



Sustainability 2021



Contents

| | |
|--|-----------|
| Letter of the Chief Executive Officer | 4 |
| DE NORA IDENTITY | 6 |
| De Nora at a glance | 7 |
| Our history | 10 |
| Our Core pillars | 11 |
| Worldwide presence | 12 |
| Business model | 14 |
| De Nora's business segments | 14 |
| Global leading player in sustainable technologies | 15 |
| Technologies and Applications | 17 |
| Electrode Technologies | 17 |
| Water Technologies | 18 |
| Energy transition | 19 |
| R&D and Innovation | 20 |
| De Nora's innovation strategy | 20 |
| Innovation management | 20 |
| SUSTAINABILITY AT DE NORA | 24 |
| Environmental, Health and Safety | 26 |
| Social factors | 27 |
| Economic value generated and distributed to stakeholders | 28 |
| GOVERNANCE ETHICS AND INTEGRITY | 29 |
| Corporate Governance | 31 |
| Shareholders' Meeting | 31 |
| Board of Directors | 31 |
| Environmental, Social and Governance Committee | 32 |
| Board of Statutory Auditors | 33 |
| Independent Auditor | 33 |
| Data Protection Officer | 33 |
| Anti-corruption | 34 |
| Organisation, Management, and Control Model | 34 |
| Code of Ethics and Ethics Committee | 35 |
| Whistleblowing | 36 |
| Supplier Code of Ethics | 36 |
| Management systems and certifications | 37 |
| ENVIRONMENTAL, HEALTH AND SAFETY | 38 |
| Environmental policy | 40 |
| Environmental performance | 41 |
| Materials | 43 |

| | |
|------------------------------------|----|
| Reduction of materials consumption | 44 |
| Energy consumption | 44 |
| Waste | 46 |
| Water consumption | 47 |
| GHG Emissions | 47 |
| Travel Policy | 49 |

OCCUPATIONAL HEALTH AND SAFETY 50

| | |
|--|----|
| Assess current status: the Safety Triangle | 51 |
| Improvement path: activities, tools and safety culture project | 52 |
| Periodic check and follow-up: the Hoshin Kanri method | 54 |
| Health and Safety Performance | 54 |

OUR PEOPLE 55

Company workforce 57

Recruitment and onboarding 59

Employee well-being 61

| | |
|---------------------------|----|
| Responding to Coronavirus | 61 |
|---------------------------|----|

Target assignment, performance appraisal and compensation 62

Equal opportunities 63

| | |
|----------------|----|
| Parental leave | 63 |
|----------------|----|

| | |
|--------------------------------------|----|
| Remuneration by gender and locations | 63 |
|--------------------------------------|----|

People engagement and development 65

Employee relations management 67

Reputation, Internal Communication & Networking 68

SUPPLY CHAIN MANAGEMENT 69

Suppliers selection and management 71

De Nora policy regarding its Supply Chain 72

| | |
|----------------------|----|
| Compliance with laws | 72 |
|----------------------|----|

| | |
|-----------------------|----|
| Protection of workers | 73 |
|-----------------------|----|

| | |
|-----------------|----|
| Business Ethics | 73 |
|-----------------|----|

| | |
|-------------------|----|
| Health and Safety | 73 |
|-------------------|----|

| | |
|-------------|----|
| Environment | 73 |
|-------------|----|

CORPORATE CITIZENSHIP 74

| | |
|--|----|
| Communication, reputation & networking | 75 |
|--|----|

| | |
|-------------------------------|----|
| Diversity, Equity & Inclusion | 76 |
|-------------------------------|----|

| | |
|--------------------------------|----|
| Well-being & happiness pursuit | 77 |
|--------------------------------|----|

| | |
|----------------|----|
| Sustainability | 77 |
|----------------|----|

| | |
|--------------------------------------|----|
| Fondazione Oronzio e Niccolò De Nora | 78 |
|--------------------------------------|----|

GRI CONTENT INDEX – CORE OPTION 79

Dear Stakeholders,

Sustainability has always been in our DNA; it is a concept and a mission that the De Nora Group has intrinsically brought within itself and made concretely explicit in its work since its establishment. De Nora's technologies virtuously enable companies in sustainability, facilitating them and making their industrial processes ready to be part of a circular economy model.

This sustainability overview has the aim to share the path of continuous improvement undertaken over the years with our people and all our stakeholders. This path involves the whole Group; all employees, spread across the different continents, are well aware that the best results are obtained when a common goal is shared.

Despite two years of pandemic, which is still heavily affecting many countries, and the recent outbreak of a military conflict in the heart of Europe, the Company's results are the best ever.

In fact, 2021 revenues reached the highest level since the Company's founding: 616 million euros, with an average annual growth rate of +10% between 2019 and 2021, and with margins growing by an annual average of more than 30%, reaching 127 million euros.

Financial performances are noteworthy, but what is much more significant is how they have been achieved: only by creating value for all can we ensure the Group's sustainability and competitiveness in the future. De Nora's research projects have always aimed to create electrochemical solutions and processes to reduce environmental impact and, in general, foster decarbonization and identify clean-tech solutions to minimize the energy consumption of both customers and its production processes.

De Nora's development strategy is outlined and aligned with the SDGs (Sustainable Development Goals) promoted by the United Nations.

In terms of improving our processes, we are satisfied that we have already reduced the total energy consumption of our manufacturing and non-manufacturing sites by nearly 10%, with more than 16% less electricity consumed in 2021 than in the previous year, and increased the use of electricity generated from renewable sources by more than 12%. Therefore, we are proud of the improvements already achieved in our manufacturing sites to reduce our carbon footprint and implement faster solutions, such as better lighting management, which is now LED in all plants and offices.

In terms of waste, the Group has also been particularly virtuous in 2021, reducing its overall production by more than 14% and increasing the recycled fraction by more than 7%.

We will continue to promote investments in production process innovation to achieve even more satisfactory results and energy consumption performance regarding reducing emissions and overall environmental impact.

Sustainability at De Nora goes further than this, as social and governance issues are also an integral part of our business model and our daily life in the Company. The motivation of our people and their sharing of the Company's mission and goals are the pillars on which we base our daily operations and future development.

The Company's focus on personnel is utmost: over 90% of the more than 1,700 employees are hired on permanent contracts. According to different geographical locations, all staff is offered family plans with different contents.

We are a dynamic Group that aims to attract the best talents available on the market, focusing on managing gender diversity: 20% of our staff are women, and the same percentage also holds managerial and leadership positions within the Group. Safety at work is the other aspect that sees us constantly engaged, with a proactive policy to prevent accidents that, to date, sees a 12-hour training program per person on topics such as accident prevention, compliance with procedures within plants and laboratories, including the use of appropriate PPE and site-specific regulations in force. Day after day, at De Nora, we promote the zero-accident culture and the accountability of each of us toward the issue of injuries.

Furthermore, De Nora is committed to contributing to the community's welfare in which it operates, whether by promoting independent projects or supporting charity organizations working in social communities.

By leveraging our well-established electrochemical knowledge, proven production capacity, and a supply chain consolidated over the years, we are developing a qualified portfolio of electrodes and components for the production of green hydrogen, which is essential for the energy transition.

The current conflict between Russia and Ukraine and the resulting ongoing energy crisis is raising awareness of the need to use alternative energy sources to fossil fuels, an issue on which De

Nora has strategically focused for years. We believe that green hydrogen can progressively become the main driver of the development of the Group and the primary source of revenues in the mid-long term.

When I look back and think about the commitment of every single person, I believe that we have done a lot in recent years to integrate sustainability into our business model. However, when I look ahead at the urgent social and environmental challenges, I realize that we need a further shift in gear: the future needs everyone's taking responsibility. Every day this responsibility drives us to look critically at the impact of our decisions to become more and more committed to changing what needs to be changed.

It is not always easy, but we are not giving up. Every step forward, every successful attempt, is a small or big action to protect everyone's future.

Durantes vincunt!



Paolo Dellachà
CEO, De Nora

De Nora Identity



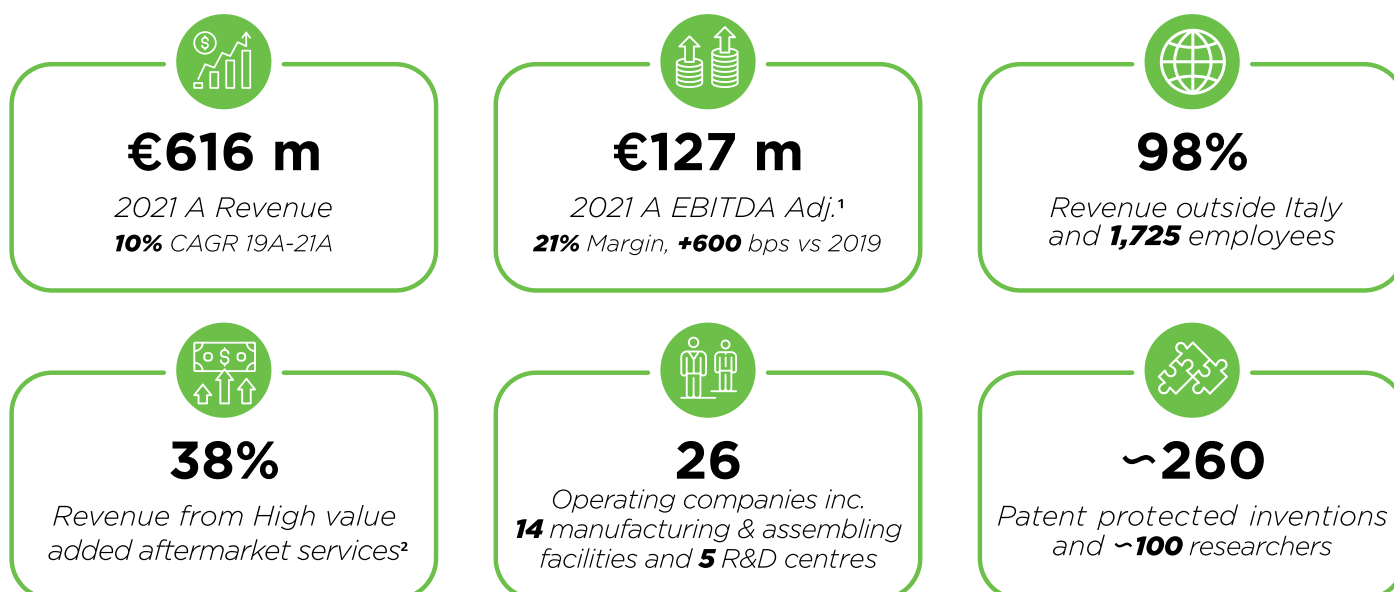
Family-owned Italian Company based in Milan, De Nora was founded in 1923 by Oronzio De Nora. After nearly a century of history, De Nora is now a multinational group committed to innovation, targeting sustainable growth in clean energy and water. De Nora has a legacy of successes and innovations that revolutionized modern electrochemistry thanks to technological breakthroughs.

