SUSTAINABILITY REPORT
2024

TERRANOVA

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LETTER TO THE STAKEHOLDERS

GRI 2-22

Dear Stakeholders,

It is with great pleasure that I introduce our 2024 Sustainability Report.

This year has also been intense and full of challenges for Terranova, but we can be truly proud of the results achieved. Among the most significant milestones, I would like to highlight some important steps that have allowed us to strengthen our presence and credibility in the market:

- The opening of our new office in Spain, which represents a fundamental piece in our international expansion, as well as the expansion of our offices in Grosseto and Matera.
- Growth in foreign markets, where we have forged new strategic partnerships and participated in negotiations and tenders that open up great value prospects.
- The commitment to rewriting our software, a complex and challenging project that will represent an important resource for the future.
- The launch of the new DNA AMBIENTE brand, which opens up new opportunities thanks to the consolidated synergy with other companies in the Group.
- The recognitions and awards we have received, which should fill us all with pride because they recognize the great quality of our people.

In addition to all this, the values that guide our daily work: as a Benefit corporation, we continue to integrate them into our way of doing business, committing ourselves not only to achieving business objectives but also to generating a positive impact on society and the environment. For this reason, for example, we inaugurated the year by eliminating disposable cups from coffee machines, an initiative that avoids the consumption of about 75,000 disposable cups every year. In the social sphere, we have started a continuous collaboration with ANT, which awarded us the Medal of Solidarity, of which we must be proud. A special thanks goes to those who represented Terranova on the occasion of solidarity initiatives for LIFC and Dynamo Camp that we

promoted, and to those who enthusiastically welcomed the Weekend Full Electric initiative, demonstrating attention to environmental issues.

2025 promises to be equally challenging and stimulating: the new Integrated Plan will be presented, that is, the industrial plan that combines economic performance and sustainability objectives, created with the contribution of all company areas, testifying to our collective commitment.

All activities related to ESG topics therefore continued with great satisfaction also in 2024 and there are several new features that you can find within this Report, demonstrating our continuous commitment and our contribution to the collective effort in achieving the Sustainable Development Goals.

With the hope that this document can be a source of inspiration for readers, I wish you a good read.

Alessandro Vistoli
Terranova CEO

OUR MISSION

We invest in research and training to guide our customers in the digital transformation process through our innovative solutions that go beyond market standards and create value and sustainability.

OUR VALUES

TENACITY

Constancy in action, great confidence in the ability to solve any problem by turning it into an opportunity. Willingness to quickly bring high-quality solutions to bear, willingness to excel and take on new challenges. Strong motivation and focus on the objective

PEOPLE-ORIENTED

Respect for the individual and inclusiveness. Enhancing the contribution of the individual within the team regardless of gender. Guaranteeing a dynamic, interesting, inclusive and job-safe work environment. Motivating people and creating conditions that foster and stimulate growth, as well as a culture of prevention and healthy lifestyles and allow for proper work/life balance.

INTEGRITY

Inspiring trust by taking responsibility, acting on the basis of strong ethical values that also aim at the well-being of society as a whole, and encouraging open and honest exchange of ideas.

Operating in an excellent and transparent manner both internally and in the market. Being reliable and fulfilling commitments to employees, to the company, to customers and to sustainable growth objectives.

PRODUCT QUALITY

High-quality functional, technical solutions that enhance Customer performance. Constant orientation towards the creation of value for the Customers and the Company. Rapidity and excellence of execution. Product leadership through a deep understanding of market needs, in-depth knowledge of information technology and strong regulatory and industry expertise.

RESPONSIBILITY

Managing assigned tasks from start to end. Being responsible for the results to be achieved on the basis of one's skills and competences. Autonomy of judgement, entrepreneurial spirit, decision-making capacity and passion for research, innovation.

Sharing and transmitting skills and values. Contributing to the development of a strong company that is an asset for future generations and that promotes energy efficiency, the use and good management of renewable energy, and the transformation of urban centres into sustainable cities. Evaluating and being evaluated on the basis of transparently defined objectives and assigned tasks.

TERRANOVA WAY

Terranova Way is our way of being:
we digitalise with innovative solutions that create value and sustainability, respecting the values that inspire us in our everyday work.

Terranova Way means investing in R&D, training and spreading environmental and social awareness. Terranova Way is made up of concrete, documentable and transparent actions, just like our Sustainability Report.

Terranova way is sustainability, innovation and digitalisation.

SUSTAINABILITY

We implement policies to promote and disseminate awareness on social, environmental and governance sustainability issues, so we are not only a partner, but also a guide for our customers. Find out more about our way of interpreting sustainability!

INNOVATION

Investment in R&D and strategic partnerships to propose virtuous models, flanked by technologically advanced and up-to-date solutions. Our goal: to guarantee excellent standards of quality, safety and innovative enabling technology, enriching it with increasingly high-performance solutions

DIGITALISATION

Digitalisation is our core business; it's something we do really well.

With our solutions, we guide our customers through the Digital Transformation journey, simplifying complex processes and enabling sustainable business growth.

OUR SUSTAINABILITY PLAN

The Sustainability Report is both the main instrument with which Terranova wishes to give an account of the Company's environmental, social, and economic impact, and a means of communicating and establishing a transparent dialogue with the stakeholders.

This for Terranova, together with the Impact Report, is a document that systematically addresses the issue of sustainability. Terranova voluntarily decided to draft this Report as a tool for communicating the company's activities, consistently with its values and its corporate mission.

In drafting its Sustainability Report, we drew inspiration from the GRI (Global Reporting Initiative) Standards: a series of globally recognised parameters that represent the best of best practices for sustainability reporting at global level, and which provide instructions to undertakings, institutions, and subjects of all types on how to analyse and measure the impact that their activity has on our planet from an economic, social, and environmental point of view and with regard to human rights.

In order to draft this report and define the actions related to the sustainability goals identified by Terranova, as well as endorsing the GRI guidelines, the company adopted as a point of reference the 2030 Agenda of the United Nations that identifies **17 topics/objectives related to sustainable development, known as SDGs** (Sustainable Development Goals); this Agenda was signed by the **193 member countries**.

SUSTAINABLE DEVELOPMENT GOALS

TERRANOVA'S COMMITMENT
TO SUSTAINABLE DEVELOPMENT

With the Sustainability Plan, Terranova wants to manifest its commitment to sustainability in concrete terms, documenting the operational actions it intends to undertake by correlating them with the Sustainable Development Goals (SDGs).

Terranova has qualified the topics mentioned in the materiality matrix, associated them with those it has identified as its own SDGs of reference and, for each SDG or group of SDGs, has identified a series of actions and objectives that it intends to take and promote, in order to make a tangible contribution to the furtherance of the Goals and, therefore, to sustainability, also specifying the timeframes for action.

Our Materiality Matrix thus became a strategic tool for monitoring our objectives and our actions.

REFERENCE SDGS FOR TERRANOVA
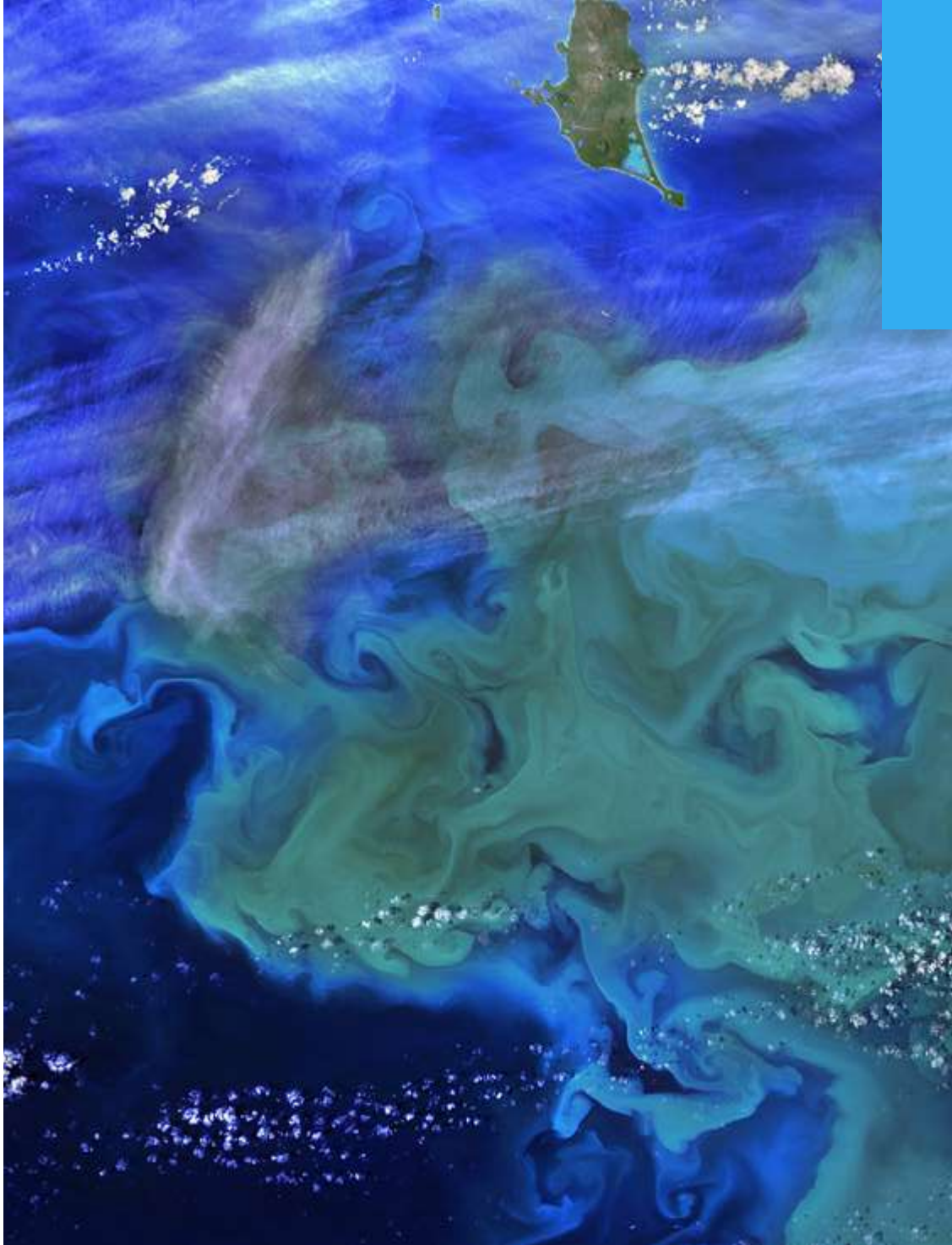
SCOPE OF THE SUSTAINABILITY REPORT

(GRI 2-6)

Below please find the scope and extent of the Terranova Sustainability Report for the year 2024:

- Frequency: annual
- Reporting period: 1/1/24 - 31/12/24
- Reference guidelines: GRI – Global Reporting Initiative
- GRI application level – GRI with reference
- Companies included in the reporting scope: Terranova srl

NOTE ON METHODOLOGY

(GRI 2-2; 2-3; 2-4; 3-1; 3-2)

The Terranova Sustainability Report is an important step in the sustainability process on which the company has embarked.

The document is published on an annual basis and, as mentioned, is prepared in accordance with the Global Reporting Initiative - GRI standards, with application level "GRI with reference", as indicated in the GRI Context Index table on .

The topics discussed in this Sustainability Report are the topics which, after careful examination, were deemed to be pertinent and able to reflect the social and environmental, governance and human-right-related impact of the Company's activities, as reported in the Materiality Analysis on .

MATERIALITY ANALYSIS

In order to correctly set forth the contents of the Sustainability Report, in 2024 Terranova carried out an analysis process with the aim of identifying, in application of the reporting standards laid down by GRI, the material sustainability aspects that can have a significant influence on the decisions, opinions, and actions of stakeholders, and on the overall performance of the Company.

In this context, believing that the relations and interdependencies between the undertaking and all the actors of its context of reference (customers, suppliers, credit system, public administration, associations of reference and, obviously, collaborators) are fundamental and of strategic importance for the development and confirmation of a sustainable business model, the company involved its stakeholders (Stakeholders' engagement) in a series of meetings and interviews so that it could hear their voice and understand their positions.

Terranova believes that understanding and addressing the perspectives of all stakeholders is crucial for developing a winning strategy that aligns with their expectations.

An initial analysis process made it possible for Terranova to identify the following categories of stakeholders:

- Customers/Customer Representatives
- Suppliers
- Shareholders
- Employees/Trade Unions
- Opinion Leaders
- Media/Sector journalists

More specifically, we analysed the involvement of the stakeholders in the related paragraph on

The materiality analysis aims to identify the key issues where the company has the most significant impacts on the economy, environment, and people, including human rights impacts, known as IMPACT MATERIALITY.

In what is known as the "double relevance" perspective, companies are required to disclose information regarding both how various sustainability issues affect the company and the impact of the company's activities on people and the environment. Therefore, the risk the company faces and the impact it produces each represent a perspective of relevance. According to this new perspective known as "dual materiality", ESG (Environmental, Social and Corporate Governance) issues create risks and opportunities that are material from a dual perspective: financial and impact.

It is important to emphasise that dual materiality does not require two separate evaluations or matrices. Rather, it requires gathering evidence, assessing and explaining why issues are relevant from an "impact" (stakeholder) and/or "financial" perspective. Both dimensions (impact and financial), moreover, do not necessarily have to be tied to issues that are within the control of the reporting organisation, but can also relate to the value chain.

To summarise, with respect to the definition of materiality adopted by the GRI Standards, organisations are required to report on the material topics by adopting a dual perspective, which considers:

- the significant impacts on people and the environment, actual or potential, negative or positive, related to the organisation's activities as well as to its value chain, upstream and downstream (impact materiality);

- the sustainability risks and opportunities that affect or may significantly influence a company's future cash flows by triggering financial impacts on the organisation's development, performance and positioning in the short, medium or long term (financial materiality)

Following these concepts, the most important material issues that could affect our ability to create financial value are:

- Smart city and innovation
- Creation of sustainable value
- Internationalisation

MATERIALITY MATRIX

Impact Materiality (vertical axis)

Financial Materiality (horizontal axis)

- Smart city and Innovation
- Environmental awareness
- Human capital
- Internationalisation
- Sustainable Value
- Diversity
- Health and Safety

Legend:
- ● ENVIRONMENT
- ▲ ECONOMIC
- ■ SOCIAL
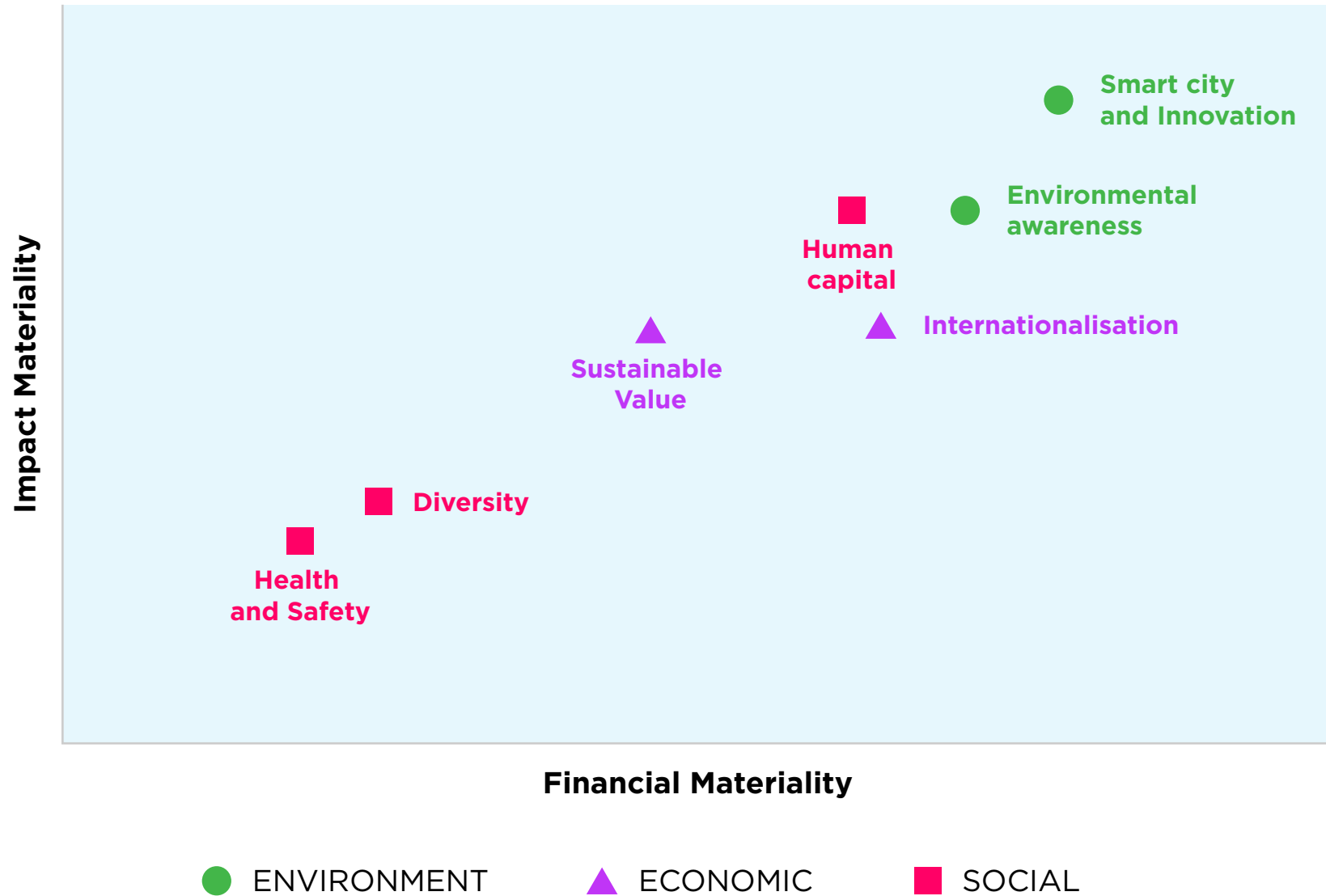
MATERIAL TOPICS

→ Smart city and innovation

→ Promotion of Environmental Awareness Supported by Innovative Technologies

→ Development and protection of human capital

→ Economic performance and creation of sustainable value

→ Internationalisation

→ Diversity and equal opportunities

→ Occupational health and safety

SMART CITY AND INNOVATION

The actions identified by Terranova will significantly contribute to the SDGs: 7,11

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

Terranova intends to develop and invest, using innovative technologies and following criteria of sustainability, software products that support the digitalisation of the city's ecosystem and contribute to the creation and progress of "Smart Cities", encouraging and promoting efficiency. Our aim is to take advantage of research and scientific innovation to find robust solutions to economic and environmental challenges, creating awareness in the use of resources and improving quality of life, to obtain high-performance results in terms of the economy and energy, that persist over time.

The goals we have set for the five-year period 2020-2024:

Guarantee investments in innovation and technologies with effects on the population and on cities concerning digitalisation technologies of the processes for managing the activities of companies that manage public utility services, such as gas, electricity, water, etc., as well as Smart Metering and Smart Grid technologies with an annual increase of at least 10%

Establish at least one strategic partnership for the development of sustainable and smart cities, such as the integration of new, last-generation smart measuring or network management devices, with a new manufacturer of these technologies every year

Establish at least two sponsorships of events and workshops on the topic of sustainable and resilient cities every year

Establish at least three new supply projects that envisage the use of efficient and sustainable technologies to improve the management of natural resources and the digitalisation of core corporate processes for companies that manage public utility services

GOOD HEALTH AND WELL-BEING

The actions identified by Terranova will significantly contribute to the SDGs: 3, 4, 5, 8

Promote the professional development of personnel respecting their attitudes and aspirations, encouraging the search for personal balance between private life and work, implementing actions that promote the total well-being of the people who work at Terranova. Invest in training courses and initiatives with the aim of growing abilities and skills and enhancing welfare and personal well-being. Also put in place "employ retention" policies that can create a workplace environment that empowers the various professional and individual profiles at all levels of the organisation and that attracts the best and brightest.

The goals we have set for the five-year period 2020-2024:

SELECTION AND ONBOARDING

Confirmation of a resource selection and recruitment model that is guided by the desire to identify the qualities of the profiles hired and their effective integration (selection interviews with a structured method, Introduction Training Terranova (ITT), onboarding assessment, qualification process). Cover of 100% of candidates interviewed with selection assessment tests and data sheets. Increase by 10% over three years of the time dedicated to the onboarding assessment and by 30% over three years of the time dedicated to candidate qualification.

Increase the number of work-related learning projects with technical colleges by 25% in the next five years;

Increase by 50% over three years of the number of internships, curricular and non, for students of high schools and universities, including scholarships

TRAINING

Development and implementation, at Terranova Academy, of post-related training curricula, for all resources, planned in 3 skill macro-areas (hard, soft, digital skills):

Increase the contents of CV training for each post from 60% to 100% over three years

Increase of participation to 90% of the company's population in 25% of CV training courses over three years

Confirmation and continuation of the training pathway for acquiring well-being skills, with new activities dealing with physical health (Graphene) with 4 hours of training per person, as well as increase by 5% of the value of physical health in the Listen survey in the next five years.

Development of specialised training programs intended for high-potential figures identified in the company through the evaluation form, guaranteeing that at least 25% of the total training hours for high-potential figures per year will be dedicated to these activities.

Confirmation and continuation of advanced training programs (Master's and MBA) aimed at middle management focused on an executive career plan, involving at least 2 people per year in these programs.

Development of the new Terranova manager model, continuing with individual coaching and team coaching programs for Top Management, extending the program to middle management by increasing the hours of coaching or team coaching for each top manager to 8 per year and to 12 for middle managers over three years.

DEVELOPMENT AND ASSESSMENT:

Confirmation of a performance appraisal model with quarterly every four months, 3 times per year, to guarantee that everyone will have equal access to the tools required to develop their career/growth plan, guaranteeing that 90% of data sheets will be filled out with remarks on the results of the assessment during all assessment campaigns, dedicating 4 hours per person and per year to feedback on the assessment.

Monitoring and implementing, for all new hires, of the project data sheet, with identification of the professional development plan over three years.

ORGANISATION:

Implementation of the Remote working project in Terranova, EVO, for the improvement of the work-life balance with the objective of increasing the satisfaction ratio between private life and work by 10% - as measured by Listen after 1 year from the implementation of EVO

Confirmation of the two-year climate analysis by means of the internal Survey (Listen) to verify and give voice to the evaluation of all employees towards the company, accepting through an action plan the suggestions that have emerged to improve the organisation and work life.

PROJECT GRAPHENE:

Every 24 months, carry out an analysis of the corporate climate with questionnaires and analogue tools to measure the state of the relationship of individuals with the company and, at the same time, measure the level of personal well-being thanks to the Listen survey that we will describe in detail below.

PROJECT LISTEN:

With Project Listen, the Company has decided to listen to the people who, on a daily basis, live and contribute to Terranova's growth, to try and understand the fields that are strong points and the improvement points for the future, listening to everyone's contribution and taking into account the related expectations. Terranova wants to apply with increasing tangibility the declarations contained in the Vision, in the Mission and in the corporate values that form the foundation of the choices made by the company: to reply with increasing consistency to the needs and expectations of all.

The results of the survey will give us an idea of the energy levels available to the company, of the Organisation Well-Being and People Well-Being levels, of the level of trust, and of the approach to change that characterises the people who work at Terranova. We will also collect evaluations with respect to corporate Benefit services, the Conventions put in place and the Treedom project. This information will form the basis on which we will work to draw up the action plans that can help us optimise organisational aspects and the attention we pay to our people and how we take care of them.

