Science you Trust,
Results that Matter

Sustainability Report

2025

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Letter to stakeholders

Behind every active ingredient we produce is a person who will use it to treat their condition and live a better life. This awareness guides our decisions and the way we work. 2025 confirmed our ability to consistently manage change, investing in development and strengthening our position in the sector. Our operating environment continues to evolve rapidly: molecules are becoming more complex, therapeutic areas are expanding, and international dynamics are leaving supply chains increasingly exposed to tensions and uncertainties.

In this context, our commitment to rigor and quality has grown even stronger, guiding the evolution of our business model toward high-value-added products and increasingly solid and lasting relationships with our customers. Our know-how and the expertise we have developed over time are what set us apart in the market and form part of our identity. What really sets us apart is our ability to put this wealth of experience at our customer's disposal in a fast, flexible, and reliable way, while maintaining high operational standards and a long-term vision.

In recent years, we have set clear decarbonization goals and launched tangible initiatives to improve energy efficiency, optimize water use, and promote models that are increasingly geared toward the circular economy. We continue to invest in upgrading our facilities, introducing new digital technologies, and developing in-house expertise. Digitalization is transforming the way we work – from production to laboratories, data management, and the supply chain – making processes not only more efficient but also more integrated across our various production sites and more reliable.

People are always at the heart of this transformation, and we are committed to ensuring a safe, inclusive work environment that values their skills. We continue to invest in training, professional growth, and the well-being of our people, because we believe that the best results stem from participation, shared responsibility, and a full awareness of the social value of the context in which we operate.

This commitment to our people is naturally reflected in the way we build relationships with those who work alongside us. For this reason, I would like to thank all the stakeholders who contribute to our growth every day. Customers, suppliers, institutions, partners, and local communities are an essential part of the value we create.

We will continue to operate with transparency, accountability, and consistency as we look to the future and remain committed to turning our promises into action.

Daniele Piergentili

Chairman of the Board of Directors
and Chief Executive Officer

FIS: profile and strategic vision

About us

A new era of growth

We are a **European and global leader in the development and production of "small molecule" active pharmaceutical ingredients (APIs)** for the global pharmaceutical industry. Since our founding in 1957, we have pursued one clear goal: to help improve people's quality of life by ensuring the highest standards of safety and therapeutic efficacy.

Headquartered in Montecchio Maggiore (Vicenza) and with three production facilities in Italy, we are among Europe's leading contract development and manufacturing (**CDMO**) companies.

We support pharmaceutical companies from project development through to commercial-scale production, throughout the entire product lifecycle.

Decades of expertise in research and development, advanced manufacturing technologies, and one of the industry's most rigorous quality systems form the foundation of our daily work. All this is made possible by **2,300 people**, including over **270 researchers** working in Italy's largest private R&D unit. With a total production capacity of over 3,150 m^3, **our active pharmaceutical ingredients reach approximately one billion people worldwide each year.**

FIS IN NUMBERS

2,300
people who shape FIS every day*

> 270
researchers

3,150 m^3
production capacity

* This figure refers to the sum of GRI 2-7 and GRI 2-8.

An impact-oriented portfolio

Our product portfolio is **constantly evolving**, with an increasing focus on highly complex molecules with high added value, targeting therapeutic areas with significant social impact, such as oncology, immunotherapy, and metabolic diseases.

Alongside established technologies, we are developing innovative processes to meet the needs of a rapidly evolving market. During 2025, we launched **19 new projects** in various fields.

Our product portfolio is divided into two main areas:

Custom

Exclusive production of intermediates and APIs at all stages of development and in the commercial manufacturing of patented drugs.

API Generics

Exclusive production of intermediates and APIs for drugs that are no longer under patent protection. A portfolio of generic APIs covering multiple therapeutic classes, including anxiolytics, tranquilizers (controlled substances), antibacterials, anticonvulsants, anti-inflammatories, and others.

The context in which we operate

The global pharmaceutical industry is undergoing a period of transformation, driven by the development of new therapeutic areas and an uncertain geopolitical landscape.

Growth in our market

The CDMO market is projected to grow year over year, with double-digit expansion in certain therapeutic areas where FIS already operates.

1 An evolving market

The growth of peptide-based drugs for the treatment of diabetes and obesity (**GLP-1**) accounts for an increasing share of the sector's development, reshaping the investment priorities of major players. Alongside other inherently robust therapeutic areas, this evolution is driving FIS toward the production of increasingly complex molecules, in smaller volumes and with **higher added value**.

Medium-sized companies and start-ups, often referred to as **Small Pharma**, are playing an increasingly important role in the industry today, successfully advancing molecular innovation projects. In 2025, we further **strengthened our position** in this segment.

2 Business continuity and supply chain resilience

Our customers value partners who can **guarantee quality and a consistent supply even in uncertain circumstances.** We managed to handle this situation effectively by taking structured action on several fronts:

- diversifying our supply sources;
- renegotiating supplier contracts;
- continuously monitoring the market.

We are also watching the **reshoring** trend closely, particularly in the United States, where it is prompting several industry players to reconsider the location of their production capacity.

3 Sustainability as a competitive advantage

The market and stakeholders are paying growing attention to **ESG performance**: environmental, social, and governance criteria are increasingly being incorporated into qualification processes, and are becoming a prerequisite for accessing business opportunities.

PLATINUM Top 1% ecovadis Sustainability Rating JUL 2025

In 2025, we achieved **the Platinum level of the EcoVadis rating** (a distinction awarded to only 1% of the companies evaluated) and approved an ambitious decarbonization plan over a ten-year period.

Geographical presence

We are a company rooted in Italy and with an international focus. Our three facilities in Montecchio Maggiore, Lonigo, and Termoli serve as hubs for all our research, development, and production activities and form the foundation of our global operations.

1 Our presence in Italy

Facilities

All our facilities are accredited by the Italian Ministry of Health and the Food and Drug Administration (FDA).

A **Montecchio Maggiore:** the group's historical and legal headquarters. In addition to manufacturing, it houses research and development activities.

NUMBER OF PEOPLE: **1,378** | GMP: **~1,700 m³**

B **Lonigo:** production facility in operation since 2017

NUMBER OF PEOPLE: **470** | GMP: **~650 m³**

C **Termoli:** production of intermediates and active ingredients

NUMBER OF PEOPLE: **453** | GMP: **~800 m³**

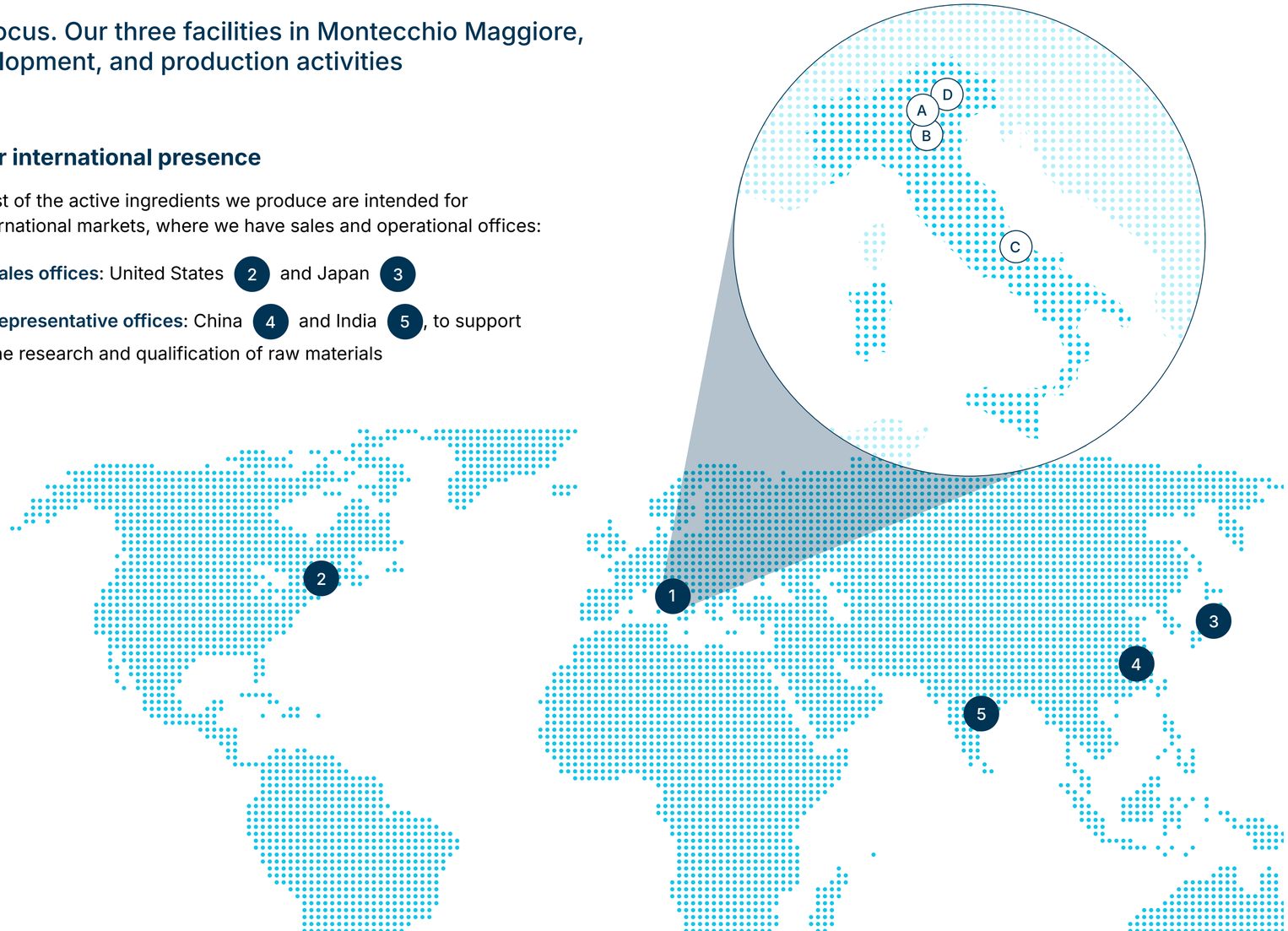
Offices

D **Vicenza:** La Vela offices, opened in late 2025

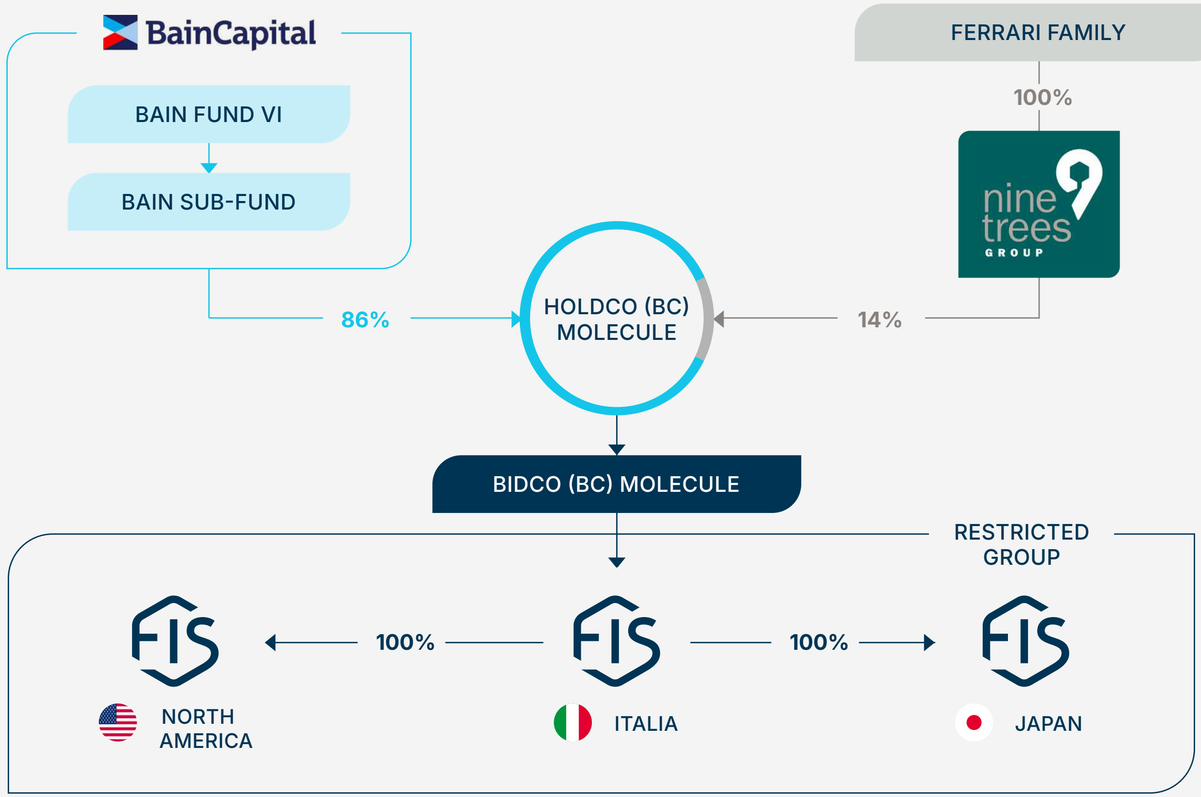
Our international presence

Most of the active ingredients we produce are intended for international markets, where we have sales and operational offices:

- **Sales offices:** United States 2 and Japan 3
- **Representative offices:** China 4 and India 5, to support the research and qualification of raw materials



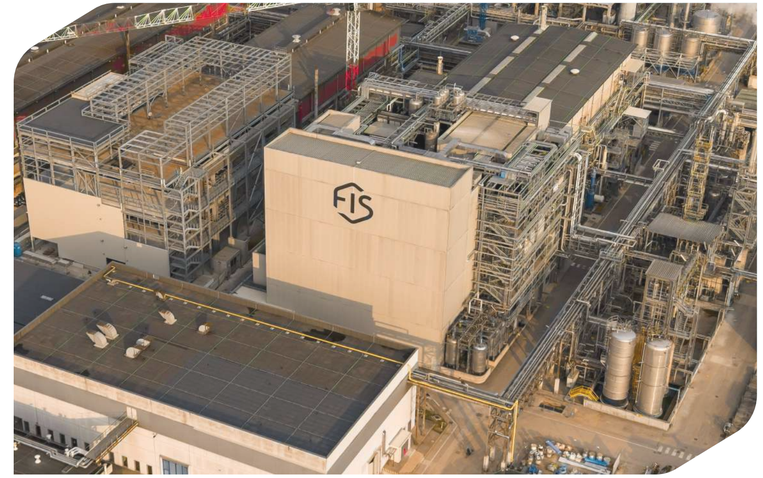
Corporate structure



From a corporate structure perspective, the structure established at closing in late 2023 remains in place.

FIS is owned by **Molecule** (BC) **Bidco SpA**, which in turn is owned by Molecule (BC) Holdco SpA, 86% of which is held by **Bain Capital** and the remaining 14% by **the Ferrari family**, which owned the company from its foundation until 2023. FIS also owns 100% of FIS North America and FIS Japan.

Following the acquisition by Bain Capital, we embarked on **a transformation journey** that has impacted every aspect of the company, including strategic growth initiatives, the strengthening of our front-line management, and the implementation of new tools to tackle the challenges of a rapidly evolving market with greater ambition.



Governance

FIS's governance is based on a traditional model consisting of a Shareholders' Meeting, a Board of Directors, and a Board of Statutory Auditors.

Daniele Piergentili
Chairman of the Board of Directors and Chief Executive Officer

Michela Schizzi
Member of the Board of Directors and General Counsel

Manuel Barreca
Member of the Board of Directors and Chief Financial Officer

The Board of Directors, consisting of three members with powers of ordinary and extraordinary administration, is responsible for guiding the company's strategy, defining its strategic, organizational, and control frameworks, and convenes on a quarterly basis.

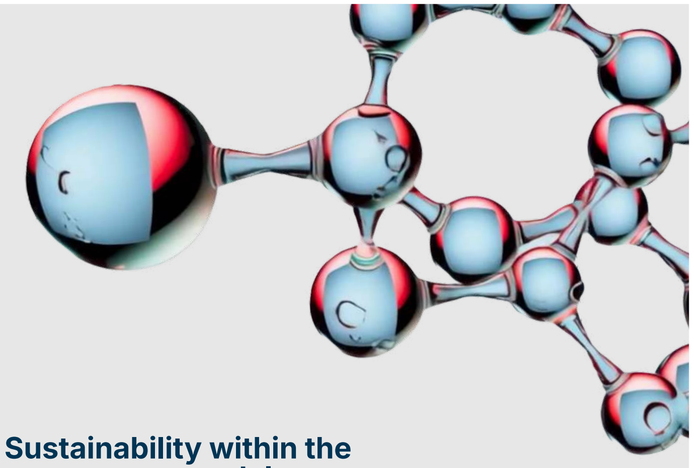
Through the company's departments and dedicated working groups, the Board of Directors exercises strategic oversight to identify, prevent, and mitigate risks, including environmental and social ones. To ensure continuous monitoring of key corporate issues, regular updates are provided to senior management and the directors. Compliance issues, the Standard of Business Conduct, and the Model 231 are regularly reported to the Board of Directors, ensuring a comprehensive overview of key governance aspects.

The following working groups and bodies assist the Board of Directors:

- **Internal Audit Department**:
  independently verifies the adequacy and effectiveness of the Internal Control System.
- **Enterprise Risk Management**:
  promotes the development and continuous improvement of the Internal Control System.
- **Whistleblowing Committee**:
  manages incoming reports and implemented actions, and shares them with Internal Audit
- **Supervisory Body**:
  consisting of three members, it provides independent assessments of compliance with policies, procedures, the Standard of Business Conduct, and Model 231.

At the site level, health and safety issues are managed by the **Prevention and Protection Service**, led by the Health and Safety Officer who reports to the Facility Manager, the Employer's designated representative.

There are also dedicated **working groups** in which the workers' representatives discuss specific safety issues with the Employer, or a delegate, and define improvement actions.



Sustainability within the governance model

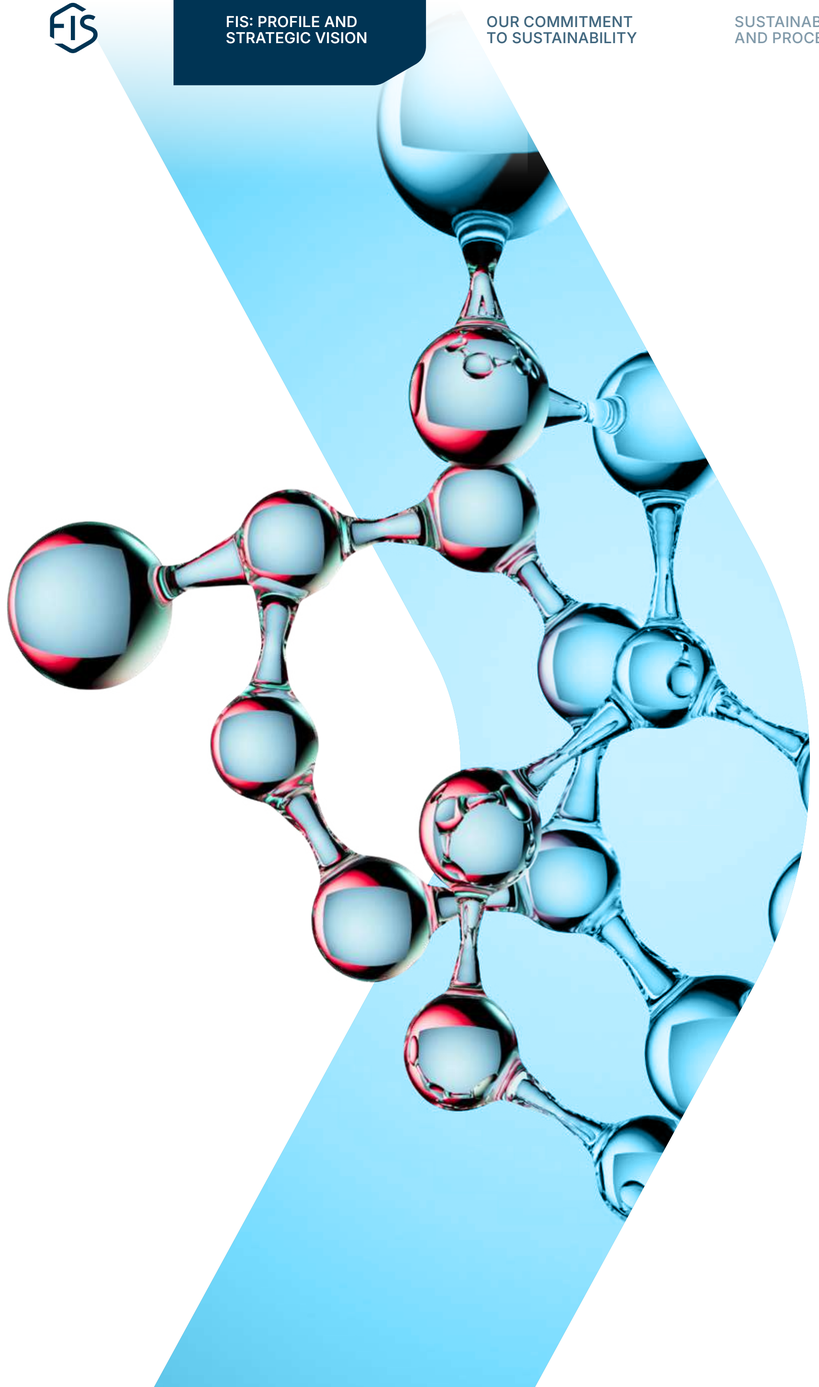
Sustainability topics are managed across all key business functions of the organization, under the coordination of the Corporate Sustainability function, which centralizes their implementation and monitoring, supports teams in their execution, and ensures accurate annual reporting.
The Board of Directors receives regular reports and updates on sustainability issues from Management, to which the ESG & Sustainability Manager reports.

Our role in the value chain

Understanding where and how FIS generates environmental, social, and governance impacts begins with an analysis of its value chain.

This spans from the sourcing of raw materials to the delivery of active pharmaceutical ingredients to pharmaceutical customers, encompassing all stages of research, development, and production.