De Nora at a glance

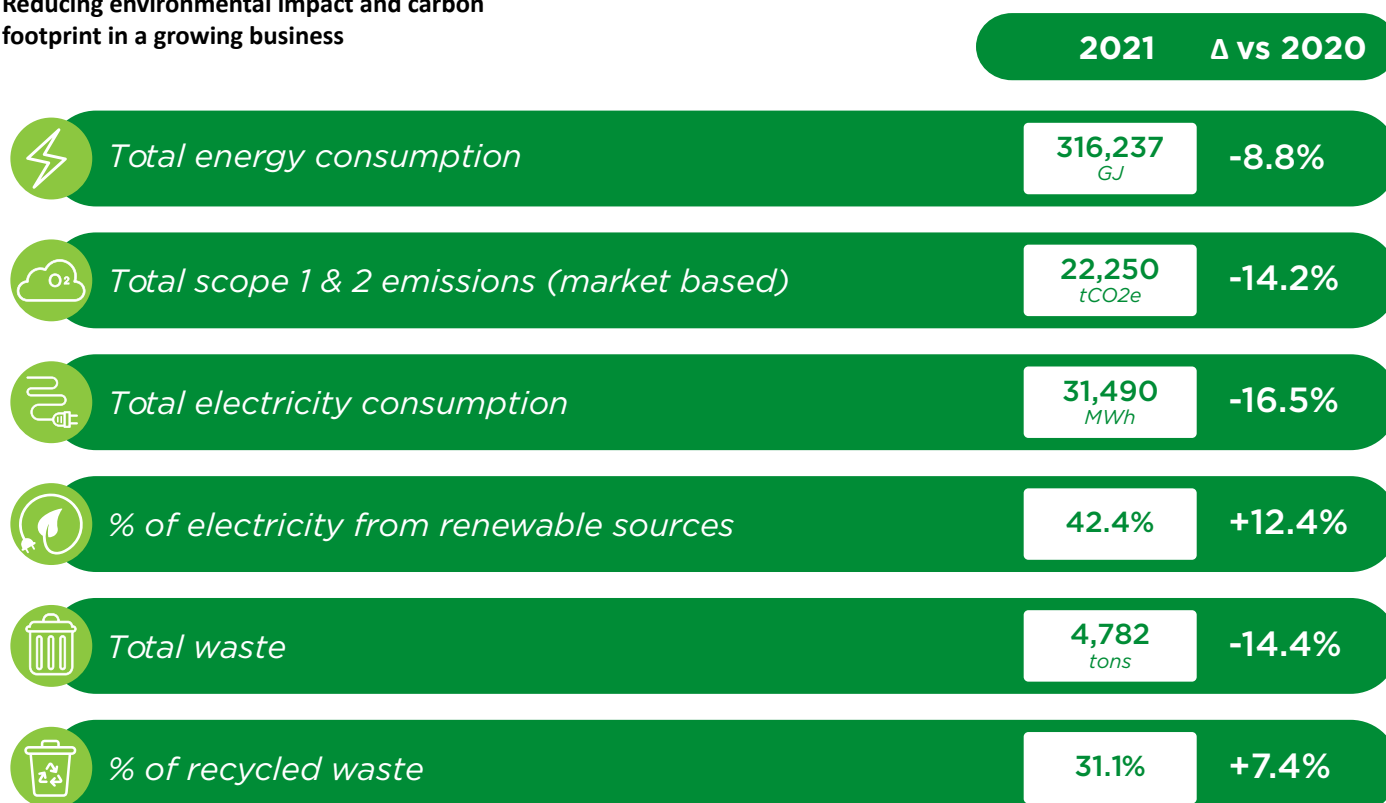
De Nora Leadership in figure

¹ EBITDA Adjusted for non recurring items

² Average of 2019A-2021A



Reducing environmental impact and carbon footprint in a growing business



Promote the development and engagement of our people with a long term perspective while encouraging diversity and inclusion

| Our employees are central in our strategy | |
|---|---|
| 1,725 | People, across Europe, Us and Asia (+6% vs. 2020) |
| 92% | Permanent contracts |
| 20% | Managerial roles & total personnel are women |
| 100% | Personnel are offered family-friendly policies |
| 28/y | Hours training ¹ per capita |

| Pursuing "Zero Accident" Culture | |
|----------------------------------|---|
| 105 | Cumulative days away from work (-4.2 days/injury) |
| 900+ | People involved in H&S training on risk recognition |
| 1,097 | Processed safety observations |
| 840 | Single point lessons on main H&S topics |
| -12/y | Hours of dedicated H&S training per capita (-12.3k hrs) |

¹ Include training courses for professional improvement, technical courses, risk, compliance, anti bribery and H&S.

Engage with local communities to support well-being, people in need and foster culture

Adhering to UN Global Compact



Mobilize a global movement of sustainable companies and stakeholders

Charity connections and initiatives



- Protect and enhance Italy's historical artistic landscape



- Guarantee healthy diet to students of the Dawn Hope Center in Ethiopia



- Promote places to welcome minors removed from their families



- Support PizzAut Lab, which provides work and training to autistic people



- Inclusion of people with reduced mobility



- Donate to Japan Forest and Culture Association



- Fight against leukaemia



- Provide Medical Equipment to Ponda Goa South District Hospital (India)

Partnerships with local schools and universities



Università Commerciale
Luigi Bocconi



UNIVERSITÀ
DEGLI STUDI
DI MILANO



Liceo
Giulio Casiraghi





Our history

Almost one century of innovation driving long-term growth thanks to dedicated people committed to pursuing sustainable solutions serving long-term partnerships.

Key Milestones

Pionnering Electrochemistry

Expanding into Water

Delivering Energy Transition

Corporate



¹ First Joint Venture with thyssenkrupp Uhde Chlorine Engineers (“tkUCE”) was set up in 2001, renamed tk nucera in 2022.

² Acquisition of Severn Trent Water Purification Technologies.

³ Approximately 33% stake acquired from the De Nora family in April 2017.

⁴ Approximately 35% stake acquired from Blackstone in January 2021.

De Nora’s history started in **1923** when Oronzio De Nora, an electrical engineer born in 1899 in Italy (Altamura), patented a powerful antibacterial consisting of sodium hypochlorite diluted in water. The invention became the basis of well-known disinfectants still widely marketed today worldwide. The visionary entrepreneur, who immediately focused on the electrochemical sector, founded the company that bears his name. The Group then became a pioneer in constructing new technologies for chlorine and soda caustic production.

After decades of developing highly successful products, including DSA® electrodes, in the late 1960s, the Group set out to diversify its product offering and internationalize its business by entering new industries. In 1969, the Group entered the Japanese market through a joint venture with Mitsui & Co. Ltd., founding the company Permelec Electrode Ltd., of which the Group became its sole shareholder in 2010. Afterward, De Nora entered Singapore, Brazil, India, China, and Germany, establishing joint ventures and subsidiaries to serve the growing number of local customers and provide an essential after-sales service.

Since then, De Nora has achieved continuous strategic development and established a

worldwide presence through carefully selected organic growth, JVs, and acquisitions, reliance on continuous innovation that led to new products and applications, affirmation of its leadership in adjacent markets, and a continuing expansion into new ones.

At the beginning of the century, when Oronzio’s nephews Federico and Michele entered the Group, De Nora’s strategy changed in favour of modern governance and opened up to managers outside the family. On the business side, the focus was slightly leaning towards transforming the company into a multinational organization with a broad product portfolio, committed to a path of growth and guided by the sustainability of its technologies and energy-saving and to make clean water available to all.

During the **2000s**, the Group set up a joint venture (Severn Trent De Nora LLC) specialized in electrochemical processes for water and wastewater treatment. In the same period, Uhdenora S.p.A., a 50/50 joint venture of Industrie De Nora and thyssenkrupp Uhde, was created to promote the chlor alkali soda plant design business, subsequently merged into the current joint venture in 2015. In 2005 De Nora acquired Eltech and created De Nora Tech in the USA.

In 2011, De Nora acquired the entire electrochemical platform owned by the Japanese giant Mitsui & Co. This included the Chlorine Engineers for the production of chlorine and caustic soda, which enabled the Group to consolidate its position in the chlor alkali market.

In 2015, the joint venture between thyssenkrupp and De Nora was expanded by transferring Chlorine Engineers activities that gave life to thyssenkrupp nucera.

In the same year, De Nora established the water technologies platform through acquisitions of several companies from Severn Trent and the purchase of the company Ozono Elettronica Internazionale srl, which became the segment "Water Technologies".

In 2017, Blackstone Tactical Opportunities joined the De Nora family to accelerate growth by acquiring 32.9% of the share capital and broadening the Group's ambitions worldwide. **Between 2018 and 2021**, the Company completed some strategic bolt-on acquisitions to enlarge its technologies offering (80% of Neptune Ent's equity, total equity of WaterStar, MIOX, ISIA, and Calgon Carbon UV Technologies). In addition, in 2021 De Nora acquired a minority stake in the Japanese start-up AZUL Energy, focused on developing innovative and high-performance catalysts based on non-noble metals.

2021 is another important pillar in De Nora's business development: Snam S.p.A, one of the largest Italian energy infrastructure companies, acquired the entire interest of Blackstone Group, becoming a minority shareholder with 37.47% of share capital. The presence in the ownership structure of Snam S.p.A has generated a synergistic partnership which will further strengthen De Nora's commitment to the development of sustainable technologies and its position in the green hydrogen supply chain.

Today, De Nora is an international leader in the development, production, and sale of innovative products, technologies and solutions for electrochemical processes and energy transition, as well as systems and equipment for treating and disinfecting water, inspired by effective principles of eco-sustainability. The Group is worldwide present in 10 countries through 26 operating offices and branches, including 14 plants and 5 R&D centers that ensure continuous improvement and enlargement of its proprietary technologies and cover about 260 patent families with over 2,700 territorial extensions. With its widespread presence and broad product portfolio, De Nora can effectively serve customers in over 90 countries, employing 1,725 people worldwide.

Our Core pillars

Our Core pillars represent our approach to the world: what we want to be and how we intend to lead the future.

Partner of Choice - *Our approach to Relationships with stakeholders*

Our valued customers are our Partners of Choice: our initiatives are compelling and unique thanks to the continuous exchange of information and alignment toward common goals. Seeking eco-friendly solutions for our planet and focusing on making life easier and safer for all people have been our ethical commitments since the foundation of the Company.

Continual Improvement - *Our approach to Business*

Continual improvement is our mantra. It is the fuel that energizes our daily activities in all aspects of the business, from identifying a new challenge to implementing its innovative, improved solution. We feel accountable for making a positive impact through our initiatives by pursuing sustainability and allowing the environment, economy, and society to thrive.

Sustainability - *Our approach to the Environment*

De Nora is committed to contributing concretely to achieving the Sustainable Development Goals (SDGs) defined in the United Nations 2030 Agenda. We aim to provide low and zero-emission energy solutions while minimizing our impact on the environment by reducing energy consumption and our carbon footprint, treating and recycling water, reducing waste and emissions, and preventing environmental pollution.

Exciting - *Our approach to everyday work*

One of our key commitments is attracting and retaining talented and motivated individuals. We want to engage employees who are excited to be the enabler factor in reaching our goals. We aspire to take care of all stakeholders, meet the needs of the communities in which we live and operate, nurture and support future generations, find clean alternatives and new pathways to a circular economy.



Worldwide presence

As at the end of 2021, De Nora operates worldwide through 26 operating offices and branches, including 5 research centres located in Italy, the United States and Japan, and 14 plants in Brazil, China, Germany, India, Japan, the United Kingdom, the United States, and Italy that produce and assemble electrodes, electrolytic cells, electrolyzers, and water treatment systems.

With its widespread presence and broad product portfolio, the company can effectively serve customers in over 90 countries, employing 1,725 people worldwide.

