

# DUMAREY

Enerengineering your future

DUMAREY AUTOMOTIVE ITALIA S.p.A.  
& DUMAREY SOFTRONIX S.r.l.

2025 Sustainability Report



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# STRATEGIC VISION

Over the past three years, we have taken a structured approach to sustainability, moving from building the foundations to strengthening their integration within our business.

In 2025, this journey has entered a consolidation phase, where processes, governance and reporting have become more robust and increasingly embedded in our daily operations.

Sustainability is now part of how we manage our company: not only in terms of compliance and communication, but as a concrete support to decision-making and risk management.

This evolution allows us to better respond to regulatory expectations and market demands, while staying consistent with our industrial model and our pragmatic approach.

Looking ahead, topics such as energy management will play an increasingly critical role. For an industrial company like ours, improving energy efficiency is not only an environmental priority, but also a key lever for competitiveness. Strengthening our focus on this area will remain one of our main priorities.

At the same time, we continue to invest in our people, recognising their role as a key enabler of this transition, and to foster a solid governance framework to support long-term value creation.

The next step of our journey will be to move further towards the definition and achievement of clear objectives, building on the foundations we have established and maintaining a continuous improvement approach.

The road to sustainability is a long-term commitment. We will continue to move forward with consistency, focus and responsibility, creating value for our stakeholders and contributing to a more sustainable industrial ecosystem.



**Pierpaolo Antonioli**  
Chief Executive Officer (CEO)

**Pierpaolo Antonioli**  
Chief Executive Officer





**Federico Guglielmone**  
Chief Sustainability Officer (CSO)

Dear Stakeholders,

Our sustainability journey is transforming from a challenge to a structured path, and I am pleased to report that 2025 marks a meaningful turning point in how deeply this commitment is rooted into the foundations of our organisation. Sustainability is no longer a parallel track; it is an integral dimension of how we assess risk, manage resources and influence long-term performance.

What is most encouraging is seeing sustainability transition from a compliance obligation into a genuine management tool. Our approach remains grounded and pragmatic, aligned with our business model and responsive to the expectations of the markets in which we operate.

For an industrial company like ours, the achievement of ISO50001 certification for the Energy Management System demonstrates our commitment to carefully manage the energy required for our operations. Energy efficiency sits at the intersection of environmental responsibility and competitive resilience.

Our people remain central: achieving the UNI-PdR:125 Diversity&Inclusion certification and fostering a culture of accountability throughout the organisation are prerequisites for lasting impact.

The road ahead calls for greater ambition in target-setting, building on the solid foundations we have established and maintaining the continuous improvement mindset that has brought us this far.

We take this commitment, and we take it seriously. We will continue to advance with clear sense of responsibility toward our stakeholders and the broader industrial ecosystem of which we are part.

**Federico Guglielmone**  
Chief Sustainability Officer

# Why sustainability

## GRI 2-2



For Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS), or together defined here as “Companies” or “Dumarey”, sustainability matters because our core business — engineering and validation — sits at the point where innovation becomes real-world performance. We do not operate as a volume manufacturer; we create value by designing, integrating, testing and validating propulsion and control solutions that must meet demanding requirements on safety, reliability, efficiency and compliance.



This positioning makes sustainability highly tangible. In an engineering and validation environment, environmental performance is closely linked to how we run development and test activities — how we manage energy and fuels, how we monitor emissions, and how we control resource use and waste flows associated with testing, prototyping and laboratory operations. Sustainability is therefore not an “add-on”: it directly influences operational discipline, data quality, decision-making and the credibility of our technical outcomes.



Our ability to deliver complex engineering programs depends on highly qualified teams and a rigorous safety culture across laboratories and technical environments. Protecting health and safety, investing in skills, and fostering an inclusive workplace are essential to ensuring continuity, retaining talent and keeping our engineering standards high.



Because our work relies on a broad ecosystem of partners — suppliers, external specialists and service providers — sustainability also matters across the value chain. Engineering projects require trusted and resilient relationships, and responsible business conduct helps safeguard quality, timelines and reputation, while supporting transparency and alignment with customer expectations.



Finally, sustainability strengthens governance and long-term resilience. Operating in highly regulated and technology-intensive sectors requires integrity, robust controls and clear accountability. Embedding sustainability into governance enables consistent choices, stronger risk management and a more forward-looking strategy—so that engineering excellence is matched by responsibility, transparency and long-term value creation.







## 2025 in summary: main achievements

### GRI 2-2

Building on the foundations laid in previous years, 2025 represents a year of structural strengthening, system consolidation and operational maturity, with sustainability increasingly embedded into governance, processes and daily activities.

Dumarey's approach to sustainability remains pragmatic and engineering-driven, fully aligned with its role as a technology and innovation partner operating in complex industrial environments.

Companies continue to prioritize robust management systems, data reliability and risk control, laying solid foundations for future performance improvements and regulatory alignment.



#### ENVIRONMENTAL SUSTAINABILITY: FROM MONITORING TO STRUCTURED MANAGEMENT

In 2025, Dumarey achieved a major milestone with the certification of its Energy Management System in accordance with ISO 50001, confirming the effectiveness of its approach to energy governance and efficiency.

Energy consumption monitoring was fully consolidated across the Turin site, covering electricity, thermal energy and fuels used in testing activities.

The adoption of 2024 as a formal baseline year has enabled reliable year-on-year comparisons and supported data-driven decision-making.

Alongside energy management, the ISO 14001 certification pathway was formally launched, marking an important step toward a more comprehensive Environmental Management System. Environmental aspects and impacts were systematically mapped, waste tracking and emissions monitoring were strengthened, and a clear roadmap was defined to complete certification in the coming reporting cycle.

This progressive approach reflects Dumarey's commitment to environmental responsibility while ensuring consistency with operational realities and future regulatory expectations



## PEOPLE, SAFETY AND INCLUSION: STABILITY, SKILLS AND EQUITY

People remain at the core of Dumarey's sustainability strategy. In 2025, DAI and DS employed 672 people, all covered by National Collective Bargaining Agreement for the Metalworking and Mechanical Engineering Industry, confirming a stable and

responsible employment model based on long-term engagement and skills continuity, reflecting the technical and engineering nature of the Companies' activities. Occupational health and safety continued to be managed in full compliance with Italian legislations, supported by structured risk assessments, health surveillance and employees' participation in health & safety training and decisions. The year recorded zero work-related fatalities and injuries with serious consequences, confirming the effectiveness of preventive measures and the safety culture promoted across the organization. Mandatory health and safety training reached 100% of employees, while professional development initiatives resulted in an average of 13 training hours per employee, reinforcing technical excellence and long-term employability.

Diversity, equity and inclusion are addressed through structured governance and measurable indicators. In 2025, Dumarey achieved an important milestone with the certification of its Gender Equality Management System in accordance with UNI/PdR 125:2022, formalizing its commitment to equal opportunities and inclusive workplace practices. The certification process strengthened the integration of gender-equality principles into HR policies, processes and performance monitoring systems, providing a structured framework for continuous improvement. No cases of discrimination or gender-related grievances were reported during the year.



## GOVERNANCE, VALUE CHAIN AND TRANSPARENCY

From a governance perspective, 2025 confirmed the effectiveness of Dumarey's sustainability governance framework. The Sustainability Steering Committee continued to play an active role in overseeing ESG topics, supporting management decisions and strengthening integration between sustainability, risk management and strategic planning. Attention to social and environmental impacts was extended beyond the organizational boundary.

In 2025, Dumarey further progressed in integrating some ESG considerations into supplier management through high-level screening tools, starting from Italian suppliers.

These suppliers assessed during the year showed a medium-to-low ESG risk profile, and no significant negative impacts related to workers in the value chain were identified.

Transparency and reporting quality remain central priorities.

The 2025 Sustainability Report consolidates data governance processes, ensures alignment with the GRI Standards, and transparently communicates both achievements and areas of ongoing development. This report is intended not only as a disclosure document, but as a management tool supporting accountability, continuous improvement and informed dialogue with stakeholders.



# COMPANY PROFILE AND SUSTAINABILITY STRATEGY

## The Dumarey Group: our history and evolution

GRI 2-1, 2-2, 2-6



The history of the Dumarey Group is the result of a long-term entrepreneurial journey built around an industrial vision focused on innovation, asset regeneration and sustainable value creation. Founded in 1983 by Guido Dumarey as a small entrepreneurial venture in Belgium, the Group has progressively evolved into an international industrial player, distinguished by its ability to combine advanced technological expertise with a responsible industrial approach.

From its early years, the Group has pursued a strategy centred on the development and consolidation of specialized know-how in the fields of precision mechanics, electronics, transmissions and propulsion systems. This strategy has been supported by a selective approach to acquisitions and industrial partnerships, complementing organic growth. Over time, this model has enabled the Group not only to expand its geographical footprint across Europe and internationally, but also to successfully relaunch complex industrial assets, preserving key competencies and ensuring industrial and employment continuity.

A pivotal step in this evolution was the Group's strengthening of its position in the automotive and advanced powertrain sector, accompanied by the development of vertically integrated capabilities covering the entire product lifecycle—from design and engineering to validation and industrialization support. In this context, energy efficiency, emissions reduction and technological innovation progressively became structural elements of the Group's strategic positioning.

Starting in 2020, with its entry into Italy through the acquisition of the former GM Global Propulsion Systems site in Turin, now Dumarey Automotive Italia S.p.A., the Group further consolidated its role as an industrial and engineering partner for advanced propulsion solutions.

This milestone marked the beginning of a new phase, characterized by significant investment in engineering expertise, testing and validation capabilities, and the development of low-emission technologies, including hybrid and hydrogen-based solutions.

In the years that followed, growth continued through the reinforcement of digital and electronic competencies, culminating in the creation of the company Dumarey Softronix S.r.l. as a centre of excellence for electronic control units, embedded software and functional safety.

The close integration between mechanical engineering and electronic and digital capabilities today represents one of the distinguishing features of the Group's business model.

- In 2023, on its fortieth anniversary, the Group officially adopted the name Dumarey Group, consolidating a unified and internationally recognizable identity.
- In 2024 the Group expanded in Italy, acquiring an already existing manufacturing site from Vitesco, in Tuscany, called Dumarey Flowmotion Technologies S.r.l., to face into the market of transmissions.

In 2025, the Group's industrial development path reached an additional strategic milestone with the acquisition of a site in Plymouth, Michigan, US, named Dumarey USA LLC, which expanded Dumarey's industrial and technological footprint in the field of powertrain and complex systems. This acquisition fits coherently within the Group's selective growth strategy, aimed at strengthening technical capabilities, enhancing the value of existing industrial assets and fostering synergies across the value chain.

Today, the Dumarey Group operates as an integrated industrial organization, capable of designing, developing and supporting propulsion systems, electronic control solutions and energy technologies for automotive, industrial, marine and emerging mobility applications.

Sustainability plays an increasingly central role in this evolution—not as an abstract principle, but as a concrete lever for competitiveness, innovation and long-term industrial resilience.



# Who we are and how we operate

## GRI 2-1, 2-2, 2-6



Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS) form the industrial and engineering perimeter of the Dumarey Group in Piedmont Region, Italy, operating as a highly integrated centre of excellence for advanced propulsion systems, electronic control and digital engineering. Based in Turin, within one of Europe's most well-established automotive and industrial innovation hubs, the two companies combine decades of engineering heritage with a forward-looking technological and organizational approach.

DAI focuses on the design, development, testing and pre-industrialization of propulsion systems for automotive, industrial and marine applications. Its activities cover a broad range of technologies, including internal combustion engines, hybrid architectures and hydrogen-based solutions, and extend across the full development cycle—from system architecture and integration to calibration, validation and regulatory analysis. This positioning allows DAI to support customers not only in product development, but also in navigating increasingly complex regulatory and market requirements.

DS complements this industrial capability by acting as the Group's competence centre for electronic control units and embedded software. The company specializes in Electronic Control Units ("ECU") development, digital control architectures, cybersecurity and functional safety, operating according to internationally recognized automotive standards. Through advanced software engineering, digital twin methodologies and model-based validation, DS provides the electronic intelligence that enables modern propulsion and power systems to operate safely, efficiently and in compliance with evolving technical standards.

The close integration between DAI and DS represents a distinctive element of Dumarey Group's operating model in Italy. The two companies share the same site, collaborate through cross-functional teams and rely on integrated support functions, including HR, IT, facility management and administrative services. This organizational setup enables seamless end-to-end project management, rapid knowledge exchange and consistent application of technical, quality and sustainability principles across activities.

Rather than operating as a traditional manufacturer, DAI and DS position themselves as high-value engineering partners. Their combined expertise allows them to serve a diversified portfolio of sectors—including automotive and commercial vehicles, non-road mobile machinery, marine applications and emerging hydrogen technologies—supporting customers in the development of customized solutions tailored to specific performance, regulatory and sustainability requirements. Through this integrated, competence-driven model, these companies play a strategic role within the Dumarey Group, contributing to innovation capacity, technological differentiation and long-term industrial resilience.





# Business model and value chain

GRI 2-6-b, 2-6-b-ii, 2-6-b-iii



The business model of DAI and DS is centred on the delivery of high-value engineering services and technology solutions, supported by a deeply integrated and partnership-driven value chain. The two companies generate value by combining specialized competencies in propulsion systems, electronic control and digital engineering with the capability to manage complexity across the full product development lifecycle. This approach enables the Companies to operate as a long-term technology partner for customers facing rapid innovation cycles, increasing regulatory pressure and growing sustainability expectations.

The Companies' business model is centered on engineering excellence, customization, and close technical collaboration. DAI and DS support customers across the full development lifecycle—from early concept and validation to industrialization and regulatory readiness—delivering tailored solutions aligned with specific performance requirements and application contexts.

This positioning allows the companies to operate across multiple sectors—including automotive, commercial vehicles, marine applications, non-road mobile machinery and emerging hydrogen-based technologies—while maintaining a flexible and knowledge-intensive operating structure.

The value chain that supports this business model is designed to prioritize specialization, integration and resilience. In the upstream segment, DAI and DS rely on a diversified supplier base composed mainly of European—and predominantly Italian—partners. Suppliers provide mechanical components, electronic and electromechanical parts, testing equipment, engineering services and indirect goods and services required to support development-oriented activities.

DAI sources mechanical components, advanced materials and testing services for propulsion system development and validation, while DS works primarily with suppliers of electronic components, software-related services and highly specialized engineering capabilities. This ecosystem enables agility and access to expertise, which are critical in projects characterized by technological complexity and tight development timelines.

The close integration between DAI and DS represents a defining characteristic of the Companies' value creation model. DAI focuses on propulsion system architecture, integration, physical and virtual testing, calibration, and regulatory analysis. DS develops the electronic and digital layers that control and optimize these systems, including ECUs, embedded software, functional safety, and cybersecurity solutions. Through shared facilities, cross-functional teams, and integrated support functions, the two companies operate as a single, coordinated development platform, enabling end-to-end project management and efficient knowledge exchange across mechanical, electronic, and software disciplines.

Industrialization constitutes a strategic interface within the value chain. DAI and DS support customers in transitioning from development to production through activities such as supplier scouting, technical readiness assessments and process definition. While large-scale manufacturing is generally entrusted to qualified external partners, both DAI and DS retain selective internal capabilities for prototype development, pre-series activities and proprietary technologies, including hydrogen-related solutions. This model allows the companies to preserve control over critical know-how while leveraging external industrial capacity for scalability and efficiency.

Downstream, the main customers primarily are OEMs, system integrators and manufacturers operating in technologically demanding and highly regulated markets. The companies' products and services are typically embedded within larger vehicle platforms, propulsion systems or industrial applications, where DAI and DS contribution is essential to ensuring functionality, performance, compliance and reliability. Customer relationships are often long-term in nature and characterized by close technical collaboration throughout development cycles.

In addition to suppliers and customers, the value chain is reinforced by a network of strategic partners, including testing and measurement technology providers, software and digital ecosystems, and specialized manufacturing partners. These relationships enhance DAI and DS ability to deliver complex projects, accelerate innovation and adapt to evolving technological and market conditions. They also contribute to strengthening the overall resilience of the value chain in a context marked by supply volatility and rapid technological change.

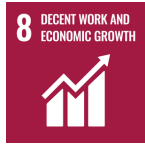
Overall, the combination of a competence-driven business model and an integrated value chain allow DAI and DS to create value through specialization, collaboration and innovation. By focusing on engineering intensity rather than production scale, and by structuring a value chain that supports flexibility, quality and sustainability, the companies can serve diverse sectors and applications while reinforcing their role as a strategic technological partner within the Dumarey Group.





# Sustainability and business strategy

GRI 2-22, 2-12, 2-13, 2-23, 2-24



Sustainability is embedded in the business strategy of DAI and DS as a driver of long-term value creation, resilience and competitiveness in highly regulated and innovation-intensive markets.

As an engineering and validation organization, our strategic relevance lies in enabling customers to develop and industrialize safe, efficient and compliant propulsion and control solutions, and sustainability increasingly shapes both the expectations placed on our technologies and the way we operate.

Our sustainability and business strategy is structured around a limited set of priorities that reflect the most relevant impacts, risks and opportunities in the surrounding territory. First, climate change and energy performance are strategic because our activities include energy-intensive phases linked to testing, calibration and validation, and because our customers' transition pathways require solutions that support efficiency and decarbonization objectives.

