024. Meanwhile, the share of the Italian market has shown a slight decrease, standing at 23% in 2024. This trend confirms the consolidation of the Company's international focus, as it continues to strengthen its presence beyond national borders.

The client base is divided into two main business areas: the Automotive Division and the Industrial Division. The former represents the majority share, with a steady increase in its contribution to the total, rising from 74% in 2022 to 78% in 2024. The Industrial Division, although recording a percentage decline over the three years (from 26% to 22%), continues to play a significant role within the Company's strategy, thanks to its specialised technical offering and well-structured commercial service.

Customer distribution by geographic area in 2024



Customer composition by sector in 2024



AUTOMOTIVE DIVISION: INTERNATIONAL FOCUS

The Automotive Division stands out for its strong international approach in terms of both products and business. This diversified market vision consistently results in an export share exceeding 80% of total production. Positioning in European markets is ensured by the constant presence of the Company's technicians, who are able to provide a **complete service**, from simultaneous engineering through to full project development. Europe is now considered the domestic market, and thanks to its strong international focus, Ferrero also exports its products to the United States, with the goal of further expanding its presence in this strategic market.

Ferrero S.p.A. continues to increase its international footprint to ensure proximity to clients and to open new markets, introducing innovative and patented products with high technological content, while maintaining the highest **quality and safety standards** in the Automotive sector.

INDUSTRIAL DIVISION: SALES NETWORK

The Industrial Division is characterised by a well-structured and extensive commercial organisation both in Italy and abroad.

The service covers all phases, from the initial contact to project development, sales and after-sales support.

Thanks to the efficient logistics network working alongside the Company, Ferrero is able to carry out transportation and deliveries to any part of the world, including the most remote locations, ensuring maximum safety and product integrity, with qualified Company staff always ready to provide assistance.

2.2.1 Product Quality and Client Satisfaction

Ferrero operates with a strong client focus, placing product quality and the fulfilment of each client's specific requirements at the heart of its activities. The Company offers a diversified range of solutions and services in the field of metal carpentry, ensuring high-precision work, punctual delivery and attentive, effective after-sales service. Ferrero pursues its success in both national and international markets by offering high-quality products at competitive conditions, while respecting the rules established to protect fair competition.

To support this commitment, the Company has obtained several quality certifications, including UNI EN ISO 9001:2015, which attests to the effectiveness of its quality management system, as well as other technical sector certifications – such as ISO 1090, ISO 3834, ISO 9606, ISO 14731 and ISO 9712 – which ensure high standards in welding and production processes. The adoption of an internal procedure dedicated to managing non-conformities also allows prompt intervention in the event of anomalies and supports continuous operational improvement.

The relationship with clients is constantly monitored through the periodic distribution of evaluation questionnaires and the structured collection of feedback, both positive and negative, including via email or direct contact. The information gathered is analysed to identify areas for improvement and to strengthen those elements that are of greatest value. At the same time, the Company is committed to ensuring the protection of clients' sensitive data through the application of the principles set out in its Code of Ethics and by complying with current privacy regulations, guaranteeing transparency and confidentiality at every stage of the business relationship.

2.2.2 Data Privacy and Confidentiality

[GRI 418-1]

Ferrero ensures full compliance with the General Data Protection Regulation (GDPR), guaranteeing that the processing of personal data is lawful, fair and transparent, in full respect of the rights of the data subjects. It should be noted that **in 2024 there were no complaints concerning breaches of client privacy or the loss of client data.**

Furthermore, as a technological and production partner in highly innovative projects, Ferrero has access to confidential information. Maintaining the utmost confidentiality of such data is essential to protect clients' **intellectual property** and to prevent conflicts of interest or breaches of contract.

In such a sensitive context, Ferrero adopts **strict confidentiality measures**, non-disclosure agreements (NDAs) and internal procedures that ensure the separation of information flows, thereby strengthening trust and the long-term solidity of its partnerships.

2.3 Supply Chain Management

[GRI2-6; GRI 204-1]

Ferrero manages all relationships with partners and suppliers in full compliance with applicable regulations, the principles set out in its Code of Ethics, existing contracts and internal procedures. The selection and management of suppliers and service providers are conducted according to criteria of impartiality, transparency and fairness, avoiding any actual or potential conflicts of interest.

The selection and monitoring of suppliers is a strategic element in ensuring quality and sustainability throughout the value chain. The procurement procedures adopted incorporate environmental, social and governance (ESG) criteria, with the aim of promoting a network of reliable, responsible business partners aligned with the Company's values. In compliance with competition law, any form of misleading, collusive or, more generally, conduct likely to constitute unfair competition practices towards other market operators is excluded. Integrity in business relationships is further reinforced by requiring suppliers to sign ethical commitments and comply with international policies, including specific restrictions such as **bans on sourcing from geopolitically sensitive areas**.