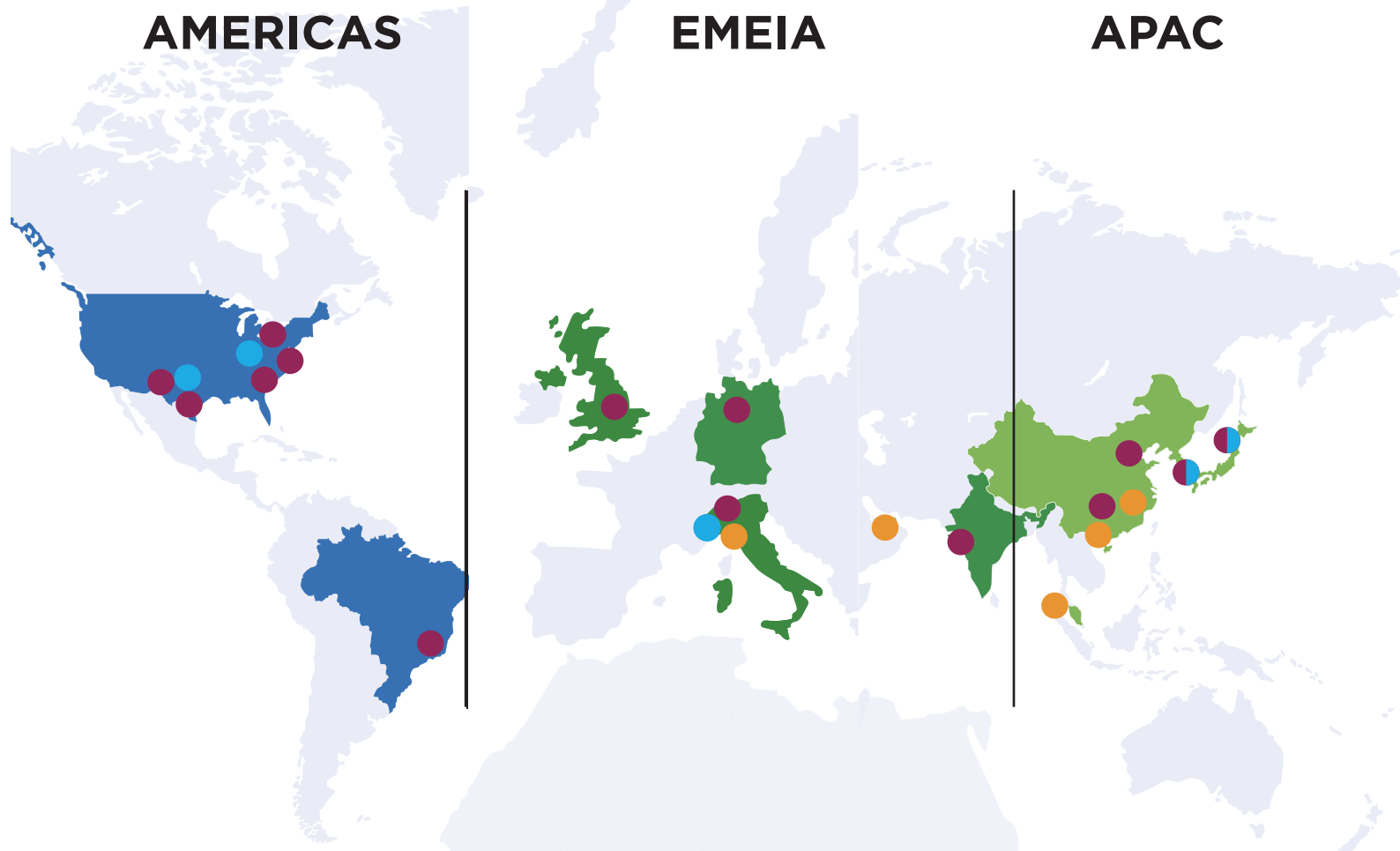
De Nora organization foresees a business segment and regional organization deployed to all continents. It operates throughout the main world regions: North America and Latin America, EMEA including India, Asia and The Pacific.

State-of-the-art manufacturing footprint to adress market opportunity globally

AMERICAS

EMEIA

APAC



Manufacturing and assembling facilities



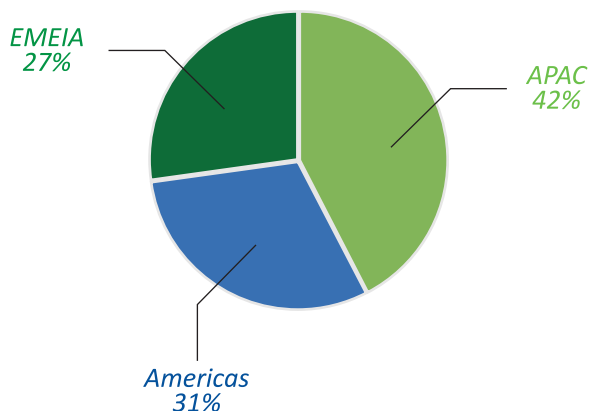
Offices



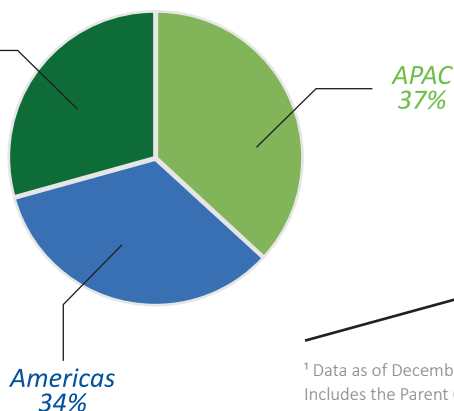
R&D centres

Offices are included when Manufacturing and assembling facilities are indicated.

2021A Revenue by geography



Employees by geography ¹



¹ Data as of December 2021. Includes the Parent Company Industrie De Nora S.p.A.



1,725

Employees



~100

Countries of presence



26

Operating companies/branches¹



14

Manufacturing and assembling facilities



5

R&D centers



~100

Researchers

The Group’s widespread international presence allows it to combine proximity to its main customers with an excellent ability to adapt its strategy to changes in different markets and geographical areas, taking advantage of all arising opportunities as the business evolves.

The stable and long-term relationship that De Nora has established with its main customers and partners (multinationals and leading groups) is reflected in joint agreements for developing specific solutions and supply, distribution, lease, maintenance, and service agreements.



Business model

With almost 100 years of operating history and a consolidated international experience, De Nora is a technological leader in two operating segments: **“Electrode Technologies”** and **“Water Technologies”**. Recently, the Group has focused its research activities in the field of green hydrogen, developing a new generation of electrodes capable of guaranteeing very high performance, with low energy consumption, and making the systems where they are installed extremely competitive. **The Energy** transition appears as the natural evolution of the core business of electrodes.

De Nora’s business segments

A comprehensive portfolio of mission critical solutions and high value added aftermarket services...

~ 62%¹

¹ % of average 2019, 2020, and 2021A revenues.

Products and Solutions



Electrode Technologies



Anodes, Cathodes, Catalytic Coatings Gas Diffusion Electrodes



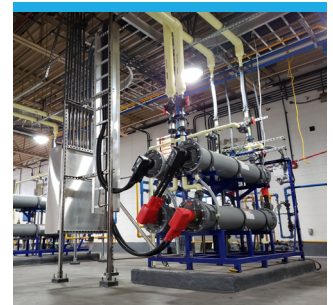
Energy Transition



DSA® Electrodes for AWE, Electrolysis Cells, Gas Diffusion Electrodes (GDE), Electrodes for Fuel Cells



Water Technologies



Electro-chlorination, Disinfection and Filtration Technologies, Marine Water Treatment Technologies, Pool Technologies

~ 38%¹

Services



Electrodes recoating, repair services and spare parts



Performance upgrades and retrofits



Engineering design



Supply and maintenance agreements



Technical assistance and remote support services



Analytic services



Electrode Technologies Business, which involves the production and sale of electrodes (anodes and cathodes), catalytic coatings, electrolyzers and related accessories intended for various electrochemical applications in several industrial sectors. The Group’s products are mainly aimed at the chlorine soda and electronics markets as well as the mining industry. The Electrode Technologies Business segment, developed since the Group’s founding in 1923, represents the Group’s legacy as well as its historical core business.

installations. Related activities include periodic product maintenance or replacement, technological improvements, supplying spare parts, designing and re-engineering electrodes, technical assistance, leases, performance monitoring and laboratory analysis, field and remote technical assistance services, training programs, testing agreements and lease contracts. The continuous improvement of the product portfolio allows the Group to offer technologies to its customers that meet new process targets and market demands, including from a sustainability perspective.



Water Technologies Business, which involves the production and sale of systems and solutions for water and wastewater disinfection and filtration. The main markets served by the Group are the residential swimming pool market, the municipal sector, the power & energy sector, and the marine market. In the mid-term, the Group plans to exploit new business opportunities, caused by the emergence of new contaminants, which are supported by a tightening of the regulatory framework for the treatment and reuse of drinking water and wastewater.

Global leading player in sustainable technologies

The Group sells its products and services in multiple sectors and geographical areas, responding to a growing demand supported by megatrends, such as population growth and social change, a need for clean energy, technological expansion and lack of resources (including drinking water).