Second, people and skills are central to value creation:

DAI and DS performance depends on highly specialized competencies, a strong safety culture and continuous capability development, which directly influence execution quality and business continuity.

Third, value-chain responsibility matters because our operating model relies on suppliers, partners and external specialists; ensuring responsible practices across the value chain strengthens reliability, continuity and reputation.

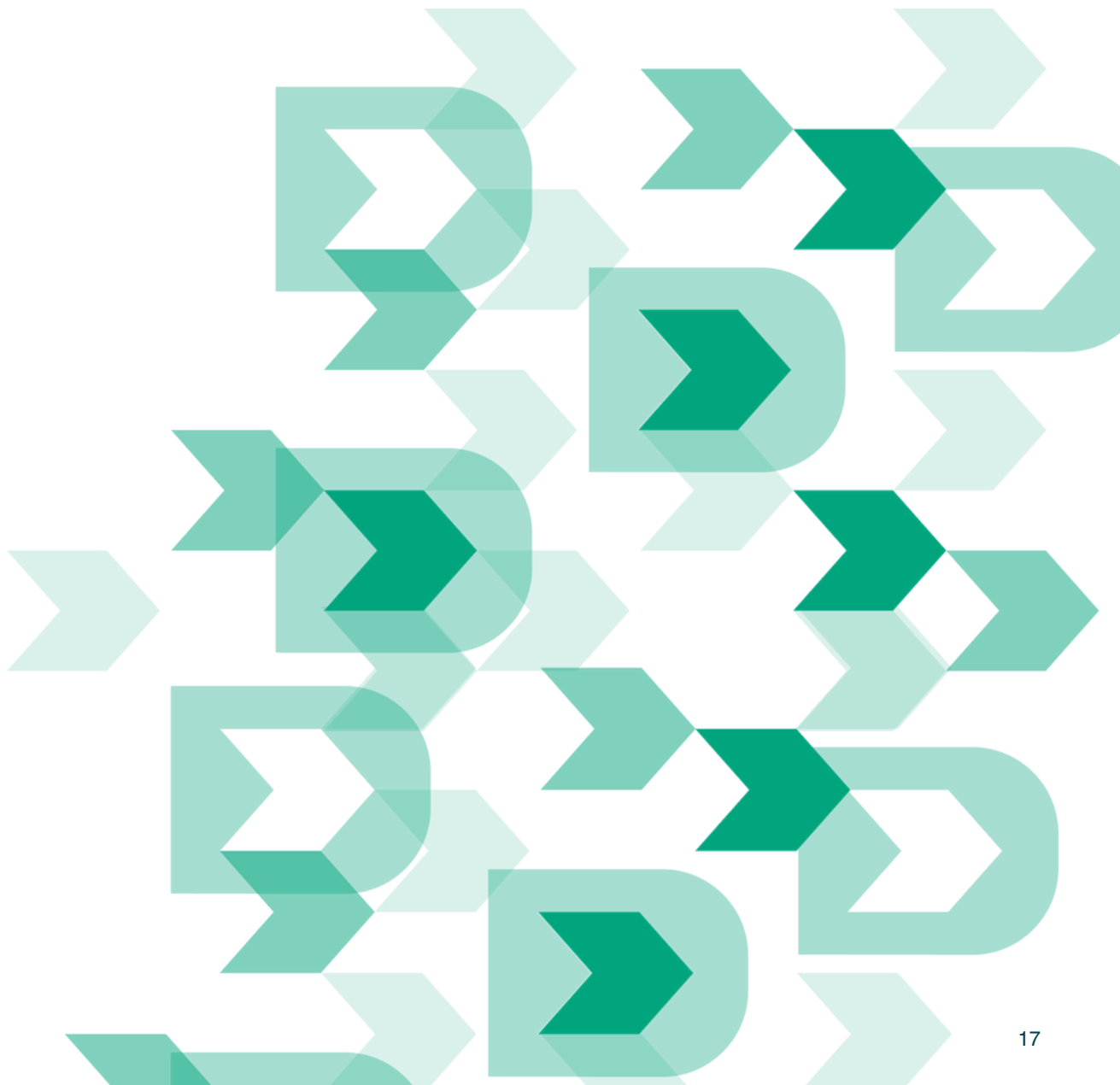
Finally, business conduct and integrity remain essential enablers for sustainable growth, protecting trust in regulated environments and supporting transparent, accountable decision-making.

These strategic priorities are grounded in the outcomes of the double materiality assessment, which confirmed a set of topics that are material from both an impact and a financial perspective—namely climate change, own workforce, workers in the value chain, business conduct and circular economy—together with additional topics material primarily from an impact perspective such as pollution, affected communities and consumers and end users.

This framework is used to orient planning, focus resources and ensure consistency between what we disclose, what we manage and what we improve.

To translate strategy into execution, DAI and DS rely on a governance and policy architecture designed to embed sustainability into decision-making and operational processes. Ethical conduct, transparency and compliance are reinforced through the Code of Ethics, the Sustainability Due Diligence Policy and the Organizational, Management and Control Model pursuant to Legislative Decree 231/2001, which together provide a clear foundation for responsible business conduct and risk prevention. In parallel, the organization is progressing from baseline setting and structured monitoring toward a more mature performance system, supported by management systems and planned certifications that will strengthen environmental and social governance and improve the reliability and comparability of data over time.

Looking ahead, the strategic direction is to further consolidate the link between sustainability and business performance by moving from governance and measurement to more defined objectives and execution roadmaps. Priorities include strengthening energy and climate management, expanding value-chain transparency and due diligence practices, continuing investment in talent and inclusion, and progressively increasing the robustness of reporting and data governance in line with regulatory evolution. Through this approach, sustainability becomes a practical lever for innovation, disciplined execution and long-term competitiveness—fully consistent with DAI and DS role as an engineering and validation partner for advanced mobility and industrial applications.





# Materiality and stakeholders

GRI 2-29, 3-1, 3-2, 3-2, 3-3



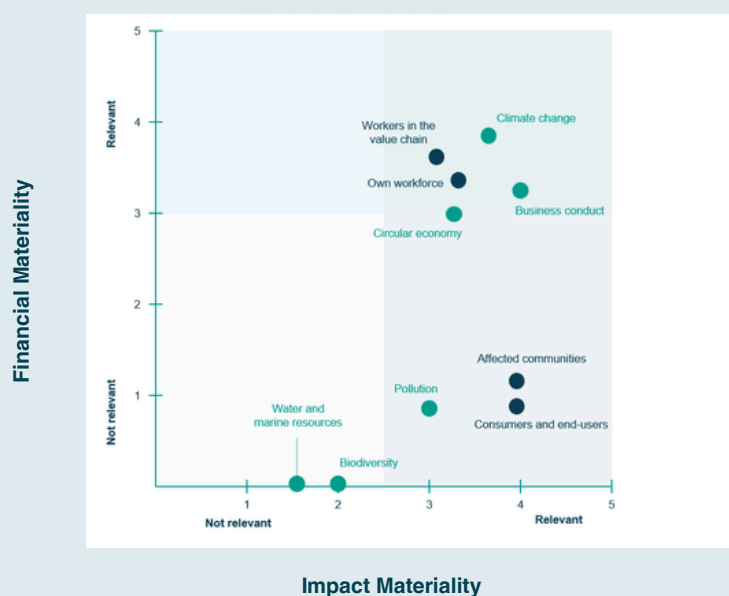
The double materiality assessment carried out by DAI and DS provides for a structured representation of the sustainability topics that are most relevant for the premises, both in terms of impacts generated on people and the environment and in terms of risks and opportunities that may affect long-term business performance. The results of this assessment offer a clear framework for interpreting the company's sustainability priorities and for understanding how sustainability intersects with business strategy and governance.

## STRUCTURE AND LOGIC OF THE MATERIALITY MATRIX

The materiality matrix reflects the specific characteristics of DAI and DS business model as an engineering-driven organization operating in highly regulated, technology-intensive sectors. The analysis confirms that the most relevant sustainability themes are closely connected to three core dimensions of the company's activities: technological development, human capital, and responsible business conduct along the value chain.

Material topics were identified by assessing both the severity of actual and potential impacts generated by Companies' activities and business relationships, and the relevance of sustainability-related risks and opportunities for the business. The resulting positioning of topics highlights a limited number of priority areas that are relevant from both an impact and a financial perspective, alongside additional topics that are material primarily due to their societal and environmental impacts.

## MATERIALITY MATRIX





## TOPICS MATERIAL FOR BOTH IMPACT AND FINANCIAL PERSPECTIVES

The assessment identified climate change as a topic of high relevance. Although DAI and DS are not manufacturing companies, their activities are energy-intensive in specific phases, particularly during testing and validation, and their technologies are directly exposed to regulatory and market trends related to decarbonization. Climate change therefore represents both an area of responsibility, in terms of emissions and energy management, and a strategic driver linked to customer expectations, regulatory frameworks and innovation pathways.

A company own workforce emerged as another topic of strategic importance. DAI and DS value creation is strongly dependent on highly specialized engineering skills and multidisciplinary teams. Impacts related to health and safety, training and professional development, employee wellbeing and inclusion have direct implications for business continuity, talent retention and long-term competitiveness. The materiality assessment confirms that people-related topics are central to Companies' resilience as a knowledge-intensive organization.

The topic of workers in the value chain was identified as material both from an impact and a financial perspective, reflecting the growing reliance on external suppliers, contractors and service providers. While DAI and DS do not operate manufacturing facilities, their value chain involves a wide network of partners whose practices can generate social risks and reputational exposure. Responsible management of working conditions, health and safety and ethical standards across the supply chain is therefore essential for ensuring continuity, compliance and trust.

Business conduct represents a cross-cutting material topic, closely connected to governance, compliance and reputational integrity. Operating in complex regulatory environments and across international markets requires robust systems to prevent corruption, ensure transparency and manage conflicts of interest. The assessment confirms that ethical conduct and strong governance mechanisms are key enablers of sustainable business relationships and long-term value creation.

Finally, circular economy was identified as material due to the nature of DAI and DS activities and their interaction with resources and waste flows, particularly in testing, prototyping and engineering operations. While volumes are limited compared to large-scale manufacturing, opportunities to improve resource efficiency, waste management and lifecycle thinking are relevant both for environmental performance and for alignment with customer and regulatory expectations.

## TOPICS MATERIAL PRIMARILY FROM AN IMPACT PERSPECTIVE

In addition to the topics above, the assessment highlighted pollution, affected communities, and consumers and end users as topics material mainly from an impact perspective. These themes reflect DAI and DS responsibility to manage local environmental impacts, ensure the safety and reliability of technologies integrated into final products, and maintain a constructive relationship with the communities in which it operates. Although their direct financial implications are currently more limited, they remain important for maintaining social license to operate and stakeholder trust.



## INTERPRETATION AND STRATEGIC IMPLICATIONS

Overall, the materiality matrix shows a strong alignment between DAI and DS sustainability priorities and their business model. The concentration of material topics around climate change, people, value-chain responsibility and business conduct confirms that sustainability challenges are less related to volume-driven industrial impacts and more connected to governance quality, human capital management, technological responsibility and supply-chain resilience. The outcomes of the materiality assessment provide a reference framework for sustainability governance, supporting the prioritization of actions, the allocation of resources and the definition of medium- to long-term objectives. They also constitute the basis for structuring the environmental, social and governance sections of this report, ensuring consistency between declared priorities, management approaches and performance disclosure.

## STAKEHOLDER ENGAGEMENT



Stakeholder dialogue represents a fundamental pillar of the sustainability journey of DAI and DS. Building relationships based on listening, understanding and trust not only enables the companies to understand the expectations of those who interact with them, but also supports more informed strategic decision-making, ensuring that economic growth goes hand in hand with positive social and environmental impacts. Stakeholder engagement is therefore not conceived as a one-off consultation exercise, but as a continuous and evolving process of dialogue. This approach contributes to strengthening governance, enhancing transparency and enabling a more accurate identification of risks and opportunities along the value chain.

During 2025, DAI and DS further structured the process initiated in the previous reporting cycle to define the contents of the Sustainability Report. As part of this evolution, the organizations recognized the need to carry out systematic stakeholder mapping as a prerequisite for a more structured involvement of relevant stakeholders in ESG topics.

This phase represents a foundational step, aimed at laying the groundwork for broader and more systematic stakeholder engagement, which will be progressively strengthened in future reporting cycles. Stakeholder mapping was developed in accordance with internationally recognized criteria, namely dependency, responsibility, influence and tension, and led to the identification of four main stakeholder categories:



- **Internal stakeholders:** employees, shareholders and trade union representatives;
- **Direct external stakeholders:** customers, suppliers, banks, universities and certification bodies;
- **Indirect external stakeholders:** local communities, media and trade associations;
- **Environmental stakeholders:** territory, natural resources and emissions.

This categorization provides a structured framework for understanding stakeholder relevance and interaction levels, supporting a consistent and transparent engagement approach.

While formal and periodic stakeholder consultation mechanisms have not yet been fully activated, the companies already rely on several potential interaction channels, including collaborations with universities and research institutes, participation in local working groups, and partnerships with associations such as STEM by Women.

The Companies also take part in social and environmental initiatives promoted by non-profit organizations, aimed at fostering a culture of diversity, equity and inclusion. These experiences represent the initial building blocks of a more structured and transparent stakeholder engagement system, which is expected to evolve into regular and targeted consultations with external stakeholders.

The next step will consist in activating focused dialogue moments aimed at validating the materiality matrix, collecting feedback on priority ESG topics and ensuring that sustainability reporting accurately reflects the needs and expectations of the local context and the broader network of company stakeholders.

During the reporting year, DAI and DS systematically analyzed the key stakeholders with whom the companies interact, assessing their interests, expectations and levels of influence. Each stakeholder was classified according to dependency, responsibility, influence and relevance, and positioned within an influence/dependency matrix, providing a clear representation of their role and degree of interaction with the organization.

The objectives of stakeholder engagement are twofold:

- to promote transparent and constructive dialogue with the most relevant stakeholders, enabling the anticipation of trends, risks and expectations that may affect corporate strategies;
- to integrate stakeholder perspectives into decision-making processes, strengthening a participatory and shared governance model.

Building on this analysis, the companies intend to progressively introduce structured stakeholder involvement in the definition of ESG priorities in upcoming reporting cycles, fostering a process of co-creation of sustainable and long-term value.

# ENVIRONMENT

## Environmental Management Approach

GRI 3-3



Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS) manage environmental aspects through a structured and progressively evolving approach, aligned with the Group's broader sustainability governance and with the requirements of international standards. Notwithstanding DAI and DS are not serial manufacturing sites, their activities—particularly engineering development, testing, validation and laboratory operations—generate measurable environmental impacts related mainly to energy consumption, greenhouse gas emissions, waste generation and water use. Therefore, environmental management focuses on robust governance, regulatory compliance, reliable data collection and the gradual integration of continuous-improvement mechanisms.

Environmental management responsibilities are embedded within the overall ESG governance framework established in 2024 and further strengthened in 2025.

Oversight is ensured by the Sustainability Steering Committee, formally appointed by the Boards of Directors in July 2025 and regulated by a dedicated internal charter. The Committee, supported by a cross-functional ESG Team, oversees all sustainability-related impacts, including environmental topics, and ensures coordination across facility management, HSE, procurement, and operational functions.

Operational environmental responsibilities are clearly assigned at site level, ensuring the consistent management of regulatory obligations, authorizations and permits. In 2025, no environmental sanctions or cases of non-compliance were recorded, confirming the effectiveness of the compliance-driven approach. Environmental permits and authorizations related to water discharges and mineral oil depots management are managed in line with Italian legislation and monitored through periodic internal checks.

In recent years, the organization has significantly strengthened the maturity of its management systems. Following the certification of the Energy Management System according to ISO 50001, the environmental management approach in 2025 focused on consolidating monitoring, traceability and data governance, in preparation for the implementation of ISO 14001 in 2026.



Environmental data are collected using standardized methodologies and consolidated through a dedicated digital ESG platform, ensuring accuracy, consistency and auditability.

Energy and emissions data are supported by utility bills and internal monitoring systems (e.g. PME and BMS), while waste flows are tracked through digital tools that record quantities, storage, treatment type and destination facilities. This structured approach has allowed 2024 to be confirmed as the baseline year for several environmental indicators and 2025 to represent a stabilization and consolidation phase.



Supplier management also contributes to environmental risk prevention. In 2025, ESG screening of new suppliers—covering environmental and social aspects—was applied to approximately 5% of new suppliers for DAI and 22% for DS, using CreditSafe ESG tools. No significant negative environmental impacts were identified among the suppliers assessed.



# Energy and Climate Change

GRI 302-1, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4



Energy consumption and climate-related impacts represent material topics for DAI and DS, as confirmed by the double materiality assessment. Their relevance is closely linked to the specific operational profile of the two Companies, which operate as an advanced engineering, testing and validation hub rather than a traditional manufacturing site. Activities such as engine and system testing, calibration, digital simulation, laboratory work and the operation of complex technical infrastructure are inherently energy-intensive and therefore directly influence the organization's energy and greenhouse gas ("GHG") footprint.

In this context, energy management and climate monitoring are not treated as isolated environmental topics but as structural elements of operational governance and

long-term risk management. The year 2025 represents a phase of consolidation following the methodological and organizational improvements introduced in 2024. During the reporting period, the focus remained on strengthening data quality, stabilizing baselines and ensuring consistency across methodologies, to provide a solid foundation for future performance improvements and decarbonization planning.