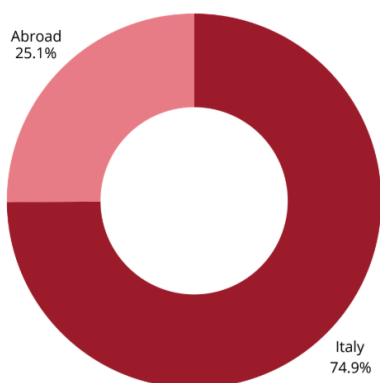
Training initiatives are also provided for employees involved in procurement processes, with the aim of promoting informed and sustainable choices when selecting raw materials. At the same time, initiatives have been launched to digitalise procurement processes, thereby reducing paper use and contributing to the reduction of indirect environmental impacts.

This approach forms part of an integrated view of sustainability, in which the supply chain is considered a key component of the organisation's social, environmental and ethical responsibility.

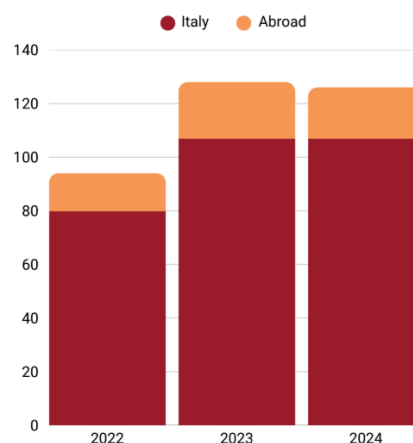
During the 2022-2024 period, Ferrero maintained a strong connection with its local territory by prioritising procurement from national suppliers. In 2024, the Company worked with 131 suppliers⁶, of which 99 were based in Italy and 32 abroad.

The Company's preference for local sourcing is further confirmed by procurement value data: in 2022, 88% of all goods and services were purchased from Italian suppliers, a proportion that remained high in 2023 (84%) and 2024 (75%). The slight decrease in the last year is attributable to the internationalisation of part of the Company's production.

Purchases from local suppliers in 2024



Suppliers by geographic area



⁶ Only relevant suppliers with purchases above €10,000 were considered.

3. ENVIRONMENTAL DIMENSION

In an era in which sustainability represents a global priority, businesses have the responsibility to adopt practices aimed at reducing environmental impact and combating climate change, thereby helping to promote a sustainable future, protect natural resources, and improve the well-being of future generations.

Ferrero, in a phase of progressively consolidating its path towards environmental sustainability, recognises the importance of reducing its emissions and energy consumption footprint and contributing to the mitigation of climate change. Its commitment is directed towards the adoption and promotion of responsible behaviours, aimed not only at limiting negative environmental impacts but also at strengthening relationships with stakeholders and continuously improving its business processes.

The protection of the environment and the safeguarding of nature are recognised as fundamental values and a shared heritage to be preserved. In this context, the company has long held ISO 14001 certification (environmental management system) issued by the Accredited Body RINA, as evidence of a structured approach recognised at the international level in the field of environmental management. A model based on social responsibility and the prevention of possible negative environmental impacts is also adopted, both for the company and for the local community. Even in the presence of a limited ecological footprint, measures are implemented that are geared towards resource conservation, waste reduction, and mitigation of significant impacts.

Activities are carried out with a view to contributing to sustainable development and the well-being of the communities concerned, with the goal of ensuring the safety and health of the people present within the company and of minimising negative effects on the surrounding environment. Particular attention is paid to energy efficiency and waste reduction, to the responsible use of resources, to the selection of sustainable materials and processes, to the reduction of CO₂ emissions, and to the design of products according to reuse and recycling criteria.

In 2024, as in previous years, environmental policies and management systems were adopted, and internal awareness initiatives were developed, aimed at disseminating a culture rooted in sustainability. More specific environmental topics, such as energy consumption, emissions management, and waste management, will be discussed in the following paragraphs.

3.1 Energy and Emissions Management

The energy transition represents a key driver for addressing the climate challenge and building a more sustainable development model. In this context, Ferrero S.p.A. is progressively adopting solutions and strategies aimed at improving energy efficiency, reducing fossil fuel consumption, and limiting CO₂ emissions.

The Company has already launched major energy efficiency interventions, such as the replacement of the boiler and electrical panel at its headquarters – the latter equipped with a consumption monitoring system – and the thermal insulation of the Via Saluzzo site, in addition to the purchase of new work equipment (mainly laser cutters, bending machines, welding machines, and positioners) at its own high-efficiency facilities, thereby reducing energy consumption and increasing worker safety.