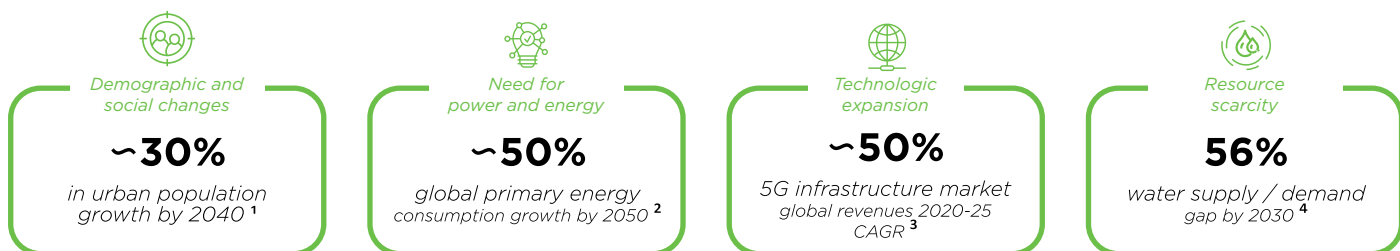


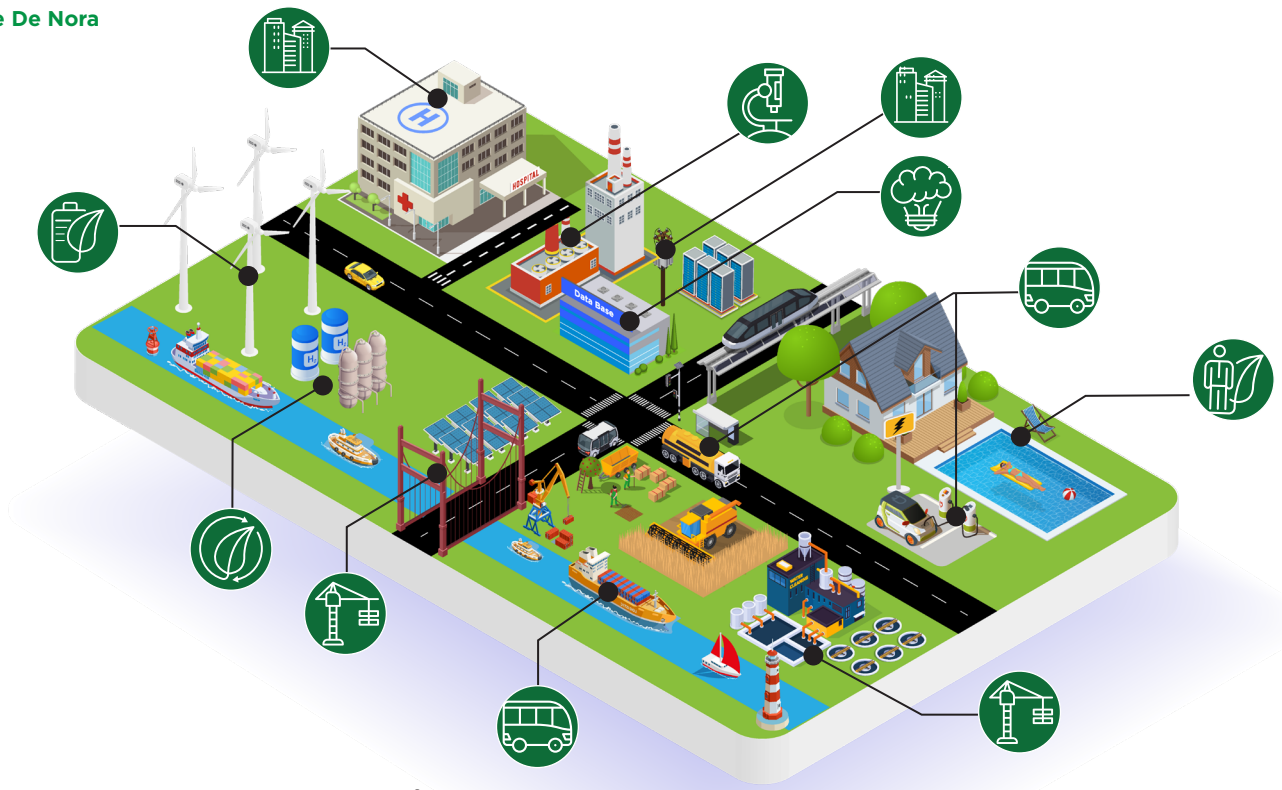
Energy Transition, which involves the technologies (electrodes, catalytic coatings) for the Energy Transition market and, in particular, solutions relating to green hydrogen. Hydrogen is crucial for decarbonizing many industrial processes, storing energy produced by renewable plants, and developing land, sea, and/or air transportation modes that are not dependent on fossil fuels or electricity storage systems (batteries). De Nora is steadily developing products and services associated with the Energy Transition business considered essential to effectively and safely integrate renewable energies into the electricity grid, transport them through the use of a chemical vector and convert hydrogen into energy by means of fuel cells to combat climate change and limit global warming.

Service activities are essential for the maintenance or modernization of existing facilities and

¹ The World Bank website as of 21 February 2022.
² EIA (U.S. Energy Information Administration, International Energy Outlook 2019).
³ Mordor Intelligence (Global 5G Infrastructure Market).
⁴ World Resource Institute.

Relevant trends





De Nora everywhere

Relevance to De Nora's divisions



Electrode Technologies



Energy Transition



Water Technologies



Infrastructure / Municipal Infrastructure

- Cl2 for PVC production
- Steel protection from corrosion
- Water treatment and reuse



Energy Storage & Transportation

- Nickel, copper and cobalt
- Liquid organic H₂ carrier
- Copper foil



Mobility

- H₂ as fuel and feedstock
- Nickel, copper and cobalt
- Fuel cell for decentralized recharging stations



Consumer lifestyle

- Copper foil, PCB, PVC
- Potable water treatment
- Surface disinfection
- Fuel cells for combined heat and power
- Electronics vehicles
- Batteries
- Pools



Commercial & Institutional Buildings

- Fuel cells
- Surface disinfection
- Auxiliary power (fuel cells)
- Cooling water applications



Communication & Smart Technologies

- Copper foil
- PCB
- Fuel cells
- Water treatment for data centers



Industry / Chemicals

- H₂ as feedstock for steel, refineries and ammonia
- Process water treatment



Power and Energy

- Nickel, copper and cobalt processing
- H₂ production
- Water treatment for LNG and coastal power stations

Technologies and Applications



De Nora is the world's largest supplier of high-performing catalytic coatings and insoluble electrodes for electrochemical and industrial applications, and a leading provider of equipment, systems, disinfection, and filtration solutions for water and wastewater treatment.

For almost 100 years, through continual improvement of technologies and products, De Nora has provided customers with sustainable results and performance, consolidating its role as partner of choice.

Electrode Technologies

With 9 electrodes manufacturing and assembling facilities and the most extensive production capability, **De Nora** is the **first supplier of electrodes**, the electrical conductors used to run electrochemical processes. Its leadership in electrode technologies is based on extensive knowledge of electrochemical processes, advanced solutions, and an evolving product portfolio and global service capabilities.

The main offer consists of proprietary **metal-coated electrodes, coatings, gas diffusion electrodes, and electrolytic cells** that find application in a wide range of electrochemical processes, and services.

The services include electrodes replacement, recoating and repair, supplying spare parts, technological renewal of products and equipment to improve performance.

The Group's products are mainly aimed at the chlor alkali and electronics markets as well as the mining industry.

AT A GLANCE

- 1st supplier of metal-coated electrodes worldwide
- The most extensive installed base of Mixed Metal Oxide anodes served by a team of experts
- Unique know-how based on almost 100 years of accumulated experience
- Unique market share in the main reference market segment
- Strong partnerships and customer relationships

Applications

Chlor alkali

Chlorine and caustic soda are produced through the electrolysis of aqueous solutions of sodium chloride, and the manufacturing industry constitutes one of the major fields of application of the electrodes produced by the Group. Chlorine and caustic soda, and their derivatives are basic products necessary for the most important chemical industries, whose products are intended for various applications and industrial sectors.

De Nora develops innovative solutions for chlorine and the caustic soda industry to ensure greater competitiveness to its customers, through better performances in term of energy savings, investment costs, product quality and environmental impact.

Electronics

The electronics market is a vast and complex sector, including a significant number of industries. The reference markets for De Nora are represented by the production of copper foil, a basic raw material mainly used for the production of printed circuit boards and lithium batteries, and the copper plating of printed circuit boards (deposition of copper inside the micro-holes to create electrical connections).

The trends towards better connectivity, greater device functionality, performance, and miniaturization, are leading to higher complexity in De Nora customers' products, which require advanced technology solutions more than ever before. For this reason, De Nora continues to invest in R&D for the electronics market, allowing the introduction of **new superior quality products**, with high functionality.

Mining and Metal Refining

The electrochemical refine of non-ferrous metals (electrowinning) consists in a process to eliminate the residual impurities with the aim of obtaining metals of high purity and quality, which are used in various industrial sectors.

The Group's offer is concentrated in the segment of titanium anodes with mixed metal oxide coating for the electrolytic refining of nickel and cobalt, intending to develop solution for copper, too.



Electrode
Technologies



Water Technologies

With a strong technological platform focused on electro-chlorination, disinfection and filtration, De Nora guarantees customers around the world to treat water in the most technologically advanced, sustainable and economical way possible, striving to reduce the energy impact and CO2 footprint in industrial processes.

The Group offers multiple technological solutions and products that are applied in different sectors or outlet markets. In addition to supplying equipment, products and systems, De Nora provides after sales services of maintenance, supplying spare parts, re-engineering existing systems, on-site or remote monitoring, and other services to maintain and enhance product performance, ensuring consistency of the quality of treated water.

The key markets served by the Group are municipal, residential, industrial and marine sectors.

AT A GLANCE

- A Global leader with recognized and respected brands
- A comprehensive range of disinfection and filtration technologies
- Reliable and effective treatment solutions
- Thousands of installations around the world
- Established and trusted customer relationships

Applications

Swimming Pool Chlorination

De Nora offers electrodes for electrochlorination systems (salt chlorinators) used to disinfect primarily residential swimming pools.

Salt chlorinators use common salt and electricity to generate a consistent and proper amount of pure chlorine solution in a safe, simple and cost-effective way to disinfect pools. In particular, they provide a stable and constant concentration of chlorine used for disinfection, with a prolonged effect over time, eliminating the undesirable effects for users due to the presence of chemical products in the water, such as red eyes, hair damage, skin irritation, irritating chlorine smell, etc.

Industrial Chlorination (Electrochlorination)

The Group manufactures and sells systems to treat water, producing chlorinated solutions from salt water (seawater or brine) through an electrochemical process.

In the industrial sector, products include process water treatment, systems to treat and recycle industrial wastewater, systems that sanitize water

used in cooling circuits and evaporative towers and small systems to desalinate brackish water. In addition, the Group provides power plants, liquefied natural gas (LNG) terminals and offshore oil and gas platforms with solutions for the treatment of process water, firefighting water and wastewater, in compliance with applicable international regulations on discharge into the sea and water reuse.

Municipal Disinfection & Filtration

In municipal market, the Group offers equipment, systems and plants for disinfection and filtration of water and wastewater that are compliant with applicable safety and environmental protection regulations. Within disinfection systems, the Group is able to offer a complete range of products using chlorine gas, chlorine dioxide, ozone and ultraviolet (UV) technologies, and instrumentation to monitor, measure and control water processes. In the area of filtration systems, the Group designs, develops, manufactures and sells advanced filtration systems for removal of complex contaminants and filtration technologies to remove and/or absorb pollution agents. The full suite of disinfection and key filtration solutions allows De Nora to innovatively combine technologies to address evolving customer and market needs.

Marine Sector

The Group designs, sells and assembles technologies, equipment and complete systems to treat water for shipboard applications. In particular, De Nora markets solutions for the treatment of ballast water, using both electrochemical as well as UV based solutions. In addition, the Group designs, manufactures and sells a range of shipboard systems to treat wastewater prior to discharge at sea.

New Sectors of Application

The Group is expanding into new applications, including:

- surface sanitization services, using on-site solutions recently approved by the Environmental Protection Agency (EPA) for sale in the United States;
- removal of contaminants of emerging concern, including pharmaceutical and personal care products and industrial chemicals, which are increasingly being found in drinking water worldwide.

Energy transition

A future where there will be a massive availability of power from clean, renewable sources also foresees a lot of potential for electrochemistry. Green hydrogen, generated through electrochemical systems without CO₂ emissions, is predicted to become a central pillar for promoting energy transition to sustainable sources and world economy. In fact, although currently green hydrogen represents a limited portion of the total hydrogen, it is expected to grow exponentially over the next 30 years thanks to the gradual transition to renewable sources.

The Group has developed a portfolio of solutions for Energy Transition by benefiting from a broad technology offering and know-how deriving from its established electrode business. In particular, De Nora's products are used to generate hydrogen through water electrolysis processes and deploy hydrogen to generate electricity in fuel cells.

Since the energy transition market is an emerging market and therefore not yet established, and various stakeholders are still developing solutions that can be technically and economically implemented, the Group has initiated collaborative relationships, joint development and testing agreements with the main market leaders.

Green Hydrogen - ALKALI WATER ELECTROLYSIS

Green hydrogen (namely, hydrogen produced by water electrolysis using renewable energy with zero CO₂ emissions) is seen as a key element in the energy transition, as it is considered crucial to achieve "carbon neutrality" and "net-zero emissions" objectives.

