

#REDUCETOGROW

FULL REPORT VERSION

# SUSTAINABILITY REPORT



2024

CMCSOLUTIONS.COM

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# SECTION 1

## INTRODUCTION

Guided by Purpose, powered by Innovation

*This section sets the tone for CMC's sustainability journey, starting with our CEO's vision and followed by our strategic commitment to embedding sustainability into innovation. It reflects how purpose and technology converge to drive long-term value.*



## 1.1

## CEO'S FOREWORD

*With reference to GRI 2-22, GRI 3-3, and  
ESRS 2 (GOV 1, GOV 2, SBM 1, SBM 3), ESRS E1, ESRS S1*

Dear Stakeholders,

The year 2024 marked a significant chapter in our journey toward responsible growth and long-term value creation at CMC. We believe that sustainability is not just an isolated goal but rather **the foundation for competitiveness, innovation, and market leadership**.

As a global leader in right-sized, automated packaging solutions, our mission is to transform the packaging industry from within. We aim to enable efficiency without compromise, automation without waste, and scalability while lowering emissions, thereby meeting the evolving needs of the world's most demanding sectors, including, only to name a few, e-commerce, retail, logistics, consumer electronics, and fashion.

#### Delivering Impact at Scale

Beyond our revenue, FY2024 was defined by deeper progress, which testifies to our concrete positive impact across our Group and our value chain:

- An **11% reduction in total GHG emissions**, driven in particular by a remarkable 72% year-on-year reduction in Scope 2 emissions, aligning with our newly approved Science-Based Targets initiative ("SBTi") goals.
- The full activation of the **CMC Tech Center in Atlanta** as a global hub for training, research and development, and co-engineering, reinforcing our position as the partner of choice for clients seeking both innovation and sustainability.
- By implementing CMC solutions, our clients have achieved significant environmental benefits. They **avoided more than 36 million cubic meters of plastic filler**, helping reduce plastic waste and pollution, and **preventing the release of more than 936 K tons of CO<sub>2</sub>eq**, supporting climate change mitigation efforts and their ESG goals. The transition also **saved more than 451 K tons of cardboard**, showing a commitment to resource conservation and reducing deforestation.

Our strategic decisions are supported by a developing governance framework that includes monthly ESG Committee reviews and backing from our investor, KKR. With their support we are continuing strengthening accountability, data quality, and oversight by integrating ESG key performance indicators into performance management and decision-making across all functions and locations of our Group.

#### Looking Ahead: Scaling Innovation, Structuring Value

As we look to FY2025 and beyond, our focus is clear: to scale successful initiatives, create lasting structures, and commercialize our unique offerings. In a nutshell:

- **From Project to Platform:** We are preparing to launch CMC Super Vertical, our next-generation modular solution designed to meet high-volume, multi Stock Keeping Unit, low-waste packaging needs. This innovation has arisen from close collaboration across engineering, production, and sales, directly addressing client demands for operational agility and environmental accountability.
- **From ESG Oversight to Embedded Governance:** In FY2025, we will start reporting of ESG-related topics at Board level towards 2026 when we will define a regular schedule, integrate ESG training into leadership development, and enhance our data management systems to support traceability throughout the value chain.
- **From Supplier to Strategic Integrator:** We are reconfiguring our internal processes to foster cross-functional collaboration, particularly among Sales, Engineering, Aftersales, Quality, and Procurement. This ensures that every new solution not only embodies technological excellence but also market relevance and supply chain resilience.

Our ESG and Business Strategy roadmap is grounded in long-term thinking, shaped together with customers who seek value beyond the product, employees who demand purpose beyond their roles, and shareholders who recognize that sustainability is essential for future growth.

#### A Shared Commitment

I extend my deepest thanks to our teams across Italy, the US, the Netherlands, the UK, and Germany, as well as to our trusted clients, vendors and partners worldwide. Together, we are not just constructing machines; we are setting a new standard for responsible automation.

This Report reflects our progress, priorities, and commitments. We invite you to hold us accountable, partner with us, and grow with us.

Let us continue to lead - responsibly, boldly, and together.

Warm regards,



Francesco Ponti

CEO and Chairman, CMC Packaging Automation



## 1.2 COMMITMENT TO SUSTAINABLE INNOVATION

With reference to GRI 2-22, 3-3 and ESRS 2 (SBM 1, SBM 3, IRO 1), ESRS E1 1



*“Innovation at CMC is not an objective in itself, but a way to deliver measurable impact across our operations, customers, and shared environmental goals”*

**FRANCESCO PONTI - CMC CEO & CHAIRMAN**

CMC’s commitment to sustainable innovation has long been rooted in the belief that technological advancement must translate into **value for our customers, operational resilience, and positive environmental and social outcomes**.

In FY2024, this commitment was further structured into a multi-year ESG-integrated Value Creation Plan, stemming from CMC’s first Double Materiality Assessment (more details on this in Section 4), and anchored in the following strategic pillars:

- **Product Responsibility and Sustainability.**
- **Equal opportunities & treatment for all workers.**
- **Talent attraction and retention.**
- **Company Culture.**
- **Responsible Supply Chain Management.**
- **Cybersecurity.**

This approach has already led to externally recognized outcomes, ranking CMC as one of the world’s leading organizations in the field of automation, with high-performance solutions.

Our forward-looking strategy will help continue shaping future innovation as a key enabler of our company’s broader sustainability objectives.

### OUR APPROACH

Industrial automation cannot afford to lose momentum: at CMC, innovation in mechanics, technology, IT, and process design remains a non-negotiable strategic driver.

Our focus on designing and delivering innovative products that are the best solutions on the market has always defined us – sustainability has only strengthened our development model.

Our **ESG-oriented approach to innovation** focuses on:

- **Integrating ESG principles into R&D and operations**, with emphasis on sustainable technologies, resource and energy efficiency, and system modularity.
- **Developing solutions with measurable footprint benefits**, such as reduced material usage, right-sized packaging, and reduced emissions per shipped unit.
- **Co-creating with clients**, as in the cases of the development and launch of the CMC Cartonwrap DUO or pilot collaborations with Mondi and Otrium (more on this in Section 3).
- **Preparing legacy platforms for ESG-compatible upgrades**, as in the retrofit Hybrid Advance (see Section 2).

In 2024, we formalized this approach through our **ESG Strategy 2025–2027**, which identifies “Product responsibility and sustainability” as one of the key drivers of ESG value creation and explicitly includes sustainability related elements as budgeted priority areas.

## INNOVATION THEMES AND USE CASES

CMC's innovation pipeline in FY2024 included both technical upgrades and forward-looking developments aimed at integrating sustainability across product families. Key initiatives include:

- **CMC Super Vertical**, a new automated solution currently in the design and prototyping phase, with launch planned for FY2025. The system is engineered for vertical scalability, reduced footprint ideal for brownfields, and small fulfillment centers, with embedded ESG principles.
- **ESG-integrated retrofit design** (e.g., Hybrid Advance), focused on upgrading existing platforms with energy- and material-efficiency features.
- **PaaS-oriented packaging automation**, enabling as-a-service deployment with built-in traceability and footprint monitoring.
- **CMC Wave-Line system and SF-320 Corrugator development** for internal production of packaging materials, including FSC-certified ones.
- **Sustainable materials testing**, developed in collaboration both with our clients and suppliers including sustainable consumables (paper and cardboard as well as glues).
- **Digital twin integration**, supporting life-cycle monitoring and predictive maintenance.

Each initiative is aligned with the strategic priorities outlined in our broader **Value Creation Plan** and will contribute to the long-term goal of embedding sustainability in the design, deployment and performance of all CMC technologies.

The three figures on the right provide a concrete demonstration of how our technologies are delivering measurable, positive outcomes, for our clients and for society and the planet.

Transformation and progress, for us, are not just about performance – they are about purpose. By embedding sustainability at the core of our technologies, we are designing the future we want to deliver.

### AVOIDED FILLER (M CUBIC METERS)



36.2

CUMULATED SAVINGS IN FY2024

### GHG EMISSIONS (CO<sub>2</sub>E METRIC TONS)



936'372

CUMULATED SAVINGS IN FY2024

### REDUCED CARDBOARD (METRIC TONS)



451'353

CUMULATED SAVINGS IN FY2024

Please refer to the Addendum (Section 9) to this Report for a note on the methodology applied to calculate the Impact metrics above.






In 2025, we will advance our ESG-aligned innovation strategy by:

- Launching the **Hybrid Advance retrofit**, providing material and energy efficiency upgrades for CMC Cartonwrap legacy systems.
- Progressing on the **development and testing of the CMC Super Vertical**, with market launch planned in FY2025.
- Exploring how to enhance the **integration between R&D processes and ESG impact measurement**, including exploring opportunities for further expanding our tracking of footprint-related metrics across platforms.
- Supporting the implementation of innovation components included in our company's **Value Creation Plan**, in coordination with cross-functional teams and client-facing projects.

All activities remain aligned with our ESG Strategy, which is better detailed in Sections 2 and 4 of this Report.

TABLE 1.2.1 – CMC’S INNOVATION PIPELINE

| <br>INITIATIVE | <br>FY2024 STATUS | <br>FY2025 MILESTONE |
|---|--|---|
| Hybrid Advance  | Retrofit design finalized  | First installation at Client's site   |
| CMC Super Vertical  | In design/prototyping  | Commercial launch   |
| CMC SF-320 Corrugator   | Technical development  | Operational testing and launch  |
| Materials testing   | Client-side validation   | Integration with reporting  |
| Digital Twin  | R&D phase  | Pilot in selected platforms   |

DISCOVER THE FUTURE



ESRS TABLE 1.2.2 – COMMITMENT TO SUSTAINABLE INNOVATION

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024   | <br>PLANNED ACTIONS<br>FY2025    |
|--|--|---|
| ESRS 2 SBM-1 – Strategy and business model   | Product responsibility and sustainability identified as a strategic axis within the ESG 2025–2027 framework. Specific initiatives launched across product lines to support innovation. | Identification of opportunities for continued integration of innovation roadmap into ESG planning and execution.    |
| ESRS 2 SBM 3 – Material impacts, risks, opportunities  | Product innovation mapped to measurable impacts (materials, energy, GHG) and stakeholder demand.   | Identification of potential ways to expand traceability tools to quantify impacts per solution.                     |
| ESRS 2 IRO 1 – Impact, risk and opportunity management   | ESG innovation drivers defined as key enablers of risk mitigation and footprint reduction.   | Integration of ESG-risk linkage in product lifecycle governance.  |
| ESRS E1 1 – Transition plan for climate change mitigation  | Innovation roadmap supports decarbonization targets (Hybrid Advance, Super Vertical, materials testing).   | Launch of Hybrid Advance; prototyping and deployment of Super Vertical; monitoring of contribution to climate plan. |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024. This Section reflects CMC Packaging Automation's approach to embedding innovation within its ESG strategy.



# SECTION 2

## CMC AT A GLANCE

Who We Are, How We Create Value & What We've Achieved

*With a global footprint and integrated value chain, we deliver innovation, operational excellence, and ESG-driven growth to our shareholders and stakeholders. Creating sustainable, efficient solutions is not just a statement, it's a strategic engine for value creation. This Section illustrates how our structure and business model bring this commitment to life.*





## 2.1 COMPANY PROFILE & GLOBAL FOOTPRINT

With reference to GRI 2-1, 2-2, 2-4, 2-6, 2-7, 2-9, 2-22 and  
ESRS 2 (SBM-1, SBM-3, GOV 1, GOV-2)



## OUR IDENTITY

**CMC S.p.A.** is an international Group with the parent company CMC S.p.A. headquartered in Città di Castello (PG), Italy. The Group is controlled by the majority shareholder **KKR** through its **Global Impact Fund**; a minority share is held by **Amazon's Climate Pledge Fund**.

Founded in 1980, CMC specializes in the design, engineering and manufacturing of **automated packaging systems for high-performance industrial use**. We combine mechanical engineering, software development, and automation to offer sophisticated packaging solutions tailored to a range of industries, including e-commerce, logistics, fashion, and consumer goods. Driven by purpose, CMC's technologies enable our clients to achieve **operational excellence through sustainable business solutions** that deliver measurable environmental benefits, cost efficiency, and value for all stakeholders. In addition, we also provide a **robust set of Aftersales services**, ensuring reliable and long-lasting assistance world-wide, as well as supplying clients with **key consumables** (incl. glues, cardboard and paper materials) for their operations.

As of FY2024, CMC operates under a set of internationally recognized management systems that support quality assurance, data security, and corporate integrity:

- CMC holds key certifications that reflect our commitment to quality, security, and compliance, including **ISO 9001 for Quality Management** and **ISO/IEC 27001 for Information Security Management**.
- In addition, we have adopted a **robust Organizational, Management and Control Model** in accordance with Legislative Decree 231/2001 ("Model 231") and ensure **full compliance with the European Union's General Data Protection Regulation ("GDPR")**.
- As part of our continuous efforts to strengthen workplace health and safety, in FY2024 we launched internal assessments and a gap analysis to prepare for the adoption of the **ISO 45001**. Certification under this international standard is planned for completion in FY2025.

DISCOVER  
OUR STORY<sup>1</sup>



FOUNDATION



1980

FILM WRAPPING  
MACHINE



1984

PAPER-MAIL



1995

CARTONWRAP  
3D INNOVATION



2013

KKR INVESTMENT  
GENESYS



2020

CARTONWRAP DUO  
WAVE-LINE



2024

SUPER VERTICAL  
CORRUGATOR



2025

<sup>1</sup> Selected milestones are shown here on the right

This FY2024 Sustainability Report refers primarily to the activities of CMC S.p.A. in Italy.

However, with reference to ESRS 2 and GRI 2-2, we expanded our reporting boundary to progressively incorporate CMC’s key subsidiaries , including:

- CMC America LLC
- CMC Packaging Automation Netherlands B.V.
- CMC Machinery UK Ltd
- C.M.C. Deutschland GmbH




Each included entity contributes to the operational and commercial footprint of CMC Group<sup>1</sup>.

Data sources and indicators have been integrated where available.

OUR OPERATIONAL FOOTPRINT

CMC’s operations in Italy are structured around **five facilities**, all located in the municipality of Città di Castello (PG), with a combined surface area of **ca 26’615 m²**:

TABLE 2.1.1 – CMC SPA SITES

|  SITE |  ADDRESS |  FUNCTION |  SURFACE AREA |
|--|---|--|---|
| Carl Marx  | Via Carlo Marx, 13  | Office & Production  | 7'047 m²  |
| Morandi  | Via Morandi, 24   | Office & Production  | 12'500 m²   |
| Kant   | Via Kant, 28  | Warehouse  | 2'453 m²  |
| Spinoza  | Via Spinoza, 4  | Production   | 815 m²  |
| Kollontai  | Via Kollontai, 2  | Production   | 3'800 m²  |

<sup>1</sup> Please note that CMC Machinery France ceased operations before the end of FY2023 and is thus excluded from the reporting boundary.

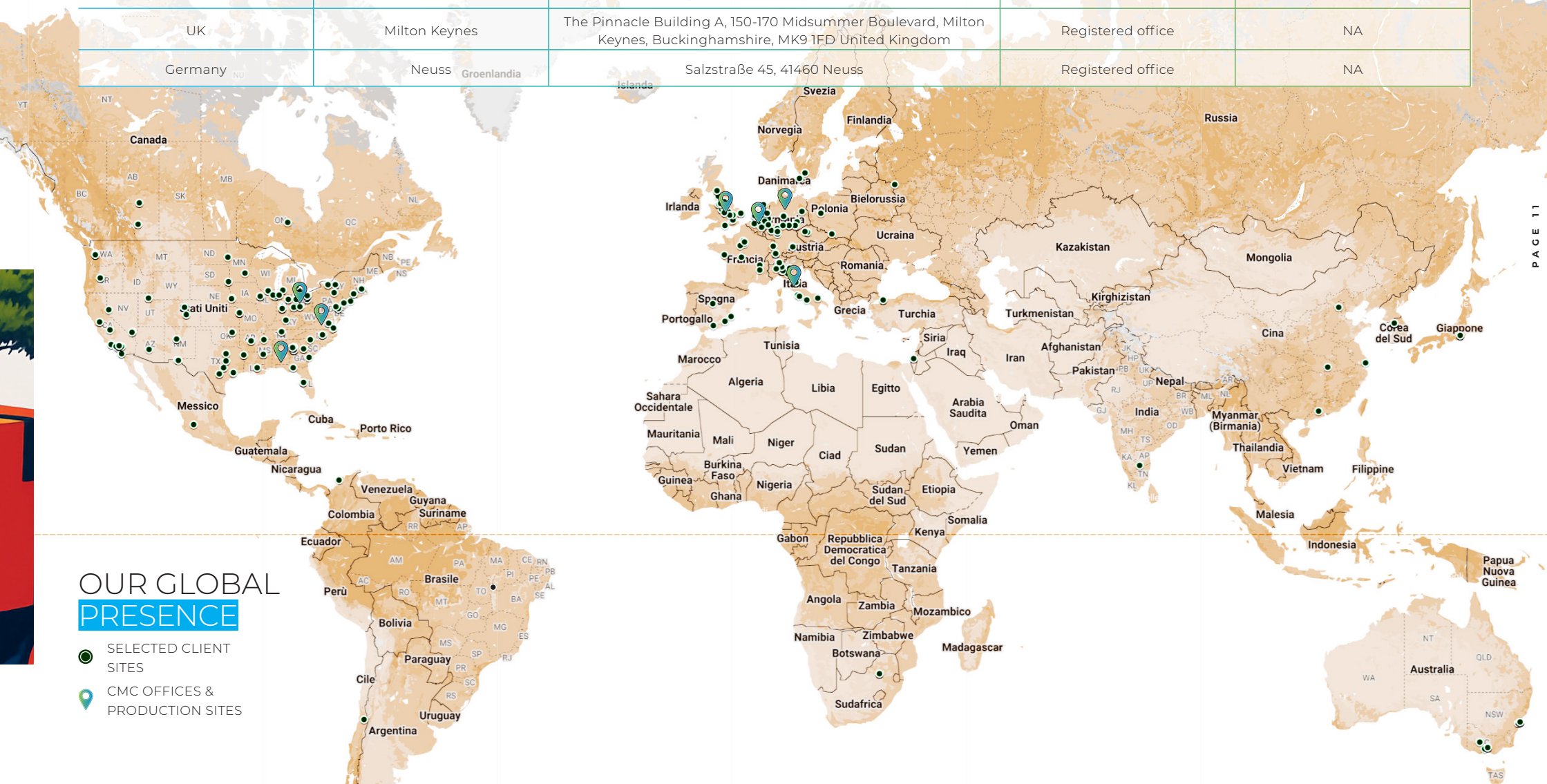




We also maintain a **global presence in four countries** through our legally registered subsidiaries:

TABLE 2.1.2 – CMC SUBSIDIARIES' SITES

| COUNTRY     | SITE          | ADDRESS  | FUNCTION            | SURFACE AREA |
|-------------|---------------|--|---------------------|--------------|
| USA         | Cary          | 101 Woodwinds Industrial Ct Ste T, Cary, NC 27511-6202   | Registered office   | 233 m²       |
| USA         | Atlanta       | 3645 Southside Industrial Pkwy, Atlanta, GA 30354  | Office & Production | 2'304 m²     |
| USA         | Wickliffe     | 1311 Llyord, Wickliffe, OH 44092   | Plant Corrugator    | 2'824 m²     |
| Netherlands | Amsterdam     | Keizersgracht 391A, 1016EJ, Amsterdam  | Registered office   | NA           |
| UK          | Milton Keynes | The Pinnacle Building A, 150-170 Midsummer Boulevard, Milton Keynes, Buckinghamshire, MK9 1FD United Kingdom | Registered office   | NA           |
| Germany     | Neuss         | Salzstraße 45, 41460 Neuss   | Registered office   | NA           |



## ESG GOVERNANCE AT CMC

Our company has established a **structured approach to ESG governance**, combining executive oversight with operational roles.

An **ESG Committee** runs monthly, and is attended by all members of Top Management, including at least one Board member, and by representatives of the majority shareholder KKR.

Furthermore, ESG performance slides are presented as part of **CMC's monthly Business Review**, also attended by Top Management and Board representatives.

In addition, an internal **Working Group** was established dedicated to the identification of priorities regarding **policies and procedures** for the Group.

In FY2025 CMC will commit to progressively include an ESG Information

Notice and related training in Board meetings, which will be further structured into a formalized and regular calendar in FY2026.

Our company also assigns **specific ESG** responsibilities to the following roles:

- **ESG Director** (reporting to the CFO)
- **EHS Manager** (responsible for health & safety, and waste management, and reporting to the CDOO)
- **Facility Manager** (responsible for environmental aspects of operations, reporting to the CDOO)

Functional responsibility for ESG matters has been granted to CMC's **CFO**, ensuring accountability at the executive level.





## MARKETS AND CUSTOMERS

CMC serves a wide and diverse global customer base across over 25 countries, with top-line revenues in FY2024 primarily generated in the **United States, United Kingdom, Germany, and the Netherlands.**

Our Group's offering is tailored to various industry verticals, including pure e-commerce, fashion and luxury, healthcare, electronics, manufacturing, books and media, and toys and games. Clients are typically structured into strategic groups, such as **e-commerce giants** (e.g., Amazon, Bol), **retailers** with omnichannel models (e.g., Gucci, Decathlon), logistics and 3PL providers (e.g., UPS), **system integrators**, and selected industrial **manufacturers** (e.g., General Motors, FCA).

Our commercial model is primarily project-based, yet often in a context of long-term planning with our clients, and with a strong recurrence in Aftersales services. While machine sales follow multi-year investment cycles, we estimate that **more than 75%** of our business in FY2024 involved returning clients when combining new machine deployments and recurring Aftersales services. In selected cases, such as long-term deployment programs with major clients, relationships span several product generations.

Client interest in sustainability performance is progressively increasing, with an **increasing share of customers requesting ESG-related data or environmental assurances** as part of procurement processes.

In FY2025, we aim to further strengthen our commercial presence by **exploring new market opportunities**, including in France, Japan, and Central America.

At the same time, we are preparing to **expand CMC's offering** with next-generation packaging solutions, developed in response to both market trends and customer demands – innovations designed to **improve both operational efficiency and environmental performance**, optimizing resource use, reducing void fill, and enabling sustainable growth across markets.

This direction also reflects a growing awareness of evolving packaging-related regulations, including the upcoming **EU Packaging and Packaging Waste Regulation ("PPWR")**, which are expected to shape client expectations and product requirements across global markets.

























## OUR SOLUTIONS FOR PACKAGING

As part of our commitment to sustainable innovation, we work closely with clients to develop **tailored packaging solutions that match both product specifications and environmental priorities**. The table below offers an illustrative overview of our **right-sized packaging portfolio**, outlining formats, materials, and example product categories as each solution can be further customized to meet specific needs of our customers. Next to our solutions, CMC has been developing a product line to supply our clients with key **consumables**, incl. among others the **CMC Wave-Line system** and the **CMC SF-320 Corrugator**.

TABLE 2.1.3 – CMC PACKAGING SOLUTIONS



| TABLE 2.1.3 – CMC PACKAGING SOLUTIONS   |   |                   |   | PRODUCT CATEGORIES  |   |   |   |   |   |   |   |   |   |
|---|---|-------------------|---|---|---|---|---|---|---|---|---|---|---|
| TECHNOLOGY  | FORMATS   | MAX SPEED         | MATERIALS   |  |  |  |  |  |  |  |  |  |  |
|  <b>CARTONWRAP</b>       | <b>MIN. BOX:</b> W 240 x L 150 x H 30 mm<br><b>MAX. BOX:</b> W 600 x L 350 x H 200 mm   | 1'000 boxes/h     | Cardoboard (wave B, E)                                    | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   |   | ◆   |
|  <b>CARTONWRAP XL</b>    | <b>MIN. BOX:</b> W 250 x L 160 x H 35 mm<br><b>MAX. BOX:</b> W 800 x L 600 x H 215 mm<br><b>MAX. HEIGHT:</b> W 490 x L 600 x H 370 mm   | 900 boxes/h       | Cardoboard (wave B, E)                                    | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   |   | ◆   |
|  <b>CARTONWRAP DUO</b>   | <b>MIN. ENVELOPE:</b> W 250 x L 160 x H 8 mm<br><b>MAX. ENVELOPE:</b> W 600 x L 380 x H 15 mm<br><b>MIN. BOX:</b> W 250 x L 160 x H 28 mm<br><b>MAX. BOX:</b> W 600 x L 380 x H 250 mm  | 900 boxes/h       | Cardoboard (wave B, E)                                    | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   |   | ◆   |
|  <b>GENESYS</b>          | <b>MIN. BOX:</b> W 270 x L 210 x H 48 mm<br><b>MAX. BOX:</b> W 560 x L 380 x H 290 mm   | 850 boxes/h       | Cardoboard (wave B, E, BB)                                | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   |
|  <b>GENESYS COMBO</b>    | <b>MIN. BOX:</b> W 270 x L 210 x H 60 mm<br><b>MAX. BOX:</b> W 560 x L 380 x H 290 mm   | 850 boxes/h       | Cardoboard (wave B, E, BB)                                | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   |
|  <b>GENESYS COMPACT</b>  | <b>MIN. BOX:</b> W 270 x L 210 x H 60 mm<br><b>MAX. BOX:</b> W 560 x L 380 x H 290 mm   | 500 boxes/h       | Cardoboard (wave B, E, BB)                                | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   | ◆   |
|  <b>SUPER VERTICAL</b> | <b>SMALL FORMAT :</b><br>100W x 200L x 50H mm (MIN)<br>300W x 470L x 120H mm (MAX)<br><b>MEDIUM FORMAT :</b><br>100W x 200L x 80H mm (MIN)<br>300W x 470L x 200H mm (MAX)<br><b>LARGE FORMAT :</b><br>100W x 200L x 120H mm (MIN)<br>300W x 470L x 300Hmm (MAX) | 500 boxes/h       | Heat sealable kraft paper,<br>Padded paper,<br>Open flute | ◆   | ◆   | ◆   | ◆   | ◆   |   |   | ◆   |   | ◆   |
|  <b>SMART MAILER</b>   | <b>MIN. ENVELOPE SIZE:</b><br>W 280 x L 180 mm<br><b>MAX. ENVELOPE SIZE:</b><br>W 380 x L 260 mm (flap not included)  | 2'500 envelopes/h | Pre-formed cardboard envelopes                            | ◆   |   |   |   |   |   |   |   |   |   |
|  <b>PAPER PRO</b>      | <b>MIN. BAG SIZE:</b> L 250 x W 180 x H 5 mmm<br><b>MAX. BAG SIZE:</b> L 850 x W 320 x H 180mm<br><b>MAX. HEIGHT:</b> W 850 x L 320 x H 180mm<br><b>MAX. WIDTH:</b> W 850 x L 400 x H 100mm   | 3'600 bags/h      | Kraft/recycled paper,<br>Padded paper,<br>Open flute      | ◆   | ◆   | ◆   | ◆   |   |   |   | ◆   |   |   |
|  <b>BUBBLE WRAPPER</b> | <b>MIN. BAG SIZE:</b> W 250 x L 270 x H 8 mm<br><b>MAX. BAG SIZE:</b> W 500 x L 750 x H 150 mm  | 2'500 bags/h      | Poly or bubble bags                                       | ◆   |   | ◆   | ◆   |   |   |   |   |   |   |

The measurements provided may be subject to slight variations resulting from customization requirements, operational conditions, or other technical factors.

## OUR SOLUTIONS FOR MAILING

Leveraging **decades of experience in automated mailing**, we offer modular and highly adaptable technologies designed to optimize **performance, precision, and sustainability**. The table below presents a representative snapshot of our mailing solutions, detailing key formats, compatible materials, and sample applications - each system can be configured to address specific operational and communication needs.

TABLE 2.1.4 – CMC MAILING SOLUTIONS

| TECHNOLOGY                        | FORMATS   | MAX SPEED  | MATERIALS           | PRODUCT CATEGORIES  |   |   |   |   |
|-----------------------------------|---|--|---------------------|---|---|---|---|---|
|                                   |   |  |                     |  |  |  |  |  |
| <b>CMC PRATICA EVO</b>            | MIN. SIZE: 100 x 200 mm<br>MAX. SIZE: 250 x 350 mm<br>PRODUCT THICKNESS: from 1 sheet to 30 mm        | 12'000 envelopes/h                                 | Film roll           | ◆   | ◆   | ◆   | ◆   |   |
| <b>CMC 2000</b>                   | MIN.: 100 x 120 mm<br>MAX.: 300 x 430 mm<br>MAX.: 430 x 430 mm (wide body)<br>MAX. THICKNESS: 40 mm   | 18'000 envelopes/h                                 | Film roll           | ◆   | ◆   | ◆   | ◆   | ◆   |
| <b>CMC 2500</b>                   | MIN.: 80 x 100 mm<br>MAX.: 250 x 330 mm<br>MAX. THICKNESS: 20 mm                                      | 22'000 envelopes/h                                 | Film roll           | ◆   | ◆   |   | ◆   |   |
| <b>CMC 2800</b> & <b>CMC 3200</b> | MIN.: 100 x 120 mm<br>MAX.: 300 x 430 mm<br>MAX. THICKNESS: 40 - 80 mm                                | 25'000 envelopes/h<br>30'000 envelopes/h           | Film roll           | ◆   | ◆   | ◆   | ◆   | ◆   |
| <b>CMC 150</b>                    | MIN. ENVELOPE: L 100 x W 180 mm<br>MAX. ENVELOPE: L 235 x W 335 mm                                    | 12'000 envelopes/h                                 | Pre-formed envelope | ◆   |   |   | ◆   |   |
| <b>CMC 250</b>                    | MIN. ENVELOPE: L 100 x W 160 mm<br>MAX. ENVELOPE: L 330 x W 235 mm                                    | 16'000 envelopes/h                                 | Pre-formed envelope | ◆   |   |   | ◆   |   |
| <b>CMC 400</b>                    | MIN. ENVELOPE: L 100 x W 180 mm<br>MAX. ENVELOPE: L 160 x W 300 mm                                    | 20'000 envelopes/h                                 | Pre-formed envelope | ◆   |   |   | ◆   |   |
| <b>CMC 400 EVOLUTION</b>          | MIN. ENVELOPE: L 100 x W 185 mm<br>MAX. ENVELOPE: L 330 x W 235 mm<br>MAX. COLLATION THICKNESS: 10 mm | 25'000 envelopes/h                                 | Pre-formed envelope | ◆   |   |   | ◆   |   |
| <b>CMC 9000</b>                   | MIN. ENVELOPE: L 100 x W 160 mm<br>MAX. ENVELOPE: L 160 x W 250 mm                                    | 30'000 envelopes/h                                 | Pre-formed envelope | ◆   |   |   | ◆   |   |
| <b>CMC JWR</b>                    | MIN. SIZE: 80 x 100 mm<br>MAX. SIZE: 250 x 330 mm<br>MAX PACKAGE THICKNESS: 20mm                      | 20K: 20'000 envelopes/h<br>30K: 20'000 envelopes/h | Paper roll          | ◆   | ◆   |   | ◆   |   |




The measurements provided may be subject to slight variations resulting from customization requirements, operational conditions, or other technical factors.

DISCOVER OUR SOLUTIONS





ESRS TABLE 2.1.5 – COMPANY PROFILE AND GLOBAL FOOTPRINT

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024   | <br>PLANNED ACTIONS<br>FY2025  |
|--|--|---|
| ESRS 2 GR 1 – General characteristics of the undertaking   | Legal name, corporate form (S.p.A.), reporting perimeter, operational sites, and global headcount disclosed.   | No formal expansion of disclosures currently planned. Further detail on subsidiaries may be added if requested by stakeholders.   |
| ESRS 2 SBM 1 – Strategy and business model   | Narrative includes high-level description of core activities, industry sectors served, and value proposition.  | Further integration of more granular information on client segmentation and commercial structure is presently under consideration.  |
| ESRS 2 GOV 1 – Governance structure and roles  | ESG Committee in place, operational functions with defined ESG related roles disclosed. ESG reporting line to CFO.                                   | Internal clarification of governance visuals or documentation may be explored for future transparency needs.  |
| ESRS 2 GOV 2 – Information provided to the governance body   | ESG topics are regularly presented in monthly Business Reviews and ESG Committee meetings with Board participation.                                  | Starting in FY25 CMC has committed to include Information Notices into the agenda of Board meetings; an official calendar will be implemented starting from FY26 onwards. |
| ESRS 2 1 (Annex) – General information   | The report includes entity-specific information (CMC S.p.A. and subsidiaries), addresses exclusions, and provides a site-level operational overview. | Potential future alignment with financial consolidation rules may be assessed as part of CSRD compliance evolution.   |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.



## 2.2 PURPOSE, BUSINESS MODEL & VALUE CHAIN

With reference to GRI 2-6, 2-9, 3-3 and ESRS 2 (SBM 1, SBM 2, GOV 1), ESRS G1 1



*Our purpose is embedded in a business model that places the value chain at its core – rigorously balancing performance, adaptability and ESG integrity, from R&D to aftersales, across every touchpoint.*

**TANIA TOCOLACCI - HEAD OF PARTNERSHIPS & MARKETING**

Driven by the purpose of helping our clients ship their products in ever more sustainable and efficient ways, **CMC combines advanced logistics automation with a deep commitment to environmental impact reduction**. Guided by our vision to make global supply chains more sustainable and by our mission to deliver right-sized, high-performance packaging solutions through trusted partnerships and engineering excellence, we have built a **business model where innovation and ESG accountability go hand in hand**.

CMC's business model is grounded in the development of **modular, high-performance packaging systems**, supported by a vertically integrated value chain and a cohesive organizational structure. Our operational architecture – spanning design, engineering, manufacturing, assembly, logistics, and aftersales – is deliberately structured to align innovation, efficiency, and sustainability across all functions.

What makes CMC's solutions inherently sustainable is their ability to **combine on-demand production with material efficiency, energy optimization, and high Overall Equipment Effectiveness ("OEE")**. Our machines are engineered to **minimize packaging waste, reduce transport-related emissions, and support the use of recyclable or compostable materials**, while maintaining peak operational performance over time. These features are not add-ons: they are integral to the modularity, precision, and intelligence of our systems.

This sustainable edge is made possible by CMC's end-to-end control over the value chain. From in-house mechanical design to software development, from supply chain selection to testing and installation and maintenance, each phase is managed internally or through strategic partnerships with aligned values. Our organization is therefore not only structured for performance and adaptability, but also for ESG accountability.

In short, CMC's business model enables us to **deliver responsible innovation at scale** - ensuring that our technologies are both future-ready and ESG-aligned by design.



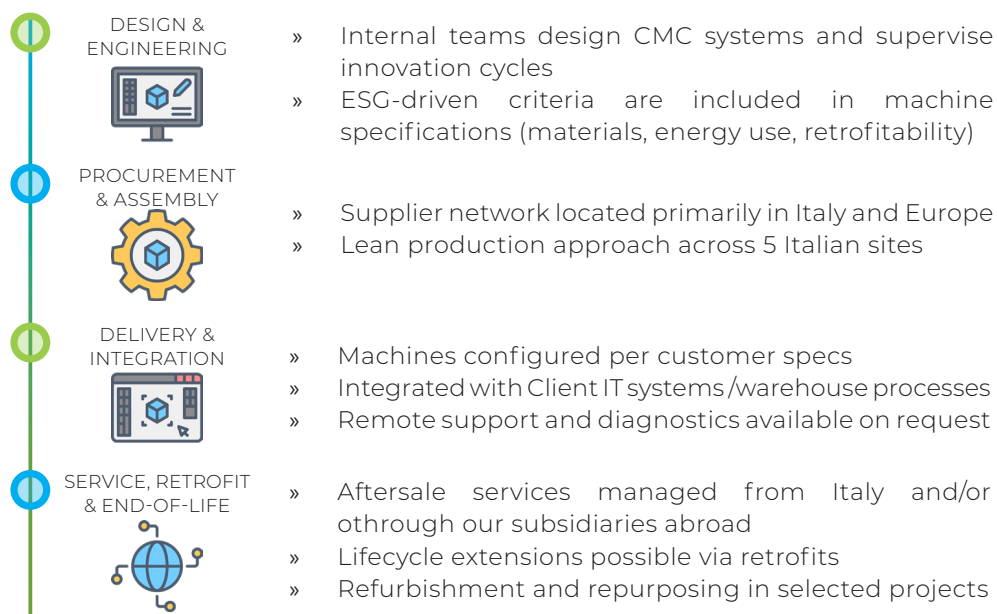
## OUR BUSINESS MODEL & OPERATIONAL STRUCTURE

At CMC we develop and deliver automated packaging solutions for the global e-commerce, retail, and logistics sectors. Our core value proposition lies in providing our clients and partners with reliable high-speed, right-sized, and sustainable packaging and mailing systems tailored to their operations.

As already mentioned, innovation plays a central role in our business model, enabling us to meet complex customer requirements while effectively reducing their environmental impact. In FY2024, our organization operated under an integrated model combining:

- **Technology development** (proprietary R&D, modular platforms)
- **Vertical production** (assembly and mechanical processing in Italy)
- **Consumable solutions** (supply of FSC-certified/recyclable packaging materials and glues and production of corrugated materials)
- **Installation and aftersales services worldwide**
- **Strategic co-development and R&D jointly with key clients and partners** to continuously improve our solutions.

Our production flow encompasses the following macro-phases:



## ESG CONSIDERATIONS ACROSS THE VALUE CHAIN

Our company's value chain is designed to support:



**Material efficiency:** through right-sized packaging, envelope capability (e.g., CMC Cartonwrap DUO), and integrated corrugation (CMC Wave-Line system and SF-320 Corrugator).



**Energy optimization:** via machine design (see Section 5) and future-oriented solutions (e.g., CMC Super Vertical).



**Supplier engagement:** mapped through ESG screening tools and thematic surveys (see Section 8.1).



**Customer co-innovation:** as demonstrated by projects with Mondì, Antalis, and Otrium (see Section 3).



**Digital integration:** data-driven systems enabling performance monitoring and future ESG footprint traceability (see Section 5).