ECONOMIC PERFORMANCE AND CREATION OF SUSTAINABLE VALUE

In terms of economic performance and creation of sustainable value, Terranova commits to take concrete action that will contribute to SDG 8

8 DECENT WORK AND ECONOMIC GROWTH

Terranova undertakes to guarantee sustainable and inclusive economic growth from which everyone can benefit; to create sustainable value over time in terms of human and economic capital, the community, and the environment, listening and responding to the tangible needs of our customers and stakeholders.

The goals we have set for the five-year period 2020-2024:

Economic growth of turnover with a compound annual rate of at least 10%

Allocate at least 20% of costs each year to Research & Development activities.

Have a cash flow that exceeds 70% of the EBITDA for the next 5 years

Introduce in the system of incentives linked to the implementation of the Business Plan at least two KPIs that refer to the SDGs identified by Terranova by 2022

INTERNATIONALISATION

With regard to the topic of internationalisation, Terranova has taken actions that will contribute to the SDGs: 8, 11

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

Confirm Terranova as a global company, exporting the know-how and the software products that form the foundation for the creation of Smart Cities to other countries, while respecting the environment and sustainability. Expand the product range and adapt our products to various economic/environmental contexts, outside the borders of the nations where Terranova operates, promoting the growth of a culture that is highly aware of sustainability.

The goals we have set for the five-year period 2020-2024:

Activation of at least one project for supply abroad during the year, which envisages the use of efficient and sustainable technologies to improve the management of natural resources

Establish at least one partnership abroad every year with local companies for the joint implementation of projects for the development of sustainable and smart cities

Sponsorships and constant presence in events and workshops on sustainable and resilient cities at European level, at least once per year

PROMOTION OF ENVIRONMENTAL AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES

Terranova commits to use its own actions to significantly contribute in terms of environmental awareness to the following SDGs: 7, 11, 13

Terranova believes it is crucial to use innovative technologies to enhance environmental awareness in today's socioeconomic context. We aim to improve access to data on resource use and environmental performance, encouraging sustainable practices in managing limited resources such as energy, water, and waste.

Sustainability is closely linked with innovation. Terranova, which fully embraces this concept, has long been committed to implementing renewal actions with the ambitious goal of minimizing the environmental impact of both its customers and end consumers. Terranova's software solutions significantly impact the environment by enhancing the efficient management of core activities in public utility companies, particularly in operations and technical services that handle primary services. These solutions also emphasize raising consumer awareness about the use of limited and environmentally impactful resources. As demonstrated in our Smart Cities initiatives, Terranova's tools are designed to improve operational efficiency and environmental awareness, and in some cases, directly reduce the environmental impact of corporate activities.

Furthermore, we are committed to promoting a culture of responsible resource use within our company. Our primary goals include disseminating best practices that effectively mitigate the environmental impact of our operations.

The goals we have set for the five-year period 2020-2024:

In line with what has been said above, the scope of the goals and actions that Terranova has taken on with regard to these SDGs concerns both its customers, public utility companies, and the company itself, in relation to its organisational activity that covers a number of corporate management fields

1. **Smart City projects aiming to improve the use of environmental resources.**

    As described in the specific section dedicated to the material topic of Smart Cities, the development by Terranova of technologies and software solutions contributes in various ways to rendering the use of resources with a direct impact on the environment - such as gas, electricity, water,

and waste - more sustainable and conscious. Under those points you can find an exhaustive description of the contributions that Terranova's customers can make in reducing CO_2 emissions thanks to the "smart" use of distribution networks, the efficient management of the teams who operate in the field, as well as for the tools made available to the citizens of the Smart City, who can use the digitalised services of Terranova's software applications in a virtuous manner. This is another tangible contribution that Terranova offers to the community in terms of environmental sustainability.

2. **Reducing CO_2 emissions**

   Terranova intends to make its own contribution to the global effort of all Countries in view of reducing CO_2 emissions, specifically drawing inspiration from the goals that the European Union has set for itself, i.e., reducing CO_2 emissions by 55% compared to 1990 levels by 2030, making a long-term effort to improve the target of reference so that it can be a "net zero" undertaking.

   Terranova intends to take the following actions:

   Offsetting emissions due to corporate travel, thanks to the introduction of a fleet 100% composed of fully electric cars by 2030

   Purchasing renewable energy obtaining 100% certified renewable energy in all its sites by 2023

   Green travel policy: The Green Travel Policy that Terranova undertakes to implement and which was implemented in 2021 envisages a series of rules that will govern the Company's business trips, both in Italy and abroad, as well as all guidelines that make it possible to provide business travellers with indicators and knowledge of the practices that make for a lower environmental impact and which encourage the use of alternative solutions, as well as sustainable options for business travel.

   Indirect mobility: to promote lower emissions, Terranova has implemented and provided incentives for the use of video conference and online meeting systems, so as to significantly reduce the use of cars or public transport. Moreover and always for the same reasons, thanks to the implementation of project EVO, the Company has decided to put in place an agile work plan for the year 2021/2022, fully operational by 2022. The project will envisage the organisation of the working week partly in the office and partly remotely

   Purchase by the company of **in-season locally produced fruit** as a replacement for snacks and light meals

   Offsetting activity - Project Treedom: In 2019, Terranova launched a collaboration with the company Treedom, which has made it possible to remotely plant trees, creating a forest that is sponsored by the Company, to offset CO_2 emissions and involve and raise awareness in all employees. As a commitment for the future, Terranova has decided to implement a five-year plan with Treedom that envisages planting 500 trees a year.

3. **Concrete action for the promotion of higher environmental awareness**

   Application in all company sites of the **3R principle. Reduce, Reuse and Recycle:** the company has provided all its employees with a lunch kit, including a lunch box, cutlery, cup, and water bottle, to fully eliminate the use of plastic plates and cutlery in the lunch areas. Moreover, all sites have eliminated plastic cups and plastic coffee stirrers.

   In application of the **"Plastic free"** concept, Terranova has eliminated from all its sites the use of objects made of single-use plastic, such as plates and cutlery, bottles, etc.

DIVERSITY AND EQUAL OPPORTUNITIES

Terranova has set goals so that it can contribute in terms of Diversity and equal opportunities to SDG 5

5 GENDER EQUALITY

Promote behaviours for the protection of diversity (of gender, race, religion, culture) and guarantee well-being, equal opportunities, and the absence of discrimination to all our people

The goals we have set for the five-year period 2020-2024:

Support a project in the context of the activities carried out by Dynamo Camp, such as financing a multi-year project for the creation of a video laboratory, with the aim of also stimulating the company's personnel to launch tutoring periods.

Supporting the initiatives of LIFC Toscana (Lega Italiana Fibrosi Cistica Toscana), including funding a scholarship in memory of an employee who tragically passed away due to cystic fibrosis. This scholarship is designated for a pediatrician specializing in the treatment and care of cystic fibrosis in children, based at the Meyer Hospital in Florence.

Incentivise voluntary activities at the structures that have already been identified and are being supported by Terranova.

Confirm, for the next 5 years, bonus dedicated to families:

- A EUR 150.00 bonus for each employee getting married
- A EUR 150.00 bonus for the birth of every child
- A EUR 300.00 bonus when the child of an employee graduates from high school with a grade of over 90 out of 100
- A EUR 500.00 bonus when the child of an employee graduates from University with a grade of 110 out of 110 or higher

Referal bonus - A project dedicated to increasing employment with specific focus on women's employment.

Progetto Evo (Agile working) The implementation of Project EVO by 2022 also envisages focusing on specific categories, in order to facilitate the compatibility of personal needs and working activity.

OCCUPATIONAL HEALTH AND SAFETY

In terms of occupational health and safety, Terranova has embarked on a path with targeted actions, which will constitute its contribution to SDG 3

3 GOOD HEALTH AND WELL-BEING

Adopt actions that guarantee occupational health and safety for all employees, also ensuring that the business activities do not have a negative impact on the right to health, maximising the effect of individual positive behaviours and promoting their use.

The goals we have set for the five-year period 2020-2024:

Maintain the current corporate benefit system.

Corporate Benefits are the set of services and perks that the company provides with the aim of improving the quality of life and the well-being of its employees and their families. So that benefits can be effective and be appreciated, it is important to understand what employees need: that is why Terranova has decided to conduct a survey that investigates the "desires" of its employees. Benefits have been inserted in a platform that will manage **flexible benefits**: the Flexible Benefits are structured with the contribution of Terranova that allocates a significant amount to each employee, that can also be increased by assigning a part of each employee's personal bonus. Employees can dedicate the flexible Benefit to the creation of their own package of services that better serve their needs, **minimising their tax impact**.

The flexible benefits are managed by companies that perform two main functions:

- They stipulate agreements with structures in the local area where the company and its collaborators live and operate.

- They provide a web platform that makes it possible for workers to put together their own benefits basket, within the ceilings envisaged by the regulatory framework for benefitting from tax concessions.

Continuing the Graphene Project with activities aimed at enhancing personal well-being, providing 4 hours of People Wellbeing support annually.

Project Graphene is a People Well-being project intended for all corporate areas and groups, the goal of which is to provide technical and practical skills to increase the level of personal well-being, by promoting and consolidating the concept of self-care. Obtain an improvement of one's personal physical/mental and emotional condition, and acquire new stress management tools.

- **Project Listen**
- Culture of prevention and a healthy lifestyle

OUR HISTORY AND OUR PROFILE

OUR STORY

(GRI 2-1; 2-6)

Terranova is a software production company founded in 2000. Through a continuous process of research and innovation in digitization, it quickly established itself as a leader in the Energy and Utilities market. As an innovative company, Terranova creates solutions that simplify complex processes and supports businesses in their digitization, growth, and market positioning.

Our goal is to provide the best integrated technology solutions for our customers, in an ongoing relationship of trust based on our experience, on results, on our ability to solve critical issues, and on the continuous inspiration that moves us in the pursuit of excellence in the field of digital services.

All of our software has a common matrix: it must be flexible, modular and designed ad hoc to be able to respond to any need that emerges from the market. In the digital society, companies must be able to respond to their needs with products that create competitive advantage and optimise processes. These are, for us, the advantages of digitisation: responding quickly and effectively to different needs, thanks to tools capable of fitting into the business context, supporting necessary and continuous innovation.

To provide customers with real solutions, we integrate the latest technologies into our process automation applications, ranging from personal productivity tools to web-based mobility software solutions. More than 350 companies use our Group's products every day, and to guarantee them the best experience, we deploy more than 430 resources in 8 locations, working together to develop and improve leading products beyond the historical sectors of Gas and Electricity Distribution and Sales, also for the Water Service, for the Environment and Smart Network and Smart Grid projects oriented to Smart Cities, in Italy and abroad. All this has enabled us to reach 48 million in turnover.

In 2011, the company further solidified its position by partnering with the multinational Pietro Fiorentini, an industrial firm in the Oil & Gas sector specializing in equipment and systems for gas and oil regulation and measurement. This partnership enabled us to fully enter the European and global markets and led to the opening of our Milan office, followed by our first international office in Shanghai, and subsequently in Birmingham, England, and Tashkent, Uzbekistan.

Subsequently, in 2016, we acquired Trilance, a competitor with an important customer portfolio in Italy and present almost exclusively in the sector of Gas and Electricity Sales solutions, maintaining its head office in Verona and the secondary office in Rome.

Precisely in this process of business growth and consolidation, which involves constant investment in evolution and development, Terranova became a partner of the Arcoda, in which it holds a 60% stake. A synergy with a very specific objective: to provide national and international players with increasingly high-performance solutions for the development of digitisation processes primarily in the area of operations.

Terranova continued its growth trajectory with the acquisition of Ambiente. it in 2022, which enabled the expansion of its software offerings into the environmental sector. The joint experience gained in their respective fields has resulted in advanced and innovative IT solutions for the environmental sector, solid and reliable solutions, tailored, integrated and customised to support the information management needs and business processes of the waste chain.

Technological innovation therefore as a fundamental element in the digital transformation process of companies that find themselves operating in a dynamic, booming and ever-changing environment, characterised by competitiveness, investment and research. In this scenario, 2021 saw the completion of a transaction that sealed the acquisition by Terranova of a 60% stake in HPA, an innovative start-up and spin-off of the University of Verona, engaged in the design and development of cross-industry forecasting, optimisation and anomaly detection solutions based on mathematical models, machine learning and neural networks.

Thanks to HPA's contribution in the field of Artificial Intelligence, Terranova has strategic and differentiating know-how in the development of its software solutions. Our company, which has always proposed virtuous models, flanked by technologically advanced solutions in step with the times to Utilities, will therefore, thanks to this partnership, increase the value of its proposal, based on excellent standards of quality, security and innovative enabling technology, enriching it with increasingly high-performance IT solutions.

2021 also saw the entry into the group of Giunko, of which Terranova acquired 60%. Giunko is a company engaged in the development of solutions related to the mobile world, in particular it has developed a mobile app called Junker that helps users to correctly sort products at the time of disposal. This allows our group of companies targeting the world of environmental management, Giunko, Ambiente.it, Arcoda and Terranova, to offer an even more comprehensive range of software solutions that enable the digitisation and automation processes of companies in the sector, while also actively helping them to achieve their sustainability goals.

In 2023, Terranova became a Benefit Company by embarking on an important path of sustainability, and in 2024, Terranova continues its internationalization journey by opening its Spanish branch, Terranova Iberia.

Rooted firmly in Italy yet with a global perspective, Terranova initially solidified its leadership in the domestic market before taking on the challenge of expanding into international markets. Utilizing Pietro Fiorentini's logistics network, the company successfully established a strong presence in the UK, France, and Spain. Recently, Terranova has further broadened its international reach by acquiring customers in Uzbekistan and China.

MAP OF OUR CUSTOMERS AND PARTNERS IN ITALY AND ABROAD

AMERICA

- Pacific Gas and Electric Company
- SoCalGas
- xylem

EUROPE

- eso
- GRDF
- nedgia
- Data Communications Company
- Mogaz
- NKM
- TOSHIBA Leading Innovation
- KÖHLER ELEKTRİK SAYAÇLARI SAN. ve TİC. A.Ş.
- Aclara
- RENESAS
- VITOGAS
- devolo
- Landis+Gyr
- EDMI
- RUBIS GAS
- acciona

ASIA

- O'ZSUVTA'MINOT
- TEXNOPARK
- HGT
- Shanghai Fiorentini
- PEA

AFRICA

- VEC POWER Vapour Energy Consultants

ITALY

- ap Reti Gas
- a2a LIFE COMPANY
- erogasmet Reti Italiane
- G DISTRIBUZIONE GAS
- edyna
- AqA gruppo Tea
- APM
- acinque ENERGIA CHE UNISCE
- retipiù
- GESAM Reti Spa
- v-reti
- Alia SERVIZI AMBIENTALI
- DEA DISTRIBUZIONE ELETTRICA ADRIATICA
- alperia
- ADRIGAS
- centria RETI GAS
- estra
- gigas rete
- MEDITERRANEA
- COMO ACQUA
- suez ACQUE TOSCANE SdA
- SISTEMI
- COGEIDE SPA
- ValleUmbra Servizi

CORPORATE STRUCTURE

(GRI 2-1; 2-6; 2-7)

At the corporate level, Terranova is owned equally by Terranova Group s.r.l. and Pietro Fiorentini S.p.A., and operates as a limited liability company.

The above-mentioned companies Arcoda, Hpa and Giunko are part of Terranova group.

There are 360 employees in the 2024 financial year; the turnover is € 44,780,841with a net profit of € 6,987,892; the net assets of the company are € 57,981,272 and the total liabilities are € 16,891,034.

Terranova's complete business therefore revolves around the following areas:

1. **Distribution;**
2. **Sales;**
3. **Smart Network;**
4. **Water;**
5. **Waste management.**
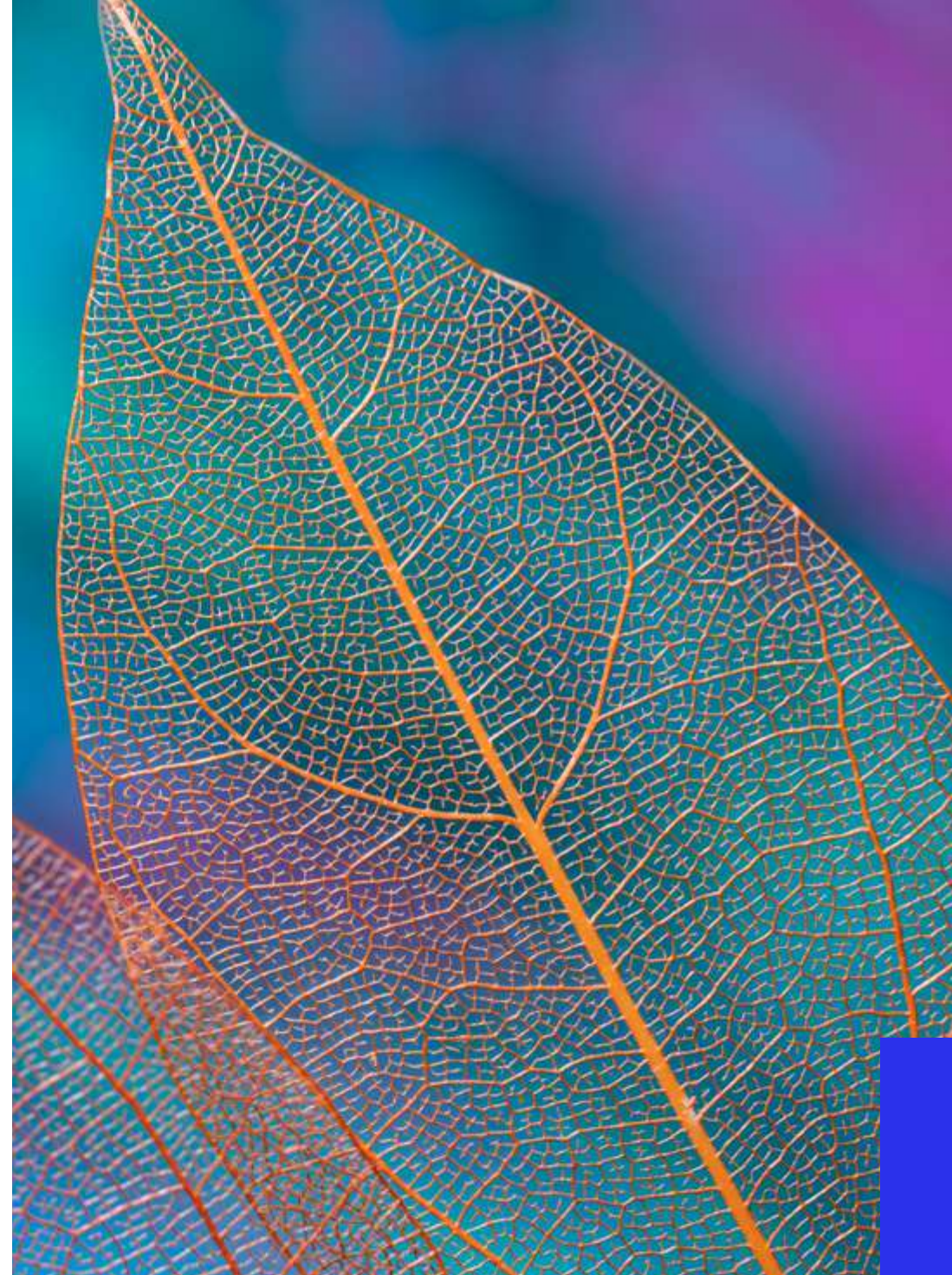
OUR SECTORS DETAIL

DISTRIBUTION

Our foundation is deeply rooted in Distribution. Since the beginning, in fact, we have accompanied companies in their process of renewal and digitisation, creating innovative solutions in the area of Operations, then in Maintenance up to Cartography and Automation of work teams. A history that goes back a long way and has led us to being a leader also on an international level.

SALES

Our Sales Market Suite has a clear and concrete objective: to always identify new digital solutions and tools to enable our customers to differentiate themselves from their competitors. A necessary condition for responding to the dynamics of an ever-changing market.

SMART NETWORK

Smart Grid and Smart Metering are two key concepts to being more efficient, more 'smart' in managing one's business. For this, we analyse the operational contexts of companies in order to initiate and support digitisation processes that optimise resources and ensure greater efficiency in process management.

WATER SECTOR

Efficiency and simultaneous support of the Distribution and Sales processes of water are indispensable necessities for Water Operators. Responding to change to ensure compliance while at the same time guaranteeing technical and commercial efficiency and effectiveness: these are the drivers of development that push us to offer solutions that are always in step with the times.

ENVIRONMENT

Terranova offers a complete range of software solutions to meet the needs of the entire waste management chain, a suite designed to provide an integrated response to the processes of all companies dealing with environmental management.

As noted above, Terranova operates mainly in Italy, but in recent years it has begun a strong process of expansion that now sees it distribute its products abroad as well, in particular in:

- England
- Spain
- Uzbekistan
- China

ORGANISATION MODEL AND PERSONNEL ANALYSIS

(GRI 2-6; 2-7; 2-23; 3-3)

Terranova's organisational model (MOG) is in compliance with 231 and is inspired by the principles set out in the United Nations Universal Declaration of Human Rights, the ILO core conventions and the OECD Guidelines. Furthermore, since 2014 Terranova has complied with the international standard on Quality Management, UNI EN ISO 9001 from the accredited body Bureau Veritas Certification.

As a software production company, Terranova does not use raw materials to be processed in its production cycle, and the backbone of their business is human capital.

Specifically, the main purchase items are the hardware and software tools needed to develop the work, and, of course, a series of services and utilities needed to support day-to-day business.

OUR RESOURCES

(GRI 2-28; 2-30)

Below is the breakdown of the workforce by type of contract:

EMPLOYEES	PERMANENT	*OF WHICH PART-TIME	TEMPORARY	*OF WHICH PART-TIME
MEN	265			
*of which in Florence	74	1		
*of which in Grosseto	85			
*of which in Verona	62			
*of which in Rome				
*of which in Milan	3			
*of which in Matera	5			
*of which in Venice	36			
*of which in Bologna				
WOMEN	95			
*of which in Florence	31	4		
*of which in Grosseto	28	2		
*of which in Verona	24	3		
*of which in Rome				
*of which in Milan				
*of which in Matera	1			
*of which in Venice	10	2		
*of which in Bologna	1			

Most of the workers are Terranova employees except for 3 people in a consultancy role, and are based in Italy divided between the offices in Florence, Grosseto/Matera, Verona/Milan, and Venice.

All employees of the company are covered by collective bargaining agreements and 19,50% of employees are members of a trade union.

In 2024 Terranova assumed the social security obligations under the applicable labour contracts. The active funds are for non-executive staff: the category fund Cometa and further private funds are chosen by employees, and PREVINDAI for executives. 32.5% of employees are members of supplementary pension funds.

