

# A CULTURE OF SUSTAINABILITY



WE SHOULD ALL FEEL NOTHING BUT SHAME FOR THE REPUTATION THAT FINANCE HAS EARNED ITSELF IN THE LAST FEW YEARS, BUT IF YOU MANAGE TO GUIDE HEALTHY CAPITAL FROM SUCCESSFUL BUSINESSES AND THE ASSETS OF FAMILIES THAT WISH TO INVEST THEM INTELLIGENTLY IN COMPANIES THAT WANT TO GROW, YOU ARE DOING ONE OF THE MOST BENEFICIAL JOBS IN THE WORLD.

ISSUER: TAMBURI INVESTMENT PARTNERS S.P.A.

WEBSITE: [WWW.TIPSPA.IT](http://WWW.TIPSPA.IT)

DATE OF APPROVAL OF THE REPORT BY THE BOARD OF DIRECTORS: MARCH 12, 2021

TIP DOES NOT QUALIFY AS A “LARGE GROUP” AND THEREFORE IS NOT REQUIRED TO PREPARE A NON-FINANCIAL STATEMENT PURSUANT TO DIRECTIVE 2014/95/EU, TRANSCRIBED INTO ITALIAN LAW BY LEGISLATIVE DECREE NO. 254/2016. THIS DOCUMENT DOES NOT THEREFORE CONSTITUTE A NON-FINANCIAL STATEMENT.

"DEAR SHAREHOLDERS,

CORPORATE RESPONSIBILITY IS PARTICULARLY IMPORTANT TO TAMBURI INVESTMENT PARTNERS S.P.A. ("TIP") AND PLAYS A VERY SIGNIFICANT ROLE IN BUILDING A BETTER WORKPLACE AND AN INCREASINGLY RESPONSIBLE COMMUNITY CAPABLE OF PROTECTING THE ENVIRONMENT AND OF DEVELOPING THE SKILLS OF ITS PEOPLE ACCORDING TO AN ETHICAL APPROACH SO AS TO ENSURE THAT ALL AREAS OF ITS ENDEAVOURS PROSPER, THEREBY PROMOTING EMPLOYMENT AND INNOVATION AND CREATING NEW ENTERPRISES FOCUSED ON AN APPROACH TO DOING BUSINESS THAT IS HEALTHY, SOUND AND SUSTAINABLE IN THE MEDIUM TERM AND, IDEALLY, IN THE LONG TERM AS WELL.

FOR MORE THAN TEN YEARS, THE COVER PAGES OF ALL DOCUMENTS PREPARED BY TIP INTENDED FOR EXTERNAL COUNTERPARTIES HAVE CONTAINED THE FOLLOWING STATEMENT:

**"WE SHOULD ALL FEEL NOTHING BUT SHAME FOR THE REPUTATION THAT FINANCE HAS EARNED ITSELF IN THE LAST FEW YEARS, BUT IF YOU MANAGE TO GUIDE HEALTHY CAPITAL FROM SUCCESSFUL BUSINESSES AND THE ASSETS OF FAMILIES THAT WISH TO INVEST THEM INTELLIGENTLY IN COMPANIES THAT WANT TO GROW, YOU ARE DOING ONE OF THE MOST BENEFICIAL JOBS IN THE WORLD".**

THIS IS THE TIP GROUP'S MISSION. INDEED, THE MOST SIGNIFICANT POSSIBLE IMPACT THAT WE CAN SEEK TO HAVE ON THE LOCAL COMMUNITY AND THE ENVIRONMENT AROUND US IS TO PROMOTE SOUND, BALANCED ECONOMIC GROWTH BY COMPANIES THROUGH OUR WORK.

IN FACT, TIP BELIEVES THAT COMPANIES NEED TO BE PROPERLY EQUIPPED WITH THE HUMAN AND CAPITAL RESOURCES THEY REQUIRE IN THE SHORT, MEDIUM AND LONG-TERM IN ORDER TO ADEQUATELY TACKLE ISSUES RELATING TO THE ENVIRONMENT, SUSTAINABILITY, AND CORPORATE GOVERNANCE. TIP CONTRIBUTES IN THIS REGARD BY DOING EVERYTHING IN ITS POWER TO EQUIP THE GROUP WITH THESE RESOURCES.

TIP IS THUS FULLY AWARE THAT, IN ITS CAPACITY AS INVESTOR AND SHAREHOLDER, IN ADDITION TO OCCUPYING IMPORTANT SEATS ON THE BOARDS OF DIRECTORS OF MAJOR LISTED AND UNLISTED ITALIAN COMPANIES, IT HAS EXTREMELY IMPORTANT WORK TO DO IN DEVELOPING INITIATIVES IN SUPPORT OF SOCIAL RESPONSIBILITY AND SUSTAINABILITY.

ACCORDINGLY, THE EVALUATION OF ENVIRONMENTAL, SOCIAL, ETHICAL AND GOVERNANCE CRITERIA HAS ALWAYS FORMED AN INTEGRAL PART OF THE INVESTMENT PROCESS, AND THIS FOCUS HAS MEANT THAT TIP HAS ALWAYS

INVESTED IN COMPANIES THAT MAKE A POSITIVE CONTRIBUTION TO SOCIETY AND THE ENVIRONMENT, WHILE AVOIDING COMPANIES THAT ADOPT HARMFUL OR UNSUSTAINABLE BUSINESS MODELS, AND HAS USED ITS INFLUENCE AS AN INVESTOR TO ENCOURAGE VIRTUOUS PRACTICES IN THE MANAGEMENT OF ENVIRONMENTAL, SOCIAL, ETHICAL AND GOVERNANCE ASPECTS THROUGH A CONSTANT, PROACTIVE CONTRIBUTION.

GIVEN TIP'S CORE BUSINESS AND ITS TRACK RECORD OF 30 YEARS OF INVOLVEMENT IN BOTH FAMILY-RUN BUSINESSES AND COMPANIES CREATED THROUGH PRIVATE-EQUITY PROCESSES, THE FOCAL POINT OF ITS SUSTAINABILITY EFFORTS HAVE BEEN GOVERNANCE AND ETHICS ISSUES, VIEWED AS A MEANS OF MEETING THE MARKET'S NEEDS ACCORDING TO A MARKET-FRIENDLY APPROACH. OVER THE YEARS, THIS FOCUS HAS GRADUALLY BEEN EXPANDED TO INCLUDE ENVIRONMENTAL AND SOCIAL ISSUES, BROADLY CONSTRUED.

THE PRESENCE OF TIP'S SENIOR EXECUTIVES ON THE BOARDS OF DIRECTORS OF MAJOR ITALIAN LISTED COMPANIES ENABLES A CONTINUOUS EXCHANGE OF KNOWLEDGE AND PRACTICES, INCLUDING AT THE INTERNATIONAL LEVEL. AS A CONSEQUENCE, THE PORTFOLIO ALREADY INCLUDES COMPANIES THAT ATTRIBUTE SIGNIFICANT VALUE TO ESG ISSUES IN THEIR MBO PLANS.

THIS DOCUMENT SEEKS TO SHOW THAT SUSTAINABLE GROWTH IS FUNDAMENTAL TO TIP'S CORE BUSINESS ACTIVITIES AND CORPORATE CONDUCT, DEMONSTRATING THE GROUP'S COMMITMENT TO SUCH AN IMPORTANT TOPIC.

TIP'S SHAREHOLDERS, INVESTORS, EMPLOYEES, CUSTOMERS, AND SUPPLIERS ARE DEVELOPING A GROWING INTEREST IN THE TOPIC OF SUSTAINABILITY, AND THIS DOCUMENT SEEKS TO PROVIDE MAXIMUM TRANSPARENCY ON THE ACTIVITIES AND INITIATIVES CARRIED OUT BY TIP AND ITS EMPLOYEES OVER THE YEARS.

THIS STATEMENT IS ALSO AN OPPORTUNITY TO ESTABLISH A SERIES OF OBJECTIVES ON SUSTAINABILITY, INVESTMENT POLICIES, AND CORPORATE GOVERNANCE IN ORDER TO HELP TIP AND ITS INVESTEE COMPANIES MAKE PROGRESS, WHILE ALSO REFLECTING THE GROUP'S CORE VALUES AND BELIEFS WITH REGARD TO RESPECTING HUMAN BEINGS (PRIMARILY COMMUNITIES AND EMPLOYEES) AND THE ENVIRONMENT, BOTH OF WHICH PLAY A KEY ROLE IN SHORT AND LONG-TERM SUSTAINABLE GROWTH."

GIOVANNI TAMBURI

## CONTENTS

	PAGE
30 YEARS IN THE MADE-IN-ITALY BUSINESS	6
INVESTMENT POLICY	12
YOUNG PEOPLE, INNOVATION AND TRAINING	15
GOVERNANCE MODEL	21
RESPECT FOR THE ENVIRONMENT	29
A BREAKDOWN OF THE GROUP'S SUSTAINABLE DEVELOPMENT OBJECTIVES	31
SUSTAINABILITY PLAN	33
SUSTAINABILITY AMONG THE TIP GROUP'S SUBSIDIARIES	42

## 30 YEARS IN THE MADE-IN-ITALY BUSINESS

TIP WAS INCORPORATED ON FEBRUARY 2, 1993 IN THE FORM OF A LIMITED LIABILITY COMPANY, WITH THE NAME G. TAMBURI SRL. ON MAY 16, 2003, TIP CHANGED ITS NAME TO TAMBURI INVESTMENT PARTNERS S.P.A..

GIOVANNI TAMBURI HAS BEEN THE MAJORITY SHAREHOLDER OF TAMBURI & ASSOCIATI – FINANZA E PRIVATIZZAZIONI S.P.A. SINCE 1994. THE COMPANY PROVIDES CONSULTANCY SERVICES TO MEDIUM-SIZED ITALIAN COMPANIES ON CORPORATE FINANCE TRANSACTIONS. IN 1995, ALESSANDRA GRITTI BECAME PARTNER.

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### THE FOUNDERS



#### **GIOVANNI TAMBURI**

BORN IN ROME, TAMBURI HAS WORKED IN BUSINESS FINANCE SINCE 1975, AFTER GRADUATING *CUM LAUDE* FROM LA SAPIENZA UNIVERSITY OF ROME. TAMBURI ACCEPTED HIS FIRST POSITION AT S.O.M.E.A. S.P.A., BEFORE JOINING THE BASTOGI GROUP AND LATER THE EUROMOBILIARE GROUP IN 1980, WHERE HE TOOK ON ROLES OF INCREASING IMPORTANCE IN THE SENIOR MANAGEMENT TEAM IN THE INVESTMENT AND MERCHANT BANKING SECTORS.

HE WAS A MEMBER OF THE COMMISSION FOR LAW 35/92 IN 1992, CREATED BY THE ACCOUNTS & ECONOMIC PROGRAMMING MINISTER (“CAPPUGI” COMMISSION FOR PRIVATISATION), AND A MEMBER OF THE ADVISORY BOARD FOR PRIVATISATIONS IN THE MUNICIPALITY OF MILAN FROM 1992 TO 1993.

IN 1991, HE STARTED HIS OWN BUSINESS, WHICH LATER MERGED INTO TIP S.P.A. AS WE KNOW IT TODAY.

TAMBURI SITS ON THE BOARD OF DIRECTORS OF THE FOLLOWING COMPANIES (OUTSIDE OF THE TIP GROUP’S INVESTMENT PORTFOLIO): ALPITOUR S.P.A., AZIMUT BENETTI S.P.A., AMPLIFON S.P.A., BETA UTENSILI S.P.A., EATALY S.P.A., ELICA S.P.A., FONDAZIONE ALTAGAMMA, INTERPUMP GROUP S.P.A., NEOS S.P.A., OVS S.P.A., ROCHE BOBOIS GROUPE SA, AND OTHER LESSER KNOWN COMPANIES.

TAMBURI WAS ALSO APPOINTED PROFESSOR OF BUSINESS FINANCE AT LIUC – UNIVERSITY OF CASTELLANZA, FOR NORMAL UNIVERSITY COURSES AND MASTER’S

DEGREES FROM 1992 TO 2004 AND PROFESSOR OF EXTRAORDINARY FINANCE FOR THE LUISS GUIDO CARLI MASTER'S DEGREE PROGRAMME IN ROME.

AUTHOR OR CO-AUTHOR OF NUMEROUS PUBLICATIONS ON COMPANY FINANCE, AMONG WHICH: "PREZZI & VALORI" - L'ENTERPRISE VALUE NELL'ERA DIGITALE", "ASSET ITALIA", "COMPRARE UN'AZIENDA, COME E PERCHÉ"; "PRIVATIZZARE, SCELTE, IMPLICAZIONI E MIRAGGI", "METODI E TECNICHE DI PRIVATIZZAZIONE", "PRIVATIZZAZIONE E DISOCCUPAZIONE, I POLI DI SVILUPPO LOCALE", "PRIVATIZZARE CON IL PROJECT FINANCING", "AZIONARIATO DEI DIPENDENTI E STOCK OPTION"; "FINANZA D'IMPRESA" AND "CORPORATE GOVERNANCE".



#### **ALESSANDRA GRITTI**

ALESSANDRA GRITTI HAS WORKED IN BUSINESS FINANCE SINCE 1984, AFTER GRADUATING *CUM LAUDE* FROM BOCCONI UNIVERSITY IN MILAN. SHE JOINED THE SOPAF GROUP FOLLOWED BY MEDIOCREDITO LOMBARDO BEFORE MOVING TO EUROMOBILIARE MONTAGU SPA IN 1986, WHERE SHE BECAME DIRECTOR OF M&AS IN 1991.

SHE HAS BEEN THE VICE CHAIRPERSON AND CHIEF EXECUTIVE OFFICER OF TIP SINCE 1994, A GROUP SHE HELPED FOUND.

SHE SITS ON THE BOARD OF DIRECTORS OF THE FOLLOWING COMPANIES (OUTSIDE THE TIP GROUP'S INVESTMENT PORTFOLIO): ALPITOUR S.P.A., BETA UTENSILI S.P.A., CHIORINO S.P.A., EATALY S.P.A., MONCLER S.P.A., OVS S.P.A., AND OTHER LESSER KNOWN COMPANIES.

SHE ALSO SITS ON THE ALTAGAMMA SUSTAINABILITY ADVISORY BOARD.

COLLABORATION WITH INSTITUTIONS AND SPECIALISED FINANCIAL JOURNALS. AUTHOR OF NUMEROUS ARTICLES AND PUBLICATIONS ON FINANCE.

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### **GENERAL MANAGER**



#### **CLAUDIO BERRETTI**

BORN IN FLORENCE, CLAUDIO BERRETTI JOINED THE TIP GROUP IN 1995 AFTER GRADUATING *CUM LAUDE* FROM CARLO CATTANEO UNIVERSITY IN CASTELLANZA (VA).

HE HAS BEEN THE GENERAL MANAGER SINCE 2007.

HE HAS PREVIOUSLY WORKED FOR MAGNETI MARELLI UK (CANNOCK, STAFFORDSHIRE (UK)) AND FIAT UK (LONDON).

HE SITS ON THE BOARD OF DIRECTORS OF THE FOLLOWING COMPANIES (OUTSIDE OF THE TIP GROUP'S INVESTMENT PORTFOLIO): ALPITOUR S.P.A., VOIHOTELS S.P.A., BE-SHAPING

THE FUTURE S.P.A., CHIORINO S.P.A., DIGITAL MAGICS S.P.A., MONRIF S.P.A., NEOS S.P.A., SESA S.P.A., TALENT GARDEN S.P.A., AND OTHER LESSER KNOWN COMPANIES. AUTHOR OF NUMEROUS SPECIALISED PAPERS INCLUDING: ACTIVITIES, TIME AND COSTS FOR QUOTATION PROCESS IN COLLABORATION WITH BORSA ITALIANA S.P.A.

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TIP IS THE FRUIT OF THE T&A MANAGEMENT TEAM'S DESIRE TO ESTABLISH A CORPORATE-FINANCIAL COMPANY THAT COULD PROMOTE THE SUSTAINABLE DEVELOPMENT OF DYNAMIC MEDIUM-SIZED COMPANIES IN THE MEDIUM AND LONG-TERM BY ACQUIRING MINORITY SHAREHOLDINGS IN THEM.

TO THIS END, IN 2003, THE SHAREHOLDERS' MEETING RESOLVED TO INCREASE TIP'S SHARE CAPITAL BY THE MAXIMUM OF EURO 6,630,000, TO BE OFFERED IN SUBSCRIPTION TO SHAREHOLDERS, AS WELL AS BY A FURTHER EURO 13,000,000, TO BE OFFERED IN SUBSCRIPTION TO NEW INVESTORS. A NUMBER OF LARGE FAMILY-RUN COMPANIES IN ITALY SUBSEQUENTLY UNDERTOOK A HOLDING IN TIP.

IN ORDER TO PROCEED WITH THE REQUEST AND OBTAIN ADMISSION FOR TRADING OF ITS SHARES ON THE EXPANDI MARKET MANAGED BY BORSA ITALIANA, ON JUNE 29, 2005, THE EXTRAORDINARY SHAREHOLDERS' MEETING RESOLVED TO INCREASE THE DIVISIBLE PAID-IN SHARE CAPITAL, WITH EXCLUSION OF THE OPTION RIGHT, UP TO A MAXIMUM NOMINAL VALUE OF EURO 26,000,000, BY ISSUING A MAXIMUM OF 50,000,000 NEW ORDINARY SHARES IN TIP WITH A PAR VALUE OF EURO 0.52 EACH. ON AUGUST 4, 2005, TIP SUBMITTED A REQUEST TO BORSA ITALIANA TO ADMIT ITS SHARES FOR TRADING ON THE EXPANDI MARKET. ON OCTOBER 20, 2005, BORSA ITALIANA APPROVED THE ADMISSION OF TIP ORDINARY SHARES FOR TRADING ON THE ABOVE MARKET, AND TRADING COMMENCED ON NOVEMBER 9, 2005. ON OCTOBER 4, 2010, THE BOARD OF DIRECTORS RESOLVED TO START THE PROCESS OF REQUESTING ADMISSION TO THE STAR SEGMENT OF THE ITALIAN STOCK EXCHANGE FROM BORSA ITALIANA, WHICH RESULTED IN ADMISSION FOR TRADING ON THIS SEGMENT ON OCTOBER 20, 2005.

WITH A VIEW TO EXPANDING ITS INVESTMENT ACTIVITIES TO THE SECONDARY PRIVATE EQUITY MARKET, TIP FOUNDED SECONTip SpA WITH A FEW INVESTORS IN EARLY 2006, IN WHICH IT INITIALLY HELD 39.433% OF THE SHARE CAPITAL. ON JANUARY 14, 2010, TIP'S BOARD OF DIRECTORS APPROVED A PROPOSAL TO: (i) CONCENTRATE THE SECONTip EQUITY INVESTMENTS OF ALL OR SOME OF ITS SHAREHOLDERS INTO TIP IN A FIRST PHASE, THUS FOCUSING ITS CORPORATE ASSETS IN THE FINANCIAL ADVISORY, DEVELOPMENT EQUITY, AND SECONDARY PRIVATE EQUITY SECTORS; AND TO (ii) IMPLEMENT A CAPITAL STRENGTHENING PLAN THROUGH



NEW CASH CONTRIBUTIONS AND THE RELEASE OF PARTIALLY CONVERTIBLE BONDS IN A SECOND PHASE.