These elements reflect how CMC embeds ESG drivers in both its operations and relationships across the chain.

## GOVERNANCE AND OVERSIGHT

Oversight of value chain-related ESG topics at CMC is ensured **through our company's established governance** structure, as detailed in Section 4 of the present Report, and ESG responsibilities are formally assigned, with reporting lines to Top Management and/or the Board.

Roles with ESG-related responsibilities maintain a **proactive and propulsive role** within our organization, driving sustainability-oriented actions across all functions, practices and processes

Specific practices related to supplier engagement, risk mapping and ESG data collection are addressed in greater detail in Section 8, which outlines the processes applied to CMC's upstream relationships.

Looking ahead to FY2025, we plan to **strengthen the ESG performance of our value chain** by advancing several strategic priorities:

- We will place greater efforts on developing/strengthening **traceability frameworks** to improve visibility including on materials and emissions.
- We also intend to reinforce our ESG screening tools for suppliers, building on the groundwork initiated in 2024.
- At the design level, efforts will continue to apply **retrofit principles** more systematically across product families, in line with the approach already outlined for **CMC Hybrid Advance** (see also the box below).
- In parallel, work will progress on aligning data streams from innovation processes with ESG performance metrics.

These developments are part of a broader effort to embed **sustainability** into our company's operational model – **not as a parallel function, but as a core dimension of value creation.**

## WHAT IS “CMC HYBRID ADVANCE”?

**CMC Hybrid Advance** is one of our latest innovation in sustainable packaging, applying retrofit logic to existing machine families. The system automatically creates **perfect-sized boxes** or envelopes based on item dimensions, using fanfold corrugated material.




Thanks to a new structural design, the CMC Hybrid Advance **reduces corrugated use by up to 50% and glue consumption by 70%** compared to traditional right-sizing technologies — improving both ROI and environmental performance.

Smaller items can now be packed as envelopes, which lowers transport costs and emissions by enabling shipping via letter mail formats.

DISCOVER  
**CMC HYBRID ADVANCE**



## ESRS TABLE 2.2.1 – PURPOSE, BUSINESS MODEL & VALUE

| <br><b>DISCLOSURE REQUIREMENT</b>                     | <br><b>STATUS AT FY2024</b>  | <br><b>PLANNED ACTIONS FY2025</b>   |
|--|---|--|
| ESRS 2 SBM 1 – Strategy and business model   | The value chain is aligned with the business model and innovation strategy. ESG criteria are integrated across multiple operational phases.   | Continued integration of ESG considerations into product design and process efficiency, in coordination with CMC's strategy and value creation plan.   |
| ESRS 2 SBM 2 – Information along the value chain   | Elements of upstream and downstream engagement are addressed through supplier screening and audit (incl. development of Improvement Plans) and customer co-development.   | Reinforcement of data collection tools and expansion of traceability across selected phases.   |
| ESRS 2 SBM 3 – Integration of sustainability-related impacts, risks and opportunities into the undertaking's strategy and business model | ESG drivers, such as decarbonisation, material innovation, and sustainable co-development with clients, are already embedded in our company's value chain and product strategy. These aspects shape how business functions operate and collaborate. | CMC's updated Value Creation Plan includes formal objectives and cross-functional initiatives to progressively deepen the integration of ESG priorities into strategic decisions, project pipelines and innovation governance. |
| ESRS 2 GOV 1 – Governance structure and roles  | ESG governance roles and responsibilities are assigned and described in Section 4. This section makes no additional structural disclosures.   | No structural changes foreseen. Evolution, if any, to be reported in Section 3.  |
| ESRS G1 1 – Corporate culture and business conduct   | The business model operates under ISO-certified systems and Model 231. Co-development and client relationships reflect principles of responsible conduct.   | Monitoring of implementation continues under existing frameworks. No new policies disclosed here.  |

*References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.. It describes the operational and ESG integration mechanisms that define CMC's business model and value chain. For innovation-related components, see Sections 1 and 5; for supplier engagement, see Section 8.*



# SECTION 3

## MILESTONES & RECOGNITIONS

Achievements That Define Our Path  
and Prove Our Value

*This section showcases CMC's key strategic achievements and recognitions in FY2024, from innovation milestones to industry awards and certifications. These signals of excellence reflect our commitment to responsible growth, long-term value creation, and continuous improvement.*



### 3.1 OUR MILESTONES AND STRATEGIC ACHIEVEMENTS FOR FY2024

*With reference to GRI 2-6, 2-22, 3-3 and ESRS 2 (SBM 1, GOV 1, GOV 2 )*



FY2024 marked a pivotal year of strategic acceleration and operational consolidation for the CMC Group.

After a year of transition in 2023, in FY2024 we recorded **tangible achievements across international growth, climate governance, energy management and overall organizational maturity.**

These achievements provide a solid foundation for continued advancement in FY2025, in line with the broader Group strategy, with particular attention to **strengthening ESG integration, advancing operational and digital innovation, and enhancing employee development and stakeholder engagement.**

The highlights below and in the following page summarize CMC's most relevant milestones of the year under review:

- **TURNOVER RECOVERY AND GROWTH**

CMC recorded a turnover of ca. €157 million in FY2024, reflecting an **11% increase** over FY2023 (€141.3 million).

This result marked the end of the temporary contraction experienced in the previous year and confirms the resilience of our company's industrial and commercial positioning.

- **STRENGTHENED SUSTAINABILITY GOVERNANCE**

Building on the governance structures formalized in FY2023, we confirmed the role of the **ESG Committee** during FY2024, ensuring continued monthly meetings with participation from Top Management, Board representatives, and our majority shareholder KKR, as well as continuing integrating ESG performance updates into Monthly Business Review materials and internal decision-making.

We also further consolidated our internal ESG governance through the systematic monitoring of a **broader set of ESG Key Performance Indicators** ("KPIs"). These indicators – covering environmental impact, energy and resource use, health and safety, diversity, and ethics – are tracked regularly across business functions and form the backbone of our sustainability performance framework. This system supports evidence-based reporting and internal alignment with our materiality priorities (more in Section 4).

In parallel, it is also worth mentioning that we reached a significant milestone in our climate strategy, which further strengthened our climate governance: in FY2024, **CMC's Science Based Targets** ("SBTi") were officially validated, confirming that our Scope 1, 2, and selected Scope 3 decarbonization targets are aligned with the 1.5°C trajectory under the Paris Agreement (see Section 6).



## • ENVIRONMENTAL PERFORMANCE AND RESOURCE OPTIMIZATION

In FY2024, CMC advanced its environmental performance through both **operational upgrades** and **product innovation**. Key energy efficiency measures included the installation of high-efficiency compressors and HVAC system upgrades, contributing to a reduction in energy intensity. In parallel and worth noticing, we also scored a reduction in non-hazardous waste generation, with a decrease to about 355.6 tons, down from ca. 423.3 tons in 2023.

On the R&D side, we also scored some remarkable achievements as well as planning interesting developments ahead for 2025:

- In FY2024 we launched the **CMC Genesys Compact**, a more space- and energy-efficient machine, and the **CMC Cartonwrap Duo**, enabling up to 40% cardboard and 70% glue savings against other 3D packaging methods.
- Our company also began studying solutions for the development of **compact cardboard corrugators** for on-site use by our clients, further reducing transport needs for packaging consumables, a solution which will be fully developed in FY2025.

## • GROUP WORKFORCE EXPANSION

As of 31 December 2024, CMC's total workforce reached **596 employees**. Headcount distribution included:

- Italy: 298
- United States and Canada: 252
- Germany, Netherlands, UK (combined): 46

The increase supports our strategic evolution as a **global provider** of packaging automation solutions with localized operational capabilities.





## 3.2

## AWARDS, CERTIFICATIONS AND MEMBERSHIPS: PUBLIC SIGNALS OF RESPONSIBLE INNOVATION

With reference to GRI 2-6, 2-22, 2-27, 3-3 and ESRS 2 (SBM 1, GOV 1), ESRS G1 (1, 2)



*Each award, each certification, each alliance is more than a milestone – it is a public signal of how CMC aligns innovation with responsibility and strong, tangible recognition of our efforts and commitment.*

**TANIA TOCOLACCI - HEAD OF PARTNERSHIPS & MARKETING**

Following the strategic achievements outlined in the previous chapter, FY2024 also marked a year of **growing public recognition and formal validation** for the CMC Group.

Across product innovation, governance evolution, and client collaborations, our company received awards and certifications that confirmed our positioning at the intersection of industrial excellence and sustainability.

In this sub-Section we provide a brief overview of the **most relevant acknowledgments** received in 2024, as well as **certifications** and **memberships** that support our operational credibility and ESG transparency.

### • AWARDS FOR INNOVATION, GROWTH AND CORPORATE LEADERSHIP

The following highlights summarize the most relevant milestones of the year under review.

CMC was honored with four major recognitions during the year, each awarded by a distinct organization for innovation, growth or corporate leadership:



#### LogiMAT Best Product Award 2024:

CMC Cartonwrap DUO was selected as the most disruptive innovation in intralogistics (Stuttgart, March 2024). Recognized for reducing cardboard usage by 40% and glue by 70%, while maintaining high-speed output (900 packages/hour)



#### 100 Eccellenze Italiane – X Edizione:

CMC was included among the 100 most distinguished Italian companies, with formal presentation at Palazzo Montecitorio, Rome



#### 1000 Imprese Best Performer 2024 – Umbria:

Awarded by ItalyPost for resilience and industrial competitiveness, with CMC's CEO participating as speaker at the regional event held in Perugia



#### Le Fonti Awards – CEO of the Year:

Francesco Ponti was awarded Innovative Leader in Packaging Solutions, with a special mention for ESG-driven transformation.

## • CERTIFICATIONS AND ESG REFERENCES

As already mentioned previously in this Report, CMC maintains a set of internationally recognized certifications and governance frameworks that support operational quality, information security, and regulatory compliance:

- **ISO 9001 – Quality Management**
- **ISO 27001 – Information Security**
- **GDPR Compliance – EU Regulation 2016/679**
- **Model 231 – Organizational and Control Model (updated FY2024)**

We are also subject to an independent ESG assessment through EcoVadis, which annually evaluates corporate performance across environmental, social, and ethical dimensions. In FY2024, we ranked in **the top 14% of companies in our industry sector**.

In parallel, we also formally **committed to the Science Based Targets initiative** (“SBTi”), aligning our decarbonization strategy and emission monitoring with science-based thresholds for climate action. More on this in Section 6 of this Report.

Lastly, our organization also participates in **The Climate Pledge**, as part of Amazon’s global partner ecosystem dedicated to net-zero commitments.

## • MEMBERSHIPS

CMC S.p.A. is member of the Italian industry association **Confindustria**, while our subsidiary in the UK in FY2024 joined the **UK Warehousing Association** (“UKWA”).

These strategic memberships enable us to stay informed about industry trends and connect with key players in the markets and regions where we operate. At the same time, we are able to actively contribute to discussions around innovation that enhances efficiency and sustainability.

## • CLIENT-LED VALIDATION

Our approach to sustainability is also reflected in how its technologies are adopted and valued by clients. In FY2024, two notable cases exemplified the link between packaging innovation and environmental positioning:

- **Otrium (Netherlands) powered by Blackman** – The fashion e-commerce platform, now a certified B Corp, adopted two CMC’s, right-sized packaging systems (CMC Genesys and CMC Paper-PRO) to support more sustainable last-mile delivery, publicly acknowledging the role of CMC in their responsible packaging transformation.
- **Antalis (Scandinavia)** – As one of Europe’s leading paper and packaging distributors, Antalis partnered with CMC in 2024 to expand the availability of on-demand sustainable packaging solutions in the Nordics. The collaboration supported regional customers in reducing packaging waste and improving logistics efficiency.

These cases demonstrate how CMC’s value proposition is increasingly aligned with the priorities of clients and partners seeking measurable environmental benefits and operational resilience.

**DISCOVER** OUR PARTNER’S  
STORIES





As of FY2024, CMC continues to monitor its ESG positioning through existing certifications and third-party assessments. Starting in 2025, we plan to:




- **Maintain our annual ESG evaluation cycle via EcoVadis**
- **Continue our formal commitments under the SBTi**
- **Develop internal alignment with selected standards, in particular with reference to H&S management frameworks.**

In the area of product innovation, solutions such as the Hybrid Advanced Retrofit and the CMC Super Vertical - both planned for commercial rollout in FY2025 - are designed to upgrade existing systems and raise the bar with groundbreaking solutions by enhancing energy and space efficiency, reducing material usage and curbing associated emissions, while improving parcel protection.

In particular, the Hybrid Advance retrofit – planned for commercial rollout in FY2025 – is designed to upgrade existing CMC Cartonwrap systems by enhancing energy efficiency, reducing material usage, and improving parcel.



## ESRS TABLE 3.2.1 – AWARDS, CERTIFICATIONS AND MEMBERSHIPS

| <br>DISCLOSURE<br>REQUIREMENT             | <br>STATUS AT<br>FY2024  | <br>PLANNED ACTIONS<br>FY2025  |
|--|---|---|
| ESRS 2 SBM 1 – Strategy and business model   | Awards and certifications presented as evidence of external validation of CMC's positioning and strategic evolution.  | No additional disclosures planned. Strategic trajectory covered in Section 2.   |
| ESRS 2 GOV 1 – Governance structure and roles  | Model 231 and ISO certifications (9001, 27001) are referenced as part of the internal control and compliance system. ESG governance roles and responsibilities are detailed in Section 4.   | Governance evolution already addressed in Section 4. No further updates foreseen under this section.  |
| ESRS 2 GOV 2 - Information provided to and sustainability oversight by the administrative, management and supervisory bodies | ESG topics are regularly discussed by the ESG Committee, which includes Board members and the majority shareholder. The Committee meets monthly and contributes to the company's Business Review. The Board strategic alignment is ensured through structured reporting. ESG responsibilities are delegated to the ESG Director, who reports to the CFO, who has ESG power of attorney. | Starting in FY25 CMC has committed to include Information Notices into the agenda of Board meetings; an official calendar will be implemented starting from FY26 onwards. Contextually, as opportunities arise, ESG training will be Contextually, as opportunities arise, for Board members, co-led by the ESG Director and the Chairwoman of the ESG Committee. These steps aim to enhance Board awareness and governance on ESG risks and opportunities. |
| ESRS G1 1 – Corporate culture and business conduct   | Ethical recognition and adherence to ISO and GDPR standards disclosed.  | No changes expected. Integration of governance elements continues.  |
| ESRS G1 2 – Transparency of relationships and commitments  | ESG performance is also annually assessed via EcoVadis. No additional memberships are claimed.  | Monitoring existing commitments continues. No new affiliations planned at this stage.   |

References to GRI and ESRS standards in this table, which covers both sub-Sections 3.1 and 3.2, are provided for contextual purposes only. No full alignment is claimed as of FY2024. All disclosures included refer exclusively to recognitions, certifications, and participations formally confirmed by CMC Packaging Automation as of FY2024. No additional awards, memberships or endorsements are claimed beyond those explicitly listed. Where relevant, reference is made to supporting evidence or other Sections of this Report.



# SECTION 4

## FROM OVERSIGHT TO IMPACT

### Governance for Sustainable Business

*Over recent years we have progressively consolidated our ESG governance framework to ensure structured decision-making, accountability, and alignment with our overall corporate strategy.*





## 4.1 CMC'S ESG GOVERNANCE

*With reference to GRI 2-9, 2-12, 2-13, 2-14, 2-17 and ESRS 2 (GOV 1, GOV 2, GOV 3)*



### OUR APPROACH

Over recent years we have progressively consolidated our ESG governance framework to ensure structured decision-making, accountability, and alignment with our overall corporate strategy.

As of FY2024 (and since 2022), functional responsibility for environmental, social, and governance matters lies with **CMC's CFO**.

Day-to-day planning, coordination and execution are entrusted to the **ESG Director**, supported by key operational figures to ensure thematic oversight as well as the **ESG Committee** – a cross-functional forum of discussion to facilitate alignment across departments and to ensure that ESG priorities are regularly reviewed, tracked and escalated when needed.

This Committee contributes to decision-making processes through integration into monthly executive reviews and Board-level reporting streams (see Section 3).

CMC also maintains a certified Model 231 (Organizational and Management Model under Italian law), and is fully compliant with GDPR and ISO 27001, supporting the integration of data security and regulatory integrity within its ESG management approach.

### INTERNAL GOVERNANCE OF POLICIES AND PROCEDURES

During FY2024, CMC strengthened its procedural backbone by activating a **cross-functional Working Group on Policies and Standard Operating Procedures** ("SOPs"), coordinated by the ESG Director and the Transformation Manager. The group is tasked with prioritizing policy needs, assigning document owners, and ensuring content review and validation across relevant departments.

This workstream is **integrated into our ISO 9001-certified quality management system** and led to the release of nine new procedures in FY2024, covering areas such as Environmental responsibility, Working Conditions related aspects, Supplier Due Diligence, IT and Data Security. The master register of policies and procedures is centrally maintained and updated regularly. Where relevant, policies and procedures also apply to our international subsidiaries. All policies are shared with our staff through our intranet and their dissemination and application is supported by targeted communications and dedicated trainings.

ESG PERFORMANCE TRACKING

At CMC, we monitor our performance across key ESG dimensions using a **comprehensive set of Key Performance Indicators** (“KPIs”). These KPIs are reviewed quarterly and reported to Top Management through the ESG Committee, which includes Board Members and our main shareholder KKR.

Each KPI is associated with quarterly and/or yearly targets and is tracked by the ESG Director with the support of relevant departments. The KPIs encompass various metrics, including environmental indicators such as emissions and energy consumption, as well as workforce and innovation-related impacts.

We conduct an annual review of all KPIs to ensure they remain relevant and update them as necessary. Any changes are discussed and agreed upon with the CEO and KKR.

In FY2025, CMC plans to extend its governance framework by issuing additional policies and SOPs, including for example those in the space of Health & Safety, Talent Management and Retention, Sustainable Procurement and an updated Code of Conduct for suppliers.

Furthermore, beginning in FY2025, we commit to progressively submit a **dedicated ESG Information Notice to CMC’s Board of Directors** (“BoD”), and to enhance the Board’s ESG competencies through dedicated **training sessions** led by the ESG Director and the Chairwoman of the ESG Committee.

From FY2026 we plan to **formalize a regular calendar** of Notices to be included in the agenda of BoD meetings throughout the year.

This initiative will support appropriate strategic oversight in line with our overall governance structure.

ESRS TABLE 4.1.1 – ESG GOVERNANCE

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024  | <br>PLANNED ACTIONS<br>FY2025        |
|--|---|---|
| ESRS 2 GOV 1 – Governance roles and responsibilities   | ESG responsibilities functionally assigned to the CFO. ESG Director ensures day-to-day coordination and implementation. Informal ESG Committee active since FY2023 as cross-functional advisory body. | Governance structure maintained. Ongoing support from ESG Committee across functions.                                   |
| ESRS 2 GOV 2 – Information flows to the administrative, management and supervisory bodies                        | ESG updates integrated in Monthly Business Reviews. ESG Director and ESG Committee coordinate regular reporting to Top Management and Board through ESG Committee.                                    | ESG Information Notice to be submitted within BoD meetings from FY25 onwards. A regular calendar to be set up for FY26. |
| ESRS 2 GOV 3 – Integration of sustainability in the governance and decision-making process                       | ESG KPIs tracked and integrated in internal reviews. ESG-related SOPs developed within ISO 9001 quality system. Model 231 and ISO 27001 support compliance integration.                               | Continued roll-out of SOPs. Ongoing integration with existing compliance and quality processes.                         |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.





## 4.2 ESG PRIORITIZATION & BUSINESS INTEGRATION

With reference to GRI 2-15, 2-16, 2-26, 205-1, 205-2, 205-3 and ESRS 1 (3.2, 3.3) ESRS 2 (SBM 1, SBM 2, SBM 3, IRO 1, GOV 2, GOV 4), ESRS G1 (1, 3, 4)



*Our long-term value depends on our ability to listen, understand, and integrate diverse expectations from across our ecosystem. This is why materiality is not just a compliance exercise – it is the foundation of our ESG and Business Strategy.*

**CHIARA SIGNORIA - ESG DIRECTOR**

## OUR APPROACH

At CMC, we believe that incorporating ESG principles into our business model goes beyond merely fulfilling disclosure requirements; it is about **creating long-term, measurable value**.

Our approach to integrating ESG reflects a growing realization that **sustainability priorities must be aligned with operational excellence, product innovation, stakeholder trust, and resilience**.

In 2024, following an internal review of our Double Materiality Assessment's results (more on this later in this Section), we re-elaborated the outcomes into **six key ESG drivers**:



**PRODUCT RESPONSIBILITY AND SUSTAINABILITY:**  
MATERIALS, EFFICIENCY, EMISSIONS, QUALITY AND SAFETY



**EQUAL TREATMENT & OPPORTUNITIES FOR ALL WORKERS**



**TALENT ATTRACTION & RETENTION**



**COMPANY CULTURE**



**RESPONSIBLE SUPPLY CHAIN MANAGEMENT**



**CYBERSECURITY**

These six pillars are now linked to value creation levers across our company. This framework will increasingly support our strategic planning cycles in FY2025 and beyond.

## STAKEHOLDER MAPPING & ENGAGEMENT

CMC adopts a structured approach to stakeholder mapping, grounded in the assessment of influence, dependency, and relevance to the company's ESG impacts.

In FY2024, a preliminary classification was carried out, leveraging internal expertise and insights from past assessments. Stakeholders have been grouped according to their category, engagement channels, and anticipated areas of interest.

Although no structured dialogue sessions or formal prioritization workshops were conducted during the reporting year, CMC is evaluating the adoption of a more participatory and inclusive engagement process for FY2025.

A comprehensive overview of the current stakeholder map is available in the Addendum (Section 9) to this Report.

### STAKEHOLDER RELEVANCE MAP

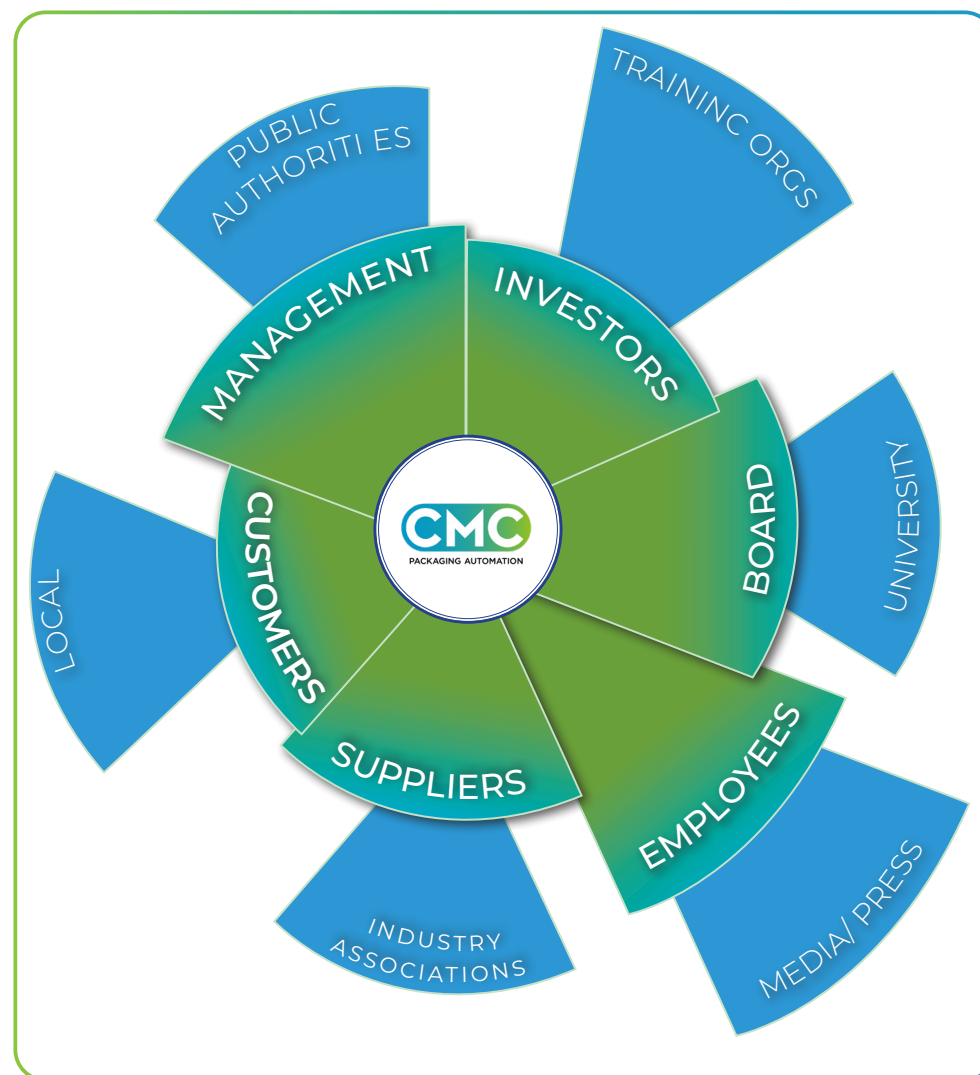
On the right (GRPH 4.2.1) is a visual representation of CMC's stakeholder ecosystem. The map illustrates the degree of relevance and influence that each stakeholder group holds in relation to CMC's business and sustainability priorities.

Stakeholders positioned at the center represent those with whom CMC maintains the most direct, frequent, and strategic interactions. These include the **Board of Directors, management, employees, customers, suppliers, and investors** – all of whom play a primary role in shaping the company's direction and performance.

Surrounding this core group, the outer layer includes stakeholders considered **important but more indirectly involved**. These comprise **public authorities, industry associations, academic institutions, training organizations, media outlets, and local communities**.

While their influence may be less immediate, they remain essential to CMC's broader social license to operate and long-term value creation.

CHART 4.2.1 – STAKEHOLDER RELEVANCE MAP





## DOUBLE MATERIALITY ASSESSMENT

In 2024, CMC conducted a **formal Double Materiality Assessment** with reference to the European Sustainability Reporting Standards (ESRS) and in preparation for future CSRD alignment.

The process was supported by a third-party review and followed the principles outlined in ESRS 1 and ESRS 2 (IRO-1).

The analysis combined:

- **Impact materiality**, assessing the significance of actual and potential impacts on people and the environment
- **Financial materiality**, evaluating the likelihood and magnitude of sustainability risks and opportunities affecting enterprise value.

The process involved workshops with internal stakeholders from key functions (ESG, HR, Procurement, Operations, Sales), and included an external perspective using sectoral benchmarks and value chain mapping. No formal engagement with external stakeholders was carried out for this cycle, but their expectations were indirectly captured via previous client feedback and public ESG trends.

The results are summarized in the table 4.2.1 on the right and in a materiality matrix (see following page), distinguishing issues that are financially material, environmentally or socially material, or both.

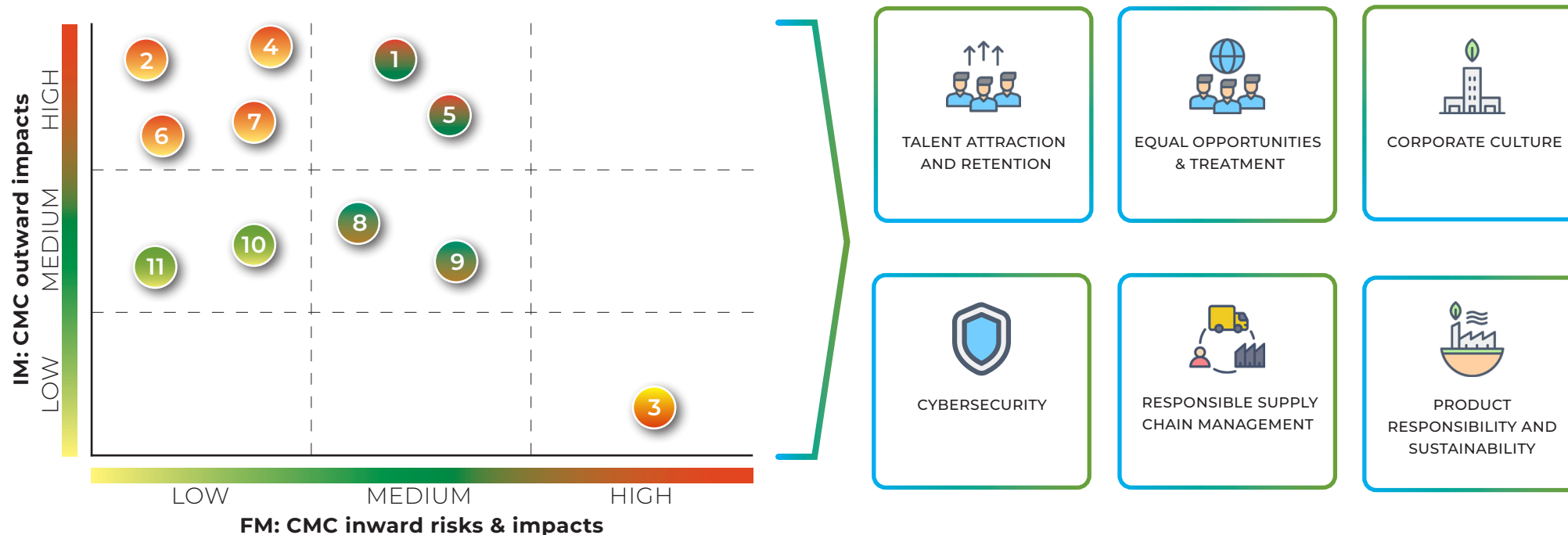
TABLE 4.2.1 – CMC MATERIAL TOPICS' LIST

| N  | MATERIAL TOPIC   | MATERIALITY |
|----|--|-------------|
| 1  | CLIMATE CHANGE ADAPTATION AND MITIGATION                 | BOTH        |
| 2  | RESOURCE INFLOWS, INCLUDING RESOURCE USE                 | IM          |
| 3  | RESOURCE OUTFLOWS RELATED TO PRODUCTS AND SERVICES       | FM          |
| 4  | WASTE  | IM          |
| 5  | OWN WORKFORCE, WORKING CONDITIONS                        | BOTH        |
| 6  | OWN WORKFORCE, EQUAL TREATMENT AND OPPORTUNITIES FOR ALL | IM          |
| 7  | VALUE CHAIN WORKERS, WORKING CONDITIONS                  | IM          |
| 8  | CONSUMERS AND END-USERS, HEALTH & SAFETY                 | BOTH        |
| 9  | CONSUMERS AND END-USERS, PRIVACY                         | BOTH        |
| 10 | BUSINESS CONDUCT, MANAGEMENT OF RELATIONS WITH SUPPLIERS | IM          |
| 11 | BUSINESS CONDUCT, CORPORATE CULTURE                      | IM          |

*IM = Impact Materiality*

*FM = Financial materiality*

CHART 4.2.2 – DOUBLE MATERIALITY &amp; STRATEGIC PILLARS



**Above on the left: material topics from ESRS-based assessment.** CMC's FY2024 double materiality analysis, with reference to ESRS 1 and ESRS 2 (IRO-1), mapped a broad range of sustainability themes – ranging from climate mitigation to workforce well-being, product responsibility, and business conduct. These topics were reviewed through both **impact** and **financial materiality** lenses and serve as the foundational reference for disclosure and future ESG alignment. While we are planning to initiate formal boundary-setting per topic from FY2025 onwards, this first materiality cycle has already provided CMC with clear priorities for strategic reflection.

**Above on the right: our six strategic pillars.** Rather than treating disclosure as a static checklist, we chose to streamline and refocus our materiality results into six ESG priorities that better reflect CMC's business model, stakeholder commitments, and long-term value creation and transformation goals:

1. **Product Responsibility & Sustainability** - Ensuring that all solutions deliver safety, performance, and environmental value
2. **Human Capital: Equal Treatment & Opportunities for All Workers** - Embedding inclusion and fairness across employment practices
3. **Human Capital: Talent Attraction & Retention** - Investing in people to sustain innovation and organizational growth
4. **Company Culture** - Reinforcing ethics, accountability, and shared values
5. **Responsible Supply Chain Management** - Building resilience and transparency across procurement and sourcing
6. **Cybersecurity** - Protecting data integrity and operational continuity in a digital-first world

This strategic reframing marks a **shift from compliance toward purpose-driven ESG leadership**, with a focus on translating sustainability into **concrete levers of value creation** for our organization.



## PRIORITY TOPICS AND BOUNDARIES

The final list of material topics will be used as the foundation for future ESG disclosures and will inform our company's sustainability roadmap through FY2025–2027.

The assessment, conducted with reference to the principles of ESRS 1 and ESRS 2 (IRO 1), highlighted issues such as climate change, energy and resource efficiency, circularity, human capital, and supply chain responsibility as particularly relevant from both an impact and financial materiality perspective.

Each material topic will be progressively assessed for its reporting boundary, namely the part of the value chain where related impacts are generated (i.e., own operations, upstream, downstream). This process will be started in 2025 on an opportunity-driven basis, contingent upon further validation, stakeholder engagement, and incorporation into the next materiality review, which is not yet planned at the time of completing the present Report.

While a systematic assignment of boundaries per topic was not formalized in FY2024, CMC recognizes the importance of advancing this aspect in future reporting cycles.

In this perspective, as already previously mentioned, the topics identified initially were reshaped into six strategic drivers:

- **Product responsibility and sustainability.**
- **Equal treatment & opportunities for all workers.**
- **Talent attraction & retention.**
- **Company culture.**
- **Responsible supply chain management.**
- **Cybersecurity.**

1: No ESG-driven strategic plan or transformation program was formally adopted during FY2024. References to potential integration areas are to be considered preparatory and forward-looking only.

## STRATEGIC ESG ALIGNMENT

The material topics identified through the Double Materiality Assessment carried out in FY2024 are expected to inform the future evolution of our ESG strategy at CMC.

While no formal ESG-linked business transformation plan had been adopted within the reporting period, CMC acknowledges that several of the identified topics are **already structurally aligned with areas of ongoing investment and strategic attention**, as well as informing CMC's governance, compliance, and ethical conduct frameworks.

Already during 2024, internal discussions were initiated to explore how ESG priorities could **support long-term value creation** across operations, innovation, and stakeholder engagement. An example of such reflections are our efforts about identifying and managing climate risks and opportunities within a broader framework of overall Enterprise Risk Management (more on this in Section 6).

These preliminary reflections are not yet formalized nor disclosed at the time of publishing this Report but may inform future initiatives<sup>1</sup>.



In FY2025, CMC will consider possible evolutions of its ESG integration framework, in coherence with strategic planning cycles and subject to internal governance validation.

Among the areas under preliminary exploration are the design of **more structured stakeholder engagement activities**, aimed at enhancing inclusiveness and supporting future revisions of the materiality assessment process.




The **refinement of reporting boundaries** per material topic is also under internal discussion, with attention to future regulatory developments and value chain traceability. In parallel, the company may evaluate opportunities to **increase the relevance of ESG indicators within decision-making processes**.

These evaluations remain at an early stage and are not yet associated with formal commitments or implementation roadmaps.

Any future initiatives will be assessed through existing governance channels and aligned with available resources, planning frameworks, and stakeholder expectations, including a potential progressive expansion of our governance structures to our subsidiaries abroad.

Each step we take will follow a consistent logic: strengthening the alignment between CMC's sustainability performance and its corporate strategy, while laying the foundation for progressively aligning our disclosure practices with evolving regulatory requirements and key stakeholder expectations.

ESRS TABLE 4.2.2 – ESG PRIORITIZATION &amp; BUSINESS INTEGRATION

| <br>DISCLOSURE<br>REQUIREMENT                              | <br>STATUS AT<br>FY2024                             | <br>PLANNED ACTIONS<br>FY2025                                 |
|---|--|--|
| ESRS 1 3.2 - Determination of reporting boundaries across the value chain   | Boundary-setting not implemented during FY2024; material topics mapped without segmentation.   | Evaluate approach for determining reporting boundaries per material topic, aligned with value chain logic and sector-specific standards.         |
| ESRS 1 3.3 - Application of the double materiality principle  | Applied for the FY2024 assessment, based on internal workshops and sector benchmarks.  | Maintain methodology and expand scope of analysis to include updated stakeholder insights and business model considerations.                     |
| ESRS 2 SBM 1 - Description of sustainability-related impacts, risks and opportunities and their connection to the strategy and business model | ESG priorities identified as areas of strategic attention; no formal business model integration completed during the reporting period. | Evaluate how to deepen the mapping of ESG topics against strategic and operational levers, under coordination with corporate planning functions. |
| ESRS 2 SBM-2 - Information on the entity's stakeholders and stakeholder engagement  | Stakeholder mapping completed; no structured engagement implemented in FY2024.   | Consider launching more structured stakeholder dialogue formats to inform next materiality review and engagement strategy.                       |
| ESRS 2 SBM-3 - Interaction of material impacts, risks and opportunities with strategy and business model                                      | No formal integration completed in FY2024; exploratory assessments planned.  | Conduct preliminary assessments of ESG topic relevance for key business model components, in coordination with ESG governance structures.        |
| ESRS 2 IRO-1 - Description of the process to identify and assess material impacts, risks and opportunities                                    | Formal double materiality assessment completed internally; no external engagement carried out in this cycle.                           | Evaluate external stakeholder involvement in future cycles   |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.



## 4.3 CORPORATE GOVERNANCE AND BUSINESS CONDUCT

With reference to GRI 2-15, 2-16, 2-24, 2-25, 2-26, 205-2, 205-3 and ESRS 1 3.3, ESRS 2 (GOV 2, GOV 4), ESRS G1 (1, 3, 4)



*Ethical conduct is a foundational pillar of how we do business. It strengthens trust with our clients and partners and is key to building a sustainable future for our company and our people.*

CMC BOARD OF DIRECTORS

## GOVERNANCE MODELS, STRUCTURES AND SYSTEMS

CMC operates under a governance framework structured around a **clear separation of roles, formalized responsibilities, and structured oversight mechanisms.**

The **Board of Directors** retains responsibility and accountability, while operational activity is supported by CMC's **ESG Committee**, which meets monthly and includes representatives from Top Management and the majority shareholder (KKR).