THE FIS VALUE CHAIN



Our purpose

The fastest formula to reliability for the therapies people really need

Our strategic vision

FIS's strategy aims to strengthen its market leadership and expand into new segments and geographical areas. Internally, the goal is to continue pursuing operational excellence, offer solutions that are increasingly tailored to each customer's needs, and attract the best talent in the industry.

These are complemented by two cross-cutting priorities: M&A activities, to bring new skills and technologies into the company, and a focus on security, compliance, and quality. This strategic shift plays out across four areas, in each of which sustainability is a key consideration.

1 Putting the patient first

Everything we do stems from a fundamental understanding: the active ingredients we produce become medicines that people take to treat themselves, improve their quality of life, and manage medical conditions, including serious ones.
This shapes our day-to-day operational choices, driving us to:

- shorten the time between the development of a molecule and its availability on the market, without ever compromising on quality and safety
- invest in facilities, human capital, and digitalization to manage increasingly complex molecules.

Because every day gained is one less day of waiting for those who need treatment.

2 Environmental protection in production processes

For FIS, environmental sustainability and the fight against climate change are central to its business model and closely integrated with its goals of quality, speed, and operational continuity. The company is committed to progressively reducing the environmental impact of its industrial processes by pursuing decarbonization, ensuring the efficient use of energy and water resources, and developing solutions aligned with the circular economy. This commitment translates into the adoption of new technologies and management systems, integrating environmental criteria into strategic choices and decision-making processes.

3 A business undergoing transformation

FIS is shifting its business model toward highly complex molecules, to meet international customer's growing demands for quality, reliability, and technological expertise.
This shift strengthens its position as a strategic, highly specialized, and indispensable partner within the global pharmaceutical supply chain.

In this context, operational continuity and risk reduction are central elements of the strategy.

4 People: a culture of responsibility and safety

The success of the strategy depends not only on policies, processes, and technologies, but also on the ability to align every employee with FIS's values and purpose. The company is promoting a profound cultural shift in which employees are actively engaged in the company's goals and aware of the impact of their work, with a particular focus on safety.

Employee engagement and the continuous improvement of performance and safety are key to sustaining the organization's growth and evolution over time.

Economic value generated

2025 confirmed the strength of our growth trajectory, with positive results in both revenue and margins, driven by coordinated action on revenue and costs alike.

> In 2025, we also restructured our debt, taking advantage of favorable conditions to refinance our debt and strengthen our financial position.

A renewed portfolio and a strengthened financial structure

Throughout 2025, we worked to enhance the **profitability of our product portfolio** by addressing both cost structure and revenue quality. We **expanded and diversified our supplier base**, improving procurement terms, and collaborated with customers to build balanced, sustainable, long-term business relationships. At the same time, we continue to develop new opportunities, with a **particular focus on the Small Pharma segment**. In 2025, we have received approximately 20 new requests for proposals, four of which have already been converted into active projects

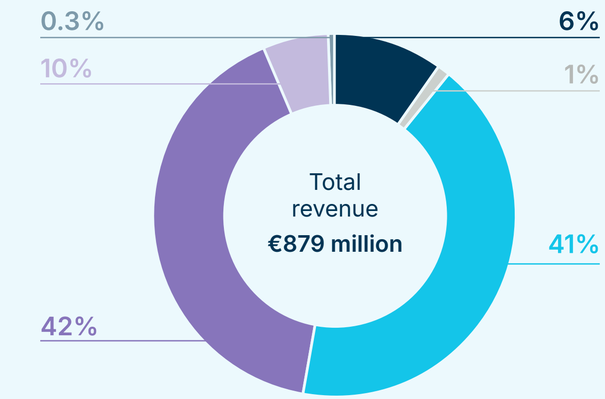
Improved margins are fueling **an expanding investment cycle**, with resources allocated to expanding production capacity, upgrading facilities, and digitalization, thereby supporting future growth and strengthening industrial competitiveness.

A continuously growing international market

We serve more than **200 customers**, including 8 of the world's leading pharmaceutical companies, and are developing a total of over **100 molecules**.

In 2025, we generated total revenue of €879 million, an increase over the previous year.

REVENUE FOR 2025



THE GROUP'S FINANCIAL STRENGTH

€107 million
investments

+24%
adjusted EBITDA
vs 2024

+14%
custom synthesis
vs 2024

Impact on the community and the region

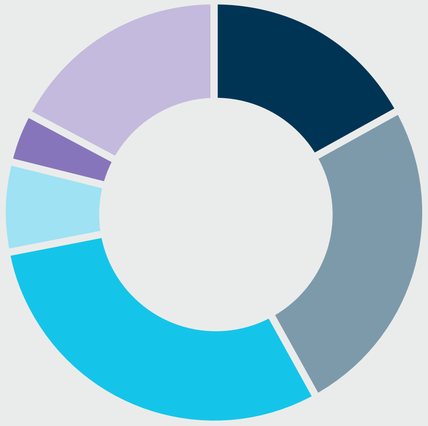
Corporate Social Responsibility (CSR) initiatives are essential for improving the well-being of the communities in which we operate and promoting sustainable development.

We work with local authorities and NGOs to support people in need and protect human rights, contributing to cultural and environmental initiatives as well as programs that assist socially disadvantaged individuals.

Our commitment to schools continues: many initiatives launched in previous years have been renewed and expanded. Among these, the "FIS Diary" was distributed to approximately 3,500 children and teenagers. This year's edition focused on respect, as a value that enriches every human relationship, while promoting sustainability, environmental awareness, and the importance of chemistry. We organize **school visits** to our production sites and college orientation days, donate educational materials, and develop internships and work-study programs.

Among the activities involving the local community, we support the SOS Children's Village in Vicenza, an organization that provides educational and welfare support to children, young people, women, and families in difficult situations, ensuring a safe and stimulating environment.

2025 DISBURSEMENTS



- **Social and charitable** - 17%
- **Chemistry** - 4%
- **Sports** - 30%
- **Culture** - 7%
- **School and education** - 17%
- **Local authorities** - 25%

SOS VILLAGGI DEI BAMBINI VICENZA

Growth, safety and opportunity

In 2024, the SOS Village in Vicenza supported over 140 people, including children, families, mothers with children, and women who are victims of violence. Active since 1981 and part of the SOS Children's Villages International network, it offers educational and support services that provide a safe, welcoming, and stimulating environment, with structured programs that foster independence, personal growth, and social integration.

The organization also runs local projects to reduce school dropout and offers hands-on job-training programs, supporting the personal growth of young people and the well-being of the community.

Our commitment to sustainability

Our commitment

FIS has built its sustainability efforts around measurable goals that evolve in step with the company's transformation process. The targets below reflect a path of continuous development, guiding both current and future commitments.

Environment

People

Governance

Strategy

FIS has set goals and initiatives to reduce its environmental impact and transition to a more efficient and responsible production model. This commitment includes corporate reduction targets for water, waste, and emissions (Scopes 1, 2, and 3), the revision and implementation of the 2035 Decarbonization Plan, and the integration of these goals into business processes.

Key initiatives will include:

- Expansion of the "Zero Liquid Discharge" water ultrafiltration system at the Lonigo and Termoli sites
- Achievement of ISO 50001 certification for energy management
- Energy efficiency measures as part of the Decarbonization Plan
- Reducing reliance on fossil fuels in favor of renewable energy sources
- Improving process sustainability from the R&D stage onward
- Strengthening circularity strategies in the management of materials used in synthesis processes
- A structured carbon-footprint approach aimed at reducing product emissions relative to the footprint of the technical packages provided by customers
- Technologies to reduce the volume of aqueous waste sent for disposal

Goals

- -20% in CO_2 emissions (Scope 1 and 2) by 2026 (vs 2020 baseline)
- -20% in water consumption by 2026 (vs. 2020 baseline)
- -20% in waste sent to landfills/recycled waste by 2026 (vs. 2020 baseline)
- At least 90% of equipment containing VOCs will be inspected annually starting in 2026

Our commitment

FIS has built its sustainability efforts around measurable goals that evolve in step with the company's transformation process. The targets below reflect a path of continuous development, guiding both current and future commitments.

Environment

People

Governance

Strategy

At every stage of an employee's career, FIS sets goals and initiatives aligned with the principles of the EU directive on pay transparency and gender equality. The goal is to create a safe and respectful environment that values people and the skills needed to support growth.

Key initiatives will include:

- Talent management strategy to acquire and develop skills
  - Employee value proposition to attract the best talent
  - Improving the onboarding process for new hires
  - Skill mapping to identify and leverage the soft and hard skills our people already have
  - Development plans and training programs open to all employees, with a particular focus on managerial skills (Be Catalytic)
- Enhancing employee experience for people engagement
  - New performance review and potential evaluation system through "catalytic development"
  - Renewal of the second-level collective agreement and of the Total Reward initiatives aimed at supporting the well-being of employees and their families.
  - Strengthening internal communication strategies
  - Introducing an engagement survey
- Digitalizing HR processes to promote simplification and greater transparency
  - Implementing of a Human Capital Management (HCM) system
- Improving health and safety for all employees
  - S.A.F.E. safety culture development program
  - Continuous Training Plan on Health, Safety, and the Environment
  - Safety Day and initiatives to inform, communicate with, and involve all staff on HSE matters.
- Digitalizing of HSE processes to support engagement and simplification
- Including of HS targets in MBO plans and performance-based bonuses for all employees

Goals

- Frequency-severity index (FSI) for accident risk below 1.24 by 2026
- The company will continue to cover 100% of enrollment fees for the FASCHIM healthcare fund for all eligible employees through 2030
- 100% of employees covered by a second-level collective bargaining agreement through 2030
- 100% of employees undergoing annual performance evaluations through 2030
- Maintain zero non-conformities identified in internal operational audits of operations conducted by external parties, in accordance with the PSCI standard on child labor, by 2030
- Gender pay gap for the white-collar category <5% by 2030
- Gender pay gap for the blue-collar category <7% by 2030
- Maintain zero recalls of products commercialized with APIs produced by FIS by 2030

Our commitment

FIS has built its sustainability efforts around measurable goals that evolve in step with the company's transformation process. The targets below reflect a path of continuous development, guiding both current and future commitments.

Environment

People

Governance

Strategy

FIS has implemented an organizational model to integrate sustainability into its strategic and operational management, reinforcing ethical and responsible practices across the value chain. This structure gives senior management full visibility into ESG issues and coordinates the relevant functions through cross-functional working groups.

Key initiatives will include:

- Adopting a multi-level governance structure for sharing sustainability decisions up to Top Management
- Strengthening tools for assessing impacts, risks, and opportunities in line with the CSRD
- Digitalization projects and data-driven development models
- Continuous training to strengthen cybersecurity awareness
- Continuous training on business ethics issues
- Strengthening supply chain monitoring through EcoVadis Rating and adoption of on-site audits under the PSCI standard

Goals

- Anti-corruption training for at least 90% of employees identified as at risk, by 2030
- Conflict of interest training for at least 90% of employees identified as at risk, by 2030
- Fraud management training for at least 90% of employees identified as at risk, by 2030
- Training on information security for at least 85% of employees and managers by 2028
- Increase by 100% the number of suppliers assessed using EcoVadis ratings for environmental and social practices compared to 2024, by 2030
- Train at least 50% of buyers on environmental, labor, and human rights issues in the supply chain by 2030
- At least 5 PSCI audits of high-risk suppliers per year from 2026

Materiality analysis

To identify the material topics most relevant to the company and its stakeholders, FIS conducted a materiality analysis.

Carried out in accordance with GRI 3, the analysis drew on the provisions and best practices of the European Union's CSRD and the European Sustainability Reporting Standards 1 and 2 (ESRS) published by the European Financial Reporting Advisory Group (EFRAG), as well as the related implementation guide published in May 2024 (EFRAG IG1).

The process started with an analysis of our business context, considering the business model, the value chain, and the main stakeholders. We assessed the internal and external factors affecting our activities, also in light of the ongoing transformation process.

Based on this, we identified and validated the relevant issues using the sector-specific materiality maps of the MSCI and S&P global indices, the SASB standards, consultations with industry stakeholders, and direct input from internal department heads.

For each topic, we analyzed the impacts, risks, and opportunities, assessing their relevance to the company and its stakeholders. The topics that exceeded the defined threshold were classified as material.

The material topics that emerged from the analysis were grouped into the four action areas that form the framework of our commitment to sustainability.

Scope	Topics	
Sustainable chemistry and production processes	• Climate change mitigation and energy efficiency • Prevention of pollution from critical substances	• Water resource management • Circular economy • Innovation and R&D
Our people	• Working conditions at FIS	• Talent development and the promotion of equality
Together for patient health	• Consumer health and safety • Contribution to the well-being of society • Digital transformation and IoT	• Sustainable supply chain • Working conditions in the supply chain • Impact on local communities
Business ethics	• FIS corporate culture • Whistleblower protection	• IT system security at FIS

Our stakeholder engagement model

Dialogue with our stakeholders is an integral part of our decision-making process.

We listen to their expectations and incorporate their feedback into our business operations, fostering relationships built on collaboration and respect, with the goal of building lasting partnerships grounded in shared values and a common vision of sustainable development.
Each stakeholder group has dedicated communication channels through which we maintain an ongoing dialogue to identify needs, gather feedback, share information and suggestions for improvement, and report on our sustainability commitments.

The stakeholder engagement activities conducted both internally and externally throughout 2025 to assess the impact of IROs highlighted the most significant issues as follows: whistleblower protection, the health and safety of end users, contributions to social well-being, cybersecurity and digitalization, strengthening corporate culture, and sustainable water management.

The associations we belong to

Participating in industry associations and organizations helps us stay current on market trends, collaborate with others to build new capabilities, and promote responsible practices across the value chain.

Chemical sector and industry

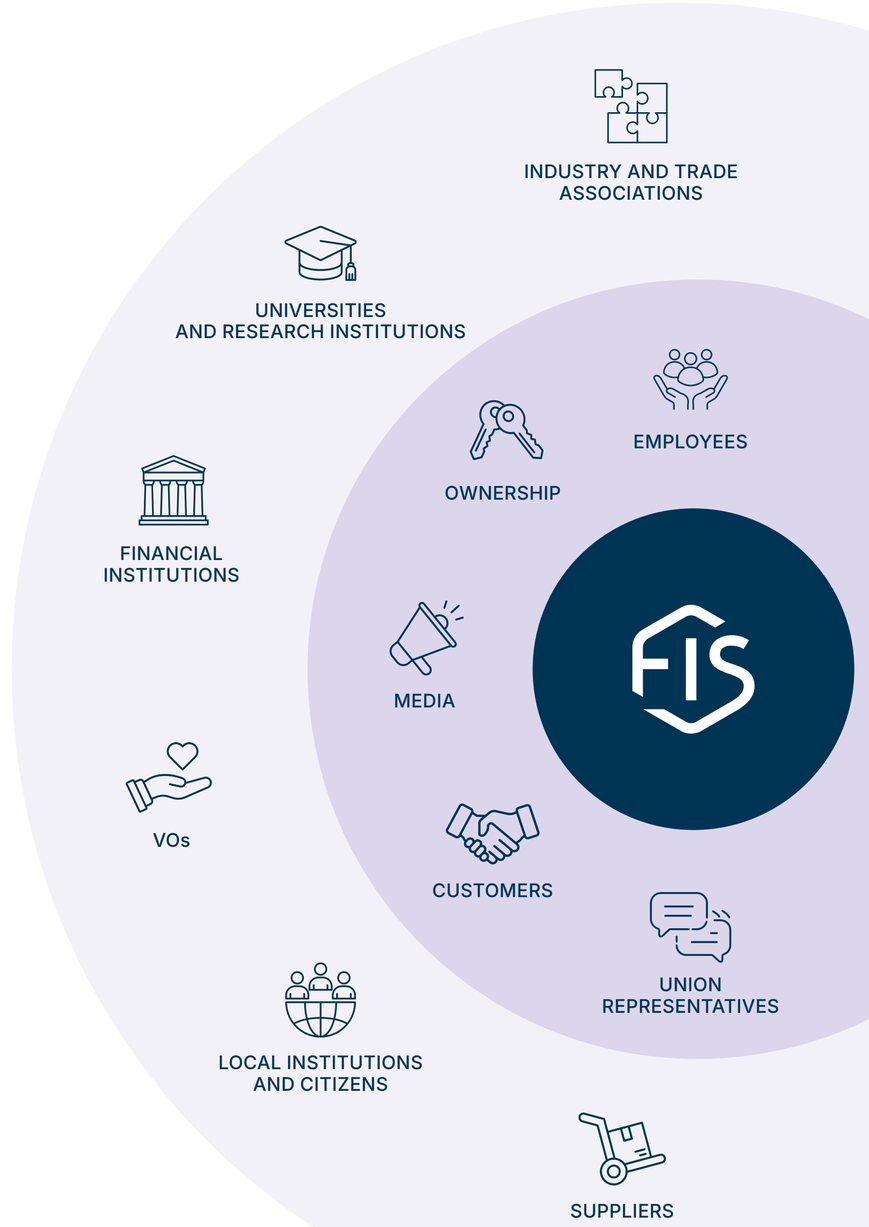
- The European Chemical Industry Council
- European Fine Chemicals Group (EFCG)
- Drug, Chemical & Associated Technologies Association, Inc. (DCAT)

Pharmaceutical supply chain

- Active Pharmaceutical Ingredients Committee (APIC)
- Pharmaceutical Supply Chain Initiative (PSCI)

Professional sustainability

- Sustainability Makers



Sustainable chemistry and processes

Toward a more sustainable chemical industry

We operate in a resource-intensive industry, where managing environmental impacts is an integral part of our corporate responsibility.

This is why **we integrate environmental sustainability into our growth strategy**, adopting an approach that goes beyond regulatory compliance and guides our decisions over the long term.

> Our environmental management system is structured and certified in accordance with the ISO 14001 standard at all production sites, ensuring continuous and integrated monitoring of environmental impacts.

We take a multi-pronged approach: **process innovation, plant upgrades, energy efficiency, and circular resource management**. We take action beginning at the research and development stages to reduce impact at the source, improve process efficiency, and optimize the use of raw materials, energy, and water.

We systematically monitor environmental risks as part of our risk mapping process to prevent critical issues and strengthen operational resilience. In this context, in 2025, environmental risk profiles were assessed at 100% of our operating sites.

We complement our technological investments with a gradual strengthening of our capabilities and organizational structures to support our transformation process and respond to a constantly evolving environment.

Our environmental commitments are yielding tangible and measurable results. The challenging targets* for emissions, water, and waste that we adopted in conjunction with the issuance of the sustainability-linked bond in 2022 have helped accelerate investments and operational decisions. The 2025 results confirm that we are on the right track: energy consumption has decreased by 7%, water withdrawals by 11.7%, and the share of waste sent for external disposal is declining.
In the following pages, we explain how we got here.

In line with this strategy, we continue to invest in the modernization of our facilities to expand production capacity, update our technology, and improve process management. In 2025, we undertook expansion and renovation projects at all of our production sites:

Montecchio Maggiore
- upgraded and expanded department I
- installed a new spray drying line

Lonigo
- started the new 3D production department
- continued work to improve the management of wastewater from production activities

Termoli
- installed a new filter dryer in department B
- upgraded the utilities in department A

* Target for 2026: -20% CO_2 emissions (Scope 1 & 2) / -20% water consumption / -20% waste sent for disposal and external recycling.

Sustainable processes

Research and development (R&D) is the driving force behind our journey toward increasingly efficient and sustainable processes. We are constantly strengthening this area, moving toward **highly complex custom projects** that are increasingly central to our business model. To this end, we invest in the **development of specialized technical skills**, with a focus on process modeling, purification technologies, and peptide chemistry. At the same time, we are strengthening the R&D team to support our transformation and meet a growing demand for customized solutions. We are also accelerating the **digitization of our laboratories**. Our goal is to improve data quality, reduce the margin for error, and make development processes faster and more efficient.

We work to optimize processes **by reducing the use of solvents, reagents, and raw materials**, while adhering to the constraints of custom manufacturing and meeting customer specifications. In this regard, the R&D department plays a key role right from the design phase, aiming to improve process efficiency and develop solutions for the recovery of materials and substances used.

Collaborations with the academic community

We actively collaborate with national academic institutions and support European R&D projects. In 2025, we co-funded a **Ph.D. program** at the Polytechnic University of Turin in Chemical Engineering, titled “Precipitation and Isolation of New Chemical Modalities.” The research focuses on applications such as peptide derivatives and carriers for RNA therapies, which are of particular interest to us.

R&D: 2025 IN NUMBERS

14
R&D projects launched in 2025

11%
of total hires in 2025 were assigned to R&D

4.3/5
2025 R&D Customer Satisfaction Index

R&D Customer Satisfaction Index

The quality of our R&D commitment is also recognized by our customers. To measure their level of satisfaction, we use the **R&D Customer Satisfaction Index**. In 2025, it reached a score of 4.3 out of 5, up from 4.0 in the previous year.

22.3%
average reduction in Process Mass Intensity in 2025

Process intensity

Since 2021, we have been measuring and improving the sustainability of our processes using **PMI (Process Mass Intensity)**, an indicator that quantifies the total use of materials required to produce a given unit of product and indirectly reflects its environmental impact.

We have integrated PMI improvement into our internal evaluation mechanisms, linking it to our chemists’ MBO objectives. This approach directly steers research activities toward more efficient solutions.

Against a 2025 R&D target of cutting PMI by 15% across the entire new portfolio of active projects, **we achieved an average reduction of 22.3% in 75% of cases**. This result reflects a consistent commitment to process optimization, including through the use of new technologies, and to reducing raw materials use, in line with the principles of the circular economy that guide our approach to green chemistry.

FOCUS

Research and industry: a shared vision

In 2025, our collaboration with Italian and European universities continued through doctoral programs and Horizon projects focused on sustainability, chemical innovation, and the development of new therapies.

In 2025, five collaborations with Italian and European universities were underway, developed as part of doctoral programs co-funded by FIS and the NRRP, as well as a European Horizon project. All activities stem from real needs related to the sustainability of production processes, chemical innovation, and the development of new therapeutic solutions.