These measures are accompanied by the adoption of LED lighting, the introduction of smart systems for intelligent heating management, and the gradual replacement of the company fleet with hybrid vehicles.

3.1.1 Energy Consumption

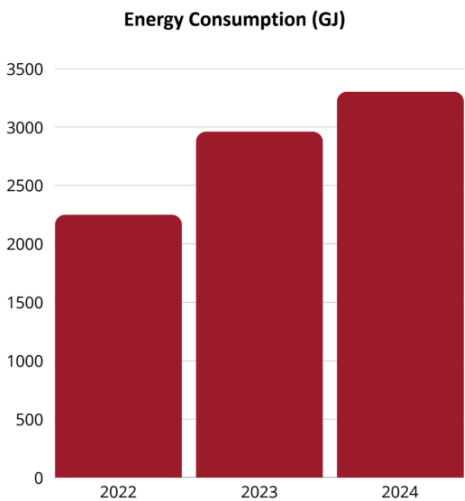
[GRI 302-1; GRI 302-3]

In line with its corporate policy on Quality, Environmental Protection, and Safety, Ferrero places significant importance on energy-related issues and the reduction of waste.

To this end, training sessions are held periodically with staff to raise awareness about the proper use of energy resources within the company.

The decision to sign an energy supply contract that includes a share of renewable energy further strengthens the company’s commitment to lower-impact energy sources. All these actions are part of a broader path, supported by ISO 14001:2015 certification and accompanied by staff training activities, ongoing monitoring of consumption and Scope 1 emissions, and the definition of specific CO₂ reduction targets.

Through these initiatives, the company aims to contribute to the decarbonisation of its sector, integrating sustainability into operational processes and promoting more conscious use of energy resources.



Between 2022 and 2024, Ferrero's total energy consumption (GJ)⁷ increased overall by 11.6%, rising from 2,249.20 GJ in 2022 to 3,302.72 GJ in 2024. This increase is partly due to the activation of a new facility, which entailed the introduction of new machinery. Electricity purchased from the grid showed the most significant increase (+30.3% in the last year), while natural gas consumption recorded a slight decline (-2.7%). Despite the overall rise in consumption, energy intensity per employee fell by 12.2% compared to 2023, indicating an improvement in energy efficiency.

3.1.2 Direct and Indirect Emissions

[GRI 305-1; GRI 305-2; GRI 305-4]

Over the 2022–2024 three-year period, Ferrero closely monitored its greenhouse gas emissions, broken down into **Scope 1** (direct emissions) and **Scope 2** (indirect emissions from purchased energy), in line with the main international standards on environmental reporting.

Direct emissions (**Scope 1**)⁸ are those generated by Ferrero's own activities. The company is particularly attentive to training its personnel to avoid unnecessary energy waste and to managing the entire production process efficiently.

Scope 1 emissions, resulting from the direct consumption of natural gas and diesel, recorded a progressive reduction, decreasing from 61.78 tonnes of CO₂ equivalent (tCO₂e) in 2022 to 49.84 tCO₂e in 2024. This decrease of approximately 19% reflects the company's commitment to optimising internal consumption and gradually replacing fuels with a higher environmental impact, such as diesel, whose contribution declined significantly over the reporting period.

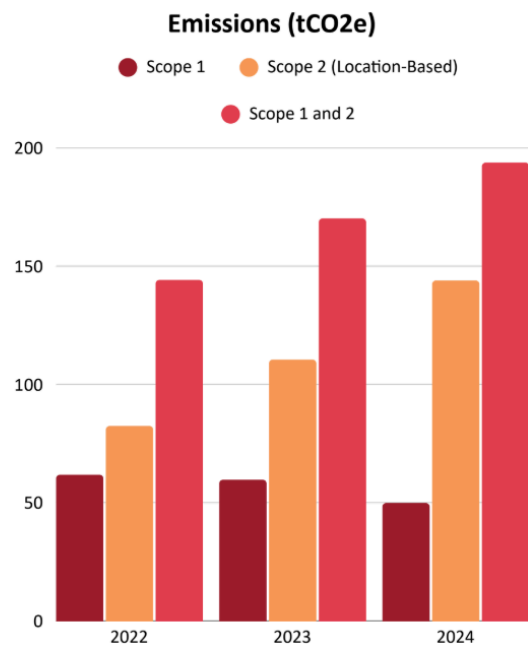
Indirect emissions **Scope 2**⁹, on the other hand, are those generated outside the company's boundaries but are necessary for its operations, such as those resulting from the production of the electricity it purchases.