RELATIONSHIPS BETWEEN WORKERS AND MANAGEMENT
(GRI 402) DATA NOT COVERED

The Terranova collective agreement does not deal with this. Terranova collaborates and dialogues with the following organisations and associations:

- Utilitalia
- Associazione idrotecnica italiana
- ARERA
- ATO (ANEA)
- Cispel Toscana
- Fondazione AQUALAB
- ANISGEA (National Association of Gas Energy Water Services Companies)
- APCE
- ISPRA
- ENEA
- WAREG (international)
- UNIONCAMERE
- University
- Chamber of Deputies (Water and Environment).
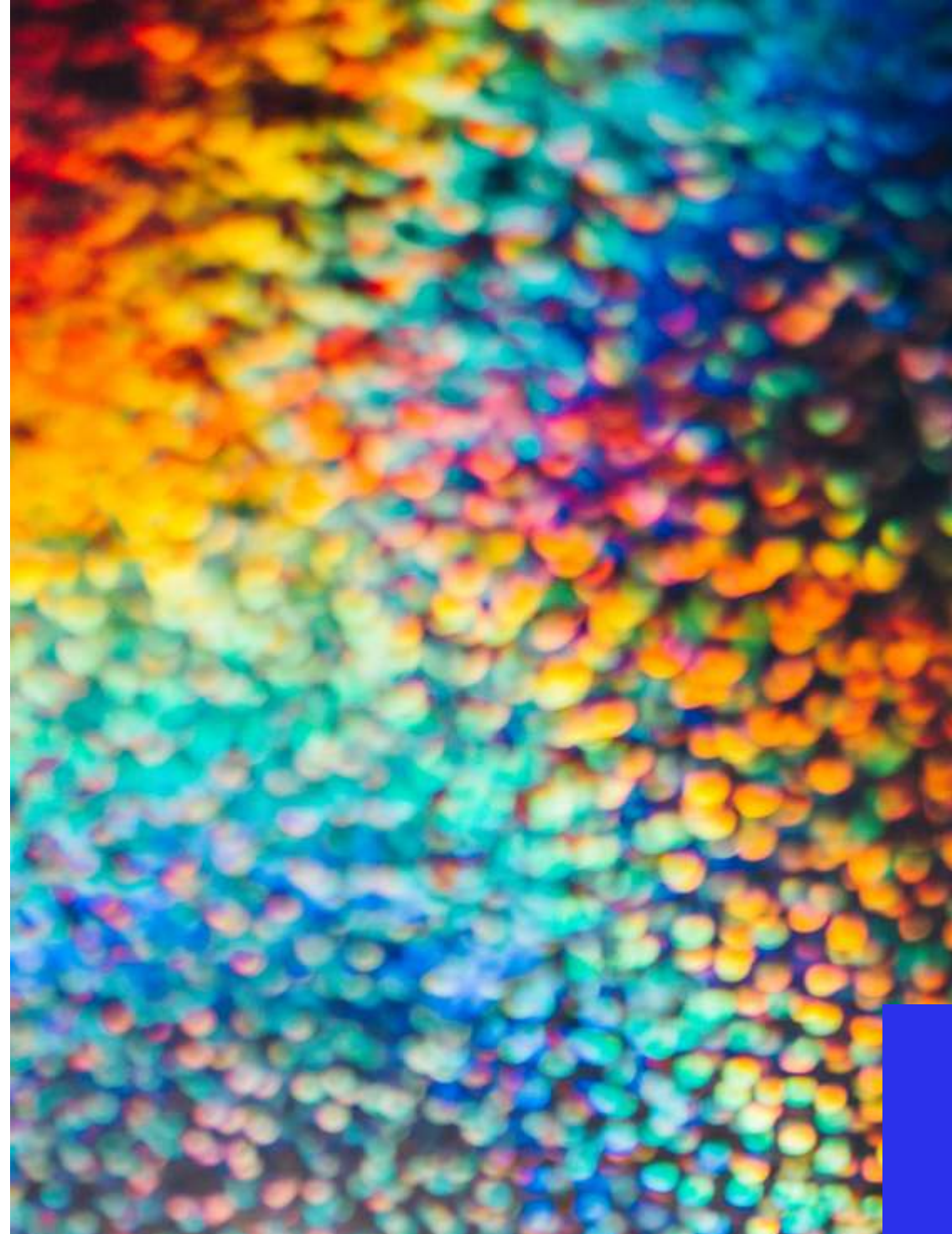
GOVERNANCE
(GRI 2-9; 2-13)

Structure and composition of the Board of Directors
(GRI 2-11;2-10;2-15; 2-12; 2-1)

Terranova's Board of Directors (BoD) consists of five members, three directors representing Pietro Fiorentini and two directors representing Terranova Group. The Chairman of the Board of Directors is also the Managing Director of the company, so given the board structure, it is not necessary for the company to implement a conflict management process.

All decisions concerning economic, environmental and social aspects, start, in the first instance, with the Board of Directors, which presents initiatives aimed at continuous improvement. These initiatives, thanks to a structured delegation process, are managed and made operational at the various levels of the organisation; ample space is reserved for the management of objectives related to environmental, social and economic issues, in the activities of the committees present in the company and described below. The Board of Directors holds quarterly meetings to address and monitor the progress of activities and to check their actual adherence to the initially defined guidelines.

Terranova's highest governing body, the Board of Directors, in detail, consists of four men and one woman. The Chairman of the Board of Directors is the company's legal representative and, according to the articles of incorporation, holds all powers of ordinary and extraordinary administration of the company and may perform all operations necessary for the implementation and achievement of the corporate purpose, with the exception of those which the law and the articles of incorporation expressly reserve to the shareholders and the Board. Furthermore, the Chairman is delegated by the Board of Directors to implement the necessary actions aimed at achieving objectives related to environmental, social and economic issues.

One of the Directors, within the budget defined by the business plan, has the power to decide on the adaptation of the software technology used by the company and its applications in order to be able to better respond to the needs of client companies.

BOARD MEMBERS BY AGE GROUP

	2024	2023	2022	2021	2020	2019	2018
Board Members **< 30 years**	0	0	0	0	0	0	0
Board Members **between 30 and 49 years old**	0	0	0	0	0	1	2
Board Members **> 50 years**	5	5	5	5	5	4	3

Committee Structure

STRUCTURE OF THE COMMITTEES

All decision-making processes are managed by the Committees that report directly to the CEO, all composed of Terranova personnel. This activity is supported by the Planning & Control Management, which oversees planning and control processes .

ESG COMMITTEE The ESG Committee consists of 10 members, of which 4 serve as staff and 6 represent top figures in the organizational chart (CEO, CTO, COO, CCO, HR Manager, Administrative Manager). The committee meets regularly every two months. It was established in 2023 in response to the company's increasing sensitivity to ESG issues, a sensitivity that will increasingly inform and guide Terranova's policies and strategies in the economic, structural, and organizational fields .

The functions of the committee are:

- Stakeholder engagement on ESG topics (in various ways possible for each category)
- Identification of materiality topics (synthesizing stakeholder feedback)
- Monitoring and proposing modifications to the Materiality Matrix through identified ESG topics
- Drafting and preparing the Sustainability Plan with derived sustainability topics
- Approval of the Materiality Matrix
- Promotion of ESG topics on Group strategies
- Consistency of technological development with ethical principles
- Examination of positioning in Sustainability Indices
- Implementation of governance with direction and control informing the Assembly Committee

ASSEMBLY COMMITTEE

The Assembly Committee is a body composed of internal Terranova members who hold frontline roles in directive and operational activities and serves as the main interface between top functions and the base of the company. It performs executive functions regarding the strategic lines established by the CEO on the mandate of the Board of Directors. It also performs consultative functions that help the top management to elaborate and define these strategic lines .

The Assembly Committee acts as a stakeholder:

- INFORMED: The assembly is informed in advance about the company's strategic vision produced by the CEO in agreement with the Internal Advisory Board and approved by the Board of Directors
- CONSULTED: The assembly has the right to express opinions on the implementation of the mandate by the ESG committee
- PROPOSITIVE: The assembly, through the role of area managers, contributes to the production of the sustainability plan

The tasks and areas of responsibility of the Assembly Committee are:

- Supervision of the Code of Ethics and MOG
- Supplier Code of Conduct
- Enterprise Risk Management
- Promotion of ESG topics on Group strategies
- Consistency of technological development with ethical principles
- Supervision of relations with the financial community
- Analysis of financial risks from an ESG perspective
- Management of ESG risks

PLANNING & CONTROL MANAGEMENT

Through this corporate function, the process of defining annual corporate objectives and planning related actions aimed at achieving them is managed, taking into account the objectives defined at the Board of Directors level and by other corporate governance bodies. At the same time, it oversees the control of the progress of corporate activities concerning the objectives. In this context, the function has implemented a structured process called H.E.R.M.E.S., which will be described below .

The H.E.R.M.E.S. project (High Evoluted Reporting Management Enterprise System) was born as a result of the planning process first and delegation later, triggered by the Management towards the Managers and the need to provide them with a decision support tool to monitor and compare the progress of results against the objectives set by the company, providing them with a 360° operational and strategic vision within the corporate reality .

The objective of the H.E.R.M.E.S. project is also to structure uniform management reports to enable production lines and staff offices to communicate in the same language .

The reports designed to support the project, inspired by the balanced scorecard, operationally use the classic Hoshin Kanri approach, i.e., the combination of strategic management and operational management, concretizing the delegation process and providing the Management with the requested feedback, also thanks to the techniques of the Deming cycle, i.e., "cascade delegation, execution, verification, and improvement action" .

The reports monitor corporate performance in the following 4 areas:

- General economic
- Economic of production projects
- Employee satisfaction
- Customer satisfaction

The implementation of management and control activities of objectives and actions is carried out by specific committees under the direction of the Assembly Committee, specifically the following committees:

- Product Committee
- Technology Transfer Member
- Security Assurance Committee

PRODUCT COMMITTEE

The Product Committee is the Committee responsible for verifying and governing the Marketing and Product strategies related to the entire company's offer .

This body is functionally responsible for the company's Product Management structure, ensuring the organicity of strategies and fundamental operational choices .

The committee meets on the occasion of significant strategic choices that need to be adopted, at the request of the CEO, the ESG Committee, or the committee members themselves, rather than following points of attention and critical issues regarding the Marketing strategy that may arise .

Within the committee, there are representatives of responsibility figures who play a relevant role in defining and implementing the marketing strategy, rather than having a responsibility to ensure its sustainability .

For example, the Product Committee deals with:

- Validating substantial changes to product strategies
- Validating substantial changes to communication policies
- Validating substantial changes to pricing policies
- Validating the marketing strategy for accessing new market segments or new sectors
- Verifying the achievement of strategic product objectives, also verifying market needs related to sustainability topics

SECURITY ASSURANCE COMMITTEE

The Security Assurance Committee aims to set guidelines to strengthen and consolidate security in all Terranova applications and platforms. It provides support to all production groups by providing tools, skills, and documentation to start the design and review of applications according to security principles by design and by default .

Information security has now become an integral part of responsible corporate management and must be implemented every day by everyone as an integral part of work processes, not just within the software .

To this end, the Committee has set the goal of initiating a training process for all corporate technical personnel but will mainly involve individual production groups for a precise and timely analysis of the security of their products both from a purely technical point of view and regarding specific functionalities .

The Committee is composed of three technicians specialized in software and infrastructure security topics and, given the central importance of security in solutions and platforms, they are coordinated by the Head of the Terranova framework production line .

Decisions and the operational plan are discussed internally, voted on, and approved in concert with corporate management. The topics addressed mainly concern any security reports received on our software and platforms, the planning and results of vulnerability assessments and penetration tests, the review of training paths for technical personnel in the company .

RISK COMMITTEE

The Risk Committee is responsible for assessing corporate risks. Its task is to map the risks inherent in every area of activity, from the economic performance, data security, environmental consequences, infrastructure, and overall sustainability. The risk mapping is functional to the development of mitigation policy proposals that the committee will prepare with the collaboration and consultation of the first lines of corporate groups. The group's meeting frequency is ordinarily semi-annual, unless, of course, emergencies arise that require a special convening .

TECHNOLOGY TRANSFER

The primary purpose of this Committee is to supervise and coordinate the activities of selecting new technologies .

Whenever the adoption of new technology (web, mobile, desktop, database, or other) is needed within a group for product development, the group's representatives send a request to the committee specifying the requirements, the field of application, possible solutions, and urgency .

The committee members meet periodically and evaluate the requests in order of priority, engaging, if necessary, the production groups for research activities, testing through POC, and validation of alternatives .

The Committee only has a supervisory and coordination role, relying on the collaboration of production groups. Once the investigations are concluded, the Committee meets again to evaluate the results and make a choice that considers costs and benefits.

STAKEHOLDER INVOLVEMENT

(GRI 2-9; 2-30)

Sustainable growth over time is closely linked to the company's ability to identify and respond to changes in the market and society. Identifying, engaging and enhancing relationships with stakeholders can reasonably be expected to affect ability to successfully implement its strategies and achieve its objectives.

By establishing and maintaining an ongoing dialogue with stakeholders over time, it is possible to identify the most important sustainability issues and assess how best to integrate them into operational and management activities. Constant dialogue as a fundamental tool that creates mutual value and supports the sustainable growth of the company's business in line with stakeholder expectations.

For these reasons, Terranova has identified and mapped its stakeholders, with the aim of defining the importance and impact of their expectations on the Company's activities. The main methods of stakeholder engagement are identified in the table below.

Stakeholders	Map	Engagement modes
Employees	More than 300 employees, spread over the various locations. All employees of the company are covered by collective bargaining agreements. 19,50% of employees are members of a trade union.	• Employee events • Internal communication tools • Satisfaction surveys (Project Listen)
Shareholders	is 50/50 owned by Terranova Group and Pietro Fiorentini, a multinational that provides solutions for the energy sector and is accompanying Terranova into new markets, already being present in more than 80 countries worldwide	• Regular meetings
Client	with 350 client companies, mainly in Italy: • Distribution/sales companies in the utilities sector: Gas, Water, Environment and Electricity	• Periodic satisfaction surveys • Dedicated events • Ongoing relations with our staff
Trade associations	Bodies in charge of monitoring operations, which regulate the information that all companies operating within the multi-utility markets, that Terranova operates in, must comply with by issuing specific regulations.	• Periodic meetings • Participation at institutional events
Research Bodies	Universities are at Terranova's side in the research and development of new software solutions. Terranova is active in partnerships with universities to implement activities in the area and search for new talent.	• Planned periodic meetings • Participation in joint projects • Design of new research initiatives
Suppliers	Mainly suppliers related to hardware and software products and consultants as well as general suppliers related to maintenance and supplies.	• Periodic meetings • Project progress
Civil society	The products offered by the company are intended for companies that provide essential services for the population. Therefore, Terranova works with companies that operate in regulated markets characterised by state presence. The need to provide products that comply with the various regulations in force is of fundamental importance.	• Participation at workshops • Involvement in initiatives promoted by Terranova

ECONOMIC TOPICS

ECONOMIC PERFORMANCE

(GRI 201-1, 201-2)
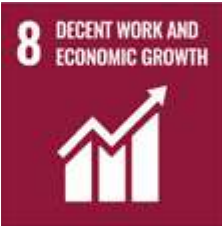
ECONOMIC PERFORMANCE AND CREATION OF SUSTAINABLE VALUE

In terms of economic performance and creation of sustainable Value, Terranova commits to take concrete action that will contribute to SDG 8

Terranova undertakes to guarantee sustainable and inclusive economic growth from which everyone can benefit; to create sustainable value over time in terms of human and economic capital, the community, and the environment, listening and responding to the tangible needs of our customers and stakeholders.

Thanks to its resilience, Terranova was able to withstand the shock and maintain a positive economic trend, in continuity with the improvement that has been accompanying the company's growth path in recent years.

In addition, during 2024 the Company recorded an added value of € 33,575,571. This wealth contributes to the growth of the social and environmental context that Terranova operates in, and part of this value has been distributed to stakeholders (we do not report how much has been distributed to stakeholders).

ECONOMIC PERFORMANCE AND CREATION OF SUSTAINABLE VALUE						
Target	KPI	2024	2023	2022	2021	2020
Turnover growth	Ensure turnover growth of 10% (each year)	9%	7%	9%	2%	19%*
R&D investments	Ensure R&D investments of at least 20% of costs (each year)	25,23%	21,44%	22%	24%	22%*
Cash generation	Ensuring cash generation over 70% of EBITDA	40%	94%	61%	54%	99%*
Incentive system	Introduction of at least two SDG-related KPIs in evaluation sheets by 2022	in progress	in progress	in progress	in progress	Declaration of intent for 2020 non-monitorable
*Normalised figure for economic budget adjustment NOTE - Average figures for 2021/22 in line with targets						

ECONOMIC AND FINANCIAL DATA	2024	2023	2022	2021	2020	07/2019-12/2019	2018 / 2019	2017 / 2018	2016 / 2017
Total assets	79.178.955	82.393.166	89.033.286	95.103.147	87.235.851	29.422.870	39.002.803	34.713.209	35.579.021
Shareholders' equity	57.981.272	56.010.675	60.830.348	61.720.623	63.168.499	14.807.638	18.859.553	17.887.556	154.523.751
Value of production	44.780.841	41.136.624	38.342.188	35.035.095	34.348.795	13.923.568	30.045.916	28.015.184	27.405.753
Cost of production	36.905.382	34.893.915	30.303.058	25.505.424	23.011.653	11.063.169	21.629.168	20.799.896	21.567.980
Net profit	6.987.892	5.214.147	7.519.267	8.531.151	10.352.864	2.450.233	6.971.997	7.363.803	5.829.049
Increase in cash and cash equivalents	-6.493.467	-1.828.964	-7.965.140	1.977.323	14.757.276	-7.997.071	9.052.529	-3.621.805	2.551.247
Value Added	33.575.571	31.754.022	30.156.172	28.616.112	28.797.074	11.249.160	24.904.139	22.840.353	21.329.285
MOL	13.319.542	13.531.262	13.240.594	14.671.245	15.831.784	5.273.503	13.074.556	11.847.662	11.035.674
EBIT	7.875.459	6.242.709	8.039.130	9.529.671	11.337.142	2.860.399	8.416.748	7.215.288	5.837.773
Net Financial Position	422.852	2.969.220	2.197.335	4.571.873	9.645.752	-2.945.440	5.314.957	-1.031.923	589.882
ROE	12%	9,31%	12,36%	13,82%	16,39%	16,55%	37,00%	41,00%	38,00%
ROI	10%	7,58%	9,03%	10,02%	13,00%	9,72%	22,00%	21,00%	16,00%
ROS	18%	15,27%	21,38%	28,68%	34,15%	21,52%	29,00%	27,00%	22,00%

OUR RESEARCH AND DEVELOPMENT PROJECTS
(GRI 201-4)

During the fiscal year, the Company carried out Research & Development activities for technological innovation and focused its efforts on particularly innovative projects that involve pre-competitive development activities aimed at:

PROJECT 1
Pre-competitive development activities aimed at creating innovative application, technical, and technological solutions for the products of the RETI suite for the Utilities sector.

Throughout 2024, TERRANOVA continued a program of evaluation, analysis, and experimental checks to develop and refine new modules and applications for its platforms to increase their operational capabilities and meet the needs of Utilities managing water and gas services both in Italy and abroad.

The Company's economic goal is to continue developing the performance of its platforms to enter foreign markets with highly advanced solutions, increasing its revenue and operating margins.

PROJECT 2
Pre-competitive development activities aimed at creating innovative application, technical, and technological solutions for the products of the 4UTILITY suite.

During 2024, TERRANOVA continued a comprehensive program of analysis and experimentation aimed at developing new solutions and incremental improvements to the functionalities of the 4UTILITY platform.

The technical solutions developed allow for expanding the range of services provided by individual platforms and making all data processing and management processes, information exchange much faster and more secure.

In this way, Terranova has laid the foundations for acquiring a significant competitive advantage over competitors and expanding activities in foreign markets.

PROJECT 3
Activities for acquiring new knowledge and building products for the realization of the Terranova Framework for substantial improvement of the company's application portfolio.

The project concerns the technological evolutions of the new TFRAME platform, the solution that the Framework team has designed to support the technological evolution of all applications of Terranova's production groups.

The project consists of three products:

- TDS
- TOBIN
- TAMER

Respectively, the design system that studies user experience and sets guidelines for front-end development, the integration engine, and the platform for orchestration and delivery of applications for both on-premise and cloud solutions.

The project's goal is to enable production groups to rethink, divide, and outline their applications so that they are more closely related to the process they intend to solve or satisfy. Having an updated application portfolio will allow capturing new market shares even among customers who are only interested in specific processes and therefore need to integrate the company's software into third-party solutions.

The T-FRAME project represents the most important evolution for TERRANOVA in the field of its tools for developing/building its applications, positioning the Company at the forefront in adopting Cloud technologies and improving user experience.

PROJECT 4

Experimental study activities in favor of new technical and technological solutions aimed at pre-competitive development of a new Suite for the Environmental sector.

During 2024, Terranova conducted activities concerning the study and programming of innovative technical and technological solutions with the intent to obtain new technical measures for software products intended for the Environmental sector.

This project will strengthen the presence with Customers and improve the company's image, proposing Terranova as a center of excellence in the sector. Terranova intends to lead, rather than follow, the evolutions of this market, designing products that can anticipate customer needs.

PROJECT 5

Applied and experimental research activities for the analysis of new technological solutions, even if not aimed at development.

Regarding the fifth project, during 2024, TERRANOVA conducted Research & Development activities related to the SRC project - Waste Recognition, with the goal of analyzing the market, defining functional requirements, and collecting data to develop an adaptive model for waste recognition, identifying original solutions in line with the specificities emerged from various use cases.

The main purpose is to improve waste management through the use of advanced Artificial Intelligence (AI) technologies, contributing to reducing environmental degradation, optimizing separate collection, and offering an innovative tool to monitor and manage waste-related activities in real-time.

## INDIRECT ECONOMIC IMPACTS AND PROCUREMENT PRACTICES

(GRI 203-2, 204-1)

Terranova uses transparent relationships for the entire supply chain and operates in full respect of free competition. The company also seeks to establish long-lasting relationships with suppliers that allow it to aim for mutual growth and value creation that lasts over time.

Terranova has also always been committed to promoting the fight against corruption, creating a healthy workplace and protecting the environment. All relations created are based on total respect for legality and, over the years, a system of safeguards has been developed that allows to supervise the work of both the company and its employees, in full compliance with the law.

The protection of human rights underpins all the choices made by the business such that one of the fundamental values that Terranova has decided to base its business model on concerns the 'centrality of the person'. Respect for each individual on the Terranova team is fundamental to motivating people and creating the conditions necessary to foster and stimulate growth while fostering a dynamic, interesting and inclusive work environment.

The issue of environmental protection is also of fundamental importance within the company. Terranova, in addition to promoting initiatives aimed at water and energy saving and better waste management, has decided to prepare solutions aimed at environmental management.