There are currently four main methodologies for the production of green hydrogen: atmospheric or alkaline electrolysis pressurized ("AWE"), proton polymer membrane electrolysis ("PEM"), solid oxide electrolysis ("SOEC") and anionic polymer membrane electrolysis (AEM). All four methods are based on water electrolysis, and the main differences derive from the type of electrolyte used and the reaction conditions. The four technologies also differ in the level of development achieved and their commercial maturity. The Group has developed proprietary electrodes and catalysts for alkaline water electrolysis that enable the highest hydrogen production rates and ensure a competitive cost of the produced hydrogen (levelized cost of hydrogen, "LCOH").

De Nora has partnered with both suppliers and well-known customers, such as McPhy and thyssenkrupp nucera, on both large and small plants that will benefit the world and make the hydrogen economy a reality.

FUEL CELL

Fuel cells convert chemical energy directly into electrical energy by the reverse process to that of electrolysis: hydrogen gas reacts with oxygen to produce water and an electrical current. Similar to electrolyzer cells, fuel cells are highly modular and can supply a broad range of power applications, from small portable equipment to megawatt bulk generation. Between the different types of fuel cells, De Nora's offer is focused on gas diffusion electrodes for high-temperature PEM fuel cell, phosphoric acid fuel cell, direct methanol fuel cell and alkaline fuel cell.



Energy
Transition



R&D and Innovation

With almost a century of history, De Nora has taken its inspiration from the entrepreneurial spirit of its founder, Oronzio De Nora, who always recognized innovation as a key factor of success and differentiation.

Over the years, the Group has established its presence internationally thanks to important partnerships and strategic acquisitions. De Nora has always been able to count on its ability and know-how to develop new technological solutions and affirms its leadership as a supplier of electrodes for electrochemical processes.

De Nora's attention has focused on important industrial sectors and revolutionary processes, such as the production of chlorine and caustic soda (substances at the base of organic and inorganic chemistry). It introduces new systems such as those intended for water disinfection (salt chlorinators for swimming pools and on-site production of disinfectants). It also contributes to the technological evolution of finished or semi-finished products, such as printed circuits used in today's smartphones, tablets and personal computers. Nowadays, the strong push towards decarbonization and the maturity reached in the exploitation of renewable energies have given a central role to De Nora technologies.

De Nora's existing and innovative technologies are market and customer oriented and are developed through certified processes compliant to the highest standards for Environment, Health, Safety and Ethics in an optic of full Sustainability.

INNOVATION IN NUMBERS

- 5 research centres in Italy- USA- Japan
- + 350 different inventions (more than 3500 single Patents)
- + 90 single Trademark Signs (more than 650 single marks)
- + 70 Researchers and Specialized employees from all over the world

De Nora's innovation strategy

De Nora wants to contribute to a sustainable future by: creating value for and with internal and external innovation stakeholders, engaging creative talent to generate ideas for agile and sustainable innovation, building and maintaining a reliable global network and structuring a resilient innovation community that promotes change, entrepreneurship and sustainability.

De Nora encourages cutting edge applications and systems to suggest innovative ideas and proposals for all its employees, focusing on new effective tools in order to improve their "innovation" culture.

De Nora's innovation strategy revolves around 3 keywords:

- **Workers' development and empowerment**

It's made of the right mix of training, equipment, listening and support, control and leadership by example.

An innovation system is a way for employees to learn and improve their skills for continuous improvement.

- **Collaboration**

Innovation more often and effectively happens when teams, functions, areas of expertise are interactively combined.

- **Teamwork**

Working in teams and as a team is crucial for the implementation of complex ideas. The support is given to teams responsible for daily continuous improvement and to teams dedicated to specific projects.

Innovation management

Innovation at De Nora is managed by a dedicated global function composed by a Corporate team and an Innovation Management team. The Corporate team is responsible for management and oversight of the innovation policy and global initiatives while the Innovation Management team, a community of "champions" who act as local focal points for innovation, supports the colleagues in proposing and implementing innovative ideas.

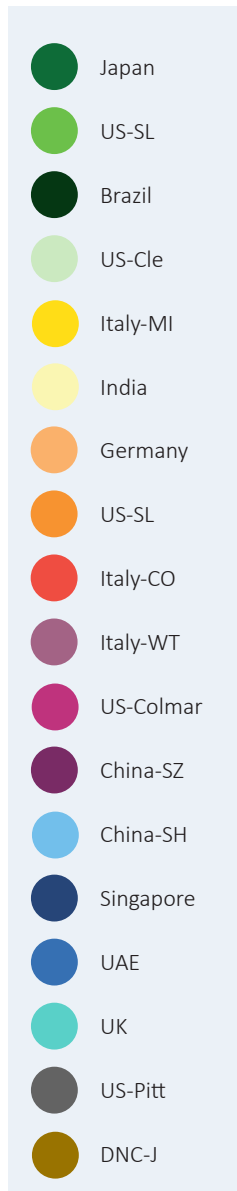
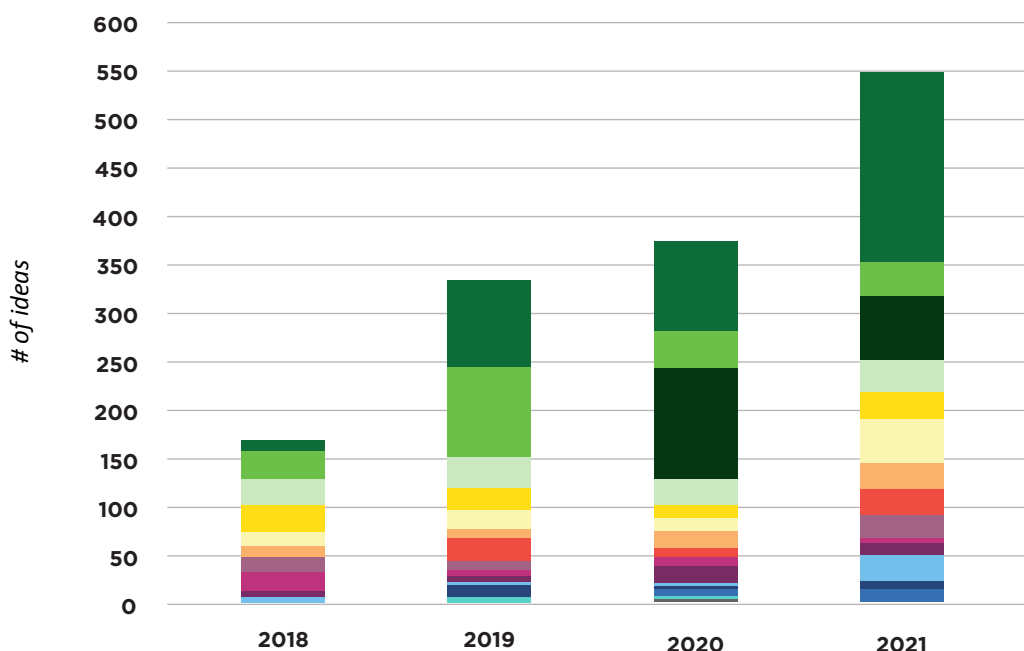
De Nora embraces the "**Ten Types of Innovation®**" framework developed by the global innovation agency Doblin in 1998, which helps leading organizations find human-centered solutions to business problems, providing a way to identify new opportunities beyond products and develop viable innovations.

Ideas for new products or product development/improvement in De Nora are managed by the R&D function. All other ideas for innovation and continuous improvement are managed by the Innovation function through a dedicated process, with focus on the following areas: structure, network, channel, customer engagement, process, branding, profit model, service.

Pillars of the Innovation System at De Nora:

- Global focus that involves all De Nora’s Regions, companies and functions.
- Dedicated Global Policy where the governance and processes are outlined in.
- The Hoshin Kanri lean method is used to ensure the deployment of the innovation strategy, linking innovation with sustainability and digitalization. Innovation is a tool for De Nora to become more sustainable and digitally driven; at the same time, digitalization and sustainability are key strategic areas that can push De Nora to be more innovative.
- All employees in the Group receive a rewarding for all their ideas that are positively evaluated and successfully implemented.
- To further improve the employees’ engagement, a gamification approach has been designed and will be launched all over the Group in 2022; the gamification system was designed putting together inputs coming from a large group (> 100) of employees and is aimed at further increasing the employees engagement.
- The innovation function constantly collaborates with corporate HR to communicate about global and local initiatives, the status of the idea generation, updates on the idea management platform.

Innovation performance: number of ideas proposed per year since the launch of the Innovation system in 2018



De Nora “IdeaPulse” Program

De Nora’s IdeaPulse program stands for “impulse for ideas” and it is a series of 60-90-days period, each one dedicated to stimulating innovative ideas on a strategic topic. The first one dedicated to Environment, Health and Safety (EH&S), started May 1st, 2021.

The IdeaPulse program has been a great success, increasing both the engagement of the colleagues as well as the impact of their ideas on key strategic areas:

- The number of ideas importantly increased and Q3-2021 was the most "productive" quarter ever, with 177 ideas submitted;
- The ideas related to EH&S and Waste management significantly increased, compared to the period before the IdeaPulse started;
- The number of idea proposers increased from 10% in 2020, to 20% of the total workforce in 2021.

Thanks to, among other initiatives, the IdeaPulse program, in 2021, almost 550 ideas were presented, marking a 50% increase compared to 2020.

Laboratory and Product testing

De Nora’s laboratories are equipped with all the main instruments for characterization and tests on electrodes.

Its Laboratory Cell Rooms and Pilot Electrolyzers Laboratories allow the qualification of the electrodes, as well as of industrial prototypes, production, retainers operated samples from the field.

The laboratories are the place where the researchers can support affiliates’ customers all over the world, either for technical assistance or for solving specific problems. De Nora’s tests run 24/7, while monitoring systems allow to record all test parameters during time, as well as secure safety.

In Italy, Japan and USA, the cell rooms created by De Nora host more than 900 cells on a surface of more than 2.500 square meters.

Capabilities

Thanks to the experience of our technicians, De Nora’s analytical and testing departments can answer the most diverse scientific inquiries because of analysis using advanced technical instruments available and through the development of customized analytical procedures. De Nora’s researchers’ team can tackle all different customer

requests in real-time and follow the development of new solutions and products step-by-step, from the idea to its implementation.

Our analytical departments handle around thousand analysis requests per year, performing chemical and morphological investigations. Analyses are carried out using Microscopy and X-ray techniques for the solid-state, instrumental, and analytical techniques with wet chemistry methods.

These techniques provide quantitative answers on the morphology, type, composition, and crystallographic state of elements forming electrochemical coatings and solutions, solids, and gases involved during the operation of pilot and industrial cells.

Our testing departments include accelerated life testing facilities that count more than 500 stations for chlorine, hydrogen, and oxygen-evolving electrodes used to characterize samples about new developments, industrial retains, post-operation residual life, manufacturing QC, and troubleshooting. In all laboratories, De Nora has designed, installed, and operated different types of pilot cells that are representative of industrial electrolyzers for Chlor-Alkali, HCl-ODC electrolysis, and three different processes of Water Electrolysis (Alkaline, PEM, and AEM), to obtain primary data on electrodes, separators and electrodic packages in general, under accelerate life testing conditions. These cells are used for De Nora group experiments to supply its customers with high-quality electrodes and technical solutions.

Open innovation

De Nora’s history has been defined by creating strong and successful partnerships that bring innovative solutions to products and processes. De Nora business partners rely on its commitment to technology excellence and strong focus on customer needs. Now that the world has become more diversified and fast-paced, it has become even more crucial for organizations to sustain growth by establishing strategic interactions with all stakeholders of the innovation ecosystem.