In FY2024, CMC's governance of ESG was strengthened by appointing an **ESG Director**, who reports directly to the CFO and leads on-ground sustainability-related activities.

As already mentioned previously, CMC follows the principles outlined in our Organizational, Management and Control Model (also "Model 231"). We also ensure that each business unit adheres to applicable internal policies and procedures via a shared, ISO **9001-compliant** policy registry.

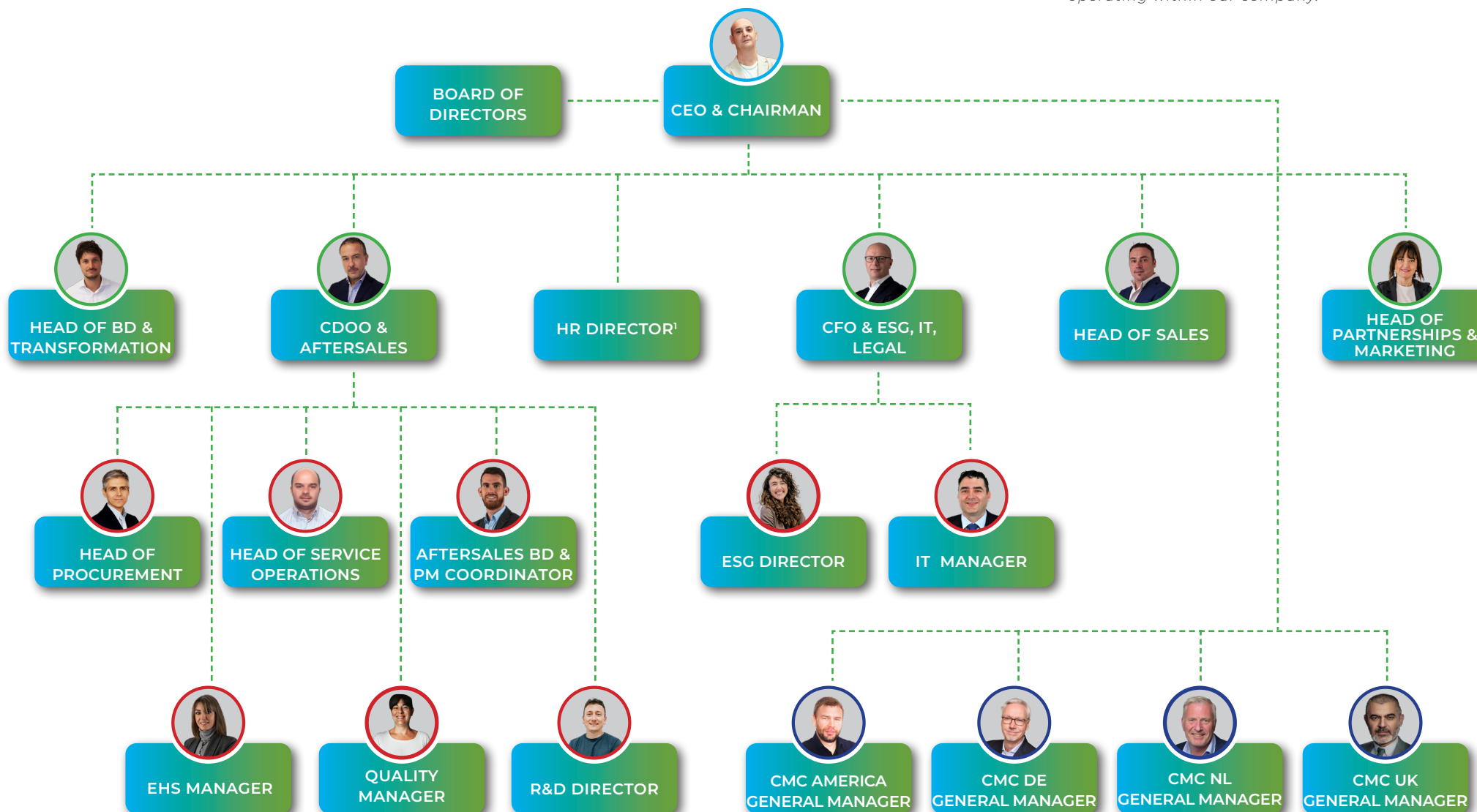
Relevant documents are shared with our staff via the company intranet, targeted communications and trainings.

Furthermore, we strengthened our internal data governance through the adoption of an ISO **27001-compliant** Data Security management system, first established in 2023 and maintained throughout 2024, also complemented by our **CIS18 controls framework**, which provides CMC with defense in-dept best practices to help us mitigate common cyberattacks on our systems and networks (more on this later in this Section).

For a high-level organizational chart of CMC Group see the following page (GRPH 4.3.1).

CHART 4.3.1 – ORGANIZATIONAL CHART

*This organizational chart shows relevant functions to the narrative of the present Report. Therefore, it shall not be regarded as exhaustive of all functions operating within our company.*



¹ We are presently recruiting for this role.



## OUR APPROACH TO ETHICAL BUSINESS CONDUCT

At CMC Packaging Automation we are committed to operating with **integrity, transparency, and accountability** across all areas of the business.

Our company maintains a **zero-tolerance stance on corruption, bribery, and any form of unethical conduct**, in alignment with our Model 231 pursuant to Italian Legislative Decree 231/2001. The Model, which was adopted in 2021, was last updated in June 2024 to reflect the latest legal developments and is supported by specific sections addressing a comprehensive set of risks such as corruption, tax fraud, money laundering, workplace safety violations, and data-related crimes.

Our **Code of Ethics**, which we formally adopted in 2021, as an annex to Model 231, defines binding principles for all our employees, collaborators, and partners across our value chain.

External oversight of CMC's ethical conduct is entrusted to the Italian Supervisory Body (in Italian "Organo di Vigilanza" or, abbreviated, "OdV"), which operates independently and monitors compliance with our Model 231, including paying periodic visits to our headquarters throughout the year. In FY2024 **no violations of Model 231** and underlying principles were detected.

As already previously mentioned, in FY2024, we further advanced our internal governance structure by establishing an internal cross-functional working group focused on the development of formal policies and procedures based on operational priorities.



# 0

## VIOLATIONS

OF MODEL 231 IN FY2024

## WHISTLEBLOWING AND RISK MONITORING

Our commitment to transparency is further reinforced by our **whistleblowing system**, which was already fully operational in FY2024.

The platform, which is accessible both internally and externally via a secure digital channel, complies with EU GDPR and Directive 2019/1937 as well as Italy's Legislative Decree 24/2023. It allows anonymous, multilingual reporting and is extended also to our subsidiaries outside Italy.

**No reports** were received through our whistleblowing channel in FY2024.

Furthermore, among our ESG KPIs, we **internally monitor a set of indicators** dedicated to risk monitoring and reporting in the field of Ethical Business Conduct, confirming our **preventive and proactive efforts** to ensure ethical compliance.



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## REPORTS

THROUGH OUR WHISTLEBLOWING CHANNEL IN FY2024

## DATA PRIVACY, SECURITY AND CYBERSECURITY

At CMC we take great pride in how we handle personal and confidential data and information: we operate in compliance with the EU General Data Protection Regulation (“GDPR”), ensuring protection of all personal data processed by us.

Protecting key information assets is also a core element of CMC’s business model. In FY2024, as part of our commitment to data security, we implemented a series of cybersecurity protocols aligned with best practices, including encrypted data storage, access control systems, and continuous employee awareness trainings on digital risks. CMC’s Information Security Policy, alongside relevant procedures, are integrated into our ISO 27001-compliant Data Security management system and complementary CIS18 control framework, and undergoes periodic reviews. **No material data breaches were recorded in FY2024.**

Internal IT audits and penetration testing exercises were conducted quarterly, and an incident response protocol was tested in Q3. Training in cybersecurity awareness was also delivered to all staff.

## RESPONSIBLE SOURCING

CMC’s commitment to business integrity extends across our supply chain.

Our Code of Ethics is shared for formal acceptance with all new suppliers. In FY2024, we also continued the mapping of our supplier base in alignment with ESG criteria and Italian Legislative Decree 231/2001.

Furthermore, a **due diligence framework** is progressively applied to our suppliers, in phase of qualification. It consists of a **multi-steps process, including also relevant ESG elements** whether the supplier operates in risk countries as well as reputational risks, its organizational capacity and internal competences, the presence of a Model 231 and Code of Ethics, overall product quality, internal risk management processes, the supplier’s supply chain management practices, standing management, control and monitoring systems, ESG related investments and certifications.

**No confirmed cases of supplier misconduct** were recorded in FY2024.

More on our efforts around responsible sourcing in Section 8 of this Report.





## TRAINING AND AWARENESS




CMC has a **formalized training program**, which is mandatory for all staff, that covers our Code of Ethics, anti-corruption and anti-trust matters, data privacy as well as information security. This training program ensures that all employees are equipped with the knowledge and skills necessary to uphold our values and comply with legal requirements.

Furthermore thematic ESG trainings are conducted as needed, targeting specific functions, both through external and internal providers. In FY2024 a total of **2'522 hours of training on ESG related matters** was carried out across the Group.

More on staff training and development in Section 7 of the present Report.



## ESRS TABLE 4.3.1 – CORPORATE GOVERNANCE AND BUSINESS CONDUCT

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024  | <br>PLANNED ACTIONS<br>FY2025   |
|--|---|--|
| ESRS 1 3.3 – Application of the double materiality principle   | Applied for the FY2024 assessment, based on internal workshops and sector benchmarks.   | Maintain methodology and expand scope of analysis to include updated stakeholder insights and business model considerations.   |
| ESRS 2 GOV 2 – Information on the administrative, management and supervisory bodies                              | Monthly informal ESG Committee meetings held with participation of Board and KKR; CFO holds functional responsibilities on ESG and Cybersecurity; the General Counsel is entrusted with formal oversight of implementation of and compliance with Model 231 provisions. | Continued implementation of Model 231 across business functions; development of a structured audit plan for supplier compliance.   |
| ESRS 2 GOV 4 – Integration of sustainability in the internal control and risk management systems                 | Model 231 updated in June 2024; Code of Ethics annexed and communicated; whistleblowing system compliant with EU Directive and GDPR.  | Evaluation of potential expansion of ESG and ethics-related training; development of structured supplier audit plan.   |
| ESRS G1 1 – Anti-corruption and anti-bribery policy  | Zero-tolerance approach formalized in Model 231; OdV oversight in place; no confirmed violations in FY2024.   | Maintain preventive monitoring system and whistleblowing platform coverage.  |
| ESRS G1 3 – Confirmed incidents of corruption or bribery   | Training framework in place; Code of Ethics and GDPR training mandatory.  | Evaluate approach for determining reporting boundaries per material topic, aligned with value chain logic and sector-specific standards.   |
| ESRS G1 4 – Anti-corruption training provided  | No confirmed cases in FY2024.   | Evaluate the potential expansion of thematic trainings in terms of target audience and/or topics covered, including e.g., ethics, privacy and cybersecurity; evaluate also the contextual integration of updated coverage metrics. |

*This section has been prepared with reference to the GRI Standards (2021); no formal claim of full compliance is made. It also supports disclosures referenced in ESRS 2.*

# SECTION 5

## BEYOND EFFICIENCY

Rethinking Products and Processes for Impact

*This section illustrates how CMC integrates sustainability into product and process innovation, going beyond efficiency to deliver measurable environmental impact and long-term client value. It covers FY2024 actions, while outlining forward-looking R&D efforts.*





## 5.1 SUSTAINABLE PRODUCT AND PROCESS INNOVATION

With reference to GRI 302-5, 305-5, 306-2 and ESRS 2 (SBM 3, GOV 4), ESRS E1 (5, 6), E5 4



At CMC, innovation: it's about designing technologies that help our clients reduce packaging waste, lower emissions, and stay ahead of regulatory change. Every solution we deliver is built to make sustainability tangible.

FABIO PORROZZI - R&D DIRECTOR

## OUR APPROACH

At CMC Packaging Automation, **sustainability-driven innovation** is embedded in the DNA of our product development. Our R&D efforts are focused on enabling clients to reduce packaging waste, optimize logistics, and minimize carbon impacts through advanced automation technologies.

Our commitment is twofold: to design high-efficiency packaging systems and to integrate ESG performance criteria directly into machine capabilities and customer experience.

The approach leverages Life Cycle Assessment ("LCA") and customer-specific impact modelling to **quantify the environmental benefits** of our packaging technologies – especially through material reduction, elimination of void fillers, and energy optimization. In parallel, our strategy includes **strategic partnerships**, such as the 2024 collaboration with **Mondi**, aimed at supporting recyclable, paper-based formats compatible with our technology (more in the box below).

### SUSTAINABILITY IN ACTION: THE CMC-MONDI COLLABORATION

*In an exciting move towards sustainable packaging, in FY2024 we chose **Mondi** as our preferred kraft paper partner, marking a significant step in transforming eCommerce solutions.*

*This strategic partnership aims to **blend CMC's cutting-edge automated packaging technology with Mondi's sustainable paper products**, paving the way for more environmentally responsible and cost-effective packaging options.*

*Together, we are set to revolutionize the market with tailored solutions that not only enhance product quality but also actively support the circular economy. This collaboration reflects a **shared commitment to sustainability**, promising a brighter future for eCommerce packaging.*

## IMPACT AND EVIDENCE<sup>1</sup>

### REDUCED MATERIAL USE AND CIRCULAR DESIGN

At CMC Packaging Automation, our approach to packaging innovation is rooted in minimizing environmental impacts through smarter, more resource-efficient design.

By enabling **packaging on demand**, our systems use only the material necessary for each shipment, enabling our clients to achieve **significant material input savings** – particularly cardboard – of up to 57% (depending on the technology adopted and parcel size), thereby significantly **reducing waste** and **eliminating the need for void fillers** (with volume savings of up to 74%).

This not only supports circular economy principles but also enhances **logistics efficiency** by reducing package volume and optimizing transportation loads.

Our technologies are engineered to adapt to diverse product types while maintaining structural integrity, contributing to **lower greenhouse gas emissions** (between 40 and 60% emission reduction per parcel) across the packaging value chain.

These solutions reflect our broader commitment to sustainability and are designed **in line with emerging regulatory frameworks**, such as the EU's Packaging and Packaging Waste Regulation ("PPWR"), which aims at preventing and reducing packaging waste by promoting fit-for-purpose and recyclable packaging solutions.

### CUSTOMERS' APPLICATIONS AND REAL-WORLD EFFICIENCIES

Throughout FY2024, CMC accelerated the deployment of its next-generation packaging technologies – including the Cartonwrap DUO and the Genesys Compact – enabling clients across Europe and North America to reduce packaging waste, streamline logistics, and achieve ESG-aligned performance gains.

In 2024, several clients, particularly across Europe and North America, adopted CMC technology to reduce packaging waste and increase efficiency.

Here are just a few remarkable success stories highlighting the effectiveness of our innovative solutions:

- **URBN (UK):** Implemented CMC Genesys Compact to right-size packaging for lifestyle SKUs, improving traceability and removing filler materials entirely.
- **Bol (NL):** Integrated Cartonwrap DUO to achieve fully automated, format-adaptive packaging, reducing operational footprint and eliminating warehouse stock of pre-formed boxes.
- **Best Buy (USA):** Featured CMC systems in its modernization of logistics operations, achieving increased throughput and ESG-aligned automation.

### CLIENTS SERVED IN 2024



~240<sup>2</sup>

BUILT ON PERFORMANCE, RELIABILITY, AND LONG-TERM

<sup>1</sup> Actual performance figures mentioned in this section, in terms of material inputs, volume savings and avoided CO2 emissions, depend on product, packaging format and specific application scenario, and are calculated in comparison to traditional packaging methods.

<sup>2</sup> Total number of direct clients, calculated based on revenue generated in FY24 both as new machines and spare parts sold during the year



Looking ahead, at CMC we will continue to evolve our product innovation pipeline with a **clear focus on measurable environmental impacts and regulatory alignment**.

Building on the outcomes and progress achieved throughout 2024, we aim to:




- **Expand Life Cycle Assessments** to additional technologies, in line with our commitment to transparent Scope 3 accounting as well as many of our clients' ambitions of lowering their environmental footprint.
- **Enhance existing tools** and developing new ones to enable clients to estimate avoided emissions and packaging waste with greater accuracy, thereby supporting their own ESG disclosures.
- **Develop modular retrofit kits** for legacy CMC systems to improve energy and material performance, ensuring circularity and climate resilience across our installed base.
- **Deepen strategic partnerships**, such as the collaboration with Mondi, to ensure material compatibility with upcoming EU rules on recyclability, mono-material packaging, and recycled content.

These actions are designed to reinforce CMC's role as an **enabler of low-carbon logistics** and **PPWR-compliant packaging systems**, while continuing to support our clients in meeting their own efficiency goals. Furthermore, foundational steps were already made in FY2024 towards **further developing compact, modular systems** designed to fit into **space-constrained facilities** and integrate easily in **brownfield facilities**, making automation accessible for SMEs and logistics operators.

#### CMC KEY R&D DRIVERS:

- **Footprint reduction through more compact machine designs** (CMC Cartonwrap Duo, CMC Genesis Compact, CMC Super Vertical)
- **Progressive reduction in material consumption (cardboard/glue) in new machine models** (CMC Cartonwrap Duo, CMC Super Vertical, CMC Hybrid Advance)
- **Emission reduction** not only through the implementation of our low-impact automation technologies but also through **localized solutions close to the customer** (e.g., installation of on-site Wave-Line systems and SF-320 Corrugators)

#### ESRS TABLE 5.1.1 – SUSTAINABLE PRODUCT AND PROCESS INNOVATION

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024  | <br>PLANNED ACTIONS<br>FY2025   |
|--|---|--|
| ESRS 2 SBM 3 – Interaction of impacts and the business model   | Product innovation is integrated into CMC's business model as a driver of sustainability and competitiveness. Key systems enable downstream waste reduction and ESG impact. | Evaluate opportunities to expand integration of sustainability targets into R&D efforts and formalize innovation-ESG alignment in future product development KPIs. |
| ESRS 2 GOV 4 – Sustainability-related control and reporting systems  | ESG support tools help clients estimate packaging-related environmental impacts and avoided emissions.  | Evaluate opportunities to expand these tools and improve their integration into client-side ESG disclosures.   |
| ESRS E15 – Energy consumption and mix  | CMC technologies are engineered for low energy intensity. Retrofit options available for legacy systems   | Evaluate opportunities to assess expected energy savings at selected client sites.   |
| ESRS E1 6 – GHG Emissions avoided  | Third-party verified LCAs confirm avoided emissions of up to 64% CO <sub>2</sub> e per parcel vs. conventional packaging. Data relevant to client Scope 3 reporting         | Expand LCA coverage. Evaluate whether client-side uptake of avoided emissions data in their ESG / SBTi reporting takes place.                                      |
| ESRS E5 4 – Circular material use and Product design   | CMC solutions support mono-material, recyclable packaging and eliminate void fillers. Material use reductions of up to 57% achieved.  | Evaluate commercial opportunities considering upcoming PPWR criteria. Deepen partnerships (e.g., Mondi) for certified substrate compatibility.                     |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.

# SECTION 6

## FROM CONSUMPTION TO REGENERATION

Energy, Climate and Circular Pathways

*In this section, we explore CMC's regenerative approach to energy use, climate action and circularity. We highlight our efforts to reduce energy intensity, decarbonize operations, and design out waste across our entire value chain - advancing from mitigation to innovation as part of a science-informed transition.*





## 6.1 ENERGY CONSUMPTION AND EFFICIENCY

With reference to GRI 302-1, 302-3, 302-4 and ESRS ESRS 2 (SBM 3, IRO 1), E1 3



*Our commitment to energy efficiency is not only a matter of responsibility – it's a lever of resilience and competitiveness.*

**VALERIO BALDICCHI** - FACILITY ENERGY MANAGER

### OUR APPROACH

Energy consumption plays a critical role in the environmental footprint of CMC Packaging Automation. In FY2024, we continued implementing measures to **improve energy efficiency** and **reduce carbon emissions** across our operations.

These measures are aligned with our broader decarbonization strategy and are closely linked with product innovation and facility management (see also Section 5).

As part of our structured approach to energy management, we monitor **key energy KPIs**, including:

- Total energy consumption
- Energy consumption by source
- Number of energy audits conducted yearly across CMC production sites
- Percentage of CMC's active thermal plants with up-to-date boiler efficiency measurements formally recorded.

### YOY REDUCTION IN TOTAL ENERGY USE (kWh)



# -12.1%

FROM 2023 TO 2024, ENABLED BY REDUCED THERMAL DEMAND AND PLANT-LEVEL FINE-TUNING

## ENERGY USE IN FY2024

In line with our commitment to continuous improvement in energy management and climate impact mitigation, FY2024 recorded a **12.1% year-on-year decrease in total energy consumption (kWh)**, mainly enabled by reduced thermal demand and plant-level fine-tuning measures. In parallel, the **share of energy sourced from renewables reached 32%** of total consumption (see Chart 6.1.1), reflecting a **7.8% improvement** compared to FY2023 and contributing to the progressive decarbonisation of our operations.

Compared to FY2023, **natural gas consumption** – which is our greatest source of non-renewable energy consumed – **decreased by 11.1%**, based on measured data. While no single factor was formally isolated, a reduced heating demand overall, paired with the progressive fine-tuning of heating settings across our production plants, contributed to achieving such reduction.

Further actions implemented in FY2024 aimed at achieving a **more efficient and effective energy management** included:

- Enhanced thermal insulation in selected production areas
- The integration of advanced power control logics at machine level
- The progressive deployment of an energy performance monitoring system across production sites
- Regular energy audits in all plants

For implications on Scope 1 and 2 emissions, of such measures, see also sub-Section 6.2.

As shown in Chart 6.1.2, it is worth noticing that in FY2024 **almost 96%** of total electricity consumed was sourced **from renewable energy sources**, including GoO-backed supply (approx. 93%) and on-site PV system (approx. 7%). This scored a **5.7% increase in renewable electricity consumption** when compared to the previous year and in parallel almost a **56% decrease in non-renewable electricity consumption**, also thanks to the full switch to green procurement for all Italian sites.

CHART 6.1.1 – YEARLY CONSUMPTION OF RENEWABLE ENERGY  
(% of total energy)

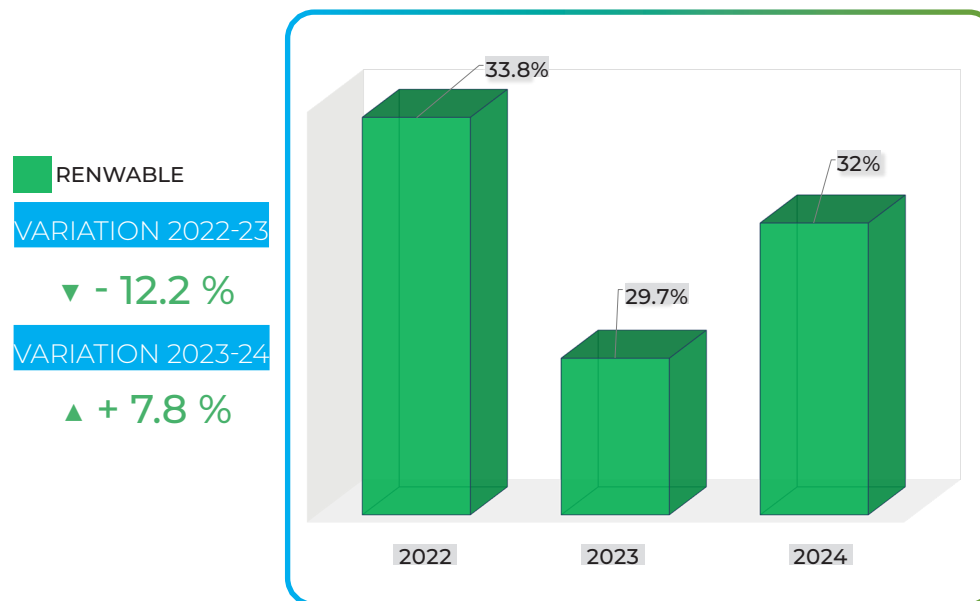
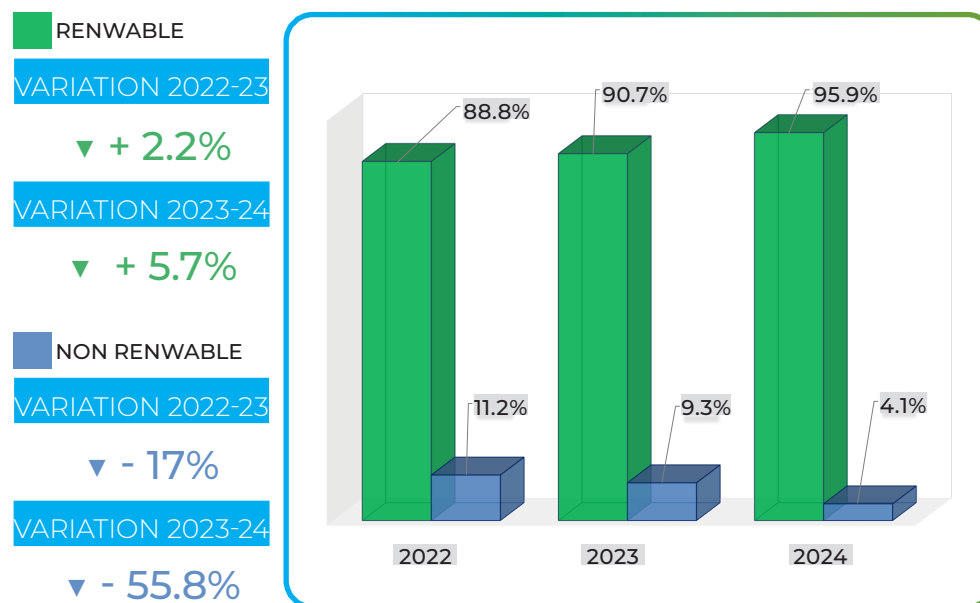


CHART 6.1.2 – ELECTRICITY CONSUMPTION BY SOURCE  
(share of total electricity consumption – FY2022-2024)





Total energy consumption amounted to **4'977'407 kWh**. The breakdown by energy source across the three-year period FY22-24 is shown in table 6.1.1 below.

TABLE 6.1.1 – ENERGY USE BY SOURCE – FY2022-2024

| ENERGY CONSUMPTION BY SOURCE          | 2022<br>(kWh) | 2023<br>(kWh) | 2024<br>(kWh) | YOY Δ%<br>(22-23) | YOY Δ%<br>(23-24) |
|---------------------------------------|---------------|---------------|---------------|-------------------|-------------------|
| <b>RENEWABLE ENERGY</b>               |               |               |               |                   |                   |
| ELECTRICITY - PURCHASED               | 1'696'607     | 1'556'945     | 1,480'249     | -8.2%             | -4.9%             |
| ELECTRICITY - PRODUCED ON SITE        | 5'971         | 124'110       | 111'608       | 1'978.5%          | -10.1%            |
| RENEWABLE ELECTRICITY - TOTAL         | 1'702'578     | 1'681'055     | 1'591'857     | -1.3%             | -5.3%             |
| <b>NON-RENEWABLE ENERGY</b>           |               |               |               |                   |                   |
| ELECTRICITY - PURCHASED (CMC SpA)     | 152'358       | 99'822        | 19'755        | -34.5%            | -80.2%            |
| ELECTRICITY - PURCHASED (CMC AMERICA) | 63'306        | 73'193        | 48'763        | 15.6%             | -33.4%            |
| NON-RENEWABLE ELECTRICITY - TOTAL     | 215'664       | 173'015       | 68'518        | -19.8%            | -60.4%            |
| NATURAL GAS                           | 2'613'177     | 2'534'335     | 2,252'397     | -3%               | -11.1%            |
| LIQUEFIED NATURAL GAS (LNG)           | 0             | 0             | 0             | 0%                | 0%                |
| LIQUEFIED PETROLEUM GAS (LPG)         | 0             | 0             | 0             | 0%                | 0%                |
| DIESEL                                | 507'926       | 278'866       | 421'856       | -45.1%            | 51.3%             |
| PETROL                                | 0             | 979'408       | 624'663       | NA                | -36.2%            |
| GASOIL                                | 0             | 18'430        | 18'116        | NA                | -1.7%             |
| TOTAL ENERGY                          | 5'039'345     | 5'665'109     | 4'977'407     | 12.4%             | -12.1%            |

Please note that the increase recorded in energy consumption associated with Diesel is mostly associated with prototype testing needs for a key innovation that is currently planned for FY2025 that will support CMC's positioning into new unexplored markets.

ENERGY INTENSITY

In FY2024, CMC achieved a **significant reduction (-20.7%) in energy intensity** relative to turnover. This result was supported by lower energy consumption and increased turnover.

TABLE 6.1.2 – ENERGY INTENSITY RELATIVE TO TURNOVER

| YEAR   | ENERGY (KWH) | ENERGY (J) | TURNOVER (K € ) | J/€        |
|--------|--------------|------------|-----------------|------------|
| FY2022 | 5'039'345    | 18'141.6   | 151'765 K €     | 0.00011954 |
| FY2023 | 5'665'109    | 20'394.4   | 141'344 K €     | 0.00014429 |
| FY2024 | 4'977'407    | 17'918.7   | 156'605 K €     | 0,00011442 |

FY24 RENEWABLE ELECTRICITY CONSUMPTION (%)



95.9%

BOOSTED BY GREEN PROCUREMENT  
AND ON-SITE PV GENERATION

YOY REDUCTION IN ENERGY INTENSITY (J/€)



-20.7%

LOWER ENERGY USE AND HIGHER TURNOVER—EFFICIENCY SCALED  
WITH GROWTH

CMC will continue to **strengthen its approach to energy management** in FY2025 by continuing to perform site-wide energy audits across all production plants and extending the deployment of power-saving software logics across our machine portfolio.

Furthermore, a set of measures enabling a more efficient and precise management of energy across Italian sites is planned for FY2025 as well as the evaluation of the opportunity of conducting a study on expanding our solar PV self-generation as part of our broader decarbonization strategy (more on this later in this Section).

ESRS TABLE 6.1.3 – ENERGY CONSUMPTION AND EFFICIENCY

| <br>DISCLOSURE<br>REQUIREMENT                                | <br>STATUS AT<br>FY2024   | <br>PLANNED ACTIONS<br>FY2025                                 |
|---|--|--|
| ESRS 2 – SBM 1 – Description of sustainability-related impacts, risks and opportunities and their connection to the strategy and business model | ESG priorities identified as areas of strategic attention; no formal business model integration completed during the reporting period.   | Evaluate how to deepen the mapping of ESG topics against strategic and operational levers, under coordination with corporate planning functions. |
| ESRS 2 – SBM 2 – Information on the entity's stakeholders and stakeholder engagement  | Stakeholder mapping completed; no structured engagement implemented in FY2024.   | Consider launching more structured stakeholder dialogue formats to inform next materiality review and engagement strategy.                       |
| ESRS 2 – SBM 3 – Interaction of material impacts, risks and opportunities with strategy and business mode                                       | No formal integration completed in FY2024; exploratory assessments planned.  | Conduct preliminary assessments of ESG topic relevance for key business model components, in coordination with ESG governance structures.        |
| ESRS E1 3 – Energy consumption and mix  | Total energy consumption was 4'977'407 kWh. Electricity accounted for 33.4% of the total (of which 95.9% from renewable sources). Natural gas represented 45.3%, while fuels (diesel, petrol, gasoil) made up 21.4%. | Maintenance of full-site energy audits, PV feasibility studies on two sites, evaluation of opportunities to reduce gas dependency.               |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.



## 6.2 CLIMATE CHANGE AND NET ZERO COMMITMENT

With reference to GRI 305-1, 305-2, 305-3, 305-5, 3-3 and ESRS 2 (SBM 3, IRO 1), ESRS E1 (1, 4, 5)



*Climate action is not only a responsibility – it is a competitive advantage. By reducing our footprint and continuing innovating, we enhance our resilience, deliver value to our clients, and shape the sustainable supply chains of tomorrow, thus contributing to a worldwide sustainable transition.*

**FRANCESCO PONTI - CMC CEO & CHAIRMAN**

### OUR APPROACH

For CMC, climate change is not only a systemic risk but also, most importantly, a **key driver of innovation**.

As a provider of sustainable, automated packaging solutions, we are committed to reducing greenhouse gas (“GHG”) emissions throughout our operations and value chain.

Our solutions have climate at their heart as they are **designed to support the reduction of cardboard use, minimize and/or eliminate the need for void fillers**, and overall enable the **optimization of logistics operations** of our clients and partners. By supporting them in streamlining packaging processes and minimizing material waste, we not only enhance efficiency but also **contribute significantly to CO<sub>2</sub> emission savings** across our value chain.

In line with this commitment, we decided to not only measure and monitor our emissions diligently but also to take this responsibility further by adopting a robust **decarbonization strategy driven by science-based targets**.

This strategic approach ensures that our sustainability initiatives are grounded in rigorous scientific data, allowing us to make meaningful progress toward reducing our carbon footprint.

Our commitment to environmental consciousness drives us not only to progressively reduce **unnecessary emissions across our operations** but also to **actively contribute to a more sustainable future** for our planet by delivering high-quality solutions to our customers.

That enable them to lower their overall environmental impact including **avoiding unnecessary emissions** associated with packaging and shipping.

### YOY REDUCTION IN TOTAL GROSS EMISSIONS (tCO<sub>2</sub>e)



# -11%

DRIVEN BY FUEL SAVINGS, ENERGY EFFICIENCY,  
AND RENEWABLE SOURCING

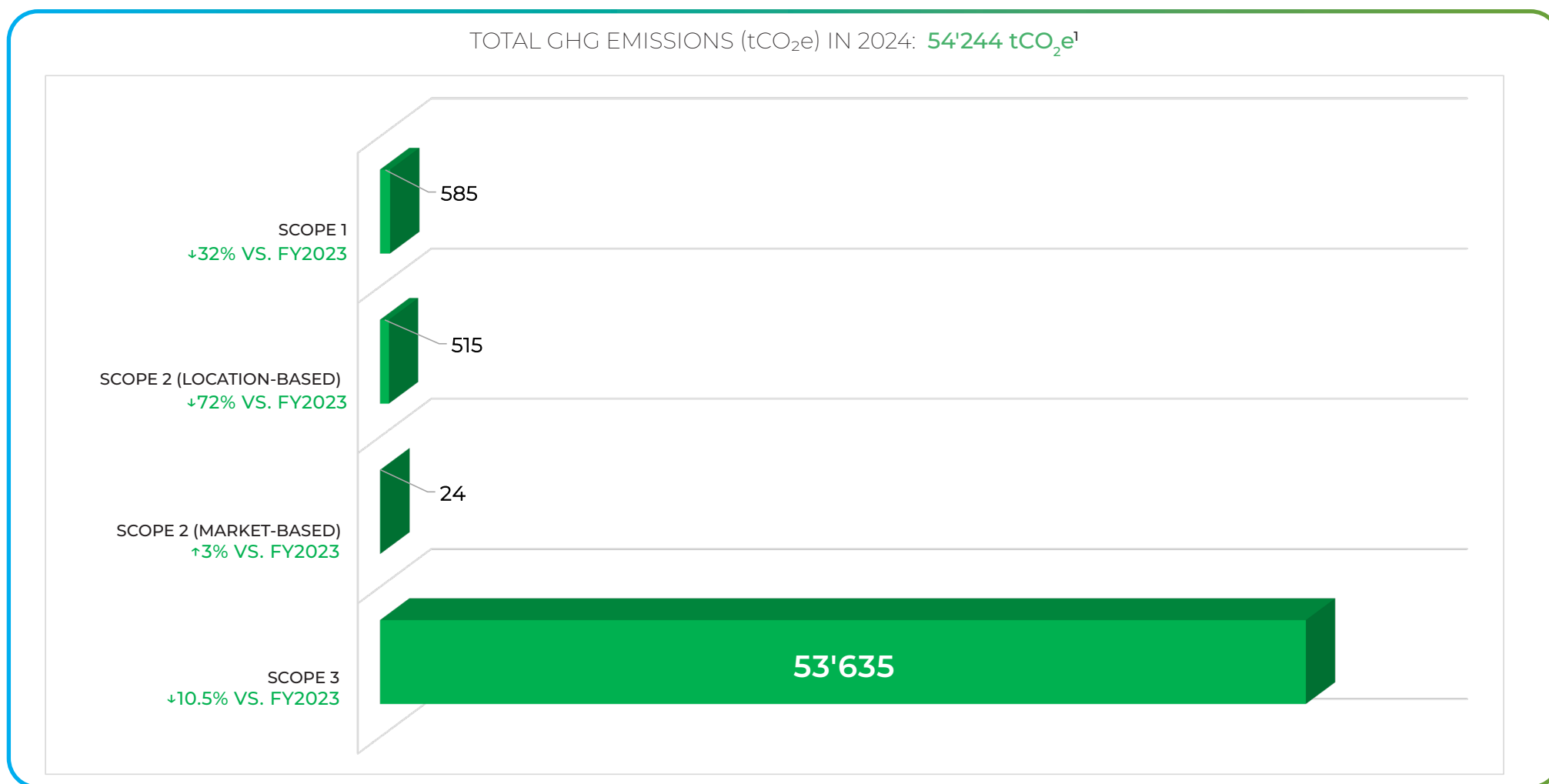
## FY2024 GHG EMISSIONS INVENTORY

In FY2024, we reaffirmed our support for the goals of the Paris Agreement and continued to **advance our Science Based Targets initiative ("SBTi") approved net-zero roadmap** (more on this later in this Section).

CMC discloses emissions in alignment with the Greenhouse Gas ("GHG") Protocol, and with reference to GRI 305, and ESRS E1-4 standards. The FY2024 inventory covered Scope 1 and Scope 2 emissions using both the location-based and market-based approaches, as well as extended disclosure for Scope 3 categories.