DURING 2014, TIP MADE THE DECISION TO DIVERSIFY ITS INVESTMENT ACTIVITIES BY LAUNCHING A PROJECT DEDICATED TO MEDIUM-SIZED COMPANIES ASPIRING TO LIST ON THE STOCK EXCHANGE IN THE MEDIUM TERM. A SPECIAL PURPOSE VEHICLE CALLED TIPO SPA WAS FOUNDED FOR IPOs, TO WHICH PRIMARILY FAMILY-RUN BUSINESSES NOW BELONG, FOR A TOTAL ENDOWMENT CAPITAL OF EURO 140 MILLION. TIP PRE-IPO ("TIPO") FOCUSES ON INVESTMENTS IN COMPANIES WITH A TURNOVER OF UP TO EURO 200 MILLION AND WITH AN INVESTMENT OBJECTIVE OF BETWEEN EURO 20 AND 50 MILLION PER TRANSACTION.

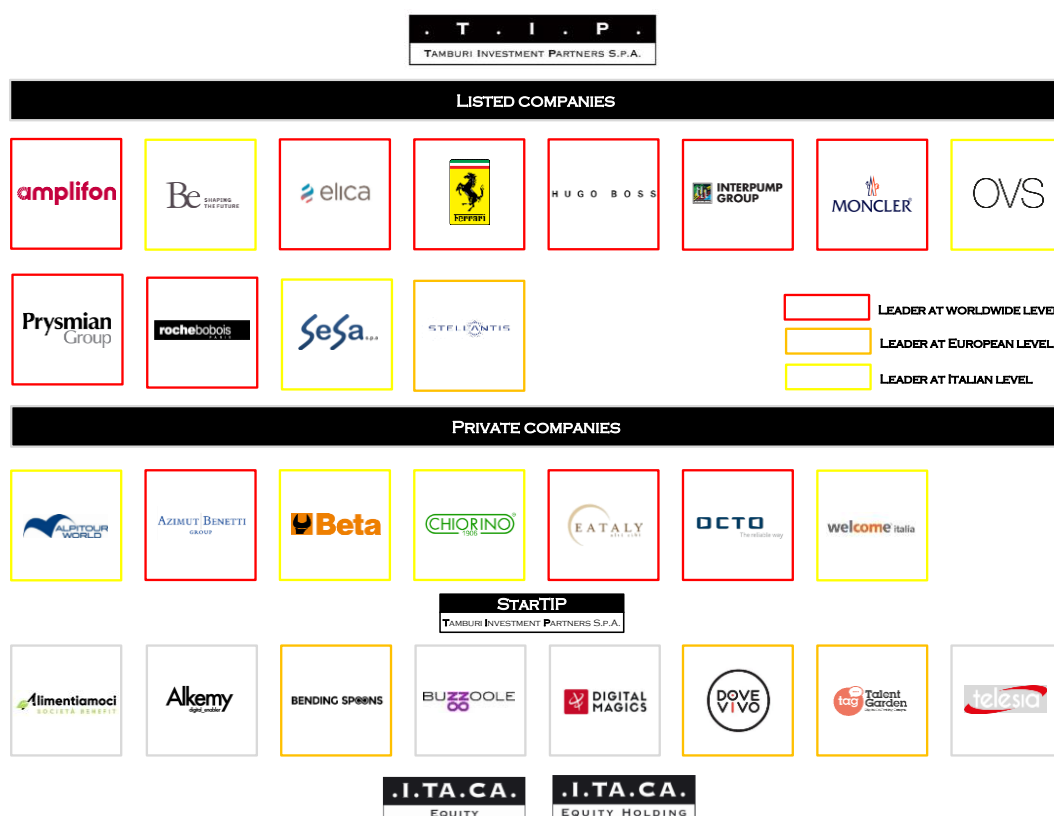
IN 2016, THE GROUP'S INVESTMENT ACTIVITIES WERE EXPANDED THROUGH THE CREATION OF THE ASSET ITALIA INVESTMENT PROJECT, WHICH IS DEDICATED TO COMPANIES WITH A TURNOVER OF OVER EURO 200 MILLION AND WITH AN INDIVIDUAL HOLDING OF OVER EURO 30 MILLION. ASSET ITALIA SAW THE CONTRIBUTION OF APPROX. 30 FAMILY OFFICES, FOR A TOTAL ENDOWMENT CAPITAL OF EURO 550 MILLION. THIS PROJECT ALLOWS SHAREHOLDERS TO ASSESS THE POSSIBILITY OF PARTICIPATING IN NEW INVESTMENTS THROUGH THE FORM OF A CLUB DEAL.

IN 2017, TIP SOLIDIFIED ITS INTENTION TO INVEST IN THE INNOVATION AND START-UP SEGMENT — WHICH HAD BEEN OF INTEREST FOR SOME TIME — BY FOUNDED STARTIP, A "MADE IN ITALY" DIGITAL AND TECHNOLOGICAL INNOVATION HUB, INTO WHICH TIP'S HOLDINGS IN DIGITAL MAGICS (ITALY'S LEADING START-UP INCUBATOR) AND TALENT GARDEN (THE FIRST EUROPEAN CO-WORKING NETWORK FOR DIGITAL START-UPS) WERE CONFERRED. WITH A TOTAL BUDGET OF EURO 100 MILLION AND ACCESS TO TIP'S NETWORK, STARTIP AIMS TO SUPPORT THE ACCELERATED DEVELOPMENT OF INNOVATIVE ITALIAN COMPANIES.

IN JANUARY 2021, TIP LAUNCHED THE ITACA EQUITY PROJECT TO SUPPORT COMPANIES TACKLING TURNAROUND PHASES, HELPING THEM TO SOLVE PROBLEMS RELATING TO STRATEGIC CHOICES AND CAPITALISATION LEVELS AS COMPREHENSIVELY AND FLEXIBLY AS POSSIBLE, WITH A VIEW TO STRIKING A BALANCE AT AN EQUITY AND FINANCIAL LEVEL THROUGH THE ENTRY OF AN EQUITY PARTNER.

TODAY, THE TIP GROUP:

## MORE THAN 3 BILLION INVESTED DIRECTLY AND THROUGH CLUBDEALS



TIP IS KNOWN FOR:

- I. **GUIDING MADE-IN-ITALY COMPANIES AND ENTREPRENEURS THROUGH THEIR LONG-TERM DEVELOPMENT.** TIP HAS PURSUED THIS OBJECTIVE IN A VARIETY OF INNOVATIVE, CREATIVE WAYS: FROM ASSISTING GENERATIONAL HAND-OVERS AT FAMILY-RUN BUSINESSES, TO OFFERING FINANCIAL SUPPORT FOR GROWTH THROUGH BUSINESS COMBINATIONS OR MERGERS, TO ESTABLISHING INVESTMENT COMPANIES OWNED BY ENTREPRENEURIAL FAMILIES IN ORDER TO COMBINE SKILLS AND INDUSTRIAL EXPERTISE WITH AN INTEREST IN INVESTING PROFITABLY IN COMPANIES THAT ARE LOOKING FOR NEW WAYS TO GROW AND EXPAND.

- II. **BEING A LONG-TERM INVESTOR.** TIP IS A MINORITY INVESTOR HOPING TO BUILD VALUE OVER TIME WITHOUT IMPOSING SPECIFIC CONDITIONS OR EXIT GUARANTEES, WHICH CAN HEAVILY IMPACT THE PERFORMANCE AND STRUCTURAL SUSTAINABILITY OF COMPANIES. THE DECISION WAS MADE AFTER CLOSELY OBSERVING THE DYNAMICS OF COMPANIES IN EUROPE AND ITALY THAT WERE UNIQUE AND REQUIRED SUPPORT RATHER THAN SUBSTITUTIONS, GIVEN THAT EUROPE SUFFERS FROM LESS SUSTAINED GROWTH RATES COMPARED TO US AND ASIAN MARKETS, WHICH ARE OFTEN MORE DYNAMIC AND COMPETITIVE. IT TAKES LONGER FOR COMPANIES AND WORLD-LEADING BUSINESSES WITH A EUROPEAN HQ TO GROW IN EUROPE COMPARED TO OTHER CONTINENTS.
- III. **BEING AN EQUITY INVESTOR.** TIP'S INVESTMENTS PRIMARILY TAKE THE FORM OF HIRING NEW TALENT, WITHOUT EVER PLACING A FINANCIAL BURDEN ON COMPANIES, REGARDLESS OF THEIR MARGINS AND LEVELS OF CASH FLOW GENERATION. BY REFUSING TO EXPLOIT ITS FINANCIAL LEVERAGE TO MAXIMISE RETURNS, TIP ALLOWS COMPANIES TO TRANSLATE NEW TALENT AND PROFITS INTO FURTHER GROWTH, THUS ALLOWING THEM TO FINANCE AMBITIOUS DEVELOPMENT AND INNOVATION PROJECTS.
- IV. **ITS INDEPENDENCE FROM BANKING AND FINANCIAL INSTITUTIONS.** TIP HAS BEEN CAPITALISED AND CONTINUES TO CONSIDER FAMILY-RUN BUSINESSES ITS MOST IMPORTANT SHAREHOLDERS.
- V. **MAXIMUM TRANSPARENCY TOWARDS SHAREHOLDERS AND STAKEHOLDERS.** TIP AND ALL OF ITS INVESTMENT COMPANIES ARE JOINT STOCK COMPANIES WITH REGISTERED OFFICES AND TAX RESIDENCES IN ITALY. TIP'S FINANCIAL STATEMENTS ARE PUBLISHED ON A QUARTERLY BASIS TOGETHER WITH ALL RELEVANT INFORMATION ON [WWW.TIPSPA.IT](http://WWW.TIPSPA.IT)

## INVESTMENT POLICY

TIP'S INVESTMENT POLICY IS ENTIRELY UNIQUE IN ITALY AND HAS BEEN FOR MANY YEARS. TIP IS:

- **A MINORITY INVESTOR.** TIP OPERATES AS A SHAREHOLDER ALONGSIDE THE ENTREPRENEUR OR MANAGEMENT TEAM (IN THE CASE OF PUBLIC COMPANIES), WHICH MAINTAINS OPERATIONAL LEADERSHIP OF THE COMPANY.
- **AN INVESTOR IN LEADING COMPANIES.** OF THE 24 COMPANIES IN TIP'S PORTFOLIO, 11 COMPANIES HAVE GLOBALLY RECOGNISED LEADERS AND 20 OF THESE HOLD LEADERSHIP POSITIONS AT A NATIONAL LEVEL AT THE VERY LEAST.
- **AN INVESTOR IN HEALTHY COMPANIES.** TIP INVESTS IN COMPANIES THAT CAN GENERATE HIGH MARGINS, ARE NOT CHARACTERISED BY HIGH DEBT, AND POSSESS AN ADEQUATE LEVEL OF CAPITALISATION.
- **AN INVESTOR IN FAST-GROWING COMPANIES.** TIP MAKES RESOURCES AVAILABLE TO COMPANIES IN ORDER TO ACCELERATE GROWTH BY MEANS OF CORPORATE FINANCE TRANSACTIONS, EXPANSION INTO NEW GEOGRAPHIC MARKETS, THE EXPANSION OF NEW PRODUCTS OR SERVICES, AND OTHER STRATEGIC LEVERS, WITH A VIEW TO ACCELERATING DEVELOPMENT. IN FACT, GROWTH IS OFTEN ACHIEVED THROUGH ACQUISITIONS. BETWEEN 2002 AND 2020, COMPANIES BELONGING TO THE TIP GROUP WERE INVOLVED IN OVER 128 BUSINESS ACQUISITIONS, MERGERS, AND COMBINATIONS FOR A TOTAL DISBURSEMENT OF NEARLY EURO 7 BILLION, GENERATING TOTAL REVENUES OF OVER EURO 27 BILLION AND AN EBITDA OF OVER EURO 3.3 BILLION, AND EMPLOYING OVER 100,000 PEOPLE.

THESE ARE THE MAIN CHARACTERISING FEATURES OF TIP'S INVESTMENT PORTFOLIO. WITH THIS IN MIND, TIP HAS ALWAYS FACTORED ESG ISSUES INTO ITS ANALYSIS OF POTENTIAL INVESTEE COMPANIES, AND INTO ITS RELATIONSHIP WITH THE MANAGERS AND ENTREPRENEURS OF SAID INVESTEE COMPANIES.

## THE INVESTMENT PROCESS

IN ADDITION TO FINANCIAL, LEGAL, AND TAX ANALYSIS, DURING THE INVESTMENT PROCESS, TIP CHECKS THAT ITS POTENTIAL INVESTEE COMPANIES ARE COMPLIANT ON ESG ISSUES.

THE FIRST STEP IS TO ANALYSE THE COMPANY'S CORE BUSINESS. TIP IS A "GENERALIST" INVESTOR BUT — AS HAS ALWAYS BEEN THE CASE — IT DOES NOT INVEST IN THE FOLLOWING SECTORS:

- FINANCE (BANKS, INSURANCE COMPANIES AND OTHER FINANCIAL INSTITUTIONS)
- REAL ESTATE
- REGULATED BUSINESSES (SUCH AS UTILITIES) OR THOSE DERIVING FROM GOVERNMENT CONCESSIONS
- OTHER NON-SOCIALLY RESPONSIBLE SECTORS SUCH AS: CIVILIAN FIREARMS AND ARMAMENTS, PORNOGRAPHY, TOBACCO, ANIMAL TESTING, GAMBLING AND BETTING, NUCLEAR ENERGY, PESTICIDES, AND COMPANIES THAT USE GMOS
- COMPANIES BELONGING TO THE "CATHOLIC EXCLUSION" SECTOR, SUCH AS ABORTION, CONTRACEPTIVES, STEM CELLS, DISCRIMINATION, AND LOAN-SHARKING.

WHILE PREPARING ITS SUSTAINABILITY PLAN (REFERRED TO IN SUBSEQUENT CHAPTERS), TIP MADE THE DECISION TO INTEGRATE A FEW CHECKS INTO ITS STANDARD PROCESS OF DUE DILIGENCE.

IN PARTICULAR, A TIMELY CHECK ON MATERIALITY WILL BE CARRIED OUT WITH REGARD TO ESG ISSUES WHERE APPLICABLE. THE OBJECTIVE OF THESE CHECKS MAY VARY ACCORDING TO THE TARGET COMPANY'S CORE BUSINESS, IN ADDITION TO ITS SIZE AND OTHER VARIABLES. NEVERTHELESS, THE FOLLOWING ACTIVITIES WILL ALWAYS BE PERFORMED:

- CHECKS TO ENSURE THE CORE BUSINESS ACTIVITIES OF THE COMPANY AND ITS SUBSIDIARIES ARE NOT INCLUDED IN THE LIST OF SECTORS IN WHICH TIP HAS DECIDED NOT TO INVEST, AS MENTIONED ABOVE
- AN ASSESSMENT OF THE STATE OF THE INITIATIVES AND ACTIVITIES THE COMPANY INTENDS TO UNDERTAKE TO IMPROVE ITS RELATIONS WITH REFERENCE TO THE ENVIRONMENT, COMMUNITIES, AND MATTERS OF GOVERNANCE;

- A DISCUSSION OF THE STRATEGIC PLAN UNDERPINNING THE INVESTMENT AND AN OVERVIEW OF ESG INITIATIVES TO BE IMPLEMENTED TO ENSURE THAT APPROPRIATE INVESTMENTS ARE ADEQUATELY INCORPORATED INTO THE BUSINESS PLAN WHERE NECESSARY
- IF POTENTIAL RISKS ASSOCIATED WITH ESG ISSUES ARE IDENTIFIED, A REMEDY PLAN WILL BE DRAWN UP IN FULL AGREEMENT WITH THE SENIOR MANAGEMENT TEAM AND THE MAJORITY SHAREHOLDERS
- A STANDARD FORMAT FOR REPORTING ON ESG ISSUES WILL BE SHARED AND DEFINED ON A CASE-BY-CASE BASIS

## YOUNG PEOPLE, INNOVATION, AND TRAINING

TIP'S WORKING RELATIONSHIPS ARE BASED ON THE VALUES OF FAIRNESS, TRANSPARENCY, FREEDOM, LOYALTY AND TRUST. TIP HAS ALWAYS BEEN COMMITTED TO PROVIDING WORKING CONDITIONS THAT RESPECT PERSONAL DIGNITY, HUMAN RIGHTS, EQUAL OPPORTUNITIES, AND A PROFESSIONAL AND PARTICIPATORY WORKING ENVIRONMENT.

TIP ALSO PROMOTES THE APPLICATION OF THESE PRACTICES BY ITS STAKEHOLDERS, WITH WHOM IT COLLABORATES ON AN ONGOING BASIS.

TIP HIRES EMPLOYEES IN FULL RESPECT OF EQUAL OPPORTUNITIES, DIVERSITY, AND NON-DISCRIMINATION, AVOIDING FAVOURITISM OR FACILITATIONS OF ANY KIND.

TIP FULFILS ITS LEGAL HEALTH AND SAFETY OBLIGATIONS AND IS COMMITTED TO ENSURING THE WELL-BEING OF ITS EMPLOYEES AND TO MAINTAINING A HEALTHY WORK-LIFE BALANCE.

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SINCE ITS FOUNDING, TIP HAS APPLIED A MODEL OF INCLUSION OF YOUNG PEOPLE, WHO ARE OFTEN HIRED FOLLOWING INTERNSHIPS TO COMPLEMENT THE SENIOR MANAGEMENT TEAM'S EXPERIENCE WITH A FRESH, INTELLECTUAL OUTLOOK. MEMBERS OF THE TIP TEAM COLLABORATE WITH YOUNG PEOPLE TO MAINTAIN A LOW TURNOVER RATE AND TO ENSURE PEOPLE STAY MOTIVATED.

THE AVERAGE AGE OF OUR EXECUTIVE TEAM (EXCLUDING SENIOR MANAGEMENT) IS 37 AND PEOPLE TEND TO STAY AT THE COMPANY FOR APPROXIMATELY 8 YEARS. CLAUDIO BERRETTI, TIP'S CURRENT GENERAL MANAGER, JOINED THE COMPANY IN 1995.

GIVEN THE NATURE OF TIP'S BUSINESS ACTIVITIES, MOTIVATING INCENTIVES ARE PROVIDED BY MEANS OF SIGNIFICANT VARIABLE REMUNERATION, STOCK OPTIONS, AND PERFORMANCE SHARE PLANS.

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TIP SUPPORTS THE COMMUNITY IN A NUMBER OF DIFFERENT WAYS AND STRIVES IN PARTICULAR TO SUPPORT YOUNG PEOPLE, THE WORLD OF INNOVATION, AND THE TRAINING OF SPECIALISED PROFESSIONALS.

THE COMPANY'S FOCUS ON INNOVATION IS EXPRESSED BY OFFERING FINANCIAL AND OTHER MEANS OF SUPPORT TO COMPANIES THAT VIEW CONTINUOUS INVESTMENT IN INNOVATION AS THE MAIN ROUTE TO SUCCESS IN INCREASINGLY GLOBAL MARKETS.

TIP'S INTEREST IS ALSO REFLECTED IN ITS INVOLVEMENT IN THE START-UP SEGMENT THROUGH A DEDICATED COMPANY, ENDOWED WITH EURO 100 MILLION TO INVEST IN THE DIGITAL AND INNOVATION SECTOR.

THE COMPANY ORGANISES NUMEROUS MEETINGS WITH YOUNG START-UPPERS, ALLOWING THE GROUP TO BETTER UNDERSTAND THE IMPORTANCE OF HELPING YOUNG PEOPLE DEVELOP THE SKILLS AND ABILITIES THEY NEED TO ENTER THE MODERN WORKING WORLD. TIP HAS ALSO DECIDED TO FINANCIALLY SUPPORT THE STUDIES OF DESERVING STUDENTS ENROLLED ON COURSES RUN BY THE TALENT INNOVATION SCHOOL.