For this reason, De Nora has established the Open Innovation function with a dedicated team to support the whole De Nora Group in accelerating innovation. The Open Innovation team is focused on unlocking creativity within the company, consistently creating opportunities to generate new ideas and develop its employees’ skills. The team also identifies external collaborative opportunities for innovation, effectively leveraging competitive advantage through the social changes of our present and future.

De Nora always looks to create new connections with startups, companies, professional associations, universities and research institutions to tap into innovative ideas, establish strategic partnerships and develop new breakthrough solutions to bring to the market.

Partnerships

Thanks to its deep and well-recognized expertise in electrochemistry, De Nora has the know-how and skill to fully work with its partners to develop and launch market-based innovative solutions for various processes.

Through its partnerships with qualified key operators, De Nora strives to:

- develop complete solutions to meet customers' requirements and satisfy sales needs in the market;
- streamline its R&D and testing capability, accelerating and making more efficient product development initiatives;
- start long-term collaborations, which usually turn into commercial agreements at the end of the development phase;
- dilute/reduce risk in product development.

During these partnerships, De Nora typically takes care of the design, testing, and supply of the electrochemical part of the process (electrochemical cell/stack or balance of plant/stack, etc.) or critical components (coatings, electrodes, cell components, etc.).

De Nora Symposium

Since its foundation, De Nora has recognized the importance of building a strong connection with universities, national laboratories and other stakeholders of innovation, as a tool to develop technologies and deepen scientific knowledge. For these reasons, De Nora hosts a by-invitation-only Symposium every year. This event is designed to create a sustainable, active, and interactive communication network between leading academic communities and our R&D and Innovation groups.

Over the years, this event led to the creation of a global network of universities, national labs, research centres, technology transfer offices, and small and large companies. This network set the basis for many important collaborative research projects and participation in industry-academia consortia in the US, Europe and Japan.

Sustainability at De Nora



Environmental, Social, and Governance factors (ESG factors) are at the core of De Nora's values and strategy and represent a long-term commitment that the Group intends to strengthen through several initiatives and projects. De Nora contributes positively to achieving the objectives of "carbon neutrality" and "net-zero emissions," conducting its activities ethically and transparently, investing in the development of sustainable technologies that drive economic growth through careful management of natural resources and the use of clean energy.

De Nora is committed to contributing to the achievement of the 17 Sustainable Development Goals (SDGs) defined in the United Nations' 2030 Agenda.

In particular, through the continuous improvement and expansion of its product portfolio in the Electrode, Water Technologies and Energy Transition business segments, the Group aims to continue the development of sustainable technology solutions that contribute positively to the following SDGs: **affordable & clean energy; climate action; sustainable cities & communities; clean water & sanitation; life below water; industry, innovation & infrastructure; responsible consumption & production.**



In addition, through social and governance initiatives, De Nora takes concrete actions to contribute to achieve the following SDGs: **gender equality, decent work & economic growth.**

Finally, De Nora stands as a strategic partner for achieving sustainable goals and aims at collaborations that share and act consistently with sustainability objectives.



Environmental, Health and Safety

De Nora is committed to pursuing the continuous reduction of its environmental impact, as an integral part of its business and as a strategic commitment and constantly monitoring compliance, with applicable environmental protection regulations.

In particular, the Group monitors its carbon dioxide (CO₂) emissions and its energy use, including energy from renewable sources, and it is preparing policies to contain waste production and to increase the percentage of waste recycling.

In addition, the Group is committed to providing **new products and solutions** that can contribute to the achievement of specific global sustainable development goals such as **climate change, carbon footprint reduction**, and **resource scarcity** through research, development, and continuous improvement of innovative products in the areas of **energy storage, water treatment, non-ferrous metal recovery, and energy conservation**.

De Nora's production facilities are certified to relevant international regulations and quality standards. Great attention is paid to training at all levels of the organization to enable people's development, incorporate continuous improvement activities into daily work, and a constant dialogue between employees, supervisors, and managers.

De Nora complies with standards relating to environmental protection and health and safety of its staff and people. Within the Group, "Best Practices" are promoted and structured among the various production sites to ensure best production methods and control EHS impacts. In particular, each plant has developed KPIs with related action plans to drive continuous improvement concerning health and safety. Performance indicators are reviewed annually and monitored monthly to ensure the achievement of set targets.

Social factors



For years, De Nora has been implementing a "people strategy" that has several objectives regarding its staff and the community's needs in which it operates. In particular, the Group has the following goals: **attraction, management, development & retention.**

De Nora supports young talents from the school stage: it collaborates and establishes partnerships with high schools, universities, and research centres in the areas where it operates to support the "STEM" footprint; it guarantees opportunities for the new generations for self-awareness (assessment centres, open days and team building), study, learning, and work experience.

The Group is committed to ensuring a satisfactory experience for all candidates by providing feedback to all who take specific tests as part of the selection process. It fosters the onboarding of new staff through shadowing and buddy programs. People's continuous development and professional growth are part of De Nora's vision. Thanks to adopting policies to pursue staff self-fulfillment, the Group develops and implements co-guided growth paths, encourages internal mobility, provides competency and performance evaluations, and organizes training, mentoring, and coaching courses.

Diversity, Inclusion & Valorization

De Nora promotes diversity, equity, and inclusion through dedicated training and international mobility programs, starting with the selection process. About 20% of all De Nora employees and managers, and 40% of the Board of Directors are female, and the Group is committed to increasing these percentages. De Nora's people come from more than 10 different nationalities worldwide.

Engagement with Local Communities

De Nora is committed to contributing to the community's welfare in which it operates, both by promoting independent projects and supporting charity organizations operating in the social activities, such as assisting young people, promoting diversity and inclusion, and spreading a culture of respect for the environment.

Economic value generated and distributed to stakeholders

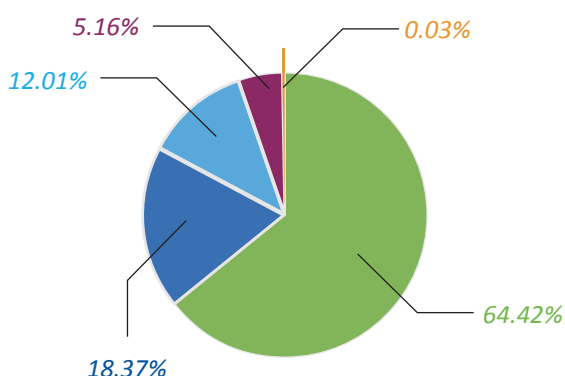
De Nora recognizes the importance of balancing the distribution of the value generated by its activities to the Stakeholders who have directly or indirectly contributed to its creation. The analysis of the economic value generated and distributed shows the flow of resources produced by De Nora and addressed to its Employees, Suppliers, Shareholders and Lenders, Public Administration, and the Community, as well as those retained by the company to finance itself.

| Economic value generated and distributed | 2020 | 2021 | Δ |
|--|-------------------|-------------------|---------------|
| A. Produced economic value | 526,949 €k | 677,501 €k | 28.6% |
| Total revenues | 514,332 €k | 655,211 €k | 27.4% |
| Financial income | 12,617 €k | 22,290 €k | 76.7% |
| B. Distributed economic value | 463,419 €k | 635,378 €k | 37.1% |
| Operating costs (suppliers) | 316,385 €k | 409,331 €k | 29.4% |
| Salaries and employee benefits | 106,564 €k | 116,742 €k | 9.6% |
| Payments to capital providers | 23,886 €k | 76,330 €k | 219.6% |
| Payments to the Public Administration | 16,507 €k | 32,813 €k | 98.8% |
| Investments in the community | 77 €k | 162 €k | 109.7% |
| (A-B) Retained economic value | 63,530 €k | 42,123 €k | -33.7% |

The **Economic Value produced** by the Company in 2021 amounts to EUR 677.5 million (+28.6% compared to 2020), while the **Distributed economic value** amounts to EUR 635.4 million (+37.1% compared to 2020).

The **Retained economic value**, EUR 42.1 million, is the difference between the generated value and the distributed value; this value is invested in the company and consists mainly of depreciation, write-downs and provisions for risks.

The economic value distributed in 2021 was divided among the following stakeholders:



- the largest amount, EUR 409.3 million, relates to costs for the purchase of materials and services necessary for the company’s activities;
- about EUR 116.7 million was paid to employees for salaries, social security, and pension contributions;
- EUR 76.3 million related to payments to capital providers, shareholders, and lenders, in the form of profits and interest expenses;
- EUR 32.8 million was paid to the Public Administration in the form of income and property taxes;
- EUR 162 thousand was distributed in the Community to promote independent projects and support charitable organizations operating in the social field on issues such as assisting young people, promote diversity and inclusion, and spreading a culture of respect for the environment.

2021 - Distributed economic value

- Suppliers
- Employees
- Capital Providers
- Public administration
- Community



Governance Ethics and Integrity



De Nora's corporate governance system plays a key role in the transparent and responsible running of business operations.

The Group is committed to maintaining and strengthening its corporate governance in the areas of ethics, integrity and responsibility. To safeguard the process of creating value for its employees, customers, partners, suppliers, shareholders, De Nora has adopted a set of rules and procedures that govern its decision-making, control and monitoring processes of the company's activities.

The governance bodies and instruments of Industrie De Nora S.p.A. and of the Group aim to disseminate ethics and integrity as founding elements of the corporate culture among all employees.

Corporate Governance



The corporate governance system is based on four pillars:

1. the pivotal role of administrative and control bodies;
2. the effectiveness and transparency of management decisions;
3. the careful and diligent monitoring of related-party transactions;
4. the set of values defined, recognised, shared, and established in the Code of Ethics and company policies.

De Nora seeks a form of governance able to create efficient and sustainable management, a reliable control over the carried out activities, with the aim of creating value for its shareholders; it defines roles and responsibilities and guarantees the correct understanding and assessment of economic, social and environmental opportunities and risks, in order to outline the Group's growth prospects.

The Governance model provides for a coordination structure of the various departments responsible for each subject, allowing a flow of information and data that acts as continuous support for the Group's operational, management and strategic planning decisions. In order to ensure the necessary consistency between behavior and strategies, the Group has created a system of internal rules that configure a Corporate Governance model based on segregation of duties and a balanced relationship between management and control.

Government And Control Bodies

- Shareholders' Meeting
- Board of Directors
- Environmental, Social and Governance Committee
- Board of Statutory Auditors
- Independent Auditor
- Supervisory Body
- Ethics Committee
- Data Protection Officer

Control Instruments

- Group Code of Ethics
- Supplier Code of Ethics
- Organisational, Management and Control Model
- Procedures, instructions on anti-corruption, export control and privacy
- Due Diligence activities to identify potential compliance risks in advance

Shareholders' Meeting

Shareholders' Meeting expresses, through its resolutions, the will of the shareholders and represents the opportunity to establish productive dialogue between the Shareholders and the Directors in the presence of the Board of Statutory Auditors.

Board of Directors

Board of Directors (hereinafter also Board or BoD) is entitled to all powers of administration, except for those reserved by law to the Shareholders' Meeting, to be exercised in compliance with the provisions of law and regulations in force, the Articles of Association and the general rules set out in the Italian Civil Code. The Board of Directors oversees the strategic decisions, corporate policies and the definition of the corporate goals; it is entrusted with the management of the business, in order to achieve the corporate purpose. In particular, it is responsible for strategic and organizational guidelines, and to ensure that all necessary controls are in place to guarantee the fairness and legitimacy of the company's actions.