A breakdown by scope of our total GHG emissions in FY2024 is shown in the Chart 6.2.1 below.

CHART 6.2.1 – OUR GHG EMISSIONS IN A NUTSHELL



<sup>1</sup> Total calculated using market-based emissions for Scope 2



In FY2024:

- **Scope 1** emissions were reduced approximately by **32%** compared to the previous year, primarily due to decreased fuel consumption by our company fleet, a reduction in natural gas consumption for stationary combustion as well as overall improved energy management at operational sites.
- **Scope 2** emissions remained broadly stable under the location-based methodology (+3%), while a **significant 72% reduction** was achieved in market-based emissions, thanks to the increased procurement of certified renewable electricity.
- **Scope 3** emissions rose by **11%** overall, although trends diverged across categories:
  - ◇ Purchased goods and services emissions fell by 47%, reflecting lower purchasing volumes and refined categorization of financial data.
  - ◇ Use of sold products increased by 17%, in line with updated energy consumption assumptions and regional emission factors.
  - ◇ Business travel emissions grew by 259%. This increase was largely due to expanded international activities and more complete data collection from overseas subsidiaries.

These results reflect CMC's evolving decarbonization efforts and underline key areas for targeted progress in FY2025.

A full breakdown by category and methodology is available in the in the following pages (tables 6.2.2 and 6.2.3) and in Section 9.

## SCOPE 1 – DIRECT EMISSION



# -31.8%

YOY Δ% (2023-2024)

## SCOPE 2 – INDIRECT (MARKET BASED)



# -71.8%

YOY Δ% (2023-2024)

## GHG INTENSITY (tCO<sub>2</sub>e / €M TURNOVER)



# -20.4%

YOY Δ% (2023-2024)

TABLE 6.2.2 – GHG EMISSIONS BY CATEGORY (tCO<sub>2</sub>e) - FY2022 - FY2024(in tCO<sub>2</sub>e, verified values where available) Table prepared with reference to GRI 305-1, 305-2, 305-3, 305-4 and ESRS E2 (IRO-1 and SBM-3) and ESRS E1 (6 and 7)

| CATEGORY  | FY2022 | FY2023 | FY2024 | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) | COMMENT  |
|---|--------|--------|--------|-----------------------|-----------------------|--|
| SCOPE 1 – DIRECT EMISSIONS                          | 603    | 858    | 585    | 42.3%                 | -31.8%                | Stationary and mobile combustion (natural gas, diesel) for heat and electricity and owned/leased fleet; includes also refrigerants.  |
| SCOPE 2 – INDIRECT<br>(LOCATION-BASED)              | 532    | 501.5  | 515    | -5.7%                 | 2.7%                  | Electricity purchased; location-based method.  |
| SCOPE 2 – INDIRECT<br>(MARKET-BASED)                | 93     | 85     | 24     | -8.6%                 | -71.8%                | Electricity purchased; market-based method.  |
| TOTAL SCOPE 1 & 2<br>(MARKET-BASED)                 | 696    | 943    | 609    | 35.5%                 | -35.4%                | Sum of Scope 1 + Scope 2 (market-based).   |
| SCOPE 3 – INDIRECT<br>UPSTREAM/DOWNSTREAM           | 81'896 | 59'946 | 53'635 | -26.8%                | -10.5%                | Categories included: Purchased goods & services, Capital goods, Fuel & Energy related emissions; Upstream transportation; Waste; Business travel; Employee commuting; Downstream transportation; Processing and Use of sold products and Sold product end-of-life. |
| TOTAL GROSS EMISSIONS<br>(1+2+3)                    | 82'592 | 60'889 | 54'244 | -26.3%                | -10.9%                | Sum of Scope 1 + Scope 2 (market-based) + Scope 3.   |
| GHG INTENSITY<br>(tCO <sub>2</sub> e / €M TURNOVER) | 548    | 434    | 345.3  | -20.8%                | -20.4%                | Based on total turnover (M€) per FY. With reference to ESRS E1-7.  |

## METHODOLOGICAL NOTE

**Frameworks of reference:** Emission factors based on DEFRA 2024, Exiobase database for sectoral financial emission factors adjusted to inflation, IEA 2024 as well as in line with GHG Protocol, GRI 305 and ESRS E1.

**Organizational boundary:** Operational control approach; perimeter consistent with financial reporting.

**Data quality and verification:** The GHG emissions inventory was developed in collaboration with the external advisor ERM, based on the GHG Protocol. While our SBTi targets are formally validated, the 2024 footprint has not been subject to third-party assurance.

### Reasons behind the changes related to Scope 3 (2023 vs 2024):

- A reduction in purchases of goods and services, reflected in a 47% decrease in related emissions due to lower spend and improved categorisation of procurement data.
- Updated emission factors and data collection methods, particularly for business travel (+259%) and downstream transportation (+45%), which incorporated physical data from international subsidiaries and refined weight-based estimates for shipped machines.
- A methodological update in the 'Use of sold products' category, which now calculates energy consumption based on actual kWh per machine sold and region-specific emission factors, resulting in a 17% increase in associated emissions.
- A material decrease in emissions from waste and commuting, due to revised DEFRA emission factors and reduced commuting distances respectively.



TABLE 6.2.3 – SCOPE 3 EMISSIONS (tCO<sub>2</sub>e) BREAKDOWN BY SITE AND BY CATEGORYFY2024 SCOPE 3 EMISSIONS BY CATEGORY (tCO<sub>2</sub>e)

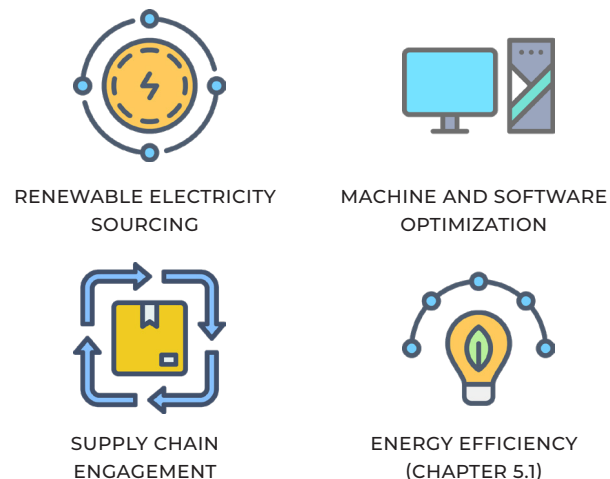
| SITES                           | COUNTRY     | SCOPE 1<br>(tCO <sub>2</sub> e) | SCOPE 2<br>(tCO <sub>2</sub> e) | GOODS &<br>SERVICES | CAPITAL<br>GOODS | FUEL &<br>ENERGY RELATED | UPSTREAM<br>TRANSPORTATION | WASTE | BUSINESS<br>TRAVEL | EMPLOYEES<br>COMMUTING | DOWNSTREAM<br>TRANSPORTATION | PROCESSING OF<br>SOLD PRODUCTS | USE OF SOLD<br>PRODUCTS | SOLD PRODUCT<br>END-OF-LIFE | TOTAL SCOPE 3<br>(tCO <sub>2</sub> e) | TOTAL PER SITE<br>(tCO <sub>2</sub> e) |
|---------------------------------|-------------|---------------------------------|---------------------------------|---------------------|------------------|--------------------------|----------------------------|-------|--------------------|------------------------|------------------------------|--------------------------------|-------------------------|-----------------------------|---------------------------------------|--|
| CMC SPA<br>CARL MARX            | Italy       | 257                             | 40                              | 14'327              | 43               | 68                       | 95                         | 0     | 447                | 588                    | 314                          | 54                             | 36'599                  | 6                           | 52'541                                | 52'839                                 |
| CMC SPA<br>MORANDI              | Italy       | 220                             | 253                             | 0                   | 0                | 97                       | 0                          | 1     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 98                                    | 571                                    |
| CMC SPA<br>KANT                 | Italy       | 43                              | 134                             | 0                   | 0                | 39                       | 0                          | 1     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 40                                    | 218                                    |
| CMC SPA<br>SPINOZA              | Italy       | 20                              | 9                               | 0                   | 0                | 6                        | 0                          | 0     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 6                                     | 35                                     |
| CMC SPA<br>KOLLONTAI            | Italy       | 13                              | 61                              | 0                   | 0                | 17                       | 0                          | 0     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 17                                    | 91                                     |
| CMC AMERICA LLC - NC            | USA         | 0                               | 17                              | 0                   | 0                | 4                        | 0                          | 0     | 899                | 0                      | 0                            | 0                              | 0                       | 0                           | 902                                   | 919                                    |
| CMC AMERICA LLC - GA            | USA         | 22                              | 0                               | 0                   | 0                | 10                       | 0                          | 0     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 10                                    | 32                                     |
| CMC NETHERLANDS BV              | Netherlands | 5                               | 0                               | 0                   | 0                | 12                       | 0                          | 0     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 12                                    | 17                                     |
| CMC MACHINERY UK<br>LTD         | UK          | 3                               | 0                               | 0                   | 0                | 6                        | 0                          | 0     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 6                                     | 9                                      |
| CMC DEUTSCHLAND<br>GMBH         | Germany     | 1                               | 0                               | 0                   | 0                | 3                        | 0                          | 0     | 0                  | 0                      | 0                            | 0                              | 0                       | 0                           | 3                                     | 4                                      |
| <b>TOTAL (tCO<sub>2</sub>e)</b> |             | 584                             | 515                             | 14'327              | 43               | 262                      | 95                         | 2     | 1'346              | 588                    | 314                          | 54                             | 36'599                  | 6                           | 53'635                                | 54'736                                 |

The following Scope 3 categories as per GHG Protocol do not apply for CMC: Upstream leased assets, Downstream leased assets, Franchises, Investments. Emissions' allocations by category follow the GHG Protocol and at the same time internal reporting policies.

## DECARBONIZATION STRATEGY

CMC's strategy oversight is the responsibility of CMC's Board of Directors with the support of the **ESG Committee**. More on our Governance bodies and processes can be found in Section 3.

Our **climate strategy** integrates operational initiatives and product-level innovation across **four key levers**:



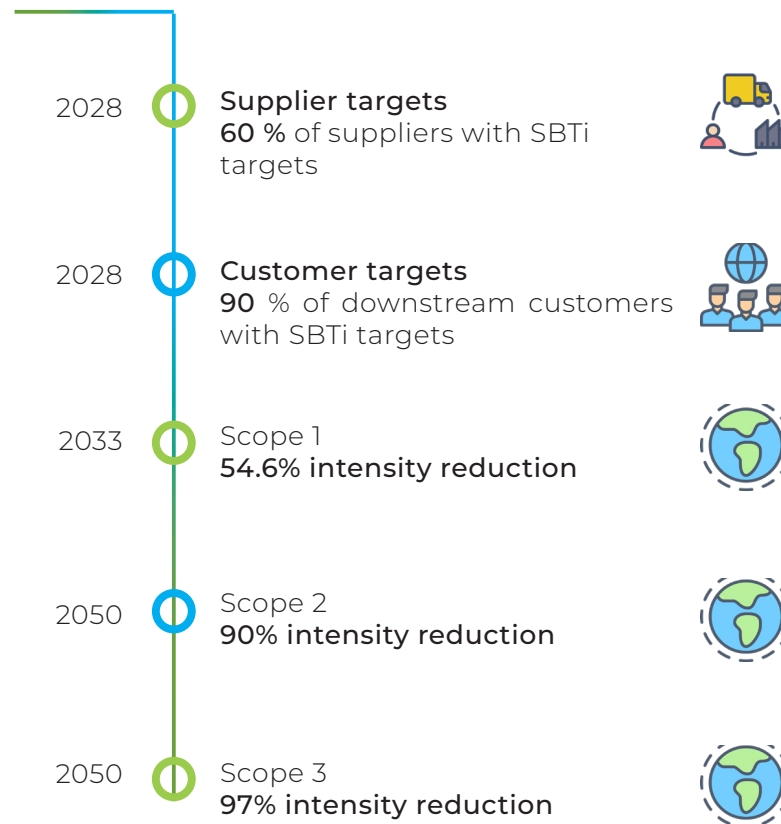
### IN FY2024, CMC:

- Achieved **96%** renewable electricity
- Developed a **vehicle electrification plan**
- Continued pursuing the implementation of **energy optimization** logics on key machines
- Identified opportunities of supplier engagement that will allow to focus on the progressive decarbonization of our supply chain (to be launched in FY25).

## SBTi-APPROVED NET-ZERO COMMITMENT

In December 2024, CMC S.p.A. received **formal approval from the SBTi** for both near-term and long-term science-based targets, which are consistent with a 1.5°C trajectory.

A high-level representation of CMC SBTi-approved Net-Zero Roadmap, including key targets, is shown here below.





In FY2025, CMC plans to carry out a **Climate Risk and Opportunity Assessment** (more on this in the following sub-Section).




Additional actions will include:

- Upgrading facility-level energy efficiency through the implementation of Building Management Systems and the **optimization of heating set points** at all Italian sites. This effort will also include the installation of **Power Quality Systems** and **high-efficiency electric engines** at four of our Italian production sites.
- Initiating our program to **transition to a low-emission vehicle fleet**, including the installation of additional EV charging stations at all Italian production sites.
- Expanding our **engagement program with value chain actors** to ensure alignment with science-based climate targets.

These initiatives are integral to building a climate-resilient business model and delivering against our validated Net-Zero targets.



ESRS TABLE 6.2.4 – CLIMATE CHANGE AND NET ZERO COMMITMENT

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024  | <br>PLANNED ACTIONS<br>FY2025  |
|--|---|---|
| ESRS 2 SBM 3 – Interaction with strategy and business model  | Climate targets integrated in product and process innovation, supporting long-term competitiveness and customer alignment.  | Evaluate if and how to deepen integration of net-zero trajectory in core strategic planning.  |
| ESRS 2 IRO-1 – Risk and opportunity identification   | Preliminary mapping conducted. Full analysis planned.   | Launch structured climate risk and opportunity assessment (cross-reference chapter 6.3).  |
| ESRS E1 1 – Transition plan and GHG targets  | Net-zero roadmap approved by SBTi in Dec 2024. Targets defined for Scope 1, 2 and 3. Reduction levers include energy efficiency, renewables, product design and supply chain. | Begin structured implementation. Expand supply chain program. Evaluate opportunities to refine financial planning. Explore future integration of climate-related KPIs into operational and strategic monitoring systems (not yet linked to compensation). |
| ESRS E1 2 – Climate risks and opportunities  | Climate risk assessment not yet performed, but identified as FY2025 priority.   | Conduct scenario-based risk and opportunity assessment, building on ISO 9001, 27001 and 45001 frameworks.   |
| ESRS E1 4 – GHG emission methodology and disclosure  | Scope 1, 2 and 3 disclosed in line with GHG Protocol. 2022 baseline consistent with SBTi. Scope 3 categories disclosed.   | Maintain alignment. Evaluate opportunities to further expand Scope 3 boundary and improve data quality.   |
| ESRS E1 5 – GHG reduction measures   | Four decarbonization levers active. Measures aligned with SBTi pathway. GHG reduction not yet quantified per measure.   | Quantify expected reductions. Monitor implementation impact.  |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.

## 6.3 CLIMATE RISK MANAGEMENT

With reference to GRI 201-2, 2-23, 3-3 and ESRS 2 (SBM 3, IRO 1), ESRS E1 2



*Understanding, managing and mitigating our climate risks as well as leveraging climate-related opportunities is essential to building a resilient, forward-looking business.*

**LUCA BARZAGHI** - CFO & ESG, IT, LEGAL

## OUR APPROACH

We recognize that climate-related risks and opportunities are a material factors influencing our long-term strategy, performance, and operational resilience.

CMC plans to initiate an update of its context analysis in early 2025, aiming to **strengthen the integration of climate change as a structural risk/opportunity factor** within the Group-wide risk management systems.

This effort builds upon FY2024 risk management foundations and stakeholder inputs gathered via ESG governance mechanisms (see also Sections 3 and 4 of this Report).

## RISK IDENTIFICATION AND METHODOLOGY

A preliminary **mapping of climate-related risks and opportunities** was conducted through a multi-source approach including:

- Double Materiality Assessment
- Internal stakeholder engagement
- GHG inventory and lifecycle findings
- A preliminary peer-based climate exposure benchmarking.

Further details can be found in other parts of this Section as well as in Section 4 of this Report.

The results of this preliminary exercise allowed us to distinguish both physical and transitional climate risks:

- **Physical risks:** including for example risks of slowed-down production and health-related risks associated to heatwaves, storms and other extreme events, risk of increasing insurance premiums also due to extreme weather, risk of disruptions of our supply chain and operations and of our clients' logistics.
- **Transition risks:** Carbon pricing exposure in upstream supply chain, ESG expectations from investors and multinational clients, and reputational exposure related to machinery lifecycle impacts as well as to weak response to tightening sustainability-related regulations.



RISK MANAGEMENT AND INTEGRATION

The **ESG Committee** represents an important discussion forum supporting the Board, Top Management and key functions within our organization in identifying and overseeing climate risks as well as potential opportunities, integrating them progressively into strategic planning, investment review and quality systems.




As mentioned before, climate risk mitigation is also embedded into our **Net-Zero Strategy**, with initiatives in:

- Renewable energy sourcing and efficiency
- Lifecycle emissions and product eco-design
- Supplier engagement on circularity and decarbonization.

In FY2025, a **more structured and formal Climate Risk and Opportunity Assessment** is planned, which will strengthen governance alignment and integrate controls into the enterprise-wide risk management framework.

This assessment will also support our compliance efforts with ISO 9001, ISO 27001 and ISO 45001 requirements (the latter being a certification planned for FY2025) as well as our voluntary progressive alignment with relevant ESRS E1 provisions.

ESRS TABLE 6.3.1 – CLIMATE RISK MANAGEMENT

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024   | <br>PLANNED ACTIONS<br>FY2025   |
|--|--|--|
| ESRS 2 SBM 3 – Interaction with strategy and business model  | Climate risks are considered in relation to product innovation, continuity and compliance. Discussion around this topic is integrated through ESG Committee discussions and early-stage planning as opportunities arise. | Evaluate if and how to embed climate scenarios into strategic decision-making and investment evaluation.   |
| ESRS 2 IRO 1 – Risk and opportunity identification and assessment process  | Planning assessment with methodology aligned with ISO 9001 and 27001 risk management and enhanced by multi-source stakeholder engagement.  | Refine methodology to respond to ISO 9001, 27001 and 45001 requirements and progressively integrate climate risks into the broader enterprise risk management framework. |
| ESRS E1 2 – Climate-related physical and transition risks  | Preliminary mapping completed using double materiality assessment, lifecycle analysis and stakeholder inputs. Main risks include regulatory shifts, reputational exposure, and physical disruptions.                     | Launch formal Climate Risk and Opportunity Assessment as part of compliance with ISO 9001, 27001 and 45001.  |

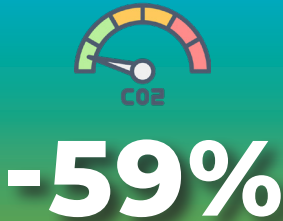
References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.

YOY CUT IN SCOPE 1 EMISSIONS (tCO<sub>2</sub>e)



STRONG PROGRESS TOWARD SBTI 1.5°C TARGET  
GAP TO 2024 MILESTONE SIGNIFICANTLY REDUCED

YOY CUT IN SCOPE 2 EMISSIONS (tCO<sub>2</sub>e)



ON TRACK WITH SBTI 1.5°C TARGETS, SCOPE 2 ALREADY  
OUTPERFORMS 2025 MILESTONE



## 6.4 WASTE MANAGEMENT AND CIRCULAR PRACTICES

With reference to GRI 306-1, 306-2, 306-3 and ESRS 2 (SBM 3, IRO 1) and ESRS E5 (1 and 2)



*Our approach to waste is rooted in efficiency and traceability. Circularity guides our actions: wherever possible, we prioritize reuse, recycling, and recovery.*

CLAUDIA VOLPI - EHS MANAGER

### OUR APPROACH

At CMC Packaging Automation we consider waste management an essential part of our environmental responsibility.

In FY2024, we **reinforced our approach to waste minimization, segregation, and traceability** across operations. These efforts are inspired by the principles of GRI 306 and ESRS E5-1 and form part of CMC's broader environmental strategy.

### WASTE MANAGEMENT PERFORMANCE

In FY2024, total waste generated by CMC SpA amounted to 358.7 tons, representing a **31% reduction** compared to FY2023: 99,1% were classified as non-hazardous and 0,1% as hazardous. A full breakdown of waste generated across the period 2022-2024 by type and disposal method is provided in Table 6.4.1 in the following page. The overall recycling rate was **82.1%**.


The observed reduction in total waste generated in 2024 primarily resulted from the decommissioning of the burnishing department and a scaled-back painting function, which also led to a significant YoY decrease (by almost 97%) in the overall production of hazardous waste. These changes, alongside ongoing efforts to strengthen internal tracking and waste segregation in support of more efficient handling, and contextual operational adjustments, contributed to the overall decline. Thus, these figures may fluctuate in future years depending on production intensity and the potential reactivation of previously phased-out operations.

#### YOY REDUCTION IN TOTAL WASTE (KG)

  
**31%**

DRIVEN BY OPERATIONAL SHIFTS AND  
ONGOING EFFICIENCY EFFORTS

#### OVERALL RECYCLING RATE IN FY2024

  
**82%**

DRIVEN BY OPERATIONAL  
STREAMLINING

TABLE 6.4.1 – WASTE GENERATED BY TYPE AND DISPOSAL METHOD

| DISPOSAL METHOD            | 2022 (kg)      | 2023 (kg)      | 2024 (kg)      | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) |
|----------------------------|----------------|----------------|----------------|-----------------------|-----------------------|
| <b>NON-HAZARDOUS WASTE</b> |                |                |                |                       |                       |
| <b>RECOVERY OPERATIONS</b> |                |                |                |                       |                       |
| Recycling                  | 426'648        | 382'910        | 291'989        | -10.3%                | -23.7%                |
| Composting                 | 0              | 0              | 0              | 0%                    | 0%                    |
| Incineration               | 0              | 0              | 0              | 0%                    | 0%                    |
| <b>DISPOSAL OPERATIONS</b> |                |                |                |                       |                       |
| Landfill                   | 42'600         | 40'366         | 63'667         | -5.2%                 | +57.7%                |
| Other                      | 0              | 0              | 0              | 0%                    | 0%                    |
| <b>TOTAL Non-hazardous</b> | <b>469'248</b> | <b>423'276</b> | <b>355'656</b> | <b>-9.8%</b>          | <b>-16%</b>           |
| <b>HAZARDOUS WASTE</b>     |                |                |                |                       |                       |
| Recovery                   | 592            | 97'574         | 3'062          | 16'382.1%             | -96.9%                |
| Incineration               | 4'900          | 0              | 0              | -100%                 | 0%                    |
| Landfill                   | 0              | 0              | 0              | 0%                    | 0%                    |
| Other/Unknown              | 45'470         | 0              | 0              | -100%                 | 0%                    |
| <b>TOTAL Hazardous</b>     | <b>50'962</b>  | <b>97'574</b>  | <b>3'062</b>   | <b>91.5%</b>          | <b>-96.9%</b>         |
| <b>TOTAL WASTE</b>         | <b>520'210</b> | <b>520'850</b> | <b>358'718</b> | <b>0.1%</b>           | <b>-31.1%</b>         |





Besides macro efforts, we believe that **also smaller actions can contribute** to the bigger goal of first and foremost producing a cultural shift:



We privilege the **purchase of reconditioned IT devices** for our staff as well as the **replacement of single components** instead of substituting a whole device. In line with this philosophy, in FY24 two thirds of all laptops purchased were reconditioned. Furthermore, we implement the rotation of IT devices across three user levels based on employees' specific requirements.





We continue partnering with ESO and through their program back to work®, **we recycle and recover all our staff's work shoes** in full compliance with the provisions of Directive 2008/98/EC and Italian Legislative Decree no. 152/2006, contributing to the sustainability and well-being of our community.

Looking ahead to FY2025, we will continue pursuing new product-side initiatives aimed at **reducing waste generation not only within our operations but also across the value chain** – starting from our customers' lines.

By **embedding prevention** into the way we conceive our solutions, rather than corrected post-production, we believe some materials might never become waste in the first place. A timely reflection, especially in view of the evolving EU Packaging and Packaging Waste Regulation.

ESRS TABLE 6.4.2 – WASTE MANAGEMENT

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024        | <br>PLANNED ACTIONS<br>FY2025 |
|--|---|--|
| ESRS E5-1 – Waste generation and composition   | Total waste: 355'656 kg; 99.1% non-hazardous, 0.9% hazardous.   | Evaluate further enhancement of waste stream monitoring.   |
| ESRS E5-1 – Waste treatment method   | 82.1% of total waste recycled.  | Explore waste-to-material recovery options.  |
| ESRS E5-2 – Circularity strategy   | Segregation and traceability enhanced across operations.  | No actions currently planned for FY2025.   |
| ESRS 2 – SBM-3 – Strategic interaction   | Environmental Policy including formal commitments around waste, linked to material use and environmental targets. | Evaluation of the opportunity to integrate waste KPIs into R&D and procurement processes.                        |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.





# SECTION 7

## HEALTH, INCLUSION AND GROWTH

### Our Human Capital Commitments

*In FY2024, CMC reinforced its commitment to a safe, inclusive, and growth-oriented workplace. This section outlines our actions on health & safety, diversity, employee engagement, and talent development - key pillars of our long-term value creation.*





## 7.1 HUMAN CAPITAL, INCLUSION AND DEVELOPMENT

With reference to GRI 2-7, 2-30, 401-1, 401-2, 404-1 to 404-3, 405-1, 406-1, 407-1 and ESRS 2 (SBM 3, IRO 1); ESRS S1 (1 to 17)



*Investing in people means investing in the future of our company. At CMC, we are committed to creating a workplace that grows with our people – where talent, safety, and inclusion shape not only our performance but leverage the legacy we leave behind.*

**DOMENICO GALLOZZI** - CDOO & AFTERSALES

## OUR APPROACH

At CMC, our people are at the heart of everything we do. Their expertise, commitment, and creativity are essential to our continued growth and innovation.

In line with our values and the expectations of clients and institutional stakeholders, we are strengthening our approach to human capital management by embedding principles of **transparency, equity, development** and **well-being** across our operations.

As we grow, we continue to invest in inclusive, safe, and empowering workplaces – fostering professional development, respect for human rights, and employee participation.

This approach is anchored in international standards and internal frameworks, including our Code of Ethics, our Model 231, and ISO 9001-certified processes.

In the following pages we outline our main initiatives and outcomes across key dimensions of human capital management.





## WORKFORCE OVERVIEW

298  
EMPLOYEESTOTAL EMPLOYEES  
596  
AS OF 31 DECEMBER 2024252<sup>1</sup>  
EMPLOYEES46  
EMPLOYEES

In the three-year period 2022–2024, CMC's workforce grew from 513 to 596 employees.

The most significant increase occurred in FY2023 (+12.1% vs. FY2022), primarily driven by expansions abroad (CMC Germany +42.9%, CMC America +40.6%, CMC Netherlands +28.6%).

Workforce distribution remained largely stable, with Italy and the USA jointly accounting for over 90% of total headcount, with a workforce growth in the USA balancing an almost specular contraction in Italy.

These dynamics reflect the continued **consolidation of CMC's global operating structure**.

## DIVERSITY, EQUITY AND INCLUSION

At CMC, diversity and inclusion go beyond gender equality. We see **DE&I as a broader commitment** to valuing different backgrounds, experiences and generations – with a strong focus on creating opportunities for young talent, who represent a vital driver of future innovation and resilience.

<sup>1</sup> The figure refers to USA and Canada.

As of FY2024, women represented 7.4% of the total workforce globally, with higher shares in Italy. While subsidiaries reported limited / no female presence, in Italy, the share of **women** has increased over the last three years, **from 10.5% in 2022 to 12.8% in 2024**.

Most employees across the Group fall within the 30–50 age bracket (61,7% in FY2024 remaining fairly stable across the three-year period); at the same time, while the share of workers **under 30** remains limited, it grew **from 13,3% in FY2023 to 15,5% in FY2024**. In the Netherlands and in the U.S.A. workers under 30 years of age represented 33,3% and 20% of the total in 2024, with the US actually growing +4,5% from FY2022 to FY2024.

At CMC we track these dimensions through our set of ESG KPIs and have already planned an internal evaluation of opportunities to refresh our diversity indicators for FY2025, with greater focus on generational balance.

Furthermore, our approach to inclusion is supported by multiple instruments. The Group-wide **Diversity and Inclusion Policy**, adopted in FY2024, outlines binding principles on gender equity, intergenerational inclusion, cultural and religious integration, and zero tolerance for harassment or discrimination. It also promotes inclusive recruitment, equal opportunities, and work-life balance initiatives.

Also in 2024 we implemented a global **Working Conditions and Social Dialogue Policy**, which clearly states the principles we abide as a Group, including the respect of fundamental human rights at work as well as fair and equitable working conditions (working time, health and safety as well as mental wellness, remuneration, protection of personal data, social dialogue, and conditions at retirement).

These commitments are further reinforced by the Code of Ethics and, for CMC S.p.A., the company's Organizational, Management and Control Model, which together define the overarching ethical and compliance framework of our organization.

Monitoring of DE&I-related provisions falls under the scope of the Supervisory Body (in Italian "Organismo di Vigilanza" or "OdV") and it is also part of quarterly reviews by the ESG Committee.

## TRAINING, SKILLS AND CAREER

Training is increasingly becoming a strategic pillar of CMC's human capital strategy and a fundamental enabler of inclusion, growth and accountability across all roles and geographies. Furthermore, investing in skills is also a **critical lever to support generational balance and equitable development opportunities**.

In FY2024, the average number of training hours per employee across CMC S.p.A. and CMC America<sup>1</sup>, where the highest workforce share is employed, was **30.2**, with significant variability by function and country.

Training formats included in-person sessions, digital modules (including through our e-learning platform CMC Academy), and task-based learning, delivered at different stages of the employee journey.

The training offered throughout the year covered a broad range of topics, **from compliance and operational efficiency to personal development and cross-functional collaboration**. Notably, contents included safety, data protection, behavioral standards, digital security and category-specific programs (e.g., and ESG induction training for procurement functions).

In FY2024 in Italy we also collected input from different functions/teams throughout the year to better understand skill gaps and potential areas for structured development. These internal exchanges are expected to support future improvements in **upskilling initiatives** and the **development of a broader Training & Skills Development Plan**.

Furthermore, CMC S.p.A. regularly hosts students from local schools through school-to-work transition programs, reaffirming our commitment to investing in the next generation. This initiative will continue as part of our broader effort to **support youth development and early talent exposure** to industry.

### AVERAGE TRAINING HOURS / EMPLOYEE (N)



# 30.2

CALCULATED FOR CMC S.p.A. AND CMC AMERICA (USA ONLY) STAFF

## SOCIAL DIALOGUE AND WORKERS RIGHTS

In FY2024, all our employees in Italy and the Netherlands – accounting for **55.2%** of the Group's total workforce – were covered by **Collective Labor Agreements** ("CLAs").

Besides establishing a Group-wide Working Conditions and Social Dialogue Policy, in CMC social dialogue is supported through structured internal communication channels and regular contact with the Human Resources function. CMC also operates a **formal Collegio Sindacale** (in English "Board of Statutory Auditors") in Italy, in accordance with national legal requirements, with oversight duties that include labor law compliance and internal control.

No strike actions, union-related disputes or confirmed complaints were recorded during the reporting year. Our whistleblowing platform remained always active and received no submissions in FY2024.

Building on the foundations established in FY2024, at CMC we aim to further strengthen our human capital framework by promoting inclusion, development and long-term workforce sustainability across all locations.

In FY2025, we plan to perform an internal evaluation of opportunities to:

- Explore how to develop our DE&I indicators with a **stronger focus on generational diversity**.
- Expand **onboarding and training access**, including across subsidiaries.
- Identify opportunities to enhance the **consistency of workforce data collection** and ESG KPI reporting.
- Maintain 100% CLA coverage in Italy and assess potential for **strengthening participation channels** where applicable.
- Conduct a **staff satisfaction survey** for CMC S.p.A. employees, which we run every two years.
- Support intergenerational knowledge transfer through targeted **internships and mentoring programs**.

<sup>1</sup> USA staff only considered.



TABLE 7.1.1 – CMC GROUP TOTAL EMPLOYEES – FY2022-2024

(headcount by subsidiary)

| SUBSIDIARY                 | FY2022     | FY2023     | FY2024     | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) |
|----------------------------|------------|------------|------------|-----------------------|-----------------------|
| CMC SPA                    | 325        | 316        | 298        | -2.8%                 | -5.7%                 |
| CMC AMERICA (USA + CANADA) | 155        | 226        | 252        | 45.8%                 | 11.5%                 |
| CMC NETHERLANDS            | 14         | 18         | 25         | 28.6%                 | 38.9%                 |
| CMC UK                     | 12         | 13         | 12         | 8.3%                  | -7.7%                 |
| CMC GERMANY                | 7          | 8          | 9          | 14.3%                 | 12.5%                 |
| <b>TOTAL</b>               | <b>513</b> | <b>581</b> | <b>596</b> | <b>12.1%</b>          | <b>2.6%</b>           |

TABLE 7.1.2 – EMPLOYEES BY SUBSIDIARY AS SHARE (%) OF THE GROUP TOTAL – FY2022-2024

| SUBSIDIARY                 | FY2022     | FY2023     | FY2024     | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) |
|----------------------------|------------|------------|------------|-----------------------|-----------------------|
| CMC SPA                    | 63.4%      | 54.4%      | 50%        | -14.1%                | -8.1%                 |
| CMC AMERICA (USA + CANADA) | 30.2%      | 38.9%      | 42.3%      | 28.7%                 | 8.7%                  |
| CMC NETHERLANDS            | 2.7%       | 3.1%       | 4.2%       | 13.5%                 | 35.4%                 |
| CMC UK                     | 2.3%       | 2.2%       | 2%         | -4.3%                 | -10%                  |
| CMC GERMANY                | 1.4%       | 1.4%       | 1.5%       | 0.9%                  | 9.7%                  |
| <b>TOTAL</b>               | <b>513</b> | <b>581</b> | <b>596</b> | <b>12.1%</b>          | <b>2.6%</b>           |

Figures reported were calculated at year end. Data are reported in aggregate form, as no material differences by region were identified during the materiality assessment. When available, data was reported disaggregated by subsidiary; unless otherwise stated, workforce data shall be intended as referred to CMC S.p.A. (Italy), excluding subsidiaries.

## ESRS TABLE 7.1.3 - HUMAN CAPITAL, INCLUSION AND DEVELOPMENT

| <br>DISCLOSURE REQUIREMENT | <br>STATUS AT FY2024                                     | <br>PLANNED ACTIONS FY2025 |
|---|---|---|
| ESRS 2 SBM 3 – Integration in strategy and business model   | HR and DE&I topics discussed at ESG Committee.  | Evaluate opportunities to link KPIs to strategic workforce planning.  |
| ESRS 2 IRO 1 – Material risks and opportunities   | Workforce-related risks identified through ESG governance.  | Deepen integration into enterprise risk management framework.   |
| ESRS S1 1 – Policies related to own workforce   | Policies in place for DE&I, Recruitment & Hiring, Working Conditions and Social Dialogue; DE&I Policy adopted in 2024.                      | Maintain policy implementation and evaluate opportunities to expand coverage.                                 |
| ESRS S1 2 – Processes for engaging with own workforce   | Direct engagement via HR structures; whistleblowing active; CLA in Italy.   | Continue structured dialogue; explore local reinforcement; run staff engagement survey.                       |
| ESRS S1 3 – Channels for raising concerns   | Internal whistleblowing platform active and monitored.  | Maintain and monitor effectiveness.   |
| ESRS S1 4 – Targets related to own workforce  | ESG KPIs monitored (gender).  | Evaluate opportunities to introduce generational diversity and/or training KPIs.                              |
| ESRS S1 5 – Characteristics of the workforce  | Headcount, contract type, gender, age monitored by site.  | Explore opportunities to improve harmonization across subsidiaries.   |
| ESRS S1 6 – Collective bargaining coverage  | Covered in Working Conditions and Social Dialogue Policy; 100% coverage in Italy and the Netherlands while other countries are not covered. | Maintain current level and ensure legal compliance.   |
| ESRS S1 7 – Adequate wages  | Covered in Working Conditions and Social Dialogue Policy; no wage adequacy indicator defined at Group level.                                | Not currently planned.  |
| ESRS S1 8 – Social protection coverage  | Not disclosed.  | Not currently planned.  |
| ESRS S1 9 – Work-life balance   | Covered in DE&I Policy (e.g. flexibility, parental leave).  | Track applications and coverage data.   |
| ESRS S1 10 – Training and skills development  | Training hours tracked per site; topics include compliance and technical.   | Extend access; evaluate opportunities to refine metrics for reporting.  |
| ESRS S1 11 – Employment-related impacts in the value chain  | Not addressed in FY2024.  | Not currently planned.  |
| ESRS S1 12 – Work-related incidents   | Covered in sub-Section 7.2.   | See sub-Section 7.2.  |
| ESRS S1 13 – Work-related ill-health  | Covered in sub-Section 7.2.   | See sub-Section 7.2.  |
| ESRS S1 14 – H&S management system  | Covered in sub-Section 7.2.   | See sub-Section 7.2.  |
| ESRS S1 15 – Persons with disabilities  | Not specifically tracked; compliance with applicable national regulations on this subject is met.   | Evaluate inclusion in DE&I metrics.   |
| ESRS S1 16 – Human rights in the workforce  | Covered by Code of Ethics and 231 Model as well as DE&I Policy and Working Conditions and Social Dialogue Policy.                           | Continue legal compliance and monitoring.   |



## 7.2 OCCUPATIONAL HEALTH & SAFETY

With reference to GRI 403-1, 403-9, 403-10 and ESRS 2 (SBM 3, IRO 1), ESRS S1 (6, 13)



We are responsible for protecting the health and safety of all workers under our care – in every facility, every day

**DOMENICO GALLOZZI - CDOO & AFTERSALES**

## OUR APPROACH

Occupational health and safety (“OHS”) is considered a priority in CMC Packaging Automation. As confirmed during the 2024 Double Materiality Assessment, **Working Conditions** emerged as a material topic both for our workforce as well as for workers in CMC’s value chain, with **Health** and **Safety** identified as a core component of this priority.