THE SENIOR MANAGEMENT TEAM HAS REMAINED CONSISTENTLY INVOLVED IN FINANCIAL EDUCATION, HAVING WRITTEN A NUMBER OF ARTICLES AND BOOKS, AND IT CONTINUES TO COLLABORATE WITH THE MEDIA, UNIVERSITIES, AND ASSOCIATIONS.

#### STARTIP IS FOUNDED

IN 2017, STARTIP SRL WAS FOUNDED AS A CORPORATE VEHICLE 100%-OWNED BY TIP. STARTIP HOPES TO INVEST EURO 100 MILLION IN THE INNOVATION AND DIGITAL SECTOR, THUS EXPANDING TIP'S TARGET TO INCLUDE COMPANIES THAT ARE TOO SMALL TO MEET ITS STANDARD INVESTMENT OBJECTIVES.

THE DECISION TO INVEST SUCH A SIGNIFICANT SUM IN THE INNOVATION SECTOR REFLECTS TIP'S OBSERVATIONS AT LARGE, MATURE INDUSTRIAL COMPANIES. IT HAS BECOME APPARENT THAT COMPANIES NEED TO LEARN ABOUT GLOBAL INNOVATION IN THE CURRENT GLOBAL CLIMATE, EVEN IF ONLY TO MAINTAIN THEIR CURRENT MARKET POSITIONING, AND TO INVEST MORE RESOURCES IN RESEARCH AND DEVELOPMENT, INNOVATION, AND DIGITISATION.

YEARS BEFORE FOUNDED STARTIP, THIS BELIEF INSPIRED TIP TO INVEST IN DIGITAL MAGICS S.P.A., ITALY'S LEADING LISTED INCUBATOR. TIP FIRST INVESTED IN DIGITAL

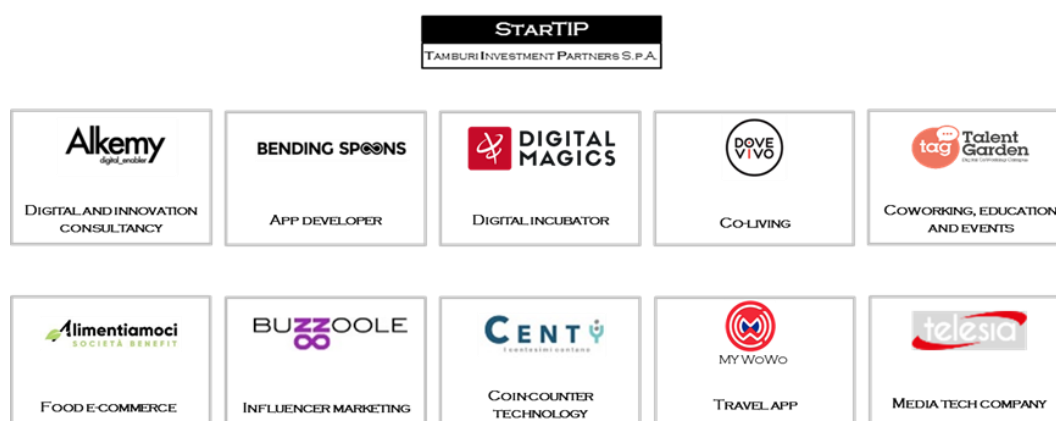


MAGICS IN 2015, BACK WHEN THE COMPANY WAS NOT YET LISTED AND WAS LOOKING FOR TEAM MEMBERS — AS WELL AS TO FINANCE ITS INVESTMENTS — IN ORDER TO CONSOLIDATE A PARTNERSHIP WITH TALENT GARDEN, ITALY’S LEADING CO-WORKING PROVIDER, WITH A FOCUS ON THE DIGITAL SECTOR. FROM THE OUTSET TIP WAS READY TO DIP A TOE INTO THE WORLD OF INNOVATION IN ORDER TO BUILD A NETWORK AND AN ECO-SYSTEM CAPABLE OF BRINGING TOGETHER IDEAS, CAPITAL, AND COMPANIES BELONGING TO VARIOUS SECTORS.

THIS RELATIONSHIP, SECURED BY A SIGNIFICANT INVESTMENT, ALLOWED TIP TO ANALYSE THE MARKET SEGMENT "MORE CLOSELY" AND TO FILL A LARGE GAP IN THE ITALIAN MARKET, GIVEN THE LACK OF FINANCIAL OPERATORS ABLE TO OFFER RESOURCES AND EXPERTISE TO START-UPS BETWEEN THE LOAN SEED PHASE (TYPICALLY PROVIDED BY INCUBATORS) AND THE FIRST ROUND OF CAPITAL RESEARCH (TYPICALLY PROVIDED BY VENTURE CAPITAL FUNDS). OVER THE YEARS, THIS GAP HAS PREVENTED INCUBATORS FROM EVOLVING START-UPS INTO MATURE ENTITIES, AND HAS CONFINED THEM TO THE EARLY STAGES OF GROWTH. WHAT’S MORE, VARIOUS VENTURE CAPITALISTS AND SPECIALISED FUNDS HAVE DEDICATED TIME AND EFFORT TO SELECTING, SCOUTING, MENTORING AND STRUCTURING TEAMS RATHER THAN ATTEMPTING TO CONSOLIDATE THEM.

TO DATE, STARTIP HAS INVESTED AROUND EURO 35 MILLION DIRECTLY AND AROUND EURO 75 MILLION THROUGH RELATED CLUB DEALS, A RARE SUM FOR THIS SEGMENT OVER SUCH A SHORT SPACE OF TIME.

THE AGGREGATE TURNOVER OF STARTIP’S SUBSIDIARIES CURRENTLY STANDS AT AROUND EURO 200 MILLION, WHILE DIGITAL MAGICS, TIP’S LARGEST SHAREHOLDER, CURRENTLY HAS 70 START-UPS IN ITS PORTFOLIO.



### SUPPORTING THE EDUCATION OF YOUNG PEOPLE

TO HELP YOUNG PEOPLE GAIN SPECIALISED EXPERTISE IN THE DIGITAL AND INNOVATION SECTOR, AND TO INTRODUCE THEM TO THE WORLD OF WORK, TIP HAS ALLOCATED EURO 50,000 TO FINANCE SCHOLARSHIPS FOR DESERVING STUDENTS ENROLLED ON MASTER'S DEGREE COURSES AT THE TALENT INNOVATION SCHOOL.

92% OF ALL STUDENTS ENROLLED ON TALENT INNOVATION SCHOOL COURSES FIND WORK BEFORE THE END OF THE STUDIES.

### FINANCIAL INFORMATION AND TRAINING ACTIVITIES

TIP HAS ALWAYS CONSIDERED IT USEFUL TO CONTRIBUTE TO THE DEBATE ON CORPORATE FINANCE ISSUES THROUGH DEDICATED ACTIVITIES FOCUSED ON COMMUNICATING INFORMATION TO THIRD PARTIES THROUGH EDITORIALS AND INTERVIEWS PUBLISHED IN MAJOR ITALIAN AND, IN SOME CASES, INTERNATIONAL MEDIA.

AS PART OF THE CLEAR SENSE OF RESPONSIBILITY THAT TIP'S SENIOR MANAGEMENT TEAM HAS ALWAYS FELT IN THE EDUCATIONAL ARENA, SINCE THE EARLY 1990S IT HAS PUBLISHED ITS VIEWS (IN THE "PRIVATISATION AND CORPORATE GOVERNANCE BULLETIN") ON THE SUBJECT OF PRIVATISATION AND CORPORATE GOVERNANCE IN ITALY. THESE ISSUES HAD NEVER PREVIOUSLY FACTORED INTO CONVERSATIONS AMONG HIGH-LEVEL PROFESSIONALS WORKING IN THE FIELDS OF FINANCE AND COMPANY LAW.

THE COMPANY'S FOUNDERS HAVE ALSO WRITTEN BOOKS ON CORPORATE FINANCE ISSUES SUCH AS M&A OPERATIONS, IPOs AND BRAND AND ASSET VALUATIONS.

IN THE LATE 1980s, GIOVANNI TAMBURI PUBLISHED THE VERY FIRST MANUAL ON ACQUISITIONS IN ITALY, WHICH FOCUSED ON COMPANY ACQUISITIONS, THE HOW AND WHY, METHODS AND TECHNIQUES, AND THE PSYCHOLOGY OF ACQUISITIONS.

GIOVANNI TAMBURI PUBLISHED NUMEROUS BOOKS, MANUALS, ESSAYS AND ARTICLES ON THE TOPIC OF PRIVATISATION DURING THE 1990s.

IN 2014 TIP PUBLISHED THE VOLUME *ASSET ITALIA – PROPRIETÀ, VALORI E PREZZI (PAGATI E NON) DELLE AZIENDE ITALIANE* (ASSET ITALY – OWNERSHIP, VALUES AND PRICES (PAID AND UNPAID) OF ITALIAN COMPANIES) CONTAINING AN ANALYSIS (THE ONLY ONE OF ITS KIND IN ITALY) OF THE FINANCIAL OUTLOOK FOR ITALIAN

ENTREPRENEURS, WITH A VIEW TO PROGRESSIVE CAPITAL STRENGTHENING AND EFFICIENCY GAINS IN THE INDUSTRIAL SYSTEM.

IN 2016 TIP PUBLISHED THE VOLUME *PREZZI & VALORI – L'ENTERPRISE VALUE NELL'ERA DIGITALE* (PRICES AND VALUES – ENTERPRISE VALUE IN THE DIGITAL AGE), WHICH CONTAINS VERY DETAILED AND THOROUGH ANALYSES AND STUDIES OF THE VALUATION DYNAMICS OF ENTERPRISES IN A WORLD THAT WAS SHIFTING MANY OF ITS MAIN PARADIGMS.

TIP'S SENIOR MANAGEMENT TEAM COLLABORATES WITH UNIVERSITIES AND ASSOCIATIONS ON A PRO BONO BASIS IN ORDER TO SHARE THEIR EXPERIENCE IN CORPORATE FINANCE.

#### **TIP'S ANTI-COVID MEASURES**

IN ORDER TO MANAGE THE CONSEQUENCES OF THE PANDEMIC, TIP PROMPTLY SUPPORTED ITS EMPLOYEES BY ALLOWING THEM TO CARRY OUT THEIR WORK DUTIES SAFELY, AND IN PARTICULAR:

- ALL EMPLOYEES WERE PERMITTED TO WORK FROM HOME, WITH THE EXCEPTION OF A SKELETON SECRETARIAL TEAM. COMPUTERS AND DEVICES WERE PROVIDED TO GUARANTEE EFFECTIVE PERFORMANCE FROM HOME. OFFICE SHIFTS WERE INTRODUCED DURING A SECOND PHASE.
- INFORMATION NOTICES WERE DISTRIBUTED IN RELATION TO COVID-19 AND PUBLIC AND PRIVATE LIFE.
- EMPLOYEES WERE GIVEN THE OPPORTUNITY TO TAKE THE THARSOS-RUN COURSE "CORONAVIRUS: WHAT YOU NEED TO KNOW", IN ADDITION TO A COURSE ENTITLED "COVID-19: SPECIFIC TRAINING AND THE USE OF PPE"
- NEW PROCEDURES WERE ADOPTED IN THE OFFICE AS PER THE GROUP'S "RETURN TO OFFICE PROTOCOL".
- COVID HEALTH COVERAGE WAS ARRANGED WITH A LEADING INSURANCE PROVIDER
- DEDICATED SIGNS WERE INSTALLED AT TIP'S OFFICES AND IN SHARED AREAS, AND A BODY TEMPERATURE SCANNER WAS INSTALLED AT THE ENTRANCE
- THE COMPANY REIMBURSED MEDICAL EXPENSES FOR COVID-19 TESTS TAKEN BY EMPLOYEES
- EMPLOYEES WERE SUPPLIED WITH MASKS AND GLOVES

- ALL EMPLOYEES WERE GIVEN HAND GEL, AND SANITISING DEVICES WERE INSTALLED AROUND THE OFFICE
- A MORE RIGOROUS CLEANING SCHEDULE WAS IMPLEMENTED AT TIP'S OFFICES

## GOVERNANCE MODEL

AT TIP, GOVERNANCE IS UNDERSTOOD ON TWO LEVELS:

- THE GOVERNANCE OF TIP: DESCRIPTION OF THE GOVERNANCE STRUCTURE ADOPTED TO BEST MANAGE THE COMPANY
- TIP'S ROLE AS AN INVESTOR: THE ACTIVITIES TIP CARRIES OUT IN INVESTEE COMPANIES AS PART OF ITS ROLE IN CORPORATE BODIES

### THE GOVERNANCE OF TIP

TIP ADOPTS A GOVERNANCE SYSTEM THAT IS DESIGNED TO MAXIMISE SHAREHOLDER VALUE, MITIGATE BUSINESS RISKS, GUARANTEE TRANSPARENCY TOWARDS THE MARKET, AND BALANCE THE INTERESTS OF ALL SHAREHOLDERS.

TIP FULLY COMPLIES WITH THE LAWS AND REGULATIONS IN FORCE IN THE COUNTRIES IN WHICH IT OPERATES, IN ADDITION TO THE PRINCIPLES OF ITS ETHICS CODE AND THE PROCEDURES LAID OUT IN ITS IN-HOUSE PROTOCOLS. IN ADDITION, TIP ABIDES BY A SERIES OF ETHICAL PRINCIPLES WHEN CONDUCTING BUSINESS ACTIVITIES, WHICH TAKE THE FORM OF A STEADFAST MANTRA THAT GUIDES ALL CHOICES MADE BY THE GROUP.

TIP CONDEMNS ANY FORM OF CORRUPTION, EXTORTION, OR UNDUE INFLUENCE TO GIVE OR PROMISE BENEFITS AND ADOPTS ALL THE APPROPRIATE MEASURES TO PREVENT AND AVOID SUCH CRIMES.

CONFIRMING ITS COMMITMENT TO GOVERNANCE AND ESG TOPICS, FROM MARCH 12, 2021, THE CONTROL, RISKS AND RELATED PARTIES COMMITTEE HAS ALSO BEEN ASSIGNED TASKS RELATING TO SUSTAINABILITY BY CARRYING OUT SUPPORT AND ADVISORY FUNCTIONS FOR THE BOARD OF DIRECTORS.

### TIP'S ROLE AS AN INVESTOR

IT'S IMPORTANT TO TAKE TIP'S INVESTMENT STRATEGY INTO CONSIDERATION WHEN ANALYSING ITS ROLE AS AN INVESTOR. TIP MAKES INVESTMENTS IN COMPANIES LISTED ON REGULATED MARKETS AND IN COMPANIES THAT ARE UNLISTED OR LISTED ON UNREGULATED MARKETS.

ALL TIP COMPANIES LISTED ON REGULATED MARKETS ADOPT THE HIGHEST STANDARDS OF GOVERNANCE AND COMPLIANCE WITH ESG REGULATIONS. COMPANIES SUCH AS PRYSMIAN, AMPLIFON AND MONCLER ARE CONSIDERED PIONEERS ON ESG TOPICS IN ITALY.

GIVEN TIP'S RECOGNISED EXPERIENCE IN MATTERS RELATING TO GOVERNANCE AND SUSTAINABILITY, ITS DIRECTORS ARE OFTEN APPOINTED TO SIT ON CORPORATE COMMITTEES.

TO ASSESS THE ROLE PLAYED BY ACTIVE INVESTORS AND MEMBERS APPOINTED TO THE BOARDS OF THE MAJORITY OF COMPANIES IN WHICH TIP HAS INVESTED, THE FOLLOWING FACTORS MUST BE TAKEN INTO CONSIDERATION FOR UNLISTED COMPANIES (OR THOSE LISTED ON UNREGULATED MARKETS):

- AS A MINORITY INVESTOR, TIP CANNOT IMPOSE ITS OWN STRATEGIC VIEWS ON INVESTEE COMPANIES. THE RELATIONSHIP BETWEEN TIP AND THE SENIOR MANAGEMENT TEAMS AND ENTREPRENEURS OF ITS INVESTEE COMPANIES ALLOWS FOR AN OPEN AND FRUITFUL DISCUSSION ON FUNDAMENTAL CORPORATE ISSUES, INCLUDING THE PURSUIT OF SUSTAINABLE GROWTH.
- TIP OFTEN INVESTS IN FAMILY-RUN BUSINESSES OF VARYING SIZES. ASIDE FROM LISTED LARGE-CAP SUBSIDIARIES OR ENTITIES LISTED ON REGULATED MARKETS, WHICH ARE REQUIRED TO COMPLY WITH SPECIFIC OBLIGATIONS, TIP'S INVESTEE PORTFOLIO INCLUDES MEDIUM-SIZED ITALIAN BUSINESSES WITH PREDOMINANTLY FAMILY SHAREHOLDERS.

WITH THIS IN MIND, TIP'S MAIN OBJECTIVE WITH REGARD TO INVESTEE COMPANIES IS TO INTRODUCE OPEN, TRANSPARENT AND APPROPRIATELY REGULATED GOVERNANCE SYSTEMS, ON A PAR WITH WHAT IS NORMALLY EXPECTED OF COMPANIES LISTED ON REGULATED MARKETS. THIS COMMITMENT IS MAINLY EXPRESSED BY:

- INTRODUCING PROPER GOVERNANCE POLICIES THROUGH THE BOARD OF DIRECTORS AND SHAREHOLDERS' MEETING, IN LINE WITH BEST MARKET PRACTICES
- SUPPORTING ENTREPRENEURS LOOKING FOR A SENIOR MANAGEMENT TEAM WITH AN IMPRESSIVE TRACK RECORD
- CREATING AN ORGANISATION CHART THAT CLEARLY STATES ROLES AND RESPONSIBILITIES

- ADEQUATELY ORGANISING THE DUTIES OF THE BOARD OF DIRECTORS
- APPOINTING INDEPENDENT MEMBERS TO THE BOARDS OF DIRECTORS

ONE OF THE AREAS IN WHICH TIP HAS ASSUMED A GROWING AND INCREASINGLY IMPORTANT ROLE IN ITALY OVER THE YEARS IS THE MANAGEMENT OF GENERATIONAL HAND-OVERS, AS WELL AS THE CORRECT IDENTIFICATION OF (SHAREHOLDER-DIRECTOR-MANAGER) ROLES. GIVEN THAT MEDIUM-SIZED FAMILY ENTITIES ARE FAIRLY WIDESPREAD, THIS FACTOR IS OF FUNDAMENTAL IMPORTANCE FOR THE FUTURE OF EVERY BUSINESS.

MANY FAMILY-RUN BUSINESSES HAVE ACKNOWLEDGED TIP AS A “PARTNER” WITH SHARED INTERESTS, ABLE TO GUIDE THEM THROUGH IMPORTANT MILESTONES FOR THEIR COMPANIES, EMPLOYEES, STAKEHOLDERS, AND SHAREHOLDERS. MANAGING GENERATIONAL HAND-OVERS IN A BALANCED AND PROFITABLE WAY CAN LEAD TO PROMISING NEW HORIZONS FOR COMPANY DEVELOPMENT.

TIP IS ALSO COMMITTED – BOTH IN TERMS OF ITS CONSULTANCY SERVICES AND AS A DIRECT INVESTOR – TO HELPING COMPANIES OPEN UP CAPITAL THROUGH STOCK EXCHANGE LISTINGS, FINANCIAL AND INDUSTRIAL PARTNERSHIPS, BUSINESS COMBINATIONS, AND JOINT VENTURES, ETC.