## ENERGY CONSUMPTION PROFILE AND ENERGY MIX

In 2025, total internal energy consumption amounted to 46,315,472.00 MJ, including electricity, thermal energy and fuels used primarily for testing activities. Electricity continues to represent the largest share of total consumption, reflecting the extensive use of laboratories, digital engineering tools, test benches and electronic infrastructure.

Thermal energy is mainly associated with building heating systems, while fuel consumption is directly linked to experimental and validation activities carried out on engines and propulsion systems.

Fuel use is a distinctive component of the Companies' energy profile, as it reflects the Companies' role in testing and validating different propulsion solutions. In addition to conventional fuels such as diesel and gasoline, hydrogen is used in dedicated testing activities related to advanced powertrain development.

Although hydrogen currently represents a limited share of the total energy mix, its inclusion is relevant from both a technological and transitional perspective.

Given the integrated operating model, the energy consumption of DS is included within the figures reported for DAI. Both entities share facilities and technical infrastructure at the Turin site, and energy data are monitored and consolidated through a unified approach.

Table 3.2-A – Energy consumption by source (2025)

| ENERGY SOURCE                   | CONSUMPTION (MJ)     | SHARE OF TOTAL |
|---------------------------------|----------------------|----------------|
| Electricity                     | 24,209,766           | 52.27%         |
| Heating (thermal energy)        | 9,492,840            | 20.50%         |
| Diesel                          | 11,338,156           | 24.48%         |
| Gasoline                        | 104,450              | 0.23%          |
| Hydrogen                        | 1,170,260            | 2.53%          |
| <b>TOTAL ENERGY CONSUMPTION</b> | <b>46,315,472.00</b> | <b>100%</b>    |

ENERGY MANAGEMENT

Energy management is governed by a structured system aligned with the ISO 50001 Energy Management System, which provides an operational framework for monitoring consumption, identifying inefficiencies and supporting continuous improvement. The certification achieved in 2025 is not considered an endpoint, but rather a tool to embed energy awareness and performance monitoring into everyday operations.

To reflect the specific operational nature of the site, energy performance is assessed using an energy intensity indicator based on effective energy need (energy consumption + internal energy generation) related to the effective running hours of the test benches (without Downtime), including the dynamometer. This approach allows energy consumption to be related directly to core activities, rather than to generic organizational metrics that would not adequately capture the variability of testing programs. This indicator provides a meaningful reference for internal monitoring and year-on-year comparison.

Table 3.2-B – Energy intensity (2025)

| INDICATOR        | VALUE                  |
|------------------|------------------------|
| Energy intensity | 2.06 GJ / running hour |

During the reporting period, specific operational actions were also implemented to improve energy efficiency in accordance with ISO 50001 methodological requirements. These actions focused on optimization measures and the identification of inefficiencies within existing systems. Although limited in absolute terms, these actions represent an important step in translating monitoring efforts into tangible improvements.







## GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions are monitored in accordance with the GHG Protocol and reported following the requirements of GRI 305, using an operational control approach. Emissions are calculated through a dedicated digital tool applying internationally recognized emission factors, ensuring methodological consistency and traceability over time



### SCOPE 1 – DIRECT EMISSIONS

Scope 1 emissions originate mainly from the combustion of fuels used during testing activities and from other directly controlled sources.

- Total Scope 1 emissions (2025): 957.42 t CO<sub>2</sub> eq
- Base year (2024): 1,123.24 t CO<sub>2</sub> eq



### SCOPE 2 – ENERGY INDIRECT EMISSIONS

Scope 2 emissions are associated with purchased electricity and heating and are reported using both location-based and market-based approaches, in line with GRI requirements.

- Location-based Scope 2 emissions: 2,313.676 t CO<sub>2</sub> eq
- Market-based Scope 2 emissions: 1,918.883 t CO<sub>2</sub> eq[1]



### SCOPE 3 – OTHER INDIRECT EMISSIONS

At present, Scope 3 emissions are not yet fully monitored or reported. Partial baseline information was collected in 2024, while activities in 2025 focused on strengthening internal data governance and preparing the methodological foundations for a progressive expansion of Scope 3 assessment in future reporting cycles.

Table 3.2.C – Greenhouse gas emissions by scope (2025)

| EMISSION SCOPE                             | EMISSIONS (T CO <sub>2</sub> EQ) | NOTES                               |
|--------------------------------------------|----------------------------------|-------------------------------------|
| Scope 1 (direct)                           | 957.416                          | Fuel combustion and on-site sources |
| Scope 2 – location-based                   | 2,313.676                        | Purchased electricity and heating   |
| Scope 2 – market-based                     | 1,918.883                        | Purchased electricity               |
| Scope 3                                    | N.A.                             | Not yet reported                    |
| <b>Total (Scope 1 + 2, location-based)</b> | <b>3,271.092</b>                 | Reference value                     |

## EMISSIONS INTENSITY AND CLIMATE PERSPECTIVE

GHG emissions intensity is monitored for DAI using the same operational denominator adopted for energy intensity, ensuring consistency between energy and climate indicators.

➤ GHG emissions intensity (2025): 0.125 t CO<sub>2</sub> eq per running hour

As in previous years, the organization has not adopted quantitative GHG reduction targets yet. The approach followed in 2025 deliberately focused on reinforcing measurement accuracy, consolidating baselines and stabilizing methodologies across energy and emissions data. This “measurement-first” approach is considered a prerequisite to define robust, credible and operationally relevant decarbonization targets in the medium to long term.

Looking ahead, energy and climate governance will progressively evolve from monitoring to strategic planning. Future priorities include the formal definition of climate objectives, the extension of Scope 3 assessment and the integration of climate considerations into broader business and investment decisions, in line with evolving regulatory and market expectations.



# Resources (materials, waste, water and effluents)

GRI 301-1, 301-2, 301-3, 303-1, 303-3, 306-1, 306-3, 306 4



The management of resources represents a material topic for DAI and DS, as confirmed by the double materiality assessment under the circular economy and pollution dimensions.

Although the Companies do not operate mass production activities, the nature of engineering, testing, validation and laboratory operations still requires the systematic management of materials, waste streams and water interactions.

As a result, resource management is approached through a combination of regulatory compliance, operational controls and progressive integration of circular-economy principles. In 2025, the focus remained on consolidating data quality, improving traceability and reinforcing governance mechanisms introduced in previous years.

The reporting period confirms a stabilization phase in which baseline information is used to support future improvements.

## MATERIALS AND RESOURCE USE

Material consumption within DAI and DS is primarily related to fuels and consumables used during testing and experimental activities, as well as auxiliary materials associated with laboratory and facility operations.



Given the absence of serial manufacturing and packaging processes, material use remains limited in absolute volume and is highly dependent on the variability of testing programs carried out during the year.



In 2025, the most of materials used were classified as non-renewable, mainly due to the use of fossil fuels (diesel and gasoline) and hydrogen for engine and system testing. Renewable materials and recycled inputs currently play a marginal role, reflecting both the technical constraints of testing activities and the operational scope of the Companies.



At this stage, reclaimed products and recycled input materials are not used in a systematic manner, and no recovered products were reported. Nevertheless, material flows are monitored to ensure transparency and to support future improvements aligned with circular-economy objectives.

Table 3.3-A – Materials used by type (2025)

| MATERIAL CATEGORY                  | QUANTITY                   |
|------------------------------------|----------------------------|
| Non-renewable materials (total)    | Not material in volume     |
| Fuels (diesel, gasoline, hydrogen) | Reported under energy data |
| Renewable materials                | 0 t                        |
| Recycled input materials           | 0%                         |
| Reclaimed products                 | 0%                         |

## WASTE GENERATION AND MANAGEMENT

Waste generation represents one of the most relevant environmental aspects for the organization, mainly due to the nature of testing and maintenance activities.

The most significant waste streams originate from engine and system testing, equipment maintenance and the handling of consumables such as oils, cooling fluids and contaminated materials. Office-related waste represents a secondary and less material stream.

In 2025, a total of approximately 58.7 tons of waste were generated within the Companies' perimeter, less than total 2024 amount (82.7 t).

The most relevant waste categories included mechanical waste (EER 12), waste oils and liquid fuels (EER 13), packaging and auxiliary materials (EER 15), mixed waste from treatment activities (EER 16) and construction-related waste (EER 17).

All waste generated is managed by authorized third-party operators. Special waste resulting from testing activities is tracked through a dedicated digital system that records quantities, storage status, destination facilities and treatment methods. Office waste flows managed through municipal services are excluded where measurements are not available.

Table 3.3-B – Waste generated by category (2025)

| WASTE CATEGORY (EER CODE GROUP)    | WASTE GENERATED (T) |
|------------------------------------|---------------------|
| EER 12 – Mechanical waste          | 15.22               |
| EER 13 – Oils and liquid fuels     | 4.40                |
| EER 15 – Packaging and auxiliaries | 8.03                |
| EER 16 – Mixed treatment waste     | 18.43               |
| EER 17 – Construction waste        | 11.70               |
| Other categories                   | 0.97                |
| <b>Total waste generated</b>       | <b>58.75</b>        |

## WASTE RECOVERY AND DIVERSION FROM DISPOSAL

Consistent with the organization's environmental management approach, priority is given to waste recovery over disposal wherever technically possible.

In 2025, the most of waste streams were sent to recovery operations, including material recycling.

For waste reporting purposes, recovery operations do not include energy recovery; disposal operations include landfilling and incineration.

Specifically, approximately 55.4 tons of waste were diverted from disposal, while only a limited share was disposed of in landfill or sent to incineration.

This performance reflects both regulatory requirements and a proactive approach to reducing environmental impacts associated with waste management.



Table 3.3-C – Waste diverted from disposal (2025)

| WASTE CATEGORY (EER CODE GROUP)     | WASTE DIVERTED FROM DISPOSAL (T) |
|-------------------------------------|----------------------------------|
| EER 12 – Mechanical waste           | 14.45                            |
| EER 13 – Oils and liquid fuels      | 4.40                             |
| EER 15 – Packaging and auxiliaries  | 7.30                             |
| EER 16 – Mixed treatment waste      | 16.89                            |
| EER 17 – Construction waste         | 11.49                            |
| Other categories                    | 0.92                             |
| <b>Total diverted from disposal</b> | <b>55.45</b>                     |

Table 3.3-D – Recovery activities and waste quantities (2025)

| RECOVERY ACTIVITIES                                   | WASTE QUANTITY (T) |
|-------------------------------------------------------|--------------------|
| Hazardous waste recycled                              | 11.01              |
| Hazardous waste sent to other recovery operations     | 15.49              |
| Non-hazardous waste recycled                          | 28.14              |
| Non-hazardous waste sent to other recovery operations | 0.80               |
| <b>Total diverted from disposal</b>                   | <b>55.45</b>       |

Table 3.3-E – Disposal activities and waste quantities (2025)

| DISPOSAL OPERATION                                     | WASTE QUANTITY (T) |
|--------------------------------------------------------|--------------------|
| Hazardous waste: incineration with energy recovery     | 0.72               |
| Hazardous waste: landfill disposal                     | 1.15               |
| Non-hazardous waste: incineration with energy recovery | 0.00               |
| Non-hazardous waste: landfill disposal                 | 1.43               |
| <b>Total sent to disposal</b>                          | <b>3.30</b>        |

WATER USE AND EFFLUENTS

Water is used primarily to support building operations and laboratory activities, including sanitary uses, cooling systems, air-handling units and auxiliary technical installations. The site is supplied by the municipal water network and is located within the Po River basin. Based on the double materiality assessment, water use was not identified as a material topic, as withdrawals (around 29600 m³ in 2025) do not generate significant pressure on the local water system. Wastewater generated at the site includes domestic wastewater, stormwater runoff and limited industrial wastewater associated with cooling systems and equipment operation. All wastewater is discharged into the public sewer system and treated by the competent wastewater treatment plant. No direct discharges to surface water bodies occur. Water withdrawals are monitored on a regular basis to detect anomalies, and wastewater quality analyses are performed in line with permit requirements. The organization operates under an Environmental Authorization that defines maximum discharge limits, fully aligned with Italian environmental legislation.

Table 3.3-F – Water management overview (2025)

| ASPECT                    | DESCRIPTION                                        |
|---------------------------|----------------------------------------------------|
| Water source              | Municipal water supply                             |
| Catchment area            | Po River basin                                     |
| Use categories            | Sanitary uses, cooling systems, laboratory support |
| Wastewater destination    | Public sewer system                                |
| Significant water impacts | None identified                                    |
| Water targets             | None beyond regulatory compliance                  |

CIRCULAR ECONOMY PERSPECTIVE AND OUTLOOK

In line with the materiality assessment, circular economy principles are recognized as relevant for the organization, although their practical application remains constrained by the operational context. In 2025, the primary focus remained on strengthening monitoring, improving waste traceability and prioritizing recovery routes. The implementation pathway toward ISO 14001 Environmental Management System certification, initiated during the reporting period, is expected to further support the integration of circular-economy considerations into operational processes. Planned actions include improved control of material flows, enhanced waste prevention measures and the identification of additional opportunities for resource optimization.

Over the medium term, the organization aims to evolve from a compliance- and monitoring-driven approach toward a more structured integration of circular-economy principles, aligned with evolving regulatory expectations and stakeholder requirements.





## KPIs Environmental



The Company continuously monitors its environmental performance through a structured set of Key Performance Indicators (KPIs), covering energy consumption, greenhouse gas emissions, water usage and waste generation.

These indicators are normalized, where relevant, against operating hours in order to provide a consistent view of environmental efficiency over time and ensure comparability across reporting periods.

The following section presents the main environmental KPIs for the period 2022–2025, together with a commentary on key trends observed in 2025.



### ENERGY

| KPI                                  | UNIT | 2022                 | 2023                 | 2024                 | 2025                 |
|--------------------------------------|------|----------------------|----------------------|----------------------|----------------------|
| Total Energy Consumption (absolute)  | MJ   | –                    | 43,862,650           | 47,736,685           | 46,315,472           |
| Total Energy Consumption (intensity) | J/h  | 649 x10 <sup>6</sup> | 577 x10 <sup>6</sup> | 624 x10 <sup>6</sup> | 871 x10 <sup>6</sup> |
| Diesel Consumption                   | J/h  | 169 x10 <sup>6</sup> | 144 x10 <sup>6</sup> | 172 x10 <sup>6</sup> | 213 x10 <sup>6</sup> |
| Hydrogen Consumption                 | J/h  | 14 x10 <sup>6</sup>  | 55 x10 <sup>6</sup>  | 48 x10 <sup>6</sup>  | 22 x10 <sup>6</sup>  |

Total energy consumption in 2025 remained broadly in line with the previous year, showing a slight decrease compared to 2024. However, energy intensity increased significantly, indicating higher energy use per operating hour.

This trend is mainly driven by increased diesel consumption intensity, which rose compared to 2024, reflecting more energy-intensive testing activities. Hydrogen consumption decreased significantly compared to previous years, suggesting a reduced use of alternative fuels in 2025.



## GHG EMISSIONS

| KPI               | UNIT                | 2022 | 2023     | 2024     | 2025     |
|-------------------|---------------------|------|----------|----------|----------|
| Scope 1 Emissions | tCO <sub>2</sub> eq | –    | 783.28   | 1,123.24 | 957.42   |
| Scope 2 Emissions | tCO <sub>2</sub> eq | –    | 1,737.48 | 2,087.29 | 2,313.68 |

Scope 1 emissions decreased compared to 2024, indicating improved performance in managing direct emissions sources.

Conversely, Scope 2 emissions increased further, continuing the upward trend observed in recent years. This reflects higher indirect emissions from electricity consumption and highlights the importance of energy sourcing strategies in reducing overall carbon footprint.



## EMISSIONS

| KPI                         | UNIT                    | 2022   | 2023   | 2024   | 2025   |
|-----------------------------|-------------------------|--------|--------|--------|--------|
| Test Bench Emissions        | gCO <sub>2</sub> eq/h   | 11,900 | 10,200 | 13,450 | 16,010 |
| Pool Car Emissions          | gCO <sub>2</sub> eq/km  | 159    | 150    | 170    | 173    |
| Electricity Emission Factor | gCO <sub>2</sub> eq/kWh | 369    | 306    | 309    | 286    |
| Heating Emission Factor     | gCO <sub>2</sub> eq/kWh | 282    | 282    | 95     | 148    |

Emission intensity indicators show a worsening trend in operational performance. Test bench emissions intensity increased significantly, reflecting higher fuel consumption during testing activities.

Electricity emission factors improved, confirming a gradual decarbonization of the electricity mix. However, heating emissions increased compared to 2024, reversing previous improvements.

Pool car emissions remained relatively stable, with a slight increase compared to the previous year. The KPI on unintentional HFC leakages has been removed from the reporting scope, as it is no longer relevant to the Company's current activities and equipment.



## WATER

| KPI                                   | UNIT              | 2022   | 2023   | 2024   | 2025   |
|---------------------------------------|-------------------|--------|--------|--------|--------|
| Total Water Consumption               | m <sup>3</sup>    | 30,666 | 32,624 | 28,115 | 29,626 |
| Water Consumption Intensity           | m <sup>3</sup> /h | 0.38   | 0.38   | 0.37   | 0.56   |
| Sanitary Water Consumption            | m <sup>3</sup>    | 4,000  | 6,050  | 5,974  | 6,093  |
| Daily Sanitary Consumption per Capita | l/pp              | 37     | 59     | 45     | 48     |

Total water consumption increased compared to 2024, reversing the decreasing trend observed in prior years. Water intensity showed a significant increase, indicating lower efficiency in water use per operating hour.