Approximately 130 suppliers will be qualified in 2024, all operating within the Italian borders. Very often these are small and medium-sized companies operating in the vicinity of the operating sites with which it is possible to establish relationships to ensure mutual growth. Some suppliers, generally larger ones, supply two or more locations. Most of the suppliers are concentrated on the company's main sites (Florence, Grosseto, Verona) while a small number of suppliers operate on the sites in Rome, Milan, Venice-Mestre and Matera. Terranova gets is supplies nationwide for different types of procurement: from coffee, water, beverages and food, as well as the operation, maintenance and repair of existing facilities within the premises.
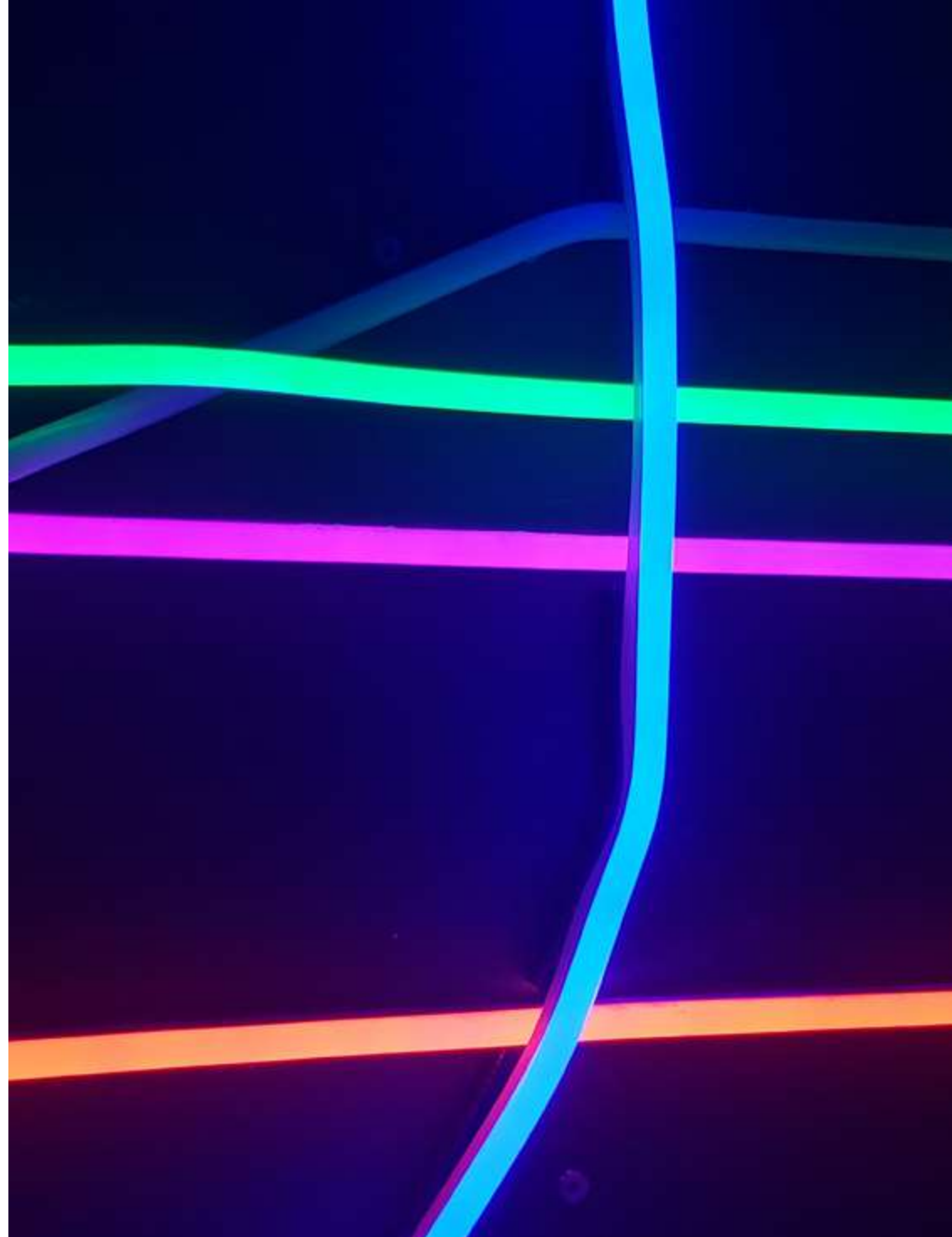
ANTI-CORRUPTION

(GRI 205-1, 205-2, 205-3)

The company's Organisation, Management and Control (OMC) model contains an analysis of the major corruption risks. The Anticorruption Law 190/2012 in this sense introduced the offence of bribery between private individuals, which emphasises that in addition to persons in an executive position those who in the company or entity exercise managerial functions other than those of administration and control formally conferred may also be perpetrators of the offence, and thus also the de facto director who performs managerial functions.

According to the new wording of Article 2635 of the Civil Code, the entity may be held liable for the purposes of the decree in the event that the directors, the general managers, the managers in charge of drawing up the corporate accounting documents, the statutory auditors and the liquidators, of companies or private entities, but also all those who, within the organisational framework of the company or private entity, perform functions other than those of these persons, all those who, also through third parties, solicit or receive, for themselves or others, money or other undue benefits, or accept the promise thereof, in order to perform or omit an act in breach of the obligations inherent to their office or of the obligations of loyalty. The same article introduces the offence of incitement to bribery between private individuals, provided for in the form of active incitement and also passive incitement. Therefore, the company is liable for this offence whether it acts as a corrupting party or as a corrupted party. This offence is considered hypothetically feasible within the sales function, the marketing function as well as the purchasing area. In detail, one can refer to all the activities involved in the sale and promotion of one's own products, as well as in the management of consultancy relationships, collaboration with partners, but also the management of relationships agents and distributors.

100% of employees and Board Members have been informed about the policies and procedures adopted by Terranova on anti-corruption. The anti-corruption control procedures are applicable to all those persons and corporate functions that manage activities with third parties and are vested with spending autonomy.

Considering the company areas of highest risk, the following procedures were created:

- Management of the product sale process;
- Management of collaborations with partners;
- Management of received consultancies;
- Management of relations with agents, representatives, distributors, business agents

MANAGEMENT OF THE PRODUCT SALE PROCESS

The management of the product sales process with regard to the offence of bribery between private individuals shall be carried out in accordance with rules of conduct that pay particular attention to the following control activities:

- To authorising powers within the process;
- To setting the selling price;
- To the definition of the conditions and timing of payment;
- To the definition of discounting.

The head of the sales function (but also the other managers, where the function assigned to them is involved in the process) will, therefore, be required to define transparent criteria for the determination of a maximum offer price for an individual product or service, so that any anomalies can be identified

MANAGEMENT OF COLLABORATION WITH PARTNERS

Any form of collaboration with partners (e.g. joint ventures, ATI, consortium, etc.) that operates within the scope of activities considered to be at risk of commission of offences under the decree, must be defined in accordance with the following rules of conduct set out in the MOG: that will operate within the scope of activities considered at risk of commission of offences under the decree, must be defined in accordance with the following rules of conduct set out in the MOG: screening of the background, legal status and tax residence of the potential partner, possession of the requisites required by law for participation in tenders and/or contracts where necessary; in any case, any form of collaboration with other partner companies must contain what will be further defined as "minimum standard contractual conditions", indicated here briefly as:

- Contracts defined in writing, highlighting all the conditions of the agreement, in particular with regard to the economic conditions agreed upon for any joint participation in tenders and/or procurement procedures;

- Contracts approved by at least two persons belonging to Terranova and signed by the CEO or according to the proxies received;

- Specific declarations by potential Partners concerning their knowledge of Terranova's adoption of the Model and hence their joint commitment to compliance with the Model and the adopted ethical-behavioural principles;

- Clauses regulating the consequences of violation of the Model by them and the ethical-behavioural principles adopted by the company;

- An established date by means of a special security seal created by Terranova and postmark.

MANAGEMENT OF RECEIVED CONSULTATIONS

Without bias to the rules of conduct identified in the Model and already referred to, the control activities in relation to the offence of bribery between private individuals are as follows:

- The decision to procure external consultancy services must be justified in terms of the real need for the service;

- Decision and justification must be in writing, archived and traceable (including by e-mail) and are the sole responsibility of function managers;

- Appointments and assignments must be signed by the CEO or by the heads of function according to any received proxies of authority;

- The identification and choice of the consultant must always be based on technical and professional skills, respecting requirements of objectivity, impartiality and transparency;

- The definition of the consultant's fee must be appropriate to the service agreed upon;

- Each function must document and archive the actual existence of the consultation and the actual need for it;

- The company may require those involved in the process to report on this;

- Contracts must be set out in writing with the express provision of so-called 'standard minimum contract terms'.

MANAGEMENT OF RELATIONS WITH AGENTS, REPRESENTATIVES, DISTRIBUTORS, BUSINESS AGENTS

Relationships with agents, representatives, distributors, business brokers and similar can be realised in various ways in the company in connection with sales and business support activities.

Without bias to the rules of conduct identified in the Model, the control system is based on the qualifying elements of the selection of third parties according to specific requirements and the timely evaluation of the professional level offered. In particular, the control activities are as follows:

- At the stage of identifying and choosing the professional, the requirements of professionalism, integrity, honesty and reliability are verified through:
  - Self-certification by the potential third party on the requirements possessed and on any judicial and administrative measures against the subject;
  - The declaration of the potential third party that it has not been subjected to and has no pending proceedings for the offences provided for in Decree 231;
  - The information collected during the initial set-up of the report should be periodic (at least every 3 years).
- When concluding the contract, systematic use of written agreements defining the service required as well as the agreed remuneration with reference to the average market prices applied to the acquired service;
  - The express provision of the so-called 'minimum conditions of standard contract';
  - The commissions paid, in whatever form, must be in line with the normal conditions applied by the company. Any exceptions must be justified and tracked;
  - Recording of the activities described above for the reconstruction of responsibilities, choices made and information sources.

During the year 2024, no incidents of corruption were recorded at Terranova, either by employees or business partners.
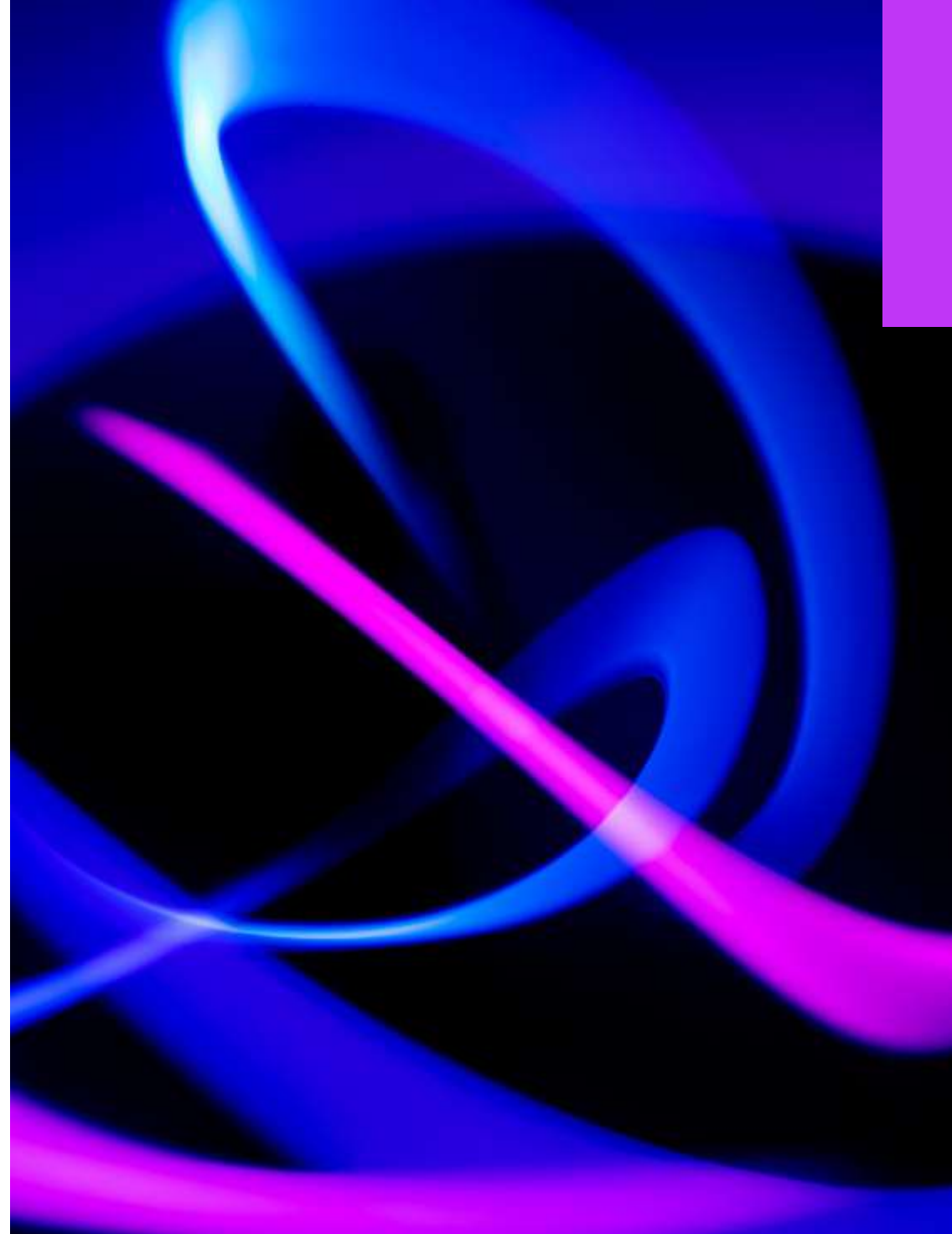
TERRANOVA AND THE JOURNEY OF INTERNATIONALISATION

The actions identified by Terranova will significantly contribute to the SDGs: 8, 11

Target	KPI	2024	2023	2022	2021	2020
Supply abroad	A new supply abroad for sustainable cities (one every year)	3 projects launched	5 projects launched	2 projects launched	2 projects launched	1 projects launched
Partnerships abroad	Establish a new partnership abroad (one each year)	3 partnerships launched	3 partnerships launched	1 partnership launched	1 partnership launched	1 partnership launched
Event sponsorship	Sponsoring at least one event abroad per year	Participation in 3 eventi	Participation in 4 eventi	Participation in 3 eventi	Participation in 2 eventi	Participation in 3 eventi

As an example, here is a brief description of some projects initiated by Terranova:

ITALY – CENTRIA

Together with Centria, we have launched a Smart Grid project, which involves monitoring gas consumption for preheating. Using Artificial Intelligence, the optimal gas consumption for preheating is estimated and then compared with actual consumption measurements (retrieved through smart meters). Subsequently, the same Artificial Intelligence compares the estimated and actual consumption to modify the alarm thresholds related to gas consumption for preheating. The project aims to determine whether the actual consumption is optimal or not, to ensure better management of the gas used for preheating and to reduce waste, using various types of data, including exogenous environmental variables such as temperature and solar radiation.

ITALY – SASI

With one of the most important water distributors in the Abruzzo region, we have initiated an innovative smart water metering project, which involves managing nearly 20,000 NB-IoT meters produced by Pietro Fiorentini. With this project, the distributing company aims to manage the water service more effectively and reduce network losses, using the alarm tools provided by our software.

SPAIN – ACCIONA

One of the largest water companies in Spain has entrusted us with a new digitalization project for its water networks. The new project focuses on smart water metering, managing nearly 19,000 smart meters with LoRaWAN technology in the territories of Andalusia and Castilla-La Mancha. The strength of the project is the ability to integrate our Meter Data Management and Head-End System into a complex architecture with various third-party software, as well as to subsequently integrate water meters with different communication technologies (NB-IoT).
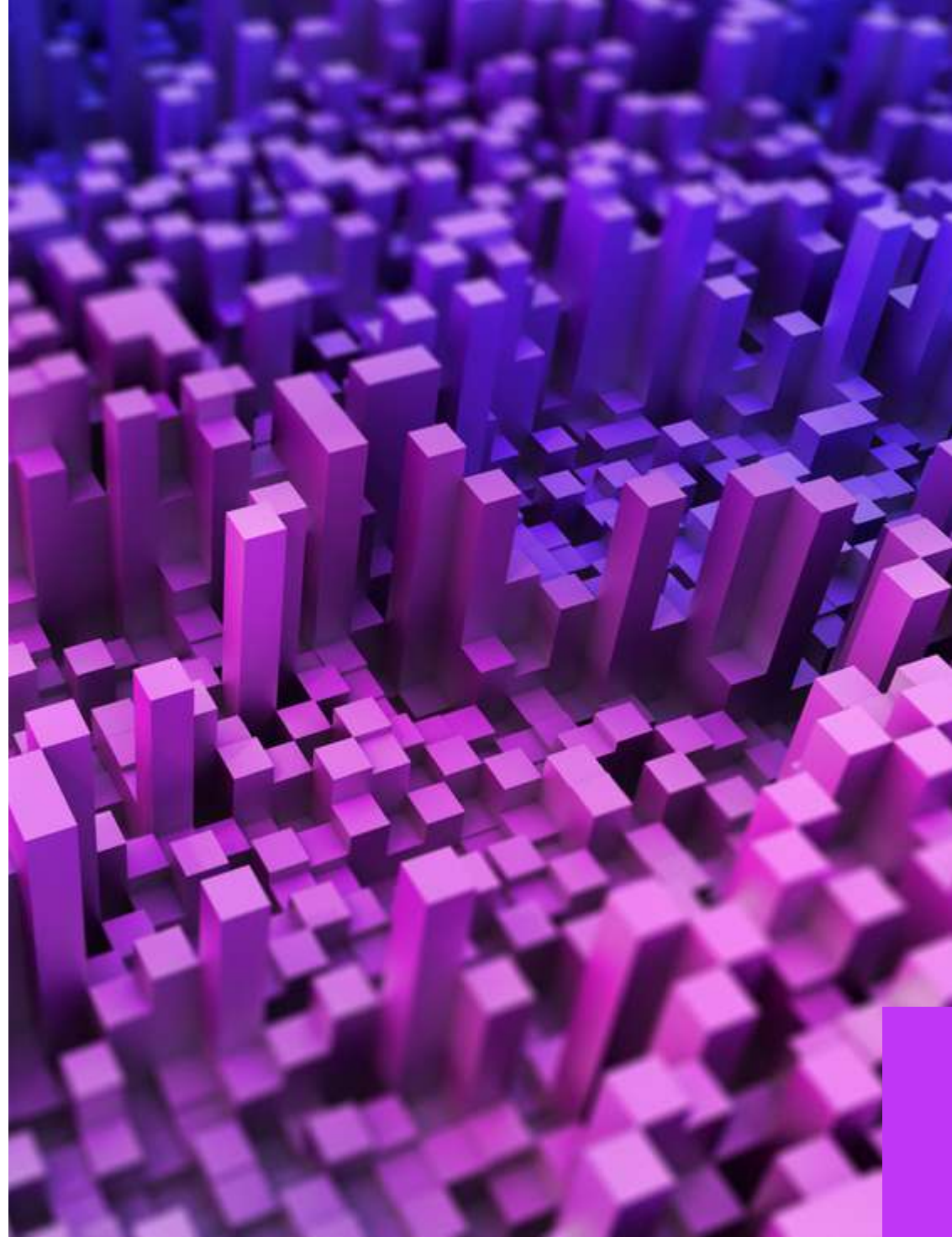
ENVIRONMENTAL TOPICS

OUR APPROACH
(GRI 302; GRI 305)

PROMOTION AND AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES

Terranova commits to use its own actions to significantly contribute in terms of environmental awareness to the following SDGs: 7, 11, 13

Terranova believes that it is extremely important to adopt tools and means founded on innovative technologies to promote environmental awareness in the current socioeconomic context, foster access to and the promotion of data relating to the use of resources and to environmental performance as a basis for inspiring everyone to behave sustainably and consciously, with specific reference to the use of limited resources, such as energy, water and waste management ability.

SMART CITY PROJECTS

		SMART CITY AND INNOVATION				
Target	KPI	2024	2023	2022	2021	2020
Investments	Ensuring investment in research and development with an annual increase of at least 10%	25,23%	21,44%	23%	20,46%	20,38% *
Establishing strategic partnerships	Establish a strategic partnership for the development of sustainable and smart cities (one each year)	3 (Netmore, NRG Works, VEC Power)	4 (Contazara, Hidroconta, ITRON, Conthidra)	2 (Sartori, Everynet)	1 (Lereti)	1 (Edyna)
Event and/or workshop sponsorship activation	Carry out at least two sponsorship events (each year)	12 events	14 events	9 events	4 events	3 events
New Supply projects	Establish at least 3 new customers (each year)	59 new customers	60 new customers	22 new customers	14 new customers	11 new customers

** figure normalised for Financial Statement adjustment

Smart City projects aim to improve the use of environmental resources. The development of technologies and software solutions by Terranova contributes in various ways to making the use of resources such as gas, electricity, water, and waste more sustainable and conscious. Thanks to the developed software, Terranova's customers can contribute to reducing CO_2 emissions through the "smart" use of distribution networks, efficient management of field teams, and virtuous behaviors of Smart City citizens using Terranova's digitalized software applications. To illustrate how technologies, in general, and specific software solutions, in particular, contribute to making the concept of Smart City increasingly concrete, we provide descriptions of use cases in various areas related to public utility companies.

SMART NETWORK PROJECTS

The current global context presents us with several challenges that we will have to face in the coming years, including the water resource crisis. The deficit of precipitation, the increase in greenhouse gas emissions due to the use of fossil fuels, and the persistence of high temperatures, which in turn cause increased evaporation from water bodies, uncontrolled anthropogenic impact such as deforestation, have effectively reduced the availability of this vital resource for the sustenance of ecosystems and the services that water resources provide (civil, agricultural, industrial). In the past two years, even areas that did not know drought are facing new problems. In Europe, think of France, Great Britain, and Northern Italy. According to the UN, about 4 billion people worldwide already live in conditions of severe physical water scarcity for at least one month a year. Climate change could worsen this situation. In Europe, in recent years, 30% of the EU population has been affected by water supply problems.

Spain is one of the European countries most affected by the problem. After three years of low precipitation and high temperatures, at the beginning of this year, the national meteorological service declared a "long-term drought." In addition to factors related to climate change, there are factors concerning resource management, the aging of distribution systems, water losses that can reach up to almost 50% compared to the input, and a lack of awareness in resource use by users. Terranova, with its Smart Metering and Smart
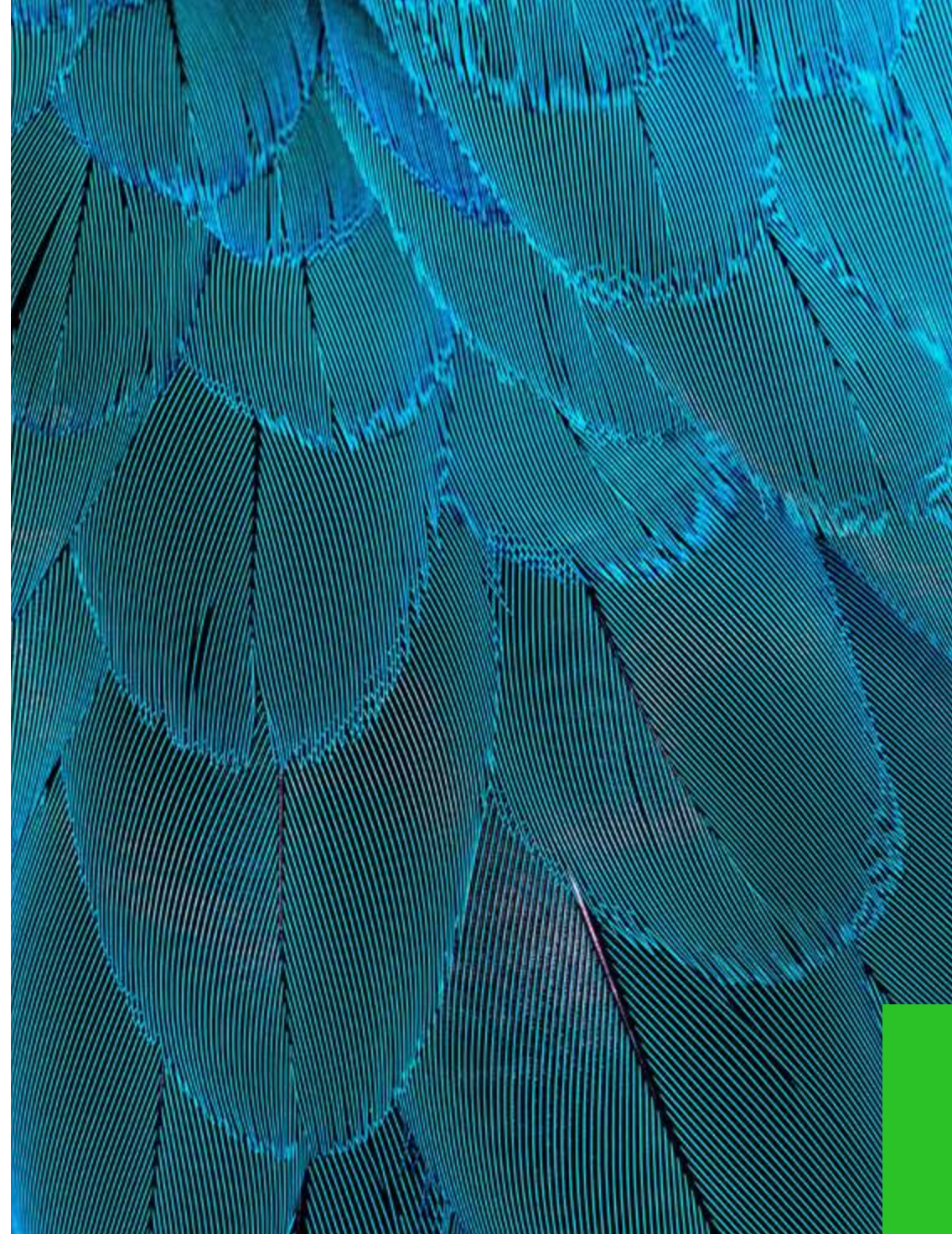
Grid products, supports Water Managers in their digitalization process. This process can make a significant contribution to addressing the water emergency. The current scenario in which Terranova operates represents an opportunity to seize because, according to research by "The European House Ambrosetti," if all homes were equipped with smart meters, up to 2.4 billion euros could be saved annually and the water demand could be reduced by 513.3 million m3 (about 10% of annual civil water consumption). Terranova's project is to provide a software product for smart metering that is agnostic in terms of protocols and technologies emerging in the market. In this regard, Terranova has identified a very promising communication technology that uses low-power wide-area network (LPWAN) technologies for the Internet of Things (IoT): LoRAWAN. This open standard has been implemented by more than 170 major mobile network operators globally, with connectivity available worldwide. The LoRa Alliance, a global association of companies supporting the open LoRaWAN standard, has more than 500 member companies, including major players like Alibaba, Google Cloud, and Cisco. In summary, LoRaWAN is experiencing considerable growth, meeting more needs and collecting more data from more devices, with the largest number of networks worldwide, even in historically underserved areas. In many countries, the development of water smart metering is mainly supported by this technology, which, due to its characteristics, is well-suited for managing water smart meters.