A doctoral project is being carried out with the University of Padua, dedicated to the development of statistical analysis and process modeling methodologies applied to the industrialization of new production processes. Three different research projects are underway with the University of Trieste. Two projects involve the development of methodologies for quantitative analysis using Raman spectroscopy and gold nanoparticles to detect the presence of active ingredients in wastewater and on reactor surfaces. A third project concerns the application of artificial intelligence to the biological profiling of API molecules, with the aim of developing in-house expertise in determining concentration limits in wastewater.

At the European level, FIS is participating in the Horizon NextBase project alongside the universities of Milan, Graz, Caen, and Rostock, as well as Johnson & Johnson. The project involves six doctoral students working on the development of more sustainable synthesis methods, to replace precious metals such as platinum and palladium with more common alternatives, such as iron and copper, in chemical reactions that use metal catalysts.

> We believe that the partnership between industry and universities is essential for fostering innovation and developing skills. Collaborating with the academic community means supporting research and, at the same time, connecting with the people who will help shape the company's future.
>
> **Alfredo Paio**
> R&D Director

Energy and emissions

Improving energy efficiency and managing emissions are priorities in our journey of growth and transformation.

We operate in an energy-intensive sector and recognize that expanding production may lead to a further increase in energy demand.

That is why we take a **structured approach** by focusing on three key areas:
- we improve the energy efficiency of our sites through innovative technologies
- we diversify our supply sources
- we implement production processes to reduce our carbon footprint

This last point is addressed by our ambitious decarbonization plan, which sets a target to reduce emissions by 2035 compared to the 2023 baseline. The plan aims to progressively meet the company's entire energy needs through renewable sources and to reduce emissions associated with all aspects of the production process.

Energy consumption

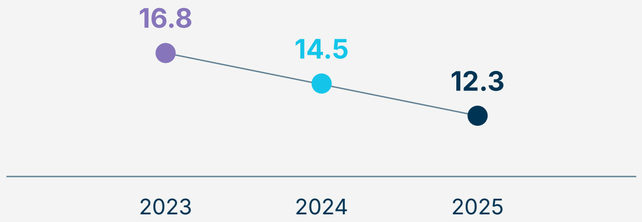
Our direct energy consumption is primarily linked to the use of natural gas for heating and cogeneration, as well as to incineration processes.

Over the past two years, we have reduced our gas consumption by 27% through plant efficiency improvements, optimization of incinerator operations, and the introduction of advanced monitoring systems. These initiatives are complemented by tangible decarbonization measures that are currently being implemented, including the partial replacement of natural gas with biomethane.

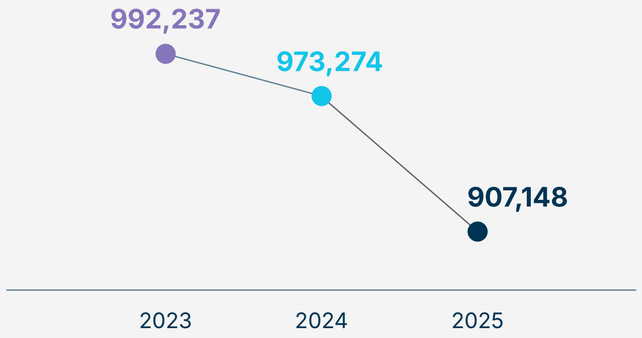
At the same time, we are diversifying our energy sources by increasing our use of renewables and working to reduce overall consumption through measures implemented across all production sites. In 2025, total energy consumption decreased by approximately 7% compared to 2024, with 67% of the electricity used coming from renewable sources, amounting to approximately 87,500 MWh in total.

67% Electricity from renewable sources
(+14% vs 2024)

NATURAL GAS CONSUMPTION - million sm^3



TOTAL ENERGY CONSUMPTION - GJ



Greenhouse gas emissions

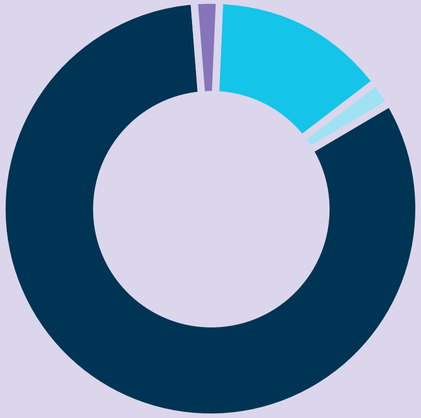
Scope 1 emissions mainly originate from incineration plants and the use of natural gas. The **slight increase compared to 2024 (+4%)** is due to the revamping of the incinerator at the Lonigo site.
This improvement has allowed the company to process a greater volume of waste internally, reducing its reliance on external waste disposal providers sent to incineration. Although this will have an impact in the short term, it will improve operational efficiency and reduce the overall waste stream over time.

Scope 2 emissions, on the other hand, are primarily linked to purchased electricity and external supply systems, including the trigeneration plant serving the Lonigo production site. The **reduction in market-based Scope 2 emissions of approximately 32% compared to last year** is consistent with the gradual increase in the use of renewable sources and with energy efficiency measures for facilities and processes, in line with the decarbonization plan.

In 2025, total Scope 1 and Scope 2 (market-based) emissions stood at 98,251 tCO_2e, representing a 12% reduction compared to 2023.

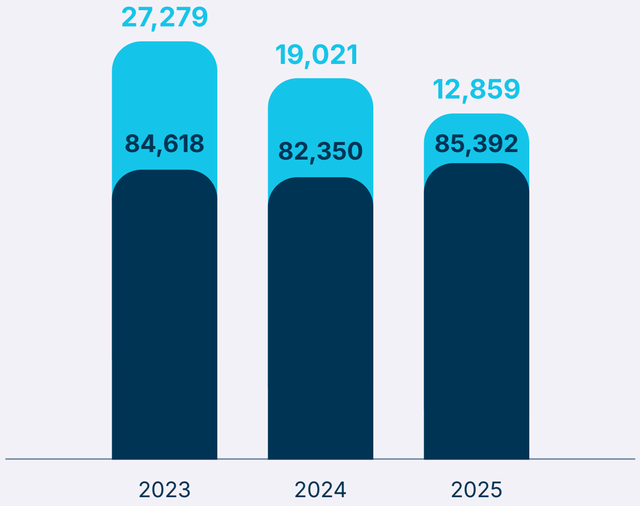
GHG EMISSIONS INVENTORY

Share of total emissions by Scope



- **Scope 1** - 14%
- **Scope 2** - 2%
- **Scope 3** (upstream) - 82%
- **Scope 3** (downstream) - 2%

SCOPE 1 and 2 EMISSIONS TREND



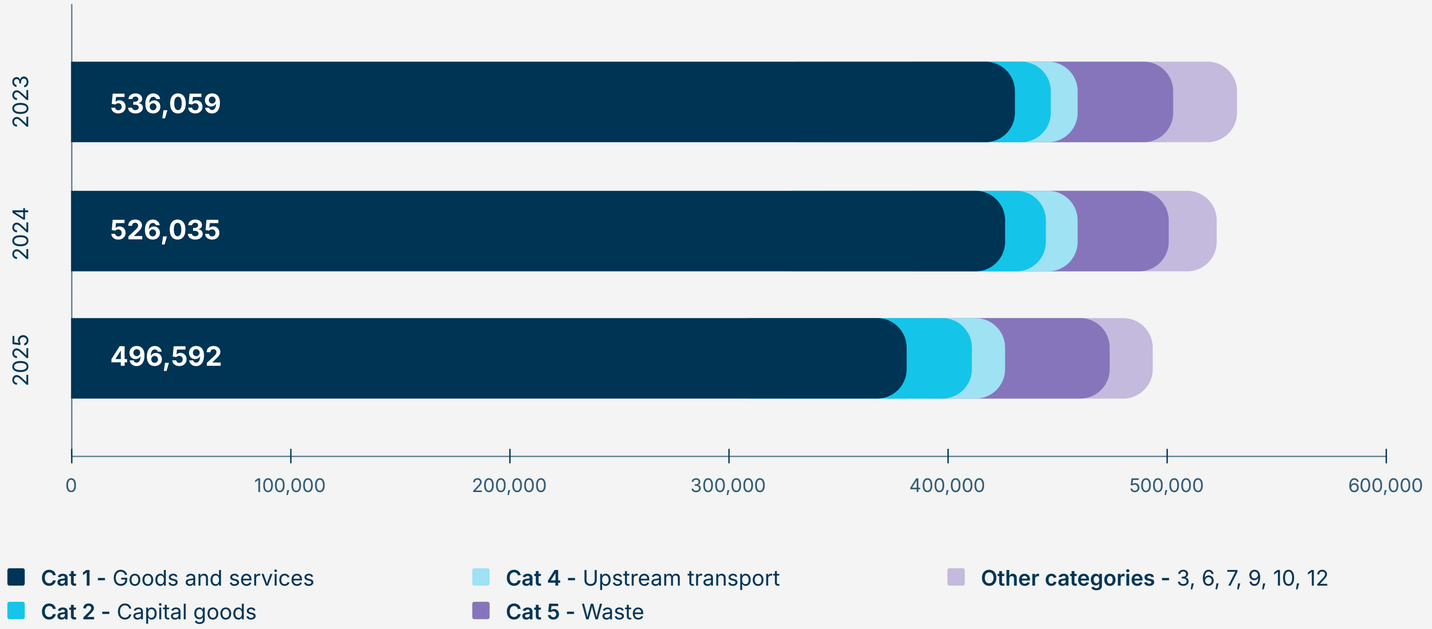
- **Scope 1 emissions**
- **Scope 2 emissions** - market-based

Scope 3 emissions account for **83.5%** of the company's total reported greenhouse gas emissions, amounting to 496,592 tCO_2e. This figure highlights how the challenge of decarbonization is closely linked to value chain management: the majority of the carbon footprint is in fact generated by activities outside the company's boundaries, particularly by the flows that feed and complete the production cycle.

Adding up the procurement of raw materials and services (64.4%) and waste management (8.1%) reveals that **over 72% of the total environmental footprint stems from the quantity, nature, and end-of-life of the materials handled**. This concentration demonstrates that the environmental impact is not limited to the scope of operations, but stems directly from the resources required to ensure the production and high quality standards of pharmaceuticals. From this perspective, the **circular economy** emerges as the primary strategic driver: optimizing the use of resources upstream and maximizing the recovery of residues downstream is not merely an efficiency goal, but the fundamental lever for the structural decarbonization of the value chain.

The remaining upstream emissions profile comes from **capital goods** (5.0%), in line with the ongoing technological modernization of facilities, as well as to logistics, indirect energy consumption, and corporate mobility. **Downstream** emissions (1.8%), on the other hand, are marginal and stem from the final processing of products at customer sites.

SCOPE 3 EMISSIONS (tCO_2e)



Other atmospheric emissions

In addition to greenhouse gas emissions, our processes generate emissions of other substances, such as nitrogen oxides (NOx), sulfur oxides (SOx), volatile organic compounds (VOCs), particulate matter (PM), and carbon monoxide (CO). We continuously monitor these parameters at all three sites, employing the best available technologies to minimize their impact.

-40% NOx emissions for the 2023–2025 period

The technological measures introduced in recent years have significantly reduced these emissions. In particular, NOx emissions have been reduced by approximately 40% thanks to the DeNOx purification system installed in Lonigo.

A ten-year roadmap for decarbonization

At the end of 2025, we launched our ten-year decarbonization plan, which outlines the main courses of action and serves as the framework for the initiatives already underway. In December, we also **committed to the Science Based Targets initiative (SBTi)**, reaffirming our dedication to a business that is progressively less reliant on fossil fuels.

The specific targets and monitoring indicators will be formalized in 2026 and disclosed in the next Sustainability Report.

Our commitment to reducing emissions and energy consumption

In 2025, we focused our efforts on two key areas:

Montecchio Maggiore

Energy efficiency measures that improved heat recovery, thereby increasing the amount of steam generated by the waste heat boiler for on-site uses. The resulting reduction in consumption had a direct impact on the site's Scope 1 CO_2 emissions.

- 14,800 GJ saved
- -846 tCO_2eq

Termoli

Optimization of the air-to-fuel ratio in the combustion chamber. This has led to lower natural gas consumption and a reduction in related Scope 1 emissions.

- 10,791 GJ saved
- -613 tCO_2eq

NOTE: balances calculated by the Energy function based on pre- and post-implementation data

FOCUS

Decarbonization roadmap

In 2025, we consolidated our decarbonization efforts by establishing a structured roadmap for emissions reduction as the foundation for setting scientifically validated climate targets.

The process launched in 2025 was aimed at integrating climate change mitigation into FIS's industrial and long-term strategies. This effort led to the development of a decarbonization roadmap that enabled us to systematically analyze the main emission sources and identify related reduction opportunities at both the operational and strategic levels.

The analysis considered measures related to energy efficiency, the transition to renewable energy sources, the optimization of production processes, and on value chain involvement thereby creating the conditions for a progressive and measurable approach to reducing greenhouse gas emissions. This process served as the technical and methodological foundation for identifying an absolute emissions reduction target consistent with the most advanced international standards.

In this context, in December 2025, we formalized our commitment to the Science Based Targets initiative (SBTi), making a public pledge to set science-based climate targets.

SBTi is an international initiative that supports companies in setting emission reduction targets in line with the latest scientific evidence on climate change and the goals of the Paris Agreement, specifically limiting the rise in global temperature to 1.5°C.

The latest scientific findings from the IPCC, described by the United Nations as a "code red for humanity," show that it is still possible to limit global temperature rise to 1.5°C, but this requires rapid, tangible action to reduce emissions. These measures are necessary to halve global emissions by 2030 and achieve climate neutrality (net-zero) by 2050.

Adhering to the SBTi means aligning our emissions reduction strategies with rigorous, transparent, and comparable criteria, thereby strengthening the credibility of our climate commitment with stakeholders, investors, and customers. For our company, the SBTi commitment represents a key step in translating our decarbonization roadmap into measurable, verifiable goals that are aligned with the transition pathways required at a global level.

> The SBTi commitment and the decarbonization roadmap are a milestone of which we are especially proud of, and they demonstrate our ability to translate climate ambitions into real actions, aligned with science.

Gabriele Lendaro
Sustainability Manager

BUSINESS AMBITION FOR 1.5°C

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Circular economy and waste

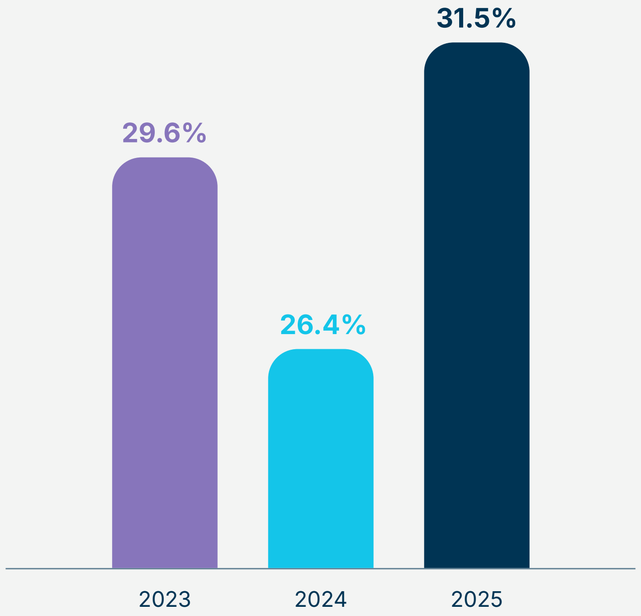
Waste management

Reducing waste, increasing the proportion of waste managed internally, and maximizing the recovery of raw materials are the goals that guide our approach to the circular economy. In an industry like ours, these goals require a structured effort that begins as early as the research and development phase, analyzing processes to identify opportunities for optimization and technologies to adopt.

In 2025, total waste generated amounted to 114,361 tonnes.
Despite this, thanks to our management system, we have increased the proportion of waste sent for external recovery by nearly a fifth compared to the previous year, while waste sent for on-site incineration remains the largest share, confirming the capacity of our facilities to process a significant portion of the waste streams generated.

+26% waste sent to external recovery (v. 2024)

WASTE SENT TO EXTERNAL RECOVERY



Recovery of catalysts and solvents

Design choices have a decisive impact on sustainability. This **is why we prioritize production methods that reduce the use of reagents and solvents**, such as solution chemistry for peptide production. By acting at the design stage, we can systematically address the environmental impact of our processes and shape their environmental performance from the very beginning.

Catalyst recovery is one of the most significant aspects of our approach to the circular economy. These materials contain precious metals, such as rhodium, palladium, platinum, and ruthenium, the recovery of which helps significantly reduce environmental impact and dependence on critical raw materials. We work to maximize their recovery, both through internal processes and in collaboration with specialized partners.

The recovery and reuse of solvents is another critical element of our approach. However, the evolution of our production mix, which is increasingly focused on high-value molecules, introduces a new challenge: given the need to prevent any risk of contamination, we step in as early as the research and development phase, analyzing the potentially recoverable solvents for each process using dedicated software and laboratory-scale distillation systems that replicate industrial conditions. This allows us to optimize separation, improve the quality of recovered solvents, and maximize recycling rates, ensuring quality standards that guarantee the safety of our products.

Recovered solvents can also be sold for use in other sectors, promoting a broader circular economy model.

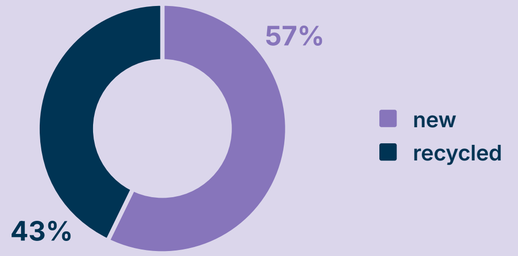
CATALYST RECOVERY IN FIGURES

>80%
catalyst recovery rate in the heterogeneous phase

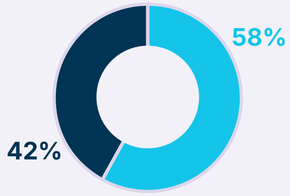
~50%
catalyst recovery rate in the homogeneous phase

RECYCLED SOLVENTS (tonnes)

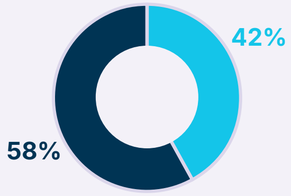
TYPES OF SOLVENTS USED BY FACILITY



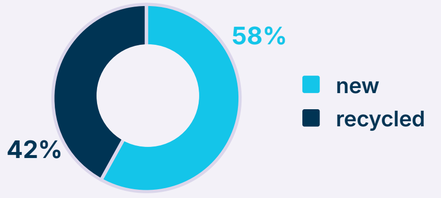
Montecchio Maggiore



Lonigo



Termoli



Water

Water is a critical resource for our processes and for the regions where we operate. Our strategy aims to make our sites as circular as possible, progressively reducing both groundwater withdrawals and external discharges.

While current quality standards require the exclusive use of water certified as drinkable and purified for production purposes, making direct reuse within the production cycle not feasible, in all other cases – such as steam generation, cooling systems, scrubbers, and other technological systems that do not come into direct contact with our processes – we work to maximize purification and recovery, gradually replacing groundwater extraction with internally treated water.

At the same time, we constantly monitor the quality of the treated water, using advanced reverse osmosis systems to remove contaminants and protect the environment and local biodiversity.

In 2025, total water withdrawals decreased by 11.7% compared to 2024. The most significant reduction came from the Montecchio Maggiore site, where withdrawals fell by nearly 30% over the past three years, a decrease linked to the first full operating year of the ZLD system. The longer-term trend is also confirmed, and takes on even greater significance when given that the company has quadrupled both its revenue and its workforce over the past 15 years.

We tailor our approach based on local conditions, optimizing supply sources, and implementing process improvements to enhance efficiency. In Montecchio Maggiore and Lonigo, we primarily use groundwater, while in Termoli we source water from the municipal water supply.

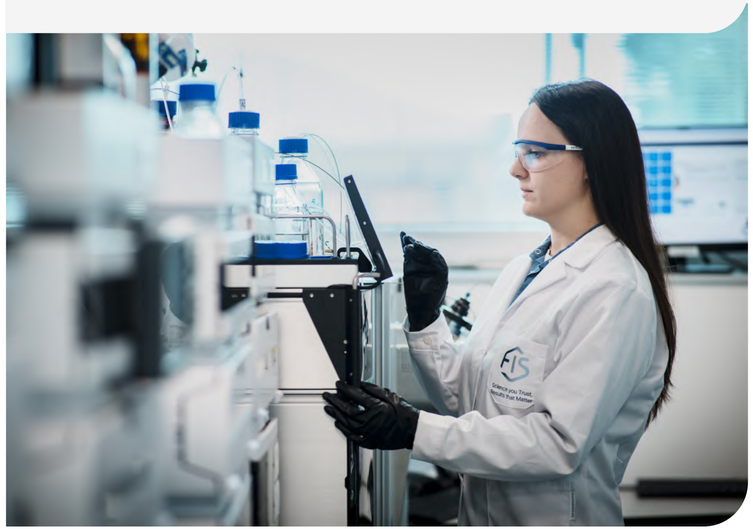
IMPACT ON WATER CONSUMPTION IN 2025

-17%

m^3 of water withdrawn per total number of employees

-3%

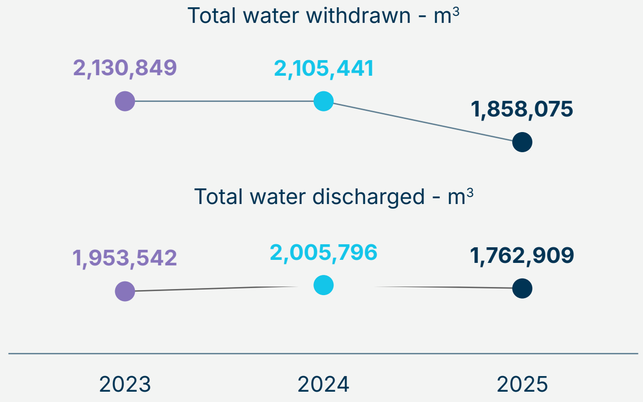
m^3 of water withdrawn per tonne of product



An important contribution comes from the introduction of advanced technologies for water treatment and recovery. These include **Zero Liquid Discharge (ZLD)**, which allows for the recovery and reuse of a large portion of wastewater, reducing both water withdrawals and discharges.