⁷ Source of conversion factors: Department for Environment, Food & Rural Affairs (DEFRA). 2022, 2023, 2024. UK Government GHG Conversion Factors. <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>.

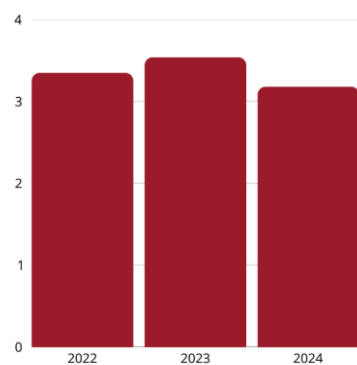
⁸ Source of conversion factors: Department for Environment, Food & Rural Affairs (DEFRA). 2022, 2023, 2024. UK Government GHG Conversion Factors. <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>.

⁹ Source of conversion factors: ISPRA 2022, 2023. Emission factors for the production and consumption of electricity in Italy. <https://emissioni.sina.isprambiente.it/inventario-nazionale/>.

Scope 2 emissions increased due to the rise in production capacity and the commissioning of a new facility. According to the location-based approach, which is based on the country's average energy mix, emissions rose from 82.41 tCO₂e in 2022 to 143.92 tCO₂e in 2024. Using the market-based approach, which reflects the actual energy mix purchased (specifically distinguishing between renewable and non-renewable sources), emissions increased from 128.60 tCO₂e to 300.25 tCO₂e over the same period. Overall, total **Scope 1** and **Scope 2** emissions calculated using the **location-based** method rose from 144.19 tCO₂e in 2022 to 193.77 tCO₂e in 2024.



Emission intensity per employee (tCO₂e)



Despite this absolute increase, the figure for emission intensity (that is, the ratio between emissions and the number of employees) shows an improvement in the past year, dropping from 3.54 tCO₂e per employee in 2023 to 3.18 tCO₂e in 2024. This figure highlights progress in terms of environmental efficiency, achieved in a context of production expansion.

3.2 Other Non-Material Environmental Issues

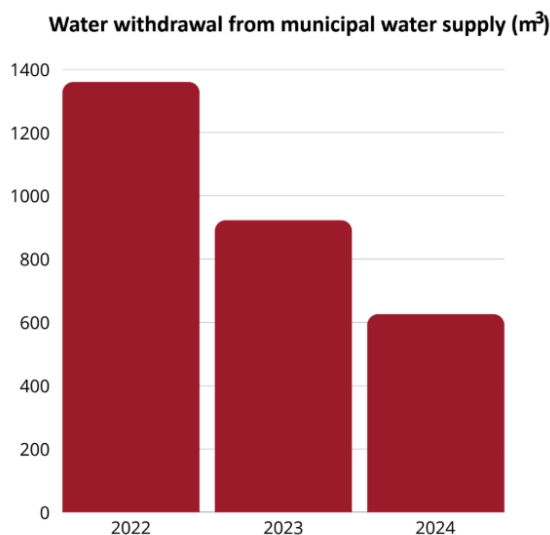
[GRI 301-1; GRI 303-3; GRI 306-3; GRI 306-4; GRI 306-5]

As previously mentioned, following the Materiality Analysis, the only environmental issue identified as material was the energy transition. With regard to the issues found to be non-material, the reasons why these environmental aspects have not, to date, been considered material are outlined below.

As for the **management of water resources**, in Ferrero's owned premises, water is sourced exclusively from municipal aqueducts and is used primarily for sanitary facilities (there is no use of process water). Given the limited volume of consumption, no specific policies or reduction measures are currently in place concerning water resources. Nonetheless, the company periodically raises employee awareness about the responsible use of water. Furthermore, in the interest of greater transparency, the company has decided to disclose water consumption data for the past three years.

Ferrero has recorded a progressive reduction in the consumption of water from the aqueduct, from 1,360¹⁰ m³ in 2022 to 626 m³ in 2024, confirming the Company's ongoing commitment to optimising water resources and promoting increasingly sustainable practices.

Another aspect Ferrero has taken into consideration concerns the **use of natural resources**, particularly the procurement of renewable and non-renewable materials. At present, the company does not have a structured monitoring system in this area, as the impact associated with raw material management was not identified as a priority during the materiality analysis phase. However, Ferrero acknowledges the importance of using resources more responsibly and may in the future consider actions aimed at improving the efficiency of material sourcing and use, favouring lower environmental impact alternatives where possible.



¹⁰ The 2022 values (1360 m³) are given by an adjustment of the previous years.