The Board, thanks to the balanced approach of the members between the respect of the heritage and a sharp foresight of the future, ensures continuity and vitality of the company.

Board members are expected to set long-term goals and establish policies to achieve them, providing advice and feedback to management and reviewing results, with the ultimate goal of increasing De Nora's enterprise value.

The Board of Directors is committed to ensuring that De Nora operates sustainably and ethically throughout the world, in accordance with the law, and with respect for all stakeholders and the environment.

The members of the Board of Directors are appointed for a maximum period of three years and are eligible for re-election at the end of their term.

| Position | Name | In charge since | In charge until | Seniority | Participation BoD meetings |
|-------------------------|-----------------------------|-----------------|---|-----------|----------------------------|
| Chairman | Federico De Nora | April 2019 | approval of the financial statements 2021 | 18 | 100% |
| Chief Executive Officer | Paolo Dellachà | April 2019 | approval of the financial statements 2021 | 12 | 100% |
| Chief Financial Officer | Matteo Lodrini | April 2019 | approval of the financial statements 2021 | 17 | 100% |
| Non-executive Director | Alessandra Pasini | Jan 2021 | approval of the financial statements 2021 | 1 | 100% |
| Non-executive Director | Cosma Panzacchi | Jan 2021 | approval of the financial statements 2021 | 1 | 100% |
| Non-executive Director | Marco Alverà | Jan 2021 | approval of the financial statements 2021 | 1 | 80% |
| Non-executive Director | Michelangelo Mantero | April 2019 | approval of the financial statements 2021 | 9 | 100% |
| Non-executive Director | Simone Arnaboldi | April 2019 | approval of the financial statements 2021 | 4 | 100% |
| Independent Director | Mario Cesari | April 2019 | approval of the financial statements 2021 | 9 | 100% |
| Independent Director | Giovanni Toffoli | May 2020 | approval of the financial statements 2021 | 2 | 100% |

The Chairman, CEO and CFO are granted specific powers by the Board for the ordinary and extraordinary administration of the Company, including the legal representation, except for the ones that remain with the Board or cannot be delegated by law or by-laws. The Managing Directors report to the Board at least on a quarterly basis.

The Board of Directors or the Chairman, CEO and CFO (within the respective delegated powers) may delegate their powers to attorneys, in order to grant the powers necessary to perform certain acts or categories of acts.

Environmental, Social and Governance Committee

According to its by-laws, the Board of Industries De Nora S.p.A. appointed the Environmental, Social and Governance Committee (hereinafter also ESG Committee), with advisory and propositional functions towards the Board itself, to promote the integration of environmental, social and governance issues in the governance of the

Company and of the Group and in the single corporate strategies.

According to the regulation, the ESG Committee is composed of a maximum number of seven permanent members, appointed by the Board of Directors and selected from among the senior management in the various areas of competence of the Committee, even without having held the role of directors of the Company. According to the decisions of the Board of Directors, the members of the ESG Committee are appointed up to a maximum of three financial years, until when the Shareholders' Meeting is called to approve the financial statements relating to the last financial year they were in charge.

The ESG Committee is chaired, on a biennial rotation, by one of the permanent members designated by the Directors appointed by the De Nora family.

| Position | Name | In charge since | In charge until |
|-----------|--------------------|-----------------|---|
| President | Silvia Bertini | May 2021 | approval of the financial statements 2023 |
| Member A | Graziano Marcuccio | May 2021 | approval of the financial statements 2023 |
| Member A | Stefano Casalino | May 2021 | approval of the financial statements 2023 |
| Member A | Alberto Cominelli | May 2021 | approval of the financial statements 2023 |
| Member B | Marta Luca | May 2021 | approval of the financial statements 2023 |
| Member B | Sofia Maroudia | May 2021 | approval of the financial statements 2023 |
| Member B | Nicoletta Di Cagno | Nov 2021 | approval of the financial statements 2023 |

For the performance of advisory and propositional functions on ESG issues towards the BoD, the areas of competence of the Committee include:

- supervising compliance with the corporate governance principles of the Company and the Group with the applicable laws and national and international best practices, making proposals on these matters to the Board of Directors;
- the analysis and review of: corporate policies of the Company and the Group on human rights, business ethics and integrity, diversity and inclusion; corporate policies of the Company and the Group for the integration of environmental, social and governance issues into the business model; initiatives undertaken by the Company and the Group to respond to issues relating to climate change and other relevant environmental issues; purposes and methodologies adopted by the Company and the Group in their sustainability reporting; any sustainable finance initiative;
- overseeing the international environmental, social and governance initiatives and the potential adhesion to these, in order to consolidate the international reputation of the Company and the Group.

Board of Statutory Auditors

Appointed by the Shareholders' meeting, the Board of Statutory Auditors exercises the widest powers to oversee, with the support of the company control structures, the actual functioning of the internal control system and verifies the adequacy of the organisational, administrative and accounting structure approved by the Board of Directors, to which it reports any anomalies or weaknesses.

Each member of the Board of Statutory Auditors owns a high degree of professionalism, has not held positions as Director or Statutory Auditor in companies subject to bankruptcy proceedings for facts attributable to the period of their office, has the necessary requisites of professionalism and integrity as well as, where applicable, the independence requirements set by the law. Furthermore, the members of the Board of Statutory Auditors are not shareholders, even indirect ones, of any company of De Nora Group, or hold any role other than that of Control Body in the De Nora Group companies.

Independent Auditor

| Position | Name | In charge since | In charge until | Participation BoD meeting |
|-------------------|-------------------------------|-----------------|---|---------------------------|
| President | Venturi Federico | April 2019 | approval of the financial statements 2021 | 100% |
| Statutory auditor | Roberto Spada | Jan 2021 | approval of the financial statements 2021 | 100% |
| Statutory auditor | Maurizio Paternò di Montecupo | April 2019 | approval of the financial statements 2021 | 100% |

Appointed by the shareholders' meeting, it is responsible for checking that the accounts are kept properly and that management events have been correctly detailed in the accounting records. In particular, the Independent Auditor produces a specific report to express its opinion on the annual and consolidated financial statements.

Data Protection Officer

Data Protection Officer is responsible for the design, proposal and definition of the personal data protection program for the prevention of offenses; it even monitors that the Company is fully compliant with privacy legislation.



Anti-corruption

The De Nora Group is committed to fighting corruption and preventing the risks of unlawful practices at any work level and in any geographic area, through the diffusion and promotion of ethical values and principles, and through the effective provision of rules of conduct and the implementation of control processes, in line with the requirements set by applicable regulations and international best practices.

Considering the broad geographical context in which De Nora Group operates. The Company has adopted general principles of conduct contained in the Code of Ethics, the Organisational, Management and Control Model and in the Suppliers' Code of Ethics, but also in operational internal procedure, to regulate business relationships with public and private entities and to ensure the compliance with the applicable anti-corruption regulations. All the documents have been communicated to employees and third parties (if needed) in the local language and published in the internal portal and corporate website.

Relationships with third parties are generally long-term and based on frame contracts with business ethics clauses included in contracts and purchase orders. Finally, specific procedures have been adopted on the third-party due diligence process to gather and verify ethical, legal and reputational information about some counterparties in order to identify potential compliance risks in advance.

During 2021, De Nora Permelec Ltd (hereinafter also DNP) and De Nora Elettrodi Suzhou Co. (hereinafter also DNC, China) obtained the TRACE certification. Trace is a non-profit business association dedicated to anti-bribery, compliance and good governance. This certification is widely recognized by the international business community and it shows DNP and DNC's business partners that the companies are dedicated to commercial transparency.

Organisation, Management, and Control Model

The Organisational, Management and Control Model pursuant to Legislative Decree no. 231/2001 (hereinafter also the "Model") was adopted by all operative Italian companies of the Group. The Model was drafted in compliance with the Confindustria Guidelines. By adopting this Model, De Nora intended to strengthen its internal organization and control structures, with specific reference to the Italian legislative decree

of 8 June 2001, no. 231, as well as sensitizing the recipients of the Model to virtuous and transparent conduct, aimed at preventing the risk of committing the crimes provided for by the Decree. The Model is a summary of the main principles, procedures and controls that already exist and is part of a broader and more organic system envisaged by the Group in compliance with the applicable legislative and regulatory provisions, and in adherence to corporate governance best practices.

The Model was adopted for the first time by the Board of Directors of Industrie De Nora S.p.A. with resolution of 20 December 2012 and, since then, it has been continuously updated¹.

The objective of the Model is to implement a structured and consistent system of procedures and control activities (preventive and subsequent), aimed at effectively avoid the risk of committing crimes provided for by Decree, by identifying risky activities and their necessary regulation.

The recipients of the rules and requirements included in the Model comprise each Companies representatives: shareholders, directors, members of the other corporate bodies, and employees. But it also concerns: external collaborators, freelancers, consultants as well as any commercial and/or industrial partners.

The rules contained in this Model are intended to make the potential crime perpetrators aware of their illegality and to allow the Company itself to intervene promptly to prevent or forbid the perpetration of such crimes, thanks to a systematic monitoring of the activities and processes at risk.

The objectives of the Model thus include that of raising the awareness of both senior roles and those subordinate to the management of others, making them aware that in case of conduct not compliant with the provisions of the Model, rules and associated procedures, laws and applicable regulations, the same may incur penalties and, regardless of any personal criminal liability, the Company may also incur liability, in accordance with the Decree, with the consequent application of financial penalties and/or bans.

¹ Updated versions of this Model were subsequently approved respectively with the resolution of 21.05.2014 (Revision 2), with the resolution of 12.09.2016 (Revision 3) and with the resolution of 30.05.2018 (Revision 4) and with resolution of 5 May 2021 (Revision 5). The current version is therefore no. 5.

| Name | In charge since | In charge until |
|----------------------------------|-----------------|---|
| President: Gianluca Sardo | March 2019 | approval of the financial statements 2021 |
| External member: Silvio Necchi | March 2019 | approval of the financial statements 2021 |
| Internal member: Simona Antonini | March 2019 | approval of the financial statements 2021 |

According to the provisions of the Decree, the Board of Directors, upon approval of the Model, has appointed a **Supervisory Body** (hereinafter also SB), which has independent powers of action and control, and monitors the functioning of a Organisational Model.

The SB is entrusted on a general level with the duty to oversee:

- compliance with the requirements of the Model and the documents related to it by the recipients, taking any necessary initiative;
- the actual effectiveness and capacity of the requirements of the Model, in relation to the company structure, to prevent the commission of the crimes indicated in the Decree;
- the opportunity to update the provisions and rules of conduct of the Model.

Training activities

An adequate personnel training and awareness about the principles and requirements contained in the Model are the key elements of a correct and effective implementation of a corporate prevention system.

The actual training program of the Italian employees is designed to foster knowledge of the rules set out in Legislative Decree 231/2001 and to provide a comprehensive overview of the Decree and the resulting practical repercussions, as well as the content and principles underlying the Model and the related Code of Ethics among all the employees who are, consequently, required to know them, comply with them and adhere to them, and thereby contributing to their implementation.

The Company makes the training courses available in electronic format on the internal portal or organizes in person training (especially for top management) when needed. In each case, the attendance traceability is always ensured.

Code of Ethics and Ethics Committee

All Italian and foreign companies controlled by Industrie De Nora S.p.A. adopt the “De Nora” **Code of Ethics**, that foresees the principles and control measures established by the Group.