At the Montecchio Maggiore site, where the facility has been fully operational since late 2024, discharges into the sewer system have been reduced by more than a third compared to 2024. We are therefore considering extending this initiative to the Lonigo plant as well and, in the future, to the Termoli plant.

WATER WITHDRAWAL AND DISCHARGE



Our people

The value of our people

Behind every active ingredient we produce is a team of over 2,300 people who work with precision, expertise, and a sense of responsibility.

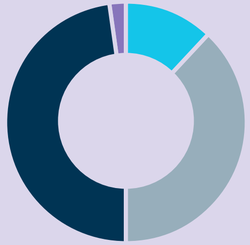
More than half of the workfoce is employed in operational functions, such as production and environmental services. Nearly 600 work in research and quality control laboratories, and about 400 hold office and administrative positions.

In a company undergoing profound transformation, investing in human capital and attracting, developing, and retaining the best talent is essential for the organization's growth. We aim to build a work environment that fosters **continuous personal development**, while respecting workers' rights and adhering to the ethical principles that guide our activities.

Adopting a mindset open to change marked a key step in our organization's evolution. In 2025, we incorporated the behaviors needed to drive corporate transformation into individual performance evaluations, giving them the same weight as other objectives. This approach allows us to measure not only results but also how they are achieved, highlighting the importance of alignment between actions and corporate values.

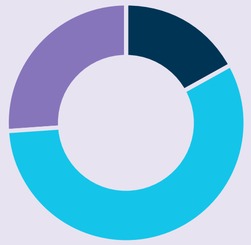
In 2025, we also launched a major **HR digitalization initiative, developed in close collaboration with the IT department**. The initiatives implemented include the modernization of the payroll system and the introduction of a new application that makes it easier for every employee to request time off.

PROFESSIONAL CATEGORY



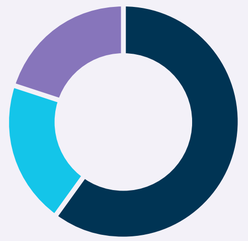
- **Blue-collar workers** - 48%
- **White-collar workers** - 38%
- **Middle managers** - 12%
- **Executives** - 2%

EMPLOYEE AGE



- **< 30** - 17%
- **30 < x < 50** - 57%
- **> 50** - 26%

DISTRIBUTION BY SITE



- **Montecchio Maggiore** - 60%
- **Lonigo** - 20%
- **Termoli** - 20%

THE PROFILE OF OUR PEOPLE

63%
employees with us for at least 5 years

41
average age

95%
staff with permanent contracts

Attracting talent and growing together

People are the driving force behind our growth. Developing increasingly complex molecules requires skills that are built and acquired over time.

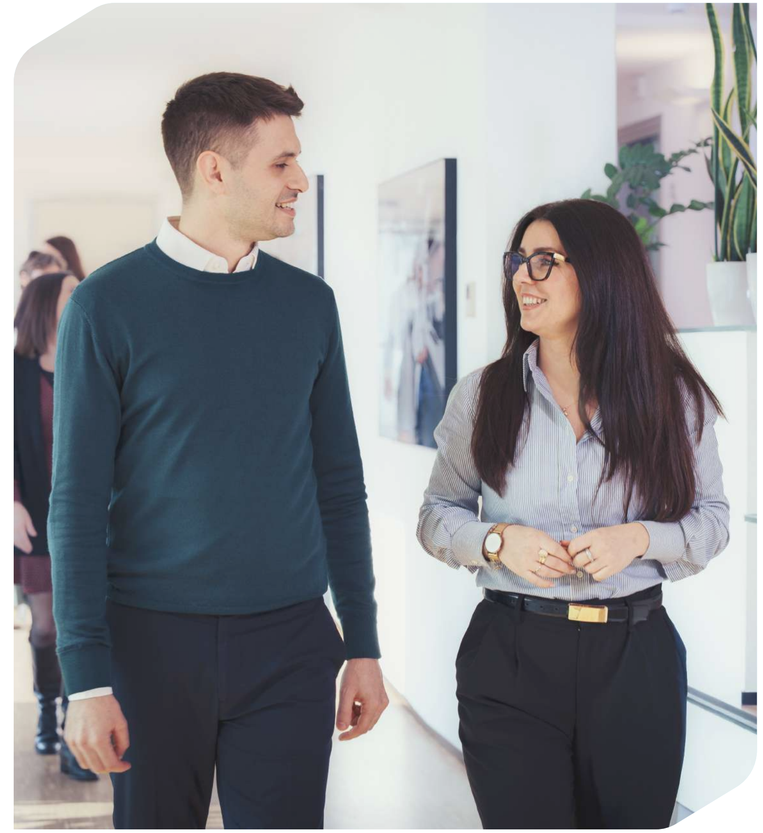
For this reason, we have identified **critical capabilities** as a **key driver of the People Strategy 2025**: the competencies, skills, mindset, and soft skills necessary for the company to achieve the objectives of the strategic plan. Mapping these capabilities helped us understand what we already had at FIS and what and what, on the other hand, needed to be sought on the market.

This awareness gave rise to one of our strategic drivers: Catalytic Talent. The goal is both to **attract the best talent from outside and to develop internal capabilities**, by focusing on engagement and communication, retention, and the development of both technical and managerial skills. People and skills will be the engine driving our diversification into new technologies, molecules, customers, and geographic areas.

FIS formula

2025 saw the launch of "FIS Formula," the framework that defines the company's identity by linking its Purpose, Strategic Drivers, and the behaviors necessary to excel in an increasingly complex and dynamic pharmaceutical market. This collective commitment was made possible in part by the creation of a community of Ambassadors, who serve as the "driving force" behind FIS's cultural and values-based evolution in the years to come. To spread these values throughout the organization, we launched a horizontal and cross-functional engagement process that involved:

- over **130** workshops on the topic
- over **200** ambassadors
- more than **2,000** people involved



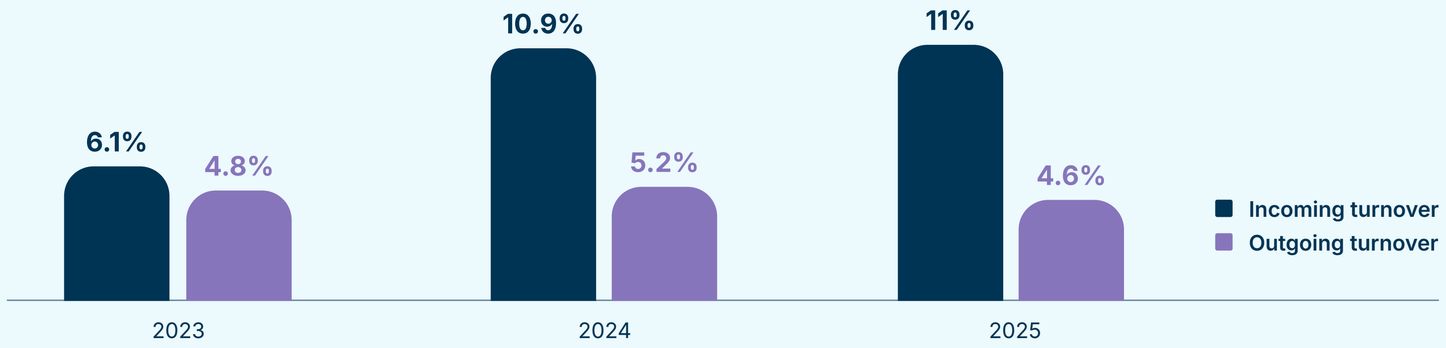
NEW HIRES AND INTERNAL MOBILITY

43%
new hires under the age of 30

240
new hires in 2025

over 220
internal job rotations

COMPARISON OF TURNOVER RATES



A growing organization

In 2025, we continued to grow as a community: 240 new employees joined the company, **many of them under the age of 30**, a sign of our ability to attract young talent.

Outgoing turnover remains stable, with Termoli recording 1.6%. These figures reflect a work environment in which **people choose to stay and build their careers** over time. At the same time, over 200 internal **job rotation** assignments have enabled existing employees to take on new roles, **develop cross-functional skills**, and strengthen collaboration between departments and sites.

Engaging with schools and universities remains a key channel for attracting future talent. **We participate in industry-specific career days**, such as the one at the University of Padua, and involve our professionals in roundtables and industry events. We organize **career orientation days at our Montecchio Maggiore site** for high school for those enrolled and students in the Chemical Engineering program at the University of Padua.

The Buddy program

Every new arrival at FIS is paired with a Buddy: a colleague who serves as a point of reference during the first few months, helps them find their bearings, answers questions, and facilitates their integration into the team. This role creates value for both parties: the newcomer feels welcomed, while the Buddy develops new skills and builds on those gained during their time at FIS. In addition, the program provides opportunities for networking and intergenerational exchange.

FOCUS

FIS formula

The FIS Formula defines how we work and shapes the company's future, bringing together objectives, strategic drivers, and behaviors that guide our decisions and support our people in their day-to-day work.

Throughout 2025, we further strengthened our corporate identity, recognizing internal communication as a strategic tool for fostering organizational alignment and engaging employees in the company's goals and priorities. The cornerstone of this initiative was the launch of the "FIS Formula," the framework that defines the company's identity and guides its evolution. This model connects our purpose (The fastest formula to reliability for the therapies people really need), our strategic drivers, and the behaviors required to excel in an increasingly complex and dynamic pharmaceutical market.

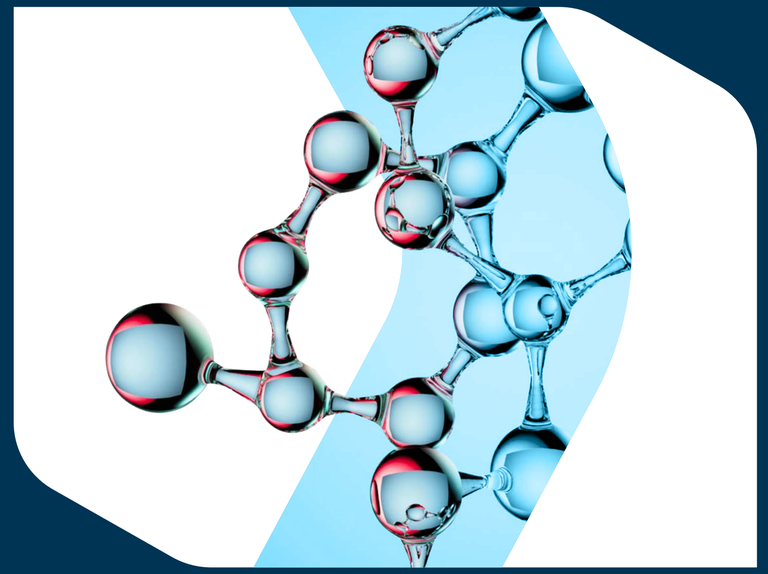
Over the course of the year, this initiative took shape through a broad internal project involving the entire organization. The key moment was the strategic workshop in September, which brought together over 200 People Leaders from all functions and production sites. This was an opportunity for dialogue in which leadership outlined and shared the defining elements of the Formula, giving rise to the Ambassador community.

In the final months of the year, the "FIS Formula" initiative translated into a major engagement campaign involving over 2,000 people, including the production workforce. The Ambassadors facilitated over 130 cross-functional workshops, creating opportunities for dialogue among colleagues from different departments, roles, and locations regarding the company's values and future priorities. The decision to manage the entire process internally helped make it authentic and relatable to employees, strengthening their sense of belonging and their shared commitment to common goals.

To support this evolution, FIS has also consolidated its internal communication model, encouraging constant dialogue between senior leadership and employees. Events led by top management and a renewed communication ecosystem – from the new intranet to bulletin boards, to the introduction of 25 new digital screens at production sites – have made it easier and more immediate to share the company's results, priorities, and key issues.

Corporate values only take shape when people embrace them as their own. For this reason, we worked together to define the FIS Formula.

Daniele Piergentili
Chairman of the Board of Directors and Chief Executive Officer



Developing potential

Each year, our training programs are developed based on a needs assessment conducted with people managers and result in a plan tailored to both individual and organizational needs.

Throughout 2025, we redesigned our training programs to keep pace with the transformation of the industry, as new technologies and more complex molecules require increasingly specialized skills.

We have also identified training topics that cut across different functions and developed shared programs open to employees from various departments. This approach has enabled us to address the same needs more efficiently, optimizing resources, breaking down silo logics, and reducing costs.

THE TRAINING PLAN WAS THEREFORE STRUCTURED INTO FIVE KEY AREAS:

- **Health and safety**
- **Quality**
- **Technical skills**
- **Managerial skills**
- **Personal upskilling**

We have paid particular attention to **strengthening managerial skills** by implementing a training program for shift supervisors at the three production sites. We focused on the strategic management of employees, addressing key aspects of leadership with a specific emphasis on safety communication. The goal was to equip line managers with the skills needed to **lead their teams with increased awareness**, ensuring that every operational action remains aligned with the challenges and goals we have set for ourselves.

In December 2025, we launched the **Be Catalytic** program, designed to encourage our managers to become **catalysts for change**. The program will run throughout 2026 with monthly sessions that integrate the development of hard and soft skills.

INVESTING IN SKILLS AND GROWTH

1,954
people who have received training on Ethics and Compliance

+20%
hours of quality training
(v. 2024)

+42%
hours of safety training
(v. 2024)

99% of staff participated in training activities to strengthen and develop skills

Our training programs

The 2025 training plan covered topics that reflect the complexity and cross-functional nature of the skills needed to support the organization's growth. In terms of quality and compliance, we have expanded our initiatives to promote a shared culture across all departments. The topics covered included a refresher course on privacy and data protection, a program focused on the Business Continuity Plan, and various cyber awareness activities. To strengthen the understanding of cybersecurity, we launched a phishing simulation campaign.

To drive continuous process improvement and strengthen our data analysis tools, we have launched **13 new 12-month Lean Six Sigma Green Belt certification programs** across different departments. In terms of language skills, starting in July 2025, all employees have been given free access to the GoFluent digital platform, with the option to extend access to a family member or friend. As of December 31, there were 815 enrolled participants.

Management development was structured around various initiatives, such as the **CUOA Development Program for FIS 2025**, an annual General Management training program involving 18 colleagues. The program was designed to strengthen participants' professional profiles by exploring topics such as corporate organization, cost analysis, and strategic leadership.

In addition to consolidating technical skills, the company invested in **soft skills**, with a particular focus on team cohesion through team-building activities. At the same time, individual executive coaching programs supported the targeted development of specific roles, offering an important opportunity for personal and professional growth.

Among the initiatives we carried out in 2025 is the **Learning Hub at the Termoli site, designed to maintain and strengthen skills over time**.

Inspired by the world of sports, the project promotes continuous training through repeated practice, improving efficiency, safety, and compliance. The Learning Hub serves as a kind of "training ground," where people can practice in a safe environment, whether they are new to the role or looking to update their skills.

2025 GOALS

~91,000
hours of training in 2025
(2024: 68,757 hours)

+33%
growth in training hours
(v. 2024)

5.5
training days per employee

Well-being in the company

Developed over the years alongside the National Collective Bargaining Agreement for the chemical industry, the company's supplemental agreement continued to provide a structured employee welfare system in 2025, effectively addressing employees' needs.

The measures include protections for the medium to long term and improved conditions to support parents. Regarding maternity leave, while the National Collective Bargaining Agreement for the Chemical Industry (CCNL) sets a limit of 9 months, the company's supplementary agreement has extended it to 12 months, providing real protection for those who choose to care for their families without sacrificing their rights.

To support work-life balance, we offer flexibility in both working hours and work arrangements. Employees working in office-based roles also have the option to work remotely, with up to 8 remote workdays per month.

We also extend various benefits to our employees' family members, in line with a vision that considers well-being in its entirety. In terms of healthcare, we fully cover enrollment in the FASCHIM health insurance fund for employees and their families, covering all or a portion of the costs associated with specialist visits, diagnostic tests, and other medical services.

KEY BENEFITS

Supplementary health coverage
for 88% of employees

100% **paid maternity leave**
for 12 months, compared to the 9 provided under the CCNL

Study leave
1 additional day per exam compared to the National Collective Bargaining Agreement

Unlimited leave
for medical appointments for each employee

100% of employees are covered by the CCNL and second-level collective bargaining agreements regarding working conditions

Parenting support
up to 48 hours of leave to care for an ill child, spouse, or parent

Well-being initiatives

In 2025, we focused our efforts on improving access to existing benefits and introducing new channels for listening and support.

The **Welfare Corner** is a dedicated help desk, available at all three locations, where employees can receive **advice on contractual benefits and ask questions**. Welfare Week, organized in collaboration with our partner Welfare for You, complemented the initiative with a week of themed webinars designed to help employees understand the regulations, learn about the benefits available to them, and make the most use of them.

Mindfulness Point 2025

The Mindfulness Point, available both in person and online, is a space for discussion and psychological support. The service was designed as a space for active listening to promote personal balance and offer practical tools to better integrate personal well-being and work performance.

- Average overall satisfaction rating: **4.70 / 5**
- Average rating of the service's usefulness: **4.62 / 5**
- **96%** would recommend it to a colleague in need
- **Main benefits reported**: stress and tension management, support during difficult times, and clarity in decision-making regarding ongoing organizational changes.

PERCEPTION OF THE SERVICE

426
sessions provided

215
people supported

~2
sessions per person

59%
in-person use of the service

41%
access to the online service

Development and compensation policies

FIS's compensation policy aims to recognize each individual's contribution in a fair and transparent manner.

It is based on the National Collective Bargaining Agreement for the chemical and pharmaceutical sector, supplemented by the company's own agreement, which ensures adequate compensation, the management of work schedules, and the payment of overtime. There is also a variable incentive system with bonuses tied to the achievement of individual goals, company performance, specific components for management, and incentives related to medium- to long-term strategic projects.

Regarding pay equity, we monitor the ratio of male to female pay for each professional category, promoting fairness and transparency in human resources management. The unadjusted gender pay gap for 2025 stands at 6.56% (5.8% in 2024 and 8.5% in 2023).

A GROWING FEMALE PRESENCE IN LEADERSHIP ROLES

33%
women on the Board of Directors

26%
women in Top Management

In 2025, women accounted for 26% of top management, an increase from the previous year and a sign of the company's commitment to promoting merit-based career paths and leveraging diversity as a driver of growth. In line with this approach, Michela Schizzi joined the Board of Directors, reflecting growing attention to the Board's composition.

Union representation

Dialogue with union representatives is structured and ongoing, based on periodic meetings between the Company and employee representatives on issues of mutual interest. In 2025, elections were held to renew union representation, with broad participation from the workforce. 100% of FIS employees are represented by employee representatives.

Over time, meetings between the Company and the RSU have led to agreements on key issues such as: health and safety, working conditions, compensation and work schedules, flexibility, and training.

The Performance Review process

In 2025, we strengthened the performance evaluation system, making it more uniform and consistent across the organization and harmonizing the criteria applied to different categories of employees. This initiative laid the groundwork for the introduction, starting next year, of a system based on objective and measurable goals that will be extended to the entire organization.

Performance mapping integrates technical and soft skills, in line with the behaviors that inspire the FIS Formula and guide the daily actions of our people. The employee's contribution is considered in its entirety, taking into account not only productivity and the quality of work but also how each individual tackles daily challenges, collaborates with others, and invests in their professional growth. The People Review involves both employees and managers, combining self-assessment with managerial evaluation.

93%
involved in the processes of Performance Review and development

Health and safety

Safety is a core value for us, fully integrated into our corporate culture and our commitment to people.

Our goal is to establish a **safety culture that is recognized and shared at all organizational levels**, across every site and department. This commitment reflects both our internal responsibility and our duty to be reliable for our customers and the market.

The HSE function **is a structural part of the organizational model and is deeply integrated into the company's overall management**, helping to support its growth and operational continuity. This is another reason why we continuously invest in the development of technical skills, in-depth knowledge of processes, and employee engagement as fundamental drivers of a safety culture.

Over the past three years, we have conducted a systematic mapping of our production assets with the aim of **establishing harmonized safety standards across our various sites**. Based in part on these results, we have launched **a multi-year plan** to upgrade facilities for all substances requiring specific containment systems, developed in parallel with the introduction of new processes.

At the same time, in 2025 we also began **a process of digitizing risk assessment**, with the goal of strengthening process governance, improving the level of control, and speeding up information dissemination. In 2026, this initiative will be extended to the S.A.F.E. project and other existing programs, with the goal of developing an integrated platform capable of operating across multiple business processes.

OUR COMMITMENT TO SAFETY

100%
operational sites subject to occupational health and safety risk assessments

100%
workforce represented on HSE committees

100%
sites, employees, and activities covered by ISO 45001

The HSE governance structure

- **HSE Management Board**: the highest-level committee, comprising executives and managers of the main corporate functions
- **HSE Production Meeting**: directs and coordinates the production and support functions
- **HSE Site Dashboard Meeting**: addresses general and site-specific issues
- **HSE Department/Area Meeting**: basic committee that involves all company employees, in production and in support functions
- **Working groups for analyzing abnormal events and periodic meetings with third-party companies**

The HSE 2025 Initiatives

In 2025, we turned safety into a structured and ambitious initiative: **the S.A.F.E. program**, an acronym for Scelta (**Choice**), Attenzione (**Attention**), Fiducia (**Trust**), and Energia (**Energy**). This initiative stems from the belief that safety is not merely a set of rules and procedures, but a shared mindset and way of acting embraced by everyone at FIS to foster a safe and responsible work environment.

This change in approach begins with awareness: choosing safety as a priority every day, paying attention to oneself, others, and the work environment, building mutual trust through collaboration and respect, and actively participating in the continuous improvement of behaviors and processes.

In keeping with previous years, we organized several days entirely dedicated to health and safety, the **Safety Days**, during which staff were able to participate in in-depth courses, practical demonstrations, drills, meetings with specialists, and opportunities for group discussion. These initiatives raise awareness of risks, encourage dialogue, and promote safe behavior within the corporate community. Over the course of the year, we held 11 sessions at our three production facilities, involving over 1,800 people and achieving an overall participation rate of 81%.