In coherence with such results, in FY2024 we continued reinforcing our OHS governance framework across all operations, monitoring every month a **robust set of relevant KPIs**, which are also reported quarterly during the ESG Committee, running **regular internal audits** as well as holding **OHS training** courses for all staff of our manufacturing plants in line with applicable national regulations.

### KEY HEALTH AND SAFETY DATA AND PROGRESS IN 2024

The Table below provides an overview of key 2024 indicators for CMC S.p.A. A more detailed overview of the Group’s H&S statistics can be found in the Addendum (Section 9) to this Report.

TABLE 7.2.1 – KEY FY2024 H&S FIGURES

| INDICATOR                                     | CMC SPA (ITALY) | SUBSIDIARIES       |
|---|-----------------|--------------------|
| TOTAL RECORDABLE INJURIES <sup>1</sup>        | 7               | 4                  |
| DAYS LOST DUE TO INJURY                       | 194.4           | 8                  |
| TRIR <sup>2</sup>                             | 13.7%           | 30.7% <sup>3</sup> |
| AVERAGE SAFETY TRAINING HOURS/TOTAL WORKFORCE | 988             | 112,7 <sup>4</sup> |

<sup>1</sup> In FY2024 all recorded injuries were classified as minor (according to Italian legislation minor incidents are those that did not lead to more than 40 working days lost).

<sup>2</sup> TRIR considers all recordable injuries (including dressings). Since we had no significant dressings recorded in FY24, the number of injuries is equal to the total number of recorded injuries; therefore, our incident rate coincides with the TRIR. We calculated the TRIR as follows: (total recordable injuries/hours worked) x 1,000,000.

<sup>3</sup> TRIR for our subsidiaries abroad is affected by a significantly lower number of hours worked. Nonetheless, we are working towards a towards a Group-wide H&S vision as well as to implement a ISO 45001-certified management system that includes a Group H&S Policy.

<sup>4</sup> Average number of H&S training hours among all Group’s subsidiaries.

In CMC we are committed to health and safety, and this year, once again, our total incident rates have been lower than the national averages<sup>1</sup> for companies of comparable sizes and operating in the mechanical industry.

When an incident occurs, we conduct thorough investigations and discuss them during the toolbox talks we hold daily. We then take immediate action and develop improvement plans, identifying and assigning clear responsibility in each case.

The actions and improvements we set forth in 2024 – in continuity with what done in previous years – focus on enhancing CMC's overall performance and efficiency. These initiatives aim to address key areas of intervention, enabling us not only meeting our current objectives but also setting the stage for future growth.

Furthermore, in 2025, we planned the development of a **health and safety management system** for CMC S.p.A. that is aligned with and certified to the **ISO 45001:2018** standard.

As part of this effort, CMC will also implement an official **Group Health and Safety Policy**, thereby formalizing our long-standing strategic commitments in this domain.

Key principles, including legal compliance, behavioral safety, progressive digitalization of processes, and progressive centralization of performance monitoring, will be set forth and formalized in the management system.


It will support and guide the **development of local procedures**, ensuring alignment with national legislation, operational risks, and stakeholder expectations. Furthermore, we plan to integrate specific **H&S indicators into CMC's supplier assessment systems**.

These initiatives include:

- **Regular health surveillance and risk assessments**, across all Italian facilities
- **Behavior-based safety ("BBS") principles piloted** within professional development pathways of selected staff
- **Digitalization of internal processes** for incident reporting and documentation
- Preliminary criteria defined for future **supplier H&S performance monitoring**
- **Continued compliance** with Legislative Decree 81/2008.

Each action has been carefully designed to foster collaboration and maximize efficient use of internal resources, ultimately leading to a more streamlined operations that benefit all stakeholders involved.

ESRS TABLE 7.2.2 – OCCUPATIONAL HEALTH & SAFETY

| <br>DISCLOSURE<br>REQUIREMENT | <br>STATUS AT<br>FY2024   | <br>PLANNED ACTIONS<br>FY2025  |
|--|--|---|
| ESRS 2 SMB 3 - Integration in strategy and business model  | H&S topics discussed in ESG Committee; actions to develop a ISO 45001-certified management system included in an Action Plan to be implemented in FY25.  | Planned ISO 45001 certification as strategic H&S pillar; continued monitoring and reporting during ESG Committee of key H&S metrics.  |
| ESRS S1 13 – Health and safety of workers in own workforce   | Regular monitoring of recordable injuries and days lost; compliance with Legislative Decree 81/08; OHS training delivered to plant staff; internal audits conducted at Italian sites                   | Planned implementation of an ISO 45001-aligned management system, incl. introduction of a Group H&S Policy; planned development of a centralized OHS performance monitoring framework |
| ESRS S1 6 – Training and skills development  | OHS training provided in line with national legal obligations; hours tracked internally and reported in Appendix at entity level and by professional category  | Evaluation of the opportunity to integrate training indicators into group-level monitoring; planned inclusion in supplier monitoring framework  |
| ESRS 2 SBM 3 – Material impacts and dependencies in the business model   | "Working Conditions" identified as material topic during the 2024 double materiality assessment, covering both own workforce and value chain   | Planned consolidation of Group-wide H&S governance under a formal management system   |
| ESRS 2 IRO 1 – Identification of risks and opportunities   | Risk assessments carried out at CMC S.p.A. level; incident root-cause investigations conducted regularly on a case-by-case level; preventive and corrective actions discussed in regular toolbox talks | Planned extension of H&S criteria into supplier risk mapping; planned onboarding of relevant requirements into procurement processes  |

*This Section was prepared with reference to GRI Standards (2021). No formal claim of full compliance is made.*

<sup>1</sup> In FY24 national averages considered as threshold were (i) severity rate: 0.52, and (ii) incident rate: 23.04.



# SECTION 8

## RESPONSIBLE BY DESIGN

Building Integrity from Suppliers to Customers

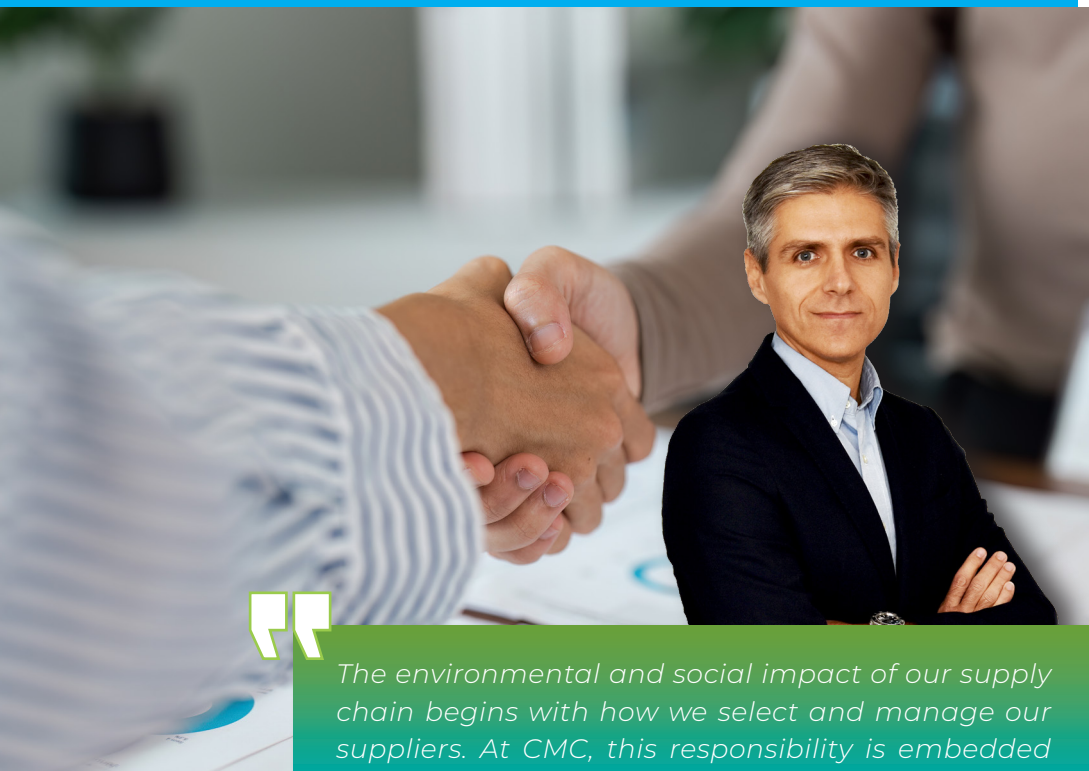
*In FY2024, CMC delivered high-quality, market-leading solutions by focusing on product excellence, co-design, and innovation. This section outlines how we collaborate with clients and suppliers to shape top-performing, sustainable packaging systems.*





## 8.1 SUSTAINABLE PROCUREMENT & SUPPLIER SCREENING

With reference to GRI 2-6, 2-9, 2-26, 204 and ESRS 2 (SBM 3, IRO 1), ESRS E1 9, ESRS S2 (1, 3)



*The environmental and social impact of our supply chain begins with how we select and manage our suppliers. At CMC, this responsibility is embedded across our procurement and quality systems*

**MATTEO CANTARELLI** - HEAD OF PROCUREMENT

### OUR APPROACH

At CMC Packaging Automation we adopt a centralized procurement model supported by a structured supplier qualification process, primarily governed by our ISO certified management systems.

While our company does not currently apply a formal ESG framework to supplier screening, elements of **environmental and ethical responsibility** are already integrated across our existing quality and risk control procedures.

As of FY2024:

- All active suppliers have been classified into **four risk-based clusters** (see Table 8.1.2 and Chart 8.1.1), based on annual procurement value and criticality. The system covers 100% of CMC's suppliers of direct materials and production-related services, with Cluster 1 suppliers accounting for approximately 57% of total procurement spend.
- A structured **ESG engagement of selected strategic suppliers** carried out between late 2022 and mid-2023, which led to the development of an internal ESG Supplier Scoring. While no new ESG assessment was conducted in 2024, an **internal review** in December 2024 mapped the presence (or absence) of ESG certifications and/or public reporting on Sustainability matters across all our Cluster 1 and 2 suppliers.
- ESG-related elements – such as country risk, reputational exposure, adoption of compliance frameworks (e.g., Model 231), product quality, and supply chain risk management – are addressed **through CMC's quality management system**, which allows for the suspension or revocation of supplier qualification based on ethical or technical performance.
- **No supplier relationship** was terminated in FY2024 due to ESG concerns, the existing qualification system allows for supplier status to be “suspended” or “revoked” based on technical, ethical or delivery-related performance.
- As previously stated in this Report, our company's whistleblowing mechanism is open to both suppliers and contracted workers. In FY2024, **no grievances** or reports were filed through this channel.

TABLE 8.1.1 – FY2024 FACTS & FIGURES

| INDICATOR   | VALUE (FY2024)  |
|---|---|
| <b>SPEND COVERED BY CLUSTER 1 SUPPLIERS</b>   | 57%   |
| <b>CLUSTER-BASED CLASSIFICATION</b>   | Applied to 100% of active suppliers of direct materials and production-related services |
| <b>NEW ESG ENGAGEMENTS</b>  | None conducted during 2024  |
| <b>INTERNAL MAPPING OF ESG CREDENTIALS</b>  | Completed in December 2024 for Clusters 1 and 2   |
| <b>SUPPLIERS WITH ISO 14001 OR EQUIVALENT ESG CERTIFICATION (WITHIN CLUSTERS 1 AND 2)</b> | Present but not yet systematically tracked  |

TABLE 8.1.2 – CMC SUPPLIER CLUSTERS' CATEGORIZATION





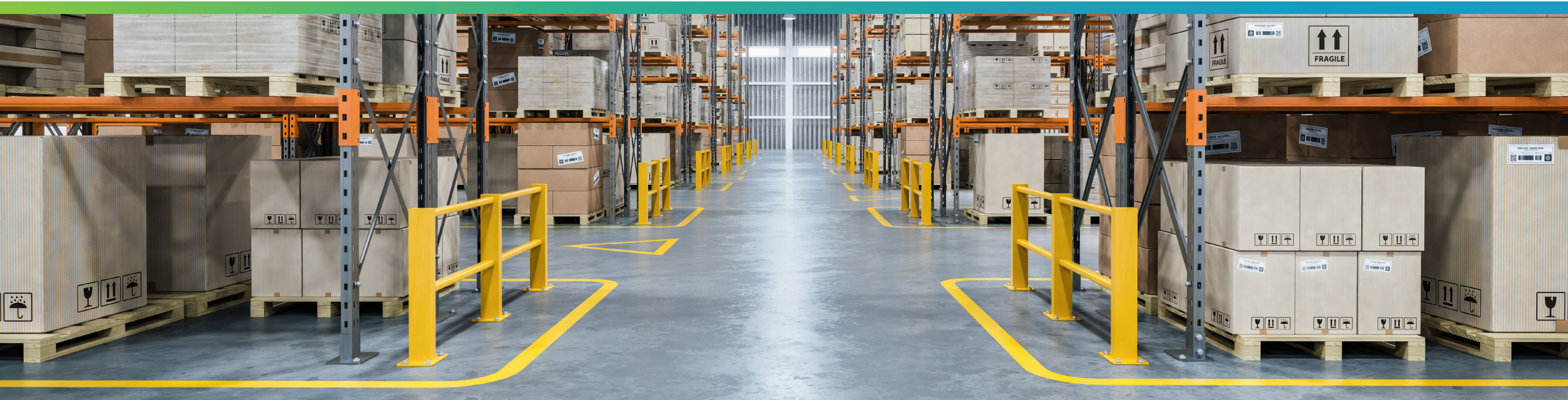
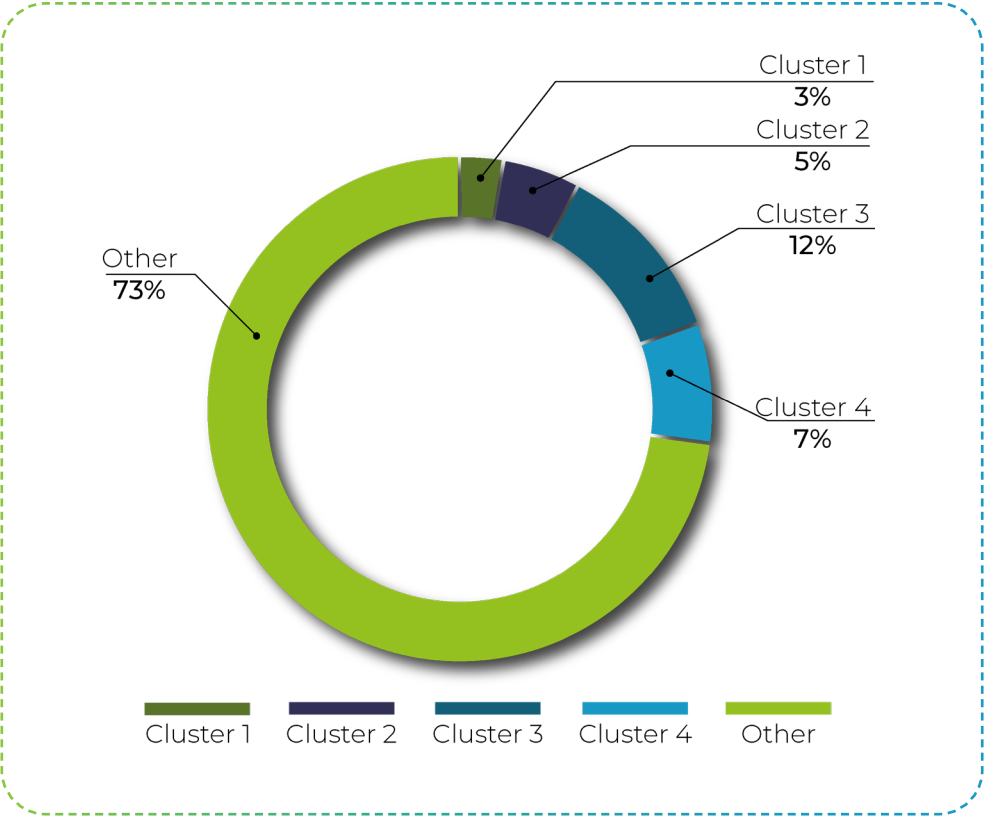
| PRIORITY  | CLUSTER                      | SPEND (€) / 6 MONTHS      | SUPPLIER DESCRIPTION  |
|---|------------------------------|---------------------------|---|
|  | CLUSTER 1 – LARGE SUPPLIERS  | more than 150'000€        | <b>HIGH-PRIORITY:</b> Considered high risk to supply chain and business continuity; critical-to-high priority goods/services for manufacturing processes and high effort required to replace.       |
|  | CLUSTER 2 – MEDIUM SUPPLIERS | between 50'000 & 150'000€ | <b>MEDIUM-PRIORITY:</b> Considered medium risk to supply chain and business continuity; high-to-moderate priority goods/services for manufacturing processes and medium effort required to replace  |
|  | CLUSTER 3 – SMALL SUPPLIERS  | between 10'000 & 50'000€  | <b>LOW-PRIORITY:</b> Considered low risk to supply chain and business continuity; moderate-to-low priority goods/services for manufacturing processes and medium-to-low effort required to replace. |
|  | CLUSTER 4 – MICRO SUPPLIERS  | between 5'000 & 10'000 €  | <b>VERY LOW PRIORITY:</b> Suppliers considered very low risk to supply chain and business continuity.   |

CHART 8.1.1 – N OF SUPPLIERS AS SHARE (%) BY CLUSTER - FY2024





CMC plans to progressively **integrate further ESG** criteria into its supplier qualification system starting from Q4 2025, subject to internal approval and resource alignment.

CMC is committed to advancing its procurement practices in line with ESG priorities and will continue to refine supplier assessment criteria over time.

The following proposals of ESG requirements are under internal discussion and will inform potential future revisions of CMC's qualification and periodic re-qualification procedures as well as improvement plans:

1. Minimum ESG requirements (under consideration) at supplier's selection:
  - A demonstrable commitment to decarbonization by suppliers, supported by at least one of the following:
    - ◊ Periodic calculation of corporate carbon footprint;
    - ◊ Adoption of climate targets aligned with SBTi guidelines;
    - ◊ Possible adoption of an Improvement Plan integrating also ESG dimensions.
2. Periodic ESG performance assessment criteria (under consideration):
  - Monitoring progress of minimum ESG requirements;
  - Evaluation of suppliers based on:
    - ◊ Existence of an effective whistleblowing mechanism;
    - ◊ Adoption of a Code of Ethics and/or acceptance of CMC's Code of Ethics;
    - ◊ Implementation of regular EHS audit practices at site(s);
    - ◊ In-house responsible sourcing policies, particularly for raw materials.

In 2025 we also plan to run a new **ESG supplier evaluation process**, with the objective of assessing our broader group of suppliers within Clusters 1 to 4, against a defined set of criteria, incl. overall ESG management, Environment (Energy, Pollution, Climate, Hazardous substances, Waste), Workforce (Working conditions), Engagement of local communities, H&S, Quality, Supply chain, Business conduct incl. GDPR, Cybersecurity, and Corruption.

This screening will also allow us to add granularity to our Group's Scope 3 emissions.

The actual scope, methodology and timeline of this evaluation remain under discussion and are expected to be refined during 2025.

## ESRS TABLE 8.1.2 – SUSTAINABLE PROCUREMENT AND SUPPLIER SCREENING

| <br><b>DISCLOSURE REQUIREMENT</b> | <br><b>STATUS AT FY2024</b>                | <br><b>PLANNED ACTIONS FY2025</b>  |
|--|---|---|
| ESRS 2 SBM 3 – Strategy for business relationships   | All suppliers classified into Clusters 1–4; Code of Ethics shared with all new suppliers as part of qualification process.    | Review of supplier qualification process including potential integration of ESG criteria.   |
| ESRS 2 IRO 1 – ESG risks related to the value chain  | No formal ESG scoring in FY2024; internal mapping of ESG credentials completed (Dec 2024).                                    | implementation of a Global Procurement Policy and of a Supplier Code of Conduct. New ESG supplier evaluation process under design for Clusters 1–4.   |
| ESRS S2 – Policies related to value chain workers  | Ethical clauses and qualification/re-qualification procedures present in the quality system; no ESG-specific supplier policy. | Review and potential subsequent implementation of minimum ESG requirements and assessment criteria; development of a Global Procurement Policy and Supplier Code of Conduct.  |
| ESRS S2 3 – Channels for value chain workers to raise concerns   | Whistleblowing system is multi-language, online and accessible to external users incl. workers in the value chain.            | Maintenance and continuous monitoring of the whistleblowing channel.  |
| ESRS E1 9 – Scope 3 GHG emissions in value chain   | No emissions monitoring or climate commitment required from suppliers.  | Preliminary exploration of supplier engagement on Scope 3 GHG emissions, limited to selected categories (subject to internal evaluation and approval) ; additional data on suppliers' emissions will be gathered through new ESG screening process. |

*References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.*

## 8.2 PRODUCT QUALITY, SAFETY & LIFECYCLE

With reference to GRI 416-1, 416-2 and ESRS 2 SBM 3, ESRS G1 1



*In CMC quality is not about perfection – it's about continuous improvement. It is engineered into product design, validated through robust manufacturing practices, and upheld through proactive and responsive service operations.*

**ILARIA BILLERI** - QUALITY MANAGER

## OUR APPROACH

At CMC Packaging Automation we maintain a strong commitment to **product quality, safety and lifecycle responsibility**. This commitment is embedded in our certified management systems and in a structured set of operational procedures that govern both preventive and corrective actions across the entire product lifecycle and guarantee systematic oversight of quality and information security.

In line with our FY2024 double materiality assessment, the topic of Customer Health and Safety was also confirmed as material due to its relevance for product integrity, regulatory compliance, and stakeholder expectations in key markets such as logistics and e-commerce.

**Customer-centric safety** is considered a material issue for our company: we address the functional safety of our machines throughout both the design and operational lifecycle, using risk assessments, technical verifications, and active customer engagement. Additionally, our systems include incident reporting tools, well-defined Aftersales workflows, and mechanisms for integrating feedback to foster continuous improvement.

### QUALITY & FUNCTIONAL SAFETY

As mentioned above, our Company's Quality Management System is also complemented by an ISO 27001-certified data security framework that supports functional safety, alongside a dedicated set of procedures that define roles, processes, and documentation flows across all stages of production, installation, and service.

Our Safety Procedure (rev. 2021) governs functional safety throughout the lifecycle of machinery, with alignment to IEC 61511-1, EN ISO 13849-1, EN ISO 13849-2 and the Machinery Directive 2006/42/EC.

This structured process covers **risk assessment, system design, installation, validation, and machine operations**. As part of this procedure, dedicated tools are available for documenting any potential product-related safety events, including near misses.



## COMPLAINT AND FEEDBACK HANDLING

CMC monitors customer feedback through an **integrated Service structure** that includes ticket tracking, root-cause analysis and identification, prioritization and implementation of corrective actions.

Formal complaints are rare and generally managed through our in-house Service Team and/or key account teams using an **8D-based methodology**: each escalation triggers an internal review and, where applicable, contributes to **continuous improvement efforts on process or design**.

We distinguish between service-related tickets (logged through a cloud-based customer relationship management technology) and product performance complaints, which may be captured through formal email communications or arise during operational audits with clients.

While no systemic risk emerged from complaint analysis in FY2024, these feedbacks remain an essential driver of CMC's quality and reliability objectives.

Furthermore, as already described in Section 4, a whistleblowing system is also available to both internal and external stakeholders, allowing for anonymous reporting of any concern, including those potentially related to product quality or safety. Although not specifically framed for product-related issues, this channel complements the formal mechanisms described above.

## LIFECYCLE RESPONSIBILITY

**Product safety** and **lifecycle reliability** are further supported by:

- Structured installation and commissioning protocols
- Integration of lessons learned from field cases into design practices
- Development and update of maintenance documentation with clients
- Engagement with third parties (e.g., TUV) for certification, when required.

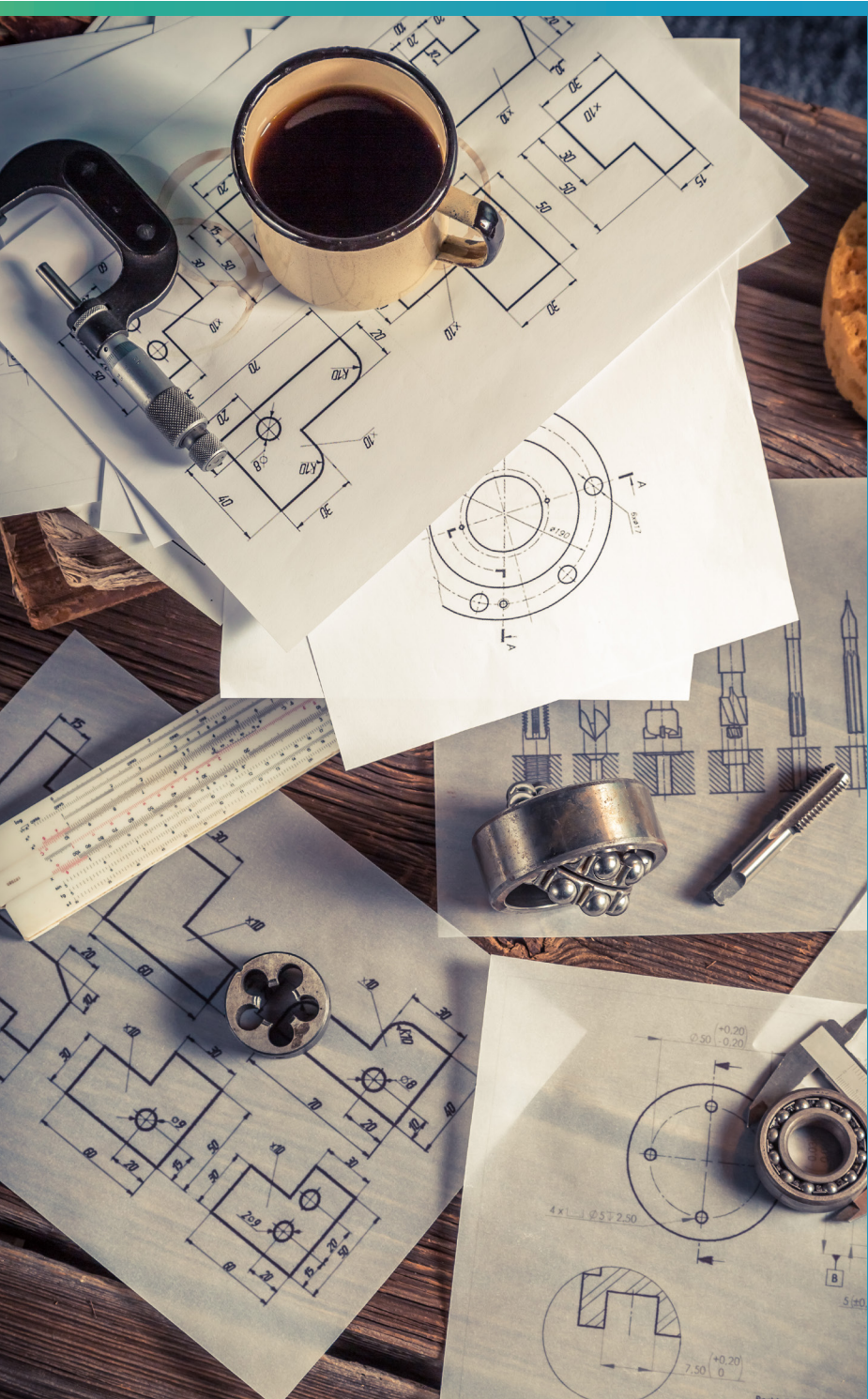
In FY2024, no new structured initiatives were launched, although specific customer requirements led to targeted machine inspections and verifications in high-volume client environments.

In 2025, CMC will focus on the following initiatives:

- Renewal of ISO 9001 and 27001 certifications.
- Reassessment of product-related risks across our installed base.
- Evaluation of further opportunities for standardization and update of documentation across product lines.
- Consideration of potential new tools to track product safety events and feedback systematically.
- Identification of courses to upskill strategic staff, ensuring that the necessary capabilities and competencies related to the forthcoming EU Machine Regulation are acquired prior to its entry into force.







ESRS TABLE 8.2.1 – PRODUCT QUALITY, SAFETY AND LIFECYCLE RESPONSIBILITY

| <br><b>DISCLOSURE REQUIREMENT</b> | <br><b>STATUS AT FY2024</b>   | <br><b>PLANNED ACTIONS FY2025</b>  |
|--|--|---|
| ESRS G11 – Policies related to product and service quality   | CMC operates a certified Quality Management System (ISO 9001), supported by a documented set of procedures and instructions, including formal complaint management, service ticket tracking, and 8D analysis where applicable.   | Renewal of ISO 9001 certification; a broader update of the Quality Manual is planned to integrate recent procedural developments and ensure alignment with evolving customer needs. |
| ESRS G16 – Customer complaints and actions taken   | A limited number of complaints were received in FY2024. Each case was managed internally through structured corrective actions involving Service and Quality teams. No critical recurrence patterns emerged.   | No structural system changes are currently planned; however, continuous improvement of traceability and reporting tools may be explored.  |
| ESRS S1 13 – Channels for raising concerns and complaints  | Internal staff involved in customer care and field operations may report product-related concerns through internal processes. A formal whistleblowing system is in place and accessible to all stakeholders, including external parties, with the option to file anonymous reports; while not explicitly framed for product safety, the system is available for any concern, including those related to product quality or risk. | The potential to include product-related flags within existing whistleblowing or grievance mechanisms may be assessed.  |
| ESRS SBM 3 – Interaction of material impacts, risks and opportunities with strategy                                  | Customer health and safety was identified as a material topic in CMC's 2024 double materiality assessment. The issue is integrated into product design, Aftersales monitoring and client audits.   | Internal alignment is planned to ensure this topic is systematically reflected in design phase reviews and risk monitoring practices.   |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.



## 8.3 CUSTOMER SATISFACTION AND ENGAGEMENT

With reference to GRI 102-43, 102-44, 417, 418 and ESRS 2 (SBM 2, SBM 3), ESRS S4 (1 to 4)



*Customer satisfaction is not a metric. It is a commitment. Our approach aims to systematically understand, respond to, and improve the experience of every client we serve.*

**FRANCESCO SERBOLI - AFTERSALES BD & PM COORDINATOR**

## OUR APPROACH

Rooted in a customer-centric philosophy, CMC's operating model ensures that **client needs are addressed throughout the full lifecycle of each solution** - from initial design and customization to installation and Aftersales services.

Localized teams reporting to CMC's subsidiaries provide on-the-ground technical support, while a dedicated Aftersales unit at the Italian headquarters offers centralized remote assistance, ensuring continuity, responsiveness, and long-term relationship building.

We conduct annual **customer satisfaction surveys** to evaluate perceptions of product performance, service quality, and Aftersales support.

The 2024 campaign was carried out between September and October 2024, using an online platform to run the engagement. Respondents were selected by the Sales team based on their strategic relevance and recent interactions.

The survey addressed multiple dimensions of the customer experience, including delivery punctuality, product quality, responsiveness of service, spare parts availability, and perception of environmental sustainability of CMC products.

Clients were asked to score their satisfaction from 1 (lowest) to 5 (highest) across these areas. Additionally, an NPS-style question was introduced to assess willingness to recommend CMC to others.

### KEY RESULTS FOR FY2024

#### Net Promoter Score ("NPS") proxy: +60

- 70% of respondents were classified as Promoters (score 9–10), 20% as Passives (score 7–8), and only 10% as Detractors (score 0–6).
- This result reflects a high level of trust and satisfaction, particularly in relation to product quality and the perceived environmental value of CMC solutions.

#### Customer perception:

- CMC is widely seen as a trustworthy partner in clients' decarbonization journeys, **with products perceived as sustainable and effective.**
- The core offers and commercial interactions received high marks; additionally clients have also provided valuable feedback to further enhance Aftersales responsiveness, particularly regarding assistance and spare parts logistics. These insights will guide our continuous service improvement.

## CUSTOMER ENGAGEMENT & COMPLAINTS HANDLING

At CMC we manage customer communications and support through **multiple channels**, including:

- **Salesforce CRM system**, which records all technical support requests, complaints, and service interventions
- **Client service portal**, including form submissions directly linked to Salesforce
- **Direct channels**: email, telephone, WhatsApp, Slack, and on-site meetings with the Sales / Aftersales Teams
- **Whistleblowing mechanism**, in compliance with our governance model (see Section 3 for more information)
- **Social media platforms**, used for proactive engagement.

All complaints are registered as tickets in Salesforce and classified by impact priority (Safety, Customer, Quality, System, Business). This process triggers the activation of a structured 8D methodology, managed by a cross-functional team led by the Quality Manager. The goal is to close each complaint triggering the 8D methodology within 30 days: in FY2024 CMC successfully achieved this goal.

## DATA PRIVACY AND CUSTOMER DATA

As stated in Section 3 of the present Report, CMC is fully compliant with the EU General Data Protection Regulation.




All customer data is managed within secure systems, with access limited to authorized personnel.

Documentation delivery is managed via the SYGEST platform.

Based on feedback from the 2024 campaign, as CMC we intend to:

- **Expand survey outreach** to increase representation across geographic areas
- Identify opportunities to further **improve timing and responsiveness** of our aftersales services
- Evaluate opportunities to develop **indirect indicators** and **deepen the qualitative dimension of satisfaction**
- Explore inclusion of **DE&I-related aspects** in future assessments.

## ESRS TABLE 8.3.1 – CUSTOMER SATISFACTION AND ENGAGEMENT

| <br><b>DISCLOSURE REQUIREMENT</b> | <br><b>STATUS AT FY2024</b>  | <br><b>PLANNED ACTIONS FY2025</b>  |
|--|---|---|
| ESRS 2 SBM 2 – Integration of customers views and expectations   | Customers are among relevant CMC stakeholders (see also Section 4 and Section 9.3); their views and expectations are collected through different channels incl. Salesforce CRM system, client service portal, direct channels and meetings with Sales and Aftersales Teams as well as the CMC whistleblowing system and social media. | Expand survey sample size and geographical focus; identify opportunities to develop indirect indicators and deepen quality of current KPI referred to satisfaction.     |
| ESRS 2 SBM 3 – Interaction of material impacts, risks and opportunities with strategy                                | Customers' views and expectations are an essential input of CMC R&D and continuous improvement processes and are collected through multiple channels; qualitative proxies of customer satisfaction are incorporated also into ESG Committees' sessions.   | Expand survey sample size and geographical focus; identify opportunities to develop indirect indicators and deepen quality of current KPI referred to satisfaction.     |
| S4 1 – Consumer policies   | ISO 9001-certified management system in place; additionally via PR-CU-01 and PR-8D-00 procedures in place.  | Evaluate needs to update procedures within the periodic review process of policies and SOPs.  |
| S4 2 – Engagement processes  | Annual survey conducted; multichannel CRM-based communication system in place.  | Expand survey sample size as well as geographical focus.  |
| S4 3 – Complaint mechanisms  | Fully operative via Salesforce CRM and structured 8D resolution model.  | Continue monitoring average resolution time.  |
| S4 4 – Targets to manage material risks, impacts and opportunities   | Qualitative targets defined based on 2024 insights (e.g., service timing) as well as NPS proxy indicator in place and monitored.  | Evaluate opportunity to assess refine indicators; evaluate trend metrics and potential correlation with service KPIs. Continue quarterly monitoring through dashboards. |

References to GRI and ESRS standards are provided for contextual purposes only. No full alignment is claimed as of FY2024.



# SECTION 9

## TRACKING IMPACT SHAPING THE FUTURE

Results, Disclosures and References

*In FY2024, CMC delivered high-quality, market-leading solutions by focusing on product excellence, co-design, and innovation. This section outlines how we collaborate with clients and suppliers to shape top-performing, sustainable packaging systems.*



TRACKING IMPACT, SHAPING THE FUTURE:  
RESULTS, DISCLOSURES AND REFERENCES

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## 9.1 REPORTING SCOPE, BOUNDARIES AND STANDARDS OF REFERENCE



This Addendum accompanies the third edition of the CMC Group Sustainability Report and outlines the **reporting scope, boundaries, and standards applied**, with reference to GRI 2-2 and GRI 2-3. It also incorporates relevant elements of ESRS 1 and ESRS 2 – General Disclosures, particularly BP 1, BP 2 and BP 3, concerning the **basis for preparation, reporting perimeter, and consolidation scope**.

The information contained in this document refers to the **financial year 2024**, covering the period from 1 January to 31 December 2024.

The Report has been prepared **with reference to the GRI Standards: Universal Standards 2021** and reflects an effort we made to initiate a progressive alignment with the **European Sustainability Reporting Standards** ("ESRS"). Where possible, we have referenced applicable Disclosure Requirements from both cross-cutting and topical ESRS to strengthen transparency and comparability.

The reporting boundary of this Report corresponds to the financial consolidation perimeter of the CMC Group, and includes the following entities:

- **CMC Packaging Automation S.p.A. (Italy)** – parent company
- **CMC America LLC (United States and Canada)**
- **CMC Packaging Automation Netherlands B.V. (Netherlands)**
- **CMC Machinery UK Ltd (United Kingdom)**
- **C.M.C. Deutschland GmbH (Germany).**

No entities with material ESG relevance have been excluded from this perimeter. All data and narrative reflect the activities, impacts and governance of the Group's operations.