Sanitary water consumption remained relatively stable, with only a marginal increase in per capita daily consumption.



## WASTE

| KPI                                                                    | UNIT | 2022 | 2023 | 2024 | 2025 |
|------------------------------------------------------------------------|------|------|------|------|------|
| Total Industrial Waste                                                 | kg/h | 0.74 | 0.66 | 1.08 | 1.10 |
| Hazardous Waste                                                        | kg/h | 0.31 | 0.24 | 0.38 | 0.53 |
| Non-Hazardous Waste                                                    | kg/h | 0.43 | 0.42 | 0.70 | 0.57 |
| Recovery of Industrial waste (new)                                     | %    | –    | –    | 91   | 94   |
| Energy recovery from Industrial Waste referred to waste disposed (new) | %    | –    | –    | 8    | 22   |





KPI for monitoring Total waste generation remained broadly stable compared to 2024. However, a shift in composition is observed, with hazardous waste increasing significantly and non-hazardous waste decreasing. This indicates a higher share of more critical waste streams, requiring continued attention to waste management practices and reduction initiatives.

While some positive developments are observed, such as the reduction in Scope 1 emissions and improvements in electricity emission factors, increasing trends in energy intensity, water consumption intensity and hazardous waste generation represent key areas for future focus.



In addition, two new KPIs have been introduced to strengthen the monitoring of waste management performance, focusing on recovery and valorization pathways and retroactively calculated also for previous reporting year.

The “Recovery of Industrial Waste” indicator measures the share of total waste that is diverted from disposal and sent to recovery processes, while the “Energy recovery from Industrial Waste referred to waste disposed” KPI provides further insight into the fraction of residual waste that, while not materially recovered, is nevertheless valorized through energy recovery processes (e.g. waste-to-energy).



Together, these indicators enhance the understanding of how efficiently waste streams are managed, distinguishing between disposal, material recovery and energy recovery, and supporting more informed decision-making in waste reduction strategies.

# SOCIAL

## People at Dumarey

GRI 2-7, 2-30



People are at the core of Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softtronix S.r.l. (DS). Operating as an integrated engineering and innovation ecosystem within the Turin technology municipality, the two Companies rely on highly specialized skills, technical expertise and continuous knowledge development to support their business model and long-term sustainability. In 2025, the overall Companies' workforce comprises 672 employees, all based in Torino, Piedmont Region. Workforce data are calculated at the end of the reporting period, ensuring consistency with financial and organizational reporting. The gender distribution reflects the technical and STEM-oriented nature of the activities – which traditionally show lower female representation - with 119

women and 553 men. All employees are covered by national collective bargaining agreements, confirming Dumarey's commitment to respecting workers' rights, ensuring fair working conditions and maintaining structured labor relations.

The employment model is characterized by stability and long-term engagement. Most employees are engaged under permanent, full-time contracts, while the share of fixed-term and part-time contracts remains limited and non-structural. No employees are employed under arrangements without guaranteed working hours, confirming the absence of precarious employment models within the organization.

During the reporting year, no significant fluctuations in headcount were recorded, indicating a stable organizational structure aligned with business needs and project continuity.

Alongside direct employees, Dumarey engages a structured population of non-employee workers, primarily highly qualified external professionals supporting core technical activities. In 2025, these included approximately 169 contractors, mainly involved in software engineering, control systems development, calibration, Computational Fluid Dynamics (CFD) analysis and supplier quality management.





Although these professionals are not employed directly by DAI or DS and are therefore not covered by collective bargaining agreements, they operate under Dumarey's operational coordination and within its safety, compliance and confidentiality frameworks, in accordance with applicable legislation.

Industrial relations are managed through structured and transparent dialogue mechanisms embedded in collective labor agreements. The 100% coverage of employees by collective bargaining agreements ensures not only the regulation of economic and contractual conditions, but also the definition of consultation and information procedures in the case of significant organizational or operational changes. Employee participation is further supported through elected workers' representatives and health & safety representatives, who are actively involved in risk assessment processes and preventive measures, in line with Italian labor regulations.

In addition to national collective bargaining, in 2025 the Company also engaged with the Unions in a significant company-level collective bargaining, which led to the introduction of performance-related bonus ("Premio di Risultato"), a time-bank scheme, and solidarity leave.

From a people-development perspective, Dumarey continues to invest in talent acquisition and retention. In 2025, 20 new employees joined the organization, mainly in technical and engineering roles, with a balanced focus on junior profiles and experienced professionals. Employees' turnover remained within expected sector benchmarks and did not present critical issues related to workforce stability or engagement.

Overall, the people strategy of DAI and DS reflects a balanced approach combining employment stability, technical excellence and strong labor-relations practices. By fostering long-term employment relationships, regulated external collaboration and continuous dialogue with employees' representatives, Dumarey strengthens its capacity to create sustainable value for both its people and the broader industrial ecosystem.

# Health, Safety and Development

GRI 403, 404



Safeguarding the health, safety and professional development of its people represents a fundamental responsibility for Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS). Given the technical nature of engineering, testing and validation activities, particular attention is paid to risk prevention, competence development and the continuous strengthening of safety awareness across all organizational levels. In 2025, occupational health and safety activities continued to be managed in compliance with Italian Legislative Decree 81/2008. While a certified occupational health and safety management system has not yet been implemented, the organizations operate a structured and legally compliant prevention framework covering all employees and workplaces under their operational control.

Risk assessments are carried out by the Prevention and Protection Service (RSPP) and are regularly updated to reflect changes in work organization, equipment, substances or processes.

Table 4.2-A – Occupational health and safety framework (2025)

| INDICATOR                                 | NOTES                                     |
|-------------------------------------------|-------------------------------------------|
| Occupational H&S management system        | Managed in compliance with D.Lgs. 81/2008 |
| Formal H&S certification (e.g. ISO 45001) | Not yet implemented                       |
| Risk assessment performed                 | Regularly updated                         |
| Occupational Physician appointed          | In accordance with legal requirements     |
| Workers' Safety Representatives (RLS)     | 2 DAI, 1 DS                               |
| Periodic H&S meetings held                | As required by law                        |
| Confidential safety reporting channels    | Including whistleblowing mechanisms       |



Health surveillance is ensured through the appointment of a dedicated Occupational Physician, who cooperates with the RSPP in the evaluation of risks and the definition of preventive measures. Surveillance activities are tailored to employees' job profiles and comply with statutory requirements. For workers employed by third-party companies that carry out their activities mainly in Dumarey, health surveillance remains the responsibility of their direct employer, while Dumarey ensures a safe environment and fire prevention and site-risk information sharing as required by law.

Workers' participation in health and safety matters is guaranteed through elected Workers' Safety Representatives (RLS), who are involved in risk-assessment updates, preventive planning, training organization and the analysis of incidents or anomalous situations. Secure and confidential reporting channels are available to all workers, ensuring protection against retaliation and supporting a preventive safety culture.

In 2025, no health- and safety-related incidents were recorded with serious consequences, confirming the effectiveness of the preventive and organizational measures in place.

Table 4.2-B – Health and safety performance indicators (2025)

| INDICATOR                        | 2025 | NOTES                         |
|----------------------------------|------|-------------------------------|
| Work-related fatalities          | 0    | Employees and non-employees   |
| Recordable work-related injuries | 3    | (2 employees, 1 non-employee) |
| Significant H&S non-compliance   | No   |                               |
| Near miss                        | 10   |                               |
| Sentinel event                   | 0    |                               |
| Safety audits                    | 35   | Internally planned            |

## DEVELOPMENT

Alongside health and safety, Dumarey considers training and professional development strategic for long-term sustainability and competitiveness.

In 2025, employees received mandatory health and safety training, in accordance with the deadlines established within regulatory requirements, upon hiring, role changes and the introduction of new processes or technologies. Beyond mandatory training, Dumarey continued to invest in technical and professional development, supporting the evolution of competencies.

The training provided included both technical training, with courses in areas such as software engineering, control systems, testing methodologies, regulatory compliance, and transversal training. aimed at developing and strengthening skills such as leadership, effective communication, public speaking, and time management.

On average, employees benefited from 13 hours of training during the year, confirming Dumarey's commitment to continuous learning and skills development.

Training was conducted during working hours and financed by the organization.

The company ensures equal access to training opportunities, with no discrimination based on gender or role.

Table 4.2-C – Main training focus areas (2025)

| TRAINING AREA             | MAIN FOCUS                                                                                            |
|---------------------------|-------------------------------------------------------------------------------------------------------|
| Health and Safety         | Mandatory training, role-specific risks                                                               |
| Technical skills          | Software, control systems, testing methods,                                                           |
| Regulatory and compliance | Technical regulations and updates                                                                     |
| Transversal skills        | Professional development (e.g. leadership, effective communication, public speaking, time management) |

During the year, Dumarey continued the training path initiated in previous years, aimed at strengthening leadership skills, alongside specific training programs delivered to a group of employees identified as ambassadors. These ambassadors play a key role in promoting and disseminating the acquired knowledge, values, and practices within the organization, acting as reference points and facilitators of cultural and organizational change.

The training program also included a series of soft skills sessions, for example on communication and presentation skills, reflecting the growing importance of these competencies in the current organizational context. Overall, the approach adopted by DAI and DS reflects a balanced combination of regulatory compliance, preventive culture, and investment in people.

By reinforcing health and safety governance and promoting continuous learning, the organizations aim to ensure safe working environments while supporting the professional growth, resilience, and long-term engagement of their people.



Dumarey places strong emphasis on employees' engagement through a structured and transparent internal communication framework, built around a range of recurring top-down and transversal initiatives. These include Diagonal Slice Meetings, All People Meetings, Financial Broadcasts, and weekly internal newsletters, all designed to foster open dialogue, information sharing, and active participation across the organization.



Diagonal Slice Meetings are cross-functional forums that bring together employees from different levels and functions to engage directly with Directors and senior leaders. These sessions encourage an open exchange of perspectives and allow employees to ask questions freely, gain deeper insight into strategic priorities, and better understand leadership decision-making processes.



All People Meetings, structured as company-wide town hall meetings, represent a key moment of alignment and inclusion. During these events, leadership shares updates on company performance, strategic direction, and key initiatives, while also creating space for direct interaction, questions, and feedback from employees, reinforcing transparency, trust, and a shared sense of purpose.



In parallel, Financial Broadcasts provide regular and accessible updates on economic and financial performance, market trends, and business outlook. These sessions aim to strengthen employees' financial awareness and understanding of how individual and collective contributions support overall company results.

Complementing these live communication moments, Dumarey also issues weekly newsletters highlighting key internal and external events involving the Group, fostering awareness of ongoing activities and achievements.

The newsletters additionally include updates and insights related to employee welfare, as well as information and guidance on health and safety, contributing to a well-informed, engaged, and safety-conscious workforce.

Together, these communication initiatives play a central role in nurturing an informed, empowered, and connected organizational community, reinforcing a culture of openness, accountability, and shared responsibility.

## INTERNAL COMMUNICATION

Furthermore, Dumarey promotes sustainable mobility through a structured Mobility Management approach aimed at reducing the environmental impact of commuting and improving employees' quality of life. The site is equipped with dedicated car parking areas, electric vehicle charging stations, and reserved bicycle parking for employees, encouraging the use of low-impact transport solutions. The offices benefit from a strategic location, being near urban public transport services and to the city's main railway station, facilitating access through collective and multimodal transport options. In support of these initiatives, Dumarey has appointed a Mobility Manager and defined a Home-to-Work Travel Improvement Plan, with the objective of optimizing commuting patterns, promoting sustainable behaviors, and contributing to the reduction of emissions associated with daily mobility.



# Diversity, Equity and Inclusion

GRI 405, 406, 414



Diversity, equity and inclusion (DE&I) are integral components of Dumarey Automotive Italia S.p.A.'s (DAI) and Dumarey Softronix S.r.l.'s (DS) people and governance strategy. Dumarey operates in a highly technical and engineering-driven context, where competence, professionalism and merit represent the primary criteria for recruitment, development and career progression.



At the same time, Dumarey is committed to ensuring equal opportunities, preventing discrimination and fostering an inclusive working environment across its operations and business relationships.



In 2025, inclusion and diversity principles continued to be embedded within internal policies, procedures and organizational practices. These principles apply to all employees, regardless of gender, age, nationality or other characteristics, and are reinforced by the Code of Ethics, the Gender Equality Management System and the broader ESG governance framework described in previous sections.

## DIVERSITY AND INCLUSION WITHIN THE ORGANIZATION

Dumarey's approach to diversity and inclusion is grounded in equal treatment, merit-based evaluation and transparency. Recruitment and career-development processes are designed to ensure equal access to opportunities, with no discrimination based on gender or other personal characteristics.

The technical profile of the workforce results in a gender distribution that reflects sectoral dynamics; however, the organization actively monitors gender-related indicators and promotes a balanced representation in roles of responsibility. A key milestone in this journey is the achievement and maintenance of the UNI/PdR 125:2022 Gender Equality certification, which provides a structured framework for monitoring, measuring and improving gender-equality performance. This certification supports the integration of gender-equality objectives into HR processes, governance mechanisms and continuous-improvement actions.

Table 4.3-A – Diversity and inclusion framework (2025)

| INDICATOR                                | NOTES                        |
|------------------------------------------|------------------------------|
| Gender Equality Management System        | UNI/PdR 125:2022             |
| Monitoring gender-equality KPIs          | Integrated into HR processes |
| Equal access to training and development | Gender-neutral               |
| Formal non-discrimination policy         | Code of Ethics               |

## EMPLOYEE RESOURCE GROUPS

The Employee Resource Groups (“ERG”) provide a space for dialogue and participation where employees can share ideas, experiences, and proposals aimed at improving workplace life. Through listening moments, collaborative activities, and cross-functional initiatives, the ERG fosters internal cohesion and contributes to creating an environment in which everyone feels actively involved in a shared project, strengthening the sense of belonging and a culture of continuous improvement.

## WIDE – WE FOR INCLUSION, DIVERSITY AND EQUITY



WIDE represents the core of Dumarey commitment to inclusion, equity, and the appreciation of diversity. Its initiatives aim to create an environment in which everyone can feel represented and free to express themselves, contributing to the development of an inclusive and conscious corporate culture. WIDE also reflects how Dumarey has strengthened internal awareness of diversity and promoted the value of listening and active participation.

In 2025, the following initiatives were carried out within the WIDE framework:

- “Just The Woman I Am” charity walk/run, an event taking place across the city of Turin which, in addition to promoting well-being and physical activity, supports university research on women’s cancers and raises awareness of gender equality issues.
- International Women’s Day event (8 March) focused on women’s empowerment, featuring contributions from Emanuela Ferro and Marco Rosso, external high level professionals.
- Informational pill on the occasion of World Autism Awareness Day (April 2), to promote culture and inclusion.
- Event dedicated to Torino Pride and to the International Day Against Homophobia, Transphobia and Biphobia, aimed at promoting inclusion and respect for diversity.
- Event dedicated to Mental Health, promoted as part of the initiatives of the 2025 Safety Week. The event addressed themes related to the mind, balance, and change, and featured Elena Hernandez as a guest speaker (Managing Partner at Synesis S.r.l. – Psychologist and Candidate Member of the Italian Psychoanalytic Society – HR & Organizational Development Consultant).
- International Day for the Elimination of Violence Against Women event (25 November), including first-hand testimonies and the participation of volunteers and family members from the association “Mai+Sole” from Savigliano (CN).
- Cake & Charity, a fundraising event held in connection with Pink October and Movember, in support of cancer research.



Supported by Dumarey

D-NOW – DUMAREY NOT ONLY WORK

D-NOW was established to foster social interaction and wellbeing beyond day-to-day work activities, by valuing the human and relational dimension that supports every organization and by promoting a healthy balance between personal and professional life.

In 2025, D-NOW activities focused on the following initiatives:

- A series of workshops dedicated to the art of breadmaking, led by knowledgeable and passionate colleagues. The initiative combined learning, creativity, and opportunities for informal exchange, strengthening interpersonal connections across the organization.
- A company Fantasy Football league (Fantacalcio), a recreational initiative designed to encourage interaction among colleagues from different teams and functions. The initiative included a final prize, which the winner donated to a charitable organization, reinforcing social responsibility alongside employee engagement.

NON-DISCRIMINATION AND GRIEVANCE MECHANISMS

Dumarey enforces a zero-tolerance approach toward discrimination, harassment or unethical behavior. These principles are formalized in the Code of Ethics, which applies to employees, directors, contractors and business partners. Secure channels are available to report concerns related to discrimination, harassment or gender-equality matters, including whistleblowing mechanisms and dedicated reporting mailboxes.

In 2025, no confirmed cases of discrimination or violations related to diversity and inclusion were reported, confirming the effectiveness of preventive measures and internal controls.

Table 4.3-B – Non-discrimination indicators (2025)

| INDICATOR                                      | 2025 |
|------------------------------------------------|------|
| Confirmed cases of discrimination              | 0    |
| Disciplinary actions related to discrimination | 0    |
| Gender-equality grievances reported            | 0    |

## WORKERS IN THE VALUE CHAIN

Attention to people extends beyond the organizational boundary to include workers in the value chain, particularly suppliers and service providers. While DAI and DS are not currently operating a fully structured human-rights due-diligence system covering all tiers of the value chain, Dumarey has initiated progressive steps to integrate ESG considerations into supplier management.