We also introduced two structured field observation programs, **Safety in Action and Safety Dialogues**, for both internal staff and contractors. Led by trained and qualified personnel, these activities **are designed to proactively identify risk situations and opportunities for improvement, fostering direct dialogue** and creating an environment for open and constructive discussion.

Safety awards

The Safety Awards are given to the production sites that record the fewest negative events and the most positive reports, with a view to improving FIS's safety indicators.

This dual metric rewards **active safety awareness**: reporting a risk before it escalates is considered a mark of professionalism and a commitment to improving operational processes, rather than merely a signal of an existing problematic situation.

Injuries

Injury management is part of **a structured prevention system based on the ongoing identification of hazards, risk assessment, and the systematic analysis of every abnormal event**. In 2025, 29 injuries were recorded, an increase compared to the previous year, resulting in a corresponding rise in overall frequency and severity rates. During the reporting period, there were no fatal accidents or incidents with serious consequences, and thus no significant or long-term impacts on the individuals involved.

42%
increase in HSE training hours

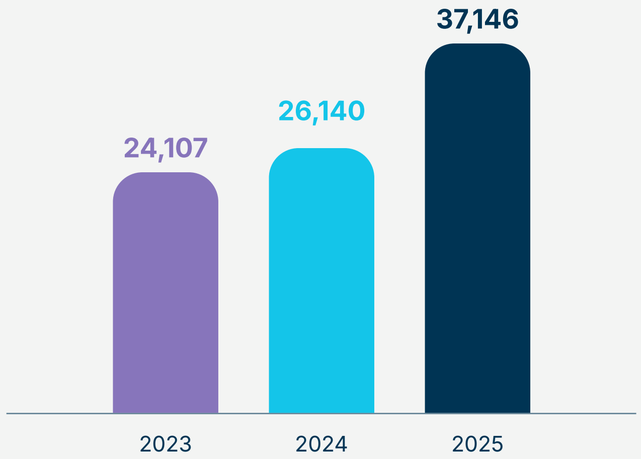
0
Fatal accidents or serious injuries

In this context, there was **an increase in reports focused on improvement and prevention** compared to the previous year, an important indicator of a stronger safety culture and of people's growing involvement in proactively identifying risks. These reports are analyzed in a structured manner to identify their causes and define corrective actions, turning each report into **an opportunity to identify hazards that have not yet been mapped or to refine existing control measures**.

HSE training

Health and safety training has always been one of the cornerstones of our culture of prevention. In 2025, over **37,000 hours of HSE training** were provided. Per-capita training hours rose at all sites, confirming our growing investment in prevention and awareness-raising. **Each training program is tailored to the risk profile of the specific job role**: ranging from general training on prevention principles and safety management to specific training on the risks present in production departments, laboratories, and maintenance workshops.

HSE TRAINING HOURS



FOCUS

S.A.F.E.: building a lasting culture of safety

In 2025, FIS launched S.A.F.E., a structured program designed to build a culture of health and safety, to further support the development of a culture based on shared values and integrating safe behaviors into daily work practices.

S.A.F.E. stands for Safety, Attention, Trust, Energy: the four principles guiding FIS's cultural transformation. The program was developed based on a 2024 assessment carried out across the three production sites to evaluate maturity levels and highlight opportunities for improvement. The goal is to achieve a "generative" level of maturity by 2027, in which safety drives strategic and operational decisions at all levels of the organization. The process is divided into three phases: Launch, Engagement, and Rollout. During the Launch phase, leading HSE KPIs were defined, a Safety Climate Survey was conducted, and Positive Safety initiatives were designed to recognize and reward safe behaviors. The Engagement phase involved top management through leadership masterclasses and safety-focused executive coaching sessions. The Rollout phase, which will continue throughout 2026, will target middle management and supervisors through coaching activities and "Coach the Coach" sessions to strengthen internal safety management capabilities.

Among the tools implemented, a Safety Dialogues program was launched to promote safe behaviors and increase staff awareness and commitment. Digital tools were also developed to support program governance and foster accountability and continuity, making each leader's commitment visible and measurable.

The S.A.F.E. program is part of FIS's broader sustainability strategy, strengthening the company's social pillar. S.A.F.E. represents FIS's concrete commitment to a future in which zero accidents is not just a goal, but an everyday reality.

S.A.F.E. is not a project; it is a shift in mindset.
We want every person at FIS to play an active role in ensuring safety at all times, every day.

Alberto Schiavon
Head of HSE

Together for patient health

Our customers and our quality

The active ingredients and intermediates we produce are used to make medicines. We keep this in mind in every decision we make, from selecting suppliers to designing processes.

Quality, reliability, and supply chain integrity are essential for ensuring that a medicine is safe for those who take it. In this chapter, we explain how we put this commitment into practice for our customers, partners, and, through them, for the patients who ultimately receive the medicines.

THE COMPANIES THAT CHOOSE US

8 out of 10
of the leading global pharmaceutical companies in our client portfolio

over 200
global clients

EcoVadis Platinum: Top 1% Globally

In 2025, we earned a **Platinum rating from EcoVadis**, placing us among the top 1% of the more than 130,000 companies assessed globally for their ESG performance. This recognition reflects the strength of our management systems and the increasing integration of sustainability principles into our business processes.

PLATINUM Top 1%
ecovadis
Sustainability Rating
JUL 2025

We serve **over 200 customers worldwide**, from large multinational pharmaceutical companies to the biotech firms driving innovation, who choose us for our **expertise** and our ability to support process and product development, as well as our reliability and reputation. Sustainability is also an increasingly important factor in customer evaluations, particularly for European customers. In this context, receiving a “Platinum” rating from EcoVadis – a global benchmark for assessing sustainability in supply chains – demonstrates our commitment to ESG and the level of attention we devote to these issues.

The sector in which we operate is one of the most heavily regulated, with quality requirements based primarily on mandatory regulations, including Good Manufacturing Practices (GMP). In addition to compliance, our approach to quality **is designed to meet the expectations of our clients**, who are often major pharmaceutical companies that demand high technical, ethical, and strategic standards. The result is a dynamic quality system that is constantly updated and keeps patient safety as its paramount priority.

Commitment to quality

Our internal structure is based on the Quality Management System (QMS), which translates quality requirements into processes, controls, and operational decisions, in accordance with GMP regulations and the ISO 9001 standard.

0

Recalls or market withdrawals

The Quality department also plays a control and supervisory role in in approving the release of product batches to the market. Without this formal step, a product cannot be released for commercial distribution.
One result that confirms the effectiveness of our approach is the absence of product recalls in the three-year period 2023-2025.

One of the most significant developments in 2025 is the enhancement of the **Corporate QMS, which has been integrated and implemented across all three production sites**. The management of complaints, deviations, changes, and non-conformities, along with other key quality processes, now follows uniform standards across all our facilities. This also benefits customers, who can rely on a harmonized system with greater process consistency and reduced complexity during verification phases.

In 2026, we also plan to move to a new document management system, consolidated onto a single platform shared across the three sites. The initiative aims to make the system more compliant, flexible, and harmonized, both in terms of processes and resource allocation.

This also provides a key competitive advantage by enabling consistent operations across our sites in Montecchio Maggiore, Lonigo, and Termoli, ensuring high levels of consistency and operational continuity.

Quality excellence and data management

As part of the **Quality Excellence Program**, aimed at harmonizing processes and promoting continuous improvement, **in 2025 we expanded the set of KPIs integrated into the company's data collection and processing platform**.

All of our metrics are consolidated into an **overall Quality Index**, which provides management with an immediate overview of site performance, with an approach that is increasingly focused on **shifting from descriptive to predictive indicators**. This supports more strategic allocation of efforts and resources, consolidating a robust and structured model of continuous improvement based on the prevention of critical issues and the constant monitoring of business processes.

Quality also depends on targeted and ongoing technological investments in production infrastructure. Some of the APIs and intermediates we produce are particularly complex and require strictly controlled production conditions to ensure high standards of safety and reliability.

Quality Excellence Program

The Quality Excellence Program is the framework through which we are evolving our quality system toward an integrated, data-driven, and prevention-oriented approach. The program integrates the Corporate QMS, digitalization, and a culture of quality, with the goal of strengthening process robustness and improving operational performance. It also helps prevent deviations and improve the effectiveness of CAPA, reduce release times (particularly in laboratory activities), and ensure high standards of compliance and inspection readiness.

Pillars of the program

- **Data integrity**: protecting data throughout its entire generation and usage cycle to support compliance and reliable decision-making.
- **Metrics and performance**: an integrated system of KPIs and Quality Indices providing an immediate and comparable overview of site performance.
- **Lean Lab**: optimizing laboratory processes through digitization and operational simplification, reducing both time and errors.
- **Inspection readiness**: ongoing compliance and preparation for regulatory inspections and customer audits.
- **Corporate QMS**: harmonization of quality processes across sites, leading to greater operational consistency and reduced complexity

The culture of quality

For us, quality means investing in a process of continuous improvement, which translates into faster time-to-market and a “right-first-time” approach.

We have launched several initiatives to reinforce the understanding that quality must be an integral part of all business activities.

To this end, we have set up **an internal program that includes quality ambassadors** across departments, awareness materials (such as booklets and data-integrity programs), and Site Quality Councils.

These are monthly meetings, launched in 2024 and continued in 2025, held at the three plants, during which the various company departments share evaluation metrics, analyze their characteristics, and identify potential improvement actions.

Our certifications

- Quality Management System – UNI EN ISO 9001
- Environmental Management System – UNI EN ISO 14001
- International Standard for Health & Safety – UNI EN ISO 45001
- Information Security Management Systems – UNI EN ISO 27001
- Business Continuity System – UNI EN ISO 22301

Gold Excellence Award 2025

In 2025, we received this recognition from Certiquality following the renewal of our integrated certification and the expansion of the system to include data security and business continuity.

Inspections and audits

In 2025, FIS successfully passed **two regulatory inspections**:
- AIFA at the Lonigo facility (June 2025)
- The Ministry of Health at the Montecchio Maggiore facility (December 2025)

In both cases, the authorities recognized the improvements made and the high quality of the sites.

In 2025, approximately **80 customer audits were conducted.** All confirmed us as approved partners and, in many cases, also increased supply volumes.

How we monitor quality

Data Integrity Index

Monitors the integrity of data generated by laboratories and departments, strengthening confidence in operational information.

Cap effectiveness

Measures the ability to prevent the recurrence of deviations through corrective and preventive actions.

The role of digitalization

Our 2025–2028 digitalization roadmap includes dozens of projects spanning all areas of the business, from corporate functions, such as human resources, to logistics, industrial planning, and laboratories.

The IT department aims to provide reliable technology that can **securely support the company's data-driven growth**. To do so, we integrate technology, cybersecurity, data, and organization into a single coherent model, managed in a coordinated manner at the company level. Our goal is to evolve from current systems and processes toward **a fully integrated and interconnected model, in which information interacts to improve efficiency, reduce anomalies, and enable predictive analytics**. This digitalization journey is part of our growth and operational continuity strategy.

Throughout 2025, we laid the groundwork to ensure the reliability and robustness of our systems. We secured the entire technology ecosystem, both at the infrastructure and application levels, and invested in defining an operational model that enables continuous, 24/7 monitoring of every technological component.

A data-driven approach

In 2025, we launched Visibility & Insights, a structured data strategy program aimed at transforming the use of data in decision-making processes and in the governance of corporate performance. The goal is to build a single, robust data platform shared across all departments, promoting broader access to information and widespread, consistent use of data. The model includes KPIs aligned with key performance drivers, dashboards tailored to different decision-making contexts, and the introduction of predictive models to support increasingly proactive management.

In line with this approach, **we have introduced the role of Data Analyst within the company**, responsible for transforming data collected from various digitalization processes into actionable insights to support operational decisions.

Introducing new digital systems requires a **cultural shift**, not just a technological change. The adoption of new tools by production teams involves tailored support and training programs built around people's daily operations.

Laboratories: toward the second-generation LIMS

Our laboratories are evolving toward advanced digital systems. The Laboratory Information Management System, which will be strengthen in 2026–2027, will directly connect analytical instruments to the central platform, automating data tracking and improving data integrity. Reducing human error in the laboratory improves both batch quality and product release times.

In addition, digitalization adds significant value in terms of prevention, thanks to features that enable users to:

- generate automatic alerts for instrument calibration and maintenance deadlines
- flag anomalies in analytical results in real time
- take prompt action before operational or compliance issues arise.

The evolution of IT projects in 2025

MES: Manufacturing Execution System

One of the main initiatives underway is the **Manufacturing Execution System** (MES), **a software system for the automated management and monitoring of production**, which allows real-time control of the main parameters of production processes. **In 2025, we completed the design phase**, aimed at assessing its compliance, any necessary customizations, project governance, and the organizational impacts related to the introduction of this new system in the company.

The first implementation will begin in early 2026 in the finishing departments in Termoli. The system will subsequently be expanded to the synthesis area at the same site and, in a later phase, to the plants in Lonigo and Montecchio Maggiore.

This is a multi-year project aimed at improving process efficiency, while also introducing the principle of "review by exception." Instead of manually checking every parameter produced by the line, the system automatically flags anomalies, allowing operators to focus their attention on what requires intervention.

The expected result **is a reduction in review times, fewer paperwork errors and greater integrity of the production process**, with a direct impact on product safety and, consequently, patient safety.

Line-Side Loading Traceability

The digitization of the drum-loading process into reactors was launched in 2023 and completed in 2025 with the final expansion phase. As the first digitization initiative introduced in the production facilities, it transformed an operation that had previously been managed entirely on paper. Department managers supported the initiative from the outset, requesting its rapid expansion to all ongoing production lines.

Historian

A functional repository, implemented in 2025, that collects production data from the three sites with the aim of optimizing processes.

It is currently used for historical analysis and investigations into out-of-specification issues, as well as to support business activities. In the coming years, we aim to evolve toward predictive data usage through correlation analysis and machine learning models.

Cleaning Validation Manager

An innovative system designed to ensure precise management of reactors between production runs, reducing the risk of errors in phase scheduling and cleaning operations. The system helps prevent cross-contamination between production runs of different products and allows for the simulation of future scenarios before manufacturing begins.

In 2025, we launched the pilot phase in the first two production departments, with the goal of testing the solution's potential and gathering feedback and customization requests to share with the software provider.

Digitization of forms

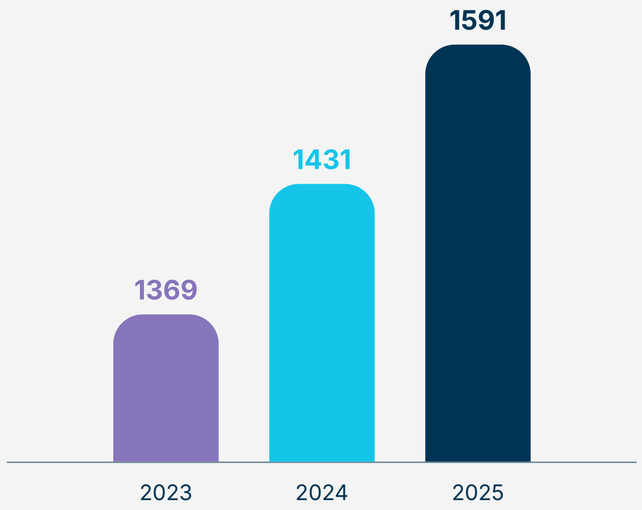
Migration of recurring paper forms, including checklists, logbooks, and templates, to an integrated digital system. The project was launched in 2025 at the Montecchio Maggiore facility and will subsequently be expanded to other production sites.

Our suppliers

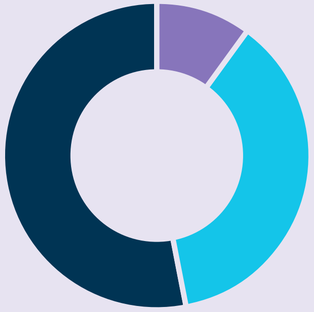
The quality of our products and patient safety depend on carefully selected raw materials and rigorous supply chain management.

For a patient awaiting treatment, every day counts: this is why speed and time-to-market extend beyond the production phase to encompass the entire supply chain, from supplier selection to logistics management.

NUMBER OF SUPPLIERS

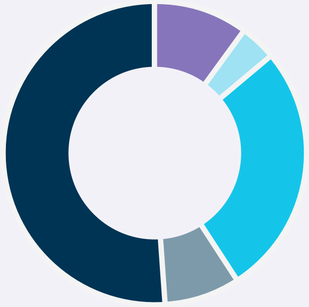


TYPE OF SUPPLIERS



- **Raw material suppliers** - 53%
- **Suppliers of technical goods and services** - 37%
- **Other suppliers** - 10%

PURCHASE VOLUME BY COUNTRY



- **Italy** - 51%
- **India** - 4%
- **Europe (not Italy)** - 8%
- **Rest of the world** - 10%
- **China** - 27%

The raw materials used to produce our APIs and intermediates **come from approximately 40 countries, with a significant concentration in Asia**. In the international market, the largest share in terms of purchase volume comes from China, followed by Europe. **India is emerging as an increasingly important alternative**, partly in response to growing customer demand to diversify geographic risk. However, certain limitations remain in terms of logistical efficiency and process standardization, which are still below Chinese levels.

We oversee both areas through **representative offices in Shanghai and India**, supported by local teams dedicated to supplier visits, audits, and direct supply chain monitoring.

We primarily collaborate with **established medium- and large-sized suppliers, with whom we build solid, long-term relationships**. Since 2021, using the EcoVadis rating, we have been evaluating and monitoring our suppliers on sustainability issues, identifying risks, and conducting on-site audits. In 2025, our key suppliers had achieved an average score of 68 out of 100.

To mitigate geopolitical and commodity-related risks, we use **analytical tools such as risk matrices and monitoring platforms**, which help us to assess market conditions and improve the timeliness of our responses. The growing focus on resilience and diversification of supply sources has led us to **progressively expand our supplier base**, identifying new opportunities in alternative markets and strengthening the overall flexibility of our supply chain, thereby ensuring security and operational continuity.

94%
Buyers who have received training on sustainability issues

68
Average EcoVadis score for suppliers
(2024: 65)

For raw materials, we primarily use sea transport, while for outgoing finished products we rely on air or road transport. In the coming years, we anticipate a gradual reduction in the use of air freight – the most emissions-intensive transport mode – in favor of sea and land transport, consistent with operational responsiveness requirements.

68% of target suppliers participate in the EcoVadis assessment.

Of these, **93%** achieve a positive sustainability score (above 45 out of 100).

A more mature purchasing strategy

Our procurement approach integrates cost optimization – through the introduction of alternative suppliers offering more competitive terms – with risk management, achieved by diversifying our supplier base and geographic sourcing areas. The goal is to reduce dependence on individual geographic areas (China in particular) and build a more balanced and robust supply chain while maintaining competitiveness and the highest quality. In 2025, we introduced a **supplier qualification process that integrates our existing quality and business processes with ESG and HSE assessments**. We are currently in the early stages of this initiative, with further development of the process planned for 2026.

Starting in 2026, our goal is to transition to a category management model for both direct and indirect procurement, shifting to a **more analytical and proactive approach** based on product categories, market trends, and supplier performance. Procurement will thus become a structural pillar of internal decision-making processes as well, strengthening the monitoring of market indices and commodity trends to support procurement strategies and negotiations.

This approach will, in particular, help improve risk management, ensure greater market transparency, make it easier to plan for cost and commodity volatility, and support make-or-buy decisions and procurement decisions more generally.

53%
Target suppliers undergoing sustainability risk assessment

92%
Active suppliers on SRM who are signatories to the Standard of Business Conduct
(2024: 10%)

Pharmaceutical Supply Chain Initiative (PSCI)

We are part of the PSCI network, which promotes shared principles for responsible supply chain management. The guidelines cover key areas such as human rights, environmental protection, and personal safety.

Business ethics

Responsible business management

We responsibly manage our operations through an integrated, continuously evolving system that combines ethical and compliance considerations.

Our model is based on an ongoing corporate commitment that has allowed us, over time, to develop a framework in which tools such as risk analysis and management, audits, continuous training, and whistleblowing channels operate in a synergistic and coordinated manner.
This approach strengthens our organizational resilience and enables us to operate in accordance with the high ethical and compliance standards that the company has adopted.

> Since 2025, we have held the **ISO 22301 certification** – Business Continuity Management System

Our responsible management model is based on a system of policies developed and updated over time. The **Standard of Business Conduct**, which replaced the previous Code of Ethics in 2024, establishes the fundamental principles and values that guide the conduct of employees, suppliers, contractors, and business partners, **promoting a corporate culture based on mutual respect, social responsibility, and sustainability**.
The document also incorporates health and safety principles, with the aim of ensuring that all activities are carried out in accordance with the highest international standards and with a view to continuous improvement.

The **231 Organizational Model** complements this framework by defining an internal control system based on:

- clear procedures governing operational methods and expected behaviors
- clear assignment of responsibilities for each activity and process
- segregation of authorization, execution, and control functions
- documentary traceability of every transaction and management decision
- independent internal and external audits of activities carried out
- compliance with the system of delegated authority and signing and authorization powers
- proper and transparent use of financial resources.

Third-Party Due Diligence Policy

This policy defines the process by which we assess customers, suppliers, agents, and other counterparties in light of risk indicators relevant to FIS's business relationships, including international sanctions and export controls.

The purpose is to monitor, among other things, risks related to:

- corruption
- money laundering
- violations of sanctions programs adopted by states and international institutions

The due diligence process involves systematic checks on all counterparties, ensuring that every business relationship is consistent with the highest ethical and compliance standards.

We have also adopted **an Integrated Policy that formalizes our commitment to stakeholders**, promoting the creation of value and relationships of trust with a view to ensuring continuity and harmonizing interests.

The Policy covers quality, accident prevention at each site, and the implementation of business continuity management and cybersecurity systems.