ALTHOUGH ITALY’S ENTREPRENEURIAL LANDSCAPE HAS SOMEWHAT RESISTED OPENING UP CAPITAL TO ASSIST LONG-TERM DEVELOPMENT, TIP HAS DEMONSTRATED THAT IT ALLOWS COMPANIES TO GROW IN A HEALTHIER AND MORE TRANSPARENT WAY, WITH CLEAR BENEFITS FOR COMPANY VALUE, THE ATTRACTION OF AN INDEPENDENT AND PROFESSIONAL MANAGEMENT TEAM, AND SHAREHOLDER RETURNS. THESE CONSIDERATIONS ALSO POSSESS STRATEGIC VALUE GIVEN THE CURRENT CONTEXT.

IN ORDER TO BEST SUPPORT ENTREPRENEURS AND COMPANIES IN THEIR SUSTAINABLE LONG-TERM GROWTH, TIP ENSURES THE FOLLOWING:

- NO FINANCIAL LEVERAGE REQUIREMENTS TIP INVESTS THROUGH EQUITY CONTRIBUTIONS WITHOUT BURDENING THE FINANCIAL SITUATION OF ITS INVESTEE COMPANIES
- NO GUARANTEED EXIT REQUIREMENTS TIP IS A LONG-TERM INVESTOR, AND AS SUCH, IT PROVIDES PATIENT AND/OR PERMANENT CAPITAL TO HELP COMPANIES GROW WITHOUT DEMANDING GUARANTEED EXITS. ONE OF TIP’S VERY FIRST (AND FULFILLING) INVESTMENTS WAS IN THE INTERPUMP GROUP, AND IT REMAINS AN IMPORTANT SHAREHOLDER TO THIS DAY, ALONGSIDE FULVIO MONTIPÒ (THE MAJORITY SHAREHOLDER, PRESIDENT AND CEO OF

THE GROUP ). TIP HAS ALSO BOOSTED ITS INVESTMENT IN THE GROUP ON MULTIPLE OCCASIONS, INCLUDING AFTER THE DEPARTURE OF OTHER INVESTORS INVITED INTO THE INITIAL CLUB DEAL. OTHER EXAMPLES INCLUDE BE-SHAPING THE FUTURE S.P.A., IN WHICH TIP HAS BEEN A SHAREHOLDER SINCE 2007, AMPLIFON S.P.A. AND PRYSMIAN S.P.A. (SINCE 2010), MONCLER S.P.A. (SINCE 2013), AND EATALY S.P.A. AND ROCHE BOBOIS S.A. (SINCE 2014).

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TIP HAS ADOPTED A TRADITIONAL GOVERNANCE MODEL (IN LINE WITH ARTICLE 2380-BIS ET SEQ. OF THE ITALIAN CIVIL CODE), CHARACTERISED BY THE PRESENCE OF A BOARD OF DIRECTORS AND A BOARD OF STATUTORY AUDITORS, BOTH APPOINTED BY THE SHAREHOLDERS' MEETING.

TIP CONSIDERS THIS GOVERNANCE MODEL TO BE THE MOST SUITABLE FOR COMBINING "MANAGEMENT EFFICIENCY" WITH "CONTROL EFFICACY" IN ORDER TO FULFIL ITS COMPANY MISSION AND IMPLEMENT ITS INVESTMENT STRATEGY.

TIP HAS ADOPTED THE PROVISIONS OF THE SELF-GOVERNANCE CODE PUBLISHED BY BORSA ITALIANA AND HAS ADHERED TO THE CORPORATE GOVERNANCE CODE SINCE 2021. TIP'S GOVERNANCE SYSTEM IS FURTHER DEFINED IN THE FOLLOWING DOCUMENTS (AVAILABLE ON [WWW.TIPSPA.IT](http://WWW.TIPSPA.IT)):

- COMPANY BY-LAWS
- ETHICS CODE
- INTERNAL DEALING CODE
- ORGANISATION, MANAGEMENT AND CONTROL MODEL
- TRANSACTIONS WITH RELATED PARTIES PROCEDURE
- PROCEDURE FOR THE MANAGEMENT OF "PERSONS WITH ACCESS TO PRICE SENSITIVE INFORMATION"
- MARKET ABUSE PROCEDURE

TIP IS A PUBLIC COMPANY AND AS SUCH, ANALYSIS OF ITS GOVERNANCE SYSTEM MUST ACCOUNT FOR THE LACK OF MAJORITY SHAREHOLDERS CAPABLE OF AUTONOMOUSLY APPROVING CERTAIN RESOLUTIONS.



THE BOARD OF DIRECTORS, IN OFFICE UNTIL THE APPROVAL OF THE FINANCIAL STATEMENTS AT DECEMBER 31, 2021, IS COMPOSED AS FOLLOWS:

NAME	OFFICE	EXECUTIVE	INDEP.
GIOVANNI TAMBURI	CHAIRMAN AND CEO	YES	NO
ALESSANDRA GRITTI	VICE CHAIRPERSON AND CEO	YES	NO
CESARE D'AMICO	VICE CHAIRPERSON	NO	NO
CLAUDIO BERRETTI	EXECUTIVE DIRECTOR & GENERAL MANAGER	YES	NO
ALBERTO CAPPONI	DIRECTOR	NO	YES
GIUSEPPE FERRERO	DIRECTOR	NO	YES
MANUELA MEZZETTI	DIRECTOR	NO	YES
DANIELA ANNA PALESTRA	DIRECTOR	NO	YES
PAUL SIMON SCHAPIRA	DIRECTOR	NO	YES

THE BOARD OF DIRECTORS IS COMPOSED AS FOLLOWS:

- ONE-THIRD - UNDER-REPRESENTED GENDER
- TWO-THIRDS - NON-EXECUTIVE DIRECTORS
- 55% - INDEPENDENT DIRECTORS

THE BOARD OF STATUTORY AUDITORS IS COMPOSED AS FOLLOWS:

MYRIAM AMATO (CHAIRPERSON)

FABIO PASQUINI (STATUTORY AUDITOR)

ALESSANDRA TRONCONI (STATUTORY AUDITOR)

ANDREA MARIANI (ALTERNATE AUDITOR)

MASSIMILIANO ALBERTO TONARINI (ALTERNATE AUDITOR)

THE BOARD OF DIRECTORS IS CHARGED WITH SETTING OUT THE COMPANY AND GROUP STRATEGIC GUIDELINES AND IS RESPONSIBLE FOR MANAGEMENT OVERSIGHT. IT IS INVESTED WITH ALL POWERS FOR ORDINARY AND EXTRAORDINARY MANAGEMENT, SINCE IT IS RESPONSIBLE FOR EVERYTHING THAT IS NOT EXPRESSLY RESERVED TO THE SHAREHOLDERS' MEETING BY LAW OR BY THE BY-LAWS. THE BOARD OF DIRECTORS IS ALSO RESPONSIBLE FOR DECISIONS ON SUSTAINABILITY MATTERS.

THE BOARD HAS THE FOLLOWING COMMITTEES:

- THE APPOINTMENTS AND REMUNERATION COMMITTEE (COMPOSED OF THREE INDEPENDENT DIRECTORS)
- THE CONTROL, RISKS, RELATED PARTIES AND SUSTAINABILITY COMMITTEE (COMPOSED OF THREE INDEPENDENT DIRECTORS) IN COMPLIANCE WITH THE PROVISIONS OF THE SELF-GOVERNANCE CODE, THE BOARD OF DIRECTORS OF MAY 2, 2019 APPOINTED THE INDEPENDENT AND NON-EXECUTIVE DIRECTOR MR. ALBERTO CAPPONI AS THE LEAD INDEPENDENT DIRECTOR PURSUANT TO THE SELF-GOVERNANCE CODE, ATTRIBUTING TO HIM THE RESPONSIBILITIES AND DUTIES CONTAINED THEREIN. THE LEAD INDEPENDENT DIRECTOR WORKS WITH THE CHAIRPERSON IN ORDER TO GUARANTEE THAT THE DIRECTORS BE FULLY AND IMMEDIATELY INFORMED. THE LEAD INDEPENDENT DIRECTOR CALLS AT LEAST ONCE A YEAR A MEETING OF ONLY INDEPENDENT DIRECTORS FOR A DISCUSSION ON ISSUES RELATED TO THE FUNCTIONING OF THE BOARD OR BUSINESS OPERATIONS.

FOR FURTHER INFORMATION ON THE RESPONSIBILITIES AND DUTIES OF THE COMMITTEES, REFERENCE SHOULD BE MADE TO THE CORPORATE GOVERNANCE REPORT, AVAILABLE ON THE COMPANY WEBSITE [WWW.TIPSPA.IT](http://WWW.TIPSPA.IT).

#### FOCUS ON THE ETHICS CODE

DRIVEN BY A CONVICTION THAT AN ETHICAL APPROACH TO DOING BUSINESS IS NOT ONLY AN END UNTO ITSELF, BUT IS ALSO INTEGRAL TO THE SUCCESS OF THE COMPANY AND THE REDUCTION OF ITS RISK, SINCE THE EARLY 2000S IN ITS INTERNAL AND EXTERNAL ACTIVITIES, TIP HAS FOCUSED ON COMPLYING WITH THE PRINCIPLES OF ITS CODE OF ETHICS, WHICH IDENTIFIES THE SHARED VALUES, PRINCIPLES AND DUTIES IN MANAGEMENT OF THE BUSINESS, WORKING STANDARDS, RESPECT FOR HUMAN RIGHTS AND RESPECT FOR THE ENVIRONMENT BY WHICH ALL THOSE WHO ACT ON BEHALF OF GROUP COMPANIES ARE REQUIRED TO ABIDE.

IN PARTICULAR, OBSERVANCE OF THE ETHICS CODE IS INTENDED TO MINIMISE RISKS WITH A SOCIAL IMPACT, INCLUDING THOSE AFFECTING PERSONNEL, THROUGH COMPLIANCE WITH THE LAW, DIGNITY, EQUALITY AND INTEGRITY, IN ADDITION TO RELATIONS WITH THE PUBLIC SECTOR AND SUPERVISORY AUTHORITIES, AS WELL AS RELATIONS WITH POLITICAL PARTIES, LABOUR UNIONS, SUPPLIERS OF GOODS AND SERVICES, AND CLIENTS. CLOSE ATTENTION IS PAID TO HEALTH AND SAFETY IN THE WORKPLACE. FULL CONFIDENTIALITY ON THE ACTIVITIES CARRIED OUT IS ALSO ENSURED THROUGH DEDICATED PROCEDURES.

#### MANAGING THE RISKS RELATING TO TIP'S CORE BUSINESS

IN ACCORDANCE WITH LEGISLATIVE DECREE NO. 231/2001, THE TIP GROUP HAS ALSO IMPLEMENTED AN ORGANISATION, MANAGEMENT AND CONTROL MODEL DESIGNED TO PREVENT THE RISKS ASSOCIATED WITH UNLAWFUL BEHAVIOUR IN ORDER TO ENSURE A CONSTANTLY HIGHER STANDARD OF INTEGRITY AND TRANSPARENCY IN THE CONDUCT OF COMPANY BUSINESS AND ACTIVITIES.

TIP SET UP A SUPERVISORY BOARD WHOSE DUTIES, AMONG OTHERS, INCLUDE (i) TO VERIFY THE EFFECTIVE AND EFFICIENT ORGANISATIONAL MODEL ADOPTED IN RELATION TO THE PREVENTION AND IMPEDIMENT OF OFFENSES PURSUANT TO LEGISLATIVE DECREE 231/2001; (ii) TO VERIFY COMPLIANCE WITH THE IMPLEMENTATION AND PROCEDURES CONTAINED IN THE ORGANISATIONAL MODEL AND REPORT ANY CONDUCT ANOMALIES EMERGING FROM THE ANALYSIS OF INFORMATION FLOWS AND FROM THE REPORTING OF ISSUES BY HEADS OF THE VARIOUS DEPARTMENTS; AND (iii) TO PROPOSE TO THE BOARD OF DIRECTORS DISCIPLINARY MEASURES WHICH MUST BE IMPLEMENTED FOLLOWING THE JUDGEMENT OF VIOLATIONS OF THE ORGANISATIONAL MODEL.

THE NATURE OF THE TIP GROUP'S BUSINESS ALSO NECESSITATES THAT INFORMATION PROCESSED WITH REGARD TO LISTED AND UNLISTED COMPANIES — BE THEY INVESTEES, INVESTMENT TARGETS OR SLATED FOR DIVESTMENT — BE REGARDED AS PRIVATE AND CONFIDENTIAL. THE EXPECTED LEVEL OF PROTECTION OF INFORMATION IS THEREFORE EXTREMELY HIGH IN VIEW OF THE RISKS THAT INFORMATION LEAKS MAY ENTAIL IN ECONOMIC AND REPUTATIONAL TERMS, FOR BOTH CLIENTS (OR TARGET COMPANIES) AND FOR TIP ITSELF. TIP THEREFORE DEVOTES PARTICULAR ATTENTION TO SAFEKEEPING AND PROTECTING DATA AND HAS IMPLEMENTED A PROGRAMME FOR UPDATING AND DEVELOPING ITS SYSTEMS, INFRASTRUCTURE AND SECURITY PROCEDURES, INCLUDING IN ORDER TO DISCHARGE OBLIGATIONS ARISING FROM THE NEW REGULATIONS.

EMPLOYEE RESTRICTIONS ON SELF-DEALING AND ACCEPTING GIFTS OF SIGNIFICANT VALUE, INCLUDING ON BEHALF OF THE COMPANY, HAVE ALWAYS BEEN CRUCIAL.

## RESPECT FOR THE ENVIRONMENT

WITH REFERENCE TO THE INITIATIVES IMPLEMENTED BY TIP TO RESPECT AND PROTECT THE ENVIRONMENT, IT IS WORTH NOTING THAT AT DECEMBER 31, 2020, TIP DIRECTLY EMPLOYED 15 EMPLOYEES AND THAT ITS CORE BUSINESS IS CARRIED OUT ENTIRELY AT ITS HEADQUARTERS. AS SUCH, THE EMISSIONS PRODUCED BY THE COMPANY ARE ON A PAR WITH DOMESTIC USERS.

THIS DOES NOT MEAN THAT TIP DOES NOT UNDERTAKE TO MINIMISE AND OPTIMISE THE DIRECT AND INDIRECT IMPACT OF ITS BUSINESS ACTIVITIES ON THE ENVIRONMENT IN THE SHORT AND LONG TERM. TIP ALSO UNDERTAKES TO MONITOR RISK FACTORS RELATING TO THE ENVIRONMENT ON AN ONGOING BASIS.

BUSINESS INVOLVES ALMOST EXCLUSIVE USE OF MATERIALS SUCH AS PAPER AND ELECTRONIC DEVICES (PCs, PRINTERS, ETC.) THAT FOCUS ON COST-EFFECTIVENESS, RESPECT FOR THE ENVIRONMENT AND QUALITY OF THE PRODUCTS OFFERED BY THE BEST MAJOR SUPPLIERS, WHICH ARE ASKED TO ENSURE FULL COMPLIANCE WITH THE HIGHEST MARKET STANDARDS IN TERMS OF ENVIRONMENTAL IMPACT, TRACEABILITY AND WORKING PRACTICES. FOR THIS LATTER ISSUE, A CUSTOMER AND SUPPLIER ETHICS CODE WAS ADOPTED ON MARCH 9, 2018 AS A VALID MEANS OF RAISING AWARENESS AMONG INDIVIDUALS WHO WORK IN THE NAME AND ON BEHALF OF TIP. THE ETHICS CODE WAS SUBSEQUENTLY UPDATED FOLLOWING A RESOLUTION OF THE BOARD OF DIRECTORS ON MARCH 14, 2019. THE CODE HAS A DUAL PURPOSE: (i) TO DISSEMINATE HOMOGENEOUS AND TRANSPARENT CRITERIA WHEN PERFORMING THE TASKS ENTRUSTED TO THESE OPERATORS, AND (ii) TO CREATE A SYSTEM CAPABLE OF CONTRIBUTING TO THE IMPLEMENTATION OF A PREVENTION MODEL PURSUANT TO LEGISLATIVE DECREE No. 231/2001 ON THE ADMINISTRATIVE LIABILITY OF ENTITIES.

THE TIP GROUP PRESENTS TWO MAIN TYPES OF ACTIVITIES WITH AN ENVIRONMENTAL IMPACT: (i) ADMINISTRATIVE AND GENERIC OFFICE ACTIVITIES, WHICH INVOLVE THE CONSUMPTION OF PAPER AND ENERGY, AND (ii) TRAVEL BY PERSONNEL TO REACH PLACES OF BUSINESS AND CUSTOMERS, WHICH GIVES RISE TO CO<sub>2</sub> EMISSIONS. IT SHOULD ALSO BE NOTED THAT:

- THE GROUP'S CORE AND SUPPORTING ACTIVITIES DO NOT INVOLVE INDUSTRIAL TRANSFORMATION PROCESSES, AND ITS ENVIRONMENTAL IMPACTS ARE THEREFORE ESSENTIALLY ATTRIBUTABLE TO THE DOMESTIC

UTILITIES TYPICALLY SEEN IN URBAN AREAS, I.E. WASTE, ELECTRICITY AND WATER;

- THE IMPACTS OF ACTIVITIES PERFORMED ON THE PREMISES OF CUSTOMERS AND INVESTEEES ARE NOT CONSIDERED BECAUSE THEY ARE INDIRECT FROM THE GROUP'S PERSPECTIVE AND CANNOT BE MEASURED.

WITHIN THIS FRAMEWORK, THE GROUP IS NOT EXPOSED TO SIGNIFICANT RISKS FROM AN ENVIRONMENTAL STANDPOINT, AND IN ANY EVENT IT ENGAGES IN BEHAVIOUR DESIGNED TO REDUCE ITS IMPACT ON THE ENVIRONMENT, IMPLEMENTING VARIOUS OPERATING OBJECTIVES SUCH AS:

- THE ADOPTION OF ENVIRONMENTALLY FRIENDLY TECHNOLOGIES, MATERIALS AND SYSTEMS, WHERE SUSTAINABLE;
- ENGAGEMENT AND AWARENESS-RAISING AMONG PERSONNEL WHO IN THEIR WORK ARE DIRECTLY INVOLVED IN MANAGING THE IMPACTS GENERATED;
- THE REPLACEMENT OF BUSINESS TRIPS WITH INNOVATIVE REMOTE AND DIGITAL COMMUNICATIONS AND AGILE WORKING METHODS;
- OPTIMISATION OF ENERGY AND MATERIAL CONSUMPTION.

IN FEBRUARY 2013, THE COMPANY ADOPTED AN INTERNAL PROCEDURE TO MANAGE CORPORATE WASTE, WHICH WAS UPDATED IN MARCH 2015. THE PROCEDURE SEEKS TO DEFINE THE METHODS TO BE ADOPTED BY THE COMPANY TO CORRECTLY MANAGE WASTE PRODUCED WHILE WORK ACTIVITIES ARE PERFORMED AND THUS TO ESTABLISH HOW WASTE SHOULD BE CLASSIFIED, TEMPORARILY STORED, RECORDED AND DISPOSED OF IN COMPLIANCE WITH THE LAWS AND REGULATIONS IN FORCE.