As part of our broader commitment to sustainable development, as CMC Group our strategy is inspired by the United Nations 2030 Agenda and **the Sustainable Development Goals** ("SDGs"). In particular, we identify strong thematic convergence with:

**SDG 9 – Industry, Innovation and Infrastructure.** At CMC Packaging Automation, sustainability-driven innovation is embedded in the DNA of our product development. Our R&D efforts are focused on enabling clients to reduce packaging waste, optimize logistics, and minimize carbon impacts through advanced automation technologies. Our commitment is twofold: to design high-efficiency packaging systems and to integrate ESG performance criteria directly into machine capabilities and customer experience. By enabling packaging on demand, our systems use only the material necessary for each shipment, enabling our clients to achieve significant material input savings – particularly cardboard, thereby significantly reducing waste and eliminating the need for void fillers (with volume savings peaking beyond 70%, depending on the technology selected). This not only supports circular economy principles but also enhances logistics efficiency by reducing package volume and optimizing transportation loads, particularly in one of the most resource-intensive sectors i.e, eCommerce. Our technologies are engineered to adapt to diverse product types while maintaining structural integrity, contributing to lower greenhouse gas emissions (between 40 and 60% emission reduction per parcel) across the packaging value chain.





### SDG 12 – Responsible Consumption and Production.

As a global leader in right-sized, automated packaging solutions, our mission is to transform the packaging industry from within. We aim to enable efficiency without compromise, automation without waste, and scalability while lowering emissions, thereby meeting the evolving needs of the world's most demanding sectors, including e-commerce, retail, logistics, and consumer electronics. This year, we achieved a turnover of more than €156 million, driven by commercial acceleration particularly in the US and Europe, as well as an expanded presence in Asia. However, beyond our revenue, FY2024 was defined by deeper progress, which testifies to our concrete positive impact across our Group and our value chain: an 11% reduction in total GHG emissions, driven in particular by a remarkable 72% year-on-year reduction in Scope 2 emissions, aligning with our newly approved SBTi goals; the activation of the CMC Tech Center in Atlanta as a global hub for training, research and development, and co-engineering, reinforcing our position as the partner of choice for clients seeking both innovation and sustainability. Last but not least, by implementing CMC solutions, in 2024 our clients have achieved significant environmental benefits: they avoided more than 12 million cubic meters of plastic filler, helping reduce plastic waste and pollution, and preventing the release of more than 330 K tons of CO<sub>2</sub>eq, supporting climate change mitigation efforts and their ESG goals. Their transition also saved more than 160 K tons of cardboard in 2024 alone, showing a commitment to resource conservation and reducing deforestation.



**SDG 13 – Climate Action.** CMC Packaging Automation contributes in a relevant and strategic way to SDG 13, through both its internal decarbonization efforts and the climate mitigation benefits enabled by its technologies. Our solutions help clients reduce CO<sub>2</sub>e emissions per parcel and avoid the use of void fillers and excess cardboard, thus supporting emission reductions across the packaging value chain. These

contributions are aligned with climate mitigation and resource efficiency goals under SDG 13.

While these SDGs are not yet systematically mapped across this edition of the Report, they represent strategic reference points for future impact tracking and innovation planning.

The Report is published on an annual basis, with the previous edition referring to FY2023. The full Sustainability Report and previous editions are available in digital format on our official website: [www.cmcsolutions.com/index.php/sustainability-and-impact](http://www.cmcsolutions.com/index.php/sustainability-and-impact).

To the best of our knowledge, no material omissions or exclusions affect the completeness of the information provided, unless otherwise and explicitly stated within the document.

For any further enquiries, suggestions or clarifications, please contact: [contact@cmcsolutions.com](mailto:contact@cmcsolutions.com)





## 9.2 ESG PERFORMANCE KPIs OVERVIEW

*With reference to GRI 2-7, 2-8; 207-4, 302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 306-3, 306-4, 306-5; 401-1, 403-1, 403-2, 403-5, 403-9 and ESRS 2 (SBM 3, GOV 1), ESRS E1 6, E2 6, S1 (6, 7, 9, 13), G1 1*



The tables in this sub-Section provide a structured overview of selected ESG KPIs monitored by CMC Packaging Automation for the three-year period FY2022-2024. Each KPI is referenced to GRI 2021 and ESRS 2023 standards (“with reference to”). These indicators reflect the progress achieved by our company regarding environmental performance, human capital, diversity, health & safety, and employment practices, with reference to CMC’s materiality analysis outcomes and above-mentioned reference standards.

A methodological note accompanies each table including a commentary where/as needed and essential indications regarding calculation methodology applied as well as any limitations encountered during the assessment.



# ENVIRONMENTAL PERFORMANCE INDICATORS

## IMPACT INDICATORS

TABLE 9.2.1 – IMPACT METRICS

| GHG EMISSIONS SAVED DUE TO REDUCTION OF PAPERBOARD (METRIC TONS) |         |         |                              |
|--|---------|---------|------------------------------|
| FY2022   | FY2023  | FY2024  | CUMULATED SAVINGS SINCE 2014 |
| 340'100  | 408'398 | 228'852 | 936'372                      |

GHG EMISSIONS SAVED DUE TO REDUCTION OF PAPERBOARD (METRIC TONS) – RETROSPECTIVELY ADJUSTED

| FY2022    | FY2023    | FY2024  | CUMULATED SAVINGS SINCE 2014 | CUMULATED SAVINGS SINCE 2014 |
|-----------|-----------|---------|------------------------------|------------------------------|
| 195'112.9 | 252'794.1 | 331'602 | 779'509                      | 936'372                      |

PAPERBOARD MATERIAL REDUCED (METRIC TONS)

| FY2022  | FY2023  | FY2024  | CUMULATED SAVINGS SINCE 2014 |
|---------|---------|---------|------------------------------|
| 194'220 | 229'175 | 111'275 | 451'353                      |

PAPERBOARD MATERIAL REDUCED (METRIC TONS) – RETROSPECTIVELY ADJUSTED

| FY2022 | FY2023    | FY2024    | CUMULATED SAVINGS SINCE 2014 | CUMULATED SAVINGS SINCE 2014 |
|--------|-----------|-----------|------------------------------|------------------------------|
| 93'833 | 121'838.1 | 160'489.2 | 376'160.4                    | 451'352.8                    |

VOID FILLER MATERIAL REDUCED (MILLIONS OF M3)

| FY2022 | FY2023 | FY2024 | CUMULATED SAVINGS SINCE 2014 |
|--------|--------|--------|------------------------------|
| 43.21  | 51.49  | 8.9    | 36.2                         |

VOID FILLER MATERIAL REDUCED (MILLIONS OF M3) – RETROSPECTIVELY ADJUSTED

| FY2022 | FY2023 | FY2024 | CUMULATED SAVINGS SINCE 2014 | CUMULATED SAVINGS SINCE 2014 |
|--------|--------|--------|------------------------------|------------------------------|
| 7.5    | 9.8    | 12.8   | 30.1                         | 36.2                         |

### Methodological Notes:

The environmental impact metrics reported are based on a proprietary Impact Model developed using independently verified Life Cycle Assessment (LCA) studies for two machine families within CMC's portfolio. The Impact Model was approved by KKR and validated by a third-party auditor engaged by the Fund. Each LCA compares CMC's automated packaging technologies to conventional packaging systems across a range of reference scenarios, with assumptions held constant regarding product life cycle, usage patterns, and operating conditions. The calculations are aligned with internationally recognized methodologies, including the GHG Protocol and ISO 14040:2020 and 14044:2020 standards for Life Cycle Assessment. Given that machine usage varies across clients and applications, CMC applied a structured attribution approach at its own discretion to allocate its installed base across different usage scenarios. KPIs are derived using a weighted average of utilization rates and median LCA values for each relevant scenario, calculated since 2014 when the first machine was installed.

Please note that the Impact Model underwent significant revisions during 2024 and therefore values for each of the reporting years considered as well as cumulative values underwent changes reflected in the tables above. For each metric we propose two tables: one including values reported in previous reports as well as revised value for FY24 and one (marked as "retrospectively adjusted" in the title) including all values adjusted according to the revised methodology and reporting both the total value of each metric both for the period FY2022-2024 and since 2014, the year in which the first machine of the two families considered was installed.

It is also important to note that these estimates are likely to represent a conservative approximation of the total environmental benefit delivered. The model currently includes only two machine families and reflects impact values from installations post-investment only. When considering CMC's broader installed base, including machines deployed prior to this reporting scope, the cumulative positive contributions are significantly higher.



## ENERGY

TABLE 9.2.2 – ENERGY CONSUMPTION BY SOURCE

| KPI  | FY2022    | FY2023    | FY2024    | ΔYOY 22-23 | ΔYOY 23-24 |
|--|-----------|-----------|-----------|------------|------------|
| TOTAL ENERGY CONSUMPTION (kWh)                       | 5'039'345 | 5'665'109 | 4'977'407 | 12.4%      | -12.1%     |
| SHARE OF RENEWABLE ENERGY CONSUMPTION (%)            | 33.8%     | 29.7%     | 32'0%     | -12.2%     | 7.8%       |
| TOTAL ELECTRICITY CONSUMPTION (kWh)                  | 1'918'242 | 1'854'070 | 1'660'375 | -3.3%      | -10.4%     |
| SHARE OF TOTAL RENEWABLE ELECTRICITY CONSUMPTION (%) | 88.8%     | 90.7%     | 95.9%     | 2.2%       | 5.7%       |
| RENEWABLE ELECTRICITY, TOTAL (kWh)                   | 1'702'578 | 1'681'055 | 1'591'857 | -1.3%      | -5.3%      |
| RENEWABLE SHARE PURCHASED (%)                        | 99.6%     | 92.6%     | 93.0%     | -7.1%      | 0.4%       |
| RENEWABLE SHARE PRODUCED ON-SITE (%)                 | 0.4%      | 7.4%      | 7.0%      | 2'005.2%   | -5.0%      |
| NATURAL GAS (kWh)                                    | 2'613'177 | 2'534'335 | 2'252'397 | -3.0%      | -11.1%     |
| DIESEL (kWh)   | 507'926   | 278'866   | 421'856   | -45.1%     | 51.3%      |
| PETROL (kWh)   | 0         | 979'408   | 624'663   | NA         | -36.2%     |
| GASOIL (L)   | 0         | 18'430    | 18'116    | NA         | -1.7%      |

**Methodological Notes:**

All energy indicators are reported with reference to GRI 302-1, 302-4 and ESRS E1-6, based on CMC's operational boundaries for FY2024.

- Total energy consumption includes all sources (electricity and fuels) used across operations.
- Electricity consumption refers to total electricity used at all sites, both purchased and produced on-site.
- Renewable electricity comprises GO-backed electricity and on-site PV generation.
- Renewable shares are calculated as:
  - ◊ Total energy: Renewable electricity / total energy consumption
  - ◊ Electricity only: Renewable electricity / total electricity consumption
  - ◊ On-site share: reflects the PV contribution only; purchased share includes certified external supply.
- Fuel data (natural gas, diesel, petrol) are reported separately and considered non-renewable.

These indicators support the monitoring of CMC's environmental performance regarding energy as well as decarbonization progress.

Please also note that:

- The FY2023 natural gas consumption value has been adjusted following the correction of a previous calculation error.
- The increase in diesel consumption observed in FY2024 (+51,3%) is primarily linked to temporary testing activities of a new machine prototype.
- The decline in on-site renewable electricity generation in FY2024 (-5%) reflects lower photovoltaic output due to weather-related factors.

TABLE 9.2.3 – ENERGY INTENSITY

| YEAR   | ENERGY (kWh) | ENERGY (J) | TURNOVER (€) | J/€ TURNOVER | ΔYOY 22-23 | ΔYOY 23-24 |
|--------|--------------|------------|--------------|--------------|------------|------------|
| FY2022 | 5'039'345    | 18'141.6   | 151'800'000  | 0.00011951   | 20.8%      | -20,7%     |
| FY2023 | 5'665'109    | 20'394.4   | 141'300'000  | 0.00014433   |            |            |
| FY2024 | 4'977'407    | 17'918.7   | 156'600'000  | 0.00011442   |            |            |

**Methodological Notes:**

Total energy consumption includes electricity and fuel used across all operational sites (Italy and subsidiaries). Data is based on actual utility bills and internal fuel monitoring. This indicator is calculated by converting the total energy consumption from kilowatt-hours (kWh) to gigajoules (GJ), using the standard conversion factor (1 kWh = 0.0036 GJ). The resulting energy consumption in GJ is then divided by CMC's total annual turnover (in million euros) to obtain an intensity ratio (GJ/M). All data refer to the period FY2022-2024 and is collected across the full organizational perimeter, including Italian headquarters and international subsidiaries. Turnover is reported on a consolidated basis for the period. Reporting is done with reference to GRI 302-1 and 302-3, and ESRS E1-6.

In FY2024, CMC achieved a marked improvement in energy intensity, reducing consumption per unit of revenue by -20.7% year-over-year. While overall energy use decreased (-12.1%), turnover increased, indicating a positive decoupling between energy demand and business growth. This performance reflects strengthened energy efficiency practices and supports progress toward climate-related targets.



## WASTE

TABLE 9.2.4 – WASTE BY DISPOSAL METHOD

| DISPOSAL METHOD            | 2022 (kg)      | 2023 (kg)      | 2024 (kg)      | ΔYOY 22-23   | ΔYOY 23-24    |
|----------------------------|----------------|----------------|----------------|--------------|---------------|
| <b>NON-HAZARDOUS WASTE</b> |                |                |                |              |               |
| <b>RECOVERY OPERATIONS</b> |                |                |                |              |               |
| Recycling                  | 426'648        | 382'910        | 291'989        | -10.3%       | -23.7%        |
| Composting                 | 0              | 0              | 0              | 0%           | 0%            |
| Incineration               | 0              | 0              | 0              | 0%           | 0%            |
| <b>DISPOSAL OPERATIONS</b> |                |                |                |              |               |
| Landfill                   | 42'600         | 40'366         | 63'667         | -5.2%        | 57.7%         |
| Other                      | 0              | 0              | 0              | 0%           | 0%            |
| <b>TOTAL NON-HAZARDOUS</b> | <b>469'248</b> | <b>423'276</b> | <b>355'656</b> | <b>-9.8%</b> | <b>-16%</b>   |
| <b>HAZARDOUS WASTE</b>     |                |                |                |              |               |
| Recovery                   | 592            | 97'574         | 3'062          | 16'382.1%    | -96.9%        |
| Incineration               | 4'900          | 0              | 0              | 0%           | 0%            |
| Landfill                   | 0              | 0              | 0              | 0%           | 0%            |
| Other/Unknown              | 45470          | 0              | 0              | 0%           | 0%            |
| <b>TOTAL HAZARDOUS</b>     | <b>50'962</b>  | <b>97'574</b>  | <b>3'062</b>   | <b>91.5%</b> | <b>-96.9%</b> |
| <b>TOTAL WASTE</b>         | <b>520'210</b> | <b>520'850</b> | <b>358'718</b> | <b>0.1%</b>  | <b>-31.1%</b> |

### Methodological Notes:

Waste data refer to all hazardous and non-hazardous waste generated by CMC operations in Italy in the period 2022-2024. Recycled and landfilled quantities are based on annual waste tracking provided by authorized disposal partners. Waste categories and destination types are reported with reference to GRI 306-3, 306-4, 306-5 and ESRS E2-6.





## GHG EMISSIONS

TABLE 9.2.4 – CO<sub>2</sub> EMISSIONS (tCO<sub>2</sub>e) – FY2022-2024

| CATEGORY  | FY2022 | FY2023 | FY2024 | ΔYOY 22-23 | ΔYOY 23-24 |
|---|--------|--------|--------|------------|------------|
| SCOPE 1 (tCO <sub>2</sub> e) – DIRECT EMISSIONS             | 603    | 858    | 585    | 42.3%      | -31.8%     |
| SCOPE 2 (tCO <sub>2</sub> e) – INDIRECT (LOCATION-BASED)    | 532    | 501.5  | 515    | -5.7%      | 2.7%       |
| SCOPE 2 (tCO <sub>2</sub> e) – INDIRECT (MARKET-BASED)      | 93     | 85     | 24     | -8.6%      | -71.8%     |
| TOTAL SCOPE 1 & 2 (tCO <sub>2</sub> e) (MARKET-BASED)       | 696    | 943    | 609    | 35.5%      | -35.4%     |
| SCOPE 3 (tCO <sub>2</sub> e) – INDIRECT UPSTREAM/DOWNSTREAM | 81'896 | 59'946 | 53'635 | -26.8%     | -10.5%     |
| TOTAL GROSS EMISSIONS (1+2+3) (tCO <sub>2</sub> e)          | 82'592 | 60'889 | 54'244 | -26.3%     | -10.9%     |
| GHG INTENSITY (tCO <sub>2</sub> e / €M TURNOVER)            | 548    | 434    | 345.3  | -20.8%     | -20.4%     |

TABLE 9.2.5 – CO<sub>2</sub> EMISSIONS (tCO<sub>2</sub>e) BY SCOPE AND BY SUBSIDIARY – FY24

| SITE             | SCOPE 1<br>(tCO <sub>2</sub> e) | SCOPE 1<br>(%) | SCOPE 2<br>(market-<br>based) (tCO <sub>2</sub> e) | SCOPE 2<br>(market-<br>based) (%) | SCOPE 2<br>(location-<br>based) (tCO <sub>2</sub> e) | SCOPE 2<br>(location-<br>based) (%) | SCOPE 3<br>(tCO <sub>2</sub> e) | SCOPE 3<br>(%) |
|------------------|---------------------------------|----------------|--|-----------------------------------|--|-------------------------------------|---------------------------------|----------------|
| CMC SPA (ITALY)  | 525                             | 89.7%          | 24   | 100%                              | 493.6  | 95.8%                               | 42'708                          | 74.1%          |
| CMC AMERICA LLC  | 45                              | 7.7%           | 0  | 0%                                | 20.7   | 4%                                  | 9'927                           | 17.2%          |
| CMC UK + DE + NL | 15                              | 2.6%           | 0  | 0%                                | 0  | 0%                                  | 5'000                           | 8.7%           |
| TOTAL            | 585                             | 100%           | 24   | 100%                              | 515  | 100%                                | 57'635                          | 100%           |

TABLE 9.2.6 – SCOPE 3 EMISSIONS (tCO<sub>2</sub>e EMISSIONS) – FY24

| SCOPE 3 CATEGORY                       | FY2024 (tCO <sub>2</sub> e) | SHARE OF TOTAL SCOPE 3 (%) |
|--|-----------------------------|----------------------------|
| PURCHASED GOODS & SERVICES             | 14'327                      | 26.7%                      |
| CAPITAL GOODS                          | 43                          | 0.1%                       |
| FUEL & ENERGY RELATED ACTIVITIES       | 262                         | 0.5%                       |
| WASTE GENERATED IN OPERATIONS          | 95                          | 0.2%                       |
| BUSINESS TRAVEL                        | 1'346                       | 2.5%                       |
| EMPLOYEE COMMUTING                     | 588                         | 1.1%                       |
| DOWNSTREAM TRANSPORT & DISTRIBUTION    | 314                         | 0.6%                       |
| PROCESSING OF SOLD PRODUCTS            | 54                          | 0.1%                       |
| USE OF SOLD PRODUCTS                   | 36'599                      | 68.2%                      |
| END-OF-LIFE TREATMENT OF SOLD PRODUCTS | 6                           | 0.01%                      |
| TOTAL SCOPE 3                          | 53'635                      | 100%                       |

**Methodological Notes:**

GHG emissions are calculated in accordance with the GHG Protocol Corporate Standard and Scope 2 Guidance, with reference to GRI 305 and ESRS E1. Scope 1 includes direct emissions from fossil fuel use in heating systems and company vehicles. Scope 2 covers indirect emissions from electricity, reported under both market-based and location-based approaches. Scope 3 comprises upstream and downstream emissions across selected material categories, based on relevance from the company's materiality assessment.

The organizational boundary is defined using the operational control approach and is consistent with CMC's financial reporting perimeter. Site-level allocations are based on operational relevance and data availability. Emission factors, activity data and calculation assumptions were validated through a GHG inventory developed in collaboration with ERM (April 2025). While our Company's SBTi targets are officially validated, the FY2024 GHG footprint has not been subject to third-party assurance. A category-level breakdown of Scope 3 emissions has been also provided, including the share of each category on total Scope 3 emissions, for FY24.

## HUMAN CAPITAL

Human capital indicators cover all permanent and fixed-term employees at year-end, across CMC Packaging Automation's operational entities. The reporting perimeter includes Italy (HQ), USA, UK, the Netherlands, and Germany. Employee headcount is disaggregated by subsidiary, gender, and age group. Gender categories include male, female and "other/prefer not to say" as self-reported or recorded in HR systems.

The HR tables reporting employee breakdown by gender and age group for each subsidiary include dual-percentage breakdowns:

- Percentages "with reference to global total" show each demographic subgroup as a share of CMC's total workforce.
- Percentages "with reference to subsidiary total" show the internal distribution within each subsidiary's local headcount.

This dual approach supports both internal equity monitoring and overall workforce structure analysis.

Training hours include both mandatory and voluntary training activities, recorded through internal learning platforms and HR tracking. Age and gender distributions are calculated as of 31 December of each reporting year.

All indicators are reported with reference to GRI 2-7, 401-1, 404-1, 405-1 and ESRS S1-6, S1-7, S1-9.

### WORKFORCE CHARACTERISTICS AND WORKING CONDITIONS

TABLE 9.2.7 – TOTAL EMPLOYEES BY SUBSIDIARY

(headcount and share of the total)

| TOTAL EMPLOYEES (HEADCOUNT) | FY2022 | % FY2022 | FY2023 | % FY2023 | FY2024 | % FY2024 | ΔYOY 22-23 | ΔYOY 23-24 |
|-----------------------------|--------|----------|--------|----------|--------|----------|------------|------------|
| CMC SPA                     | 325    | 63.4%    | 316    | 54.4%    | 298    | 50%      | -2.8%      | -5.7%      |
| CMC AMERICA (USA + CANADA)  | 155    | 30.2%    | 226    | 38.9%    | 252    | 42.3%    | 45.8%      | 11.5%      |
| CMC NETHERLANDS             | 14     | 2.7%     | 18     | 3.1%     | 25     | 4.2%     | 28.6%      | 38.9%      |
| CMC UK                      | 12     | 2.3%     | 13     | 2.2%     | 12     | 2%       | 8.3%       | -7.7%      |
| CMC GERMANY                 | 7      | 1.4%     | 8      | 1.4%     | 9      | 1.5%     | 14.3%      | 12.5%      |
| TOTAL                       | 513    | 513      | 581    | 581      | 596    | 596      | 13.3%      | 2.6%       |





TABLE 9.2.8 – EMPLOYEES COVERED BY COLLECTIVE AGREEMENT CONTRACTS

(Share by subsidiary)

| SUBSIDIARY                 | FY2022 | FY2023 | FY2024 | YOY Δ (22-23) | YOY Δ (23-24) |
|----------------------------|--------|--------|--------|---------------|---------------|
| CMC SPA                    | 100%   | 100%   | 100%   | 0%            | 0%            |
| CMC AMERICA (USA + CANADA) | 0%     | 0%     | 0%     | 0%            | 0%            |
| CMC NETHERLANDS            | 100%   | 100%   | 100%   | 0%            | 0%            |
| CMC UK                     | 0%     | 0%     | 0%     | 0%            | 0%            |
| CMC GERMANY                | 0%     | 0%     | 0%     | 0%            | 0%            |

**Methodological Notes:**

The indicator measures the percentage of employees in each subsidiary who are formally covered by a collective bargaining agreement or national/regional collective labor contract applicable in their country of employment. The scope includes national, sectoral, or company-level contracts, whether negotiated directly or applied by default under local labor regulations.

While CMC SpA (Italy) and CMC Netherlands report full coverage (100%) across all three years (FY2022–FY2024), as all employees fall under the scope of national sectoral collective contracts, CMC America, UK, and Germany report 0% coverage, reflecting the application of voluntary employee frameworks, which are more typical in the respective labor markets.

TABLE 9.2.9 – EMPLOYEES (%) BY SUBSIDIARY ELIGIBLE TO RECEIVE BENEFITS

(e.g., vouchers, canteen, welfare, etc.)

| SUBSIDIARY                 | FY2022 | FY2023 | FY2024 | YOY Δ (22-23) | YOY Δ (23-24) |
|----------------------------|--------|--------|--------|---------------|---------------|
| CMC SPA                    | 100%   | 100%   | 100%   | 0%            | 0%            |
| CMC AMERICA (USA + CANADA) | 0%     | 0%     | 0%     | 0%            | 0%            |
| CMC NETHERLANDS            | 100%   | 100    | 100%   | 0%            | 0%            |
| CMC UK                     | 0%     | 0%     | 0%     | 0%            | 0%            |
| CMC GERMANY                | 0%     | 0%     | 100%   | 0%            | NA            |

**Methodological Notes:**

The indicator captures the share of employees formally eligible to access company-sponsored employee benefits such as meal vouchers, subsidized canteen services, welfare platforms, or similar non-wage compensation. Please note that eligibility is based on internal HR policy design, not necessarily on actual uptake. While CMC SpA maintains 100% eligibility in all three years, which supports the presence of a mature and inclusive welfare offering as part of the Italian compensation model (incl. vouchers, healthcare coverage through Metasalute, a private health insurance fund for metal and steel processing workers in Italy, and a yearly shopping voucher), in CMC America, UK, and Netherlands no structured employee benefit program is currently in place. On the contrary, CMC Germany shows 100% starting from FY2024 as a welfare scheme was established during the last reporting year.

TABLE 9.2.10 – TOTAL EMPLOYEES BY GENDER

(headcount by subsidiary)

| SUBSIDIARY                    | GENDER                  | FY2022 | FY2023 | FY2024 | ΔYOY 22-23 | ΔYOY 23-24 |
|-------------------------------|-------------------------|--------|--------|--------|------------|------------|
| CMC SPA                       | Male                    | 291    | 278    | 260    | -4.5%      | -6.5%      |
|                               | Female                  | 34     | 38     | 38     | 11.8%      | 0%         |
|                               | Other/Prefer not to say | 0      | 0      | 0      | 0%         | 0%         |
| CMC AMERICA <sup>1</sup>      | Male                    | 152    | 211    | 235    | 38.8%      | 11.4%      |
|                               | Female                  | 2      | 7      | 5      | 250%       | -28.6%     |
|                               | Other/Prefer not to say | 1      | 0      | 0      | -100%      | 0%         |
| CMC NETHERLANDS               | Male                    | 14     | 18     | 25     | 28.6%      | 38.9%      |
|                               | Female                  | 0      | 0      | 0      | 0%         | 0%         |
|                               | Other/Prefer not to say | 0      | 0      | 0      | 0%         | 0%         |
| CMC UK                        | Male                    | 11     | 13     | 12     | 18.2%      | -7.7%      |
|                               | Female                  | 1      | 0      | 0      | -100%      | 0%         |
|                               | Other/Prefer not to say | 0      | 0      | 0      | 0%         | 0%         |
| CMC GERMANY                   | Male                    | 7      | 8      | 9      | 14.3%      | 12.5%      |
|                               | Female                  | 0      | 0      | 0      | 0%         | 0%         |
|                               | Other/Prefer not to say | 0      | 0      | 0      | 0%         | 0%         |
| TOTAL                         |                         | 513    | 573    | 584    | 11.7%      | 1.9%       |
| TOTAL MEN                     |                         | 475    | 530    | 542    | 11.2%      | 2.5%       |
| TOTAL WOMEN                   |                         | 37     | 45     | 43     | 21.6%      | -4.4%      |
| TOTAL OTHER/PREFER NOT TO SAY |                         | 1      | 0      | 0      | -100%      | 0%         |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.



TABLE 9.2.11 – TOTAL EMPLOYEES BY GENDER

(share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY                    | GENDER                  | WITH REFERENCE TO GLOBAL TOTAL |        |        | WITH REFERENCE TO SUBSIDIARY TOTAL |        |        |
|-------------------------------|-------------------------|--------------------------------|--------|--------|------------------------------------|--------|--------|
|                               |                         | FY2022                         | FY2023 | FY2024 | FY2022                             | FY2023 | FY2024 |
| CMC SPA                       | Male                    | 56.7%                          | 48.5%  | 44.5%  | 89.5%                              | 88%    | 87.2%  |
|                               | Female                  | 6.6%                           | 6.6%   | 6.5%   | 10.5%                              | 12%    | 12.8%  |
|                               | Other/Prefer not to say | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC AMERICA                   | Male                    | 29.6%                          | 36.8%  | 40.2%  | 98.1%                              | 96.8%  | 97.9%  |
|                               | Female                  | 0.4%                           | 1.2%   | 0.9%   | 1.3%                               | 3.2%   | 2.1%   |
|                               | Other/Prefer not to say | 0.2%                           | 0%     | 0%     | 0.6%                               | 0%     | 0%     |
| CMC NETHERLANDS               | Male                    | 2.7%                           | 3.1%   | 4.3%   | 100%                               | 100%   | 100%   |
|                               | Female                  | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
|                               | Other/Prefer not to say | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC UK                        | Male                    | 2.1%                           | 2.3%   | 2.1%   | 91.7%                              | 100%   | 100%   |
|                               | Female                  | 0.2%                           | 0%     | 0%     | 8.3%                               | 0%     | 0%     |
|                               | Other/Prefer not to say | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC GERMANY                   | Male                    | 1.4%                           | 1.4%   | 1.5%   | 100%                               | 100%   | 100%   |
|                               | Female                  | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
|                               | Other/Prefer not to say | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| TOTAL MEN                     |                         | 92.6%                          | 92.1%  | 92.6%  |                                    |        |        |
| TOTAL WOMEN                   |                         | 7.2%                           | 7.9%   | 7.4%   |                                    |        |        |
| TOTAL OTHER/PREFER NOT TO SAY |                         | 0.2%                           | 0%     | 0%     |                                    |        |        |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.12 – TOTAL EMPLOYEES BY AGE GROUP

(headcount by subsidiary)

| SUBSIDIARY               | AGE GROUP     | FY2022 | FY2023 | FY2024 | ΔYOY 22-23 | ΔYOY 23-24 |
|--------------------------|---------------|--------|--------|--------|------------|------------|
| CMC SPA                  | < 30 years    | 39     | 34     | 33     | -12.8%     | -2.9%      |
|                          | 30 - 50 years | 198    | 185    | 166    | -6.6%      | -10.3%     |
|                          | > 50 years    | 88     | 97     | 99     | 10.2%      | 2.1%       |
| CMC AMERICA <sup>1</sup> | < 30 years    | 24     | 36     | 48     | 50%        | 33.3%      |
|                          | 30 - 50 years | 117    | 166    | 169    | 41.9%      | 1.8%       |
|                          | > 50 years    | 14     | 16     | 23     | 14.3%      | 43.8%      |
| CMC NETHERLANDS          | < 30 years    | 5      | 8      | 8      | 60%        | 0%         |
|                          | 30 - 50 years | 4      | 4      | 10     | 0%         | 150%       |
|                          | > 50 years    | 5      | 6      | 7      | 20%        | 16.7%      |
| CMC UK                   | < 30 years    | NA     | NA     | 0      | NA         | NA         |
|                          | 30 - 50 years | NA     | NA     | 10     | NA         | NA         |
|                          | > 50 years    | NA     | NA     | 2      | NA         | NA         |
|                          | all           | 12     | 13     | 12     | 8.3%       | -7.7%      |
| CMC GERMANY              | < 30 years    | 0      | 0      | 1      | NA         | 0%         |
|                          | 30 - 50 years | 5      | 6      | 6      | 40%        | 0%         |
|                          | > 50 years    | 2      | 2      | 2      | 0%         | 0%         |
| TOTAL                    |               | 513    | 573    | 584    | 11,7%      | 1,9%       |
| TOTAL < 30 YEARS         |               | 68     | 68     | 78     | 90         | 14,7%      |
| TOTAL 30 - 50 YEARS      |               | 324    | 324    | 361    | 361        | 11,4%      |
| TOTAL > 50 YEARS         |               | 109    | 109    | 121    | 133        | 11,0%      |

**Methodological Notes:**

Methodological note: Totals for FY22 and FY23 exclude UK as no data disaggregated by age was available for those years.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.



TABLE 9.2.13 – TOTAL EMPLOYEES BY AGE GROUP

(share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY               | AGE GROUP     | WITH REFERENCE TO GLOBAL TOTAL |        |        | WITH REFERENCE TO SUBSIDIARY TOTAL |        |        |
|--------------------------|---------------|--------------------------------|--------|--------|------------------------------------|--------|--------|
|                          |               | FY2022                         | FY2023 | FY2024 | FY2022                             | FY2023 | FY2024 |
| CMC SPA                  | < 30 years    | 7.6%                           | 5.9%   | 5.6%   | 12%                                | 10.8%  | 11.1%  |
|                          | 30 - 50 years | 38.6%                          | 32.2%  | 28.4%  | 60.9%                              | 58.5%  | 55.7%  |
|                          | > 50 years    | 17.2%                          | 16.9%  | 16.9%  | 27.1%                              | 30.7%  | 33.2%  |
| CMC AMERICA <sup>1</sup> | < 30 years    | 4.7%                           | 6.3%   | 8.2%   | 15.5%                              | 16.5%  | 20%    |
|                          | 30 - 50 years | 22.8%                          | 28.9%  | 28.9%  | 75.5%                              | 76.1%  | 70.4%  |
|                          | > 50 years    | 2.7%                           | 2.8%   | 3.9%   | 9%                                 | 7.3%   | 9.6%   |
| CMC NETHERLANDS          | < 30 years    | 1%                             | 1.4%   | 1.4%   | 35.7%                              | 44.4%  | 32.0%  |
|                          | 30 - 50 years | 0.8%                           | 0.7%   | 1.7%   | 28.6%                              | 22.2%  | 40%    |
|                          | > 50 years    | 1.0%                           | 1.0%   | 1.2%   | 35.7%                              | 33.3%  | 28.0%  |
| CMC UK                   | < 30 years    | 0%                             | 0%     | 0%     | NA                                 | NA     | 0%     |
|                          | 30 - 50 years | 0%                             | 0%     | 1.7%   | NA                                 | NA     | 83.3%  |
|                          | > 50 years    | 0%                             | 0%     | 0.3%   | NA                                 | NA     | 16.7%  |
| CMC GERMANY              | < 30 years    | 2.3%                           | 2.3%   | 2.1%   | 0%                                 | 0%     | 11.1%  |
|                          | 30 - 50 years | 0%                             | 0%     | 0.2%   | 71.4%                              | 75.0%  | 66.7%  |
|                          | > 50 years    | 1%                             | 1%     | 0.3%   | 28.6%                              | 25.0%  | 22.2%  |
| TOTAL < 30 YEARS         |               | 13.3%                          | 13.6%  | 15.4%  |                                    |        |        |
| TOTAL 30 - 50 YEARS      |               | 63.2%                          | 63.0%  | 61.8%  |                                    |        |        |
| TOTAL > 50 YEARS         |               | 21.2%                          | 21.1%  | 22.8%  |                                    |        |        |

**Methodological Notes:**

Additionally to general notes reported at the beginning of the Human Capital KPIs' sub-section, please note that totals by age group for FY22 and FY23 exclude UK as no data disaggregated by age was available.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.14 – TOTAL EMPLOYEES BY EMPLOYMENT TYPE

(headcount by subsidiary)

| SUBSIDIARY               | EMPLOYMENT TYPE | FY2022 | FY2023 | FY2024 | ΔYOY 22-23 | ΔYOY 23-24 |
|--------------------------|-----------------|--------|--------|--------|------------|------------|
| CMC SPA                  | Full-time       | 317    | 308    | 290    | -2.8%      | -5.8%      |
|                          | Part-time       | 8      | 8      | 8      | 0%         | 0%         |
|                          | Other           | 0      | 0      | 0      | 0%         | 0%         |
| CMC AMERICA <sup>1</sup> | Full-time       | 155    | 218    | 240    | 40.6%      | 10.1%      |
|                          | Part-time       | 0      | 0      | 0      | 0%         | 0%         |
|                          | Other           | 0      | 0      | 0      | 0%         | 0%         |
| CMC NETHERLANDS          | Full-time       | 13     | 17     | 25     | 30.8%      | 47.1%      |
|                          | Part-time       | 1      | 1      | 0      | 0%         | -100%      |
|                          | Other           | 0      | 0      | 0      | 0%         | 0%         |
| CMC UK                   | Full-time       | NA     | NA     | 12     | NA         | NA         |
|                          | Part-time       | NA     | NA     | 0      | NA         | NA         |
|                          | Other           | NA     | NA     | 0      | NA         | NA         |
| CMC GERMANY              | Full-time       | 7      | 8      | 9      | 42.9%      | -10%       |
|                          | Part-time       | 0      | 0      | 0      | 0%         | 0%         |
|                          | Other           | 0      | 0      | 0      | 0%         | 0%         |
| TOTAL FULL-TIME          |                 | 492    | 551    | 576    | 12%        | 4.5%       |
| TOTAL PART-TIME          |                 | 9      | 9      | 8      | 0%         | -11.1%     |
| TOTAL OTHER              |                 | 0      | 0      | 0      | 0%         | 0%         |
| TOTAL > 50 YEARS         |                 | 492.0  | 551.0  | 576.0  | 12.0%      | 4.5%       |

**Methodological Notes:**

Please note that UK data on distribution by employment type not available for FY22 and FY23.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.