The corporate ethics and compliance framework

- Standard of Business Conduct
- Procedure for the management of trade secrets
- Procedures for the protection of personal data
- Organizational Model 231
- Anti-corruption and whistleblowing policy
- Third-party due diligence policy
- Policy on gifts, hospitality, and entertainment
- Policy on conflicts of interest (COI) and Directorship
- Policy on antitrust and fair competition
- M.A.R. – Market Abuse Regulation

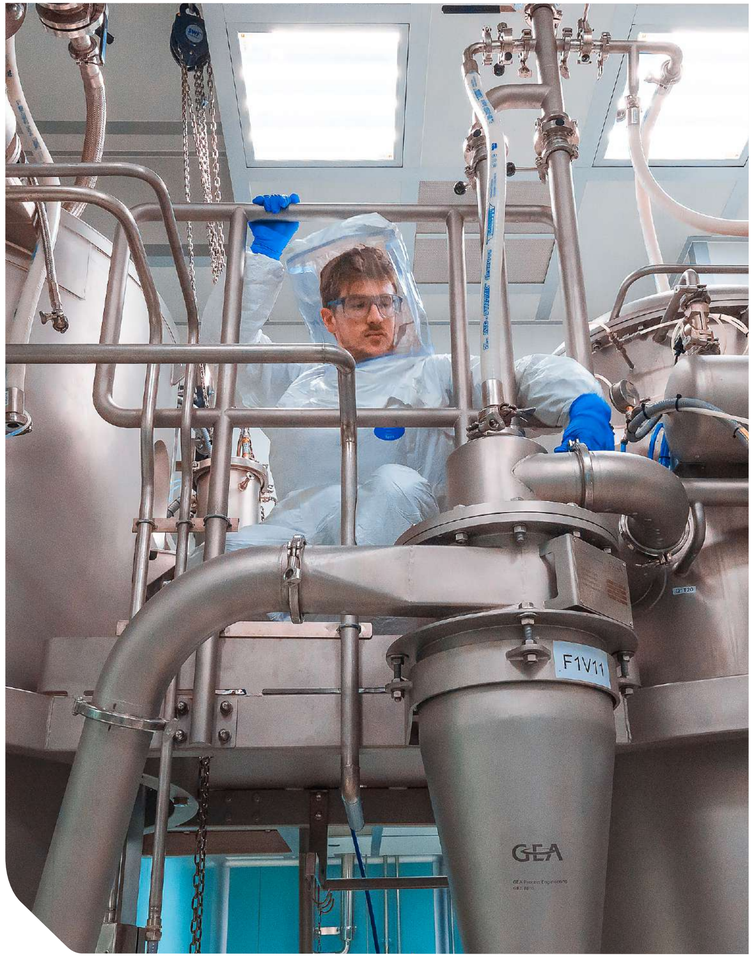
Respect for human rights

We promote and protect human rights in all our operations, considering them **an essential and non-negotiable principle that we support with the utmost commitment and the best resources available**. We guarantee every person respect for their physical and psychological well-being, as well as fair, safe, and accessible working conditions. We prohibit all forms of forced or child labor. Our company does not employ anyone under the age of 18, and we firmly oppose all forms of discrimination and harassment. We also protect freedom of expression and association, including union representation, in accordance with local laws and practices.

To this end, we have adopted a **Human Rights Policy that defines and promotes the fundamental principles that serve as a guide for everyone working on our behalf**. Furthermore, our Standard of Business Conduct is aligned with key international standards, including the OECD Guidelines for Multinational Enterprises, the UN Guiding Principles on Business and Human Rights, and the core conventions of the International Labour Organization.

Operating in global raw material markets, **we are committed to verifying the sustainability of our supply chain, preventing negative impacts on people, communities, and the environment**. This commitment extends not only to our direct activities but throughout the value chain, in close collaboration with our partners and stakeholders.

Our procedures, policies, and governance tools apply to everyone acting on behalf of the Group, both in Italy and abroad. This includes corporate bodies, employees at all levels and in all functions, contractors, consultants, and business partners.



FIS also requires its suppliers to adhere to high ethical and behavioral standards as reflected in the Standard of Business Conduct. This approach ensures that our values and principles extend throughout the entire chain of business and supply relationships.

How we communicate our commitments

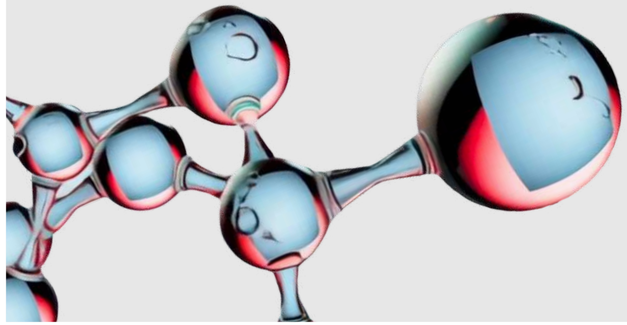
We share our policy commitments through a variety of channels:

- official email communications to all employees
- publication of documents on the official website and the company intranet
- posters in common areas and near break rooms and time clocks
- copies of the Standard of Business Conduct available at the main entrance and meeting rooms of the registered office
- request for suppliers to acknowledge and accept the Standard of Business Conduct through the Supplier Relationship Management (SRM) tool
- continuous staff training, provided both in person and online through the company platform

Whistleblowing channel

We use a digital platform for managing reports, accessible from any device and from any location. The platform can also be used anonymously, ensuring:

- the confidentiality of the whistleblower's identity and all information provided
- protection against any form of retaliation or discrimination
- the handling of reports through independent, impartial, and properly documented processes



Training on ethics and compliance issues

In 2025, we delivered **training programs on the** Standard of Business Conduct **and the Organization, Management and Control Model** in two ways:

- in-person sessions
- online modules available to all employees via the company's Insegna Training platform

In-person training involved executives, staff most exposed to specific operational risks, including those who frequently interact with government agencies, and the procurement and sales departments. Throughout the year, **specific training modules were also provided on the topics of antitrust and business continuity**. Overall, 89.9% of the company's workforce participated in training courses on ethics and compliance.

Training activities also extend to our suppliers on selected topics. The goal is to **share the ethical principles that guide our work**, with particular emphasis on the management of conflicts of interest and the prevention of corruption. Every initiative is aimed at strengthening and harmonizing governance and compliance controls globally, ensuring consistency across different jurisdictions.

Our policies are available in Italian and English. This ensures **that the principles and values that guide our organization are disseminated throughout the entire supply chain**.

Whistleblowing

FIS encourages employees, contractors, and external stakeholders to anonymously report any conduct that may constitute a violation of company codes, laws, or applicable regulations. In 2024, we updated our whistleblowing policy. All reports are reviewed and handled by the Whistleblowing Committee, which shares the findings and any necessary actions with the Internal Audit department.

ETHICS TRAINING: OUR RESULTS

7792

Hours of ethics and compliance training provided

89.7%

Staff who have completed training on ethics and compliance

Anti-corruption policies and practices

Our Anti-Corruption Policy identifies and manages the main risks associated with corrupt conduct, and applies to all our operations. Among other aspects, the framework prohibits receiving gifts or benefits to unduly favor the Group, making promises or concessions to representatives of the Public Administration to obtain favorable treatment, using public contributions or funding for purposes other than those intended, and providing untruthful statements, data, or documents to public bodies to obtain undue advantages.

We have disseminated our anti-corruption policies and procedures to 100% of governing body members and to all employees across Group companies. FIS also requires its suppliers to comply with the anti-corruption principles set forth in the Standard of Business Conduct.

Areas relevant to the prevention of corruption

The risk areas monitored by our Anti-Corruption Policy include:

- **facilitation payments**, which are prohibited and punishable by law in Italy and many other countries
- public or private **tenders**
- **gifts, entertainment, and hospitality**, which may constitute attempts to unduly influence decision-makers
- **conflicts of interest**, managed in compliance with the specific company policy
- **relationships with third parties and intermediaries**, as we may be held liable for corrupt conduct committed by other parties
- **sponsorships, donations, and patronage**, which may conceal undue advantages
- **fictitious hires and appointments**, which may constitute forms of direct or indirect corruption
- **mergers, acquisitions, and disposals**, which expose us to reputational and legal risks arising from the prior conduct of the companies involved
- **lobbying and representation of interests** are legitimate if based on transparent arguments of an economic, political, commercial, or technical nature. They are unlawful when they lack specific added value.

OUR ANTI-CORRUPTION COMMITMENTS

156
Employees have completed in-person anti-corruption training

0
Number of confirmed cases of corruption

Risk management

Every year, we systematically update our corporate risk assessment, involving all operational departments.

The results are fed into an integrated assessment model, the Enterprise Risk Management System, which combines various sources, including the findings of previous audits and risk mapping analyses, to provide **a comprehensive and consistent overview of the company's risk profile**. Each risk is associated with mitigation actions that are monitored annually.

In 2025, we updated the mapping to include an explicit assessment of ESG risks. The analysis did not reveal any new risks beyond those already identified, but it did help refine the priorities for action. Our goal remains to **develop an increasingly integrated model capable of ensuring a harmonized assessment of the risk system**.

Starting in 2026, the risk map will be shared not only with senior management but also with a broader group of managers, to raise **internal awareness and foster a better understanding of how individual functions are positioned in terms of risk** within the company's overall framework.

Through our Organizational, Management and Control Model adopted pursuant to Legislative Decree No. 231/2001, we identify and assess risks associated with sensitive activities relevant to criminal offenses, including those related to corruption. Also in 2025, these remained at zero, as we continue to operate in compliance with the principles of legality, integrity, fairness, and transparency.

In 2025, we revised our risk mapping by introducing a specific assessment of ESG factors, with the aim of developing an integrated model at the corporate level.

Cybersecurity

Cybersecurity is one of the four pillars of our IT strategy, alongside technology, data, and organization.

We have implemented an Information Security Management System that complies with the requirements of the ISO/IEC 27001:2022 standard, based on continuous improvement and a structured approach to risk management. This system enables us to strengthen our operational resilience, protect corporate information, and build trust among customers and stakeholders.

The main cyber threats fall into two categories:

- data loss or compromise (data leaks)
- system downtime

These risks are mapped within our Enterprise Risk Management framework, with a particular focus on the supply chain and third-party suppliers. Over the course of the year, we strengthened our cybersecurity system in line with the European NIS2 Directive, consolidating technical, organizational, and operational safeguards to protect networks and information systems. We integrate cybersecurity into our business continuity and disaster recovery plans and conduct periodic audits and tests to assess the effectiveness of the measures adopted and reduce the potential impact of such incidents.

We have rolled out cyber awareness programs across the entire workforce and, starting in the second quarter, launched a series of phishing simulations to assess employees' vigilance and identify areas for improvement. Cybersecurity is also an integral part of the onboarding process for new hires, along with quality and workplace safety.

Tax management

Tax matters are handled with the utmost transparency and in full compliance with applicable laws, through the role of the in-house Tax Manager and by engaging top-tier external professionals.

We have also secured external assurance from auditors, enabling additional monitoring of compliance. Furthermore, the internal policies and protocols related to the 231 Model ensure effective oversight and supervision to minimize associated risks.

The assurance information is public and attached to the annual financial statements.

Appendices

Methodological note

The 2025 Report is FIS's ninth Sustainability Report, published annually, through which the company communicates its strategic decisions, activities, and achievements to all key stakeholders as part of its ESG (Environmental, Social, and Governance) commitment to a sustainable future.

Scope and reporting process

The document covers the activities carried out by FIS S.p.A. during the year 2025. All data, initiatives, projects, and actions reported refer to the period from January 1 to December 31. There are some exceptions, concerning facts and data relating to previous years or the current year during the preparation of the Report, which are reported as they are deemed particularly significant for understanding the business context and better justifying the strategic choices made.

The economic, financial, and governance information is drawn from the Management Report, while the environmental, personnel, and other data covered in this document are collected directly from the process managers.

To ensure that the most significant indicators are comparable over time and to enable readers to assess performance trends, the current figures have been compared, using charts and tables, with those from the two previous fiscal years (2023 and 2024).

Reporting principles and materiality

This document has been prepared in accordance with the principles of the Global Reporting Initiative (GRI) guidelines, the international standard for non-financial reporting, specifically the GRI Standards "with reference" version, in order to provide an effective communication tool and an accurate representation of results, offering a concrete and quantitative measure of the performance achieved.

In accordance with the GRI standards, the document includes relevant data and information selected through a thorough materiality analysis, which made it possible to identify the most relevant sustainability topics for FIS and its stakeholders. In 2025, the materiality analysis was updated in accordance with GRI 3. The analysis referred to the provisions and best practices of the European Union's CSRD and the European Sustainability Reporting Standards 1 and 2 (ESRS) published by the European Financial Reporting Advisory Group (EFRAG), as well as the related implementation guide published in May 2024 (EFRAG IG1).

Reporting on personnel data

The FIS personnel data included in Chapter 1 of this document refer to the total workforce at the company and its various facilities, including both regular employees and non-regular employees (temporary workers and paid extracurricular interns).

In addition, to ensure data uniformity and consistency, the staff of the new "La Vela" office in Vicenza (opening in November 2025) has been included in the headcount of the parent facility in Montecchio Maggiore, and will be reported separately starting in 2026, the first full reporting year.

Responsible function, review, and approval

The preparation of the Report is coordinated and managed by FIS's ESG & Sustainability Manager and the Head of Corporate & Product Communication, in collaboration with the various corporate functions.

The information relating to 2025 has been subject to external assurance in accordance with the "limited assurance" methodology by PricewaterhouseCoopers Business Services Srl. Please note that the NON-GRI indicators (identified with a specific label) have not been subject to limited assurance by PwC Business Services Srl.

Finally, this document was approved by the Board of Directors of FIS S.p.A. on May 26, 2026.

For information on the report and its contents, please write to:
gabriele.lendaro@fisvi.com

Stakeholder engagement

Below are the methods and key findings of our engagement and dialogue with our stakeholders.

STAKEHOLDER	COMMUNICATION CHANNEL	FREQUENCY OF ENGAGEMENT/ COMMUNICATION	TOPICS RAISED
STRATEGIC RAW MATERIAL SUPPLIERS SUPPLIERS OF TECHNOLOGICAL GOODS AND SERVICES	• Audits • Direct listening • Email and web channels	• Constant communication • Periodic on-site visits carried out four times a year, every three months	• Integrated supply chain management • Regulatory compliance • Process and product quality • Process risks
WASTE DISPOSAL SERVICE PROVIDERS OTHER SUPPLIERS	• Periodic visits and audits • Direct listening	Audits conducted in accordance with an agreed-upon plan, with a minimum of two audits per year	The audits are followed by formal communications from FIS, in which the Company advises key suppliers on the measures they should implement to comply with regulations and mitigate risks Continuous improvement in supplier performance
CUSTOMERS	• One-on-one meetings and client audits • Direct listening • Email and web channels	• Constant communication • Annual audits by key clients	• Product development speed • Product quality and safety • Production capacity • Technological innovation • Data protection • Development of services integrated with production • Health, safety, and environmental performance of internal production processes and the supply chain • Sustainable supply chain
EMPLOYEES AND NEW POTENTIAL RESOURCES	• Periodic committee meetings • Company communications • Periodic meetings with middle managers and executives • Direct feedback sessions • Focus groups	• As needed • Monthly or quarterly basis	• Topics related to safety, health, the environment, and quality • Corporate strategies and employee welfare initiatives • Employee training and professional development • Sustainable mobility • Work-life balance • Respect for diversity • Promotion of a corporate culture • Workplace improvement

STAKEHOLDER	COMMUNICATION CHANNEL	FREQUENCY OF ENGAGEMENT/ COMMUNICATION	TOPICS RAISED
TRADE UNION REPRESENTATIVES	• Company observatory • Direct feedback sessions	Varies according to need	• Remuneration • Supplementary collective bargaining • Work organization • Health and safety
REGULATORY AUTHORITIES	• Informal/formal communication via email and telephone • Periodic inspections	Variable frequency	Updates on compliance and regulations (e.g., data integrity)
LOCAL INSTITUTIONS (E.G. ARPA, PA, CIVIL PROTECTION, REGIONAL TECHNICAL COMMITTEE, ASL) AND CITIZENS	• One-on-one meetings/periodic reports • Periodic inspections by ARPAV • Direct feedback sessions	Quarterly reports on self-monitoring results regarding gaseous emissions and wastewater discharges from the incinerator	Updates on Health, Safety and Environment regulations
SCHOOLS AND NON-PROFIT ORGANIZATIONS	• Periodic meetings	Annual	• Knowledge of FIS activities • Work-study program • Opportunities for projects of common interest
OWNERSHIP	• One-on-one meetings during periodic plant visits and Board of Directors meetings	Ongoing and recurring across the CEO and leadership team	• Company performance • Governance
BOARD OF STATUTORY AUDITORS, SUPERVISORY BODY, AUDIT FIRM	• Periodic checks • Direct feedback sessions	Quarterly	• Civil and tax compliance • Corporate governance • Risk management
BANKING INSTITUTIONS AND FINANCIAL INSTITUTIONS	• Periodic meetings • Direct feedback sessions	Frequency varies depending on the company's strategic needs: at least every two months	• Understanding of the business and the company's performance • Analysis of financial needs
UNIVERSITIES AND RESEARCH INSTITUTIONS	• Periodic meetings • Direct feedback sessions	Varies depending on the project	• Sustainable production processes • Talent retention • Creating shared value • Climate change and pollutant emissions
INDUSTRY AND TRADE ASSOCIATIONS (PSCI, EFCG)	• Periodic meetings • Direct feedback sessions	According to the schedule established by industry organizations (3–4 meetings per year)	• Sharing industry trends • Promoting responsible social and environmental management practices • Creating economic value and a sustainable growth strategy
MEDIA	• Direct feedback sessions	Occasionally	Supporting and developing local communities

GRI Content Index

Statement of use FIS Fabbrica Italiana Sintetici publishes this report in accordance with the GRI Standards for the period from January 1, 2025, to December 31, 2025, using the "with reference" approach.

GRI 1 used GRI 1: Foundation 2021.

Applicable GRI industry standards No applicable industry standard.

Disclosure		Location	Notes Omissions
General disclosures GRI 2			
2-1	Organizational details	About us (p. 5) Geographical presence (p. 7) Corporate structure (p. 8)	
2-2	Entities included in the organization's sustainability reporting	Methodological note (p. 63)	
2-3	Reporting period, frequency and contact point	Methodological note (p. 63)	
2-4	Restatements of information	Methodological note (p. 63)	
2-5	External assurance	Methodological note (p. 63)	
2-6	Activities, value chain and other business relationships	About us (p. 5) Our role in the value chain (p. 10) Table 41 (p. 75)	
2-7	Employees	Tables 3 and 4 (p. 68)	
2-8	Workers who are not employees	Table 5 (p. 69)	
2-9	Governance structure and composition	Governance (p. 9)	
2-10	Nomination and selection of the highest governance body	Governance (p. 9)	
2-11	Chair of the highest governance body	Governance (p. 9)	
2-12	Role of the highest governance body in overseeing the management of impacts	Governance (p. 9)	
2-13	Delegation of responsibility for managing impacts	Governance (p. 9)	
2-14	Role of the highest governance body in sustainability reporting	Governance (p. 9)	
2-16	Communication of critical concerns	Governance (p. 9) Whistleblowing (p. 58) Table 39 (p. 75)	
2-22	Statement on sustainable development strategy	Letter to stakeholders (p. 3)	
2-23	Policy commitments	Responsible business management (p. 56)	
2-24	Embedding policy commitments	Responsible business management (p. 56)	
2-27	Compliance with laws and regulations	Responsible business management (p. 56)	
2-28	Membership associations	The associations we belong to (p. 20)	
2-29	Approach to stakeholder engagement	Our stakeholder engagement model (p. 20) Appendices – Stakeholder engagement (p. 64)	
2-30	Collective bargaining agreements	Well-being in the company (p. 40) Development and remuneration policies (p. 42)	
Material topics GRI 3			
3-1	Process to determine material topics	Materiality analysis (p. 19)	
3-2	List of material topics	Materiality analysis (p. 19)	
Market presence GRI 202			
3-3	Management of material topics	The value of our people (p. 34)	
202-2	Proportion of senior management hired from the local community	Table 8 (p. 69)	
Procurement practices GRI 204			
3-3	Management of material topics	Our suppliers (p. 53)	
Anti-corruption GRI 205			
3-3	Management of material topics	Anti-corruption policies and practices (p. 59)	
205-1	Operations assessed for risks related to corruption	Anti-corruption policies and practices (p. 59)	
205-2	Communication and training about anti-corruption policies and procedures	Anti-corruption policies and practices (p. 59)	
205-3	Confirmed incidents of corruption and actions taken	Table 40 (p. 75)	
Tax GRI 301			
3-3	Management of material topics	Tax management (p. 61)	
207-1	Approach to tax	Tax management (p. 61)	
207-2	Tax governance, control and risk management	Tax management (p. 61)	