During the 2022–2024 period, the Organisation monitored **the procurement of non-renewable materials**, with particular attention to ferrous materials. The quantity purchased increased from 2,460 tonnes in 2022 to 3,800 tonnes in 2024, following the launch of a new production site in 2023 and the internalisation of several activities previously outsourced to external suppliers.

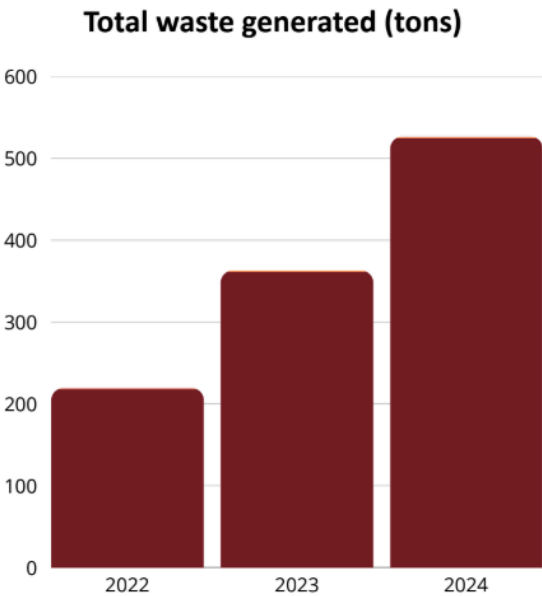
The proper **management of waste** is an important aspect for Ferrero, even though it was not identified as material. This is demonstrated by the fact that the company has implemented concrete tools and actions to reduce the impact of its production waste, encourage recycling, and promote responsible behaviour. Ferrero carries out separate waste collection and relies on authorised disposal companies for the treatment of both hazardous and non-hazardous waste, in compliance with current regulations.

Starting in 2025, the company will be registered with RENTRI, the National Electronic Register for Waste Traceability, while periodic training and awareness-raising initiatives on the subject are already in place for employees. With a view to prevention and reduction, Ferrero promotes digitalisation to limit paper consumption and has introduced the use of company water bottles to reduce single-use plastic waste.

Ferrero constantly monitors the waste it produces, particularly that deriving from production processes, with the aim of identifying the main sources and adopting strategies to reduce the overall quantity, thereby contributing to environmental protection and the continuous improvement of its environmental performance.

In the 2022–2024 period, Ferrero managed its waste effectively, consistently maintaining high recovery rates. The share of waste destined for recovery operations (R13) exceeded 99% each year, reaching 99.41% in 2022, 99.73% in 2023, and 99.69% in 2024. The amount of waste disposed of remained marginal and in line with the company’s strategy of minimising environmental impact, accounting for only 0.59% in 2022, 0.27% in 2023, and 0.31% in 2024. The vast majority of the waste produced consists of non-hazardous materials destined for recovery, confirming the Company’s commitment to circular resource management.

In the next update of the Materiality Analysis, scheduled for 2025, Ferrero will review the environmental issues already identified and, should other environmental topics prove material, also in light of possible operational changes or perimeter adjustments, it will consider adopting measures or practices to address them, with the aim of progressively improving its environmental impact.



4. ANNEXES

a. Table of Generated Impacts

Interpretation of Impacts

The degree of negative impact refers to the company's capacity, through its business activities, to negatively affect ESG aspects (i.e., the environment and people). If the impact has been assessed as 'actual', this indicates **a capacity to generate negative effects**; if the impact is considered 'potential', it refers to a **risk**.

The degree of positive impact refers to the company's capacity to positively influence ESG aspects (through actions, initiatives, or practices), with the aim of **generating a benefit** for stakeholders and/or **minimising its own negative impacts**.

Energy and Emissions Management					
IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Scope 1 GHG emissions into the atmosphere contributing to climate change.	Negative	Actual	N/A	Direct	1. Company Documents: - Code of Ethics 2. Certifications: - ISO 14001:2015 - Synesgy (ESG Score: A - excellent level of sustainability) 3.Actions: - Energy efficiency actions: > Replacement of boiler at HQ > Replacement of electric panel with consumption monitoring system at HQ. Planned for AP > Thermal insulation at AP > Replacement of lights with LEDs > Smart control system for program-med heating - Partially renewable energy contract - Replacement of company vehicles with hybrid cars - Training of personnel on energy management - Monitoring of energy consumption - Monitoring of Scope 1 emissions - CO2 reduction objectives - Future implementation of a renewable energy community
Scope 2 GHG emissions into the atmosphere contributing to climate change.	Negative	Actual	N/A	Indirect	