TABLE 9.2.15 – TOTAL EMPLOYEES BY EMPLOYMENT TYPE

(share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY               | EMPLOYMENT TYPE | WITH REFERENCE TO GLOBAL TOTAL |        |        | WITH REFERENCE TO SUBSIDIARY TOTAL |        |        |
|--------------------------|-----------------|--------------------------------|--------|--------|------------------------------------|--------|--------|
|                          |                 | FY2022                         | FY2023 | FY2024 | FY2022                             | FY2023 | FY2024 |
| CMC SPA                  | Full-time       | 61.8%                          | 53.8%  | 49.7%  | 97.5%                              | 97.5%  | 97.3%  |
|                          | Part-time       | 1.6%                           | 1.4%   | 1.4%   | 2.5%                               | 2.5%   | 2.7%   |
|                          | Other           | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC AMERICA <sup>1</sup> | Full-time       | 30.2%                          | 38%    | 41.1%  | 100%                               | 100%   | 100%   |
|                          | Part-time       | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
|                          | Other           | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC NETHERLANDS          | Full-time       | 2.5%                           | 3%     | 4.3%   | 92.9%                              | 94.4%  | 100%   |
|                          | Part-time       | 0.2%                           | 0.2%   | 0%     | 7.1%                               | 5.6%   | 0%     |
|                          | Other           | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC UK                   | Full-time       | 0%                             | 0%     | 2.1%   | NA                                 | NA     | 100%   |
|                          | Part-time       | 0%                             | 0%     | 0%     | NA                                 | NA     | 0%     |
|                          | Other           | 0%                             | 0%     | 0%     | NA                                 | NA     | 0%     |
| CMC GERMANY              | Full-time       | 1.4%                           | 1.4%   | 1.5%   | 100%                               | 100%   | 100%   |
|                          | Part-time       | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
|                          | Other           | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| TOTAL FULL-TIME          |                 | 95.9%                          | 96.2%  | 98.6%  |                                    |        |        |
| TOTAL PART-TIME          |                 | 1.8%                           | 1.6%   | 1.4%   |                                    |        |        |
| TOTAL OTHER              |                 | 0%                             | 0%     | 0%     |                                    |        |        |

**Methodological Notes:**

Additionally to general notes reported at the beginning of the Human Capital KPIs' sub-section, please note that totals by employment type for FY22 and FY23 exclude UK as no disaggregated data was available.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.16 – TOTAL EMPLOYEES BY CONTRACT TYPE

(headcount by subsidiary)

| SUBSIDIARY               | CONTRACT TYPE | FY2022 | FY2023 | FY2024 | ΔYOY 22-23 | ΔYOY 23-24 |
|--------------------------|---------------|--------|--------|--------|------------|------------|
| CMC SPA                  | Permanent     | 300    | 304    | 293    | 1.3%       | -3.6%      |
|                          | Fixed term    | 25     | 12     | 5      | -52%       | -58.3%     |
| CMC AMERICA <sup>1</sup> | Permanent     | 155    | 218    | 240    | 40.6%      | 10.1%      |
|                          | Fixed term    | 0      | 0      | 0      | 0%         | 0%         |
| CMC NETHERLANDS          | Permanent     | 13     | 17     | 24     | 30.8%      | 41.2%      |
|                          | Fixed term    | 1      | 1      | 1      | 0%         | 0%         |
| CMC UK                   | Permanent     | NA     | NA     | 12     | NA         | NA         |
|                          | Fixed term    | NA     | NA     | 0      | NA         | NA         |
| CMC GERMANY              | Permanent     | 7      | 8      | 9      | 14.3%      | 12.5%      |
|                          | Fixed term    | 0      | 0      | 0      | 0%         | NA         |
| TOTAL PERMANENT          |               | 475    | 547    | 578    | 15.2%      | 5.7%       |
| TOTAL FIXED-TERM         |               | 26     | 13     | 6      | -50%       | -53.8%     |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.17 – TOTAL EMPLOYEES BY CONTRACT TYPE

(share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY               | CONTRACT TYPE | WITH REFERENCE TO GLOBAL TOTAL |        |        | WITH REFERENCE TO SUBSIDIARY TOTAL |        |        |
|--------------------------|---------------|--------------------------------|--------|--------|------------------------------------|--------|--------|
|                          |               | FY2022                         | FY2023 | FY2024 | FY2022                             | FY2023 | FY2024 |
| CMC SPA                  | Permanent     | 58.5%                          | 52.9%  | 49.9%  | 92.3%                              | 96.2%  | 98.3%  |
|                          | Fixed term    | 4.9%                           | 2.1%   | 0.9%   | 7.7%                               | 3.8%   | 1.7%   |
| CMC AMERICA <sup>1</sup> | Permanent     | 30.2%                          | 37.9%  | 40.9%  | 100%                               | 100%   | 100%   |
|                          | Fixed term    | 0%                             | 0%     | 0%     | 0%                                 | 0%     | 0%     |
| CMC NETHERLANDS          | Permanent     | 2.5%                           | 3%     | 4.4%   | 92.9%                              | 94.4%  | 96.3%  |
|                          | Fixed term    | 0.2%                           | 0.2%   | 0.2%   | 7.1%                               | 5.6%   | 3.7%   |
| CMC UK                   | Permanent     | NA                             | NA     | 2.0%   | NA                                 | NA     | 100%   |
|                          | Fixed term    | NA                             | NA     | 0%     | NA                                 | NA     | 0%     |
| CMC GERMANY              | Permanent     | 1.4%                           | 1.7%   | 1.5%   | 100%                               | 100%   | 90%    |
|                          | Fixed term    | 0%                             | 0%     | 0.2%   | 0%                                 | 0%     | 10%    |
| TOTAL PERMANENT          |               | 92.6%                          | 95.5%  | 98.8%  |                                    |        |        |
| TOTAL FIXED-TERM         |               | 5.1%                           | 2.3%   | 1.2%   |                                    |        |        |

**Methodological Notes:**

Additionally to general notes reported at the beginning of the Human Capital KPIs' sub-section, please note that totals by employment type for FY22 and FY23 exclude UK as no disaggregated data was available.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.



TABLE 9.2.18 – TOTAL EMPLOYEES BY EMPLOYEE CATEGORY TYPE IN FY2022

(by gender, by age distribution and as share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY               | EMPLOYEE CATEGORY                              | GENDER |        | AGE GROUP (%) |       |       | SUBSIDIARY<br>TOTAL PER<br>CATEGORY | SHARE OF<br>GLOBAL<br>TOTAL | SHARE OF<br>SUBSIDIARY<br>TOTAL |
|--------------------------|--|--------|--------|---------------|-------|-------|-------------------------------------|-----------------------------|---------------------------------|
|                          |  | MALE   | FEMALE | <30           | 30–50 | >50   |                                     |                             |                                 |
| CMC SPA                  | Executive / Senior management                  | 6      | 0      | 0%            | 66.7% | 33.3% | 6                                   | 1.2%                        | 1.8%                            |
|                          | Middle management                              | 7      | 3      | 0%            | 70%   | 30%   | 10                                  | 1.9%                        | 3.1%                            |
|                          | Professionals / White-collar staff             | 76     | 26     | 16.7%         | 59.8% | 13.7% | 102                                 | 19.9%                       | 31.4%                           |
|                          | Technical staff                                | 0      | 0      | 0%            | 0%    | 0%    | 0                                   | 0%                          | 0%                              |
|                          | Production / Blue-collar workers               | 203    | 4      | 10.6%         | 60.9% | 28.5% | 207                                 | 40.4%                       | 63.7%                           |
|                          | Apprentices / Interns / Trainees (if relevant) | 15     | 1      | 87.5%         | 12.5% | 0%    | 16                                  | 3.1%                        | 4.9%                            |
| CMC AMERICA <sup>1</sup> | Executive / Senior management                  | 4      | 0      | 0%            | 40%   | 60%   | 4                                   | 0.8%                        | 2.6%                            |
|                          | Middle management                              | 6      | 1      | 0%            | 60%   | 40%   | 7                                   | 1.4%                        | 4.5%                            |
|                          | Professionals / White-collar staff             | 4      | 0      | 15%           | 70%   | 15%   | 4                                   | 0.8%                        | 2.6%                            |
|                          | Technical staff                                | 139    | 1      | 30%           | 50%   | 20%   | 140                                 | 27.3%                       | 90.3%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 40%           | 50%   | 10%   | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%    | 0%    | 0                                   | 0%                          | 0%                              |
| CMC NETHERLANDS          | Executive / Senior management                  | 1      | 0      | 7.1%          | 0%    | 0%    | 1                                   | 0.2%                        | 7.1%                            |
|                          | Middle management                              | 2      | 0      | 14.3%         | 0%    | 0%    | 2                                   | 0.4%                        | 14.3%                           |
|                          | Professionals / White-collar staff             | 0      | 0      | 0%            | 0%    | 0%    | 0                                   | 0%                          | 0%                              |
|                          | Technical staff                                | 11     | 0      | 0%            | 78.6% | 0%    | 11                                  | 2.1%                        | 78.6%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 0%            | 0%    | 0%    | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%    | 0%    | 0                                   | 0%                          | 0%                              |
| CMC UK                   | Executive / Senior management                  | NA     | NA     | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Middle management                              | NA     | NA     | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Professionals / White-collar staff             | NA     | NA     | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Technical staff                                | NA     | NA     | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Production / Blue-collar workers               | NA     | NA     | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | NA     | NA     | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
| CMC GERMANY              | Executive / Senior management                  | 1      | 0      | NA            | NA    | NA    | 1                                   | 0.2%                        | 14.3%                           |
|                          | Middle management                              | 1      | 0      | NA            | NA    | NA    | 1                                   | 0.2%                        | 14.3%                           |
|                          | Professionals / White-collar staff             | 0      | 0      | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Technical staff                                | 5      | 0      | NA            | NA    | NA    | 5                                   | 1%                          | 71.4%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | NA            | NA    | NA    | 0                                   | 0%                          | 0%                              |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.19 – TOTAL EMPLOYEES BY EMPLOYEE CATEGORY TYPE IN FY2023

(by gender, by age distribution and as share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY               | EMPLOYEE CATEGORY                              | GENDER |        | AGE GROUP (%) |           |         | SUBSIDIARY<br>TOTAL PER<br>CATEGORY | SHARE OF<br>GLOBAL<br>TOTAL | SHARE OF<br>SUBSIDIARY<br>TOTAL |
|--------------------------|--|--------|--------|---------------|-----------|---------|-------------------------------------|-----------------------------|---------------------------------|
|                          |  | MALE   | FEMALE | <30 (%)       | 30-50 (%) | >50 (%) |                                     |                             |                                 |
| CMC SPA                  | Executive / Senior management                  | 7      | 1      | 0%            | 66.7%     | 33.3%   | 8                                   | 1.4%                        | 2.5%                            |
|                          | Middle management                              | 9      | 3      | 0%            | 70%       | 30%     | 12                                  | 2.1%                        | 3.8%                            |
|                          | Professionals / White-collar staff             | 65     | 29     | 16.7%         | 59.8%     | 13.7%   | 94                                  | 16.3%                       | 29.7%                           |
|                          | Technical staff                                | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
|                          | Production / Blue-collar workers               | 197    | 5      | 10.6%         | 60.9%     | 28.5%   | 202                                 | 35.1%                       | 63.9%                           |
|                          | Apprentices / Interns / Trainees (if relevant) | 21     | 2      | 87.5%         | 12.5%     | 0%      | 23                                  | 4%                          | 7.3%                            |
| CMC AMERICA <sup>1</sup> | Executive / Senior management                  | 3      | 0      | 0%            | 35%       | 65%     | 3                                   | 0.5%                        | 1.4%                            |
|                          | Middle management                              | 8      | 1      | 5%            | 60%       | 35%     | 9                                   | 1.6%                        | 4.1%                            |
|                          | Professionals / White-collar staff             | 6      | 4      | 20%           | 65.0%     | 15.0%   | 10                                  | 1.7%                        | 4.6%                            |
|                          | Technical staff                                | 194    | 2      | 35%           | 50%       | 15%     | 196                                 | 34.1%                       | 89.9%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 45%           | 45.0%     | 10%     | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
| CMC NETHERLANDS          | Executive / Senior management                  | 1      | 0      | 5.6%          | 0%        | 0%      | 1                                   | 0.2%                        | 5.6%                            |
|                          | Middle management                              | 2      | 0      | 11.1%         | 0%        | 0%      | 2                                   | 0.3%                        | 11.1%                           |
|                          | Professionals / White-collar staff             | 1      | 0      | 5.6%          | 0%        | 0%      | 1                                   | 0.2%                        | 5.6%                            |
|                          | Technical staff                                | 14     | 0      | 0%            | 0%        | 77.8%   | 14                                  | 2.4%                        | 77.8%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
| CMC UK                   | Executive / Senior management                  | NA     | NA     | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Middle management                              | NA     | NA     | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Professionals / White-collar staff             | NA     | NA     | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Technical staff                                | NA     | NA     | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Production / Blue-collar workers               | NA     | NA     | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | NA     | NA     | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
| CMC GERMANY              | Executive / Senior management                  | 1      | 0      | NA            | NA        | NA      | 1                                   | 0.2%                        | 12.5%                           |
|                          | Middle management                              | 2      | 0      | NA            | NA        | NA      | 2                                   | 0.3%                        | 25%                             |
|                          | Professionals / White-collar staff             | 0      | 0      | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Technical staff                                | 5      | 0      | NA            | NA        | NA      | 5                                   | 0.9%                        | 62.5%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.20 – TOTAL EMPLOYEES BY EMPLOYEE CATEGORY TYPE IN FY2024

(by gender, by age distribution and as share of the total, globally and referred to each subsidiary total)

| SUBSIDIARY               | EMPLOYEE CATEGORY                              | GENDER |        | AGE GROUP (%) |           |         | SUBSIDIARY<br>TOTAL PER<br>CATEGORY | SHARE OF<br>GLOBAL<br>TOTAL | SHARE OF<br>SUBSIDIARY<br>TOTAL |
|--------------------------|--|--------|--------|---------------|-----------|---------|-------------------------------------|-----------------------------|---------------------------------|
|                          |  | MALE   | FEMALE | <30 (%)       | 30-50 (%) | >50 (%) |                                     |                             |                                 |
| CMC SPA                  | Executive / Senior management                  | 6      | 1      | 0%            | 42.9%     | 57.1%   | 7                                   | 1.2%                        | 2.3%                            |
|                          | Middle management                              | 6      | 4      | 0%            | 70%       | 30%     | 10                                  | 1.7%                        | 3.4%                            |
|                          | Professionals / White-collar staff             | 70     | 29     | 17.2%         | 50.5%     | 32.3%   | 99                                  | 16.9%                       | 33.2%                           |
|                          | Technical staff                                | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
|                          | Production / Blue-collar workers               | 178    | 4      | 8.8%          | 58.2%     | 33.0%   | 182                                 | 31.0%                       | 61.1%                           |
|                          | Apprentices / Interns / Trainees (if relevant) | 11     | 1      | 100%          | 0%        | 0%      | 12                                  | 2.0%                        | 4.0%                            |
| CMC AMERICA <sup>1</sup> | Executive / Senior management                  | 3      | 0      | 0%            | 30%       | 70%     | 3                                   | 0.5%                        | 1.3%                            |
|                          | Middle management                              | 8      | 1      | 5%            | 55%       | 40%     | 9                                   | 1.5%                        | 3.8%                            |
|                          | Professionals / White-collar staff             | 7      | 2      | 25%           | 60%       | 15%     | 9                                   | 1.5%                        | 3.8%                            |
|                          | Technical staff                                | 217    | 2      | 40%           | 45%       | 15%     | 219                                 | 37.3%                       | 91.3%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 50%           | 40%       | 10%     | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
| CMC NETHERLANDS          | Executive / Senior management                  | 1      | 0      | 4,0%          | 0%        | 0%      | 1                                   | 0,2%                        | 4,0%                            |
|                          | Middle management                              | 2      | 0      | 8,0%          | 0%        | 0%      | 2                                   | 0,3%                        | 8,0%                            |
|                          | Professionals / White-collar staff             | 1      | 0      | 4,0%          | 0%        | 0%      | 1                                   | 0,2%                        | 4,0%                            |
|                          | Technical staff                                | 21     | 0      | 0%            | 0%        | 84,0%   | 21                                  | 3,6%                        | 84,0%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
| CMC UK                   | Executive / Senior management                  | 1      | 0      | 8.3%          | 0%        | 0%      | 1                                   | 0.2%                        | 8.3%                            |
|                          | Middle management                              | 3      | 0      | 17%           | 0%        | 8%      | 3                                   | 0.5%                        | 25%                             |
|                          | Professionals / White-collar staff             | 1      | 0      | 8.3%          | 0%        | 0%      | 1                                   | 0.2%                        | 8.3%                            |
|                          | Technical staff                                | 7      | 0      | 0%            | 0%        | 58.3%   | 7                                   | 1.2%                        | 58.3%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | 0%            | 0%        | 0%      | 0                                   | 0%                          | 0%                              |
| CMC GERMANY              | Executive / Senior management                  | 1      | 0      | NA            | NA        | NA      | 1                                   | 0,2%                        | 11,1%                           |
|                          | Middle management                              | 3      | 0      | NA            | NA        | NA      | 3                                   | 0,5%                        | 33,3%                           |
|                          | Professionals / White-collar staff             | 0      | 0      | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Technical staff                                | 5      | 0      | NA            | NA        | NA      | 5                                   | 0,9%                        | 55,6%                           |
|                          | Production / Blue-collar workers               | 0      | 0      | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |
|                          | Apprentices / Interns / Trainees (if relevant) | 0      | 0      | NA            | NA        | NA      | 0                                   | 0%                          | 0%                              |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.





#### Methodological Notes:

The tables in pages 98-100 headcount by employee category across all CMC subsidiaries for the period FY2022-2024. Gender and age disaggregation is provided where available and is based on HR records as of December 31 of each year. The mapping of roles to categories was conducted using internal job classification criteria, harmonized across geographies to ensure comparability. Percentages by subsidiary and global share enable analysis of workforce composition. All categories refer exclusively to permanent and fixed-term employees. Data is reported with reference to GRI 2-7 and ESRS S1 6. Lastly, please note that for CMC S.p.A., technical staff is accounted for under "Production / Blue-collar workers"

#### About cross-subsidiary comparability

- CMC S.p.A. (Italy) remains the largest employing subsidiary throughout the period, accounting for nearly 60% of the global workforce each year, with a particularly high concentration in Production/Blue-collar roles (over 60% of its own headcount). The structure is well diversified in managerial and white-collar roles, which are also the most gender-balanced, with female representation above 25% in the Professionals/White-collar category.
- CMC America is the second-largest subsidiary by headcount, with a highly technical profile. Over 85% of its workforce each year is composed of technical staff, with a limited presence of managerial roles and an absence of blue-collar functions. Gender diversity is relatively low though stable across years, which is typical for the industry as well as in relation to CMC subsidiaries overall, which relate largely to the HQ for supporting functions, though stable across years.
- CMC Netherlands displays a compact structure with a specialized profile: technical staff represent over 75% of total employees in each year, reflecting its focused operational role. Age distribution is strongly skewed toward the 30-50 segment, with limited generational variation.
- CMC Germany shows slight annual growth but maintains a relatively stable profile: the bulk of employees are technical staff, while the management categories remain minima, similarly to other subsidiaries. No data is available for gender or age breakdown.
- CMC UK was not consistently represented in the FY2022 and FY2023 HR records. A limited number of entries appear in FY2024, linked to recent formalization of reporting lines.

#### About time-series comparability (FY2022-FY2024):

- The overall global headcount shows steady growth, with the most notable increase observed in CMC America, driven by a rise in Technical staff (+56.4% from 2022 to 2024). This growth also leads to a rising share of CMC America in global headcount, from 30.2% in FY2022 to 40.9% in FY2024.
- CMC S.p.A.'s workforce remains largely stable in size, with marginal variation in management categories and only a slight decline in Production roles from 207 in FY2022 to 182 in FY2024.
- Gender representation among white-collar professionals at CMC S.p.A. remained relatively stable, with female shares fluctuating between 25% and 30% of that category. CMC S.p.A. has maintained a notably higher gender balance than the Group's subsidiaries over the three-year period also in consideration of the fact that the majority of white-collar supporting functions and managerial ones (traditionally showing a higher female presence) is concentrated in Italy.
- The age structure across all subsidiaries shows consistent concentration in the 30-50 age group, particularly within managerial and technical roles. Slight increases in the >50 cohort within CMC S.p.A.'s Professional/White-collar category in 2024 (up to 32.3%) may indicate either talent retention or slower turnover in senior positions.
- Data consistency has improved over the three years. Notably, missing disaggregated data for CMC UK and CMC Germany in FY2022-2023 limits time-series comparisons for these subsidiaries. However, their minor weight in global headcount (respectively 2% and 1.7%) mitigates the impact on overall trends.

Please refer also to general notes reported at the beginning of the Human Capital KPIs' sub-section.

## NEW HIRES

### Methodological Notes referred to New Hires'data

New hire indicators refer to permanent and fixed-term employment contracts activated in the period FY2022-2024 across all operational subsidiaries. In this respect, please note that for UK, data disaggregated by gender and by age group was not available for FY22 and FY23.

The scope includes both full-time and part-time positions, excluding interns and consultants. All data refer to headcount as of December 31 of each year considered.

The HR tables reporting new hires disaggregated by gender and age group for each subsidiary include dual-percentage breakdowns:

- Percentages "with reference to subsidiary total" show the internal distribution within each subsidiary's local population of new hires.
- Percentages "with reference to global total" show new hires' subgroups as a share of CMC's total new hires.

Data are presented with reference to GRI 2-7 and 401-1, and to ESRS S1-6 (working conditions), S1-7 (access to employment), and S1-9 (equal opportunity). Age groups and gender categories follow the structure used for the overall workforce disclosures in section 9.1.

Please refer also to general notes reported at the beginning of the Human Capital KPIs' sub-section.



TABLE 9.2.21 – TOTAL NEW HIRES BY SUBSIDIARY  
(headcount and share of the total)

| NEW HIRES (HEADCOUNT)    | FY2022     | % FY2022    | FY2023     | % FY2023    | FY2024     | % FY2024    | ΔYOY 22-23    | ΔYOY 23-24   |
|--------------------------|------------|-------------|------------|-------------|------------|-------------|---------------|--------------|
| CMC SPA                  | 49         | 23.9%       | 21         | 12.4%       | 14         | 8.8%        | -57.1%        | -33.3%       |
| CMC AMERICA <sup>1</sup> | 143        | 69.8%       | 142        | 83.5%       | 130        | 81.3%       | -0.7%         | -8.5%        |
| CMC NETHERLANDS          | 7          | 3.4%        | 4          | 2.4%        | 13         | 8.1%        | -42.9%        | 225%         |
| CMC UK                   | NA         | NA          | NA         | NA          | 1          | 0.6%        | NA            | NA           |
| CMC GERMANY              | 6          | 2.9%        | 3          | 1.8%        | 2          | 1.3%        | -50%          | -33.3%       |
| <b>TOTAL</b>             | <b>205</b> | <b>100%</b> | <b>170</b> | <b>100%</b> | <b>160</b> | <b>100%</b> | <b>-17.1%</b> | <b>-5.9%</b> |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.22 – NEW HIRES BY SUBSIDIARY BY GENDER  
*(headcount and share of the total, globally and referred to each subsidiary total)*

| NEW HIRES (HEADCOUNT) BY GENDER |                         | FY2022 | % FY2022 | FY2023 | % FY2023 | FY2024 | % FY2024 | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) |
|---------------------------------|-------------------------|--------|----------|--------|----------|--------|----------|-----------------------|-----------------------|
| CMC SPA                         | Male                    | 42     | 85.7%    | 15     | 71.4%    | 10     | 71.4%    | -64.3%                | -33.3%                |
|                                 | Female                  | 7      | 14.3%    | 6      | 28.6%    | 4      | 28.6%    | -14.3%                | -33.3%                |
|                                 | Other/Prefer not to say | 0      | 0%       | 0      | 0%       | 0      | 0%       | 0%                    | 0%                    |
| CMC AMERICA <sup>1</sup>        | Male                    | 106    | 74.1%    | 120    | 84.5%    | 124    | 95.4%    | 13.2%                 | 3.3%                  |
|                                 | Female                  | 1      | 0.7%     | 6      | 4.2%     | 2      | 1.5%     | 500%                  | -66.7%                |
|                                 | Other/Prefer not to say | 36     | 25.2%    | 14     | 9.9%     | 4      | 3.1%     | -61.1%                | 0%                    |
| CMC NETHERLANDS                 | Male                    | 7      | 100%     | 4      | 100%     | 13     | 100%     | -42.9%                | 225%                  |
|                                 | Female                  | 0      | 0%       | 0      | 0%       | 0      | 0%       | 0%                    | 0%                    |
|                                 | Other/Prefer not to say | 0      | 0%       | 0      | 0%       | 0      | 0%       | 0%                    | 0%                    |
| CMC UK                          | Male                    | NA     | NA       | NA     | NA       | 0      | 0%       | NA                    | NA                    |
|                                 | Female                  | NA     | NA       | NA     | NA       | 0      | 0%       | NA                    | NA                    |
|                                 | Other/Prefer not to say | NA     | NA       | NA     | NA       | 1      | 100%     | 0%                    | 0%                    |
| CMC GERMANY                     | Male                    | 6      | 100%     | 3      | 100%     | 2      | 100%     | -50%                  | -33.3%                |
|                                 | Female                  | 0      | 0%       | 0      | 0%       | 0      | 0%       | 0%                    | 0%                    |
|                                 | Other/Prefer not to say | 0      | 0%       | 0      | 0%       | 0      | 0%       | 0%                    | 0%                    |
| TOTAL                           |                         | 205    |          | 168    |          | 160    |          | -18.0%                | -4.8%                 |
| TOTAL MEN                       |                         | 161    |          | 142    |          | 149    |          | -11.8%                | 4.9%                  |
| TOTAL WOMEN                     |                         | 8      |          | 12     |          | 6      |          | 50%                   | -50%                  |
| TOTAL OTHER/PREFER NOT TO SAY   |                         | 36     |          | 14     |          | 5      |          | -61.1%                | -64.3%                |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.



TABLE 9.2.23 – NEW HIRES BY SUBSIDIARY BY GENDER  
*(headcount and share of the total, globally and referred to each subsidiary total)*

| NEW HIRES BY GENDER BY SUBSIDIARY AS % OF TOTAL (HEADCOUNT) |                         | WITH REFERENCE TO GLOBAL TOTAL |        |        |
|---|-------------------------|--------------------------------|--------|--------|
|   |                         | FY2022                         | FY2023 | FY2024 |
| CMC SPA   | Male                    | 20.5%                          | 8.8%   | 6.3%   |
|   | Female                  | 3.4%                           | 3.5%   | 2.5%   |
|   | Other/Prefer not to say | 0%                             | 0%     | 0%     |
| CMC AMERICA <sup>1</sup>                                    | Male                    | 51.7%                          | 70.6%  | 77.5%  |
|   | Female                  | 0.5%                           | 3.5%   | 1.3%   |
|   | Other/Prefer not to say | 17.6%                          | 8.2%   | 2.5%   |
| CMC NETHERLANDS   | Male                    | 3.4%                           | 2.4%   | 8.1%   |
|   | Female                  | 0%                             | 0%     | 0%     |
|   | Other/Prefer not to say | 0%                             | 0%     | 0%     |
| CMC UK  | Male                    | NA                             | NA     | 0%     |
|   | Female                  | NA                             | NA     | 0%     |
|   | Other/Prefer not to say | NA                             | NA     | 0.6%   |
| CMC GERMANY   | Male                    | 2.9%                           | 1.8%   | 1.3%   |
|   | Female                  | 0%                             | 0%     | 0%     |
|   | Other/Prefer not to say | 0%                             | 0%     | 0%     |
| TOTAL MEN   |                         | 78.5%                          | 83.5%  | 93.1%  |
| TOTAL WOMEN   |                         | 3.9%                           | 7.1%   | 3.8%   |
| TOTAL OTHER/PREFER NOT TO SAY                               |                         | 17.6%                          | 8.2%   | 3.1%   |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.24 – TOTAL NEW HIRES BY SUBSIDIARY BY AGE GROUP

(headcount and share of the total, referred to each subsidiary total)

| NEW HIRES (HEADCOUNT) BY AGE GROUP |               | FY2022 | % FY2022 | FY2023 | % FY2023 | FY2024 | % FY2024 | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) |
|------------------------------------|---------------|--------|----------|--------|----------|--------|----------|-----------------------|-----------------------|
| CMC SPA                            | < 30 years    | 12     | 24.5%    | 5      | 23.8%    | 6      | 42.9%    | -58.3%                | 20%                   |
|                                    | 30 - 50 years | 28     | 57.1%    | 11     | 52.4%    | 7      | 50%      | -60.7%                | -36.4%                |
|                                    | > 50 years    | 9      | 18.4%    | 5      | 23.8%    | 1      | 7.1%     | 0%                    | 0%                    |
| CMC AMERICA <sup>1</sup>           | < 30 years    | 26     | 18.2%    | 30     | 21.1%    | 26     | 20%      | 15.4%                 | -13.3%                |
|                                    | 30 - 50 years | 103    | 72%      | 104    | 73.2%    | 101    | 77.7%    | 1%                    | -2.9%                 |
|                                    | > 50 years    | 14     | 9.8%     | 8      | 5.6%     | 3      | 2.3%     | 0%                    | 0%                    |
| CMC NETHERLANDS                    | < 30 years    | 3      | 42.9%    | 2      | 50%      | 3      | 23.1%    | -33.3%                | 50%                   |
|                                    | 30 - 50 years | 4      | 57.1%    | 1      | 25%      | 6      | 46.2%    | -75%                  | 500%                  |
|                                    | > 50 years    | 0      | 0%       | 1      | 25%      | 4      | 30.8%    | 0%                    | 0%                    |
| CMC UK                             | < 30 years    | NA     | NA       | NA     | NA       | 0      | 0%       | NA                    | NA                    |
|                                    | 30 - 50 years | NA     | NA       | NA     | NA       | 0      | 0%       | NA                    | NA                    |
|                                    | > 50 years    | NA     | NA       | NA     | NA       | 1      | 100%     | NA                    | NA                    |
| CMC GERMANY                        | < 30 years    | 0      | 0%       | 0      | 0%       | 1      | 50%      | 0%                    | NA                    |
|                                    | 30 - 50 years | 5      | 83.3%    | 3      | 100%     | 1      | 50%      | -40%                  | -66.7%                |
|                                    | > 50 years    | 1      | 16.7%    | 0      | 0%       | 0      | 0%       | -100%                 | 0%                    |
| TOTAL                              |               | 205    |          | 170    |          | 160    |          | -17.1%                | -5.9%                 |
| TOTAL < 30 YEARS                   |               | 41     |          | 37     |          | 36     |          | -9.8%                 | -2.7%                 |
| TOTAL 30 - 50 YEARS                |               | 140    |          | 119    |          | 115    |          | -15.0%                | -3.4%                 |
| TOTAL > 50 YEARS                   |               | 24     |          | 14     |          | 9      |          | -41.7%                | -35.7%                |

**Methodological Notes:**

Shares for FY22 and FY23 exclude UK as no data disaggregated by age was available.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.25 – TOTAL NEW HIRES BY SUBSIDIARY BY AGE GROUP  
(share of global total)

| NEW HIRES BY AGE GROUP BY SUBSIDIARY AS % OF TOTAL (HEADCOUNT) |               | WITH REFERENCE TO GLOBAL TOTAL |        |        |
|--|---------------|--------------------------------|--------|--------|
|  |               | FY2022                         | FY2023 | FY2024 |
| CMC SPA  | < 30 years    | 5.9%                           | 2.9%   | 3.8%   |
|  | 30 - 50 years | 13.7%                          | 6.5%   | 4.4%   |
|  | > 50 years    | 4.4%                           | 2.9%   | 0.6%   |
| CMC AMERICA <sup>1</sup>                                       | < 30 years    | 12.7%                          | 17.6%  | 16.3%  |
|  | 30 - 50 years | 50.2%                          | 61.2%  | 63.1%  |
|  | > 50 years    | 6.8%                           | 4.7%   | 1.9%   |
| CMC NETHERLANDS  | < 30 years    | 1.5%                           | 1.2%   | 1.9%   |
|  | 30 - 50 years | 2%                             | 0.6%   | 3.8%   |
|  | > 50 years    | 0%                             | 0.6%   | 2.5%   |
| CMC UK   | < 30 years    | NA                             | NA     | 0%     |
|  | 30 - 50 years | NA                             | NA     | 0%     |
|  | > 50 years    | NA                             | NA     | 0.6%   |
| CMC GERMANY  | < 30 years    | 0%                             | 0%     | 0.6%   |
|  | 30 - 50 years | 2.4%                           | 1.8%   | 0.6%   |
|  | > 50 years    | 0.5%                           | 0%     | 0%     |
| TOTAL < 30 YEARS   |               | 20%                            | 21.8%  | 22.5%  |
| TOTAL 30 - 50 YEARS  |               | 68.3%                          | 70%    | 71.9%  |
| TOTAL > 50 YEARS   |               | 11.7%                          | 8.2%   | 5.6%   |

**Methodological Notes:**

Shares for FY22 and FY23 exclude UK as no data disaggregated by age was available.



## TURNOVER

Turnover indicators reported below were developed with reference to GRI 2-30, 401-2 and ESRS S1-12 and S1-13.

TABLE 9.2.26 – TOTAL TURNOVER (%) – CMC SPA

| TURNOVER TOTAL | FY2022 | FY2023 | FY2024 | YOY Δ% (2022-2023) | YOY Δ% (2023-2024) |
|----------------|--------|--------|--------|--------------------|--------------------|
| CMC SpA        | 3.6%   | 8.7%   | 9.1%   | 143.8%             | 4.4%               |

### Methodological Notes referred to New Hires'data

Total employee turnover is reported only for CMC SpA and was calculated as (N of employees who left at year end / average employees during the year) x 100. Even though turnover rates increased year-on-year, the rate remains below a 10% threshold which is generally considered a healthy benchmark and well below average turnover in Italy, which was 43% in 2023 as per the survey on work 2024 conducted by the General Confederation of Italian Industry (in Italian: Confederazione Generale dell'Industria Italiana), commonly known as Confindustria.

TABLE – 9.2.27 TURNOVER (%) BY SUBSIDIARY BY GENDER

| NEW HIRES (HEADCOUNT) BY AGE GROUP |         | FY2022 | FY2023 | FY2024 | YOY Δ% (2022-2023) | YOY Δ% (2023-2024) |
|------------------------------------|---------|--------|--------|--------|--------------------|--------------------|
| CMC SPA                            | Men     | 10     | 27     | 27     | 170%               | 0%                 |
|                                    | Men %   | 9.8%   | -3.8%  | -5.7%  | -138.6%            | 50.2%              |
|                                    | Women   | 1      | 1      | 1      | 0%                 | 0%                 |
|                                    | Women % | 1.8%   | 1.6%   | 1.0%   | -14.3%             | -36.4%             |
|                                    | Other   | 0      | 0      | 0      | 0%                 | 0%                 |
|                                    | Other % | 0%     | 0%     | 0%     | 0%                 | 0%                 |
| CMC AMERICA <sup>1</sup>           | Men     | 0      | 77     | 104    | NA                 | 35.1%              |
|                                    | Men %   | 0%     | 2.5%   | 3.7%   | NA                 | NA                 |
|                                    | Women   | 4      | 2      | 4      | -50%               | NA                 |
|                                    | Women % | 3.8%   | 97.5%  | 96.3%  | 2482.9%            | -1.2%              |
|                                    | Other   | 102    | 0      | 0      | NA                 | 0%                 |
|                                    | Other % | 0%     | 0.2%   | 0%     | NA                 | -100%              |
| CMC NETHERLANDS                    | Men     | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Men %   | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Women   | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Women % | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Other   | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Other % | NA     | NA     | NA     | NA                 | NA                 |
| CMC UK                             | Men     | NA     | NA     | 1.0    | NA                 | NA                 |
|                                    | Men %   | NA     | NA     | 8.3%   | NA                 | NA                 |
|                                    | Women   | NA     | NA     | 0      | NA                 | NA                 |
|                                    | Women % | NA     | NA     | 0%     | NA                 | NA                 |
|                                    | Other   | NA     | NA     | 0      | NA                 | NA                 |
|                                    | Other % | NA     | NA     | 0%     | NA                 | NA                 |
| CMC GERMANY                        | Men     | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Men %   | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Women   | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Women % | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Other   | NA     | NA     | NA     | NA                 | NA                 |
|                                    | Other % | NA     | NA     | NA     | NA                 | NA                 |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TABLE 9.2.28 – TURNOVER (%) BY SUBSIDIARY BY AGE GROUP

| TURNOVER (%) BY AGE GROUP BY SUBSIDIARY |                                       | FY2022 | FY2023 | FY2024 | YOY Δ% (2022-2023) | YOY Δ% (2023-2024) |
|---|---------------------------------------|--------|--------|--------|--------------------|--------------------|
| CMC SPA                                 | < 30 years                            | 4      | 9      | 1      | 125%               | -88.9%             |
|   | < 30 years as % of total workforce    | 10.8%  | 7.9%   | 10.7%  | -26.5%             | 35.7%              |
|   | 30 - 50 years                         | 5      | 13     | 23     | 160%               | 76.9%              |
|   | 30 - 50 years as % of total workforce | 59.4%  | 54.4%  | 48%    | -8.3%              | -11.8%             |
|   | > 50 years                            | 2      | 6      | 9      | 200%               | 50%                |
|   | > 50 years as % of total workforce    | 26.5%  | 28.8%  | 30.2%  | 8.8%               | 4.9%               |
| CMC AMERICA <sup>1</sup>                | < 30 years                            | 20     | 17     | 25     | -15.0%             | 47.1%              |
|   | < 30 years as % of total workforce    | 18.9%  | 21.5%  | 23.1%  | 14.1%              | 7.6%               |
|   | 30 - 50 years                         | 74     | 52     | 76     | -29.7%             | 46.2%              |
|   | 30 - 50 years as % of total workforce | 69.8%  | 65.8%  | 70.4%  | -5.7%              | 6.9%               |
|   | > 50 years                            | 12     | 10     | 7      | -16.7%             | -30%               |
|   | > 50 years as % of total workforce    | 11.3%  | 12.7%  | 6.5%   | 11.8%              | -48.8%             |
| CMC NETHERLANDS                         | < 30 years                            | NA     | NA     | NA     | NA                 | NA                 |
|   | < 30 years as % of total workforce    | NA     | NA     | NA     | NA                 | NA                 |
|   | 30 - 50 years                         | NA     | NA     | NA     | NA                 | NA                 |
|   | 30 - 50 years as % of total workforce | NA     | NA     | NA     | NA                 | NA                 |
|   | > 50 years                            | NA     | NA     | NA     | NA                 | NA                 |
|   | > 50 years as % of total workforce    | NA     | NA     | NA     | NA                 | NA                 |
| CMC UK                                  | < 30 years                            | NA     | NA     | 0      | NA                 | NA                 |
|   | < 30 years as % of total workforce    | NA     | NA     | 0%     | NA                 | NA                 |
|   | 30 - 50 years                         | NA     | NA     | 1      | NA                 | NA                 |
|   | 30 - 50 years as % of total workforce | NA     | NA     | 8.3%   | NA                 | NA                 |
|   | > 50 years                            | NA     | NA     | 0      | NA                 | NA                 |
|   | > 50 years as % of total workforce    | NA     | NA     | 0%     | NA                 | NA                 |
| CMC GERMANY                             | < 30 years                            | NA     | NA     | NA     | NA                 | NA                 |
|   | < 30 years as % of total workforce    | NA     | NA     | NA     | NA                 | NA                 |
|   | 30 - 50 years                         | NA     | NA     | NA     | NA                 | NA                 |
|   | 30 - 50 years as % of total workforce | NA     | NA     | NA     | NA                 | NA                 |
|   | > 50 years                            | NA     | NA     | NA     | NA                 | NA                 |
|   | > 50 years as % of total workforce    | NA     | NA     | NA     | NA                 | NA                 |

**Methodological Notes:**

Turnover indicators refer to voluntary and involuntary employee exits that occurred during the period FY2022-2024, expressed as a percentage of the average headcount for the year. Disaggregation is provided by gender and age group, where available, for each subsidiary.