THE MAIN MATERIAL USED IN THE SERVICES PROVIDED BY THE GROUP'S EMPLOYEES IS PAPER. ACCORDINGLY, REDUCING SUCH CONSUMPTION HAS BEEN AND REMAINS A PRIORITY IN FORGING A HEALTHIER ENVIRONMENTAL CULTURE AT THE COMPANYWIDE LEVEL. THIS GOAL HAS BEEN PURSUED THROUGH INITIATIVES DESIGNED TO INSTIL SENSITIVITY AND ACCOUNTABILITY IN PAPER USE, WHERE NECESSARY, DEMATERIALISE PROCESSES, WHERE POSSIBLE, AND LAUNCH CONSTANT USAGE MONITORING.

PLASTIC BOTTLES WERE REMOVED FROM THE OFFICE SOME TIME AGO, AND THE USE OF PLASTIC IS INCREASINGLY LIMITED TO WHAT IS STRICTLY NECESSARY.

## A BREAKDOWN OF THE TIP GROUP'S SUSTAINABLE DEVELOPMENT OBJECTIVES

IN SEPTEMBER 2015, MORE THAN 150 WORLD LEADERS MET AT THE UNITED NATIONS TO CONTRIBUTE TO GLOBAL DEVELOPMENT, PROMOTE HUMAN WELL-BEING AND PROTECT THE ENVIRONMENT.

THE COMMONWEALTH OF INDEPENDENT STATES APPROVED THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, THE ESSENTIAL ELEMENTS OF WHICH ARE 17 SUSTAINABLE DEVELOPMENT GOALS AND 169 SUB-GOALS, WHICH SEEK TO END POVERTY, FIGHT INEQUALITY, AND TO FOSTER SOCIAL AND ECONOMIC DEVELOPMENT.

THE GOALS ALSO COVER TOPICS THAT ARE VITAL TO SUSTAINABLE DEVELOPMENT, SUCH AS TACKLING CLIMATE CHANGE AND BUILDING PEACEFUL SOCIETIES BY THE YEAR 2030.

TIP'S CORE BUSINESS ACTIVITIES RELATE TO THE ACHIEVEMENT OF SOME OF THE SUSTAINABLE DEVELOPMENT OBJECTIVES, AND IN PARTICULAR, THE COMPANY CONTRIBUTES TO THE ACHIEVEMENT OF THE FOLLOWING OBJECTIVES:

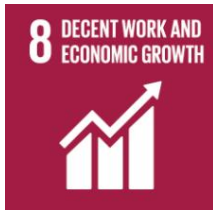


### **ENSURING INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTING LIFELONG LEARNING OPPORTUNITIES FOR ALL**

TIP CONTINUES TO INVEST TIME AND ENERGY INTO THE PROMOTION OF AN ECONOMIC CULTURE AND AWARENESS AROUND THE ISSUES OF HEALTHY BUSINESS GROWTH THROUGH PUBLICATIONS, ARTICLES, AND PARTICIPATION IN CONFERENCES. TIP HAS ALSO INVESTED IN TALENT GARDEN SPA, A COMPANY THAT PROMOTES HIGH-QUALITY, INCLUSIVE EDUCATION BY OFFERING SHORT VERTICAL TRAINING COURSES ON TECHNOLOGY AND THE DIGITAL SPHERE IN PARTICULAR, TARGETING BOTH YOUNG PEOPLE AGES 18 TO 29 AND COMPANIES WITH REGARD TO UPSKILLING AND RESKILLING PROCESSES.

TIP HAS ALLOCATED EURO 50,000 TO SCHOLARSHIPS FOR STUDENTS ENROLLED ON COURSES RUN BY THE TALENT GARDEN INNOVATION SCHOOL IN 2021.

ALL MAJOR TIP SUBSIDIARIES INVEST HEAVILY IN TRAINING.



**PROMOTE SUSTAINED, INCLUSIVE AND SUSTAINABLE ECONOMIC GROWTH, FULL AND PRODUCTIVE EMPLOYMENT AND DECENT WORK FOR ALL.**

IN ITS CAPACITY AS AN INVESTOR, TIP PROVIDES COMPANIES WITH NEW HIRES TO CONTRIBUTE TO LONG-TERM SUSTAINABLE DEVELOPMENT, THUS RENDERING THIS SUSTAINABILITY OBJECTIVE THE CORNERSTONE OF ITS BUSINESS. IN PARTICULAR, THE SUB-GOAL ENVISAGING THE “PROMOTION OF DEVELOPMENT-ORIENTED POLICIES THAT SUPPORT PRODUCTIVE ACTIVITIES, THE CREATION OF DECENT JOBS, ENTREPRENEURSHIP, CREATIVITY AND INNOVATION, AND THAT ENCOURAGE THE TRAINING AND GROWTH OF SMES, INCLUDING THROUGH ACCESS TO FINANCIAL SERVICES” SUMMARISES TIP’S ONGOING COMMITMENT TO SUPPORTING THE COMPANIES IN WHICH IT HAS INVESTED OR ASSISTED.

TIP ALSO ACTIVELY CONTRIBUTES NEW CAPITAL AND NEVER RELIES ON FINANCIAL LEVERAGE. THIS IS AN IMPORTANT COMPONENT OF TIP'S *MODUS OPERANDI* IN COMPARISON TO TRADITIONAL PRIVATE EQUITY OPERATORS, AND IT ALLOWS COMPANIES TO ACHIEVE SUSTAINABLE GROWTH IN A MORE STRUCTURED WAY.



**BUILD RESILIENT INFRASTRUCTURE, PROMOTE INCLUSIVE AND SUSTAINABLE INDUSTRIALIZATION AND FOSTER INNOVATION.**

TIP HAS ALWAYS HELPED COMPANIES TO GROW WHILE MAKING USE OF TECHNOLOGICAL INNOVATION AS A STRATEGIC LEVER, WHICH HAS RESULTED IN THE DIGITISATION OF SERVICES AND ACTIVITIES IN RECENT YEARS. IN ADDITION, AS PREVIOUSLY MENTIONED, IN 2017 TIP LAUNCHED AN INVESTMENT COMPANY DEDICATED TO START-UPS AND INNOVATION (STARTIP SRL), WHICH IS 100%-OWNED BY TIP. DURING ITS FIRST FOUR YEARS, STARTIP INVESTED OVER EURO 75 MILLION BOTH DIRECTLY AND THROUGH THE VARIOUS CLUB DEALS IT ORGANISED AND PROMOTED.



## SUSTAINABILITY PLAN

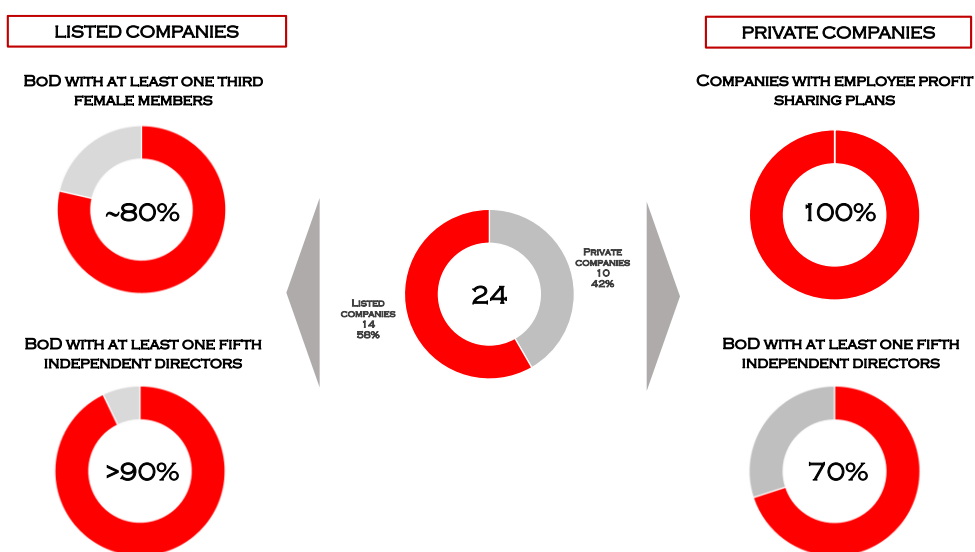
FURTHER CONFIRMING ITS INTEREST IN ESG TOPICS, TIP HAS DECIDED TO PURSUE ONGOING IMPROVEMENT IN TERMS OF ITS COMMITMENT AS A HOLDING COMPANY AND TOWARDS ITS SHAREHOLDERS, EMPLOYEES, AND STAKEHOLDERS IN ITS CAPACITY AS AN INVESTOR.

### THE POINT OF DEPARTURE

TIP'S CURRENT SITUATION WAS ANALYSED IN ORDER TO ESTABLISH A SET OF MEDIUM-TERM OBJECTIVES. THESE OBJECTIVES REPRESENT THE PLAN'S POINT OF DEPARTURE.

TIP POSSESSES 24 SIGNIFICANT HOLDINGS

- 14 (58%) IN LISTED COMPANIES AND 10 (42%) IN UNLISTED COMPANIES
- 12 OF THE 24 COMPANIES IN THE TIP GROUP (50%) ALREADY PREPARE A SUSTAINABILITY REPORT WITH ADEQUATE CONTENT
- IN 20 BOARDS OF DIRECTORS (83%), AT LEAST ONE FIFTH OF THE MEMBERS ARE INDEPENDENT
- IN 11 BOARDS OF DIRECTORS (46%), AT LEAST ONE THIRD OF THE MEMBERS BELONG TO THE UNDER-REPRESENTED GENDER
- TIP HAS A MEMBER ON THE BOARDS OF DIRECTORS OF 17 COMPANIES (71%).



## SUSTAINABILITY PLAN - OBJECTIVES

TIP'S OBJECTIVES HAVE MEDIUM-TERM APPLICABILITY, MORE SPECIFICALLY, THEY COVER FIVE YEARS FOR COMPANIES CURRENTLY IN TIP'S PORTFOLIO, AND FIVE YEARS FOR UNLISTED COMPANIES IN WHICH TIP MIGHT INVEST ONCE THE PLAN IS APPROVED. THESE OBJECTIVES ARE EXPRESSED WITH REFERENCE TO:

- **TIP'S COMMITMENT TO SUSTAINABILITY:** THE ACTIVITIES AND INITIATIVES THAT TIP, AS A HOLDING COMPANY, UNDERTAKES TO IMPLEMENT WITH REFERENCE TO ITS CORPORATE OR GOVERNANCE STRUCTURE
- **INVESTMENT POLICY:** THE ACTIVITIES TIP UNDERTAKES TO FORMALISE WITH REFERENCE TO SCREENING AND EVALUATING THE COMPANIES IN WHICH TO INVEST
- **GOVERNANCE:** THE COMMITMENT TIP UNDERTAKES TO PROMOTE WITHIN THE CORPORATE BODIES OF ITS INVESTEE COMPANIES AS A DIRECT INVESTOR IN THEM THESE OBJECTIVES VARY DEPENDING ON WHETHER THE COMPANY IS LISTED OR UNLISTED.

### MEDIUM-TERM OBJECTIVES

#### TIP'S COMMITMENT TO SUSTAINABILITY

1 - IMPLEMENT A PLAN TO SHARE INFORMATION ON THE COMPANY'S ESG INITIATIVES

2 - COLLABORATE WITH THE CONTROL, RISKS, RELATED PARTIES AND SUSTAINABILITY COMMITTEE TO UPDATE THE PROGRESS OF MEDIUM-TERM ACTIVITIES ON AN ONGOING BASIS

3 - MAINTAIN RELATIONS WITH INTERNATIONAL RATINGS AGENCIES TO OBTAIN RATINGS AND CERTIFICATIONS ATTESTING TO THE COMPANY'S COMMITMENT TO SUSTAINABILITY

#### INVESTMENT POLICY

4 - INCORPORATE AN ANALYSIS OF ESG ACTIVITIES INTO THE INVESTMENT PROCESS

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5 - DRAFT A SUSTAINABILITY REPORT FOR AT LEAST 60% OF THE COMPANIES IN THE TIP GROUP

6 - RECEIVE ONGOING UPDATES FROM 100% OF THE COMPANIES ON THE EXECUTION OF ESG PLANS

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WITH REFERENCE TO TIP'S ROLE AS A DIRECT INVESTOR AND THE COMMITMENTS IT IS ABLE TO MAKE IN TERMS OF GOVERNANCE — AND GIVEN THE STRUCTURAL DIVERSITY AT PLAY WITH REGARD TO THE REGULATIONS TO BE APPLIED TO LISTED AND UNLISTED COMPANIES — TIP UNDERTAKES TO RESPECT THE FOLLOWING OBJECTIVES:

- FOR LISTED COMPANIES, TIP'S COMMITMENT WILL FOCUS ON ENCOURAGING THE SENIOR MANAGEMENT TEAM AND OTHER SIGNIFICANT SHAREHOLDERS TO ADOPT BEST PRACTICES IN TERMS OF SUSTAINABILITY BY PROMOTING A CONTINUOUS DIALOGUE WITH THE TEAM OR COMMITTEE IN CHARGE OF SUPERVISING ESG ISSUES AND MAKING THEM AN ACTIVE COMPONENT OF NEW PROPOSALS AND INITIATIVES
- FOR UNLISTED COMPANIES, TIP HAS SET THE OBJECTIVES DESCRIBED BELOW, WHICH COVER A FIVE-YEAR PERIOD FROM THE DATE THE PLAN IS APPROVED FOR ENTITIES ALREADY IN ITS PORTFOLIO, AND A FIVE-YEAR PERIOD FOR POTENTIAL FUTURE UNLISTED COMPANIES IN WHICH TIP MIGHT INVEST:

	<b>BOD WITH AT LEAST ONE THIRD FEMALE MEMBERS</b>	<b>CURRENT %</b>		<b>TARGET</b>
LISTED COMPANIES	11	79%		BEST PRACTICE
PRIVATE COMPANIES	0	0%		33%
<b>TIP GROUP</b>	<b>11</b>	<b>46%</b>		
	<b>BOD WITH AT LEAST ONE FIFTH INDEPENDENT MEMBERS</b>	<b>CURRENT %</b>		<b>TARGET</b>
LISTED COMPANIES	13	93%		BEST PRACTICE
PRIVATE COMPANIES	7	70%		90%
<b>TIP GROUP</b>	<b>20</b>	<b>83%</b>		
	<b>PROFIT SHARING PLAN</b>	<b>CURRENT %</b>		<b>TARGET</b>
LISTED COMPANIES	14	100%		BEST PRACTICE
PRIVATE COMPANIES	10	100%		100%
<b>TIP GROUP</b>	<b>24</b>	<b>100%</b>		

#### MEDIUM-TERM OBJECTIVES

#### GOVERNANCE

7 - AT LEAST ONE THIRD OF THE UNLISTED COMPANIES INVESTED IN BY THE TIP GROUP MUST HAVE BODS WITH AT LEAST ONE THIRD OF MEMBERS FROM THE LESS-REPRESENTED GENDER

8 - AT LEAST 90% OF UNLISTED COMPANIES IN THE TIP GROUP MUST GUARANTEE THAT AT LEAST 20% OF THE MEMBERS ON ITS BODS ARE INDEPENDENT

9 - ALL UNLISTED COMPANIES MUST ADOPT EMPLOYEE PROFIT-SHARING PLANS INCLUDING, BY WAY OF EXAMPLE: MBO PLANS, STOCK OPTIONS, OR STOCK GRANT PLANS

10 - ALL INDUSTRIAL COMPANIES MUST ADOPT MEASURES TO CONTAIN EMISSIONS

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THE POINT OF DEPARTURE AND TARGETS (ONCE OPERATIONAL) ARE LISTED BELOW FOR EACH OF THE 10 OBJECTIVES.

## **TIP'S COMMITMENT TO SUSTAINABILITY**

### **1 - IMPLEMENT A PLAN FOR SHARING INFORMATION ON THE INITIATIVES IMPLEMENTED BY THE COMPANY**

THE SUSTAINABLE DEVELOPMENT OF TIP AND ITS SUBSIDIARIES HAS ALWAYS BEEN TAKEN INTO CONSIDERATION. SUFFICE IT TO SAY THAT THE COMPANY'S ETHICS CODE DATES BACK TO 2004. THAT BEING SAID, TIP HAS NOT YET UNDERTAKEN TO BROADCAST THE INITIATIVES AND ACTIVITIES CARRIED OUT BY THE COMPANY AND ITS SUBSIDIARIES ON THESE ISSUES. AS SUCH, THE OBJECTIVE HERE IS TO PROMOTE COMMUNICATION AND TRANSPARENCY TOWARDS ALL STAKEHOLDERS IN ORDER TO ALLOW FOR A PROPER ANALYSIS OF THE COMPANY'S INITIATIVES. THIS OBJECTIVE SPECIFICALLY ENTAILS:

- CREATING A NEW SECTION OF THE TIP WEBSITE DEDICATED TO SUSTAINABILITY ISSUES, ALLOWING FOR EASIER IDENTIFICATION OF RELEVANT DOCUMENTS
- MONITORING AND SHARING THE OBJECTIVES OF THE COMPANIES IN TIP'S PORTFOLIO FOR THE VARIOUS FINANCIAL YEARS
- PREPARING AN ANNUAL SUSTAINABILITY REPORT THAT HIGHLIGHTS ALL THE ACTIVITIES CARRIED OUT BY TIP OVER THE YEAR
- INTEGRATING EXISTING POLICIES AND INCLUDING TIP'S COMMITMENT ON VARIOUS ESG ISSUES IN NEW POLICIES

### **2 - WORK WITH THE SUSTAINABILITY COMMITTEE, WHICH WILL MONITOR THE PROGRESS OF MEDIUM-TERM GOALS**

THE BOARD OF DIRECTORS WILL REMAIN INFORMED ON TIP'S ESG ACTIVITIES IN ORDER TO MANAGE THE SUSTAINABILITY PLAN IN AN EFFICIENT AND TIMELY MANNER

THIS WAY, DISCUSSIONS AMONG THE BOARD OF DIRECTORS WILL BE AS PROFITABLE AS POSSIBLE AND MEMBERS WILL BE ABLE TO OVERSEE ISSUES THAT GENERATE LONG-TERM VALUE. THE MATTER OF SUSTAINABILITY HAS BEEN ENTRUSTED TO THE CONTROL AND RISKS COMMITTEE, IN LINE WITH THE SELF-GOVERNANCE CODE DEFINED BY THE CORPORATE GOVERNANCE COMMITTEE.

AS PER THE RECOMMENDATIONS OF BORSA ITALIANA'S CORPORATE GOVERNANCE CODE, THE COMMITTEE IS DEDICATED TO SUPERVISING SUSTAINABILITY ISSUES RELATED TO THE COMPANY'S CORE BUSINESS ACTIVITIES AND ITS INTERACTIONS WITH STAKEHOLDERS.

THE PURPOSE OF THE COMMITTEE IS TO EVALUATE ESG ISSUES, ADVISE THE BOARD, MAKE SUGGESTIONS, AND TO CARRY OUR RESEARCH IN ORDER TO BETTER MONITOR ESG RISKS.