Disclosure		Location	Notes Omissions
Materials GRI 301			
3-3	Management of material topics	Sustainable processes (p. 23) Recovery of catalysts and solvents (p. 31)	
301-2	Recycled input materials used	Tables 42, 43 and 44 (pp. 76-78)	
Energy GRI 302			
3-3	Management of material topics	Energy consumption (p. 25)	
302-1	Energy consumption within the organization	Tables 45, 46 and 47 (pp. 78-79)	
302-3	Energy intensity	Table 48 (p. 80)	
302-4	Reduction of energy consumption	Energy consumption (p. 25)	
Water and effluents GRI 303			
3-3	Management of material topics	Water (p. 32)	
303-3	Water withdrawal	Tables 55 to 58 (pp. 81-82)	**OMISSION: Information not available** (classification of water withdrawals by area). The company intends to provide full disclosure regarding water withdrawals in areas experiencing water stress in the next reporting cycle
303-4	Water discharge	Tables 55 to 58 (pp. 81-82)	
303-5	Water consumption	Tables 55 to 58 (pp. 81-82)	
Emissions GRI 305			
3-3	Management of material topics	Greenhouse gas emissions (p. 26)	
305-1	Direct (Scope 1) GHG missions	Table 49 (p. 80)	
305-2	Energy indirect (Scope 2) GHG emissions	Table 49 (p. 80)	
305-3	Other indirect (Scope 3) GHG emissions	Tables 49 and 50 (p. 80)	
305-4	GHG emissions intensity	Table 51 (p. 81)	
305-5	Reduction of GHG emissions	Greenhouse gas emissions (p. 26)	
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Tables 52, 53 and 54 (p. 81)	
Waste GRI 306			
3-3	Management of material topics	Waste management (p. 30)	
306-3	Waste generated	Table 60 (p. 82)	
306-4	Waste diverted from disposal	Table 61 (p. 82)	
306-5	Waste directed to disposal	Table 61 (p. 82)	
Employment GRI 401			
3-3	Management of material topics	Attracting talent and growing together (p. 35) Well-being in the company (p. 40)	
401-1	New employee hires and employee turnover	Tables 14 to 19 (pp. 71–72)	
Occupational health and safety GRI 403			
3-3	Management of material topics	Health and safety (p. 43)	
403-1	Occupational health and safety management system	Health and safety (p. 43)	
403-2	Hazard identification, risk assessment, and incident investigation	Health and safety (p. 43)	
403-3	Occupational health services	Health and safety (p. 43)	
403-4	Worker participation, consultation, and communication on occupational health and safety	Health and safety (p. 43)	
403-5	Worker training on occupational health and safety	Health and safety (p. 43)	
403-6	Promotion of worker health	Health and safety (p. 43)	
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety (p. 43)	
403-8	Workers covered by an occupational health and safety management system	Table 36 (p. 75)	
403-9	Work-related injuries	Tables 32, 33 and 34 (p. 74)	
Training and education GRI 404			
3-3	Management of material topics	Developing potential (p. 38)	
404-1	Average hours of training per year per employee	Tables 23, 24 and 25 (p. 73)	
404-2	Programs for upgrading employee skills and transition assistance programs	Developing potential (p. 38)	
404-3	Percentage of employees receiving regular performance and career development reviews	Table 28 (p. 73)	
Diversity and equal opportunity GRI 405			
3-3	Management of material topics	The value of our people (p. 34) Development and remuneration policies (p. 42)	
405-1	Diversity of governance bodies and employees	Tables 1 and 2 (p. 68) Tables 6 and 7 (p. 69)	
405-2	Ratio of basic salary and remuneration of women to men	Tables 9 and 10 (p. 70)	

Table 1
Number of employees by gender and age group (no.) (GRI 405-1)

	Age group	2023		2024		2025	
		Men	Women	Men	Women	Men	Women
Montecchio Maggiore	< 30	145	52	146	59	149	63
		74%	26%	71%	29%	70%	30%
	30 ≤ x ≤ 50	483	165	506	179	520	207
		74%	26%	74%	26%	72%	28%
	> 50	278	54	277	56	305	60
		83%	17%	83%	17%	84%	16%
Lonigo	< 30	52	8	72	12	65	13
		89%	11%	86%	14%	83%	17%
	30 ≤ x ≤ 50	157	32	170	29	202	34
		82%	18%	85%	15%	86%	14%
	> 50	87	10	95	10	103	11
		90%	10%	90%	10%	90%	10%
Termoli	< 30	103	6	97	5	77	6
		94%	6%	95%	5%	93%	7%
	30 ≤ x ≤ 50	194	21	223	25	249	31
		90%	10%	90%	10%	89%	11%
	> 50	76	2	78	2	81	3
		97%	3%	98%	2%	96%	4%
TOTAL		**1,575**	**350**	**1,664**	**377**	**1,751**	**428**
		82%	**18%**	**82%**	**18%**	**80%**	**20%**

Note: The <30 category refers to individuals up to 18 years of age. The number of employees under 18 years of age at the company is 0 for the entire 2023–2025 period.

Table 2
Number of employees with disabilities and belonging to protected categories (GRI 405-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees with disabilities	no.	51	20	71	52	22	74	54	23	77
	%	72%	28%	100%	70%	30%	100%	70%	30%	100%

Table 3
Number of employees by contract type and gender (no. and %) (GRI 2.7)

	Unit	2023				2024				2025			
		Permanent		Fixed-term		Permanent		Fixed-term		Permanent		Fixed-term	
		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Employees by employment contract and by gender	no.	1,486	340	89	10	1,555	357	109	20	1,666	400	85	28
TOTAL	**no.**	**1,826**		**99**		**1,912**		**129**		**2,066**		**113**	
	%	**95%**		**5%**		**94%**		**6%**		**95%**		**5%**	

Table 4
Number of employees by employment type and gender (no. and %) (GRI 2.7)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Full-time	no.	1,568	320	1,888	1,655	343	1,998	1,745	393	2,138
Part-time	no.	7	30	37	9	34	43	6	35	41
TOTAL	**no.**	**1,575**	**350**	**1,925**	**1,664**	**377**	**2,041**	**1,751**	**428**	**2,179**

Table 5
Number of workers who are not employees (no.) (GRI 2.8)

Type		2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Montecchio Maggiore	extracurricular internships (paid)	n/a	n/a	n/a	1	1	2	2	4	6
	temporary	n/a	n/a	n/a	82	9	91	66	2	68
Lonigo	extracurricular internships (paid)	n/a	n/a	n/a	0	0	0	0	0	0
	temporary	n/a	n/a	n/a	13	4	17	36	6	42
Termoli	extracurricular internships (paid)	n/a	n/a	n/a	0	0	0	0	1	1
	temporary	n/a	n/a	n/a	0	0	0	5	0	5
TOTAL		**n/a**	**n/a**	**n/a**	**96**	**14**	**110**	**109**	**13**	**122**

Table 6
Job category of employees by gender (no. and %) (GRI 405-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	29	7	36	29	8	37	37	13	50
% men vs. women	%	81%		/	78%		/	74%		/
Middle managers	no.	156	62	218	169	64	233	183	81	264
% men vs. women	%	72%		/	73%		/	69%		/
White-collar workers	no.	485	224	709	514	242	756	547	266	813
% men vs. women	%	68%		/	68%		/	67%		/
Blue-collar workers	no.	905	57	962	952	63	1,015	984	68	1,052
% men vs. women	%	94%		/	94%		/	94%		/
TOTAL	**no.**	**1,575**	**350**	**1,925**	**1,664**	**377**	**2,041**	**1,751**	**428**	**2,179**
% men vs. women	%	82%		/	82%		/	80%		/

Table 7
Job category of employees by age group (no. and %) (GRI 405-1)

	Unit	2023				2024				2025			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Executives	no.	0	10	26	36	0	10	27	37	0	13	37	50
% by age group	%	0%	28%	72%	/	0%	27%	73%	/	0%	26%	74%	/
Middle managers	no.	1	122	95	218	2	124	107	233	1	146	117	264
% by age group	%	0%	56%	44%	/	1%	53%	46%	/	1%	55%	44%	/
White-collar workers	no.	67	481	161	709	76	516	164	756	87	546	180	813
% by age group	%	9%	68%	23%	/	10%	68%	22%	/	11%	67%	22%	/
Blue-collar workers	no.	298	439	225	962	313	482	220	1,015	285	538	229	1,052
% by age group	%	30%	46%	23%	/	31%	48%	22%	/	27%	51%	22%	/
TOTAL	**no.**	**366**	**1,052**	**507**	**1,925**	**391**	**1,132**	**518**	**2,041**	**373**	**1,243**	**563**	**2,179**
TOTAL	**%**	**19%**	**55%**	**26%**	**/**	**19%**	**55%**	**25%**	**/**	**17%**	**27%**	**56%**	**/**

Table 8
Proportion of senior managers hired locally (*) (no. and %) (GRI 202-2)

	Unit	2023		2024		2025	
		Local	Non-local	Local	Non-local	Local	Non-local
Montecchio Maggiore	no.	101	83	107	88	123	114
	%	55%		55%		52%	
Lonigo	no.	22	21	22	20	24	20
	%	51%		52%		55%	
Termoli	no.	21	6	26	6	27	6
	%	78%		81%		82%	

* "locally" refers to the province where the production facilities are located; "senior managers" refers to employees in the CCNL Chimica A3, A2, and A1 contract levels, as well as executives

Table 9
Ratio of basic salary of men to women by job category (%) (GRI 405-2)

	Unit	2023	2024	2025
Wages of female vs. male executives	%	80%	93%	92%
Wages of female vs. male middle managers	%	98%	96%	93%
Wages of female vs. male white-collar workers	%	96%	96%	95%
Wages of female vs. male blue-collar workers	%	92%	92%	93%

Table 10
Ratio of basic salary plus variable pay for men and women by job category (%) (GRI 405-2)

	Unit	2023	2024	2025
Base salary of female vs. male executives	%	77%	95%	95%
Base salary of female vs. male middle managers	%	99%	99%	93%
Base salary of female vs. male white-collar workers	%	97%	97%	96%
Base salary of female vs. male blue-collar workers	%	93%	92%	94%

Table 11
Average age of employees by gender (non-GRI)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Average age of employees	no.	41.4	38.6	40.9	41	38	41	41	38	41

Table 12
Employee seniority by gender (non-GRI)

	Unit	2023		2024		2025	
		Men	Women	Men	Women	Men	Women
0 to 5 years	no.	241	74	527	137	614	192
6 to 10 years	no.	463	151	497	156	456	144
11 to 15 years	no.	369	51	203	25	238	33
16 to 20 years	no.	161	17	122	6	140	8
21 to 25 years	no.	87	11	106	14	88	12
26 to 30 years	no.	115	13	117	14	111	15
31 to 35 years	no.	64	12	68	16	70	16
36 to 40 years	no.	55	16	17	8	28	7
over 40 years	no.	20	5	7	1	6	1

Table 13
Distribution of employees by work area (non-GRI)

	Unit	2023		2024		2025	
		Men	Women	Men	Women	Men	Women
Operations area (production, ecological services...)	no.	1,079	11	1,133	10	1,170	12
Laboratory area (R&D and QC)	no.	295	207	322	222	348	250
Office/administration area	no.	201	132	209	145	233	166

Table 14
Hiring and turnover by gender at the Montecchio Maggiore site (%) (GRI 401-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees hired	no.	51	18	69	90	34	124	122	49	171
Employees at the end of the financial year (December 31)	no.	906	271	1,177	929	294	1,223	974	330	1,304
Incoming turnover rate	%	5.6%	6.6%	5.9%	9.7%	11.6%	10.1%	12.5%	14.9%	13.1%
Terminated employees	no.	52	17	69	72	15	87	56	16	72
Employees at the end of the financial year (December 31)	no.	906	271	1,177	929	294	1,223	974	330	1,304
Outgoing turnover rate	%	5.7%	6.3%	5.9%	7.8%	5.1%	7.1%	5.8%	4.9%	5.5%

Table 15
Hiring and turnover by age group at the Montecchio Maggiore site (%) (GRI 401-1)

	Unit	2023				2024				2025			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Employees hired	no.	33	28	8	69	63	57	4	124	75	86	10	171
Employees at the end of the financial year (December 31)	no.	197	648	332	1,177	205	685	333	1,223	212	727	365	1,304
Incoming turnover rate	%	16.8%	4.3%	2.4%	5.9%	30.7%	8.3%	1.3%	10.1%	35.4%	11.8%	2.7%	13.1%
Terminated employees	no.	19	27	23	69	14	38	35	87	16	32	24	72
Employees at the end of the financial year (December 31)	no.	197	648	332	1,177	205	685	333	1,223	212	727	365	1,304
Outgoing turnover rate	%	9.6%	4.2%	6.9%	5.9%	6.8%	5.6%	10.5%	7.1%	7.6%	4.4%	6.6%	5.5%

Table 16
Hiring and turnover by gender at the Lonigo site (%) (GRI 401-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees hired	no.	14	4	18	58	10	68	34	13	47
Employees at the end of the financial year (December 31)	no.	296	50	346	337	51	388	370	58	428
Incoming turnover rate	%	4.7%	8.0%	5.2%	17.2%	19.6%	17.5%	9.2%	22.4%	11.0%
Terminated employees	no.	16	1	17	8	5	13	17	5	22
Employees at the end of the financial year (December 31)	no.	296	50	346	337	51	388	370	58	428
Outgoing turnover rate	%	5.4%	2.0%	4.9%	2.4%	9.8%	3.4%	4.6%	8.6%	5.1%

Table 17
Hiring and turnover by age group at the Lonigo site (%) (GRI 401-1)

	Unit	2023				2024				2025			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Employees hired	no.	7	9	2	18	43	22	3	68	24	23	0	47
Employees at the end of the financial year (December 31)	no.	60	189	97	346	84	199	105	388	78	236	114	428
Incoming turnover rate	%	11.7%	4.8%	2.1%	5.2%	51.3%	11.1%	2.9%	17.5%	30.8%	9.8%	0.0%	11.0%
Terminated employees	no.	4	6	7	17	3	6	4	13	12	6	4	22
Employees at the end of the financial year (December 31)	no.	60	189	97	346	84	199	105	388	78	236	114	428
Outgoing turnover rate	%	6.7%	3.2%	7.2%	4.9%	3.4%	3.0%	3.8%	3.4%	15.4%	2.5%	3.5%	5.1%

Table 18
Hiring and turnover by gender at the Termoli site (%) (GRI 401-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Employees hired	no.	27	3	30	28	3	31	12	10	22
Employees at the end of the financial year (December 31)	no.	373	29	402	398	32	430	407	40	447
Incoming turnover rate	%	7.2%	10.3%	7.5%	7.0%	9.4%	7.2%	3.0%	25.0%	4.9%
Terminated employees	no.	5	1	6	7	0	7	6	1	7
Employees at the end of the financial year (December 31)	no.	373	29	402	398	32	430	407	40	447
Outgoing turnover rate	%	1.3%	3.4%	1.5%	1.8%	0.0%	1.6%	1.5%	2.5%	1.6%

Table 19
Hiring and turnover by age group at the Termoli site (%) (GRI 401-1)

	Unit	2023				2024				2025			
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	< 30	30-50	> 50	Total
Employees hired	no.	18	11	1	30	7	24	0	31	5	16	1	22
Employees at the end of the financial year (December 31)	no.	109	215	78	402	102	248	80	430	83	280	84	447
Incoming turnover rate	%	16.5%	5.1%	1.3%	7.5%	6.9%	9.7%	0.0%	7.2%	6.0%	5.7%	1.2%	4.9%
Terminated employees	no.	1	4	1	6	4	3	0	7	2	4	1	7
Employees at the end of the financial year (December 31)	no.	109	215	78	402	102	248	80	430	83	280	84	447
Outgoing turnover rate	%	0.9%	1.9%	1.3%	1.5%	3.9%	1.2%	0.0%	1.6%	2.4%	1.4%	1.2%	1.6%

Table 20
Breakdown of employees by job category and gender - Montecchio Maggiore (405-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	24	6	30	24	7	31	31	12	43
Middle managers	no.	105	49	154	113	52	165	128	66	194
White-collar workers	no.	297	173	470	321	191	512	330	207	537
Blue-collar workers	no.	480	43	523	471	44	515	485	45	530

Table 21
Breakdown of employees by job category and gender - Lonigo (405-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	2	1	3	2	1	3	3	1	4
Middle managers	no.	33	7	40	33	6	39	32	8	40
White-collar workers	no.	107	34	141	114	32	146	128	35	163
Blue-collar workers	no.	154	8	162	188	12	200	207	14	221

Table 22
Breakdown of employees by job category and gender - Termoli (405-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	3	0	3	3	0	3	3	0	3
Middle managers	no.	18	6	24	23	6	29	23	7	30
White-collar workers	no.	81	17	98	79	19	98	89	24	113
Blue-collar workers	no.	271	6	277	293	7	300	292	9	301

Table 23
Average hours of training by job category and gender - Montecchio Maggiore (GRI 404-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	11	19	13	36	46	38	28	31	29
Middle managers	no.	46	43	45	46	35	43	48	43	47
White-collar workers	no.	50	47	49	35	32	34	49	47	48
Blue-collar workers	no.	23	34	24	32	29	32	37	43	38

Table 24
Average hours of training by job category and gender - Lonigo (GRI 404-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	13	34	20	39	53	44	45	41	44
Middle managers	no.	47	76	52	44	56	46	48	98	58
White-collar workers	no.	43	40	42	35	37	36	52	56	53
Blue-collar workers	no.	44	75	46	32	68	34	38	61	39

Table 25
Average hours of training by job category and gender - Termoli (GRI 404-1)

	Unit	2023			2024			2025		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	no.	18	n/a	18	36	n/a	36	32	n/a	32
Middle managers	no.	35	49	38	47	45	47	29	35	31
White-collar workers	no.	50	54	51	36	37	26	43	59	47
Blue-collar workers	no.	27	40	28	27	23	27	31	56	32

Table 26
Percentage of employees who have completed skills development training - (NON-GRI)

	Unit	2023	2024	2025
Percentage of employees who have completed skills development training	%	95%	99%	99%

Table 27
Percentage of employees who have received training on the subject of business ethics - (NON-GRI)

	Unit	2023	2024	2025
Percentage of employees who have received training on the subject of business ethics	%	55%	48%	90%

Table 28
Percentage of employees who receive a periodic performance and professional development review - CORPORATE (*) (GRI 404-3)

	Unit	2023			2024			2025**		
		Men	Women	Total	Men	Women	Total	Men	Women	Total
TOTAL employees	no.	1,575	350	1,925	1,614	332	1,946	1,509	312	1,821
with evaluation	%	100%	100%	100%	100%	100%	100%	98%	93%	93%

* Only employees who were eligible at the start of the evaluation are included; employees hired less than 6 months ago and those on long-term leave are not included.

* * Data subject to refinement of the calculation method. The figures include only those who actually completed the performance evaluation, not the total number of people to whom an evaluation form was sent.

Table 29
Average hours of HSE training per capita - Montecchio Maggiore (non-GRI)

	Unit	2023	2024	2025
SSA training hours	no.	11,908	15,348	22,473
Training hours/no. of employees	no.	10.12	12.55	17.23

Table 30
Average hours of HSE training per capita - Lonigo (non-GRI)

	Unit	2023	2024	2025
SSA training hours	no.	5,630	4,396	7,931
Training hours/no. of employees	no.	16.27	11.33	18.53

Table 31
Average hours of HSE training per capita - Termoli (non-GRI)

	Unit	2023	2024	2025
SSA training hours	no.	6,569	6,396	6,742
Training hours/no. of employees	no.	16.30	14.87	15.08

Table 32
Workplace injuries (*) - Montecchio Maggiore (GRI 403-9)

	Unit	2023	2024	2025
Total number of workplace injuries	no.	11	10	11
Total number of deaths resulting from workplace injuries	no.	0	0	0
Total number of workplace injuries with serious consequences (excluding deaths)	no.	0	0	0
Total number of workdays lost due to injury	no.	211	174	220
Injury frequency rate	no.	6	5.3	5.5
Injury severity index	no.	0.11	0.09	0.11

* Only injuries with a recovery period of more than three days are counted, including deaths. The rates are calculated based on 1,000,000 hours worked.

Table 33
Workplace injuries (*) - Lonigo (GRI 403-9)

	Unit	2023	2024	2025
Total number of workplace injuries	no.	2	6	6
Total number of deaths resulting from workplace injuries	no.	0	0	0
Total number of workplace injuries with serious consequences (excluding deaths)	no.	0	0	0
Total number of workdays lost due to injury	no.	67	58	114
Injury frequency rate	no.	3.8	9.8	9.1
Injury severity index	no.	0.10	0.10	0.17

* Only injuries with a recovery period of more than three days are counted, including deaths. The rates are calculated based on 1,000,000 hours worked.

Table 34
Workplace injuries (*) - Termoli (GRI 403-9)

	Unit	2023	2024	2025
Total number of workplace injuries	no.	9	7	12
Total number of deaths resulting from workplace injuries	no.	0	0	0
Total number of workplace injuries with serious consequences (excluding deaths)	no.	0	0	0
Total number of workdays lost due to injury	no.	251	128	411
Injury frequency rate	no.	15.3	11.1	17.8
Injury severity index	no.	0.43	0.20	0.61

* Only injuries with a recovery period of more than three days are counted, including deaths. The rates are calculated based on 1,000,000 hours worked.

Table 35
Total number of hours worked - CORPORATE (Non-GRI)

	Unit	2023	2024	2025
Total number of hours worked	no.	2,953,290	3,130,765	3,329,210

Table 36
Workers covered by occupational health and safety management systems (GRI 403-8)

	Unit	2023	2024	2025
FIS employees covered by the H&S management system (ISO 45001)				
Number of FIS employees to whom the system applies (data collected by HR in another file)	no.	1,925	2,041	2,179
Percentage of FIS employees to whom the system applies	%	100%	100%	100%

Table 37
Operating sites covered by ISO Certifications (Non-GRI)

Certifications	Unit	2023	2024	2025
ISO 9001	%	100%	100%	100%
ISO 14001	%	100%	100%	100%
ISO 45001	%	100%	100%	100%
ISO 22301	%	/	/	100%
ISO 27001	%	100%	100%	100%

Table 38
Number of confirmed critical incidents related to IT information security - CORPORATE (Non-GRI)

	Unit	2023	2024	2025
Number of confirmed critical incidents related to information security	no.	0	0	0

Table 39
Reports through the whistleblowing procedure

	Unit	2023	2024	2025*
Reports through the whistleblowing procedure	no.	2	14	16

* Of the 16 reports received in 2025:
  - 3 reports fell within the potential scope of Legislative Decree 231/2001; 231/2001; none of these were found to be substantiated following the investigations conducted.
  - 13 reports concerned issues not covered by Regulation 231; of these, 6 were found to be valid and led to the adoption of corrective measures and initiatives to improve internal processes.