Management of water resources					
IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Excessive use of water resources.	Negative	Potential	Unlikely	Direct	<p>1. Company Documents: - Code of Ethics</p> <p>2. Management Systems and Certifications: - ISO 14001:2015 - Synesgy (ESG Score: A - excellent level of sustainability)</p> <p>3.Actions: - Awareness of employees on responsible water consumption - Monitoring of water withdrawal - Objectives for reducing water consumption</p>

Waste management					
IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Possible environmental damage due to improper waste disposal by suppliers.	Negative	Potential	Unlikely	Indirect	<p>1. Company Documents: - Code of Ethics</p> <p>2. Management Systems and Certifications: - ISO 14001:2015 - Synesgy (ESG Score: A - excellent level of sustainability)</p> <p>3.Actions: - Disposal of hazardous and non-hazardous waste, through contracts with disposer - Separate collection - Paper reduction objective: digitalisation</p>
Adoption of practices aimed at the circular economy.	Positive	Actual	N/A	Direct	<p>- Supply of company water bottles - Training and registration with RENTRI (in 2025) and annual awareness-raising on waste management - Monitoring of waste produced - Reduction objectives for waste generated by production</p>

Employee well-being					
IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Creating a working environment that allows for a proper work-life balance.	Positive	Actual	N/A	Direct	1. Company Documents: - Code of Ethics 2. Actions: - Wellbeing programmes for employees - Reward and bonus systems + Christmas benefits - Welfare policies to support work-life balance such as reduced hours, smart working and flexible hours - Extended parental leave - Flexible leave - Sick days to care for family members - Monitoring of KPIs related to employees - Specific objectives regarding the improvement of well-being, gender equality and D&I
Enhancement of human resources in terms of remuneration and merit.	Positive	Actual	N/A	Direct	

Employee health and safety					
IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Possible serious and/or permanent injuries and accidents to workers.	Negative	Potential	Quite unlikely	Direct	1. Company Documents: - Code of Ethics 2. Certifications: - ISO 45001:2018 3.Actions: - EBM private health insurance for all - Ad hoc insurance for middle managers - Annual medical check-ups - Monitoring of KPIs related to employees - Near miss reporting platform (to report incidents that did not result in injury, enabling the company to take preventive action)
Possible damage to employees due to noise pollution and/or artificial optical radiation.	Negative	Potential	Quite unlikely	Direct	

Diversity and Gender Equality

IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Potential cases of gender or other discrimination.	Negative	Potential	Unlikely	Direct	1. Company Documents: - Code of Ethics 2. Management Systems: - SA8000 Standard Guidance (Not certified) 3.Actions: - Implementation of the Whistleblowing System - Monitoring of KPIs related to employees - Specific objectives regarding the improvement of well-being, gender equality and D&I

Training and Skills Development

IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Enhancement of employees' skills and abilities, resulting in the development of high-value professional roles.	Positive	Actual	N/A	Direct	1. Company Documents: - Code of Ethics 2. Actions: - Employee training, including certified courses and qualifications - Training courses for young workers - Monitoring of KPIs related to employees

Management of the supply chain

IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Enhance- ment of employees' skills and abilities, resulting in the deve- lopment of high-value professional roles.	Positive	Actual	N/A	Direct	1. Company Documents: - Code of Ethics 2. Actions: - Supplier selection criteria based on environmental and ESG certifications - Increase of suppliers with environ- mental and ESG certifications - Training employees on the purchase of sustainable raw materials - Paper reduction target: digitalisation - Suppliers are under the obligation to certify that they are avoiding supply from geopolitically sensitive countries
Possible en- vironmental and/or so- cial damage upstream of the supply chain.	Negative	Potential	Quite unlikely	Indirect	

Product Quality and Client Satisfaction

IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Customer satisfaction thanks to high quality products.	Positive	Actual	N/A	Direct	<p>1. Company Documents:</p> <ul style="list-style-type: none"> - Code of Ethics - Procedures related to product non-conformity <p>2. Certifications:</p> <ul style="list-style-type: none"> - UNI EN ISO 9001:2015 - ISO 1090-1:2009 + A1:2011 (execution of steel and aluminium structures) - UNI EN ISO 3834-2:2021 (welding and casting of metal materials) - UNI EN ISO 9606-1:2017 (qualification tests of welders - Fusion welding) - UNI EN ISO 14731:2019 (Coordination of welding activities - Tasks and responsibilities, obtained by an employee) - UNI EN ISO 9712:2012 (Certification of personnel in charge of carrying out non-destructive tests, obtained by an employee) - Synesgy (ESG Score: A- excellent level of sustainability) <p>Actions:</p> <ul style="list-style-type: none"> - Customer evaluation questionnaire - Periodic reports also via email - Internal quality control system
Potential economic damage to the client due to inadequate or inefficient handling of the assignment (non-compliant products, post-sale issues, etc.).	Negative	Potential	Unlikely	Direct	