IN PARTICULAR, THE COMMITTEE UNDERTAKES TO:

- HELP THE BOARD TO DEFINE ESG POLICIES AND STRATEGIES
- OVERSEE DIALOGUE WITH STAKEHOLDERS ON SPECIFIC ISSUES
- DEFINE THE GUIDELINES ON SOCIAL AND ENVIRONMENTAL MATTERS BY DEVELOPING MULTI-YEAR ACTION PLANS WITH THE ENTITIES CONCERNED AND BY MONITORING THEIR IMPLEMENTATION
- STIMULATE AND SUPPORT TRAINING AND COMMUNICATION ACTIVITIES ON SOCIAL AND ENVIRONMENTAL ISSUES
- MONITOR THE CORRECT IMPLEMENTATION OF COMPANY POLICIES AND SUGGEST IMPROVEMENTS AND UPDATES WHERE NECESSARY
- MONITOR PROGRESS TOWARDS ACHIEVING THE PRE-DEFINED GOALS OF THE SUSTAINABILITY PLAN
- IMPLEMENT FURTHER INITIATIVES AIMED AT RAISING AWARENESS AMONG EMPLOYEES ON ESG ISSUES, PROVIDING INFORMATIVE MATERIAL AND USEFUL DOCUMENTATION WHERE APPROPRIATE

### 3 - OBTAIN CERTIFICATION ATTESTING TO THE COMPANY'S COMMITMENT TO SUSTAINABILITY

WITH THE AIM OF PROVIDING MAXIMUM TRANSPARENCY ON THE ACTIVITIES AND INITIATIVES TIP CARRIES OUT, A FORMAL PROCESS WILL BE LAUNCHED TO OBTAIN EXTERNAL CERTIFICATION OF ITS COMMITMENT TO ESG ISSUES. THE MOST SUITABLE CERTIFICATION OR RATING IS CURRENTLY BEING RESEARCHED.

## **INVESTMENT POLICY**

### 4 - INCORPORATE AN ANALYSIS OF ESG ACTIVITIES INTO THE INVESTMENT PROCESS

AS PART OF THE INVESTMENT PROCESS, TIP ALREADY CHECKS THAT THE COMPANIES IT ANALYSES AND INVESTS IN ARE COMPLIANT WITH ITS ESG REGULATIONS. IN FACT, NONE OF THE COMPANIES IN TIP'S PORTFOLIO HAVE ENCOUNTERED PROBLEMS OR HAVE BEEN CHARACTERISED BY INADEQUATE ATTENTION TO SUSTAINABILITY.

THE ACTIVITIES CHARACTERISING THE ANALYSIS AND DUE DILIGENCE PHASE OF THE INVESTMENT PROCESS HAVE BEEN OUTLINED IN THE INVESTMENT POLICY CHAPTER.

#### 5 - PRODUCE A SUSTAINABILITY REPORT FOR AT LEAST 60% OF THE COMPANIES IN THE TIP GROUP

CURRENTLY, AROUND HALF OF THE COMPANIES IN THE TIP GROUP PRODUCE A SUSTAINABILITY REPORT.

TIP UNDERTAKES TO INITIATE A FRUITFUL, ONGOING CONVERSATION WITH ITS INVESTEE COMPANIES IN ORDER TO MAKE THEIR SENIOR MANAGEMENT TEAMS AWARE OF THE IMPORTANCE OF ADEQUATELY REPORTING ON RELATED INITIATIVES AND ACTIVITIES THROUGH A DEDICATED DOCUMENT. TIP SEEKS TO INCREASE THE NUMBER OF COMPANIES THAT PRODUCE AN ANNUAL SUSTAINABILITY REPORT BY 10%.

#### 6 - RECEIVE ONGOING UPDATES FROM ALL COMPANIES ON THE IMPLEMENTATION OF THEIR ESG PLANS

TIP KEEPS ABREAST OF ALL RELEVANT ISSUES CONCERNING INVESTEE COMPANIES, INCLUDING SUSTAINABILITY.

TO RENDER THIS UPDATE MORE TRANSPARENT AND TIMELY, TIP WILL ASK ITS SUBSIDIARIES TO SEND A STRUCTURED UPDATE AT AN INTERVAL TO BE DETERMINED ON A CASE-BY-CASE BASIS, WHICH WILL BE SUPPLIED WITH SUPPORTING DOCUMENTATION TO BE DISCUSSED BY THE BOARDS OF DIRECTORS OF THE INVESTEE COMPANIES

THIS IS THE COMMITMENT TIP IS MAKING TOWARDS ALL INVESTEE COMPANIES.

### **GOVERNANCE**

#### 7 - AT LEAST ONE THIRD OF THE UNLISTED COMPANIES INVESTED IN BY THE TIP GROUP MUST HAVE BoDs WITH AT LEAST ONE THIRD OF MEMBERS FROM THE LESS-REPRESENTED GENDER

TIP IS ONE OF THE VERY FEW LISTED COMPANIES, AT LEAST IN ITALY, TO HAVE A WOMAN AS ITS CEO. IN FACT, TIP HAS ALWAYS CONSIDERED IT IMPORTANT TO IDENTIFY THE BEST PEOPLE FOR THE ROLE OF ADVISER BASED ON THEIR SKILLS, PREDISPOSITION AND VALUES, RATHER THAN BY SETTING GENDER-RELATED LIMITS. THAT SAID, 35% OF TIP'S EMPLOYEES, ONE THIRD OF ITS BOARD OF DIRECTORS AND TWO THIRDS OF ITS BOARD OF STATUTORY AUDITORS ARE WOMEN. WOMEN ALSO MAKE UP AT LEAST 50% OF TIP'S COMMITTEES (CONTROL, RISKS AND RELATED PARTIES COMMITTEE AND APPOINTMENTS AND REMUNERATION COMMITTEE);

THE SAME SPIRIT WILL ALSO BE APPLIED WHEN SELECTING THE DIRECTORS OF TIP'S INVESTEE COMPANIES AND ATTENTION WILL BE PAID TO THE ADEQUATE REPRESENTATION OF BOTH GENDERS.

8 - AT LEAST 90% OF UNLISTED COMPANIES IN THE TIP GROUP MUST GUARANTEE THAT AT LEAST 20% OF THE MEMBERS ON ITS BODS ARE INDEPENDENT

THIS ISSUE HAS LONG REPRESENTED ONE OF THE CORNERSTONES OF CORRECT AND SOUND MANAGEMENT FOR TIP, SO MUCH SO THAT FIVE OF TIP'S NINE DIRECTORS POSSESS THE INDEPENDENCE REQUIREMENTS PURSUANT TO THE SELF-GOVERNANCE CODE.

RECOGNISING ITS SIGNIFICANCE, TIP UNDERTAKES TO INITIATE A CONSTRUCTIVE CONVERSATION WITH THE OTHER SHAREHOLDERS WHEN INVESTEE COMPANIES ARE CALLED UPON TO RE-APPOINT THEIR CORPORATE BODIES, SO THAT THEY MAY APPOINT MEMBERS WITH THE REQUISITE OF INDEPENDENCE.

9 - ALL UNLISTED COMPANIES MUST ADOPT EMPLOYEE PROFIT-SHARING PLANS INCLUDING, BY WAY OF EXAMPLE: MBO PLANS, STOCK OPTIONS, OR STOCK GRANT PLANS

TIP HAS ALWAYS PROVIDED ITS MANAGEMENT TEAM WITH RESULTS-BASED INCENTIVES, BOTH THROUGH THE PAYMENT OF REMUNERATION BASED ON COMPANY RESULTS AND THROUGH STOCK OPTIONS OR PERFORMANCE SHARE PLANS. THIS INCENTIVE HAS ALSO BEEN ADOPTED BY SOME OF THE UNLISTED COMPANIES IN TIP'S PORTFOLIO.

TIP WILL CONTINUE TO RECOMMEND EMPLOYEE REMUNERATION SCHEMES TO ITS SUBSIDIARIES IN ORDER TO ALLOW COMPANY RESULTS TO BE SHARED WITH EMPLOYEES AS A FORM OF LONG-TERM INCENTIVE, IN THE HOPE THAT ALL UNLISTED SUBSIDIARIES IN THE TIP GROUP WILL DRAW UP STRUCTURED PLANS IN THIS REGARD.

10 - 100% OF INDUSTRIAL COMPANIES WILL HAVE TO ADOPT MEASURES TO CONTAIN EMISSIONS

ONE OF THE MOST RELEVANT ISSUES RELATED TO SUSTAINABILITY IS THE IMPACT INDUSTRIAL PRODUCTION ACTIVITIES HAVE ON THE ENVIRONMENT.

THE COMPANIES IN TIP'S PORTFOLIO HAVE NOT YET ENCOUNTERED PROBLEMS RELATED TO EXCESSIVE LAND OR AIR POLLUTION.

NEVERTHELESS, TIP HOPES THAT ALL INDUSTRIAL COMPANIES IN ITS PORTFOLIO WILL (I) CONSTANTLY MONITOR THE EMISSIONS DERIVING FROM THEIR PRODUCTION



ACTIVITIES AND WILL (II) STRIVE TO RENDER PRODUCTION MORE EFFICIENT IN A FUNCTIONAL MANNER TO REDUCE THE IMPACT ON THE SURROUNDING ENVIRONMENT.

## SUSTAINABILITY AMONG THE TIP GROUP'S SUBSIDIARIES

MOST OF TIP'S INVESTEE COMPANIES HAVE ALREADY STARTED TO INTEGRATE THE PRINCIPLES OF SUSTAINABILITY INTO THEIR STRATEGIC CORPORATE OBJECTIVES.

THIS CONSISTENT COMMITMENT HAS ALLOWED SEVERAL COMPANIES TO ACHIEVE CERTIFICATIONS OR TO BE INCLUDED WITHIN THE MOST RELEVANT AND REPRESENTATIVE MARKET SUSTAINABILITY INDICES. THE FOLLOWING PAGES LIST THE MAIN INITIATIVES IMPLEMENTED BY TIP'S SUBSIDIARIES WITH REFERENCE TO ENVIRONMENTAL, COMMUNITY, AND GOVERNANCE MATTERS.



- 10 ITALIAN COMPANIES ARE GLOBAL SUSTAINABLE TOURISM COUNCIL (GSTC) CERTIFIED - A CERTIFICATION THAT IS SUPPORTED BY THE UN AND UNWTO
- 2020: RANKED AS ONE OF "ITALY'S BEST EMPLOYERS"



- AA RATING IN THE MSCI-ESG INDEX (FROM 2016 TO TODAY)

**BENDING SPOONS**



- 2019: #1 SPOT IN THE GREAT PLACE TO WORK IN ITALY FOR MILLENNIALS RANKING



- ECO-MANAGEMENT AND AUDIT SCHEME (EMAS) CERTIFIED SINCE 2015. CHIORINO IS THE ONLY COMPANY TO POSSESS THIS CERTIFICATION IN ITS BUSINESS SECTOR



- EATALY HAS PARTNERED WITH SLOW FOOD SINCE ITS FOUNDATION

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HUGO BOSS



- **2020:** INCLUDED IN THE **DIVERSITY LEADERS RANKING** PUBLISHED BY THE FINANCIAL TIMES (RANKING OF 700 COMPANIES IN 10 EUROPEAN COUNTRIES THAT OFFER THE MOST DIVERSIFIED AND INCLUSIVE WORKING ENVIRONMENTS)



- **2019:** INCLUDED FOR THE FIRST TIME IN THE **DOW JONES SUSTAINABILITY INDEXES (DJSI)** - **WORLD AND EUROPE**, AND AWARDED **BEST COMPANY** IN THE **TEXTILES, APPAREL & LUXURY GOODS** SECTOR
- **COMMITTED TO BECOMING CARBON NEUTRAL BY THE END OF 2021.**

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OVS



- THE SUSTAINABILITY PRINCIPLES IDENTIFIED BY **THE NATURAL STEP** (NON-GOVERNMENT ASSOCIATION FOUNDED SWEDEN IN 1989) ARE THE FOUNDATION OF OVS #WECARE PROGRAMME.
- SINCE 2016, OVS HAS BEEN USING THE **B IMPACT ASSESSMENT** TO INTEGRATE ITS ANALYSIS AND ASSESSMENT MODELS AND TO GAIN AN OVERALL VIEW OF THE IMPACT GENERATED BY THE ORGANIZATION AND ANY INITIATIVES UNDERWAY.
- OVS IS THE FIRST ITALIAN COMPANY TO PARTICIPATE IN **ECAP (EUROPEAN CLOTHING ACTION PLAN)**, A EUROPEAN PROJECT THAT AIMS TO DEFINE A MORE SUSTAINABLE MODEL FOR THE EUROPEAN FASHION INDUSTRY. THE PROJECT IS BEING PROMOTED AS PART OF THE ENVIRONMENT AND CLIMATE ACTION PROGRAMME IN THE EUROPEAN COMMUNITY.

OVS IS COMPLIANT TO **STANDARD 100 BY OEKO-TEX**. AN INDEPENDENT AND INTERNATIONAL TEST AND CERTIFICATION SYSTEM APPLIED TO RAW MATERIALS, SEMI-

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FINISHED AND FINISHED TEXTILE PRODUCTS IN THE PROCESSING PHASE.

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**Prysmian**  
Group



**MSCI**  
ESG RATINGS



**50 SUSTAINABILITY & CLIMATE LEADERS**  
A RACE WE CAN WIN



FTSE4Good



CLEAN200™

- **2019:** FEATURED FOR THE SECOND YEAR RUNNING WITH AN IMPROVED SCORE IN THE **DOW JONES SUSTAINABILITY INDEXES (DJSI)** - **WORLD AND EUROPE** IN THE **ELECTRICAL COMPONENTS & EQUIPMENTS (ELQ)** SECTOR
- **2020:** JOINED THE **50 SUSTAINABILITY AND CLIMATE LEADERS**, A FORUM ON THE ENVIRONMENT AND CLIMATE CHANGE IN WHICH 50 CLIMATE LEADERS PARTICIPATE, SUPPORTED BY THE UN
- **A RATING IN THE MSCI-ESG INDEX** (FROM 2019 TO TODAY)
- **2019:** INCLUDED IN OTHER STOCK MARKET INDICES LINKED TO SUSTAINABILITY, SUCH AS THE **FTSE4GOOD GLOBAL INDEX**, THE **STOXX ITALY 45 ESG-X** AND THE **STOXX EUROPE 600 ESG-X**. ALSO FEATURED IN THE **CARBON CLEAN 200 REPORT** PUBLISHED BY AS YOU SOW (US NON-PROFIT ORGANISATION)

**SeSa** s.p.a



- **2020:** STARTED THE PROCESS OF OBTAINING **B CORP INTERNATIONAL** CERTIFICATION, ISSUED BY B-LAB (A NON-PROFIT ORGANISATION), GUARANTEEING ITS COMMITMENT TO LONG-TERM SUSTAINABLE GROWTH

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welcome<sup>®</sup> italia



- 2020: RECEIVED AN AWARD AT THE FIFTH EDITION OF THE PMI WELFARE INDEX, A GENERALI PRIZE AWARDED TO SMES THAT STAND OUT THANKS TO THE QUALITY OF THEIR EMPLOYEE WELFARE

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THE FOLLOWING PAGES LIST THE MAIN MEASURES, INITIATIVES AND ACTIVITIES CARRIED OUT BY THE TIP GROUP'S LEADING COMPANIES IN RELATION TO RESPECTING AND PROTECTING THE ENVIRONMENT, SOCIAL AND EMPLOYEE INITIATIVES, AND GOVERNANCE.



## RESPECTING AND PROTECTING THE ENVIRONMENT

- ADOPTION OF A TRAVEL POLICY TO ENCOURAGE THE USE OF PUBLIC TRANSPORT IN CITIES OVER PRIVATE CARS OR TAXIS AND, WHERE POSSIBLE, THE USE OF TRAINS OVER PLANES.

## SOCIAL AND EMPLOYEE INITIATIVES

- LAUNCH OF PARTNERSHIPS WITH UNIVERSITIES AND RESEARCH CENTRES, INCUBATORS, START-UPS AND THE R&D DEPARTMENTS OF LARGE COMPANIES
- NEW EMPLOYEE WELFARE INITIATIVES ARE BEING PLANNED FOR 2020, IN ADDITION TO A SUBSIDISED SHARE PURCHASE PLAN FOR COMPANY EMPLOYEES
- THE ALKEMY ACADEMY FOR EMPLOYEE TRAINING (OVER 4,000 HOURS OF TRAINING WERE PROVIDED IN 2019 ALONE)
- LAUNCH OF THE FIRST TALENT MANAGEMENT PROGRAM TO IDENTIFY TALENT AT THE ALKEMY ACADEMY AND TO CONTRIBUTE TO THEIR TRAINING, DEVELOPMENT AND GROWTH WITHIN THE GROUP

## GOVERNANCE

- ALKEMY HAS A CONTROL, RISKS AND SUSTAINABILITY COMMITTEE WHICH EXAMINES INITIATIVES AND POLICIES RELATING TO SUSTAINABILITY
- WOMEN REPRESENT 33% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 44% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- SEVERAL PROJECTS HAVE BEEN IMPLEMENTED TO PROTECT THE ENVIRONMENT, INCLUDING: (1) IN THE HOSPITALITY SECTOR - THE ELIMINATION OF SINGLE-USE PLASTIC IN OFFICES, A PREFERENCE FOR ZERO-MILE PRODUCE, THE USE OF NATURAL DETERGENTS FOR PERSONAL HYGIENE WITH MINIMAL PACKAGING, A PARTNERSHIP WITH WORLD RISE TO RAISE AWARENESS OF THE NEED TO PROTECT THE ENVIRONMENT AMONG CUSTOMERS ON HOLIDAY; (2) IN THE AVIATION SECTOR - THE USE OF THE NEOS FLEET, WHICH IS THE ONLY ITALIAN CARRIER TO OWN SIX MODELS OF THE BOEING 787 DREAMLINER (A TECHNOLOGICALLY ADVANCED MODEL THAT GUARANTEES LOWER CO<sub>2</sub> EMISSIONS). THE FLEET IS EXPECTED TO BE ENTIRELY REPLACED WITH NEW LOW ENVIRONMENTAL IMPACT MODELS IN 2021, A REDUCTION IN THE PLASTIC USED ON AIRCRAFT; (3) IN THE TOUR OPERATING SECTOR - VARIOUS PARTNERSHIPS TO PROMOTE AN ENVIRONMENTALLY CONSCIOUS CULTURE

## SOCIAL AND EMPLOYEE INITIATIVES

- SEVERAL INITIATIVES WERE LAUNCHED DURING THE PANDEMIC TO SUPPORT CUSTOMERS, THE HEALTH NETWORK, AND NATIONAL INSTITUTIONS:
  - **SINCE MARCH, OVER 500 RESCUE AND HUMANITARIAN FLIGHTS HAVE BEEN ARRANGED TO REPATRIATE AROUND 40,000 PEOPLE IN 68 COUNTRIES, AND TO TRANSPORT OVER 4,000 TONNES OF MEDICAL EQUIPMENT**
  - SEVERAL SOCIAL PROJECTS INCLUDING A MULTI-YEAR PARTNERSHIP WITH SAVE THE CHILDREN
  - WOMEN REPRESENTED 75% OF THE WORKFORCE DURING THE 2019/20 FINANCIAL YEAR
  - VARIOUS EMPLOYEE TRAINING AND WELL-BEING INITIATIVES HAVE ALSO BEEN IMPLEMENTED

## GOVERNANCE

- AN INITIATIVE IS UNDERWAY TO GOVERN INTERNAL PROCESSES WITH REFERENCE TO ESG PROJECTS IN ORDER TO INTEGRATE THE COMPANY'S SUSTAINABILITY AND BUSINESS MODELS
- WOMEN REPRESENT 14% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 29% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- PROMOTION OF LOCAL INITIATIVES TO REDUCE FOOD WASTE AND THE USE OF SINGLE-USE PLASTICS
- IN 2019, 38% OF THE ENERGY USED AT OUR MAIN OFFICE WAS CERTIFIED AS COMING FROM RENEWABLE ENERGY SOURCES