Supplier selection and qualification processes are governed by the Supplier Management Policy, which establishes criteria for evaluating suppliers' economic, technical and compliance requirements. Since 2024, ESG-related screening has been progressively introduced through the CreditSafe ESG assessment, which provides an initial evaluation of suppliers' environmental and social risk profiles. This screening currently applies mainly to Italian suppliers and supports early identification of potential ESG risks. In 2025, suppliers assessed through available ESG screening tools showed a medium-to-low risk profile, and no significant negative social impacts related to workers in the value chain were identified. As a result, no corrective action plans, or supplier disengagement measures were required during the reporting period.

Table 4.3-C – Supplier social assessment and value-chain workers (2025)

| INDICATOR                                            | 2025 |
|------------------------------------------------------|------|
| Suppliers assessed for social risks                  | 44   |
| Suppliers with significant social risks identified   | 0    |
| Corrective action plans required                     | 0    |
| Supplier relationships terminated for social reasons | 0    |

### PROGRESSIVE APPROACH AND FUTURE DEVELOPMENT

The current approach reflects a progressive and proportionate integration of DE&I and value-chain considerations, consistent with Dumarey size, business model and risk profile. While governance and monitoring mechanisms are already in place internally, further developments are expected in relation to structured supplier engagement, broader ESG screening and enhanced visibility on working conditions along the value chain.

Overall, Dumarey's approach to inclusion, diversity and value-chain workers emphasizes prevention, compliance and continuous improvement. By embedding these principles into governance structures, policies and supplier-management processes, the organization aims to strengthen social sustainability while laying the foundation for more advanced human-rights and value-chain initiatives in future reporting cycles.



# Communities and Social Impact

GRI 413, 416



Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS) operate within a highly specialized industrial and technological ecosystem located in Turin, one of Italy's main engineering and innovation hubs. The social footprint of the Companies is primarily linked to employment generation, professional skill development, knowledge creation and the strengthening of the local industrial supply chain. In this context, the organizations' approach to communities and social impact is based on responsible presence, transparency and long-term contribution, rather than on large-scale social programs.

## LOCAL COMMUNITIES AND TERRITORIAL IMPACT

The companies' direct interaction with local communities is mainly related to their long-term presence in the territory, the creation of qualified employment opportunities and collaboration with local suppliers, service providers, universities and research institutions. By operating within an integrated value-chain model, Dumarey contributes to the development of specialized competencies and to the resilience of the regional industrial ecosystem. Although no formal community-engagement or consultation programs were activated in 2025, the organizations maintain ongoing relationships

with local stakeholders through day-to-day operations, technical collaborations and institutional interactions. These relationships support indirect social and economic benefits, including employment stability, demand for high-value services and technology-driven innovation.

No significant negative impacts on local communities were identified during the reporting period. Operational activities are conducted within an industrial area and comply with applicable environmental, health and safety regulations, minimizing potential nuisance or risks to surrounding communities.

## SOCIAL INITIATIVES AND PARTNERSHIPS

In addition to its industrial presence, Dumarey participates in selected social and educational initiatives promoted by non-profit organizations and associations. These initiatives focus mainly on education, diversity, inclusion and STEM promotion, reflecting the nature of the business and the relevance of technical skills for future generations.

Such activities are typically developed through partnerships rather than direct sponsorships and are aligned with the companies' values and people strategy. While these initiatives are not currently measured through dedicated social-impact KPIs, they represent an important qualitative contribution to the local social fabric.









## PARTNERSHIP WITH POLITECNICO DI TORINO

The long-standing partnership between Dumarey and the Politecnico di Torino represents a cornerstone of the project's social and strategic value, reflecting a structured and enduring model of collaboration between industry and academia. Established in 2006 and recently renewed, the partnership has been continuously strengthened over more than twenty years through joint initiatives in education, applied research and innovation. Over the past decade, Dumarey has made sustained investments in research and advanced training, including PhD programs and research positions, while graduates from the Politecnico di Torino currently account for approximately 50% of the company's workforce.

The physical proximity between Dumarey and the University creates optimal conditions for maintaining an effective collaboration across strategically relevant domains, enabling an integrated ecosystem that supports industrial theses, doctoral programs, joint research projects and technology transfer initiatives. This collaboration contributes to skills development, talent attraction and long-term knowledge retention within the territory, generating shared value by strengthening human capital, accelerating innovation and reinforcing the competitiveness and resilience of the regional industrial and academic ecosystem, in line with the project's broader ESG objectives.



## STEM BY WOMEN

Dumarey participation in the STEM by Women network (<https://stembywomen.com>) is aimed at strengthening female representation in technical and scientific fields and supporting the development of future STEM talent. The initiative aligns with Dumarey broader commitment to diversity, equity, and inclusion, promoting equal access to professional growth opportunities and encouraging young women to pursue careers in engineering and technology.

Throughout 2025, Dumarey actively contributed to several initiatives promoted within the network:

- Cross-mentoring programs, involving employees in both mentor and mentee roles across different network companies. These initiatives are designed to foster professional development, knowledge sharing, and intercompany exchange, while supporting leadership skills and career progression.
- Participation in the "Inspiring Day & Career Lab" event, organized in collaboration with the Politecnico di Torino and the University of Turin. The event provided a structured platform for interaction between students and companies through inspirational sessions, open discussions, and hands-on workshops, facilitating a concrete transition from academic pathways to the world of work.

- Corporate testimonials at CIM 4.0 – Competence Center Torino, sharing industry perspectives and professional experiences to promote STEM awareness and innovation-driven careers (<https://www.youtube.com/watch?v=oL1bSlrDJ8E>)
- Video interviews featuring female role models from within Dumarey, aimed at showcasing professional pathways, technical expertise, and leadership journeys, and at inspiring future generations of women in STEM disciplines (<https://youtu.be/Ou5RK6zkAcg?si=OtomYfEhO8NErrBA>; <https://youtu.be/YFubtAKBxpM>).

Through these initiatives, Dumarey contributes to building a more inclusive and sustainable talent ecosystem, strengthening its relationship with academic institutions and innovation networks while supporting long-term workforce diversity in technical and scientific roles.



## NEXT GEN DAYS

Since 2024, DAI and DS took part in the Next Generation Days program, promoted by ABIE – Advisory Board for Foreign Investors of Confindustria. This initiative was designed to foster the growth of new generations within the Italian industrial system and to encourage dialogue among member companies. The program represents an experiential development and training pathway aimed at young professionals from participating organizations, with the goal of strengthening managerial skills, increasing awareness of ESG topics, and enhancing the ability to interpret innovation as a driver of sustainability. The project is structured around training sessions, company visits, and project-based workshops focused on key contemporary themes—such as the ecological transition, digitalization, and responsible leadership—and concludes with a final competition in which participants present ideas and proposals developed through teamwork. For DAI and DS, the initiative fits perfectly within their strategy to enhance human capital and promote industrial culture, contributing to the development of internal competencies and to the consolidation of a community of young professionals capable of leading change with an innovative mindset and social responsibility.

In March Dumarey hosted the kick-off session of the 2025 program. The two-day event focused on emerging trends, shared visions, and strategic perspectives shaping the path forward. The speakers also addressed key themes such as innovation and sustainability, engaging participants in a design thinking workshop designed to foster collaboration and innovative problem-solving.



RESPONSIBILITY TOWARD CUSTOMERS AND END USERS

Dumarey’s responsibility toward customers and end users is intrinsically linked to the safety, reliability and quality of its engineering services and products. Although Dumarey does not manufacture products, the technologies and systems developed by DAI and DS are integrated into propulsion systems, vehicles, industrial machinery and digital platforms that ultimately reach end users.

For this reason, product responsibility is addressed primarily through:

- strict adherence to technical standards and applicable regulations;
- robust testing, validation and calibration processes;
- integration of safety, cybersecurity and functional-safety requirements into engineering activities

Table 4.4-A – Product responsibility and end-user impact (2025)

| INDICATOR                                            | 2025 |
|------------------------------------------------------|------|
| Product-related safety incidents affecting end users | 0    |
| Regulatory non-compliance related to product safety  | 0    |
| Customer complaints on safety or social impacts      | 0    |
| Product safety and compliance procedures in place    | Yes  |

PROGRESSIVE AND PROPORTIONATE APPROACH

The approach adopted by DAI and DS reflects a proportionate understanding of social impacts, consistent with the organizations’ role as engineering and technology providers rather than consumer-facing manufacturers. Community engagement and end-user responsibility are therefore managed through responsible operations, compliance, technical excellence and selective initiatives aligned with core competencies.

Looking ahead, the organizations recognize the opportunity to further structure their approach to social impact, particularly by strengthening stakeholder engagement with local communities and enhancing the qualitative assessment of social contributions. Any future developments will take into account the size of the Companies, the risk profile of activities and the evolving expectations of stakeholders.



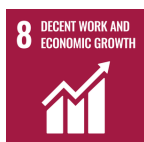
## Social KPIs



The Company monitors its social performance through a structured set of Key Performance Indicators (KPIs), covering training and development, leadership diversity and employee engagement.



These indicators support a transparent and consistent assessment of workforce-related topics and enable the tracking of key trends over time, in line with the organization's people strategy and governance approach.



In line with the progressive evolution of the sustainability reporting framework, in 2025 the KPI system has been expanded to include additional indicators on leadership and engagement, with the objective of refining the monitoring of organizational dynamics and inclusion aspects. The following section presents the main social KPIs for the period 2022–2025, together with a commentary on key trends observed in 2025.



### TRAINING

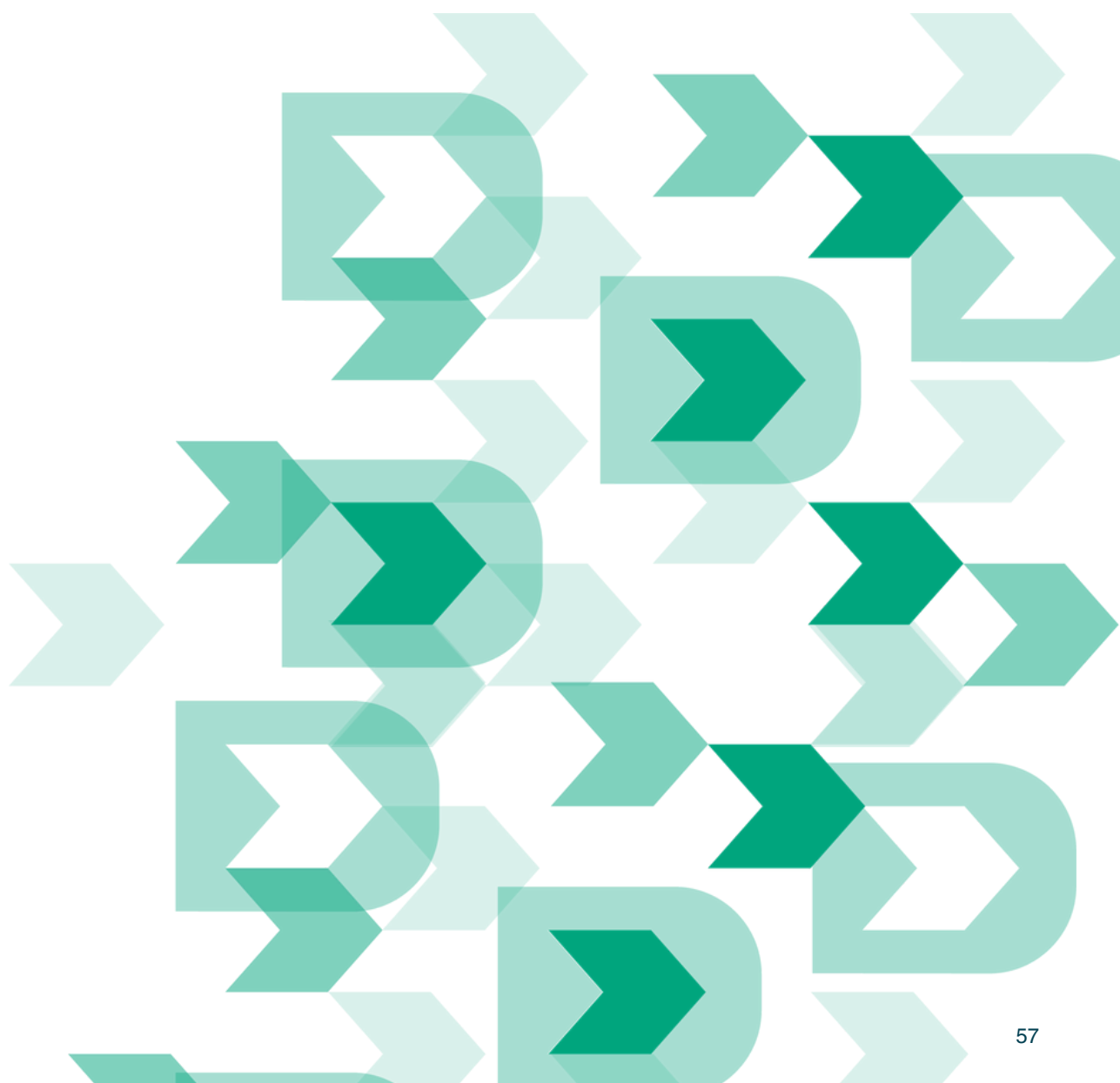
| KPI                                         | 2022  | 2023  | 2024  | 2025  |
|---------------------------------------------|-------|-------|-------|-------|
| Average training hours per employee         | 12.60 | 12.29 | 13.82 | 13.22 |
| <i>Average training hours per male</i>      | 12.70 | 11.80 | 12.40 | 12.06 |
| <i>Average training hours per female</i>    | 11.90 | 14.59 | 20.59 | 14.10 |
| Average training hours per Executive        | 11.00 | 12.26 | 13.64 | 11.50 |
| Average training hours per Managers         | 10.70 | 11.86 | 17.81 | 16.20 |
| Average training hours per other categories | 12.60 | 12.57 | 11.33 | 12.50 |

Training indicators show an overall stable trend compared to previous years, confirming the Company's continuous investment in skills development and professional growth.

Average training hours per employee slightly decreased compared to 2024, while remaining above 2023 levels, indicating a consolidation phase following the peak recorded in the previous reporting period.

A differentiated trend is observed across employee categories. Training intensity for managers remains significantly higher than in earlier years, reflecting a continued focus on leadership development. Conversely, training hours for executives declined compared to 2024, returning closer to historical levels.

Gender-related data show that female employees continue to receive higher average training hours than male employees, although a reduction compared to 2024 is observed. This reflects a rebalancing following the significant increase recorded in the previous year while maintaining a strong focus on equal access to development opportunities.







WORKPLACE SAFETY

| KPI (NUMBER OF EVENTS) | 2022 | 2023 | 2024    | 2025 |
|------------------------|------|------|---------|------|
| Safety audits          | 13   | 26   | 16      | 35   |
| Accidents              | 2    | 1    | 1 (DAI) | 3    |
| Near misses            | 3    | 2    | 6       | 10   |
| Sentinel events        | 2    | 0    | 0       | 0    |

In 2025, safety audit activity reached its highest level over the observed period, increasing from 16 audits in 2024 to 35, and confirming a strong reinforcement of monitoring and preventive actions. Accidents increased to three cases, compared with one case in both 2023 and 2024 while remaining limited in absolute terms; this trend calls for continued attention to risk reduction and corrective measures. Near misses also increased, from six to ten, which may reflect stronger reporting awareness but also underlines the need to keep reinforcing preventive actions and safety culture. Sentinel events remained at zero for the third consecutive year, confirming the positive trend in managing critical situations.







# OUR PEOPLE

## DIVERSITY & INCLUSION OVERVIEW 2025

Data as of 31/12/2025 • Dumarey Automotive & Dumarey Softronix

### DISTRIBUTION BY GENDER



Men: **553** (82.3%)



Women: **119** (17.7%)

### AVERAGE AGE

# 43.7

Overall Company Average

**43.8 Men**

**43.2 Women**

### DISTRIBUTION BY NATIONALITIES



Italian: **655** (97.5%)

International: **17** (2.5%)

Albania, Colombia, Poland, Pakistan, Romania, Russia, Spain, Tajikistan, UK.



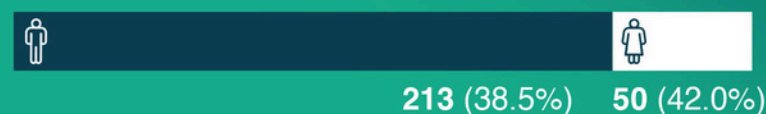
## DISTRIBUTION BY CATEGORIES

ACCORDING TO ITALIAN METALWORKER CONTRACT

Impiegati: **383** (57.0%)



Quadri: **263** (39.1%)



Dirigenti: **26** (3.9%)



## SCHOOL BACKGROUND

HIGHEST LEVEL OF EDUCATION ACHIEVED



- Master Degree: 522 (77.7%)**  
Men: 423 (76.2%) — Women: 102 (85.0%)
- High School: 110 (16.4%)**  
Men: 99 (17.8%) — Women: 11 (9.2%)
- Doctorate: 27 (4.0%)**  
Men: 21 (3.8%) — Women: 6 (5.0%)
- Bachelor & Other: 13 (1.9%)**  
Men: 12 (1.1%) — Women: 1 (0.8%)

## NEW HIRES 2025

TOTAL: 24 (19 MEN, 5 WOMEN)



## VOLUNTARY ATTRITIONS

**27**

Total Resigned in 2025

**22 Men (4.0%)**

**5 Women (4.2%)**

Impiegato: 16  
Quadro: 6  
Dirigente: 0

Impiegata: 5  
Quadro: 0  
Dirigente: 0



# GOVERNANCE

## Governance Structure and Roles

GRI 2-9



Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS) operate under a structured governance framework designed to ensure effective oversight, accountability and alignment with the Dumarey Group's strategic and sustainability objectives. Although the two companies are legally distinct entities, as reflected in the two separate financial statements, they function as a highly integrated system at local level, sharing facilities, operational processes and key governance principles.