In this context, and with a particular focus on the Spanish market, Terranova established a collaboration with Netmore in 2023. Netmore is a major communication company specializing in LoRaWAN technology that has operated plans for the implementation of large-scale LoRaWAN networks in France, Spain, Poland, the Netherlands, the United Kingdom, and with the recent acquisition of Senec Inc, has announced expansion into the North American area.

Starting in 2023, it also joined the Board of Directors of the LoRa Alliance.

The focus of the project with Netmore was to achieve complete integration between Terranova's smart metering platform and their LoRa Network Server, ensuring maximum efficiency in all processes involved in the remote measurement and management of smart meters, from their census to data collection. Three communication flows were created and managed between our smart metering and the Netmore LoRa NS: measurement flow, remote management flow, and census flow.

The measurement flow was implemented using the MQTT protocol and allows receiving all the data that the smart meter sends from the Netmore LoRa NS. In this flow, the data owner is the Netmore LoRa NS, and TAMM handles receiving, decrypting, interpreting, and normalizing the data to make it usable for the distribution company operator or send it to external software with an Application 2 Application interface.

The remote management flow was implemented with WebAPI technology, allowing requests and commands to be forwarded to the smart meters, enabling remote management.

The census flow, also implemented with WebAPI technology, streamlines the provisioning process by managing all devices from a single interface, that of our smart metering platform. In this way, the Meter Data Management stores census information and security keys and "passes" to the Netmore LoRa NS only the information necessary for network management. The flow also provides all functionalities for creating, modifying, replacing, and removing census data.

Still in the field of smart metering for the Spanish market, the project included the integration of devices from the company Conthidra.

Conthidra is a Spanish company founded in 1999 for the distribution of high-tech and quality water meters in Spain. Its history is rooted in a long tradition of meter manufacturers dating back to 1915. Additionally, within the group, there is the company Complementos Hidráulicos S.A. (COHISA), which is involved in the creation and maintenance of hydraulic networks and is today one of the leading companies in Spain in this sector.

The project, in collaboration with Conthidra, included the integration of two models of water smart meters, one with a fully integrated LoRa radio module and another with an external radio module. The external radio module has the advantage of making even traditional meters smart, allowing the reuse of devices already present in the field.

Smart metering can provide significant advantages in relation to more sustainable management of water resources from many points of view. Constant monitoring of water consumption helps raise awareness among citizens and promote the development of good practices even at the private level. Additionally, the widespread installation of smart meters in homes would bring several tangible benefits: reduced management costs, increased frequency of data reading without increasing pollution factors related to meter reader movements, improved maintenance processes of the water network with timely identification of leaks, and finally, reduced energy resources needed for infrastructure operation.

NETWORK REGULATION BASED ON FLOW RATES, PRESSURES, AND AMBIENT TEMPERATURE

As is known, methane has a greenhouse effect 70 times greater than CO^2. This project can be seen as an evolution of the European project "Life 13" and aims to demonstrate the applicability of a new management and control system for regulating pressure levels in natural gas distribution networks. A self-regulating network adapts the operating pressure to its real needs, avoiding unnecessary overpressures, which are closely related to increased physiological losses of the network, particularly at junctions between pipes and valves.

In the gas distribution sector, the alternation between hours of the day, periods of the year, and temperature trends modify the needs of end users (domestic, commercial, and industrial), who alternate periods of higher gas demand with others where the demand is lower. Due to this alternation, we have significant variations in operating pressures and flow rates of pipelines.

It would be interesting, after a period of data collection in real environments, to try to predict the network's behavior to refine its regulation.

The forecasting activity should be based on data derived from deterministic regulations, then proceed to regulation that takes into account the real needs of the network, the territorial vocation of the area, and ambient temperatures.

a. **Data Analysis:** According to three basic schemes to then seek the combination:

Clustering: Grouping data based on territorial characteristics (presence of industrial, commercial, residential areas, and mixed zones) to predict network operation for each cluster.

Change Detection Test: Analyzing for each obtained cluster the variations (based on gas resource usage) described as the trend of pressure and flow rate variations based on ambient temperature changes.

Regression: For each cluster, trying to predict the trend of pressure and flow rates based on data acquired from the distribution and weather world. The goal is to find a relationship that can link operating pressures and flow rates to climatic and temporal trends (year), to obtain a sufficiently detailed curve or set of curves for each climatic band (behavior that varies based on temperatures, area type).

b. **Objective:** Automatic network regulation based on the nature of the geographical area and ambient temperatures. In this way, it would be possible to implement forecasting mechanisms that allow managing the network autonomously from manual regulations.

c. **Advantages:** A self-regulating network always maintains optimal pressure and flow rate, without the network presenting crisis zones and harmful overpressures for the environment.

INNOVATION IN RECOVERING NON-COMMUNICATING SMART METER READINGS

In 2023, Terranova successfully developed and implemented an innovative project in the field of Field Service Management, focused on efficiently recovering non-communicating smart meter readings. This initiative represents a significant step forward in optimizing Utilities operations and promoting environmental sustainability.

Our approach involved the use of advanced technologies, including intelligent optimization algorithms, to overcome the challenges related to manual reading collection on non-communicating meters by technicians. Through a targeted process of identifying critical points and developing tailored solutions, we managed to create an efficient and reliable system for reading recovery, minimizing intervention times and maximizing reading accuracy.

The implementation of this solution has brought tangible benefits to Utilities and the environment. Firstly, it has optimized resource use, reducing the need for manual interventions and associated operational costs. Additionally, it has improved the quality of service offered to customers, ensuring the accuracy and reliability of energy consumption readings.

From an environmental perspective, adopting this solution has significantly reduced the environmental impact associated with field interventions, minimizing fuel consumption and CO_2 emissions. Furthermore, it has promoted overall energy efficiency, contributing to reducing the ecological footprint of Utilities activities.

PREDICTIVE MAINTENANCE OF METHANE EMISSIONS ON GAS PIPELINES

Methane is second only to carbon dioxide (CO_2) in terms of overall contribution to climate change and is responsible for about one-third of current global warming.

Methane is a much more potent greenhouse gas than CO_2 in the short term and has an 85 times greater climate-altering impact. This happens because it traps much more heat in the atmosphere compared to CO_2. However, methane remains in the atmosphere for a much shorter period.

The high warming power of methane in the short term significantly contributes to the increase in global temperatures and climate change.

In the last decade, the amount of methane in the atmosphere worldwide has increased significantly. To limit global warming, marked reductions in anthropogenic methane emissions are necessary.

This project aims to use artificial intelligence (AI) to support the Distributor in identifying portions of the network that are most at risk of leaks and suggesting when and where to intervene to reduce methane emissions from gas pipelines.

AI is based on the use of statistical models for predicting the lifespan and monitoring the state of system elements. AI algorithms can analyze large amounts of data to identify patterns and anomalies that indicate the presence of leaks or the risk of future leaks.

In particular, based on collected data, a new methodology for predicting emissions from fugitive natural gas leaks can be defined. In this way, we can monitor these leaks, plan maintenance interventions on the network, and reduce overall emissions.

This activity also allows reading the state of the network. The benefits also extend to citizens' lives, who can rely on a promptly rehabilitated network thanks to planned works rather than emergency interventions.

Objectives:
- Improve the resilience of the distribution network to achieve high levels of SERVICE CONTINUITY.
- Ensure the SAFETY of OPERATORS who intervene in hazardous contexts, as well as CITIZENS and the ENVIRONMENT.
- Comply with numerous regulatory COMPLIANCE obligations provided by the current regulatory situation.
- Contribute to ENERGY EFFICIENCY through leak control, network interventions, and overall emission reduction.

Advantages:
- Knowing when a malfunction may occur allows for COST REDUCTION in labor and repair times.
- Avoiding periods of stop/slowdown in production processes allows for REVENUE INCREASE.
- Identifying the exact repair operation to be performed allows for ASSET EFFICIENCY INCREASE.

EFFICIENT MANAGEMENT OF URBAN WASTE

Digitalization today represents a crucial element for effective urban waste management. It offers a dual advantage: for service managers and municipal administrations, it translates into more efficient governance and savings in terms of economic and resource costs; for citizens, it becomes an essential tool for receiving precise, updated, and personalized information on the collection system and the related tariff. This system also makes the citizen an active and proactive actor in urban waste management.

With ARERA Resolution 444/2019, urban waste management service operators must activate all necessary tools to make documents and information accessible and understandable to users, including tariff collection documents.
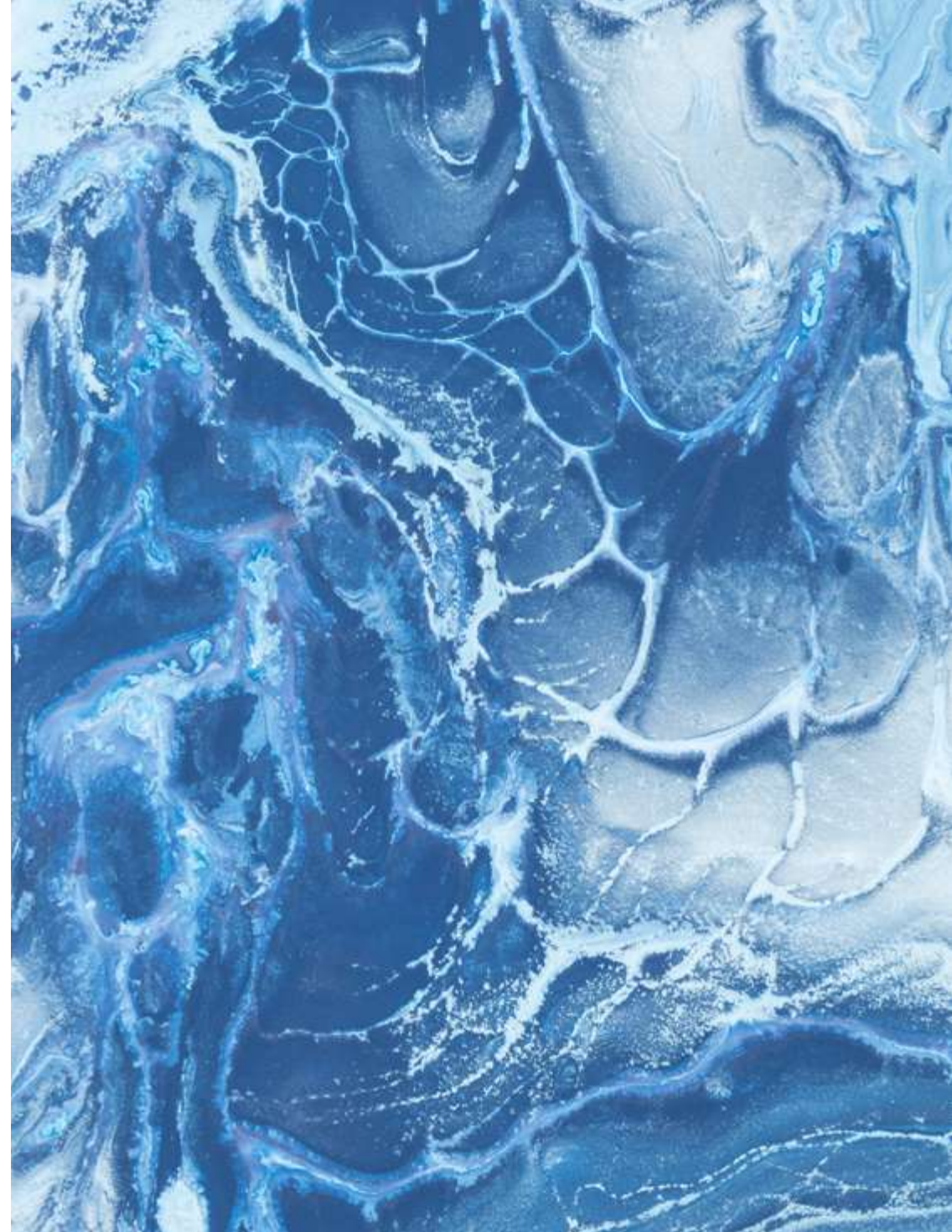
With our ECOS4UTILITY product and our partner Junker's app, we have made transparency towards citizens simple and automated.

Through the integration between the La Mia Tari portal, our product, and Junker, citizens have access to all information regarding their utilities in a reserved area. The data present in the internal management system of the counter are accessible independently through authentication directly in the app.

From our ECOS4UTILITY Contact Center product, requests and reports that the manager decides to publish within Junker can be identified. This information complies with ARERA's TQRIF and contractual quality management.

Through our partner Junker's app, citizens can:

- View requests made to the Contact Center via Junker app, La Mia Tari, email, or toll-free number.
- Send reports to the Manager, including photos and coordinates.
- Request services by appointment or schedule on-demand services (e.g., bulky item collection).

The digitalization of TARI management takes place through La Mia Tari, a web portal that allows the exposure of all User information in an online counter. La Mia Tari is integrated with Junker, and within the app, citizens can access their Reserved Area and view all information related to their interactions with the Manager on their smartphone:

- Utilities and contracts,
- Emptying,
- Conferments,
- Collection documents,
- Payments,
- Requests,
- Reports,
- Service bookings.

ECOS4UTILITY Collection Centers provides Junker with precise information on the location of collection centers, their opening hours, and the types of waste that can be disposed of by type of user. Additionally, ECOS4UTILITY Containers sends information on the location of waste collection containers, regardless of type (paper, plastic, organic, glass, textiles, and so on). Both solutions ensure continuous updating of information, periodically transmitting the location of containers and collection points to Junker with each variation.

Through Junker's app, citizens can immediately and detailedly view information on collection centers and container locations in the territory.

ECOS4UTILITY Operational Management is integrated with Junker, offering managers and administrators the ability to view personalized and detailed collection calendars by residence area and communicate them to citizens via the app.

The calendars are periodically transmitted to Junker, based on the configuration of Service Projects, and can be updated in real-time and automatically transmitted to citizens, or printed in PDF directly from the portal, optimizing printing and physical production costs for the manager.

Through Junker's app, citizens can:

- View the Door-to-Door collection calendars for each city area, indicating days and times for waste exposure;
- Receive a notification via the app a few minutes before the collection start time.

SPONSORSHIP EVENTS

Terranova aims to achieve significant goals in 2024 in terms of proposal and presence at various events in the smart cities sector.

Abroad:

- Conference on Digital Water Management, Spain Aviles - sponsorship
- Smart Water System, UK - sponsorship
- Smart Water Summit 2024 - sponsorship
- Distributech International, Orlando Florida - presence
- Global Smart Water Metering Congress - presence

In Italy, Terranova participated as a sponsor in the following events:

- Meter To Cash
- ARTE Assembly Convention
- Aquality Forum
- Working Group on Arrears in Integrated Water Service, Milan
- Working Group on Integrated Information System, Milan
- Ecoforum Legambiente, Rome
- Water Festival 2024
- Ecomondo
- UTILITY DAY

Terranova also organized three strategic initiatives during the year, proposing excellent institutional testimonies on sustainability topics to identify the best strategies for the use and protection of energy resources. Direct confrontation and constant updating represent a unique value for raising awareness among emerging new energy communities. Below are the names of the respective conferences:

- H2O Utilities Forum
- Green Forum
- Energy & Utilities Forum

Our partner Legambiente has recognized our dedication and constant commitment to implementing sustainable practices useful to reduce our environmental footprint in organizing our events through the Ecoactions certification, which guarantees the low environmental impact of an event.

PROJECTS FOR THE PROMOTION OF ENVIRONMENTAL AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES

PROMOTION OF ENVIRONMENTAL AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES						
Target	**KPI**	**2024**	**2023**	**2022**	**2021**	**2020**
Smart City projects	Objectives already described in the Smart City section					
Zeroing emissions	CO_2 emission impact monitoring	243.540 kg	210.060 Kg	148.726,35 Kg	58.290,33 Kg	43.496,78 Kg
	Introduction of full electric company car fleet (by 2030)	5,77% of the company fleet	5,83% of the company fleet	6,1% of the company fleet	10% of the company fleet	10% of the company fleet
Purchase of renewable energy	Purchasing 100 % certified renewable energy for all sites	100%	100%	100%	46%	46%
Green Travel Policy	Implementation of the Green Travel Policy by 2021	Green Travel Policy in place from 13/09/2021	Green Travel Policy in place from 13/09/2021	Green Travel Policy in place from 13/09/2021	Introduction of Green Travel Policy from 13/09/2021	Declaration of intent for 2020 non-monitorable
	Monitoring CO_2 impacts on business travel	It was not possible to value the data	It was not possible to value the data	CO_2 emitted 148.72635 t Average CO_2 emission value per trip (ANNUAL KPI): 45.48 Kg	CO_2 emitted 58290.3255 t: Average CO_2 emission value per business trip (KPI): 106.18	Declaration of intent for 2020 non-monitorable
Indirect mobility	Monitoring saved emissions by launching Remote Working	It was not possible to value the data	It was not possible to value the data	It was not possible to value the data	171 t	159 t

DIFFUSIONE CONSAPEVOLEZZA AMBIENTALE SUPPORTATA DA TECNOLOGIE INNOVATIVE

Target	KPI	2024	2023	2022	2021	2020
Locally-produced fruit project	Guaranteeing the purchase of locally-produced fruit	Fully operational from 1/1/2023	Fully operational from 1/1/2023	Agreements signed for scheduled restart from 1 January 2023	Suspended in 2021 due to the pandemic	Suspended in 2020 due to the pandemic
Offsetting activity - Treedom Project	Total monitoring of trees planted with Treedom (at least 500 trees per year)	2.319 trees	1819 trees	1319 trees	819 trees	319 trees
	Offsetting CO_2 emitted through Treedom	506 tonnes CO_2 offset	404 tonnes CO_2 offset	266 tonnes CO_2 offset	154 ttonnes CO_2 offset	58 tonnes CO_2 offset
Application in all company sites of the 3Rs principle. Reduce, Reuse and Recycle	Monitoring among employees and "lunch kits" delivered	100%	100%	100%	100%	100%
"Plastic free"	Eliminating plastic in all sites and ensuring the purchase of elements made of alternative, sustainable materials	Declaration of intent - Non-monitorable	Declaration of intent - Non-monitorable	Declaration of intent - Non-monitorable	Declaration of intent - Non-monitorable	Declaration of intent - Non-monitorable

REDUCING CO$_2$ EMISSIONS

For details link to the table: **"Promotion of Environmental Awareness Supported by Innovative Technologies" p.62**

Terranova confirms its intention to make its own contribution to the global effort of all Countries in view of reducing CO$_2$ emissions, specifically drawing inspiration from the goals that the European Union has set for itself to reduce CO$_2$ emissions by 55% compared to 1990 levels by 2030, making a long-term effort to improve the target of reference so that it can be a "net zero" undertaking.

To assess the impact on the environment, therefore, we estimated the kilometres made and the CO$_2$ emissions attributable to the vehicles used, so that we can act to reduce them, suggesting alternative vehicles and solutions. To do this, we used the following calculation sources:

Sources for calculating air travel:

- Distance traveled: **World ICAO Carbon Emissions Calculator (ICEC)**
- CO$_2$ emissions: **ICAO Carbon Emissions Calculator (ICEC)**

Sources for calculating train travel:

- Distance traveled: **https://it.distance.to**
- CO$_2$ emissions: **Ecopassenger**

TRAVEL BY CAR (FRINGE AND POOL):

Effective calculation based on KM and consumption as per the vehicle's registration document

	2024		2023		2022		2021		2020		2019	
	Km travelled	CO$_2$ emissions	Km travelled	CO$_2$ emissions	Km travelled	CO$_2$ emissions	Km travelled	CO$_2$ emissions	Km travelled	CO$_2$ emissions	Km travelled	CO$_2$ emissions
Auto in fringe benefit	992.114,60	182.320,61 Kg	862.616,44	104.731,06 Kg	616.511,20	75.303,50 Kg	171.877,90	27.747,57 Kg	189.139	27.560,42 Kg	466.202	61.923,69 Kg
Auto in pooling	162.697,52	17.573,50 Kg	140.509,12	9.812,32 Kg	127.406 km	11.240,90 Kg	50.555	6.684,02 Kg	44.106	6.167,4 Kg	171.810	20.529,54 Kg
Viaggi in aereo	469.292,24	48.144,10 Kg	340.798,10	30.512,80 Kg	255.707,55	25.184,60 Kg	140.392	12.524 Kg	86.981	8.370 Kg	460.310	134.250 Kg
Viaggi in treno	101.570,05	5.717,82 Kg	125.040,23	7.001,70 Kg	117.054,45	6.414,50 Kg	47.845	1.941,74 Kg	29.503	1.398,96 Kg	227.414	9.913,44 Kg
Pernottamenti in hotel	n.d.	45.081,00 Kg	n.d.	32.542,00 Kg	n.d.	28.873,09 Kg	n.d.	9.393 Kg	n.d.	n.d.	n.d.	n.d.

Over time, the replacement of the company car fleet has also been planned, which will allow for a gradual reduction in environmental impact in terms of CO_2 emissions.

In 2024, we increased our pool car fleet with an additional fully electric car, bringing the total to 5 cars that have traveled a total of 82,672 km.