Privacy and data processing					
IMPACTS	Positive / Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Possible loss of personal and confidential data.	Negative	Potential	Quite unlikely	Direct	1. Company Documents: - Code of Ethics 2. Actions: - Implementation of ISO 27001/TISAX

Responsible corporate conduct					
IMPACTS	Positive/ Negative	Actual/ Potential	Likelihood of occurrence	Direct/ Indirect	Main safeguards implemented by the Company
Possible cases of corruption, bribery, fraud or other forms of wrongdoing / irregularities in administrative and/or commercial practices.	Negative	Potential	Quite unlikely	Direct	1. Company Documents: - Code of Ethics - Anti-Corruption Code of Conduct 2. Actions: - Implementation of the Whistleblowing System - Employee training and awareness on ethics and legality
Creating a positive and trusting work environment for company employees.	Positive	Actual	N/A	Direct	

b. Sustainability Data Summary Tables

Employees

Composition of staff by gender and category		2022	2023	2024
Fixed-term employees	M	0	0	0
	F	0	0	0
Open-ended contract employees	M	33	38	50
	F	10	10	11
TOTAL		43	48	61

Composition of staff by gender and category		2022	2023	2024
Full-time employees	M	33	38	50
	F	9	9	9
Part-time employees	M	0	0	0
	F	1	1	2
TOTAL		43	48	61

Collective bargaining coverage		2022	2023	2024
Total number of employees		43	48	61
of which covered by collective bargaining		43	48	61
% of employees covered by collective bargaining		100%	100%	100%

Employee diversity by category, gender and age		2022		2023		2024	
		M	F	M	F	M	F
Number of employees	<30	2	2	1	2	2	1
	30-50	10	5	11	5	15	6
	>50	1	3	1	3	1	4
Number of middle managers	<30	0	0	0	0	0	0
	30-50	5	0	4	0	3	0
	>50	0	0	1	0	2	0
Number of manual workers	<30	3	0	3	0	3	0
	30-50	8	0	14	0	21	0
	>50	4	0	3	0	3	0
Total	<30	5	2	4	2	5	1
	30-50	23	5	29	5	39	6
	>50	5	3	5	3	6	4

Employee diversity		2022		2023		2024	
		M	F	M	F	M	F
% of employees	<30	4,65%	4,65%	2,08%	4,17%	3,28%	1,64%
	30-50	23,26%	11,63%	22,92%	10,42%	24,59%	9,84%
	>50	2,33%	6,98%	2,08%	6,25%	1,64%	6,56%
% of middle managers	<30	0,00%	0,00%	0,00%	0,00%	0,00%	0,00%
	30-50	11,63%	0,00%	8,33%	0,00%	4,92%	0,00%
	>50	0,00%	0,00%	2,08%	0,00%	3,28%	0,00%
% manual workers	<30	6,98%	0,00%	6,25%	0,00%	4,92%	0,00%
	30-50	18,60%	0,00%	29,17%	0,00%	34,43%	0,00%
	>50	9,30%	0,00%	6,25%	0,00%	4,92%	0,00%

New hires	2022		2023		2024	
	M	F	M	F	M	F
Italy	4	0	2	0	9	1
<30	3	1	0	0	1	0
30-50	1	0	2	0	8	1
>50	0	0	0	0	0	0
Other EU - non-EU	4	1	5	0	5	0
<30	1	1	1	0	1	0
30-50	3	0	4	0	4	0
>50	0	0	0	0	0	0
TOTAL	8	1	7	0	14	1

Employees Out	2022		2023		2024	
	M	F	M	F	M	F
Italy	1	0	1	0	2	0
<30	0	0	1	0	0	0
30-50	0	0	0	0	1	0
>50	1	0	0	0	1	0
Other EU - non-EU	0	0	1	0	0	0
<30	0	0	0	0	0	0
30-50	0	0	0	0	0	0
>50	0	0	1	0	0	0
TOTAL	1	0	2	0	2	0

Turnover rate	2022		2023		2024	
	M	F	M	F	M	F
Turnover compensation rate	800%	0%	350%	-	700%	0%
TOT	900%		350%		750%	

Training

Hours of training per job category and gender		2022	2023	2024
Office staff	M	182	180	198
	F	140	308	308
Middle managers	M	28	36	48
	F	0	0	0
Manual workers	M	280	388	428
	F	0	0	0
Total	M	490	604	674
	F	140	308	308
Tot		630	912	982