This integrated approach allows for consistent decision-making, efficient coordination and coherent management of economic, environmental and social impacts. In 2025, the governance structure was further strengthened, building on the framework established in previous years. The year marked a phase of consolidation, with a clearer formalization of roles, responsibilities and oversight mechanisms, particularly in relation to sustainability and ESG topics.

Both DAI and DS are governed by a specific Board of Directors, which holds ultimate responsibility for the strategic direction of each company and for overseeing the management of their impacts on the economy, the environment and people. Each Board of Directors is supported by an own Articles By-Law, an own Board of Statutory Auditors and a specific Surveillance Body, in line with Italian corporate governance requirements. A key development in 2025 was the formal establishment of a Sustainability Steering Committee, appointed by each Boards of Directors in July. This Committee reinforces the integration of sustainability considerations into governance and decision-making processes, ensuring that ESG topics are addressed at the highest organizational levels.

Table 5.1-A – Governance bodies (2025)

| GOVERNANCE BODY                   | DUMAREY AUTOMOTIVE ITALIA S.P.A.   | DUMAREY SOFTRONIX S.R.L.              |
|-----------------------------------|------------------------------------|---------------------------------------|
| Board of Directors                | 6 members                          | 6 members                             |
| Board of Statutory Auditors       | 3 members + 2 alternates           | 1 sole auditor                        |
| Supervisory Body (Model 231)      | 3 members (1 internal, 2 external) | 2 members (1 external and 1 internal) |
| Sustainability Steering Committee | Appointed in 2025                  | Appointed in 2025                     |



The Boards of Directors ensure compliance with applicable laws and regulations and approve the main strategic, financial and organizational decisions. Oversight activities are complemented by the Surveillance Bodies (Organismi di Vigilanza), established in accordance with Legislative Decree 231/2001, that monitor the effectiveness of internal controls and compliance with the Organizational, Management and Control Model under Legislative Decree 231/01.

The composition of the governance bodies reflects a balance between continuity, professional expertise and integration within the Dumarey Group. While most Board members are not formally independent, the presence of statutory auditors and external members within the Surveillance Bodies ensures adequate checks and balances. The interaction between Boards of Directors, Statutory Auditors, Surveillance Bodies and management functions supports a robust system of internal control.

The Sustainability Steering Committee plays a central role in translating strategic commitments into operational governance. Composed of senior executives and Sustainability Team Leader, and supported by the ESG Team, the Committee coordinates sustainability initiatives, monitors ESG performance and reports regularly to the Boards of Directors. Through this structure, sustainability-related responsibilities are clearly embedded within the governance architecture rather than delegated to isolated functions.

Governance responsibilities are allocated through a clear system of delegated powers and organizational roles. The Boards of Directors retain ultimate oversight, while operational responsibilities are assigned to executive management and relevant functions, including finance, HR, legal & compliance, HSE and sustainability. This allocation ensures that governance is both centralized at strategic level and effectively implemented across daily operations.

The integrated governance model adopted by DAI and DS enables consistent oversight of shared processes and impacts, avoids duplication of control mechanisms and supports transparency toward stakeholders. In line with the approach adopted in the 2024 Sustainability Report, the 2025 framework confirms a commitment to strong governance as a foundation for responsible business conduct and long-term value creation.

# FINANCIALS

## GRI 201

Dumarey Automotive Italia S.p.A. and Dumarey Softronix S.r.l. are part of the Belgian Dumarey Group (here following defined as “Group”) and carry out different but inter-connected activities. Because they are two different companies, the financial statements are structured in the same way but see peculiar numbers and characteristics, with reference to:



### ACTIVITIES CARRIED OUT



### EARNING TRENDS



### REVENUE TRENDS



### CASH FLOW



## DUMAREY AUTOMOTIVE ITALIA S.P.A.

The revenues of the major company located in Torino, Piedmont, are mainly derived by engineering services for engine validation and development, linked to test benches and laboratories.



### ACTIVITIES CARRIED OUT DURING THE FINANCIAL YEAR (“FY”)

During 2025, Dumarey Automotive Italia S.p.A. further reinforced its strategic role within the Group as an engineering centre of excellence, primarily focused on high-value engineering services. Alongside this core mission, DAI continued to develop selected product-solution activities, particularly those linked to hydrogen-powered internal combustion technologies and alternative fuels, supporting pathways toward lower-carbon propulsion solutions across multiple applications.

The year also represented an important step in strengthening the company's international operating footprint through the acquisition and initial integration of a US engineering entity, Dumarey USA LLC, completed in February 2025. This integration enabled early collaboration initiatives and supported the development of a more resilient and scalable operating model, designed to improve technical coverage and delivery responsiveness across regions.

From a commercial perspective, DAI emphasised the importance of long-term engineering service agreements to ensure continuity, stability, and visibility of workload planning. It also continued actions aimed at reducing revenue concentration over time through structured development of the sales pipeline and evaluation of selective opportunities to broaden the portfolio and capabilities.



### REVENUE TRENDS

FY2025 showed solid top-line growth, reflecting both strengthening service activity and continued ability to leverage innovation-related funding instruments. The production value reached €123.1 million, up from €114.0 million in 2024.

The main driver was revenue from services, which totaled €109.7 million, increasing year-on-year and reflecting the Company's sustained positioning in engineering services. The revenue mix remains overwhelmingly oriented towards engineering and R&D services, which represent approximately 99% of turnover (over €108 million). The remaining portion relates to component and powertrain-related sales and services for specialized applications.

In addition, other revenues and income amounted to approximately €13.2 million, mainly associated with tax credits, grants and funded projects, staff training grants, and re-invoicing of costs incurred on behalf of group entities and associated parties. This reflects both the Company's capability to execute structured innovation projects and its contribution to broader Group coordination

## EARNING TRENDS

DAI reported a net loss of €2.24 million in FY2025. This result, however, was largely driven by a non-recurring, non-cash impairment related to an investment in a subsidiary (approximately €3.6 million). Excluding this impairment effect, the underlying result would have been positive by approximately €1.35 million, supporting the conclusion that core operations remained profitable and resilient. The ROE improved compared with the prior year (remaining negative due to the reported loss), moving from -0.12 (2024) to -0.06 (2025).

From a structural standpoint, shareholders' equity decreased to €39.88 million from €42.12 million, reflecting the year's net result. The Company also reported a lower year-end headcount, consistent with a reduction in staff costs; nevertheless, the operating model continued to support delivery across its engineering platform and innovation initiatives.

## CASH FLOW

FY2025 was characterized by a material strengthening in liquidity and net financial position, driven by cash generation, working capital dynamics, and improvements in receivables management.

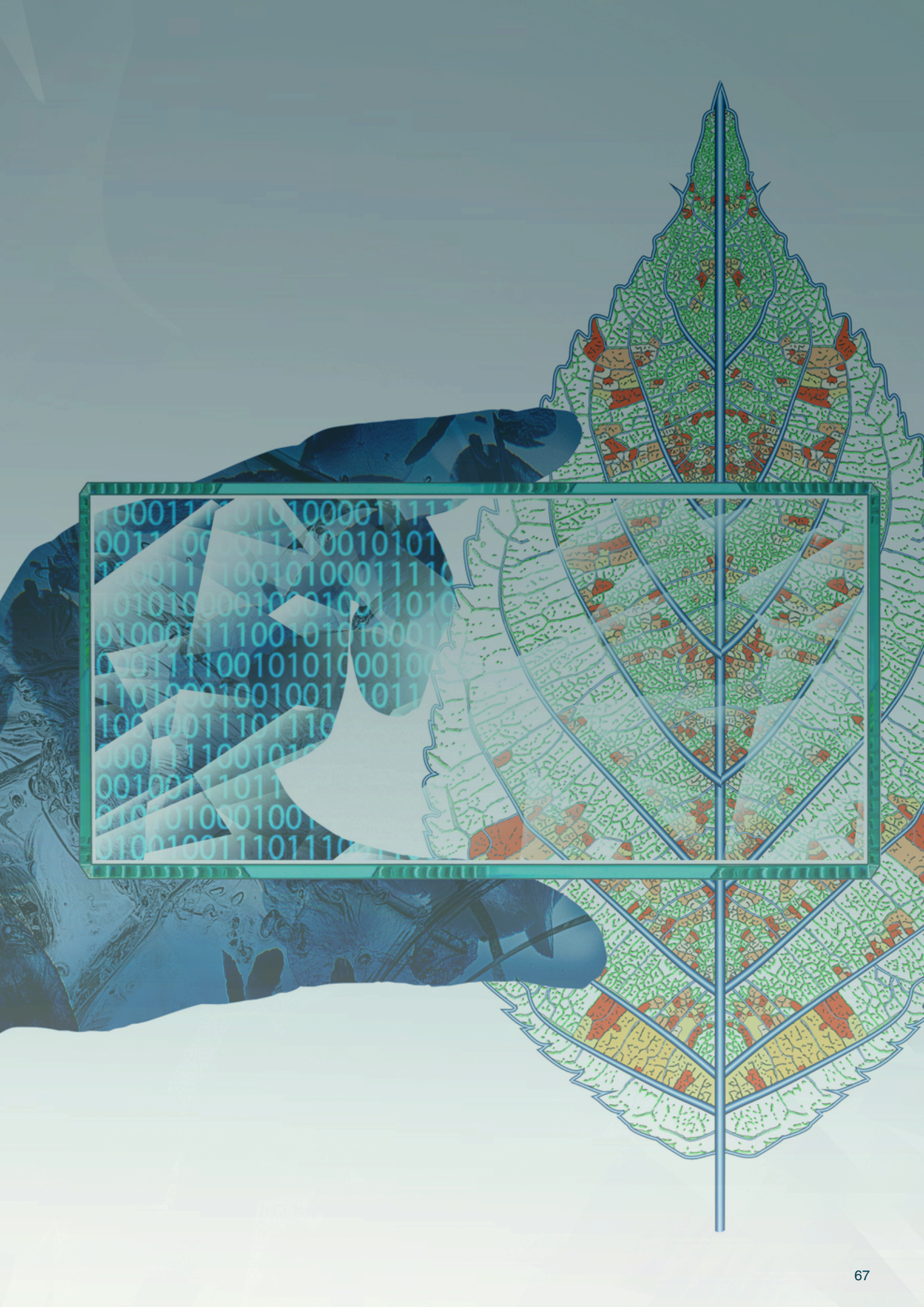
The net financial position (NFP) closed at +€7.87 million, representing an improvement of €8.48 million versus 2024. This change was supported by the introduction of non-recourse factoring on trade receivables, which also contributed to a significant reduction in reported trade receivables (from €17.35 million to €4.76 million) and higher year-end cash liquidity. Cash and cash equivalents increased to €12.09 million.

Total capital expenditure amounted to €9.8 million, up versus 2024, primarily reflecting the acquisition of the US entity and continued investment in strategic capabilities.

## FINANCIAL KPI (DAI)

| KPI                                                           | UNIT | 2024 | 2025  |
|---------------------------------------------------------------|------|------|-------|
| Production Value                                              | M€   | 114  | 123.1 |
| Net Result                                                    | M€   | -5.2 | -2.24 |
| Net financial position                                        | M€   | -0.6 | 7.87  |
| Investments (increase mainly associated with the acquisition) | M€   | 6.8  | 9     |
| Headcount (at 31/dec)                                         | nr   | 454  | 433   |







## DUMAREY SOFTRONIX S.R.L.

The revenues of the DS are mainly derived by engineering services for engine control units and algorithm development.



### ACTIVITIES CARRIED OUT DURING THE FINANCIAL YEAR (“FY”)

During 2025, Dumarey Softronix S.r.l. continued its path of operational consolidation, marking its fourth financial year since the start of activities within the Group reorganization programme. DS further strengthened its role as a specialized competence centre for software development and control systems, operating in a market environment characterized by significant transformation driven by the increasing importance of software-defined vehicles and the evolution of vehicle electrical and electronic architectures. Within this context, DS continued to develop its offering across both engineering services and proprietary product solutions. Engineering activities remain the core of the business—still largely focused on traditional powertrain software—while a gradual expansion is underway towards higher-growth domains such as ADAS, cybersecurity, artificial intelligence and advanced vehicle architectures. In parallel, the development of product platforms such as vehicle control units and fuel cell control systems represents a key strategic lever to enhance scalability and progressively reduce dependence on purely service-based revenues. From a commercial perspective, 2025 saw a progressive increase in business with third-party customers alongside the historical intra-group activities, in line with the strategic objective of diversifying the client base and reducing revenue concentration. Overall, the Company demonstrated its ability to operate across multiple technological domains—including ICE, hybrid and fully electric applications—confirming its positioning as a flexible and resilient engineering partner in a rapidly evolving industry landscape.



### REVENUE TRENDS

FY2025 showed broadly stable revenue performance: the value of production reached approximately €46.2 million, compared to €45.9 million in 2024, confirming overall resilience year-on-year. Revenue generation remains predominantly driven by engineering services, which continue to represent the core of the business. These activities are largely carried out within the Group, primarily through services rendered to Dumarey Automotive Italia S.p.A. under the Engineering Service Agreement framework linked to General Motors programs. At the same time, revenue from third-party customers increased in relative terms, reaching approximately 15% of total turnover, reflecting the progressive expansion of the Company's commercial scope beyond the primary Customer in the portfolio. The overall revenue mix is therefore still strongly service-oriented, with a marginal contribution from product-related activities, mainly linked to prototype control units and early-stage product developments. During the year, revenue dynamics also reflected selective adjustments in intercompany pricing arrangements, contributing to a reallocation of value across Group entities while maintaining overall stability.

## EARNING TRENDS

DS reported a net profit of €3.47 million in FY2025, confirming a solid level of profitability following the consolidation of its operating activities.

From a profitability perspective, the return on equity (ROE) stood at approximately 0.3, showing a decrease compared to the previous year. This dynamic mainly reflects the combined effect of the increase in equity and the lower net result compared to 2024, while still indicating a positive and sustainable level of return generated by DS operations.

From a structural standpoint, quota holders' equity increased to €12.3 million, driven by the net profit for the year and confirming the overall solidity of DS capital structure. The workforce increased slightly compared to the prior year, reaching 239 employees at year-end, supporting DS ability to deliver on its engineering activities while progressively expanding its capabilities in strategic areas.

## CASH FLOW

FY2025 was characterized by a solid liquidity position, supported by positive operating performance and a continued focus on working capital management. Cash and cash equivalents increased to approximately €4.7 million, compared to €3.3 million in the prior year, reflecting DS ability to generate cash from operations.

The net financial position remained positive at €4.76 million, albeit decreasing compared to the previous year, mainly due to changes in working capital dynamics and intra-group funding flows.

Total capital expenditure was lower than in 2024, which had been characterized by higher levels of investment related to the acquisition of strategic technical licenses. In 2025, investments continued in a more selective and targeted manner, supporting DS technological capabilities and ongoing product development activities.

Overall, the cash profile confirms a sound financial structure and provides adequate flexibility to support future growth initiatives.

## Financial KPI (DS)

| KPI                    | UNIT | 2024 | 2025 |
|------------------------|------|------|------|
| Production Value       | M€   | 45.9 | 16.2 |
| Net Result             | M€   | 6.1  | 3.47 |
| Net financial position | M€   | 6    | 4.76 |
| Headcount              | nr   | 235  | 239  |

# Ethics, Integrity and Compliance

GRI 205, 206



Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS) operate under a structured governance framework designed to ensure effective oversight, accountability and alignment with the Dumarey Group's strategic values. Ethical conduct, integrity and compliance represent foundational elements of the governance framework adopted by DAI and DS. In line with the

integrated governance model described in the previous section, ethics and compliance are managed through a structured system of policies, controls and oversight mechanisms designed to prevent misconduct, promote transparency and ensure fair business practices across all operations and business relationships. In 2025, the ethics and compliance framework was further consolidated, built on the policies and instruments introduced in previous years. The reporting period confirms a stable and mature system, with no significant incidents recorded and with preventive mechanisms fully embedded into organizational processes.

## ETHICAL PRINCIPLES AND CODE OF ETHICS

The cornerstone of ethical conduct for both DAI and DS is the Code of Ethics, approved by the Boards of Directors and applicable to employees, directors, managers, suppliers and business partners. The Code defines the core principles guiding business conduct, including integrity, fairness, respect for people, transparency, legality and zero tolerance toward corruption and unethical practices.