In summary:

- Pool cars: 41.67% fully electric; 58.33% diesel
- Fringe benefit cars: 10.87% hybrid; 88.04% diesel; 1.09% fully electric

Additionally, fuel purchases are made exclusively with the DKV CARD CLIMATE, the world's first climate-neutral fuel card, which allows us to immediately offset 100% of CO_2 residues. The offset is monthly on each invoice with certification issued. The measurement tool for the offset is the liters of gasoline/diesel refueled in the car. This allows us, in case of tank residue, to also offset a percentage of fuel that will then be used for personal travel.

In 2024, we emitted 243.54 tons of CO_2 emissions entirely offset with Myclimate through the Gold Standard project portfolio.

Full Electric Car Project: for the benefit of employees and the environment

In 2024, we launched an initiative aimed at increasing the well-being of our people and reducing our environmental impact. This initiative provides for the free loan of the five fully electric cars in the company car fleet during weekends.

Thanks to this initiative, our people have had the opportunity to familiarize themselves with fully electric cars and benefit from the use of the vehicles for personal use and electric charging, which is covered by Terranova.

In 2024, during weekends, 42,401 km were traveled, saving 4.337 tons of CO_2.

This use also allows for the home-work commute, thus producing a positive impact and concrete action in terms of the PSCL (Home-Work Commute Plan).

During this commute, a total of 4,205.6 km were traveled, resulting in a CO_2 emission savings of 0.44 tons.

As planned in the PSCL project part, at the end of November 2024, the Jojob Real Time Carpooling platform was activated at all locations, a service designed and developed by a Benefit & BCorp company to meet the needs of extra and suburban commuters who travel the home-work route daily with the aim of reducing environmental impact and spreading the culture of sustainable mobility through carpooling.

The use of this platform, in just one month, allowed for 16 carpooling trips, covering 53.11 km and saving 6.90 kg of CO_2.

The non-profit organisation myclimate Deutschland gGmbH and DKV Euro Service confirm that

TERRANOVA SRL

made a valuable contribution by financing the high-quality climate protection projects of myclimate with the following volume of CO_2 emissions

Amount of CO_2:

243.54 t

Climate Protection Project:

Gold Standard Projekt Portfolio

Voluntary financing of climate protection projects through DKV Card CLIMATE based on the CO_2 emissions of fuel consumption in 2024

Reutlingen, Jan 1, 2025

[signature]

Stefan Baumeister
Managing Director

myclimate Deutschland gGmbH is a non-profit gGmbH according to German law which engages in climate protection.

Another important goal for Terranova, in addition to reducing CO_2 emissions, is to provide 100% renewable electricity to all its locations, rather than fossil fuel-based energy, as a fundamental principle to avoid emissions into the environment.

Starting from April 2022, all our locations are powered with certified energy, 100% from renewable sources, thanks to our partnership with our client Duferco.

Efficiency of heating systems in all locations

After the actions taken in previous years aimed at improving the efficiency of the systems, Terranova continues to monitor temperatures at all production sites.

The trend observed during 2024 is consistently decreasing and predicts a 1% reduction in consumption compared to 2023.

The virtuous actions taken in previous years and constant monitoring have resulted in savings of 5,156 KW.

GREEN TRAVEL POLICY

For details, refer to the table: .

The Green Travel Policy, which came into effect on 13/09/2021, is a comprehensive "communication" document that not only outlines the guidelines and objectives of the Travel Policy but also provides business travelers with indicators and knowledge about practices that offer a lower environmental impact. It encourages the use of alternative solutions and sustainable options for business travel.

After establishing guidelines within the organization, forming agreements with facilities based on their ecological footprint, and launching a communication campaign towards employees, it became necessary in 2024 to change the Bizaway platform, which was previously used for booking our business trips.

Thus, a new collaboration was established with BTM, a Business Travel Management Agency based in Verona, which prioritizes and undertakes actions focused on sustainability and environmental respect in managing business travel, operating on behalf of Terranova according to the guidelines contained in the Green Travel Policy.

Thanks to the collaboration with BTM, in 2024 we made 1,610 bookings for services, divided between hotel and air services.

INDIRECT MOBILITY AND PROJECT EVO

To promote lower emissions, Terranova invested in new high-performing technologies, and provided incentives for the use of video conference and online meeting systems, so as to significantly reduce the use of cars or public transport.

In addition, thanks to the implementation of the EVO project, the Company decided to implement an agile work plan, which became fully operational in the course of 2022: the project will involve organising the working week partly in presence and partly remotely.

PURCHASE OF LOCALLY-PRODUCED FRUIT

In order to reduce the environmental impact, Terranova launched in 2019 an initiative for the purchase of in-season, locally-produced fruit as a replacement for snacks and light meals, thus making more sustainable purchases.

PROJECT TREEDOM: OFFSETTING CO_2 CONSUMPTION, PROTECTING BIODIVERSITY

For details link to table "Environmental awareness supported by innovative technologies" p.62

In 2019, Terranova partnered with Treedom to make a meaningful gesture by gifting each employee a tree, resulting in the creation of the Terranova Forest. Initially located in Sicily, the forest consists of 319 trees, including orange trees, holm oaks, cork oaks, ginger plants, and more.

Looking ahead, Terranova has reaffirmed its commitment to Treedom by pledging to plant 500 trees annually for the next five years.

By the end of 2024, the Terranova Forest had expanded to 2,319 trees across the globe, offsetting 506 tons of CO^2.

APPLICATION IN THE COMPANY, IN ALL LOCATIONS, OF THE PRINCIPLE OF THE 3RS: REDUCE, REUSE, AND RECYCLE.

Terranova, convinced of the importance of these principles to promote greater environmental awareness and in application of the "Plastic free" concept, has provided all its employees and collaborators with a lunch kit including a lunch box, cutlery, cup, and water bottle to completely eliminate the use of plastic tableware within the lunch areas. Additionally, plastic cups and coffee stirrers have been eliminated in all locations.

Single-use plastic is certainly among the major contributors to plastic pollution, and although a completely plastic-free life can be complex to sustain daily and not feasible for everyone, one can certainly aim for a more or less radical reduction of its use to be more sustainable.

For this reason, Terranova, with its initiatives, has sought to be inspired by some fundamental principles:

- The use of water bottles allows the elimination of single-use plastic bottles: for this reason, Terranova, as mentioned above, has provided all its employees with an aluminum water bottle.

- Use of recyclable materials: to still provide cups and coffee stirrers, Terranova has decided to purchase products made of 100% recyclable material.

- Creation of printing islands that allow document preview to check its correctness, cancel the print if it is incorrect or launched by mistake.

- Creation of ecological islands with the elimination of waste bins under each desk.

- Exclusive installation in all locations (except Matera) of machines for dispensing hot/cold/sparkling drinking water connected to the water network, resulting in the elimination of 90% of existing devices that used plastic bottles.

- At the beginning of 2024, we set our coffee machines to dispense beverages without the disposable paper cup, and with In Frigo Veritas, we created a personalized ceramic cup for all our people. A year consists of about 240 actual working days, of which in our case 144 are spent in the office (3 out of 5). At Terranova, we are more than 350 people, and we can consider that on average each person consumes 1.5 coffees a day. Given these numbers, more than 75,000 paper cups are used annually, which are not recyclable in cities that do not have adequate recovery facilities.

- In setting up our new offices in Matera, we adopted a circular economy and zero waste approach, favoring the transfer of materials and equipment from our other offices that, following local renovations, we were able to reuse. This decision not only reflects our commitment to reducing the environmental impact of our activities but also demonstrates our willingness to promote a more sustainable and responsible economy. The concept of a circular economy emphasizes the importance of reducing, reusing, and recycling resources, thus helping to preserve natural resources and reduce waste while maintaining the safety standards we apply in all our company premises.

SOCIAL TOPICS

TERRANOVA AND PEOPLE

People at Terranova are placed at the centre of every process, they are the heart of the company, they are the focal element for designing and innovating products and guaranteeing quality service. A high level of know-how is the basis on which Terranova builds its ability to generate value for its customers.

The company is constantly engaged in the search and selection of talent, effective induction processes, continuous training and development activities. A highly structured selection process allows the company to identify high-value profiles, and then a series of introductory training and feedback activities enable their efficient placement. Training is one of the pillars on which Terranova bases its strategy of evolution and expansion, and to this end an Academy has been created with structured curricular training courses for each corporate role, tailored to the individual person and aimed at increasing role skills and wellbeing skills geared towards improving quality of life. To nurture people's growth, Terranova has also implemented a performance appraisal process aimed at assessing each employee's performance, level of responsibility and achievement of the objectives required by the role. The purpose of the process, in addition to constant feedback, is to enable everyone, equally, to develop their journey and gain recognition for their merits through growth in the role.

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

The actions identified by Terranova will significantly contribute to the SDGs: 3, 4, 5, 8

Promote the professional development of personnel respecting their attitudes and aspirations, encouraging the search for personal balance between private life and work, implementing actions that promote the total well-being of the people who work at Terranova. Invest in training courses and initiatives with the aim of growing abilities and skills and enhancing welfare and personal well-being. Also put in place "employ retention" policies that can create a workplace environment that empowers the various professional and individual profiles at all levels of the organisation and that attracts the best and brightest.

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

Target	KPI	2024	2023	2022	2021	2020
Selection and onboarding	Conduct structured selection interviews - target of 100% coverage	492 (100%)	478 (100%)	463 (100%)	385 (100%)	229 (100%)
	Test the interviewees - target of 100% coverage	413	426 (89%)	400 (86%)	327 (85%)	190 (83%)
	Fill in Evaluation sheets for selection - 100% coverage	492 (100%)	478 (100%)	463 (100%)	385 (100%)	229 (100%)
	Increase of onboarding assessment time by 10% (by 2023)	200 hours	212 hours	99 hours	111 hours	84 hours
	Increase of time for "Onboarding assessment" at candidate qualification by 30% (by 2023)	52 hours	32 hours	21 hours	36 hours	15 hours
	Increase work-related learning projects by 25% (by 2025)	6 ongoing projects	4 ongoing projects	2 ongoing projects	2 ongoing projects	3 ongoing projects
	50% increase in curricular and non-curricular internships for high school and university students (by 2023)	10 established internships	17 established internships	10 established internships	6 existing projects	1
Training	Increase Curriculum training content per role from 60% to 100% by 2023	90%	90%	90%	80%	not yet introduced
	Monitoring the number of courses established on CV training	100%	100%	100%	100%	not yet introduced
	Number of people who participated in CV courses training - Target: to increase participation to 90% of the population at 25% of the courses	100%	100%	100%	100%	not yet introduced
	Activation of at least 4 hours per person of "Graphene" courses	average 5 hours per participant (60 participants)	average 5 hours per participant (256 participants)	average of 4 hours per participant (238 participants)	average of 4 hours per participant (70 participants)	average 6 hours per participant (458 participants)
	Monitoring of total hours of Graphene courses delivered	314,5	1319	958	280	2780
	Increase the "physical health" value in the Listen survey by 5% (by 2025)	survey not yet carried out	69%	survey not yet carried out	survey not yet carried out	survey not yet carried out
	Guarantee 25% of training hours in specialised training courses for high-potential employees	4	3	3	3	not yet introduced
	Confirmation and continuation of advanced training pathways (Masters and MBA) intended for middle management in service of the executive career plan, involving at least 2 persons per year in these pathways	0	2	2	1	2
	Increase coaching and team coaching courses by 8 hours/year per top manager	non effettuate	15 hours per manager	37.5 hours per manager	4 hours	4 hours
	Increase of 12 hours of coaching and team coaching by 2023	non effettuate	931 total hours	1725 total hours	not made	declaration of intent non-monitorable

Development and assessment	Confirm the performance appraisal model with four-monthly evaluation	100%	100%	100%	100%	100%
	Have at least 90% of the evaluation forms completed with the comments of the subject of the evaluation	90%	90%	90%	90%	90%
	Devote at least 4 hours per year to returning information to the subject of the evaluation	1650	1567,5	1459,5 (1.5 h per person)	1163 (1.5 h per person)	1092 (1.5 h per person)
	Monitor and implement a project plan for all new hires, with the establishment of a professional development plan over a three-year horizon.	98%	98%	98%	97%	Not yet available.
Staff organisation	Increase the value indicating the work/life balance by 10%	survey not yet carried out	62%	survey not yet carried out	survey not yet carried out	survey not yet carried out
	Guarantee that the Listen Survey is used to assess the needs of the Graphene Project every 24 months.	survey not yet carried out	survey carried out in 2023	survey not yet carried out	survey not yet carried out	survey not yet carried out

view topic details

EMPLOYMENT AND PERSONNEL DATA

(GRI 401; 401-1: 405-1)

In terms of employment, Terranova has 360 resources at the end of 2024, compared to 22 new recruits, with a turnover of 9%.

	2024	2023	2022	2021	2020
Total Employees (no.)	360	338	316	261	244
of which women (no.)	95	86	78	64	56
Average workforce (no.)	349	323	295	252	238
Average age of employees (years)	38,81	38,74	37	38	38
Average length of service (years)	6,1	4,76	4,45	5	4
Employees by classification	2024	2023	2022	2021	2020
Executives (no.)	7	5	5	3	2
Middle managers (no.)	15	18	10	10	10
Employees (no.) (including apprentices)	338	316	301	248	232

Employees by type of contract	2024	2023	2022	2021	2020
Permanent contract (no.)	360	335	314	260	243
of which women (no.)	95	84	77	64	56
Apprenticeship or insertion contract (no.)	31	30	26	27	27
Temporary contract (no.)	0	3	2	1	1
Full-time contract (no.)	348	325	309	256	237
of which women (no.)	84	75	72	60	50
Part-time contract (no.)	12	13	7	5	7
of which women (no.)	11	11	6	4	6
Employees by geographical area	2024	2023	2022	2021	2020
North (no.)	135	127	120	80	76
Central (no.)	219	205	193	181	168
South and Sicily (no.)	6	6	3	0	0
Abroad (no.)	0	0	0	0	0

Employees by gender	2024	2023	2022	2021	2020
Men (no.)	265	252	238	197	188
Women (no.)	95	86	78	64	56
Onboarding and Offboarding	2024	2023	2022	2021	01/01/2020-31/12/2020
total	349	327	298	253	238
Market hires (no.)	45	44	31	40	25
of which university graduates (no.)	23	23	14	26	17
of which high school graduates (no.)	22	21	17	14	8
of which women (no.)	16	11	11	14	5
of which men (no.)	29	33	20	26	20
Hiring rate (%) (*)	16%	16%	15%	16%	11%
Hiring rate <30 years(%) (**)	60%	48%	54%	53%	48%
Hiring rate between 30 and 49 years (%)(**)	36%	52%	42%	45%	40%
Hiring rate >50 years (%) (**)	4%	0%	4%	3%	12%
Percentage of university graduates employed (%)	51%	54%	54%	65%	68%
Offboarding during the year (no.)	30	28	25	21	18

Offboarding rate (turnover negative) (%)	9%	9%	8%	8%	8%
Voluntary offboarding rate (%)	8%	8%	8%	8%	8%
Positive turnover (%)	16%	16%	15%	16%	11%
Overall turnover (%)	24%	24%	23%	24%	18%

(*) Hiring rate = (market hires/average workforce*100)

(**) Hiring rate by age group = (market entries in the age group/total number of employees in the corresponding age group at 31/12*100).

OCCUPATIONAL HEALTH AND SAFETY   (GRI 403-1; 403-2; 403-3; 403-7; 403-8; 403-9)

SVILUPPO E TUTELA DEL CAPITALE UMANO						
Target	**KPI**	**2024**	**2023**	**2022**	**2021**	**2020**
Corporate Benefits	Guarantee Active Bonus in the amount of EUR 1200 for all employees	360 employees all with active bonus	338 employees all with active bonus	302 employees all with active bonus	260 employees all with active bonus	243 employees all with active bonus
	Increase the number of employees who opted for the conversion of the performance bonus to benefits	162	133	98	79	73
Graphene Project	Maintain at least 4 hours/person for the Graphene course	average 5 hours per participant (60 participants)	average 5 hours per participant (256 participants)	average 4 hours per participant (238 participants)	average 4 hours per participant (70 participants)	average 6 hours per participant (458 participants)
	Conduct courses for personal mental-physical well-being: Training hours delivered of the Graphene course	314,5	1.319	958	280	2.780
	Data analysis of psycho-physical well-being and relationship and stress management from the Listen survey	survey not yet carried out	ongoing analysis	survey not yet carried out	survey not yet carried out	survey not yet carried out
Listen Project	Ensure the Listen survey is conducted every two years	confirmed	confirmed	confirmed	confirmed	confirmed

During the year 2024, the company duly carried out the procedures required by current legislation on health and safety in the workplace and arranged for new employees to undergo the training courses required by the state-regions agreement, which were carried out using e-learning.

All employees working for the company underwent the required medical examination at the occupational medicine doctors.

The company's external Prevention and Protection Service Manager carried out inspections at the sites of Sesto Fiorentino, Grosseto, Rome, Verona, Milan, Mestre and Matera both to verify continuous compliance with current regulations and to discuss issues related to safety and hygiene on site with employees.

THE CORPORATE WELL-BEING OF TERRANOVA

(GRI 403-9)

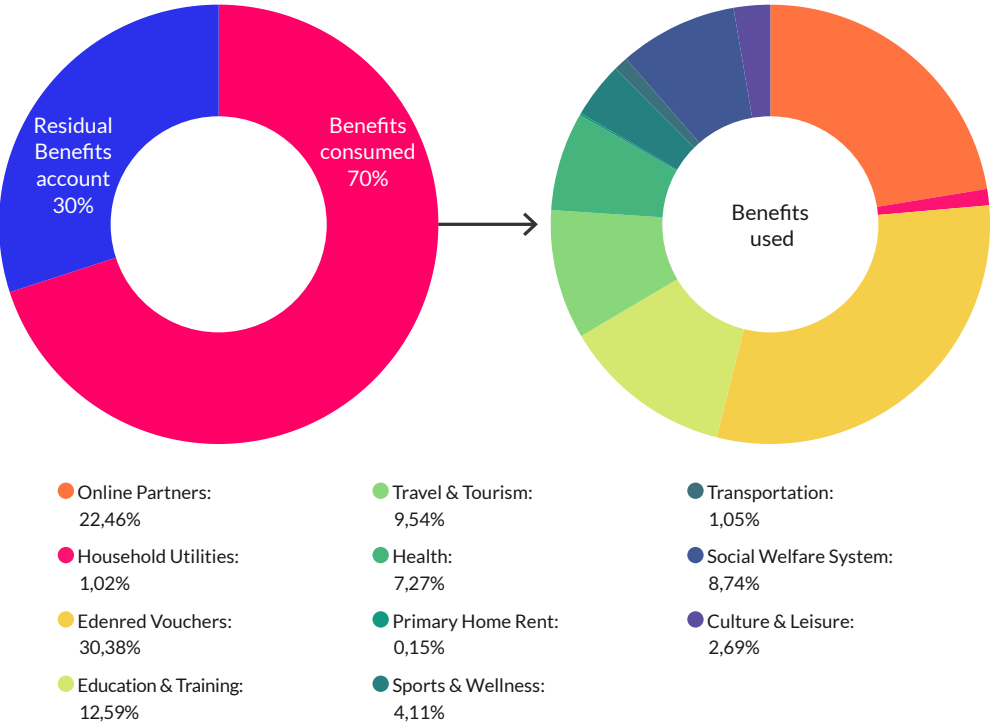| Work-related injuries	2024	2023	2022	2021	2020	2018/2019
Number of accidents at work	1	1	2	2	0	2
Number of hours worked	608.147	553.073	501.503	447.670	0	376.310
Rate (x 200,000)	0,32886785	0,36161592	0,79760241	0,89351531	0	1,06295342
Rate (x 1,000,000)	1,64433927	1,80807958	3,98801204	4,46757656	0	5,31476708

THE CORPORATE WELL-BEING OF TERRANOVA

The Corporate **Benefit system** is the set of benefits and services that the company provides with the aim of improving the quality of life and the well-being of its employees and their families. Terranova allocates a significant amount to each employee that can also be increased through the allocation of a portion of each employee's personal bonus, each employee composes his or her own package of services that best reflects his or her needs and those of his or her family members, **minimising the tax impact**.

Benefits have been included in a platform that manages flexible benefits, agreeing on facilities in the **area where the company and its employees operate and live**, and usable through the **web platform** that allows the worker to compose his or her own basket of services while remaining within the maximum limits set by the regulations to benefit from the relief.

In 2024, the use of the bonus was as follows:

Report Plan 2024

- ● Online Partners: 22,46%
- ● Household Utilities: 1,02%
- ● Edenred Vouchers: 30,38%
- ● Education & Training: 12,59%
- ● Travel & Tourism: 9,54%
- ● Health: 7,27%
- ● Primary Home Rent: 0,15%
- ● Sports & Wellness: 4,11%
- ● Transportation: 1,05%
- ● Social Welfare System: 8,74%
- ● Culture & Leisure: 2,69%

PROJECTS FOR THE PROTECTION OF WORKER HEALTH

(GRI 403-6)

Terranova launched the **Graphene Project** in 2018, a training course addressed to all employees with the aim of providing tools to increase the level of personal well-being by improving one's mental-physical condition and the enhancement of the concept of self-care.

Graphene is geared towards increasing people's well-being, which translates into improved quality of life, enhanced productivity and individual and team performance.

SELECTION AND ONBOARDING

view the Development and Protection of Human Capital Table

In the past year, in line with past years, Terranova recorded an average increase in the recruitment rate due to its growth. IIn 2024 more than 490 interviews were conducted, resulting in the placement of 45 resources. To enable the effectiveness and efficiency of recruitment, a selection model was created using structured techniques, on which all middle management was trained in cooperation with the HR department. The implemented process not only allows the inclusion of a significant number of resources but also high quality of the recruited personnel. The method involves a structured interview (CBI) to assess the candidates' soft skills and administering a series of tests to evaluate their hard skills. After recruitment, in order to improve the integration process of new recruits, an induction process was implemented, which consists of three activities, called: ITT, onboarding assessment and qualification.

ITT (Introduction Training Terranova) is an onboarding that provides two days of continuous training for the new employee aimed at presenting an overview of the company. The topics covered are: structure, culture and corporate identity and an overview of the activities of the production groups, service and staff. The objective of ITT is to enable the resource to acquire all the information necessary to best fit into the reality of the company.

The onboarding assessment is an evaluation activity that is carried out shortly before the expiry of the probationary period to check the status of the resource. It consists of 4 steps: a form drawn up by the manager providing an assessment of the performance levels achieved, a battery of tests aimed at verifying the progression of the resource's learning, and an interview by the HR department with the aim of obtaining feedback from the new recruit on the induction period. In the fourth and final step, the results of the assessment are returned.

Qualification is an additional evaluation process conducted at the end of apprenticeship contracts to determine whether to offer the apprentice a permanent position. This assessment uses interviews, tests, and tutor evaluations to make the decision.

TRAINING AND EDUCATION

(GRI 404-1; 404-3)

view the Development and Protection of Human Capital Table

We strongly believe that **training** is an indispensable tool **for the development and consolidation of professional skills**, which is why we have set up an internal Academy. The aim is to create specific training courses for each role and tailored to the individual person. The training curricula are developed with the aim of training people in three areas: hard skills, soft skills and digital skills. Depending on the complexity of the role, the courses will have a schedule that allows the development of even the most structured skills. In each academic year, all employees are required to participate in their training programmes. To foster the transfer of corporate know-how, part of the Academy's trainers are internal employees who have significant seniority in the skills transferred during the course. Such CV structuring allows not only to acquire and consolidate professional skills but also to transfer the company's technical and cultural heritage to incoming and future generations.