Table 40
Confirmed incidents of corruption - CORPORATE (Non-GRI)

	Unit	2023	2024	2025
Number of confirmed cases of corruption	no.	0	0	0

Table 41
Suppliers, geographical origin and type of goods CORPORATE (GRI 2-6)

	Unit	2023	2024	2025
Total number of active suppliers	no.	1,369	1,481	1,591
countries of origin of active suppliers (vendors)	no.	28	25	28
countries of origin of the goods (producers)	no.	41	37	40
Purchase value by country in % (as reported by producers)	Italy	49%	42%	51%
	Europe (not Italy)	13%	9%	8%
	China	20%	33%	27%
	India	5%	5%	4%
	ROW	13%	12%	10%
Raw material suppliers	%	67%	63%	53%
Suppliers of technical goods and services	%	23%	26%	37%
Other suppliers	%	10%	11%	10%

Table 42

Recycled materials (solvents) - Montecchio Maggiore (GRI 301-2)

	Unit	2023			
		Fresh	Recycled	Total	% recycled
HEPTANE	tons	169.76	2,048.72	2,218.48	92%
ISOPROPANOL		3,231.36	2,229.76	5,461.12	41%
ACETONE		2,042.34	2,117.73	4,160.07	51%
TOLUENE		1,295.42	1,254.16	2,549.58	49%
THF		1,016.73	430.12	1,446.85	30%
METHANOL		5,338.48	4,517.14	9,855.62	46%
MEK		436.02	2,247.53	2,683.55	84%
MTBE		385.36	1,134.37	1,519.73	75%
ACETIC ACID		448.24	1,218.90	1,667.14	73%
TOTAL		14,363.71	17,198.43	31,562.14	54
		2024			
HEPTANE	tons	229.87	2,143.26	2,373.13	90%
ISOPROPANOL		3,148.32	2,052.72	5,201.04	39%
ACETONE		1,904.77	2,297.55	4,202.32	55%
TOLUENE		1,184.14	860.89	2,045.03	42%
THF		852.85	353.46	1,206.31	29%
METHANOL		5,628.76	4,737.55	10,366.31	46%
MEK		539.27	1,872.83	2,412.10	78%
MTBE		303.36	988.81	1,292.17	77%
ACETIC ACID		469.76	1,178.70	1,648.46	72%
DIPEA		56.30	214.65	270.95	79%
TOTAL		14,317.40	16,700.42	31,017.82	54%

	Unit	2025			
		Fresh	Recycled	Total	% recycled
HEPTANE	tons	229.85	1,927.32	2,157.17	89%
ISOPROPANOL		2,511.52	1,763.71	4,275.23	41%
ACETONE		2,290.92	1,752.02	4,042.94	43%
TOLUENE		2,558.78	192.53	2,751.31	7%
THF		1,740.74	64.28	1,805.02	4%
METHANOL		5,163.90	4,040.36	9,204.26	44%
ETHANOL		1,381.07	485.79	1,866.86	26%
MEK		99.67	595.35	695.02	86%
MTBE		204.35	220.63	424.98	52%
ACETIC ACID		265.01	551.28	816.29	68%
DIPEA		74.80	156.10	230.90	68%
N-BUTANOL		76.32	140.17	216.49	65%
N-BUTYL ACETATE		261.00	180.34	441.34	41%
TOTAL		16,857.92	12,069.88	28,927.80	42%

Table 43
Recycled materials (solvents) - Lonigo (GRI 301-2)

	Unit	2023			
		Fresh	Recycled	Total	% recycled
RECYCLED ETHANOL product 1	tons	284.00	420.00	704.00	60%
RECYCLED ETHANOL product 2		707.00	1,646.60	2,353.60	70%
RECYCLED TOLUENE product 3		n/a	348.00	348.00	100%
DMSO		n/a	n/a	n/a	n/a
TOTAL		991.00	2,414.60	3,405.60	71%
2024					
RECYCLED ETHANOL product 1	tons	353.71	462.25	815.96	57%
RECYCLED ETHANOL product 2		517.10	1,028.70	1,545.80	67%
RECYCLED TOLUENE product 3		n/a	n/a	n/a	n/a
DMSO		104.39	104.20	208.59	50%
TOTAL		975.00	1,595.00	2,570.00	62%
2025					
RECYCLED ETHANOL product 1	tons	562.80	964.35	1,527.15	63%
RECYCLED ETHANOL product 2		348.53	345.00	693.53	50%
RECYCLED TOLUENE product 3		n/a	n/a	n/a	n/a
DMSO		69.43	44.61	114.04	39%
TOTAL		980.76	1,353.96	2,334.73	58%

Table 44
Recycled materials (solvents) - Termoli (GRI 301-2)

	Unit	2023			
		Fresh	Recycled	Total	% recycled
HEPTANE	tons	257	311	568	55%
ACETONE		776	752	1,528	49%
TOLUENE		2,809	4,217	7,026	60%
METHANOL		1,704	1,067	2,771	39%
MTBE		79	88	167	53%
DMSO		69	957	1,026	93%
ETHYL ACETATE		556	763	1,319	58%
t-BUTYL ALCOHOL		23	83	106	78%
TOTAL		8,049	8,238	16,287	51%
2024					
HEPTANE	tons	332	260	592	44%
ACETONE		705	678	1,383	49%
TOLUENE		2,899	3,685	6,584	56%
METHANOL		2,118	762	2,880	26%
ETHANOL		581	124	705	18%
MTBE		202	3	205	1%
DMSO		64	836	900	93%
ETHYL ACETATE		614	697	1,311	53%
t-BUTYL ALCOHOL		0	8	8	100%
N-METHYLPIRROLI-DONE		21	7	28	25%
TOTAL		7,536	7,060	14,596	48%

Table 44
Recycled materials (solvents) - Termoli (GRI 301-2)

	Unit	2025			
		Fresh	Recycled	Total	% recycled
HEPTANE	tons	377	330	707	47%
ACETONE		769	633	1,402	45%
METHANOL		1,997	707	2,704	26%
ETHANOL		1,245	44	1,289	3%
DMSO		44	437	481	91%
ETHYL ACETATE		636	736	1,372	54%
t-BUTYL ALCOHOL		0	15	15	100%
N-METHYLPIRROLI-DONE		21	13	34	38%
ACETONITRILE		15	706	721	98%
ACETONITRILE		15	706	721	98%
TOTAL		5,104	3,621	8,725	42%

Table 45
Energy consumption - Montecchio Maggiore (GRI 302-1)

	Unit	2023	2024	2025
Fuel consumption from non-renewable fuels, including the types of fuel used				
Diesel fuel	GJ	358	283	729
	Liters	10,000	7,856	20,359
Natural gas	GJ	335,659	376,398	281,448
	Sm^3	9,466,655	9,409,941	7,890,999
Indirect energy consumption (purchased)				
Electricity supplied by the grid	GJ	171,321	179,214	174,164
	MWh	47,589	49,782	48,379
Electricity supplied from the non-renewable grid	GJ	92,234	38,573	14,915
	MWh	25,621	10,715	4,143
Electricity supplied from the renewable grid	GJ	79,087	140,641	159,248
	MWh	21,969	39,067	44,236
Energy produced				
Electricity from renewable sources that is generated and consumed on-site	GJ	0	0	42
	MWh	0	0	12
Electricity generated from other fossil fuels and consumed on-site	GJ	56,517	58,496	58,206
	MWh	15,699	16,249	16,168
Electricity generated from other sources and fed into the grid	GJ	0	0	0
	MWh	0	0	0

Table 46
Energy consumption - Lonigo (GRI 302-1)

	Unit	2023	2024	2025
Fuel consumption from non-renewable fuels, including the types of fuel used				
Diesel fuel	GJ	197	124	135
	Liters	5,495	3,447	3,762
Natural gas	GJ	138,946	75,527	50,687
	Sm^3	3,918,706	1,888,163	1,421,122
Indirect energy consumption (purchased)				
Electricity supplied by the grid	GJ	95,040	36,634	40,379
	MWh	26,400	10,176	11,216
Electricity supplied from the non-renewable grid	GJ	50,291	7,885	3,458
	MWh	13,970	2,190	951
Electricity supplied from the renewable grid	GJ	44,749	28,750	36,921
	MWh	12,430	7,986	10,256
Electricity supplied from renewable sources	MWh	3	41	44
Electricity from third-party facilities	MWh	1,002	18,747	19,416
HEAT from third-party facilities	GJ	1,583	30,861	34,342
COOLING from third-party facilities	GJ	330	13,603	17,401
TOTAL ENERGY from third-party facilities	GJ	5,520	111,955	121,640
Energy produced				
Electricity from renewable sources that is generated and consumed on-site	GJ	147	0	0
	MWh	41	0	0
Electricity generated from other fossil fuels and consumed on-site	GJ	0	0	0
	MWh	0	0	0
Electricity generated from other sources and fed into the grid	GJ	0	0	0
	MWh	0	0	0

Table 47
Energy consumption - Termoli (GRI 302-1)

	Unit	2023	2024	2025
Fuel consumption from non-renewable fuels, including the types of fuel used				
Diesel fuel	GJ	64	72	72
	Liters	1,800	2,000	2,000
Natural gas	GJ	120,421	129,007	107,729
	Sm^3	3,396,256	3,225,180	3,020,417
Indirect energy consumption (purchased)				
Electricity supplied by the grid	GJ	124,712	128,198	130,165
	MWh	34,642	35,611	36,157
Electricity supplied from the non-renewable grid	GJ	68,547	27,589	11,147
	MWh	19,041	7,664	3,096
Electricity supplied from the renewable grid	GJ	56,165	100,609	119,018
	MWh	15,601	27,947	33,061
Energy produced				
Electricity from renewable sources that is generated and consumed on-site	GJ	46	81	61
	MWh	13	23	17
Electricity generated from other fossil fuels and consumed on-site	GJ	n/a	0	0
	MWh	n/a	0	0
Electricity generated from other sources and fed into the grid	GJ	n/a	0	0
	MWh	n/a	0	0

Table 48
Energy intensity – CORPORATE (GRI 302-3)

Unit	2023	2024	2025
TOTAL GJ/ton of product	395	428	440
TOTAL GJ/million euros of product	1,400	1,246	1,065
TOTAL GJ/total employees	513	477	416

Table 49
Scope 1-2-3 CO_2 emissions - CORPORATE (GRI 305-1, 305-2, 305-3)

	Unit	2023	2024	2025
Scope 1 emissions	Tons CO_2eq	84,618	82,350	85,392
Scope 2 emissions (market-based)	Tons CO_2eq	27,279	19,021	12,859
Scope 2 emissions (location-based)	Tons CO_2eq	32,337	31,241	28,286
Scope 3 emissions	Tons CO_2eq	536,059	526,035	496,592
TOTAL EMISSIONS Scope 1+2 (market-based) + 3	**Tons CO_2eq**	**647,956**	**627,406**	**594,843**
TOTAL EMISSIONS Scope 1+2 (location-based) + 3	**Tons CO_2eq**	**653,014**	**639,626**	**610,271**

Scope 3 methodological note in accordance with GRI 305-5 g.
The greenhouse gas emissions inventory was developed in accordance with the Greenhouse Gas Protocol, using an operational control approach to consolidate emissions across the entire value chain. Scope 3 emissions include all indirect emissions generated upstream and downstream of the company's activities; the categories were identified based on emissions significance, data availability, and applicability to the company's business model. Emissions quantification is based on an integrated methodological approach that prioritizes the use of primary data for activities and emission factors where available. It also incorporates various types of secondary emission factors, including: activity-based factors (derived from databases such as Ecoinvent 3.11 and from specific internally developed models), economic factors (Exiobase 3.8.2), and institutional databases (UK Government GHG Reporting Factors - DESNZ, version 2025). With regard to category 3.1, "Purchased goods and services", which accounts for the largest share of emissions and reflects the complexity of the chemical and pharmaceutical sector, priority was given to primary carbon footprint data obtained from suppliers. When such data were not available, secondary data from the various databases cited were cross-referenced. For items not covered by secondary data, a hybrid spend-based approach was adopted. This approach is based on the weighted average of raw material prices and the associated emission factors, both primary and secondary, when available. The data were normalized to exclude outliers. In addition, the model was calibrated by introducing a maximum emission intensity limit. This calibration better reflects the greater impact associated with the production of complex molecules and helps reduce potential distortions in the estimates.

Table 50
Scope 3 CO_2 emissions by category - CORPORATE (GRI 305-3)

	Unit	2023	2024	2025
TOTAL EMISSIONS Scope 3 Upstream	**Tons CO_2eq**	**524,692**	**515,661**	**485,899**
Cat.1: Purchased goods and services	Tons CO_2eq	433,576	429,427	382,827
Cat.2: Capital goods	Tons CO_2eq	16,518	17,027	29,822
Cat.3: Activities related to fuel and energy	Tons CO_2eq	17,403	8,493	5,614
Cat.4: Upstream transportation and distribution	Tons CO_2eq	12,973	16,422	15,807
Cat.5: Waste generated by operations	Tons CO_2eq	41,261	40,921	48,353
Cat.6: Business travel	Tons CO_2eq	181	285	233
Cat.7: Employee commuting	Tons CO_2eq	2,779	3,086	3,243
TOTAL EMISSIONS Scope 2 Downstream	**Tons CO_2eq**	**11,367**	**10,374**	**10,693**
Cat.9: Downstream transportation and distribution	Tons CO_2eq	2,553	1,166	790
Cat.10: Processing of products sold	Tons CO_2eq	8,083	8,591	9,285
Cat.12: End-of-life treatment of products sold	Tons CO_2eq	731	617	617
TOTAL EMISSIONS Scope 3	**Tons CO_2eq**	**536,059**	**526,035**	**496,592**

	Unit	2023	2024	2025
Calculation of biogenic emissions (not included in the total Scope 3 emissions)	**Tons CO_2eq**	/	/	9.95

Table 51
CO_2 emissions intensity - CORPORATE (GRI 305-4)

Unit	2023	2024	2025
Tons of CO_2/ tons of products	44.8	44.5	47.6
Tons of CO_2/million euros of products	158.6	129.7	115.3
Tons of CO_2/total employees	58.1	49.6	45.1

Table 52
NOx, SOx and other significant emissions - Montecchio Maggiore (GRI 305-7)

	Unit	2023	2024	2025
NOx	Kg	14,409.1	14,350.0	14,644.6
SOx	Kg	56.4	513.0	924.4
VOC (volatile organic compounds)	Kg	529.2	1,046.6	977.2
PM (particulate matter)	Kg	65.8	134.2	112.2
CO	Kg	1,156.2	2,005.1	412.7

Table 53
NOx, SOx and other significant emissions - Lonigo (GRI 305-7)

	Unit	2023	2024	2025
NOx	Kg	22,634.5	2,990.9	4,779.0
SOx	Kg	45.9	38.2	53.0
VOC (volatile organic compounds)	Kg	51.5	99.6	181.2
PM (particulate matter)	Kg	97.5	4.7	4.0
CO	Kg	2,919.9	264.4	341.1

Table 54
NOx, SOx and other significant emissions - Termoli (GRI 305-7)

	Unit	2023	2024	2025
NOx	Kg	3,945.9	5,047.1	5,139.7
SOx	Kg	72.1	61.2	50.8
VOC (volatile organic compounds)	Kg	122.1	104.9	79.9
PM (particulate matter)	Kg	n/a	n/a	n/a
CO	Kg	363.1	401.9	337.8

Table 55
Water withdrawal, discharge and consumption - Montecchio Maggiore (GRI 303-3, 303-4, 303-5)

	Unit	2023	2024	2025
Groundwater withdrawal	m^3	940,681	886,028	665,701
Water withdrawal from the aqueduct	m^3	33,510	30,966	30,673
TOTAL	**m^3**	**974,191**	**916,994**	**696,374**
Discharge into the sewer system	m^3	515,514	466,015	295,831
Discharge into surface water	m^3	436,009	494,631	475,609
TOTAL	**m^3**	**951,523**	**960,646**	**771,440**
TOTAL CONSUMPTION	**m^3**	**22,668**	**-43,652**	**-75,066**

Table 56
Water withdrawal, discharge and consumption - Lonigo (GRI 303-3, 303-4, 303-5)

	Unit	2023	2024	2025
Groundwater withdrawal	m³	652,830	663,160	665,000
Water withdrawal from the aqueduct	m³	1,905	1,885	2,165
TOTAL	**m³**	**654,735**	**665,045**	**667,165**
Discharge into the sewer system	m³	/	/	/
Discharge into surface water	m³	537,565	541,373	536,227
TOTAL	**m³**	**537,565**	**541,373**	**536,227**
TOTAL CONSUMPTION	**m³**	**117,170**	**123,672**	**130,938**

Table 57
Water withdrawal, discharge and consumption - Termoli (GRI 303-3, 303-4, 303-5)

	Unit	2023	2024	2025
Groundwater withdrawal	m³	n/a	n/a	n/a
Water withdrawal from the aqueduct	m³	501,923	523,402	494,536
TOTAL	**m³**	**501,923**	**523,402**	**494,536**
Discharge into the sewer system	m³	464,454	503,777	455,242
Discharge into surface water	m³	n/a	n/a	n/a
TOTAL	**m³**	**464,454**	**503,777**	**455,242**
TOTAL CONSUMPTION	**m³**	**37,469**	**19,625**	**39,294**

Table 58
Water withdrawal, discharge and consumption - CORPORATE (GRI 303-3, 303-4, 303-5)

	Unit	2023	2024	2025
TOTAL water withdrawal	m³	2,130,849	2,105,441	1,858,075
TOTAL water discharge	m³	1,953,542	2,005,796	1,762,909
TOTAL CONSUMPTION	**m³**	**177,307**	**99,645**	**95,166**

Table 59
Water consumption intensity - CORPORATE (NON-GRI)

Unit	2023	2024	2025
m³ H_2O/tons produced	2,130,849	2,105,441	1,858,075
m³ H_2O/million euros of products	1,953,542	2,005,796	1,762,909
m³ H_2O/total employees	1,953,542	2,005,796	1,762,909

Table 60
Waste generated - Montecchio Maggiore, Lonigo, Termoli, and CORPORATE (GRI 306-3)

	Unit	2023			2024			2025		
		hazardous	non-haz-ardous	total	hazardous	non-haz-ardous	total	hazardous	non-haz-ardous	total
Montecchio Maggiore	Tons	45,973	1,480	47,453	47,814	1,329	49,143	49,813	1,576	51,390
Lonigo	Tons	22,677	4,457	27,134	22,951	3,977	26,929	24,223	6,137	30,360
Termoli	Tons	28,050	1,264	29,314	30,402	1,507	31,909	30,927	1,684	32,611
TOTAL	**Tons**	**96,700**	**7,201**	**103,901**	**101,167**	**6,813**	**107,981**	**104,963**	**9,397**	**114,361**

Table 61
Waste sent for disposal and recovery - CORPORATE (GRI 306-4 and 306-5)

		Unit	2023	2024	2025
Hazardous waste	for external recovery	Tons	25,353	23,749	28,313
	for external disposal	Tons	27,434	31,024	29,944
	for on-site incineration	Tons	41,584	46,395	46,694
Non-hazardous waste	for external recovery	Tons	4,681	4,767	7,683
	for external disposal	Tons	1,694	1,460	1,280
	for on-site incineration	Tons	825	586	419
Total waste	**for external disposal**	**Tons**	**29,128**	**32,484**	**31,224**
	for external recovery	**Tons**	**30,034**	**28,516**	**35,995**
Waste-to-resource ratio (Target #3)		**%**	**96.98%**	**113.92%**	**86.75%**

Letter from the auditing firm

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Independent practitioner's report on the Sustainability Report 2025

To the Board of directors of Fabbrica Italiana Sintetici SpA

We have been engaged to undertake a limited assurance engagement on the Sustainability Report of Fabbrica Italiana Sintetici SpA (the "Company") for the year ended 31 December 2025.

Responsibilities of the directors for the Sustainability Report

The directors of Fabbrica Italiana Sintetici SpA are responsible for the preparation of the Sustainability Report in accordance with the "Global Reporting Initiative Sustainability Reporting Standards" issued by GRI - Global Reporting Initiative (the "GRI Standards"), as illustrated in the "Methodological note" section of the Sustainability Report.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error.

The directors are also responsible for defining the sustainability performance targets of Fabbrica Italiana Sintetici SpA, as well as for identifying its stakeholders and material topics to be reported on.

Our Independence and Quality Management

We are independent in accordance with the principles of ethics and independence set out in the Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

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Società soggetta all'attività di direzione e coordinamento della PricewaterhouseCoopers Italia Srl

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Our firm applies International Standard on Quality Management 1 (ISQM Italia 1), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion, based on the procedures we have performed, regarding the compliance of the Sustainability Report with the requirements of the GRI Standards. We conducted our work in accordance with International Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the Sustainability Report is free from material misstatement.

Therefore, the procedures performed were less in extent than those performed in a reasonable assurance engagement conducted in accordance with ISAE 3000 Revised and, consequently, do not provide us with a sufficient level of assurance that we have become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the Sustainability Report were based on our professional judgement and included inquiries, mainly of personnel of the Company responsible for the preparation of the information presented in the Sustainability Report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

- analysis of the process of definition of the material topics reported on in the Sustainability Report, with reference to the method applied in the analysis and understanding of the Company's environment, the identification and prioritisation of the actual and potential impacts, and the internal validation of the results of the process;

Letter from the auditing firm

- understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

Moreover, we held meetings and interviews with the management personnel of Fabbrica Italiana Sintetici SpA and we performed limited analyses of documentary evidence, to gather information about the processes and procedures for the collection, aggregation, processing and submission of non-financial data and information to the function responsible for the preparation of the Sustainability Report.

Lastly, for material information, considering the activities and characteristics of the Company:

- at a Company level,
  a. with reference to the qualitative information presented in the Sustainability Report, we carried out interviews and obtained supporting documentation to verify its consistency with available evidence;
  b. with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation;
- for the sites of Montecchio Maggiore (Italy) and Lonigo (Italy), which we selected on the basis of their activities, their contribution to performance indicators and their location, we carried out site- visits, interviews and meetings during which we met the persons in charge and obtained documentary evidence, on a sample basis, regarding the correct application of the procedures and calculation methods applied for the indicators.

Inherent limitations in the preparation of the Sustainability Report

The disclosure about Scope 3 emissions is subject to greater inherent limitations compared with Scope 1 and 2 emissions, because of the poor availability and relative accuracy of the information used to define both qualitative and quantitative information on Scope 3 emissions related to the value chain.

Limited Assurance Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the Sustainability Report of Fabbrica Italiana Sintetici SpA for the year ended 31 December 2025 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the “Methodological note” section of the Sustainability Report.

Padova, 11 June 2026

PricewaterhouseCoopers Business Services Srl

Signed by

Paolo Bersani
(Partner)

This report has been translated into the English language solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.

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