The Code of Ethics is integrated into internal procedures and is systematically shared with suppliers and business partners during qualification and contracting processes. Where external parties are unable to formally adopt the Code, they are required to demonstrate the existence of equivalent ethical commitments, which are reviewed by the Compliance function. Through this approach, ethical expectations are extended beyond the organization's direct operations to the broader value chain.

## ANTI-CORRUPTION FRAMEWORK AND WHISTLEBLOWING MECHANISMS

Anti-corruption commitments are reinforced through a dedicated Anti-Corruption Policy, aligned with international standards such as the FCPA (Foreign Corrupt Practices Act) and the UK Bribery Act. The policy governs interactions with public authorities, customers, suppliers and third parties, and is supported by principles of segregation of duties, authorization limits and traceability of transactions.

In addition, DAI and DS operate a structured whistleblowing system, compliant with Legislative Decree 24/2023, which allows employees and external stakeholders to report suspected misconduct through secure and confidential channels. Reports are managed by all competent functions, ensuring protection against retaliation and timely investigation.



In 2025, no whistleblowing reports related to corruption, unethical behavior or business conduct were received, confirming the effectiveness of preventive controls and the robustness of the ethical framework.

## COMPLIANCE WITH COMPETITION AND ANTI-TRUST REGULATIONS

Compliance with competition and anti-trust regulations is an integral part of the organization's approach to responsible business conduct. DAI and DS commit to fair competition, transparency and compliance with applicable laws regulating market behavior, pricing, procurement and contractual relationships.

In line with previous years, no legal actions, investigations or sanctions related to anti-competitive behavior, antitrust issues or monopolistic practices were recorded in 2025. This outcome reflects both the nature of the organization's activities and the effectiveness of internal compliance mechanisms.

## TRAINING, CONTROLS AND MONITORING

Ethics and compliance are supported by ongoing awareness and training initiatives, including mandatory training programs on compliance topics and Legislative Decree 231/2001. These initiatives are complemented by internal controls, audits and the oversight of the Surveillance Bodies, which monitor the correct application of the Organizational, Management and Control Model and the ethical framework.

The Sustainability Steering Committee and the Boards of Directors receive periodic updates on compliance matters, ensuring alignment between ethical commitments, governance oversight and operational practices.

Table 5.2-A – Ethics and compliance key indicators (2025)

| INDICATOR                                   | 2025 RESULT |
|---------------------------------------------|-------------|
| Confirmed incidents of corruption           | 0           |
| Whistleblowing reports received             | 0           |
| Legal actions for anti-competitive behavior | 0           |
| Monetary or non-monetary sanctions          | 0           |
| Active Code of Ethics                       | Yes         |
| Anti-Corruption Policy in place             | Yes         |
| Whistleblowing system active                | Yes         |







# Risk Management and Controls

GRI 2-15, 2-27



DAI and DS operate under a structured governance framework designed to ensure effective oversight, accountability and alignment with the Dumarey Group's strategic plan. Risk management and internal control systems are integral components of the governance framework adopted by DAI and DS. The organizations approach risk management as a continuous and structured process aimed at identifying, assessing

and mitigating risks that may affect business continuity, regulatory compliance, reputation and long-term value creation. This approach covers economic, operational, environmental, social and governance-related risks and is fully integrated with corporate governance and decision-making processes. In 2025, the risk management framework benefited from the consolidation of governance and compliance structures introduced in previous years. The reporting period confirms a stable and effective system, capable of addressing existing and emerging risks while ensuring full compliance with applicable laws and regulations.

## RISK IDENTIFICATION AND ASSESSMENT PROCESSES

Risk identification is conducted through a combination of top-down and bottom-up processes. Strategic risks are reviewed by the Boards of Directors, with input from senior management, while operational risks are identified through functional activities, periodic assessments and ongoing monitoring of business processes. Specific attention is given to compliance-related risks, including legal, regulatory, ethical and environmental aspects.

The organizations periodically assess risks in relation to probability and potential impact, considering the characteristics of their engineering- and testing-oriented business model. This assessment supports the prioritization of mitigation actions and the allocation of responsibilities across relevant functions. Where applicable, risks are reviewed in conjunction with the Sustainability Steering Committee to ensure alignment between risk management and ESG oversight.

## INTERNAL CONTROLS AND COMPLIANCE FRAMEWORK

Risk mitigation is supported by a comprehensive system of internal controls, policies and procedures.

A central element of this framework is the Organizational, Management and Control Model pursuant to Legislative Decree 231/2001, which defines protocols, controls and responsibilities designed to prevent criminal offenses and ensure compliance with applicable legislation.

The effectiveness of Model 231 is overseen by the Surveillance Bodies, which operate independently and report to the Boards of Directors. Their activities include monitoring compliance, reviewing internal procedures and managing reports received through whistleblowing channels. These controls are complemented by internal audits and management reviews, ensuring continuous oversight of risk exposure and control effectiveness.

Environmental, health and safety risks are managed through dedicated procedures and compliance with applicable legislation, while data protection, employment and contractual risks are addressed through specialized functions and periodic reviews. This integrated control environment enables a consistent and coordinated response to risks across the organization.

## REGULATORY COMPLIANCE AND INCIDENTS

Compliance with laws and regulations is a fundamental component of the risk management approach. In 2025, no monetary or non-monetary sanctions were imposed on either DAI or DS, and no significant instances of non-compliance were recorded. This result reflects both the preventive nature of the risk management system and the effectiveness of internal controls.

The absence of sanctions applies across all relevant areas, including environmental regulation, labor law, health and safety, competition law and business conduct. Compliance status is regularly reviewed by management and reported to governance bodies, ensuring transparency and accountability.

Table 5.3-A – Compliance and sanctions (2025)

| INDICATOR                            | 2025 |
|--------------------------------------|------|
| Monetary sanctions                   | 0    |
| Non-monetary sanctions               | 0    |
| Significant non-compliance incidents | 0    |
| Environmental sanctions              | 0    |
| Labor and H&S sanctions              | 0    |

## CONTINUOUS IMPROVEMENT AND OVERSIGHT

Risk management and internal controls are subject to continuous review and improvement. Lessons learned from internal audits, assessments and monitoring activities are used to strengthen procedures and controls. The Boards of Directors retain ultimate oversight of the risk management system, supported by the Surveillance Bodies, senior management and the Sustainability Steering Committee.

Through this integrated approach, DAI and DS ensure that risks are managed proactively, compliance is maintained, and governance remains aligned with best practices and evolving regulatory expectations. The 2025 framework confirms a mature and effective risk management system, forming a solid foundation for sustainable and responsible business conduct.







# Remuneration and Transparency

GRI 2-19, 2-20, 2-21, 2-5



Remuneration policies and transparency mechanisms are key components of the governance framework of DAI and DS . They support accountability, fairness and trust, ensuring alignment between organizational performance, responsible business conduct and stakeholder expectations. In line with the integrated governance model adopted by the two companies, remuneration and reporting practices are designed to reflect competitiveness, internal equity and compliance with applicable regulatory and contractual frameworks. In 2025, remuneration-related processes and transparency mechanisms were consolidated, without structural changes compared to the previous reporting year. The reporting period confirms a stable approach focused on consistency, clarity and compliance.

Remuneration policies for members of the Boards of Directors and senior management are defined through internal governance processes and approved by the competent corporate bodies. These policies are designed to attract and retain qualified professionals, ensure alignment with organizational objectives and maintain coherence with market benchmarks.

The Boards of Directors retain oversight of remuneration matters, supported by internal analyses and, where applicable, external benchmarks provided by independent consultants. While sustainability-linked or ESG-based variable remuneration mechanisms are not yet formally established, remuneration governance is embedded within the broader governance framework that oversees performance, risk management and compliance.

The organizations do not apply incentive structures that could encourage excessive risk-taking or behaviors misaligned with ethical principles. Remuneration governance therefore supports prudent management and long-term stability rather than short-term performance maximization. Transparency on remuneration is ensured through the disclosure of key indicators that allow an understanding of internal pay structures and equity. In 2025, the ratio between the annual total compensation of the highest-paid individual and the median annual total compensation of employees was calculated for both companies, in accordance with GRI requirements.

Table 5.4-A – Annual total compensation ratio (GRI 2-21)

| INDICATOR                                                           | DUMAREY AUTOMOTIVE<br>ITALIA S.P.A. | DUMAREY SOFTRONIX<br>S.R.L. |
|---------------------------------------------------------------------|-------------------------------------|-----------------------------|
| Ratio of highest-paid individual to<br>median employee compensation | 4.31                                | 2.75                        |

These ratios reflect the organizational structures, roles and market context of the two companies and do not indicate abnormal pay disparities. No significant changes in remuneration structures or compensation ratios were recorded compared to the previous reporting period.

## SUSTAINABILITY REPORTING

Transparency is further supported through the sustainability reporting process itself. The Sustainability Report is prepared on a voluntary basis, following the GRI Standards, and is reviewed internally through the governance structures described in previous sections. The Sustainability Steering Committee plays a role in coordinating data collection, ensuring methodological consistency and supporting the review of disclosures before publication.

In 2025, the Sustainability Report was not externally assured, as not currently required by law given the size and characteristics of the organization. Nevertheless, the companies continue to strengthen internal controls over data accuracy, traceability and validation, in line with best practices and in preparation for potential future regulatory requirements.

Table 5.4-B – Transparency and assurance status (2025)

| ASPECT                     | STATUS                                           |
|----------------------------|--------------------------------------------------|
| Sustainability reporting   | Voluntary, annual                                |
| Reporting framework        | GRI Standards                                    |
| External assurance         | Not performed                                    |
| Internal review mechanisms | Sustainability Steering Committee and management |



# CONCLUSIONS AND OUTLOOK

## Key Takeaways

GRI 2-22



The 2025 Sustainability Report reflects a year of consolidation and increased maturity for DAI and DS. Building on the foundational work carried out in previous reporting cycles, the organizations strengthened governance structures, stabilized environmental data and reinforced internal processes aimed at ensuring transparency, compliance and responsible business conduct.



Key takeaways from the reporting period include the progressive integration of sustainability into governance and decision-making processes, supported by the formal establishment of the Sustainability Steering Committee in 2025. This step represents an important milestone in aligning strategic oversight with environmental, social and governance priorities, confirming sustainability as a transversal dimension rather than a standalone topic.

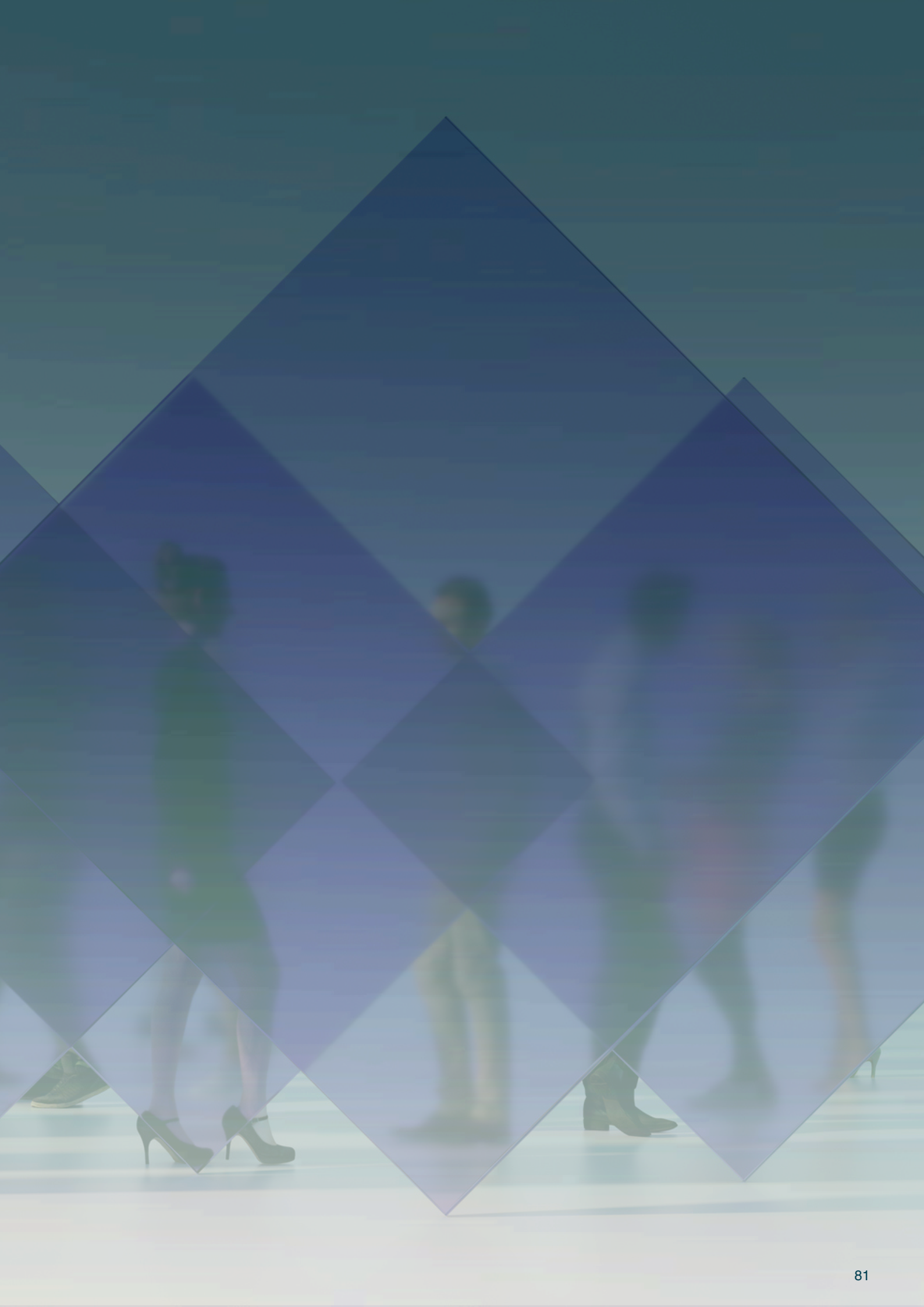


From an environmental perspective, 2025 marked a phase of methodological stabilization. Energy consumption, greenhouse gas emissions, waste generation and water management were monitored through standardized and traceable processes,

enabling the confirmation of robust baselines. While no quantitative decarbonization or circularity targets have yet been adopted, the organizations strengthened the prerequisites necessary for meaningful long-term commitments, focusing on data quality and operational relevance.

On governance, ethics and compliance, the reporting period confirms the effectiveness of the existing framework. No significant cases of non-compliance, corruption, anti-competitive behavior or sanctions were recorded in 2025.

This outcome reflects the preventive and structured nature of the internal control system, supported by Model 231, the Code of Ethics and whistleblowing mechanisms. Overall, the 2025 reporting cycle demonstrates a transition from system set-up to system consolidation. The organizations have moved toward a more stable, integrated and credible sustainability management approach, laying the groundwork for future strategic developments.



# Outlook and Next Steps

## GRI 2-22



Looking ahead, Dumarey Automotive Italia S.p.A. and Dumarey Softronix S.r.l. intend to further strengthen their sustainability journey through a progressive and pragmatic approach, aligned with their operational context and with evolving regulatory and stakeholder expectations.



A key priority for the coming years will be the transition from monitoring to strategic target setting. Following the consolidation of environmental baselines achieved in 2024 and further stabilized in 2025, the organizations aim to gradually define quantitative objectives related to energy efficiency, greenhouse gas emissions and resource management. This transition will be guided by data maturity, operational feasibility and alignment with Group-level strategies, ensuring that targets are both credible and actionable.



- the consolidation of energy consumption and greenhouse gas emissions monitoring as a foundation for future decarbonization targets;
- the implementation of structured waste tracking, with an increased focus on recovery over disposal;
- the strengthening of environmental data quality and governance processes;
- the advancement of the ISO 14001 implementation pathway.

Building on these actions, the organizations aim to formalize medium-term environmental objectives, further integrate environmental considerations into operational decision-making and progressively expand the scope of analysis along the value chain, in line with a CSRD-oriented perspective.

Another important focus area for future development will be the expansion of value-chain transparency. In particular, the progressive extension of Scope 3 greenhouse gas emission assessment and the strengthening of ESG considerations in supplier management represent key priorities, enabling a more comprehensive understanding of indirect impacts, dependencies and risks.

From a governance standpoint, DAI and DS will continue to reinforce the role of the Sustainability Steering Committee and further integrate ESG considerations into risk management, internal controls and strategic planning. This includes evaluating potential links between sustainability performance indicators and governance or remuneration mechanisms, in line with best practices and future regulatory developments.

Finally, transparency and reporting quality will remain central to the sustainability journey. The organizations will continue to refine data governance, strengthen internal validation processes and maintain alignment with the GRI Standards, while closely monitoring the evolution of CSRD-related requirements. Through these actions, DAI and DS aim to ensure that sustainability reporting remains a credible tool for accountability, organizational learning and continuous improvement.



# Methodological notes

## GRI 2-2, 2-3, 2-4

This Sustainability Report has been prepared by Dumarey Automotive Italia S.p.A. (DAI) and Dumarey Softronix S.r.l. (DS) in accordance with the GRI Standards, with the aim of providing a transparent, consistent and reliable representation of the companies' sustainability approach, priorities and performance. The methodological choices adopted reflect the current maturity level of sustainability reporting within the Companies and are designed to support a progressive alignment with evolving regulatory requirements, including the Corporate Sustainability Reporting Directive (CSRD).