Please note that some subsidiaries did not report disaggregated turnover data for specific years; in such cases, turnover is not reported.

All data is calculated on a headcount basis and refers to permanent and fixed-term employees only. The organizational scope and methodology are consistent with those used in other human capital KPIs.

Please note that the absence of data for FY2022 on certain indicators reflects the progressive enhancement of CMC's ESG monitoring system, which was significantly expanded from FY2024 onward.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

TRAINING

TABLE 9.2.29 – TOTAL TURNOVER (%) – CMC SPA

| TOTAL HOURS BY TRAINING TYPE | 2022    | 2023     | 2024    | YOY Δ (22-23) | YOY Δ (23-24) |
|------------------------------|---------|----------|---------|---------------|---------------|
| TECHNICAL (n' hours)         | 11'518  | 14'795.5 | 13'662  | 28.5%         | -7.7%         |
| TECHNICAL (average hours)    | 2'879.5 | 3'698.9  | 2'732.4 |               |               |
| ESG-RELATED (n' hours)       | 32      | 2'696    | 2'522   | 8'325%        | -6.5%         |
| ESG-RELATED (average hours)  | 8       | 674      | 504.4   |               |               |

*Methodological Notes referred to New Hires'data*  
Total employee turnover is reported only for CMC SpA and was calculated as (N of employees who left at year end / average employees during the year) x 100. Even though turnover rates increased year-on-year, the rate remains below a 10% threshold which is generally considered a healthy benchmark and well below average turnover in Italy, which was 43% in 2023 as per the survey on work 2024 conducted by the General Confederation of Italian Industry (in Italian: Confederazione Generale dell'Industria Italiana), commonly known as Confindustria.





TABLE 9.2.30 – TOTAL TRAINING (HOURS) BY EMPLOYEE CATEGORY BY SUBSIDIARY, INCL. BY TRAINING TYPE, AVERAGE (HOURS) BY EMPLOYEE CATEGORY BY SUBSIDIARY, AND AVERAGE (HOURS) BY TRAINING TYPE BY SUBSIDIARY

| AVERAGE TRAINING BY EMPLOYEE CATEGORY       | CMC SPA             |                       | CMC AMERICA¹        |                       | CMC NETHERLANDS     |                       | CMC UK              |                       | CMC GERMANY         |                       | AVG BY CATEGORY BY SUBSIDIARY |
|---|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|---------------------|-----------------------|-------------------------------|
|   | TECHNICAL TRAININGS | ESG-RELATED TRAININGS | TECHNICAL TRAININGS | ESG-RELATED TRAININGS | TECHNICAL TRAININGS | ESG-RELATED TRAININGS | TECHNICAL TRAININGS | ESG-RELATED TRAININGS | TECHNICAL TRAININGS | ESG-RELATED TRAININGS |                               |
| FY2022                                      |                     |                       |                     |                       |                     |                       |                     |                       |                     |                       |                               |
| EXECUTIVE / SENIOR MANAGEMENT               | 0                   | 0                     | 80                  | 4                     | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 10.5                          |
| MIDDLE MANAGEMENT                           | 102                 | 0                     | 160                 | 4                     | 0                   | 0                     | NA                  | NA                    | 40                  | 0                     | 25.5                          |
| PROFESSIONALS / WHITE-COLLAR STAFF          | 1'354               | 20                    | 80                  | 0                     | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 344.9                         |
| TECHNICAL STAFF                             | 1'782               | 0                     | 0                   | 0                     | 0                   | 0                     | NA                  | NA                    | 80                  | 0                     | 10                            |
| PRODUCTION / BLUE-COLLAR WORKERS            | 0                   | 0                     | 7'840               | 4                     | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 980.5                         |
| APPRENTICES / INTERNS / TRAINEES            | 0.0                 | 0.0                   | 0.0                 | 0.0                   | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 0                             |
| TOTAL (INCL. IF BREAKDOWN IS NOT AVAILABLE) | 3'238.0             | 20                    | 8'160.0             | 12.0                  | 0                   | 0                     | NA                  | NA                    | 120                 | 0                     |                               |
| AVG BY TRAINING TYPE BY SUBSIDIARY          | 539.7               | 3.3                   | 1'360.0             | 2.0                   | 0                   | 0                     | NA                  | NA                    | 20                  | 0                     |                               |
| FY2023                                      |                     |                       |                     |                       |                     |                       |                     |                       |                     |                       |                               |
| EXECUTIVE / SENIOR MANAGEMENT               | 108                 | 108                   | 80                  | 4                     | 0                   | 8                     | NA                  | NA                    | 0                   | 8                     | 26                            |
| MIDDLE MANAGEMENT                           | 128                 | 88                    | 160                 | 4                     | 16                  | 0                     | NA                  | NA                    | 16                  | 0                     | 35.5                          |
| PROFESSIONALS / WHITE-COLLAR STAFF          | 1'930               | 800                   | 80                  | 0                     | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 110                           |
| TECHNICAL STAFF                             | 4'317.5             | 1'672                 | 0                   | 0                     | 40                  | 0                     | NA                  | NA                    | 80                  | 0                     | 224                           |
| PRODUCTION / BLUE-COLLAR WORKERS            | 0                   | 0                     | 7'840               | 4                     | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 980.5                         |
| APPRENTICES / INTERNS / TRAINEES            | 0                   | 0                     | 0                   | 0                     | 0                   | 0                     | NA                  | NA                    | 0                   | 0                     | 0                             |
| TOTAL (INCL. IF BREAKDOWN IS NOT AVAILABLE) | 6'483.5             | 2'668.0               | 8'160               | 12                    | 56                  | 8                     | NA                  | NA                    | 96                  | 8                     |                               |
| AVG BY TRAINING TYPE BY SUBSIDIARY          | 1'080.6             | 444.7                 | 1'360               | 2                     | 9.3                 | 1.3                   | NA                  | NA                    | 16                  | 1.3                   |                               |
| FY2024                                      |                     |                       |                     |                       |                     |                       |                     |                       |                     |                       |                               |
| EXECUTIVE / SENIOR MANAGEMENT               | 80                  | 80                    | 80                  | 4                     | 0                   | 0                     | 0                   | 2                     | 0                   | 8                     | 17.4                          |
| MIDDLE MANAGEMENT                           | 170                 | 110                   | 160                 | 4                     | 0                   | 0                     | 0                   | 2                     | 16                  | 0                     | 29.2                          |
| PROFESSIONALS / WHITE-COLLAR STAFF          | 1'834               | 824                   | 80                  | 0                     | 0                   | 0                     | 0                   |                       | 0                   | 0                     | 100.4                         |
| TECHNICAL STAFF                             | 3'294               | 1'484                 | 0                   | 0                     | 0                   | 0                     | 4                   | 1                     | 80                  | 0                     | 156.9                         |
| PRODUCTION / BLUE-COLLAR WORKERS            | 0                   | 0                     | 7'840               | 4                     | 0                   | 0                     | 0                   | 0                     | 0                   | 0                     | 784.4                         |
| APPRENTICES / INTERNS / TRAINEES            | 0                   | 0                     | 0                   | 0                     | 0                   | 0                     | 0                   | 0                     | 0                   | 0                     | 0                             |
| TOTAL (INCL. IF BREAKDOWN IS NOT AVAILABLE) | 5'378               | 2'498                 | 8'160               | 12                    | 24                  | 0                     | 4                   | 5                     | 96                  | 8                     |                               |
| AVG BY TRAINING TYPE BY SUBSIDIARY          | 896.3               | 416.3                 | 1'360               | 2.0                   | 0                   | 0                     | NA                  | NA                    | 16                  | 1.3                   |                               |

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

## HEALTH &amp; SAFETY

TABLE 9.2.31 – CMC S.P.A. H&amp;S INDICATORS

| INDICATOR   | FY2022  | FY2023  | FY2024  | YOY Δ%<br>(2022-2023) | YOY Δ%<br>(2023-2024) |
|---|---------|---------|---------|-----------------------|-----------------------|
| <b>DIRECT WORKERS</b>   |         |         |         |                       |                       |
| TOTAL HOURS WORKED  | 547'248 | 554'549 | 509'421 | 1.3%                  | -8.1%                 |
| WORK-RELATED INJURIES (N)                                       | 6       | 6       | 7       | 0%                    | 16.7%                 |
| INJURY RATE*  | 11      | 10.8    | 13.7    | -1.8%                 | 27.2%                 |
| SEVERE WORK-RELATED INJURIES (N)                                | 0       | 0       | 0       | 0%                    | 0%                    |
| SEVERE WORK-RELATED INJURY RATE*                                | 0       | 0       | 0       | 0%                    | 0%                    |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0       | 0       | 0       | 0%                    | 0%                    |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0       | 0       | 0       | 0%                    | 0%                    |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0       | 0       | 0       | 0%                    | 0%                    |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0       | 0       | 0       | 0%                    | 0%                    |
| LOST DAY RATE (LDR)   | 91.4    | 79.3    | 192.4   | -13.2%                | 142.5%                |
| TRIR  | 10.9    | 10.8    | 13.7    | -1.3%                 | 26.9%                 |
| <b>CONTRACTED WORKERS</b>                                       |         |         |         |                       |                       |
| TOTAL HOURS WORKED  | 77'231  | 61'762  | 17'205  | -20.03%               | -72.5%                |
| WORK-RELATED INJURIES (N)                                       | 25.9    | 32.4    | 0       | 25.02%                | -100%                 |
| INJURY RATE *   | 2       | 2       | 0       | 0%                    | -100%                 |
| SEVERE WORK-RELATED INJURIES (N)                                | 0       | 0       | 0       | 0%                    | 0%                    |
| SEVERE WORK-RELATED INJURY RATE*                                | 0       | 0       | 0       | 0%                    | 0%                    |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0       | 0       | 0       | 0%                    | 0%                    |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0       | 0       | 0       | 0%                    | 0%                    |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0       | 0       | 0       | 0%                    | 0%                    |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0       | 0       | 0       | 0%                    | 0%                    |
| TRIR  | 25.9    | 32.4    | 0       | 25.02%                | -100%                 |

**Methodological Notes:**

Occupational health and safety data for CMC S.p.A. (Italy) refer to FY2024 and cover both direct and contracted workers. Indicators include total hours worked, number of injuries, severity of incidents, lost day rate ("LDR"), and any recorded occupational illnesses or fatalities. All metrics are calculated with reference to GRI 403-1, 403-2, and 403-9 and ESRS S1 13.

Injury rate, severe injury rate, fatality rate, and lost day rate are expressed per one million hours worked, based on standard formulas:

- Injury Rate (IR) = (N. of injuries / Hours worked) × 1,000,000
- Lost Day Rate (LDR) = (N. of lost working days / Hours worked) × 1,000,000

Contracted worker data is based on documented hours and site presence records. No cases of work-related illnesses or fatalities were reported in FY2024.

\* The YoY increase versus FY23 is due to two incidents that did not stem from unsafe conduct or non-compliance with safety procedures during work activities. Rather, these were non-task-specific events that could reasonably have occurred outside the workplace context.

TABLE 9.2.32 – H&amp;S INDICATORS DISAGGREGATED BY SUBSIDIARY - CMC America

| INDICATOR   | FY2022  | FY2023  | FY2024  | YOY Δ% (22-23) | YOY Δ% (23-24) |
|---|---------|---------|---------|----------------|----------------|
| <b>DIRECT WORKERS</b>   |         |         |         |                |                |
| TOTAL HOURS WORKED  | 302'100 | 330'630 | 427'527 | 9.4%           | 29.3%          |
| WORK-RELATED INJURIES (N)                                       | 1       | 7       | 3       | 600%           | -57.1%         |
| INJURY RATE*  | 3.3     | 21.2    | 7.0     | 539.60%        | -66.86%        |
| SEVERE WORK-RELATED INJURIES (N)                                | 0       | 0       | 0       | 0%             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | 0       | 0       | 0       | 0%             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0       | 0       | 0       | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0       | 0       | 0       | 0%             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0       | 0       | 0       | 0%             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0       | 0       | 0       | 0%             | 0%             |
| LOST DAY RATE (LDR)   | NA      | 51.4    | 39.8    | NA             | -22.6%         |
| TRIR  | NA      | NA      | NA      | NA             | NA             |
| <b>CONTRACTED WORKERS</b>                                       |         |         |         |                |                |
| TOTAL HOURS WORKED  | 0       | 0       | 0       | 0%             | 0%             |
| WORK-RELATED INJURIES (N)                                       | 0       | 0       | 0       | 0%             | 0%             |
| INJURY RATE *   | 0       | 0       | 0       | 0%             | 0%             |
| SEVERE WORK-RELATED INJURIES (N)                                | 0       | 0       | 0       | 0%             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | 0       | 0       | 0       | 0%             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0       | 0       | 0       | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0       | 0       | 0       | 0%             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0       | 0       | 0       | 0%             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0       | 0       | 0       | 0%             | 0%             |
| TRIR  | NA      | NA      | NA      | NA             | NA             |



TABLE 9.2.33 – H&amp;S INDICATORS DISAGGREGATED BY SUBSIDIARY - CMC Netherlands

| INDICATOR   | FY2022 | FY2023 | FY2024 | YOY Δ% (22-23) | YOY Δ% (23-24) |
|---|--------|--------|--------|----------------|----------------|
| <b>DIRECT WORKERS</b>   |        |        |        |                |                |
| TOTAL HOURS WORKED  | 27'552 | 35'424 | 53'136 | 28.6%          | 50%            |
| WORK-RELATED INJURIES (N)                                       | 0      | 0      | 0      | 0%             | 0%             |
| INJURY RATE*  | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURIES (N)                                | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0      | 0      | 0      | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0      | 0      | 0      | 0%             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0      | 0      | 0      | 0%             | 0%             |
| LOST DAY RATE (LDR)   | 0      | 0      | 0      | 0%             | 0%             |
| TRIR  | NA     | NA     | NA     | NA             | NA             |
| <b>CONTRACTED WORKERS</b>                                       |        |        |        |                |                |
| TOTAL HOURS WORKED  | 0      | 0      | 0      | 0%             | 0%             |
| WORK-RELATED INJURIES (N)                                       | 0      | 0      | 0      | 0%             | 0%             |
| INJURY RATE *   | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURIES (N)                                | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0      | 0      | 0      | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0      | 0      | 0      | 0%             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0      | 0      | 0      | 0%             | 0%             |
| TRIR  | NA     | NA     | NA     | NA             | NA             |

TABLE – 9.2.34 H&amp;S INDICATORS DISAGGREGATED BY SUBSIDIARY - CMC UK

| INDICATOR   | FY2022 | FY2023 | FY2024 | YOY Δ% (22-23) | YOY Δ% (23-24) |
|---|--------|--------|--------|----------------|----------------|
| <b>DIRECT WORKERS</b>   |        |        |        |                |                |
| TOTAL HOURS WORKED  | NA     | NA     | 2'080  | NA             | NA             |
| WORK-RELATED INJURIES (N)                                       | NA     | NA     | 0      | NA             | NA             |
| INJURY RATE*  | NA     | NA     | 0      | NA             | NA             |
| SEVERE WORK-RELATED INJURIES (N)                                | NA     | NA     | 0      | NA             | NA             |
| SEVERE WORK-RELATED INJURY RATE*                                | NA     | NA     | 0      | NA             | NA             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | NA     | NA     | 0      | NA             | NA             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | NA     | NA     | 0      | NA             | NA             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | NA     | NA     | 0      | NA             | NA             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | NA     | NA     | 0      | NA             | NA             |
| LOST DAY RATE (LDR)   | NA     | NA     | 0      | NA             | NA             |
| TRIR  | NA     | NA     | NA     | NA             | NA             |
| <b>CONTRACTED WORKERS</b>                                       |        |        |        |                |                |
| TOTAL HOURS WORKED  | NA     | NA     | 0      | NA             | NA             |
| WORK-RELATED INJURIES (N)                                       | 0      | 0      | 0      | 0%             | 0%             |
| INJURY RATE *   | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURIES (N)                                | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0      | 0      | 0      | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0      | 0      | 0      | 0%             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0      | 0      | 0      | 0%             | 0%             |
| TRIR  | NA     | NA     | NA     | NA             | NA             |

TABLE 9.2.35 – H&amp;S INDICATORS DISAGGREGATED BY SUBSIDIARY - CMC Germany

| INDICATOR   | FY2022 | FY2023 | FY2024 | YOY Δ% (22-23) | YOY Δ% (23-24) |
|---|--------|--------|--------|----------------|----------------|
| <b>DIRECT WORKERS</b>   |        |        |        |                |                |
| TOTAL HOURS WORKED  | 1'950  | 9'260  | 9'380  | 374.9%         | 1.3%           |
| WORK-RELATED INJURIES (N)                                       | 0      | 1      | 1      | NA             | 0%             |
| INJURY RATE*  | 0      | 108    | 106.6  | NA             | -1.3%          |
| SEVERE WORK-RELATED INJURIES (N)                                | NA     | NA     | 0      | NA             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | NA     | NA     | 0      | NA             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0      | 0      | 0      | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | NA     | NA     | 0      | NA             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | NA     | NA     | 0      | NA             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | NA     | NA     | 0      | NA             | 0%             |
| LOST DAY RATE (LDR)   | NA     | NA     | NA     | NA             | NA             |
| TRIR  | NA     | NA     | NA     | NA             | NA             |
| <b>CONTRACTED WORKERS</b>                                       |        |        |        |                |                |
| TOTAL HOURS WORKED  | 400    | 0      | 0      | -100%          | 0%             |
| WORK-RELATED INJURIES (N)                                       | 400    | 0      | 0      | -100%          | 0%             |
| INJURY RATE *   | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURIES (N)                                | 0      | 0      | 0      | 0%             | 0%             |
| SEVERE WORK-RELATED INJURY RATE*                                | 0      | 0      | 0      | 0%             | 0%             |
| FATALITIES RESULTING FROM WORK-RELATED ACCIDENT (N)             | 0      | 0      | 0      | 0%             | 0%             |
| FATALITY RATE RESULTING FROM WORK-RELATED ACCIDENT *            | 0      | 0      | 0      | 0%             | 0%             |
| RECORDABLE OCCUPATIONAL ILLNESSES (N)                           | 0      | 1      | 1      | 0%             | 0%             |
| FATALITIES RESULTING FROM RECORDABLE OCCUPATIONAL ILLNESSES (N) | 0      | 0      | 0      | 0%             | 0%             |
| TRIR  | NA     | NA     | NA     | NA             | NA             |



TABLE 9.2.36 – H&S TRAINING: AVERAGE TRAINING PER EMPLOYEE (N. HOURS/EMPLOYEE)  
PROFESSIONAL CATEGORY PER SUBSIDIARY IN FY2024

| AVERAGE TRAINING PER EMPLOYEE (N. HOURS/EMPLOYEE) PROFESSIONAL CATEGORY PER SUBSIDIARY |               |                |                    |           |                |
|--|---------------|----------------|--------------------|-----------|----------------|
|  | CMC<br>S.P.A. | CMC<br>AMERICA | CMC<br>NETHERLANDS | CMC<br>UK | CMC<br>GERMANY |
| <b>FY2022</b>  |               |                |                    |           |                |
| EXECUTIVE / SENIOR MANAGEMENT  | 0             | 40             | 0                  | NA        | 0              |
| MIDDLE MANAGEMENT  | 6             | 40             | 0                  | NA        | 4              |
| PROFESSIONALS / WHITE-COLLAR STAFF   | 23            | 0              | 0                  | NA        | 0              |
| TECHNICAL STAFF  | 1'062         | 0              | 0                  | NA        | 0              |
| PRODUCTION / BLUE-COLLAR WORKERS   | 0             | 90             | 0                  | NA        | 0              |
| APPRENTICES / INTERNS / TRAINEES (IF RELEVANT)   | 0             | 0              | 0                  | NA        | 0              |
| TOTAL IF BREAKDOWN IS NOT AVAILABLE  | 1'091         | 170            | 0                  | NA        | 4              |
| TOTAL FOR THE GROUP IN FY2022  | 1'265         |                |                    |           |                |
| <b>FY2023</b>  |               |                |                    |           |                |
| EXECUTIVE / SENIOR MANAGEMENT  | 0             | 40             | 8                  | NA        | 0              |
| MIDDLE MANAGEMENT  | 0             | 40             | 8                  | NA        | 0              |
| PROFESSIONALS / WHITE-COLLAR STAFF   | 18            | 0              |                    | NA        |                |
| TECHNICAL STAFF  | 50            | 0              | 28                 | NA        | 0              |
| PRODUCTION / BLUE-COLLAR WORKERS   | 699           | 90             |                    | NA        |                |
| APPRENTICES / INTERNS / TRAINEES (IF RELEVANT)   | 0             | 0              |                    | NA        |                |
| TOTAL IF BREAKDOWN IS NOT AVAILABLE  | 767           | 170            | 44                 | NA        | 0              |
| TOTAL FOR THE GROUP IN FY23  | 981           |                |                    |           |                |
| <b>FY2024</b>  |               |                |                    |           |                |
| EXECUTIVE / SENIOR MANAGEMENT  | 0             | 40             | 0                  | 8         | 0              |
| MIDDLE MANAGEMENT  | 52            | 40             | 0                  | 8         | 0              |
| PROFESSIONALS / WHITE-COLLAR STAFF   | 130           | 0              |                    | 12        |                |
| TECHNICAL STAFF  | 167           | 0              | 0                  | 12        | 0              |
| PRODUCTION / BLUE-COLLAR WORKERS   | 639           | 90             | 0                  |           |                |
| APPRENTICES / INTERNS / TRAINEES (IF RELEVANT)   | 0             | 0              |                    |           |                |
| TOTAL IF BREAKDOWN IS NOT AVAILABLE  | 988           | 170            | 128                | 40        | 0              |
| TOTAL FOR THE GROUP IN FY24  | 1'326         |                |                    |           |                |

**Methodological Notes:**

This table presents the average number of H&S training hours per employee by professional category and subsidiary for FY2022-2024. Values are calculated as the total number of training hours delivered in the year divided by the number of employees in the relevant category.

Data includes both mandatory (e.g., safety compliance, emergency procedures) and any voluntary H&S training sessions, tracked via internal HR platforms and local reporting systems. When breakdown is not available the total is reported.

In CMC Germany H&S training will be resumed in FY25.

Indicators are reported with reference to GRI 403-5 and ESRS S1-13.

<sup>1</sup> Only employees in the U.S.A. accounted for; Canada staff excluded. Please note this also reflect on reported totals.

## 9.3 STAKEHOLDER IDENTIFICATION MAP

CMC stakeholder groups have been identified and mapped based on their relevance to the organization's actual and potential impacts, in line with the principles set out in GRI 2-29 and informed by the materiality assessment process described in GRI 3-1.

The resulting stakeholder map is embedded within our ISO 9001-certified Quality Management System and is subject to regular review and validation by Top Management.





TABLE 9.3.1 – STAKEHOLDER IDENTIFICATION MAP

| STAKEHOLDER GROUP            | TYPE     | RELEVANCE | ENGAGEMENT METHOD(S)   | FREQUENCY OF ENGAGEMENT  | OUTCOMES OF ENGAGEMENT   | TOPICS OF INTEREST (OBSERVED)  |
|------------------------------|----------|-----------|--|--|--|--|
| EMPLOYEES (HQ & GLOBAL)      | Internal | HIGH      | Informal feedback, HR/EHS channels, Intranet, email communications, Biannual engagement survey   | Ongoing (informal feedback), biannual (survey), regular (HR/EHS updates)                             | Improved internal communication, and identification of employee priorities   | Well-being, working conditions, skill development, inclusion                                     |
| MANAGEMENT & BOARD           | Internal | HIGH      | ESG Committee and Business Review Meetings   | Monthly  | Stronger ESG governance, risk oversight, and integration of ESG KPIs in strategic decisions                                      | ESG risk management, reputation, compliance, business resilience                                 |
| CUSTOMERS                    | External | HIGH      | Customer Survey, account-level feedback  | Biannual (survey), ongoing (account-level feedback)  | Insight on satisfaction and areas of improvement; confirmed perception of CMC as a sustainable partner                           | Product sustainability, innovation, cost-efficiency  |
| SUPPLIERS                    | External | HIGH      | Audit programs, tailored improvement plans, strategic sourcing interactions  | Periodic (audits and improvement plans), ongoing (strategic sourcing interactions)                   | Increased ESG awareness, corrective action plans, alignment on responsible sourcing  | Responsible sourcing, GHG Scope 3, price stability   |
| INVESTORS (KKR)              | Internal | HIGH      | ESG Committee and BRM participation, surveys, strategic reviews  | Monthly (ESG Committee and BRM), annual and quarterly (surveys), ongoing (strategic reviews)         | Enhanced ESG oversight, alignment of sustainability objectives with corporate strategy, and support for long-term value creation | ESG roadmap, regulatory compliance, long-term value creation                                     |
| LOCAL COMMUNITIES (UMBRIA)   | External | MEDIUM    | Targeted sponsorships and CSR initiatives  | Occasional (CSR initiatives), annual (sponsorships/ community projects)                              | Positive local visibility, strengthened community relations, and support for education and social well-being                     | Employment opportunities, environmental and social impacts, contribution to territory            |
| INDUSTRY ASSOCIATIONS        | External | MEDIUM    | Membership-related initiatives incl. receiving sector-relevant communications and joining thematic workshops, seminars, and other training initiatives | Occasional, event-based  | Enhanced understanding of sectoral risks and opportunities through industry insights and interactions with other members.        | Circular economy, regulatory trends, innovation, business resilience, contribution to territory  |
| PUBLIC AUTHORITIES           | External | MEDIUM    | Mandatory reporting, audits  | Regular and event-driven (mandatory reporting and inspections as required by law)                    | Ensured legal compliance, updated risk management practices, and improved transparency on ESG and regulatory matters.            | Environmental compliance, safety, data protection  |
| UNIVERSITIES & TRAINING ORGS | External | LOW       | Partnerships, internships, workshops and seminars, orientation and recruitment events, joint research partnerships                                     | Event-driven (academic partnerships and joint projects), ongoing (internships and training programs) | Enhanced talent pipeline, strengthened academic collaborations, and alignment of training programs with industry needs           | Employment opportunities through internship programs and scouting efforts, training partnerships |
| MEDIA / PRESS                | External | LOW       | Press Releases, targeted social media messages   | Event-driven (based on corporate news, milestones or external visibility needs)                      | Reinforced brand positioning, improved ESG visibility, and enhanced external awareness of corporate initiatives                  | Brand reputation, transparency   |



## 9.4 GRI CONTENT INDEX



In preparing this Report, we have adhered to the following principles (as per GRI 1-Fundamentals 2021):

- **Comparability:** To facilitate the analysis of changes in the organization's impacts over time and in comparison with other organizations, we have systematically selected, compiled, and presented relevant information.
- **Timeliness:** We have made the information available on a regular schedule and in a timely manner, enabling users to make informed decisions.
- **Reliability:** The information presented is accurate and detailed enough to assess the organization's impacts. We have ensured completeness by providing sufficient information to evaluate the organization's impacts during the reporting period. The data has been collected, recorded, compiled, and analyzed in a manner that allows for examination of its quality.
- **Relevance:** We have presented information without bias, striving to provide a fair representation of both positive and negative impacts. Furthermore, the information has been presented in a clear and accessible manner to enhance understanding.
- **Materiality:** We have contextualized the organization's impacts within the broader context of sustainable development, presenting information that is material to our stakeholders.

TABLE 9.4.1 – GRI CONTENT INDEX

| GRI STANDARD                             | DISCLOSURE TITLE  | REPORT SECTION | COVERAGE | NOTES   |
|--|---|----------------|----------|---|
| <b>GRI 2: GENERAL DISCLOSURES (2021)</b> |   |                |          |   |
| 2-1                                      | Organizational details                                    | 2, 9           | Full     | —   |
| 2-2                                      | Entities in the sustainability reporting                  | 2, 9           | Full     | —   |
| 2-3                                      | Reporting period, frequency and contact                   | 9              | Full     | —   |
| 2-4                                      | Restatements of information                               | 9              | Omitted  | No restatements declared  |
| 2-5                                      | External assurance  | 9              | Omitted  | No external assurance for FY2024  |
| 2-6                                      | Activities, value chain, and other business relationships | 2, 3, 8        | Full     | Value chain and product logic discussed   |
| 2-7                                      | Employees   | 7, 9           | Full     | Workforce data and employment type provided   |
| 2-8                                      | Workers who are not employees                             | 8, 9           | Full     | Service network and subcontractor model   |
| 2-9                                      | Governance structure                                      | 2, 4           | Full     | Governance, roles, and sustainability oversight   |
| 2-12                                     | Role of the highest governance body in sustainability     | 4              | Full     | Board's role and delegation model   |
| 2-13                                     | Delegation of responsibility for sustainability           | 4              | Full     | Described ESG Governance model  |
| 2-14                                     | Role of governance body in sustainability reporting       | 4              | Full     | Review and approval responsibilities  |
| 2-15                                     | Conflicts of interest                                     | 4              | Full     | Mentioned within Code of Ethics reference   |
| 2-16                                     | Communication of critical concerns                        | 4, 7, 8        | Full     | Escalation paths, e.g., whistleblowing  |
| 2-17                                     | Collective knowledge of the highest governance body       | 4              | Partial  | General training cited, but not detailed  |
| 2-22                                     | Statement on sustainable development strategy             | 1, 3           | Full     | Strategy described and reaffirmed   |
| 2-23                                     | Policy commitments  | 4, 7, 6        | Full     | Model 231, Code of Ethics, Information Security Policy; Energy, climate, waste and resource policies; working conditions related policies |
| 2-26                                     | Mechanisms for seeking advice and raising concerns        | 4, 7, 8        | Full     | Whistleblowing and reporting channels   |
| 2-27                                     | Compliance with laws and regulations                      | 3, 4, 8        | Full     | Explicit reference to compliance and controls   |
| 2-30                                     | Collective bargaining agreements                          | 7              | Full     | Coverage indicated, with clarification  |

**GRI 3: MATERIAL TOPICS (2021)**

|     |                               |               |      |                                 |
|-----|-------------------------------|---------------|------|---------------------------------|
| 3-3 | Management of material topics | 1, 4, 6, 7, 8 | Full | Covered per each material topic |
|-----|-------------------------------|---------------|------|---------------------------------|

**GRI 201: ECONOMIC PERFORMANCE (2016)**

|       |   |   |      |                            |
|-------|---|---|------|----------------------------|
| 201-2 | Risks and opportunities due to climate change | 6 | Full | Risks explicitly discussed |
|-------|---|---|------|----------------------------|

**GRI 203: INDIRECT ECONOMIC IMPACTS (2016)**

|       |   |   |         |  |
|-------|---|---|---------|--|
| 203-1 | Infrastructure investments and services supported | 5 | Partial | Referenced in packaging innovation context |
|-------|---|---|---------|--|

**GRI 204: PROCUREMENT PRACTICES (2016)**

|       |   |   |      |                           |
|-------|---|---|------|---------------------------|
| 204-1 | Proportion of spending on local suppliers | 8 | Full | Local sourcing emphasized |
|-------|---|---|------|---------------------------|

**GRI 205: ANTI-CORRUPTION (2016)**

|       |                                 |      |      |                                |
|-------|---------------------------------|------|------|--------------------------------|
| 205-1 | Operations assessed for risks   | 4, 8 | Full | Ethics and supplier evaluation |
| 205-2 | Communication and training      | 4, 7 | Full | Training coverage indicated    |
| 205-3 | Confirmed incidents and actions | 4    | Full | Zero cases disclosed           |

**GRI 301: MATERIALS (2016)**

|       |                               |   |         |  |
|-------|-------------------------------|---|---------|--|
| 301-2 | Recycled input materials used | 5 | Partial | Referenced in sustainable design context |
|-------|-------------------------------|---|---------|--|

**GRI 302: ENERGY (2016)**

|       |  |      |         |   |
|-------|--|------|---------|---|
| 302-1 | Energy consumption within the organization | 6, 9 | Full    | Quantitative energy breakdown                             |
| 302-3 | Energy intensity                           | 6, 9 | Full    | Metrics provided  |
| 302-4 | Energy reduction                           | 6    | Full    | Reduction efforts described                               |
| 302-5 | Energy reductions in products and services | 5    | Partial | Referenced in relation to eco-design benefits highlighted |



**GRI 305: EMISSIONS (2016)**

|       |   |      |      |   |
|-------|---|------|------|---|
| 305-1 | Direct GHG emissions (Scope 1)          | 6, 9 | Full | Inventory disclosed                           |
| 305-2 | Energy indirect GHG emissions (Scope 2) | 6, 9 | Full | Market- and location-based data               |
| 305-3 | Other indirect GHG emissions (Scope 3)  | 6, 9 | Full | Scope 3 data as well as considered in roadmap |
| 305-5 | Emissions reduction                     | 6    | Full | Targets and trends shared                     |

**GRI 306: WASTE (2020)**

|       |  |      |                |                                |
|-------|--|------|----------------|--------------------------------|
| 306-1 | Waste generation and significant impacts | 6    | Full           | Impacts described              |
| 306-2 | Waste by type and disposal method        | 6, 9 | Full           | Quantitative and qualitative   |
| 306-3 | Waste generated                          | 6, 9 | Full           | Amounts shown                  |
| 306-4 | Waste diverted from disposal             | 6    | Not applicable | No recovery flows              |
| 306-5 | Waste directed to disposal               | 6    | Not applicable | No detailed breakdown provided |

**GRI 401: EMPLOYMENT (2016)**

|       |                                 |   |      |                                 |
|-------|---------------------------------|---|------|---------------------------------|
| 401-1 | New employee hires and turnover | 9 | Full | Disaggregated data              |
| 401-2 | Benefits provided               | 9 | Full | Standard and voluntary benefits |

**GRI 403: OCCUPATIONAL HEALTH AND SAFETY (2018)**

|                 |  |      |      |  |
|-----------------|--|------|------|--|
| 403-1 TO 403-10 | Health and safety management           | 7    | Full | All elements addressed                                 |
| 403-2           | Hazard identification, risk assessment | 4, 7 | Full | Material topic identified; Systems described           |
| 403-5           | Training on health and safety          | 7, 9 | Full | Extensive program outlined; quantitative data provided |
| 403-9           | Work-related injuries                  | 7, 9 | Full | Quantitative data provided, frequency rates included   |

**GRI 404: TRAINING AND EDUCATION (2016)**

|       |  |      |      |                             |
|-------|--|------|------|-----------------------------|
| 404-1 | Average hours of training              | 7, 9 | Full | Quantitative data provided  |
| 404-2 | Programs for upgrading employee skills | 7    | Full | Development plan referenced |
| 404-3 | Performance reviews                    | 7    | Full | Coverage confirmed          |

**GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)**

|       |  |   |      |                              |
|-------|--|---|------|------------------------------|
| 405-1 | Diversity of governance bodies and employees | 9 | Full | Gender and age data reported |
|-------|--|---|------|------------------------------|

**GRI 406: NON-DISCRIMINATION (2016)**

|       |   |   |      |                       |
|-------|---|---|------|-----------------------|
| 406-1 | Incidents of discrimination and actions taken | 7 | Full | No incidents reported |
|-------|---|---|------|-----------------------|

**GRI 407: FREEDOM OF ASSOCIATION (2016)**

|       |  |      |      |                          |
|-------|--|------|------|--------------------------|
| 407-1 | Freedom of association and collective bargaining | 7, 9 | Full | Guaranteed and respected |
|-------|--|------|------|--------------------------|

**GRI 416: CUSTOMER HEALTH AND SAFETY (2016)**

|       |   |   |      |                            |
|-------|---|---|------|----------------------------|
| 416-1 | Assessment of health and safety impacts | 8 | Full | Product compliance ensured |
| 416-2 | Incidents of non-compliance             | 8 | Full | No incidents occurred      |

**GRI 417: MARKETING AND LABELING (2016)**

|                |   |   |         |                      |
|----------------|---|---|---------|----------------------|
| 417-1 TO 417-3 | Product/service info, marketing, compliance | 8 | Partial | General mention only |
|----------------|---|---|---------|----------------------|

**GRI 418: CUSTOMER PRIVACY (2016)**

|       |  |   |      |               |
|-------|--|---|------|---------------|
| 418-1 | Substantiated complaints concerning breaches | 8 | Full | None reported |
|-------|--|---|------|---------------|

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