Average number of training by professional category and gender		2022	2023	2024
Office staff	M	14,00	13,85	11,00
	F	14,00	30,80	28,00
Middle managers	M	5,60	7,20	9,60
	F	0	0	0
Manual workers	M	18,67	19,40	15,85
	F	0	0	0
Total	M	14,85	15,89	13,48
	F	14,00	30,80	28,00

Training hours by type	2022	2023	2024
Health and safety	208	240	272
Updating cart	16	4	16
WSR	8	8	8
Fire safety	0	12	48
Firefighting refresher course	0	5	0
First aid	0	16	96
First aid update	0	8	0
Total	232	285	440

Welfare

Parental leave		2022	2023	2024
Total number of employees entitled to parental leave	M	34	39	50
	F	9	9	11
of which employees who have taken parental leave	M	0	1	2
	F	0	0	0

Women's/men's base salary ratio	2022	2023	2024
Office staff	0,95	0,99	0,93

Total female/male pay ratio	2022	2023	2024
Office staff	0,80	0,82	0,82

Clients

Distribution of clients by geographical area of origin	2022	2023	2024
Italy	4.337.345	6.068.495	5.745.102
	27%	25%	23%
Abroad	11.627.633	18.570.624	18.729.530
	73%	75%	77%
TOTAL	15.964.978	24.639.119	24.474.632

Composition of clients by sector (%)	2022	2023	2024
AUTOMOTIVE DIVISION	11.871.286	18.795.256	19.023.451
	74%	76%	78%
INDUSTRIAL DIVISION	4.093.692	5.843.863	5.451.181
	26%	24%	22%
TOTAL	15.964.978	24.639.119	24.474.632

Suppliers

Local purchase	2022	2023	2024
Total goods and services purchased (€ million)	11.910.157,81	17.166.500,22	15.578.156,90
Goods and services purchased from local suppliers (€ million)	10.369.254,33	14.329.224,34	11.665.718,03
Goods and services purchased from local suppliers (%)	87%	84%	75%

Number of active suppliers divided by geographical area of origin ¹¹	2022	2023	2024
Italy	80	107	107
Abroad	14	21	19
Supplier total	94	128	126

Environment

Energy consumption

ENERGY CONSUMPTION (GJ)	2022	2023	2024	var %
Natural gas	377,34	486,62	473,63	2,67
Diesel	859,14	815,76	669,78	17,89
Electricity purchased from the grid	1.012,71	1.657,44	2.159,31	30,28
TOTAL CONSUMPTION (GJ)	2.249,20	2.959,82	3.302,72	11,59
Energy intensity per employee	52,31	61,66	54,14	-12,20

Emissions

Scope 1 emissions (tCO2e)	2022	2023	2024
Natural gas	4,23	5,50	5,37
Diesel	57,55	54,18	44,48
TOTAL SCOPE 1	61,78	59,68	49,84

Scope 2 Location-based emissions (tCO2e)	2022	2023	2024
from purchased electricity (renewable and non-renewable)	82,41	110,47	143,92

¹¹ Only relevant suppliers with purchases above €10,000 were considered.

Scope 2 Market-based emissions (tCO2e)	2022	2023	2024
from purchased electricity (non-renewable only)	128,60	230,46	300,25

Scope 1 + Scope 2 Location Based Emissions (tCO2e)	2022	2023	2024
Total emissions	144,19	170,16	193,77
Emission intensity	3,35	3,54	3,18

Scope 1 + Scope 2 Market Based Emissions (tCO2e)	2022	2023	2024
Total emissions	190,38	290,15	350,09
Emission intensity	4,43	6,04	5,74

Other environmental issues

WATER WITHDRAWAL BY SOURCE	Unit	2022	2023	2024
Total water withdrawn		1360	923	626
of which third-party water resources	m3	1360	923	626

MATERIALS USED	Unit	2022	2023	2024
Non-renewable materials	ton	2460	4109	3800
Ferrous materials	ton	2460	4109	3800

WASTE PRODUCED BY TYPE (TON)	2022	2023	2024
Total waste produced	219	362	527
of which hazardous	1	1	1
of which non-hazardous	218	361	526

	2022		2023		2024	
WASTE NOT DESTINED FOR DISPOSAL (TONS)	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous
Total waste not destined for disposal	0,17	218,2	0,02	361,5	0,46	525,44

	2022		2023		2024	
WASTE NOT DESTINED FOR DISPOSAL (TONS)	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous	of which hazardous	of which non-hazardous
Total waste not destined for disposal	1,06	0,23	0,97	0	0,8	0,8

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