The reporting scope includes DAI and DS. The sustainability reporting boundary is aligned, where applicable, with the financial reporting perimeter and reflects the high degree of operational and organizational integration between the two entities. Information disclosed in this report primarily refers to activities carried out at the two Companies' site, while impacts and considerations related to the value chain are included where they are materially connected to the companies' business model, operations and strategic priorities.

The information presented refers to the reporting year 2025, unless otherwise specified. Comparative information has been included where available and meaningful, in order to ensure continuity with the Sustainability Report published for the previous year and to support the interpretation of trends over time. The report is published on an annual basis, in line with the organizations' established sustainability reporting practice.

This report has been prepared with reference to the GRI Universal Standards (2021 edition), with particular emphasis on the disclosure of material topics identified through the double materiality assessment described in Section 2.4. Where relevant, emerging European sustainability reporting developments have been considered to ensure consistency with future CSRD and ESRS requirements. The overall structure of the report reflects an integrated approach, linking sustainability topics to business strategy, operations and governance, rather than following a purely checklist-based disclosure logic. Sustainability information is collected through a combination of internal data sources, including operational systems, management reporting tools and input from relevant Companies' functions. Environmental and social data are consolidated at entity level and, where necessary, aggregated to reflect the overall perimeter of the two Companies together. Qualitative disclosures are based on internal policies, procedures and practices in force during the reporting period. Data collection methods, calculation approaches and assumptions are applied consistently across reporting areas; where estimates are used, they are based on the best information available at the time of reporting and on reasonable, documented assumptions.

As part of a progressive sustainability reporting journey, certain disclosures may be subject to limitations related to data availability, evolving methodologies or the inherent complexity of value-chain information. Where relevant, these aspects are transparently acknowledged in the corresponding sections of the report. DAI and DS are committed to continuously improving the quality, completeness and comparability of sustainability information through the gradual refinement of internal processes, the extension of data coverage and the progressive definition of targets and performance indicators.

### Reporting responsibility and contact

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# APPENDIX I – GRI CONTENT INDEX

**Below is the list of disclosure requirements set by the GRI Standards that are addressed in this document.**

Below is the list of disclosure requirements set by the GRI Standards that are addressed in this document. For interoperability between ESRS and GRI, please refer to the details provided on the GRI website:

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|                  |                                                                                                                                                                                                              |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Statement of use | Dumarey Automotive Italia S.p.A. and Dumarey Softronix S.r.l. have reported the information cited in this GRI content index for the period from 01/01/2025 to 31/12/2025 with reference to the GRI Standards |
|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

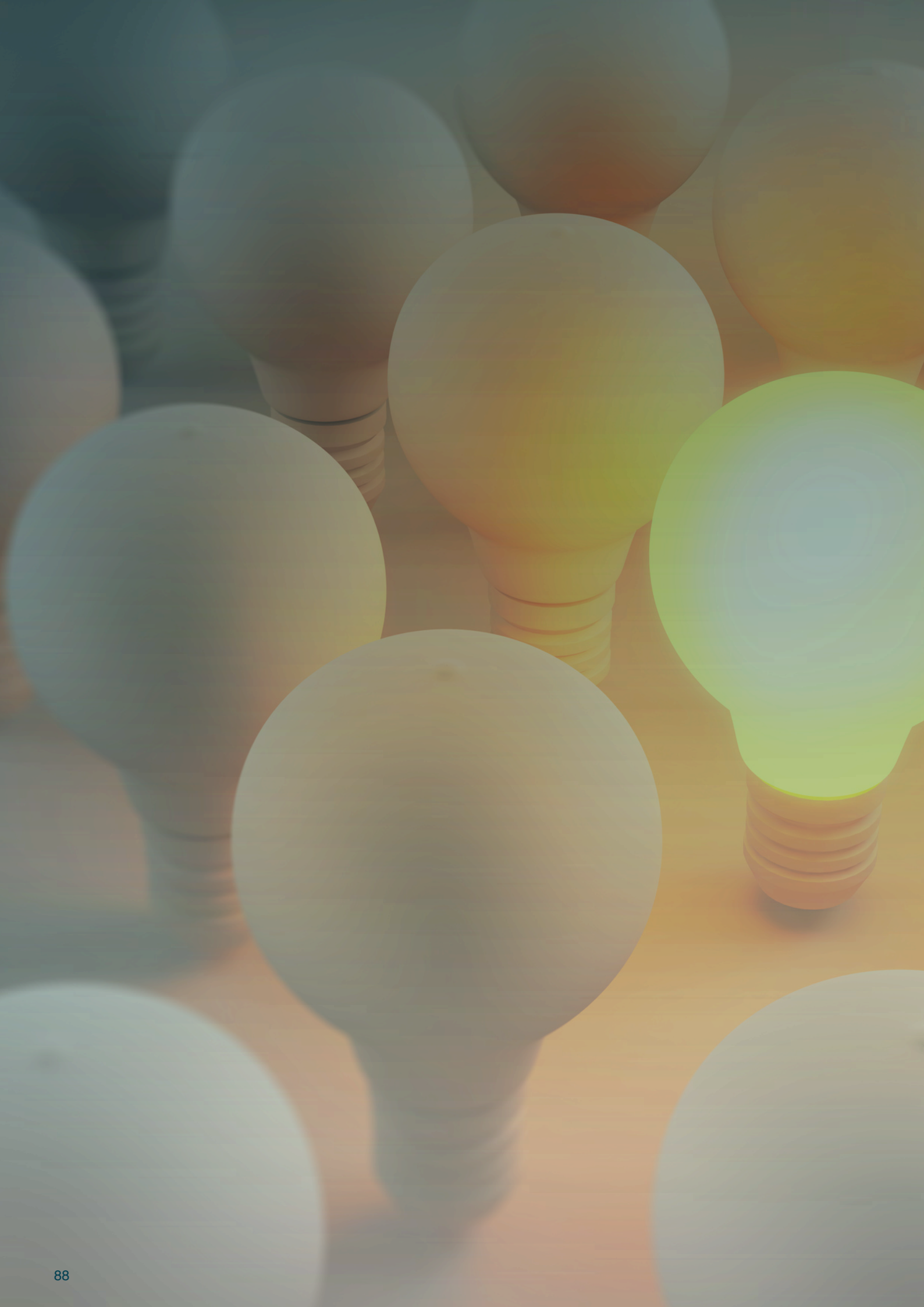






| GRI STANDARD                       | GRI DISCLOSURE                                                           | GRI DISCLOSURE                                                                                                                               |
|------------------------------------|--------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| GRI 2: General Disclosures         | GRI 2-1 Organizational details                                           | The Dumarey Group: our history and evolution                                                                                                 |
| GRI 2: General Disclosures         | GRI 2-2 Entities included in the organization's sustainability reporting | The Dumarey Group: our history and evolution                                                                                                 |
| GRI 2: General Disclosures         | GRI 2-5 External assurance                                               | Remuneration and Transparency                                                                                                                |
| GRI 2: General Disclosures         | GRI 2-6 Activities, value chain and other business relationships         | The Dumarey Group: our history and evolution                                                                                                 |
| GRI 2: General Disclosures         | GRI 2-7 Employees                                                        | People at Dumarey                                                                                                                            |
| GRI 2: General Disclosures         | GRI 2-9 Governance structure and composition                             | Governance Structure and Roles                                                                                                               |
| GRI 2: General Disclosures         | GRI 2-15 Conflicts of interest                                           | Risk Management and Controls                                                                                                                 |
| GRI 2: General Disclosures         | GRI 2-19 Remuneration policies                                           | Remuneration and Transparency                                                                                                                |
| GRI 2: General Disclosures         | GRI 2-20 Process to determine remuneration                               | Remuneration and Transparency                                                                                                                |
| GRI 2: General Disclosures         | GRI 2-21 Annual total compensation ratio                                 | Remuneration and Transparency                                                                                                                |
| GRI 2: General Disclosures         | GRI 2-22 Statement on sustainable development strategy                   | Letters to stakeholders, Why sustainability, 2025 in summary: main achievements, Key Takeaways, Outlook and Next Steps, Methodological notes |
| GRI 2: General Disclosures         | GRI 2-23 Policy commitments                                              | Methodological notes                                                                                                                         |
| GRI 2: General Disclosures         | GRI 2-24 Embedding policy commitments                                    | Methodological notes                                                                                                                         |
| GRI 2: General Disclosures         | GRI 2-27 Compliance with laws and regulations                            | Risk Management and Controls                                                                                                                 |
| GRI 2: General Disclosures         | GRI 2-29 Approach to stakeholder engagement                              | Materiality and Stakeholders                                                                                                                 |
| GRI 2: General Disclosures         | GRI 2-30 Collective bargaining agreements                                | People at Dumarey                                                                                                                            |
| GRI 3: Material Topics             | GRI 3-1 Process to determine material topics                             | Materiality and Stakeholders                                                                                                                 |
| GRI 3: Material Topics             | GRI 3-2 List of material topics                                          | Materiality and Stakeholders                                                                                                                 |
| GRI 3: Material Topics             | GRI 3-3 Management of material topics                                    | Materiality and Stakeholders, Environmental Management Approach                                                                              |
| GRI 201: Economic Performance      | GRI 201-1 Economic performance                                           | Financials                                                                                                                                   |
| GRI 205: Anti-corruption           | GRI 205-1 Anti-corruption                                                | Ethics, Integrity and Compliance                                                                                                             |
| GRI 206: Anti-competitive Behavior | GRI 206-1 Anti-competitive behavior                                      | Ethics, Integrity and Compliance                                                                                                             |

| GRI STANDARD                             | GRI DISCLOSURE                                                   | GRI DISCLOSURE                                    |
|------------------------------------------|------------------------------------------------------------------|---------------------------------------------------|
| GRI 301: Materials                       | GRI 301-1 Materials used by weight or volume                     | Resources (Materials, Waste, Water and Effluents) |
| GRI 301: Materials                       | GRI 301-2 Recycled input materials used                          | Resources (Materials, Waste, Water and Effluents) |
| GRI 301: Materials                       | GRI 301-3 Reclaimed products and their packaging materials       | Resources (Materials, Waste, Water and Effluents) |
| GRI 302: Energy                          | GRI 302-1 Energy consumption within the organization             | Energy and Climate Change                         |
| GRI 302: Energy                          | GRI 302-3 Energy intensity                                       | Energy and Climate Change                         |
| GRI 302: Energy                          | GRI 302-4 Reduction of energy consumption                        | Energy and Climate Change                         |
| GRI 303: Water and Effluents             | GRI 303-1 Interactions with water as a shared resource           | Resources (Materials, Waste, Water and Effluents) |
| GRI 303: Water and Effluents             | GRI 303-3 Water withdrawal                                       | Resources (Materials, Waste, Water and Effluents) |
| GRI 305: Emissions                       | GRI 305-1 Direct (Scope 1) GHG emissions                         | Energy and Climate Change                         |
| GRI 305: Emissions                       | GRI 305-2 Energy indirect (Scope 2) GHG emissions                | Energy and Climate Change                         |
| GRI 305: Emissions                       | GRI 305-3 Other indirect (Scope 3) GHG emissions                 | Energy and Climate Change                         |
| GRI 305: Emissions                       | GRI 305-4 GHG emissions intensity                                | Energy and Climate Change                         |
| GRI 306: Waste                           | GRI 306-1 Waste generation and significant waste-related impacts | Resources (Materials, Waste, Water and Effluents) |
| GRI 306: Waste                           | GRI 306-3 Waste generated                                        | Resources (Materials, Waste, Water and Effluents) |
| GRI 306: Waste                           | GRI 306-4 Waste diverted from disposal                           | Resources (Materials, Waste, Water and Effluents) |
| GRI 403: Occupational Health and Safety  | GRI 403-1 Occupational health and safety                         | Health, Safety and Development                    |
| GRI 404: Training and Education          | GRI 404-1 Training and education                                 | Health, Safety and Development                    |
| GRI 405: Diversity and Equal Opportunity | GRI 405-1 Diversity and equal opportunity                        | Diversity, Equity and Inclusion                   |
| GRI 406: Non-discrimination              | GRI 406-1 Non-discrimination                                     | Diversity, Equity and Inclusion                   |
| GRI 413: Local Communities               | GRI 413-1 Local communities                                      | Communities and Social Impact                     |
| GRI 414: Supplier Social Assessment      | GRI 414-1 Supplier social assessment                             | Diversity, Equity and Inclusion                   |
| GRI 416: Customer Health and Safety      | GRI 416-1 Customer health and safety                             | Communities and Social Impact                     |





# APPENDIX II – KPI DEFINITIONS AND CALCULATION METHODOLOGY

This appendix provides a structured overview of the Key Performance Indicators (KPIs) used throughout the Sustainability Report 2025. For each KPI, a clear definition and the corresponding calculation methodology are provided in order to ensure transparency, consistency and comparability of reported data.

Where relevant, indicators are normalized (e.g. per running hours or per employee) to better reflect the operational characteristics of the Companies and allow meaningful year-on-year analysis.

Unless otherwise specified:

- “Running hours” refer to the operating time of test benches
- Environmental KPIs are aligned with internal monitoring systems and energy/emissions data sources
- Social KPIs are based on HR data and internal reporting systems

| AREA   | KPI                                  | DEFINITION AND CALCULATION METHOD                                                          |
|--------|--------------------------------------|--------------------------------------------------------------------------------------------|
| Energy | Total Energy Consumption (intensity) | Total Energy Consumption / Running hours (J/h)                                             |
| Energy | Diesel Consumption (intensity)       | Diesel Consumption / Running hours (J/h)                                                   |
| Energy | Hydrogen Consumption (intensity)     | Hydrogen Consumption / Running hours (J/h)                                                 |
| GHG    | Scope 1 Emissions                    | Direct greenhouse gas emissions from fuel combustion, expressed in tCO <sub>2</sub> eq     |
| GHG    | Scope 2 Emissions                    | Indirect emissions from purchased electricity and energy, expressed in tCO <sub>2</sub> eq |

| AREA      | KPI                                         | DEFINITION AND CALCULATION METHOD                                                                                                                 |
|-----------|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Emissions | Test Bench Emissions                        | Net GHG emissions from test bench combustion / Running hours (gCO <sub>2</sub> eq/h). Net emissions = emissions generated – emissions compensated |
| Emissions | Pool Car Emissions                          | Greenhouse gas emissions per km travelled (gCO <sub>2</sub> eq/km)                                                                                |
| Emissions | Electricity Emission Factor                 | Scope 2 emissions from electricity / electricity consumption (gCO <sub>2</sub> eq/kWh)                                                            |
| Emissions | Heating Emission Factor                     | Scope 2 emissions from heating / thermal energy consumption (gCO <sub>2</sub> eq/kWh)                                                             |
| Water     | Total Water Consumption (absolute)          | Total water withdrawn, expressed in cubic meters (m <sup>3</sup> )                                                                                |
| Water     | Water Consumption (intensity)               | Total water consumption / Running hours (m <sup>3</sup> /h)                                                                                       |
| Water     | Sanitary Water Consumption                  | Water used for sanitary purposes, expressed in m <sup>3</sup>                                                                                     |
| Water     | Daily Sanitary Water Consumption per capita | Sanitary water consumption / average daily presence (l/pp)                                                                                        |
| Waste     | Total Industrial Waste (intensity)          | Total waste generated / Running hours (kg/h)                                                                                                      |
| Waste     | Hazardous Waste (intensity)                 | Hazardous waste generated / Running hours (kg/h)                                                                                                  |
| Waste     | Non-Hazardous Waste (intensity)             | Non-hazardous waste generated / Running hours (kg/h)                                                                                              |
| Waste     | Waste Recovery Rate                         | Total materials sent for recovery / Total waste generated (%)                                                                                     |
| Waste     | Energy Recovery Rate                        | Waste sent to energy recovery / Total waste sent to disposal (%)                                                                                  |

## SOCIAL KPIS

| AREA              | KPI                                         | DEFINITION AND CALCULATION METHOD                                                                      |
|-------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Training          | Average training hours per employee         | Total training hours provided / Total number of employees (h)                                          |
| Training          | Average training hours per male             | Total training hours for male employees / Total number of male employees (h)                           |
| Training          | Average training hours per female           | Total training hours for female employees / Total number of female employees (h)                       |
| Training          | Average training hours per Executives       | Total training hours for Executives / Total number of Executives (h)                                   |
| Training          | Average training hours per Managers         | Total training hours for Managers / Total number of Managers (h)                                       |
| Training          | Average training hours per other categories | Total training hours for other employee categories / Total number of employees in those categories (h) |
| Leadership        | Gender ratio in positions of responsibility | (Women in leadership / total women) divided by (men in leadership / total men)                         |
| Leadership        | Average age in positions of responsibility  | Average age of employees in leadership roles (years)                                                   |
| Culture and Trust | Gender equality reports                     | Number of reports related to gender equality submitted through dedicated reporting channels            |
| H&S               | Safety audits                               | Number of internal safety audits performed during the year                                             |
| H&S               | Incidents                                   | Number of work-related incidents resulting in absence greater than one day                             |
| H&S               | Near misses                                 | Number of identified and reported near-miss events                                                     |
| H&S               | Sentinel events                             | Number of high-risk or critical safety events recorded                                                 |

The KPI framework presented in this appendix is expected to evolve in the coming reporting cycles, with progressive refinement of methodologies, expansion of scope, and increased alignment with regulatory developments such as the CSRD and ESRS requirements.