Training	2024	2023	2022	2021	2020	07-2019/ 12-2019	2018/2019
Total Training hours (n)	13.389	15.416	16.253	8.624	7.695	1.544	6.840
Participation (no.)	2.312	1.996	1.758	1.253	986	207	1.017
Average training hours per employee (no.)	39	47	55	36	32	7	31
Training hours Executives (no.)	179	179	216	46	12	41	164
Training hours Middle managers (no.)	350	796	456	47	170	55	168
Training hours White-collar workers (no.)	12.860	14.441	15.581	8.523	7.519	1.448	6.484
Average training hours for men (no.)	38	49	52	35	34	7	32
Average training hours for women (no.)	39	42	52	30	26	5	27
Average training hours for executives (no.)	26	35	43	15	4	14	55
Average training hours for middle managers (no.)	23	42	46	8	24	8	24
Average training hours for white-collar workers (no.)	39	48	53	33	33	7	31
Training hours for health, safety and environment (no.)	2.133	902	1.451	586	294	172	903
Participation for health, safety and environment (no.)	1.065	165	208	156	101	34	144

There are also specific extracurricular courses for highgrowth potential resources, which can be divided into two areas:

1. Specialisation courses for high potential - In order to invest in the young people who can become the managers of the future, specialisation courses have been designed to enhance technical aptitudes, motivation and loyalty to the company.

2. High-education managerial pathways for executive potential – It has been decided to invest in middle management with high performance levels through enrolment in master's and MBA programmes that provide the structural competences to potentially fill executive roles in the future.

Since 2018, a specific coaching course has been introduced for top management, still in force, aimed at enhancing the skills recognised as strategic in the Terranova manager model. The team coaching and individual coaching projects are an ongoing tool of management training.

PROFESSIONAL GROWTH
(GRI 404-3)

view the Development and Protection of Human Capital Table

The professional growth of resources is one of the pillars of the HR culture of Terranova, and a fundamental tool for ensuring that the adopted performance appraisal model is equal for all. Every four months each resource receives structured feedback on the level achieved in the hard and soft skills of the role, in the performance result that the individual reward is linked to. Increased evaluation values enable each resource to advance to higher roles and effectively pursue their career path. This tool, which has been implemented for more than five years, allows an average of sixty role changes per year. The aim is to maintain this efficient evaluation model and to include in the evaluation form new items related to corporate identity and values.

IN DETAIL:	2024	2023	2022	2021	2020	01-2020/6-2020	07-2019/12-2019
Men (%) periodically evaluated for performance and professional development	74%	74%	74%	77%	78%	78%	78%
Women (%) periodically evaluated for performance and professional development	26%	26%	26%	23%	22%	22%	22%
Executives (%) periodically evaluated for performance and professional development	2%	1%	1%	1%	1%	1%	1%
Middle managers (%) periodically evaluated for performance and professional development	4%	5%	3%	3%	3%	3%	3%
White-collar workers (%) periodically evaluated for performance and professional development	94%	94%	96%	96%	96%	96%	96%
Employees periodically evaluated for performance and professional development	100%	100%	100%	100%	100%	n.d.	100%
Evaluation forms completed with the comments of the subject of the evaluation (no.)	90%	90%	90%	90%	n.d.	n.d.	n.d.
Time spent on feedback (h.) 1.5H per person	1.650	1.568	1.460	1.163	n.d.	n.d.	n.d.
Number of project sheets for recruits after 12 months(%)	98%	98%	98%	97%	n.d.	n.d.	n.d.

WORK ORGANISATION

In order to improve the quality relationship between private and work life, it was decided to introduce a remote working model, operating on a permanent basis, with alternating in person and online hours for all Terranova employees. The project, called EVO, envisages that on days when people work remotely, they are present during certain predefined time slots with the possibility of carrying out the remaining working hours of the day freely according to their needs. The aim of the project is to enable people to have greater flexibility in managing the work-life balance, through the remote phase, and on the other hand to maintain a good level of individual and team productivity thanks to being in the office. The project planned and structured in 2020 was supposed to start with a pilot phase in the course of 2021, but due to the escalation of the health emergency the start was postponed to the second quarter of 2022. The Project became fully operational in the third quarter of 2022.

Terranova, with the aim of actively listening to the people who experience the company on a daily basis and to understand what actions can be taken to improve organisational and personal wellbeing, decided to introduce an internal climate survey every two years. The survey, named Listen, aims to gather insights on how employees at Terranova perceive organizational and personal well-being. The survey also provides very interesting data on the level of energy available to the company, the level of trust and the approach to change that characterises its people. Listen is an established survey model that will be maintained and developed during this five-year period as well.

DIVERSITY AND EQUAL OPPORTUNITIES (GRI 405; 405-1)

		DIVERSITY AND EQUAL OPPORTUNITIES				
Target	**KPI**	**2024**	**2023**	**2022**	**2021**	**2020**
Support a project within of the activities conducted by Dynamo Camp	Securing funding for a project	Dynamo Photolab project funded	Dynamo Photolab project funded	Dynamo Studios project funded	Dynamo Studios project funded	Dynamo Studios project funded
Support LIFC activities Tuscany	Funding of a scholarship for activities on Cystic Fibrosis at Meyer Children's Hospital	ENRICH project funded	ENRICH project funded	An annual scholarship funded	An annual scholarship funded	An annual scholarship funded
Encouraging volunteering activities	Encouraging volunteering activities	Internal campaign to raise awareness and promote the organizations we support, and the inclusion of volunteer leave hours for the 'Happiness Packages' project by Dynamo Camp.	funded for internal promotion campaign and knowledge of the initiatives that we support	Analysis of ongoing opportunities	Company activity postponed due to organisational difficulties following the Covid-19 pandemic	Company activity postponed due to organisational difficulties following the Covid-19 pandemic
Family bonuses	Guaranteeing all family bonuses for the next 5 years	confirmed	confirmed	confirmed	confirmed	confirmed
Marriage bonus	Number of marriage bonuses disbursed	2	8	3	3	3
Birth bonus	Number of childbirth bonuses disbursed	6	12	13	8	13
High school diploma bonus with grade of 90 out of 100	Number of child high school diploma bonuses disbursed	1	1	-	none	-
University diploma bonus with grade greater than or equal to 110 out of 110	Number of child university diploma bonuses disbursed	1	1	1	none	-
Referal bonus	Establish at least one referal bonus annually	7	12	1	4	Referral bonus not yet active
Evo Project	Number of employees participating in the project	288	276	293	278	EVO project not yet active

405-1 - VALUE REPORTED IN INDICATOR 401-1

Our company has always been competence-based, and is constantly committed to ensuring that each employee feels valued for their specificities and aptitudes, and is consistently evaluated regardless of age, gender, ethnicity, social background or other.

Our commitment to diversity, inclusion, and equal opportunities is a core value that benefits our people, our customers, and our business. It allows us to attract and retain skills and distinctive professionalism, while fostering the development of creativity and the efficiency of our entire workforce. Inclusion takes the form of respect for and appreciation of differences. We strive to ensure equal opportunities for all those who work and collaborate with our Group. Respect for diversity is intrinsic to our organisation, to the management of people, to our collaboration with our suppliers and partners and to our relations with customers and, more generally, to our relations with all our stakeholders.

PHOTOLAB PROJECT WITH DYNAMO CAMP

"Dynamo is a place where all children learn what it is to live" this is the slogan of Dynamo, with this in mind Fondazione Dynamo founded, in 2006, Associazione Dynamo Camp Onlus offering Recreational Therapy programmes aimed at children and young people, aged 6 to 17, suffering from serious or chronic diseases, mainly oncohaematologic, neurologic and diabetes in therapy or in the post-hospitalisation period and their families. Dynamo Camp offers these children the opportunity to go back to being "simply children" and their families the opportunity to enjoy a peaceful holiday and forge relationships with other families who share the same experiences. Recognizing that a diagnosis affects not just the child but the whole family, programs have been created to support both families with sick children and their healthy siblings. Thanks to the experience with Dynamo Camp, the parents regain hope and experience an opportunity for relationships, support and exchanges with other families who have had similar experiences. Dynamo Camp brings Recreational Therapy also outside the Camp through the OUTREACH project, in hospitals, foster homes and on board the Dynamo Off Camp truck in several Italian cities. All of the Association's programmes

are offered completely free of charge. Fondazione Dynamo was established in 2003 by INTEK S.p.A., a holding company listed on the Milan Stock Exchange. Its objective is to develop a 'Venture Philanthropy' model that will create new forms and opportunities to connect the 'for-profit' and 'non-profit' sectors, which are still distant but interdependent, proposing an alternative to public funding. According to this model, the 'for-profit world' could offer financing and technical-managerial support to initiatives capable of becoming new social enterprises, capable of operating according to criteria of efficiency, autonomy and sustainability over time.

DYNAMO PHOTOLAB PROJECT

In light of the previously mentioned points, Terranova has also chosen to support Dynamo projects. After supporting the Dynamo Studios project for three years, an activity that, with the assistance of directors and qualified staff, brings together photography projects and the creation of videos and short films, in 2023 we decided to support a new project strongly desired by the young people present at the Camp: Dynamo PhotoLab. Dynamo PhotoLab is a photography workshop mainly aimed at boys and girls in the Solo camper adolescent sessions, aged between 14 and 17 years, without parents. With the assistance of expert photographers and Dynamo staff, the young people choose the subjects, take the photographs, and develop the images, giving space to their imagination and also expressing their emotions through the camera.

"PACKAGES OF HAPPINESS"

Project Between November and December 2024, Terranova decided to join the campaign launched by Dynamo camp in collaboration with Feltrinelli bookstores, "Packages of Happiness," a fundraising project that allowed 30 families to experience the long-term benefits of Recreational Therapy - which includes sports activities, playful activities with trained animals, creative workshops, and expressive activities such as circus and theater, all structured ad hoc - and to celebrate Christmas with fun and carefree moments at the Dynamo camp facility in Tuscany. To support this project, Terranova made extra hourly permits available for its employees for volunteer activities for the first time, so employees who wished to participate could do so even during working hours.

https://www.dynamocamp.org/partecipa/eventi/pacchetti-di-felicita

PROJECT WITH LIFC TOSCANA

Lega Italiana Fibrosi Cistica Onlus (LIFC) has been working for more than 30 years to support the more than 5,000 cystic fibrosis (CF) patients and their families, pursuing exclusively social, civil and cultural solidarity aims in the field of social and health care and scientific research. LIFC is an association of patients and parents, now active throughout the country thanks to the 21 Regional Associations which, together with their members, make up the association structure. In addition to patients and family members all those who share its aims and objectives are LIFC members. The voice of the members and the nation is the National Assembly, the top body, characterised by the participation of the delegates of the regional associations. All members of the Board and Presidency are volunteers and for activities on the ground (campaigns and events) LIFC makes use of the volunteer network of the Regional Associations.

Cystic Fibrosis is a disease for which there is still no conclusive cure; therefore, the association works continuously at regional level to improve the quality of life of patients and families, providing them with more social protection and better care, and also supporting research programmes for early diagnosis, treatment and rehabilitation.

Their mission is:

- Representing and protecting the legal, moral and economic interests of patients and families;
- Encouraging the school, work and social integration of patients;
- Disseminating correct information in relation to the disease and the diagnostic and therapeutic possibilities;
- Promoting moments of aggregation by offering support, advice and training to territorial structures in their activities at local level;
- Supporting scientific research;
- Raising and deploying funds in projects aimed at improving the quality of life and care of patients, LIFC Toscana was founded in 1985 to listen and give voice to the needs of families and patients suffering from cystic fibrosis, with the aim of being a reference point for all of them, for health and social workers and for all those who are actively involved in its mission.

LIFC Toscana addresses all aspects of cystic fibrosis through a comprehensive approach that safeguards the rights of those affected and provides a wide range of support activities. It offers direct assistance to improve the quality of life and treatment for individuals while continually promoting and funding scientific research.

As a regional association, LIFC Toscana coordinates initiatives and manages volunteers at the regional level. From the moment of diagnosis, it supports patients and their families with social practices and moral support, ensuring a holistic approach to care.

"Our real strength is people and their willingness to come together and support each other with a light touch that makes everything easier." This encapsulates the mission of LIFC Toscana.

Cystic fibrosis is unfortunately a chronic disease affecting the lungs and digestive system, with no current cure and discouraging statistics: in Italy, one in 250 people is a healthy carrier, and one in 2,500 is affected, with an average life expectancy of 40 years. This underscores the importance of research, and LIFC Toscana is dedicated to advancing scientific and clinical research daily to improve living conditions and therapies, striving for a definitive cure.

In this spirit, Terranova chose to fund the Foundation's projects in memory of Gianluca Masi, a beloved employee who passed away prematurely due to illness. Specifically, funding was provided for the European 'ENRICH PROJECT', which aims to study the effects of a new pharmacological therapy to slow the progression of the disease through the purchase of advanced equipment. Additionally, equipment for daily use was purchased for centers in Florence, Livorno, and Grosseto that specialize in supporting patients.

STAFFETTA 3X7 CHARITY PROGRAM

In November 2024, Terranova further confirmed its support for LIFC Toscana by participating in the Staffetta 3x7, a charity event parallel to the Florence Marathon, which saw the participation of our employees from offices all over Italy.

IL SOLE FOUNDATION

"Enhancing the quality of life for individuals with mental, intellectual, relational, and multiple disabilities who need support" was the heartfelt mission set out when the Il Sole non-profit foundation was established.

Although the foundation is a private non-profit organization, it actively takes on the role of a public institution. It works diligently to promote the full social integration of people with disabilities and is also deeply committed to advancing societal and cultural causes. This includes championing civil rights, advocating for social justice, and addressing prejudices against individuals with disabilities.

The "Alla luce del sole" (In the Light of the Sun) project, which our company supports, is dedicated to enhancing the socio-educational and integration efforts of the Foundation throughout the year. This initiative includes a day center where activities are designed to be dynamic and engaging, focusing on fostering social skills, curiosity, creativity, learning, and physical activity. Each year, the Foundation offers a diverse array of workshops and activities, which are continually updated and expanded. Among these offerings are:

- Linguistics, literature and text comprehension workshops
- Cooking and pastry workshop
- Theatre and music courses
- Yoga Course
- Agility Dog
- Home autonomy workshops

CULTIVATE IDEAS, GATHER WARMTH

On the occasion of our **Green Forum 2024** conference, we thought of leaving a special memory for the participants, who were invited to plant a flower, a symbolic gesture to testify to our Community's commitment to caring for the environment. The planted flowers were then delivered to the **Fondazione il Sole**, which, having a large garden, was able to engage the assisted people in an engaging gardening activity, with the aim of taking care of the planted flowers and monitoring their growth over time.

BELLA STORIA

BELLA STORIA - IN FRIGO VERITAS

Bella Storia - In Frigo Veritas is a work inclusion project designed for young people and young adults with autism spectrum disorder. The organization focuses on creating employment through production workshops and the subsequent sale of items (mainly magnets, mugs, and pins). The workshops include a part of job initiation and training internships, with the aim of training the young people and being able to hire them. When we met In Frigo Veritas in 2022, we were immediately impressed by their work, and we decided to start a collaboration with them. Since then, we have turned to them for the production of most of our gadgets. In recognition of this collaboration, during the same year, In Frigo Veritas invited us to the plaque award ceremony, which was received by our CEO Alessandro Vistoli. Continuing from previous years, in 2024 we also relied on them for the creation of corporate gadgets to complement our internal and external events, commissioning the production of:

- 20 thermal shirts
- 700 keychains
- 50 pins
- 40 coffee cups
- 229 mugs
- 17 bottles with caps
- 50 magnets

Podcast Room Usage Project

During 2024, we decided to make our spaces available for free to the associations we support. In our offices in Florence, we set up a podcast room that, when free from internal recordings, is available: the Bella Storia - In Frigo Veritas Association, thanks to this initiative, managed to start two recording projects involving young people with disabilities and talking about inclusion.

FONDAZIONE ANT - BIMBI IN ANT

Since 2024, thanks to our relationship with the ANT Tuscany section, we have come to know and then support the Bimbi in ANT Project.

The Bimbi in ANT Project was created to provide home care for sick children and support for their families, as well as psychological support for children in contact with a loved one suffering from cancer, and to educate new generations about the theme of separation and loss.

Being able to offer professional and human help to all families facing cancer is indeed a valuable support.

The Bimbi in ANT project does not replace the indispensable teamwork of the Hospital Department, but supports families with complementary and home assistance, reducing frequent hospitalizations and outpatient visits and allowing sick children to receive the most appropriate and effective care while staying in the warmth of their own home and enjoying family affection.

For this reason, we were proud to have contributed to funding the Charity Luxury Dinner, the fundraising event in support of the free specialist home medical care service Bimbi in ANT, which was held in Florence in October 2024, on the occasion of which ANT awarded us the ANT Solidarity Medal.

photographer: Alessandro Alex Fibbi

STRENNE NATALIZIE SOLIDALI

On the occasion of the Christmas holidays, in line with the values that have always distinguished us, we decided to direct our gifts towards solidarity initiatives. At a time when our commitment to the community and the environment is more crucial than ever, we felt it was important to support projects and organizations working for the common good, particularly in the areas of social inclusion, solidarity, and environmental sustainability.

Opting for solidarity gifts meant, on the one hand, supporting organizations that promote the well-being of people in difficulty and, on the other, raising awareness among all of us about the importance of responsible and conscious consumption. Each gift received was linked to a concrete project that contributes to improving the lives of those in need, creating a positive impact both locally and globally.

For this reason, we relied on the Gioosto platform, the e-commerce of NeXt Social Commerce, a benefit corporation, created with the aim of connecting good practices and making sustainable products made by cooperation and social entrepreneurship organizations in Italy accessible. All the producers involved are selected based on the integral sustainability indicators of the NeXt Index ESG®, which evaluates their commitment to carrying out projects that respect people, biodiversity, and the environment.

To accompany the gifts, in respect of the environment, we sent digital greeting cards made by Dynamo Camp onlus.

TERRNOVA FAMILY BONUSES

Other initiatives for equal opportunities include the "Terranova Family Bonuses," which are financial bonuses dedicated to supporting families:

- € 150 bonus for each employee getting married

- € 150 bonus for the birth of every child

- € 300 bonus when the child of an employee graduates from high school with a grade of over 90 out of 100

- € 500 bonus when the child of an employee graduates from University with a grade of 110 out of 110 or higher

In its commitment to promoting gender equality, Terranova introduced a "Parenting Bonus" in 2022. This bonus ensures that employees on mandatory maternity leave receive 100% of their salary, rather than the 80% required by law. In 2024, a total of 6 parenting bonuses were awarded.

CUSTOMER HEALTH AND SAFETY
(GRI 416)

Terranova is fully committed to the prevention and management of risks in all work environments, involving and sensitising all personnel to active and responsible cooperation.

The supervision of workplace safety management has been assigned to HSO, who constantly updates the Risk Assessment Document, DVR, sets standards and measures them through continuous inspections.

NON-COMPLIANCE DETECTION

For all aspects of the social issues analysed and assessed, there were no 'non-conformities' throughout the entire reporting period:

- Customer health and safety

- Marketing and labelling

- Customer privacy

- Socioeconomic compliance

SOCIOECONOMIC COMPLIANCE
(GRI 419; GRI 419-1)

Legislative Decree No. 231 regulating the administrative liability of legal persons ratifies a number of international acts drawn up on the basis of Article K.3 of the Treaty on European Union. In the founding rationale of the decree, the collective entity is regarded as the actual instigator, executor or beneficiary of the criminal conduct materially committed by the natural person within it. Essentially, it is claimed that the legal entity has a will, pursues interests that differ from those of natural persons and pursues an activity of its own, with the conclusion that it must be held accountable for the conduct of its departments and, therefore, susceptible to sanctions appropriate to its nature. As a result of subsequent regulatory measures, the list of offences was therefore expanded, so as to redefine the economic space towards a new policy, that of business ethics and legality in the global market. Again, there are no cases of non-compliance with regulations and self-regulatory codes

ESG SUMMARY

SMART CITY AND INNOVATION

	2024	2023	2022	2021	2020
Ensuring investment in research and development with an annual increase of at least 10%	25,23% ✓	21,44% ✓	23% ✓	20,46% ✓	20,38% ** ✓ (** figure normalised for Financial Statement adjustment)
Establish a strategic partnership (one every year)	netmore / NRGWorks / VEC POWER — 3 partnerships ✓	CONTAZARA Itron / hidroconta / CONTHIDRA S.L. — 4 partnerships ✓	SARTORI AMBIENTE / ⅇ⁺ everynet — 2 partnerships ✓	LereTi ACQUA GAS — 1 partnership ✓	edyna — 1 partnership ✓
Carry out at least two sponsorship events (each year)	12 events ✓	14 events ✓	9 events ✓	4 events ✓	3 events ✓
Activation of at least 3 new customers (each year)	59 new customers ✓	60 new customers ✓	22 new customers ✓	14 new customers ✓	11 new customers ✓

PROMOTION OF ENVIRONMENTAL AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES

	2024	2023	2022	2021	2020
CO_2 emission impact monitoring	243.540 kg ✓	210.060 kg ✓	148.726, 35 Kg ✓	58.290,33 Kg ✓	43.496,78 Kg ✓
Introduction of full electric company car fleet (by 2030)	5,77% of the company fleet ✓	5,83% of the company fleet ✓	6,1% of the company fleet ✓	10% of the company fleet ⌛	10% of the company fleet ⌛
Purchasing 100 % certified renewable energy for all sites	100% ✓	100% ✓	100% ✓	46% ⌛	46% ⌛
Implementation of the Green Travel Policy by 2021	Green Travel Policy in place ✓	Green Travel Policy in place ✓	Green Travel Policy in place ✓	Introduction of Green Travel Policy from 13/09/2021 ✓	Declaration of intent for 2020 non-monitorable

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

PROMOTION OF ENVIRONMENTAL AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES

| Monitoring CO_2 impacts on business travel	It was not possible to value the data	It was not possible to value the data	CO_2 emitted 148.72635 t — Average CO_2 emission value per business trip (annual KPI): 45.48 Kg	CO_2 emitted 58290.3255 t — Average CO_2 emission value per business trip (KPI): 106.18	Declaration of intent for 2020 non-monitorable
	2024	2023	2022 ✓	2021 ✓	2020
Monitoring saved emissions by launching Remote Working	It was not possible to value the data	It was not possible to value the data	It was not possible to value the data	171 t	159 t
	2024	2023	2022	2021 ✓	2020 ✓
Guaranteeing the purchase of locally-produced fruit	Fully operational from 1/1/2023	Fully operational from 1/1/2023	Agreements to resume the project from January 2023 signed during the year	Suspended in 2021 due to the pandemic	Suspended in 2020 due to the pandemic
	2024 ✓	2023 ✓	2022 ✓	2021	2020
Total tree monitoring planted with treedom (at least 500 trees per year)	2319 trees	1819 trees	1319 trees	819 trees	319 trees
	2024 ✓	2023 ✓	2022 ✓	2021 ✓	2020

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

ESG SCORECARD - ENVIRONMENTAL TOPICS

PROMOTION OF ENVIRONMENTAL AWARENESS SUPPORTED BY INNOVATIVE TECHNOLOGIES

treedom

Offsetting CO_2 emitted through Treedom
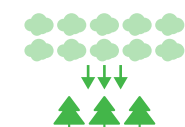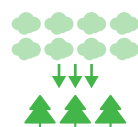
	2024	2023	2022	2021	2020
	506 tonnes of CO_2 offset	**404** tonnes of CO_2 offset	**266** tonnes of CO_2 offset	**154** tonnes of CO_2 offset	**58** tonnes of CO_2 offset