## SOCIAL AND EMPLOYEE INITIATIVES

- SIX SCHOLARSHIPS WORTH EURO 7,000 EACH HAVE BEEN AWARDED TO ENT SPECIALISTS IN ITALY AND FRANCE
- OVER 2,000 CHILDREN AND ADULTS HAVE BEEN SUPPORTED THROUGH THE DONATION OF OVER 4,000 HEARING SOLUTIONS IN THE US THROUGH THE MIRACLE-EAR FOUNDATION
- PARTNERSHIPS WITH ITALIAN UNIVERSITIES AND PARTICIPATION AT CAREER FAIRS TO ATTRACT NEW TALENT
- LAUNCH OF THE AMPLIFON FOUNDATION "FOR THE COMMUNITY"
- THE PEOPLE EMPOWERMENT INITIATIVE PROVIDED APPROXIMATELY 390,000 HOURS OF TRAINING TO EMPLOYEES IN 2019

## GOVERNANCE

- THE CORPORATE GOVERNANCE STRUCTURE ADOPTED BY THE COMPANY IS BASED ON THE PRINCIPLES OF THE SELF-GOVERNANCE CODE, TO WHICH AMPLIFON ADHERES BOTH IN ITS ORIGINAL 2001 VERSION AND IN SUBSEQUENT VERSIONS
- WOMEN REPRESENT 33% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 67% OF THE BOARD OF DIRECTORS

## 4 SDGs ADOPTED

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# AZIMUT | BENETTI

## RESPECTING AND PROTECTING THE ENVIRONMENT

- CONTINUOUS MONITORING AND OPTIMISATION OF ENERGY CONSUMPTION WITH CONSEQUENT IMPROVEMENT ACTIONS TO EXPLOIT RENEWABLE ENERGY (SUCH AS THE PROGRESSIVE USE OF LED LIGHTS, FEASIBILITY STUDIES FOR INSTALLING SOLAR ENERGY SYSTEMS AND CONSTRUCTING A GEOTHERMAL WELL, INSTALLATION OF PHOTOVOLTAIC SYSTEMS, PROGRESSIVE REPLACEMENT OF EXISTING BOILERS WITH NEXT-GEN CONDENSING BOILERS)
- R&D PROJECTS AND INVESTMENTS ARE IMPLEMENTED ON AN ONGOING BASIS TO REDUCE FUEL AND CO<sub>2</sub> CONSUMPTION AND TO USE GREEN MATERIALS WHEN MANUFACTURING VESSELS

## SOCIAL AND EMPLOYEE INITIATIVES

- THE "IL CIBO NON SI SPRECA" PROJECT IN COLLABORATION WITH THE RED CROSS: LEFT-OVER FOOD FROM THE COMPANY CANTEEN IS RECOVERED AND PREPARED FOR DISTRIBUTION TO THE NEEDY
- PRESENCE OF AN EMPLOYEE BENEFITS SYSTEM TO PROVIDE USEFUL SERVICES TO EMPLOYEES (SUCH AS NURSERIES, TRAINING COURSES, HEALTH CARE FOR FAMILY MEMBERS, SCHOLARSHIPS FOR THE CHILDREN OF EMPLOYEES, SUPPORT FOLLOWING SERIOUS FAMILY EVENTS)
- PRESENCE OF THE AZIMUT & BENETTI ACADEMY TO TRAIN EMPLOYEES

## GOVERNANCE

- WOMEN REPRESENT 13% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 38% OF THE BOARD OF DIRECTORS

## RESPECTING AND PROTECTING THE ENVIRONMENT

- ADOPTION OF A TRAVEL POLICY TO PROMOTE SUSTAINABLE MOBILITY, INCLUDING THE USE OF PUBLIC TRANSPORT IN CITIES, THE REPLACEMENT OF BUSINESS TRAVEL WITH REMOTE COMMUNICATIONS, AND THE FAVOURING OF TRAIN TRAVEL OVER FLIGHTS
- RENEWAL PROGRAMME FOR THE COMPANY CAR FLEET TO REPLACE THE MOST POLLUTING VEHICLES WITH NEW MODELS WITH A LOWER ENVIRONMENTAL IMPACT AVERAGE EMISSIONS PER CAR FELL BY 8% IN 2019 AGAINST A 42% INCREASE IN THE CAR FLEET. AT THE END OF 2019, 3% OF THE CAR FLEET IN ITALY CONSISTED OF ELECTRIC AND PLUG-IN HYBRID CARS

## SOCIAL AND EMPLOYEE INITIATIVES:

- LAUNCH OF PARTNERSHIPS WITH LEADING UNIVERSITIES AND RESEARCH CENTRES BE PARTICIPATED, AS FOUNDER AND SUPPORTER, IN THE ESTABLISHMENT OF A DATA SCIENCE UNIVERSITY RESEARCH CENTRE AND RELATED MASTER'S DEGREE PROGRAMME. IN ADDITION, THE COMPANY PROMOTED AN ADVANCED ANALYTICS COURSE AT A LEADING ITALIAN UNIVERSITY RUN BY GROUP EXECUTIVES
- PROMOTION OF VARIOUS SOCIAL INITIATIVES, INCLUDING CONTRIBUTION TO A FUNDRAISING CAMPAIGN TO PROMOTE THE PER MILANO ONLUS SOCIAL PROMOTION ASSOCIATION IN 2018
- AT THE END OF 2019, BE FINANCED FREE PLACEMENTS FOR CHILDREN AND YOUNG PEOPLE WITH DISABILITIES OR IN CONDITIONS OF POVERTY
- MORE THAN 19,800 HOURS OF EMPLOYEE TRAINING WERE DELIVERED

## GOVERNANCE:

- IN 2020, THE BOARD OF DIRECTORS ASSIGNED SPECIFIC SUSTAINABILITY DUTIES TO A COMMITTEE IN ORDER TO SUPPORT ITS ACTIVITIES
- WOMEN REPRESENT 44% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 67% OF THE BOARD OF DIRECTORS

# BENDING SPOONS

## RESPECTING AND PROTECTING THE ENVIRONMENT

- PROMOTION OF VARIOUS INITIATIVES TO PROTECT THE ENVIRONMENT AND TO DEMATERIALISE PROCESSES IN ORDER TO REDUCE PAPER USE

## SOCIAL AND EMPLOYEE INITIATIVES

- PROMOTION AND IMPLEMENTATION OF COMMUNITY ACTIVITIES, MAINLY THROUGH CHARITABLE DONATIONS TO NON-PROFIT COMPANIES AND VOLUNTARY ACTIVITIES, A COMMITMENT THAT WAS BOOSTED DURING THE PANDEMIC IN 2020
- **DEVELOPMENT AND LAUNCH OF THE IMMUNE APP FOR COVID-19 CONTACT TRACING THIS PROJECT WAS CARRIED OUT COMPLETELY FREE OF CHARGE, INCLUDING THE SUBSEQUENT COMMISSIONING OF THE SYSTEM (8-MONTH PROJECT, FOR A TOTAL OF 20,000 HOURS OF WORK PROVIDED FREE OF CHARGE)**
- **TO DEAL WITH THE COVID-19 EMERGENCY, A EURO 1 MILLION DONATION WAS MADE TO PURCHASE HEALTH AND MEDICAL EQUIPMENT IN THE NAME OF CIVIL PROTECTION. ADDITIONAL DONATIONS WERE MADE TO INTERNATIONAL ORGANISATIONS AND NON-PROFIT ORGANISATIONS (INCLUDING THE ITALIAN RED CROSS, DOCTORS WITHOUT BORDERS, CANCER RESEARCH UK, AND MANY OTHERS)**
- IN 2020, BENDING SPOONS WAS ONCE AGAIN AWARDED BEST WORKPLACE IN ITALY AMONG COMPANIES WITH 50-149 EMPLOYEES. THIS AWARD TESTIFIES TO THE COMPANY'S COMMITMENT TO CREATING THE BEST POSSIBLE WORKING ENVIRONMENT
- PROMOTION OF VARIOUS PROJECTS AND EMPLOYEE WELFARE INITIATIVES, INCLUDING TRAINING COURSES, TRAINING TRIPS, ENGLISH LESSONS, YOGA COURSES, AND MUCH MORE

## GOVERNANCE

- A GOVERNANCE SYSTEM BASED ON THE PRINCIPLES OF CORRECT AND TRANSPARENT BUSINESS MANAGEMENT
- THERE ARE NO WOMEN ON THE BOARD OF DIRECTORS
- THERE ARE NO INDEPENDENT DIRECTORS ON THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- ENERGY EFFICIENCY PLAN: CONSTANT MONITORING OF ENERGY CONSUMPTION IN PRODUCTION PLANTS AND FREQUENT REPLACEMENT OF OBSOLETE EQUIPMENT WITH MODERN, MORE EFFICIENT AND ECO-SUSTAINABLE SYSTEMS
- RECEIPT OF CONSOLIDATED ENVIRONMENTAL AUTHORISATIONS, WHICH PROVIDE EVIDENCE OF FULL COMPLIANCE WITH LOCAL LEGISLATION REGARDING THE PROCUREMENT, USE, PURIFICATION AND RELEASE OF WATER AND EMISSIONS INTO THE ATMOSPHERE

## SOCIAL AND EMPLOYEE INITIATIVES

- PROMOTION OF NUMEROUS EMPLOYEE INITIATIVES, SUCH AS:
  - IN-HOUSE TAX ADVICE FOR COMPLETING FORM 730
  - CONTRIBUTION TO THE PURCHASE OF SCHOOL BOOKS FOR THE CHILDREN OF EMPLOYEES ATTENDING MIDDLE AND SECONDARY SCHOOLS
  - ANNUAL CONTRIBUTION OF EURO 500 TOWARDS THE PURCHASE OF UNIVERSITY TEXTBOOKS FOR THE CHILDREN OF EMPLOYEES ENROLLED IN UNDERGRADUATE PROGRAMMES
  - PROVISION OF STUDY BONUSES TO THE CHILDREN OF EMPLOYEES WHO HAVE SUCCESSFULLY ATTENDED STATE OR CO-ED HIGH SCHOOLS AND UNIVERSITIES (18 BONUSES IN TOTAL FOR A TOTAL VALUE OF EURO 18,500)
  - FLU VACCINATION CAMPAIGN
  - A WIDE RANGE OF AGREEMENTS OFFERED AT DISCOUNTED PRICES

## GOVERNANCE

- WOMEN REPRESENT 14% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 43% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- SINCE 2005, THE COMPANY HAS BEEN CERTIFIED ACCORDING TO THE EMAS (ECO-MANAGEMENT AND AUDIT SCHEME) SCHEME, A VOLUNTARY TOOL CREATED BY THE EUROPEAN COMMUNITY TO ASSESS AND IMPROVE ITS ENVIRONMENTAL PERFORMANCE AND PROVIDE INFORMATION REGARDING ITS ENVIRONMENTAL MANAGEMENT (THE ONLY COMPANY IN THE SECTOR TO HAVE THIS CERTIFICATION)
- VARIOUS INITIATIVES TO IMPROVE ENVIRONMENTAL PERFORMANCE AND RESPECT FOR THE LOCAL AREA: IN 2019, DUST REDUCTION SYSTEMS WERE REPLACED WITH A SINGLE, MORE EFFICIENT SYSTEM, IN ADDITION, ENERGY METRES WERE REPLACED AND INDOOR AND OUTDOOR LIGHTING WAS OPTIMISED (85% OF BULBS WERE REPLACED WITH ENERGY SAVING SOLUTIONS)
- A PHOTOVOLTAIC SYSTEM WILL BE INSTALLED AT A PRODUCTION PLANT IN THE NEAR FUTURE (2021) AND A HEAT RECOVERY SYSTEM WILL BE CONNECTED TO BIELLA'S DISTRICT HEATING NETWORK (2022)

## SOCIAL AND EMPLOYEE INITIATIVES:

- MORE THAN 9,400 HOURS OF TRAINING WERE PROVIDED TO EMPLOYEES IN 2019. EMPLOYEE TRAINING ALSO CONTINUED IN THE EARLY MONTHS OF 2020, AND INTO THE LOCKDOWN
- VARIOUS INITIATIVES TO IMPROVE EMPLOYEE WELFARE, INCLUDING TRADE AGREEMENTS WITH VARIOUS LOCAL ENTITIES, ADDITIONAL PAID LEAVE (PATERNITY OR FAMILY SUPPORT LEAVE), LEGAL AND TAX ASSISTANCE, FOREIGN LANGUAGE COURSES, AND MORE
- PARTICIPATION IN THE FRÀ GALDINO PROJECT FOR FAMILIES IN NEED IN THE CITY, WITH THE PROVISION OF FOOD AND OTHER ITEMS, IN ADDITION TO VARIOUS FUNDRAISING INITIATIVES

## GOVERNANCE

- WOMEN REPRESENT 29% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 29% OF THE BOARD OF DIRECTORS



## **RESPECTING AND PROTECTING THE ENVIRONMENT**

- DEFINITION OF A SERIES OF SUSTAINABILITY OBJECTIVES, DRAWN UP IN COMPLIANCE WITH THE SDG PRINCIPLES: (1) TO ENCOURAGE INDUSTRIAL INNOVATION; (2) TO PROMOTE GENDER EQUALITY; (3) TO GUARANTEE DIGNIFIED WORK AND ECONOMIC GROWTH; AND (4) TO RESPECT AND PROTECT ENVIRONMENTAL RESOURCES
- DESPITE HAVING LIMITED RAW MATERIAL CONSUMPTION, OWING TO THE PECULIAR CHARACTERISTICS OF ITS BUSINESS, THE COMPANY HAS LONG ADOPTED A RESPONSIBLE ATTITUDE TOWARDS ENERGY USE (INCLUDING THE USE OF RENEWABLE ENERGY), CONTAINMENT OF CONSUMPTION AND THE CONSTANT MONITORING OF WASTE AND RECYCLING PROCEDURES

## **SOCIAL AND EMPLOYEE INITIATIVES:**

- LAUNCH OF THE MISS IN ACTION (MIA) PROGRAMME TO SUPPORT WOMEN ENTREPRENEURSHIP, IN COLLABORATION WITH BNP PARIBAS
- THE GROUP SEEKS TO PROVIDE A DIGNIFIED PLACE TO WORK, AS WELL AS TO OFFER HOSTED START-UPS A HEALTHY AND MODERN WORKING ENVIRONMENT, WITH ADVANCED TECHNOLOGICAL INFRASTRUCTURES

## **GOVERNANCE**

- WOMEN REPRESENT 8% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 8% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- SINCE ITS FOUNDATION, THE THEME OF SUSTAINABILITY HAS BEEN ONE OF EATALY'S KEY MESSAGES. THE MAIN INITIATIVES PROMOTED IN THE FIELD OF ENVIRONMENTAL SUSTAINABILITY, MANY OF WHICH ARE IMPLEMENTED IN PARTNERSHIP WITH OTHER ORGANISATIONS IN THE SECTOR, INCLUDE: (1) "SEMINIAMO LA BIODIVERSITÀ" TO ENCOURAGE THE GROWTH OF HISTORIC VEGETABLE VARIETIES; (2) "BEE THE FUTURE", A PROJECT AIMED AT REPOPULATING BEES (WITH THE HOPE OF REPOPULATING 100 HECTARES IN ITALY IN 3 YEARS); (3) "10.000 ORTI IN AFRICA", A PROJECT TO PLANT VEGETABLE GARDENS AND PROVIDE AGRICULTURAL TRAINING ACROSS AFRICA; (4) "VERSO RIFIUTI ZERO", A PROGRAMME AIMED AT REDUCING WASTE PRODUCED IN-HOUSE (100% OF PLASTIC FILM IS REUSED)
- LAUNCH OF THE "SENTIERI SOSTENIBILI PER UNA NUOVA ENERGIA" INITIATIVE WITH ENI GAS AND LUCE TO PROMOTE ENERGY EFFICIENCY IN STORE AND WITH SUPPLIERS

## SOCIAL AND EMPLOYEE INITIATIVES

- THE LIBELLULA PROJECT LAUNCHED IN 2019 AT EATALY SMERALDO, ON THE THEME OF VIOLENCE AGAINST WOMEN AND GENDER DISCRIMINATION
- EMPLOYEE WELFARE PROGRAMME, WHICH WAS BOOSTED DURING THE PANDEMIC AND PROVIDES VIRTUAL TRAINING COURSES AND DISCOUNT VOUCHERS
- EURO 30,000 WAS DONATED TO SACCO HOSPITAL IN MILAN TO PURCHASE A PORTABLE ULTRASOUND SYSTEM DURING THE COVID-19 EMERGENCY

## GOVERNANCE

- THE ORGANISATIONAL STRUCTURE PROVIDED FOR A SENIOR SUSTAINABILITY MANAGER UNTIL THE END OF 2020. THIS POSITION WAS REMOVED IN 2021 TO RENDER THE ISSUE OF SUSTAINABILITY A GROUP GOAL RATHER THAN AN INDIVIDUAL ONE. AS A CONSEQUENCE, SUSTAINABILITY PROJECTS NOW INVOLVE PEOPLE FROM ALL COMPANY DEPARTMENTS.
- WOMEN REPRESENT 14% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 50% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- ADOPTION OF A TRAVEL POLICY TO PROMOTE SUSTAINABLE MOBILITY
- INSTALLATION OF PHOTOVOLTAIC SYSTEMS AT THE GROUP'S PRODUCTION PLANTS TO REDUCE CO<sub>2</sub> EMISSIONS

## SOCIAL AND EMPLOYEE INITIATIVES

- WEARE INITIATIVE AIMED AT OFFERING THE CHILDREN OF EMPLOYEES AGED BETWEEN 12 AND 16 THE OPPORTUNITY TO PARTICIPATE IN A STUDY HOLIDAY, DEEPEN THEIR KNOWLEDGE OF THE ENGLISH LANGUAGE, AND PARTICIPATE IN EXTRA-CURRICULAR ACTIVITIES
- AWARD OF ISO 45001: 20181 CERTIFICATION AT THE CASTELFIDARDO PLANT, THE GROUP'S FIRST SITE TO ACHIEVE CERTIFICATION IN VIEW OF PROTECTING PEOPLE'S HEALTH AND SAFETY
- FOUNDED IN 2007, THE ERMANNIO CASOLI FOUNDATION WAS FEATURED IN THE *GLOBAL CORPORATE COLLECTIONS* VOLUME IN 2015, WHICH IS DEDICATED TO THE WORLD'S ONE HUNDRED MOST BEAUTIFUL CORPORATE ART COLLECTIONS
- MORE THAN 43,000 HOURS OF TRAINING WERE PROVIDED TO EMPLOYEES, AN INCREASE OF 27% COMPARED TO 2018

## GOVERNANCE

- THE CONTROL, RISKS AND SUSTAINABILITY COMMITTEE EXAMINES AND EVALUATES INITIATIVES AND POLICIES RELATING TO SUSTAINABILITY IN ORDER TO CREATE MEDIUM-TO-LONG-TERM VALUE
- WOMEN REPRESENT 43% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 57% OF THE BOARD OF DIRECTORS