Monitoring delivery of Lunch Kits to all employees

	2024	2023	2022	2021	2020
	100%	**100%**	**100%**	**100%**	**100%**

Eliminating plastic in all locations and ensuring the purchase of items made of alternative, sustainable materials

	2024	2023	2022	2021	2020
	Declaration of intent Non-monitorable	Declaration of intent Non-monitorable	Declaration of intent Non-monitorable	Declaration of intent Non-monitorable	Declaration of intent Non-monitorable

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

13 CLIMATE ACTION

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

Conduct structured selection interviews - target of 100% coverage

492 (100%)	483 (100%)	463 (100%)	385 (100%)	229 (100%)
2024 ✓	2023 ✓	2022 ✓	2021 ✓	2020 ✓

Test the interviewees - target of 100% coverage

413 (87%)	426 (89%)	400 (87%)	327 (85%)	190 (83%)
2024 ⧗	2023 ⧗	2022 ⧗	2021 ⧗	2020 ⧗

Fill in Evaluation sheets for selection - 100% coverage

492 (100%)	478 (100%)	463 (100%)	385 (100%)	229 (100%)
2024 ✓	2023 ✓	2022 ✓	2021 ✓	2020 ✓

Increase of onboarding assessment time by 10% by 2023

200 hours	212 hours	99 hours	111 hours	84 hours
2024 ✓	2023 ✓	2022 ✓	2021 ✓	2020 ⧗

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

Increase of time for "Onboarding assessment" at candidate qualification by 30% (by 2023)

52 hours	**32 hours**	**21 hours**	**36 hours**	**15 hours**
2024 ✓	2023 ✓	2022 ✓	2021 ✓	2020 ⧗

Increase work-related learning projects by 25% (by 2025)
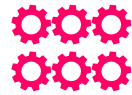
6 ongoing projects	**4** ongoing projects	**2** ongoing projects	**2** ongoing projects	**3** projects
2024 ✓	2023 ⧗	2022 ⧗	2021 ⧗	2020 ⧗

50% increase in curricular and non-curricular internships for high school and university students (by 2023)
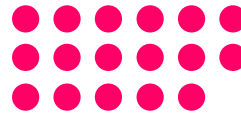
10 established internships	**17** established internships	**10** established internships	**6** established internships	**1**
2024 ✓	2023 ✓	2022 ✓	2021 ✓	2020 ⧗

Increase Curriculum training content per role from 60% to 100% by 2023

90%	**90%**	**90%**	**80%**	Not yet introduced
2024 ⧗	2023 ⧗	2022 ⧗	2021 ⧗	2020 ⧗

SDG icons:
- 3 GOOD HEALTH AND WELL-BEING
- 4 QUALITY EDUCATION
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH

ESG SCORECARD - SOCIAL TOPICS

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

Monitoring the number of courses established on CV training

100%	**100%**	**100%**	**100%**	Not yet introduced
2024 ✓	**2023** ✓	**2022** ✓	**2021** ✓	**2020** ⧗

Number of people who have participated in courses on cv training - Target: increased participation at 90% of the population at 25% of the courses

100%	**100%**	**100%**	**100%**	Not yet introduced
2024 ✓	**2023** ✓	**2022** ✓	**2021** ✓	**2020** ⧗

Activation of at least 4 hours per person of "Graphene" courses

average 5 hours per participant (60 participants)	**average 5 hours** per participant (256 participants)	**average 4 hours** per participant (238 participants)	**average 4 hours** per participant (70 participants)	**average 6 hours** per participant (458 participants)
2024 ✓	**2023** ✓	**2022** ✓	**2021** ✓	**2020** ✓

Monitoring of total hours of Graphene courses delivered

314,5	**1319**	**958**	**280**	**2780**
2024 ✓	**2023** ✓	**2022** ✓	**2021** ✓	**2020** ✓

3 GOOD HEALTH AND WELL-BEING

4 QUALITY EDUCATION

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

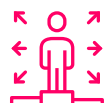|	2024	2023	2022	2021	2020
Increase the "physical health" value in the Listen survey by 5% (by 2025)	Survey not yet carried out	69% ✓	Survey not yet carried out	Survey not yet carried out	Declaration of intent non-monitorable
Guarantee 25% of training hours in specialised training courses for high-potential employees	4	3	3	3	Not yet introduced
Confirmation and continuation of advanced training programs (Master's and MBA) aimed at middle management focused on an executive career plan, involving at least 2 people per year in these programs.	Not carried out	2 ✓	2 ✓	1	2 ✓
Increase coaching and team coaching courses by 8 hours/year per top manager	Not carried out	15 hours ✓	37,5 hours ✓	4 hours	4 hours

SDGs: 3 GOOD HEALTH AND WELL-BEING · 4 QUALITY EDUCATION · 5 GENDER EQUALITY · 8 DECENT WORK AND ECONOMIC GROWTH

ESG SCORECARD - SOCIAL TOPICS

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

Increase of 12 hours of coaching and team coaching by 2023	Not made **2024** ⌛	**931** total hours **2023** ✓	**1725** total hours **2022** ✓	Not made **2021** ⌛	Declaration of intent non-monitorable **2020**
Confirm the performance appraisal model with four-monthly evaluation	**100%** **2024** ✓	**100%** **2023** ✓	**100%** **2022** ✓	**100%** **2021** ✓	**100%** **2020** ✓
Have at least 90% of the evaluation forms completed with the comments of the subject of the evaluation	**90%** **2024** ✓	**90%** **2023** ✓	**90%** **2022** ✓	**90%** **2021** ✓	**90%** **2020** ✓
Devote at least 4 hours per year to returning information to the subject of the evaluation	**1650** (h 4,58 per person) **2024** ✓	**1567,5** (h 4,64 per person) **2023** ✓	**1459,5** (h 1.5 per person) **2022** ⌛	**1163** (h 1.5 per person) **2021** ⌛	**1092** (h 1.5 per person) **2020** ⌛

ESG SCORECARD - SOCIAL TOPICS

DEVELOPMENT AND PROTECTION OF HUMAN CAPITAL

Implement a project plan for all new hires, with the establishment of a professional development plan over a three-year horizon.

2024 ⧖	2023 ⧖	2022 ⧖	2021 ⧖	2020
98%	98%	98%	97%	Not yet introduced

Increase the value indicating the work/life balance by 10%

2024 ⧖	2023 ✓	2022 ⧖	2021 ⧖	2020 ⧖
Survey not yet carried out	62%	Survey not yet carried out	Survey not yet carried out	Survey not yet carried out

Guarantee that the Listen Survey is used to assess the needs of the Graphene Project every 24 months.

2024 ⧖	2023 ✓	2022 ⧖	2021 ⧖	2020 ⧖
Survey not yet carried out	Survey carried out in 2023	Survey not yet carried out	Survey not yet carried out	Survey not yet carried out

DIVERSITY AND EQUAL OPPORTUNITIES

Securing funding for a Video Lab project	**Project funded Dynamo Photolab** **2024** ✓	**Project funded Dynamo Photolab** **2023** ✓	**Dynamo Studios project funded** **2022** ✓	**Dynamo Studios project funded** **2021** ✓	**Dynamo Studios project funded** **2020** ✓
Funding of a scholarship for activities on Cystic Fibrosis at Meyer Children's Hospital	**Project funded ENRICH** **2024** ✓	**Project funded ENRICH** **2023** ✓	**An annual scholarship funded** **2022** ✓	**An annual scholarship funded** **2021** ✓	**An annual scholarship funded** **2020** ✓
Encouraging volunteering activities	Internal campaign to raise awareness and knowledge of the organizations we support, and inclusion of volunteer leave hours for the 'Happiness Packages' project by Dynamo Camp. **2024** ✓	Internal promotion campaign and knowledge of the initiatives that we support **2023** ✓	Analysis of ongoing opportunities **2022** ⧗	Company activity postponed due to organisational difficulties following the Covid-19 pandemic **2021** ⧗	Company activity postponed due to organisational difficulties following the Covid-19 pandemic **2020** ⧗
Guaranteeing all family bonuses for the next 5 years	✓ confirmed **2024** ✓	✓ confirmed **2023** ✓	✓ confirmed **2022** ✓	✓ confirmed **2021** ✓	✓ confirmed **2020** ✓

5 GENDER EQUALITY

DIVERSITY AND EQUAL OPPORTUNITIES
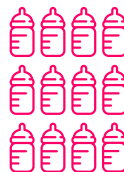
	2024	2023	2022	2021	2020
Number of marriage bonuses disbursed	2 ✓	8 ✓	3 ✓	3 ✓	3 ✓
Number of childbirth bonuses disbursed	6 ✓	12 ✓	13 ✓	8 ✓	13 ✓
Number of child high school diploma bonuses disbursed	1 ✓	1 ✓	None ✓	None ✓	None ✓
Number of child graduation bonuses disbursed	1 ✓	1 ✓	1 ✓	None ✓	None ✓

5 GENDER EQUALITY

DIVERSITY AND EQUAL OPPORTUNITIES

	2024	2023	2022	2021	2020
Establish at least one referal bonus annually	7 ☑	12 ☑	1 ☑	4 ☑	Referral bonus not yet active ⌛
Number of employees participating in the project	288 ☑	276 ☑	293 ☑	278 ☑	EVO project not yet active ⌛

OCCUPATIONAL HEALTH AND SAFETY

|	2024	2023	2022	2021	2020
Data analysis of psycho-physical well-being and relationship and stress management from the Listen survey	Survey not yet carried out ⌛	Ongoing analysis ⌛	Survey not yet carried out ⌛	Survey not yet carried out ⌛	Survey not yet carried out ⌛
Ensure the Listen survey is conducted every two years	confirmed ☑	confirmed ☑	confirmed ☑	confirmed ☑	confirmed ☑

ESG SCORECARD - SOCIAL TOPICS

OCCUPATIONAL HEALTH AND SAFETY

Guarantee Active Bonus in the amount of €1200 for all employees
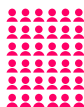
360 employees all with active bonus **2024** ✓	**338** employees all with active bonus **2023** ✓	**302** employees all with active bonus **2022** ✓	**260** employees all with active bonus **2021** ✓	**243** employees all with active bonus **2020** ✓

Increase the number of employees who have opted to convert their performance bonus into welfare benefits

162 2024 ✓	**133** 2023 ✓	**98** 2022 ✓	**79** 2021 ✓	**73** 2020 ⧖

Maintain at least 4 hours/person for the Graphene course

5 hours average per person (60 participants) **2024** ✓	**5 hours average** per person (256 participants) **2023** ✓	**4 hours average** per person (238 participants) **2022** ✓	**4 hours average** per person (70 participants) **2021** ✓	**6 hours average** per person (458 participants) **2020** ✓

Conduct courses for personal mental-physical well-being: Training hours provided by the Graphene course.

314,5 2024 ✓	**1319** 2023 ✓	**958** 2022 ✓	**280** 2021 ✓	**2780** 2020 ✓

3 GOOD HEALTH AND WELL-BEING

ECONOMIC PERFORMANCE AND CREATION OF SUSTAINABLE VALUE

	2024	2023	2022	2021	2020
Ensure turnover growth of 10% (each year)	9% ⧗	7% ⧗	9% ⧗	2% ⧗	19%* ✓ *data normalised for adjustment to the Financial Statements
Ensure R&D investments of at least 20% of costs (each year)	25,23% ✓	21,44% ✓	22%* ✓	24% ✓	22%* ✓ *data normalised for adjustment to the Financial Statements
Ensuring cash generation over 70% of EBITDA	40% ⧗	94% ✓	61% ⧗	54% ⧗	99%* ✓ *data normalised for adjustment to the Financial Statements
Introduction of at least two SDG-related KPIs in evaluation sheets by 2022	In progress ⧗	In progress ⧗	In progress ⧗	In progress ⧗	Declaration of intent for 2020 non-monitorable ⧗

8 DECENT WORK AND ECONOMIC GROWTH

ESG SCORECARD - GOVERNANCE TOPICS

INTERNATIONALISATION

Establish a new supply abroad for sustainable cities (one every year)

	2024	2023	2022	2021	2020
Launched projects	3	5	2	2	1 (Launched project)

Establish a new partnership abroad annually (one per year)

	2024	2023	2022	2021	2020
Partnerships launched	3	4	1 (Partnership launched)	1 (Partnership launched)	1 (Partnership launched)

Carry out sponsorships, attendance or workshops at international events to the extent of at least one per year

	2024	2023	2022	2021	2020
Participation in	3 events	4 events	3 events	2 events	3 events

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

TABLE OF MATERIAL ASPECT SCOPE

AREA	MATERIAL TOPIC	GRI/ITEM	INTERNAL	EXTERNAL
A	Software product development and digitisation with a view to Smart City	GRI 302: Energy (indirect impacts)	company	suppliers/customers
A		GRI 303: Water and waste water (indirect impacts)		
A		GRI 306: Water and waste discharges (indirect impacts)		
A		GRI 305: Emissions		
A		Water management		
A		Waste Management		
A		Energy management (energy efficiency)		
A		Water and waste water		
A		Utility digitisation		
S	Development and protection of human capital	GRI 401: Employment	company	
S		GRI 404: Training and education		
S		Work/life balance		
S		Attention to people/ Quality of life/ Employee welfare/ wellness		
S		Remote working and new ways of working		
S		GRI 402: Relationships between workers and management		

AREA	MATERIAL TOPIC	GRI/ITEM	INTERNAL	EXTERNAL
E	Economic performance and creation of sustainable value	201: Economic performance	company	
E	Innovation	Innovation	company	customers
E		Innovation and valuable technology		
E	Internationalisation	202: Market Presence	company	customers
E		Internationalisation		
S	Promotion of Environmental Awareness Supported by Innovative Technologies	Promotion of environmental culture/information/environmental awareness/data to guide behaviour	company	
S	Diversity and equal opportunities	GRI 405: Diversity and equal opportunities	company	
S		GRI 406: Non-discrimination		
S		GRI 412: Evaluation of respect for human rights		
S		Diversity/attention to the role of women		
S	Occupational health and safety	GRI 403: Occupational health and safety	company	suppliers/Customers
S		GRI 410: Safety practices		

AREA	MATERIAL TOPIC	GRI/ITEM	INTERNAL	EXTERNAL
E	Not considered	203: Indirect economic impacts		
S	Not considered	GRI 407: Freedom of association and bargaining		
S	Not considered	Quality and development of services		
S	Not considered	GRI 416: Customer health and safety		
E	Not considered	205: Anti-corruption		
E	Not considered	Management transparency		
A	Not considered	GRI 307: Environmental compliance		
A	Not considered	GRI 308: Environmental assessment of suppliers		
S	Not considered	Relations with regulatory authorities		
E	Not considered	Corporate governance management		
S	Not considered	GRI 419: Socioeconomic compliance		

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
GRI 2 GENERAL DISCLOSURE			
ORGANISATION PROFILE			
2-1	Name of organisation	Copertina; pag. 25	
2-6	Activities, brands and services	pag. 25-27: pag. 29	
2-1	Location of headquarters	pag. 29	
2-1	Location of activities	pag. 29	
2-1	Ownership and legal form	pag. 29	
2-6; 2-1	Markets served	pag. 29-30	
2-6; 2-7	Dimension of the organisation	pag. 29	
2-7; 2-8	Information on employees and other workers	pag. 31	
2-6	Supply chain	pag. 33-37	
2-6	Significant changes to the organisation and its supply chain	pag. 11; pag. 25-27	
2-23	Precautionary principle	pag. 31	
2-28	Membership to associations	pag. 31	
STRATEGY			
2-22	Statement by a Senior Executive	pag. 3-4	
ETHICS AND INTEGRITY			
2-23	Values, principles, standards and rules of conduct	pag. 5-7	
2-26	Mechanisms for obtaining suggestions and advice on ethical issues		omissis
2-9	Governance structure	pag. 33-37	
2-13	Authority proxies	pag. 33-37	

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
2-13	Executive level responsibility for economic, environmental and social issues	pag. **33-37**	
2-12	Stakeholder consultation on economic, environmental and social issues	pag. **39**	
2-9	Composition of the highest governing body and its committees	pag. **33-37**	
2-11	President of the highest governing body	pag. **33-37**	
2-10	Appointment and selection of the highest governing body	pag. **33-37**	
2-15	Conflicts of interest	pag. **33-37**	
2-12	Role of the highest governing body in setting goals, values and strategies	pag. **33-37**	
2-17	Collective knowledge of the highest governing body	pag. **33-37**	
2-18	Performance evaluation of the highest governing body	pag. **33-37**	
2-12	Identification and management of economic, environmental and social impacts	pag. **33-37**	
2-12	Effectiveness of risk management processes	pag. **33-37**	
2-12	Review of economic, environmental and social issues	pag. **33-37**	
2-14	Role of the highest governing body in sustainability reporting	pag. **33-37**	
2-16	Communicating critical issues	pag. **33-37**	
2-16	Nature and total number of criticalities	pag. **33-37**	
2-19	Remuneration policies	pag. **33-37**	
2-20	Process for determining remuneration	pag. **33-37**	
2-20	Stakeholder involvement in remuneration	pag. **33-37**	
2-21	Annual total remuneration rate	pag. **33-37**	
2-21	Percentage increase in total wage rate per annum	pag. **33-37**	

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
STAKEHOLDER INVOLVEMENT			
2-29	List of stakeholder groups	pag. **38**	
2-30	Collective bargaining agreements	pag. **38**	
2-29	Identifying and selecting stakeholders	pag. **38**	
2-29	Stakeholder involvement mode	pag. **38**	
REPORTING PRACTICES			
2-2	Persons included in the consolidated financial statements	pag. **11**	
3-1	Defining report content and topic perimeters	pag. **11-13**	
3-2	List of the material topics	pag. **15**; pag. **16-24**	
2-4	Review of information	pag. **11**	
3-2	Changes in reporting	pag. **11-13**	
2-3	Reporting period	pag. **11**	
2-3	Reporting frequency	pag. **11**	
2-3	Contact for enquiries regarding the report	pag. **127**	
MATERIAL TOPICS			
GRI 3-1	Process for determining material topics	pag. **11-13**	
GRI 3-2	List of material topics	pag. **15**	

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
ECONOMIC TOPICS			
GRI 201 - ECONOMIC PERFORMANCE			
GRI 3-3	Management of material topics	pag. 11-13; pag. 41	
GRI 201-1	Directly generated and distributed economic value	pag. 41-42	
GRI 201-2	Financial implications and other risks and opportunities due to climate change	pag. 41-42	
GRI 201-4	Financial assistance received from the government	pag. 43-44	
GRI 203 INDIRECT ECONOMIC IMPACTS			
GRI 3-3	Management of material topics	pag. 11-13; pag. 41	
GRI 203-2	Significant indirect economic impacts	pag. 45	
GRI 204 - PROCUREMENT PRACTICES			
GRI 3-3	Management of material topics	pag. 12-13; pag. 41	
GRI 204-1	Proportion of spending on local suppliers	pag. 45	
GRI 205 - ANTI-CORRUPTION			
GRI 3-3	Management of material topics	pag. 11-13; pag. 41	
GRI 205-1	Operations assessed for corruption-related risks	pag. 46-48	
GRI 205-2	Communication and training on anti-corruption policies and procedures	pag. 46-48	
GRI 205-3	Established incidents of corruption and actions taken	pag. 46-48	

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
- **ENVIRONMENTAL TOPICS**			
- **GRI 302 - ENERGY**			
GRI 3-3	Management of material topics	pag. 11-13; pag. 52-53; pag. 62-63	
GRI 302-1	Energy consumed within the organisation	pag. 52-71	
GRI 302-2	Energy consumed outside the organisation	pag. 52-71	
GRI -302-3	Energy intensity	pag. 52-71	
GRI 302-4	Reducing energy consumption	pag. 52-71	
GRI 302-5	Reducing the energy requirements of products and services	pag. 52-71	
- **GRI 305 - EMISSIONS**			
GRI 3-3	Management of material topics	pag. 11-13; pag. 52-53; pag. 62-63	
GRI 305-1	Direct GHG emissions (Scope 1)	pag. 52-71	
GRI 305-2	Indirect GHG emissions from energy consumption (Scope 2)	pag. 52-71	
GRI 305-3	Other indirect GHG emissions (Scope 3)	pag. 52-71	
GRI 305-4	Intensity of GHG emissions	pag. 52-71	
GRI 305-5	Reducing GHG emissions	pag. 52-71	
GRI 305-6	Emission of ozone-depleting substances (ODS – ozonedepketing substances)	pag. 52-71	
GRI 305-7	Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant emissions	pag. 52-71	

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
SOCIAL TOPICS			
GRI 401- OCCUPATION			
GRI 3-3	Management of material topics	pag. **11-13**; pag. **75-76**	
GRI 401- 1	New recruitments and turnover	pag. **77-80**	
GRI 401-2	Benefits provided for full-time employees, but not for part-time or temporary employees		omissis
GRI 402 - RELATIONSHIP BETWEEN WORKERS AND MANAGEMENT			
		NOTE - In 2021 Terranova assumed the social security obligations under the applicable labour contracts. The active funds are for non-executive staff: the category fund Cometa and further private funds are chosen by employees, and PREVINDAI for executives. 29% of employees are members of supplementary pension funds	data not covered
GRI 403- OCCUPATIONAL HEALTH AND SAFETY			
GRI 3-3	Management of material topics	pag. **11-13**; pag. **81-82**	
GRI 403-1	Occupational health and safety management system	pag. **83-84**	
GRI 403-2	Hazard identification, risk assessment and accident investigation	pag. **83-84**	
GRI 403-3	Occupational health services	pag. **83-84**	
GRI 403-4	Worker participation and consultation and communication on health and safety at work	pag. **83-84**	
GRI 403-5	Worker training on health and safety at work	pag. **83-84**	
GRI 403-6	Workers' health promotion	pag. **83-84**	
GRI 403-7	Prevention and mitigation of occupational health and safety impacts within trade relations	pag. **83-84**	
GRI 403-8	Workers covered by an occupational health and safety management system	pag. **83-84**	

GRI STANDARD	DISCLOSURE	REFERENCE DOCUMENT AND PAGE	NOTES/OMISSIS
GRI 403-9	Accidents at work	pag. 83-84	
GRI 403-10	Occupational diseases		omissis
GRI 404 - TRAINING AND EDUCATION			
GRI 3-3	Management of material topics	pag. 11-13; pag. 81-82	
GRI 404-1	Average annual training hours per employee	pag. 86-90	
GRI 404-2	Skills upgrading programmes for employees and transition assistance programmes	pag. 86-90	
GRI 404-3	Percentage of employees receiving periodic performance and professional development appraisals	pag. 86-90	
GRI 405 - DIVERSITY AND EQUAL OPPORTUNITIES			
GRI 3-3	Management of material topics	pag. 11-13; pag. 91	
GRI 405-1	Diversity in governing bodies and among employees	pag. 91-99	
GRI 405-2	Ratio of basic salary and wages of women compared to men		omissis
GRI 416 - CUSTOMER HEALTH AND SAFETY			
GRI 3-3	Management of material topics	pag. 11-13; pag. 100	
GRI 416-1	Assessment of health and safety impacts for product and service categories	pag. 100	
GRI 416-2	Incidents of non-conformity concerning impacts on health and safety of products and services	pag. 100	
GRI 419 -SOCIOECONOMIC COMPLIANCE			
GRI 3-3	Management of material topics	pag. 11-13; pag. 100	
GRI 419-1	Non-compliance with social and economic laws and regulations	pag. 100	

For any information or questions regarding our Sustainability Report
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