# HUGO BOSS

## RESPECTING AND PROTECTING THE ENVIRONMENT

- GOAL TO REDUCE CO<sub>2</sub> EMISSIONS BY AT LEAST 50% BY 2030 AND CLIMATE NEUTRALITY BY 2050
- APPROVAL OF THE HUGO BOSS SOCIAL STANDARDS FOR CARRYING OUT RESPONSIBLE BUSINESS ACTIVITIES. IN 2019, 93% OF PRODUCTS CAME FROM SELECTED AND CERTIFIED SUPPLIERS, 61% OF THE COTTON USED FROM RENEWABLE SOURCES (ALREADY EXCEEDING THE 2020 TARGET OF 50%), AND 52% OF LEATHER FROM CERTIFIED SOURCES
- 2017: SIGNING OF THE 2020 CIRCULAR FASHION SYSTEM COMMITMENT OF THE GLOBAL FASHION AGENDA TO IMPLEMENT THE PRINCIPLES OF A CIRCULAR ECONOMY

## SOCIAL AND EMPLOYEE INITIATIVES

- 2019: FIRST PLACE IN THE CORPORATE HEALTH AWARD FOR COMMITMENT TO EMPLOYEE WELL-BEING
- 2019: OVER 19,400 HOURS OF TRAINING PROVIDED TO EMPLOYEES AS PART OF THE EMPLOYEE DEVELOPMENT PROGRAMME
- IN 2019, OVER 1,000 SCHOLARSHIPS WERE AWARDED TO YOUNG STUDENTS THROUGH THE HUGO BOSS EDUCATION FOUNDATION, OVER 3,000 ITEMS WERE DONATED TO REFUGEES IN VENEZUELA AND ECUADOR, 45 WOMEN BENEFITED FROM THE BACK TO WORK SCHEME AT OUR IZMIR PLANT IN TURKEY, AND OVER EURO 450,000 WAS DONATED TO INITIATIVES AND ACTIVITIES IN THE SOCIAL AND PHILANTHROPIC FIELDS

## GOVERNANCE

- THE SUCCESS OF SUSTAINABILITY OBJECTIVES IS REGULARLY MONITORED AS PART OF THE ANALYSIS CARRIED OUT BY THE SENIOR MANAGEMENT TEAM
- WOMEN REPRESENT 42% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 83% OF THE BOARD OF DIRECTORS

## 6 SDGs ADOPTED





## INTERPUMP GROUP

### RESPECTING AND PROTECTING THE ENVIRONMENT

- 10% INCREASE IN WASTE RECYCLED AND REUSED COMPARED TO 2018
- INSTALLATION OF PHOTOVOLTAIC PANELS TO PRODUCE ELECTRICITY, PARTLY SELF-CONSUMED DURING PRODUCTION ACTIVITIES (58% OF TOTAL) AND PARTLY FED INTO THE GRID
- 11% REDUCTION IN WATER CONSUMED COMPARED TO 2018 THANKS TO A REVIEW OF INTERNAL INDUSTRIAL PROCESSES AND EMPLOYEE AWARENESS ACTIVITIES

### SOCIAL AND EMPLOYEE INITIATIVES

- PROVISION OF OVER 81,200 HOURS OF TRAINING TO EMPLOYEES, AN INCREASE OF APPROXIMATELY 8% COMPARED TO 2018 (CORRESPONDING TO AN AVERAGE OF APPROXIMATELY 12 HOURS PER EMPLOYEE)
- VARIOUS DONATIONS MADE TO THE HEALTH SECTOR, BOTH TO HELP MANAGE THE COVID-19 EMERGENCY (OVER EURO 250,000 DONATED DURING THE MARCH LOCKDOWN) AND TO FINANCE NEW EQUIPMENT
- EURO 45,000 DONATED TO THE CARDIOLOGY DEPARTMENT AT SANTA MARIA NUOVA HOSPITAL IN REGGIO EMILIA

### GOVERNANCE

- ADOPTION OF A GLOBAL COMPLIANCE PROGRAMME THAT ESTABLISHES A MANAGEMENT AND ORGANISATIONAL MODEL FOR ACTIVITIES IN LINE WITH INTERNATIONAL BEST PRACTICES IN ORDER TO PREVENT MISCONDUCT RELATING TO THE ENVIRONMENTAL, SOCIAL, AND EMPLOYEE FIELDS
- WOMEN REPRESENT 40% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 60% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- 2019: LAUNCH OF THE NEW “BORN TO PROTECT” SUSTAINABILITY PLAN WITH TARGETS FOR 2021 AND 2023, DRAWN UP IN COMPLIANCE WITH THE SDG PRINCIPLES
- 2019: LAUNCH OF THE FIRST BIO-BASED AND CARBON-NEUTRAL DOWN JACKET, MADE FROM NATURAL VEGAN MATERIALS, AS WELL AS A WHOLE RANGE OF RECYCLED AND SUSTAINABLE GARMENTS
- 100% OF DOWN IS DIST CERTIFIED (WHICH GUARANTEES PROPER BREEDING METHODS AND ANIMAL WELFARE, AS WELL AS THE TRACEABILITY AND QUALITY OF THE DOWN)
- 100% OF THE ELECTRICITY USED IN ITALY COMES FROM RENEWABLE SOURCES
- 2019: SIGNING OF THE FASHION PACT BETWEEN LEADING GLOBAL COMPANIES IN THE FASHION SECTOR TO ACHIEVE A SERIES OF OBJECTIVES IN THE SUSTAINABILITY FIELD

## SOCIAL AND EMPLOYEE INITIATIVES

- EURO 2.8 MILLION WAS INVESTED IN SOCIAL AND CHARITABLE INITIATIVES IN 2019
- LAUNCH OF PARTNERSHIPS AND COLLABORATIONS WITH LEADING UNIVERSITIES TO ATTRACT NEW TALENT TO THE COMPANY
- 2019: OVER 103,000 HOURS OF TRAINING PROVIDED TO EMPLOYEES (UP 7% COMPARED TO 2018), FOR A TOTAL INVESTMENT OF APPROXIMATELY EURO 880,000

## GOVERNANCE

- THE 2020 PERFORMANCE SHARE PLAN INCLUDES AN ESG PERFORMANCE INDICATOR LINKED TO THE ACHIEVEMENT OF SPECIFIC SUSTAINABILITY OBJECTIVES
- WOMEN REPRESENT 36% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 73% OF THE BOARD OF DIRECTORS

## 10 SDGs ADOPTED





## RESPECTING AND PROTECTING THE ENVIRONMENT

- FIRST ITALIAN COMPANY TO JOIN THE BETTER COTTON INITIATIVE PROGRAMME TO PROMOTE SUSTAINABLE COTTON FARMING
- WE CARE MANIFESTO, AN SDG-COMPLIANT INITIATIVE FOCUSED ON SUSTAINABILITY ACTIVITIES
- 2019: 85% OF THE COTTON USED COMES FROM SUSTAINABLE AND CERTIFIED SOURCES (TARGET TO REACH 100% IN 2021)
- 2013: LAUNCH OF A PROGRAMME TO COLLECT SECOND-HAND CLOTHES IN COLLABORATION WITH ICO, A GLOBAL OPERATOR IN RECYCLING FABRICS
- THE ONLY ITALIAN COMPANY TO PARTICIPATE IN THE GLOBAL FASHION AGENDA, A PLATFORM DEDICATED TO PROMOTING KNOWLEDGE OF SUSTAINABILITY ISSUES IN THE FASHION SECTOR
- LAUNCH OF THE RIUTILIZZAMI PROGRAMME TO RECYCLE AND REUSE PACKAGING USED IN THE LOGISTICS CENTRE AND SENT TO STORES

## SOCIAL AND EMPLOYEE INITIATIVES

- 2019: OVER 84,200 HOURS OF TRAINING PROVIDED TO EMPLOYEES (UP 3% ON 2018)
- LAUNCH OF VARIOUS SOCIAL AND ENVIRONMENTAL PROGRAMMES AND INITIATIVES IN THE COMMUNITY, INCLUDING KIDS CREATIVE LAB, BULLISNO, HEALTHY SEAS, THE SUSTAINABLE APPAREL COALITION, AND MANY MORE

## GOVERNANCE

- THE CONTROL, RISKS AND SUSTAINABILITY COMMITTEE EXAMINES SUSTAINABILITY INITIATIVES AND POLICIES TO CREATE MEDIUM-TO-LONG-TERM VALUE
- WOMEN REPRESENT 44% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 56% OF THE BOARD OF DIRECTORS

## 8 SDGs ADOPTED:



## RESPECTING AND PROTECTING THE ENVIRONMENT

- DEFINITION AND IMPLEMENTATION OF A SUSTAINABILITY SCORECARD PLAN (TARGET 2022), SUB-DIVIDED INTO 14 GOALS ON THE BASIS OF THREE SETS OF GUIDELINES: (1) THE 17 SDGs DEFINED WITHIN THE 2030 AGENDA (2) THE REQUESTS OF THE MAIN INTERNATIONAL SUSTAINABILITY INDICES AND (3) THE NEEDS AND EXPECTATIONS OF STAKEHOLDERS

## SOCIAL AND EMPLOYEE INITIATIVES

- 2019: APPROXIMATELY 33% OF EMPLOYEES PARTICIPATED IN THE YES PROGRAMME, LAUNCHED IN 2013 TO ALLOW GROUP EMPLOYEES TO PURCHASE SHARES IN PRYSMIAN AT PREFERENTIAL MARKET CONDITIONS THANKS TO WHICH, OVER 9,200 EMPLOYEES ARE NOW SHAREHOLDERS OF THE GROUP AND REPRESENT APPROXIMATELY 1.5% OF THE SHARE CAPITAL
- 2019: OVER 740,000 HOURS OF EMPLOYEE TRAINING PROVIDED
- 2019: AROUND 80 COMMUNITY INITIATIVES AND PROJECTS AND AROUND EURO 610,000 INVESTED
- OVER 50 PARTNERSHIPS WITH UNIVERSITIES AND RESEARCH CENTRES TO ALLOW FOR ONGOING RESEARCH FOR INNOVATION
- A CORPORATE CITIZENSHIP AND PHILANTHROPY POLICY HAS BEEN IMPLEMENTED TO SUPPORT COMMUNITY INITIATIVES (AROUND EURO 610,000 PAID OUT IN 2019 ALONE)

## GOVERNANCE

- 2019: A REMUNERATION POLICY ADOPTED TO PROVIDE A VARIABLE PERFORMANCE-RELATED REMUNERATION COMPONENT, INCLUDING WITHIN THE AREA OF SUSTAINABILITY
- WOMEN REPRESENT 42% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 67% OF THE BOARD OF DIRECTORS

## 7 SDGs ADOPTED

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## RESPECTING AND PROTECTING THE ENVIRONMENT

- USE OF TIMBER FROM FORESTS MANAGED SUSTAINABLY AND CERTIFIED BY THE FSC (FOREST STEWARDSHIP COUNCIL) OR PEFC (PROGRAM FOR THE ENDORSEMENT OF FOREST CERTIFICATION) – THE TWO MAIN CERTIFICATION AUTHORITIES IN THIS AREA (GOAL TO USE 100% OF WOOD FROM CERTIFIED SOURCES BY THE END OF 2026)
- VOLUNTARY PARTICIPATION IN A CIRCULAR ECONOMY PROGRAMME AIMED AT COLLECTING AND REUSING WASTE (SUCH AS PACKAGING USED IN LOGISTICS) AND SECOND-HAND FURNITURE
- ADHERENCE TO THE CARB P2 REGULATION AIMED AT REDUCING AND MONITORING FORMALDEHYDE EMISSIONS FROM WOOD-BASED MATERIALS (AROUND 77% OF PRODUCTS ARE CARB-P2 CERTIFIED)
- DEVELOPMENT, IN COLLABORATION WITH THE TECHNOLOGICAL INSTITUTE FCBA OF THE ECO-8 PROGRAMME TO ASSESS A PRODUCT'S DEGREE OF ENVIRONMENTAL SUSTAINABILITY
- ACTIVE, TARGETED MONITORING OF THE ENERGY CONSUMPTION OF STORES AND WAREHOUSES, IMPLEMENTING A SERIES OF INITIATIVES TO CUT CONSUMPTION, SUCH AS INTRODUCING AN LED LIGHTING SYSTEM AND TURNING OFF STORE LIGHTING AT NIGHT
- THE EXCLUSIVE USE OF EXTERNAL VEHICLES COMPLIANT WITH THE EURO VI STANDARD IN ORDER TO REDUCE CO<sub>2</sub> EMISSIONS IN THE LOGISTICS SECTOR

## SOCIAL AND EMPLOYEE INITIATIVES

- DURING 2018 (MOST RECENT DATA) OVER 3,700 HOURS OF TRAINING WERE PROVIDED TO EMPLOYEES.
- WOMEN REPRESENT 49% OF EMPLOYEES

## GOVERNANCE

- WOMEN REPRESENT 33% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 33% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- INITIATIVE TO RENEW THE COMPANY CAR FLEET, WITH THE GRADUAL REPLACEMENT OF OBSOLETE AND POLLUTING VEHICLES WITH NEW MODELS WITH A LOWER ENVIRONMENTAL IMPACT
- ADOPTION OF A TRAVEL POLICY TO PROMOTE SUSTAINABLE MOBILITY
- IMPLEMENTATION OF A PROGRAMME TO REDUCE THE USE OF PLASTIC. IN 2020, WATER DISPENSERS WERE INSTALLED AND ALUMINIUM WATER BOTTLES WERE GIVEN TO EMPLOYEES

## SOCIAL AND EMPLOYEE INITIATIVES

- SESA FOUNDATION TO PROMOTE SOCIAL SOLIDARITY ACTIVITIES IN THE FIELDS OF EDUCATION, SCIENTIFIC RESEARCH, SOCIAL ASSISTANCE AND HEALTH
- LAUNCH OF PARTNERSHIPS AND PARTICIPATION IN EVENTS WITH VARIOUS ITALIAN UNIVERSITIES TO ATTRACT TALENT OVER THE LAST YEAR, SEVERAL COURSES HAVE BEEN LAUNCHED TO ENCOURAGE WORK PLACEMENTS AND THE ACQUISITION OF DIGITAL SKILLS (DIGITAL LAB 4.0 PROJECT)
- LAUNCH OF AN EXECUTIVE MASTER'S DEGREE IN MANAGEMENT & INNOVATION DESIGN AT THE UNIVERSITY OF PISA TO HELP DEVELOP DIGITAL SKILLS
- OVER 20,000 HOURS OF TRAINING PROVIDED TO EMPLOYEES
- BOOSTING DURING THE PANDEMIC OF THE MAIN MEASURES IN PLACE TO PROVIDE EMPLOYEES WITH FINANCIAL SUPPORT AND TO HELP HOME SCHOOL CHILDREN

## GOVERNANCE

- AT THE BEGINNING OF 2021, THE COMPANY STATUTE WAS AMENDED TO ORIENT GROUP GOVERNANCE TOWARDS SUSTAINABLE DEVELOPMENT AND THE CREATION OF MEDIUM-TO-LONG-TERM VALUE THIS STATUTORY CHANGE COMPLIES WITH THE BEST MARKET PRACTICES AND IS PART OF A WIDER PLAN TO OBTAIN B CORP CERTIFICATION
- WOMEN REPRESENT 38% OF THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 25% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- THE OPENING OF CAMPUSES ACROSS EUROPE IN AREAS SUBJECT TO “GENTRIFICATION”, CONTRIBUTING TO THE ECONOMIC DEVELOPMENT OF NEIGHBOURHOODS
- 2019: GRAND OPENING OF THE MILANO ISOLA CAMPUS, THE FIRST SPACE DEDICATED ENTIRELY TO FOODTECH AND SUSTAINABILITY; ORGANISATION OF REGULAR EVENTS RELATED TO SUSTAINABILITY
- INITIATIVE TO ELIMINATE PLASTIC BOTTLES ON CAMPUS THANKS TO A PARTNERSHIP WITH WAMI, THROUGH THE USE OF 100% RECYCLABLE BOTTLES

## SOCIAL AND EMPLOYEE INITIATIVES

- CREATION OF THE TAG ACADEMY TO SUPPORT EMPLOYEE TRAINING, INCLUDING ON SUSTAINABILITY ISSUES, THANKS TO A PARTNERSHIP WITH MENOPERPIÙ
- A PARTNERSHIP WITH GOOGLE FOR START-UPS TO LAUNCH A FREE MENTORSHIP PROGRAMME FOR COMMUNITY START-UPS TO FOSTER THEIR SUSTAINABLE GROWTH
- PROMOTION OF THE #IAMREMARKABLE WORKSHOP FOR WOMEN'S WORK
- DESIGN AND DELIVERY OF AN IN-HOUSE MASTER'S DEGREE DEDICATED TO DIGITAL TRANSFORMATION LINKED TO FOOD TECH AND THE CULTURE OF SUSTAINABILITY
- EMPLOYEE WELFARE PLAN TO ENSURE MAXIMUM PRODUCTIVITY AND ONGOING TRAINING

## GOVERNANCE

- WOMEN REPRESENT 58% OF THE WORKFORCE AND 47% OF LEADERSHIP POSITIONS
- PRESENCE OF AN ADVISORY BOARD COMPOSED OF THE MANAGERS OF PARTNER COMPANIES ON THE TALENT GARDEN ISOLA CAMPUS (MILAN) DEDICATED TO THE MAIN TRENDS RELATED TO FOOD TECH AND SUSTAINABILITY
- THERE ARE NO WOMEN ON THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 78% OF THE BOARD OF DIRECTORS



## RESPECTING AND PROTECTING THE ENVIRONMENT

- ADOPTION OF A POLICY TO REDUCE THE ENVIRONMENTAL IMPACT OF BUSINESS ACTIVITIES, THE CONSUMPTION OF RESOURCES (WATER AND ENERGY IN PARTICULAR), CO<sub>2</sub> AND WASTE EMISSIONS
- ADOPTION OF A TRAVEL POLICY TO PROMOTE SUSTAINABLE MOBILITY, INCLUDING THE USE OF PUBLIC TRANSPORT IN CITIES, THE REPLACEMENT OF BUSINESS TRAVEL WITH REMOTE COMMUNICATIONS, AND THE FAVOURING OF PUBLIC TRANSPORT OVER PRIVATE VEHICLES.
- DISTRIBUTION OF FREE WATER BOTTLES TO EMPLOYEES AND INSTALLATION OF WATER DISPENSERS TO REDUCE THE USE OF PLASTIC, ESPECIALLY SINGLE-USE

## SOCIAL AND EMPLOYEE INITIATIVES

- REGULAR DONATIONS TO LOCAL ORGANISATIONS AND ASSOCIATIONS
- DONATION OF MEDICAL EQUIPMENT TO THE ICU AT CISANELLO AND VERSILIA HOSPITAL DURING THE PANDEMIC
- ALL EMPLOYEES ARE HIRED ON PERMANENT CONTRACTS
- EMPLOYEE WELFARE PLAN, WHICH INCLUDES UNISALUTE HEALTH COVERAGE, AS WELL AS VARIOUS INVESTMENTS TO IMPROVE THE WORKPLACE
- IN 2019, OVER 15,500 HOURS OF TRAINING WERE PROVIDED TO EMPLOYEES, BOTH AT ACCREDITED BODIES AND INSTITUTIONS, AND AT OTHER FREELY CHOSEN INSTITUTES OR UNIVERSITIES, PARTIALLY FUNDED BY THE COMPANY

## GOVERNANCE

- ALTHOUGH IT IS NOT REQUIRED TO DO SO, THE COMPANY PUBLISHES ITS FINANCIAL STATEMENTS ON ITS WEBSITE, THUS MAKING THEM PUBLICLY AVAILABLE
- THERE ARE NO WOMEN ON THE BOARD OF DIRECTORS
- INDEPENDENT DIRECTORS REPRESENT 14% OF THE BOARD OF DIRECTORS