In this regard, it should be noted that Industrie De Nora S.p.A. has established an **Ethics Committee** which has the task to promote and disseminate the principles included in the Code of Ethics to all the Group companies. This allows to carry out investigations in the event of reports, as well as to verify the adequacy of the Code of Ethics.

The possibility of reporting violations of the Code to the Ethics Committee is in addition to (and not a substitute for) reporting to the Supervisory Board.

This Code of Ethics intends to guide De Nora representatives, managers, employees, interim workers, agents and whoever acts internally and externally on behalf of the company, by specifying:

- expected behaviors when performing professional assignments;
- De Nora’s commitment towards its employees, customers, suppliers, local authorities and any other stakeholders and counterparts.

To guide people behavior, the Code of Ethics establishes both ethical and behavioral standards for company business conduct. It must be not only a daily reference, but also a guidance when De Nora’s people face issues in their job that are new, unclear or complex. De Nora strives to uphold a consistent global standard of ethical conduct, while respecting the cultures and business practices of the countries and communities in which the company interacts.

To be compliant with the Code for De Nora’s directors, managers, employees, as well as for anybody who operates on behalf of De Nora, it is of paramount importance for De Nora’s efficiency, reliability and reputation, which are all crucial factors for its success.

Third parties’ awareness over the Model and Code of Ethics is ensured by publishing the documents on the website and by requiring the counterparty to adhere to the principles by means of appropriate contractual clauses.

Whistleblowing

De Nora has always been particularly focused on preventing risks which may compromise the responsible and sustainable management of its responsibilities.

Therefore, in compliance with that envisaged in Italian Law no. 179 of 30 November 2017, containing "Provisions to protect those reporting crimes or irregularities which they become aware of through a public or private employment relationship" and in line international best practices, Industrie De Nora S.p.A has adopted whistleblowing measures to manage reports.

At Global level, it is possible to report anonymously or not any irregularity and/or illegal behavior, whether of commission or omission, including suspected, relative to the principles sanctioned in the Code of Ethics by contacting the Ethics Committee. The Committee safeguards the interests of the whistleblower by providing assurances that all information received will be treated in confidence, and that the whistleblowers acting in good faith will be protected from any disadvantages as a result of their disclosures 6 reports were treated in 2021.

Furthermore, a separate channel is also available for all Italian recipients of Model 231. In order to protect the Company, they must send detailed reports of significant illegal conduct following Italian Legislative Decree 231/01 or reports of any violations of this Model, based upon precise and consistent facts, of which the same have become aware as a result of the functions performed, to the Supervisory Body.

All reports must be sent to the SB, either electronically, by sending an email to the Supervisory Body email address² (*In order to protect the whistleblower's confidentiality, the SB's mailbox is held on a domain external to the company domain*); or, by sending the report in a sealed envelope to the SB to the registered office of Industrie De Nora SpA at Via Bistolfi no. 35, Milan; or verbally, directly reporting to the SB during Company's meetings, or by requesting an appointment for this purpose. No reports were been received in 2021.

Supplier Code of Ethics

De Nora's Supplier Code of Ethics (hereinafter also SCoE), together with the De Nora Code of Ethics, includes minimum workplace standards and business practices which all direct or indirect De Nora's suppliers are asked to respect.

The applicability of the Supplier Code of Ethics is addressed to De Nora current or potential suppliers, i.e. companies belonging to the supply chain providing Company with raw materials, semi-finished goods, components, services, etc. Suppliers are responsible to disseminate, educate and exercise diligence in verifying compliance with the Supplier Code through all their employees, agents, contractors and sub-suppliers.

All De Nora Global, Central and Local Procurement and Purchasing functions shall:

- keep it as a mandatory reference for selecting and affiliating our Supply Chain;
- ensure the Supplier Code is delivered to, and acknowledged by, their Suppliers.

²ODV_IDN@legalmail.it

Management systems and certifications



De Nora's top management enforces a strong commitment towards Q-EHS that all employees adopt without distinction.

Proper management of quality and environment, health, and safety are at the heart of the Company's operational excellence system. According to international regulations and relevant quality standards, all production facilities are currently certified. Great attention is given to training at all levels of the organization, to enable people to develop and incorporate continuous improvement activities into their daily work.

A constant and open dialogue between employees, supervisors and management is the only way to achieve continuous improvement in products' quality and EHS standards with the strong sponsorship of all De Nora's management.

| De Nora Plants | Country | Place | ISO 9001 | ISO 14000 | ISO 45001 | Others |
|----------------|---------------|-----------------|----------|-----------|-----------|-----------|
| DNB | Brazil | Sorocaba | x | | | |
| DNCJ | China | Jinan | | | | |
| DNCS | China | Suzhou | x | | x | |
| DND | Germany | Rodenbach | x | | | ISO 50001 |
| DNI | India | Goa | x | | x | |
| DNIT | Italy | Cologno Monzese | x | | | |
| DNJF | Japan | Fujisawa | x | x | | |
| DNJO | Japan | Okayama | x | | | |
| DNT | United States | Mentor | x | | | |
| DNWTCO | United States | Colmar | x | | | |
| DNWTIT | Italy | Cologno Monzese | x | x | x | |
| DNWTSL | United States | Sugar Land | x | | | |

Environmental, Health and Safety



De Nora pursues objectives of continuous improvement of its Environmental, Health and Safety (EHS) performance, as in all aspects of its business, as an integral part of its strategy.

De Nora is committed to constantly verifying EHS management, through internal audits in compliance with applicable legislation, so that it is always relevant and appropriate with respect to the work activities performed.

The necessary conditions for this strategic objective to be met can be outlined as follows:

- all workers are trained, informed, and become aware of how to perform their tasks appropriately;
- the tendency and the willingness to continuous improvement and prevention is constant;
- all corporate structures participate, according to their roles and competencies.

These provide key guidelines for defining and implementing De Nora's EHS initiatives.



Environmental policy

To continuously improve its performance and decrease its environmental impact, De Nora intends to:

- preserve and protect the environment in which we operate, using resources efficiently and driving sustainability throughout its entire value chain;
- comply with all applicable laws on environmental protection and comply with our stakeholders' additional compliance obligations;
- distribute specific responsibilities among all management levels to monitor and apply the environmental protection regulations (national and international laws as well as internal regulations);
- give great attention to training at all levels of the organization to enable people development, with the aim of incorporating continuous improvement activities into daily work;
- develop a proactive culture centred around safe behaviour and attitudes, on the part of personnel, regarding environmental protection;
- ensure that environmental impacts are reduced over time, adopting as far as possible the technical standards, knowledge and advanced techniques;
- define specific objectives and KPIs for continuous improvement of the performance of the environmental management system;
- maintain an open dialogue with suppliers, and provide them with the proper tools and guidelines to implement or maintain consistent behaviours with this policy;
- carry out inspections and audits (internal and external vs. own subcontractors) to identify and prevent any situations of non-compliance with the requirements of the management system;
- monitor and promote behaviours aimed at reducing energy consumption.

Environmental performance



De Nora manufacturing facilities are distributed worldwide in fourteen sites in Germany, Italy, the USA, Brazil, Japan, China, and India. More than one thousand specialized workers are well trained to a high level of EHS and operational skills. De Nora's plants are certified to international quality standards and equipped with state-of-the-art coating production lines and metalworking machinery and tools.

With a remarkable production, including advanced gas diffusion electrodes (GDEs) and next-generation electrodes for new applications in renewable energy storage such as water electrolysis, De Nora is the coatings supplier of choice for industrial electrochemistry.

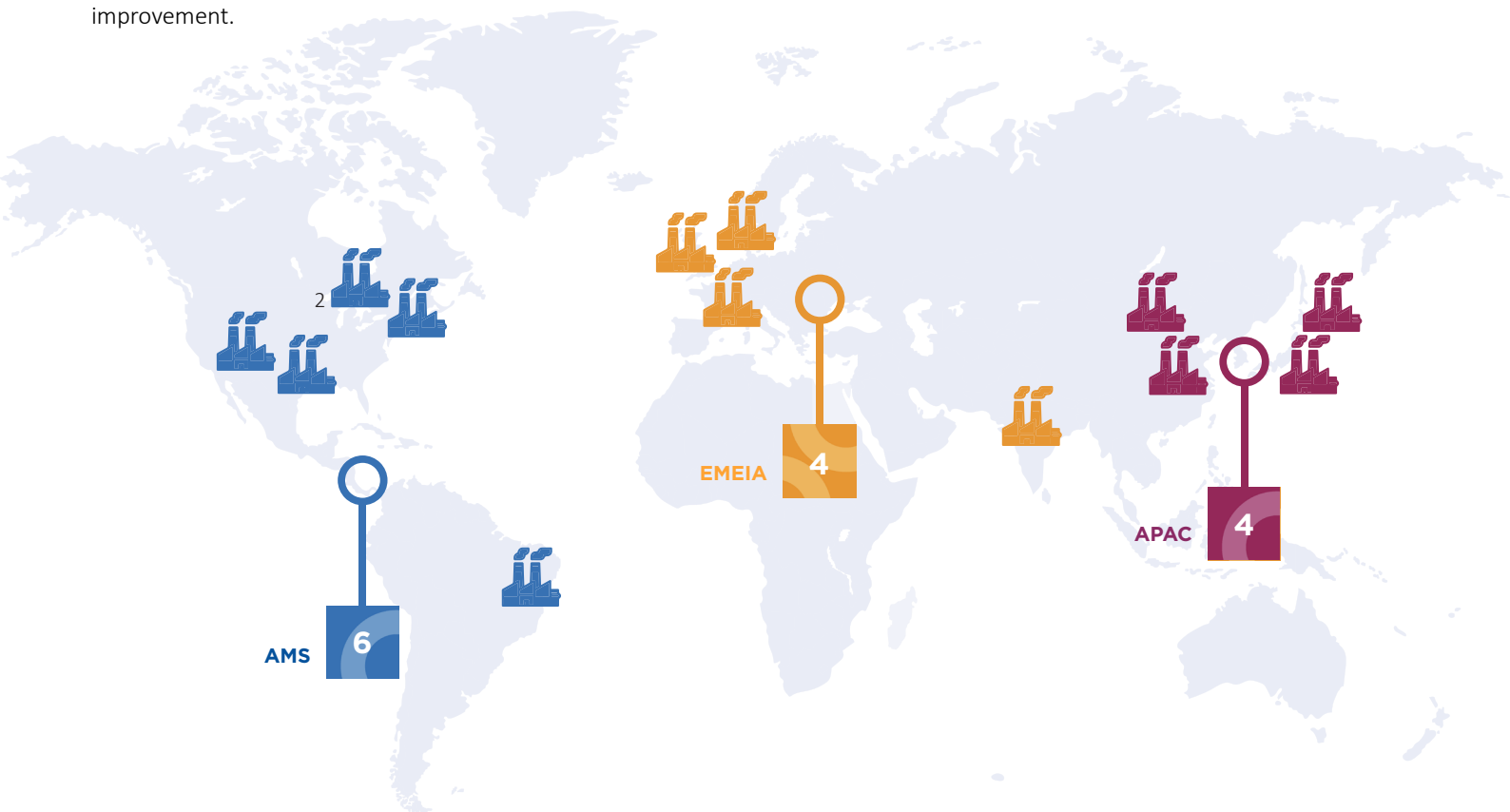
Manufacturing capabilities are not limited to the application of electroactive coatings the company's manufacturing footprint spans from the synthesis of powder catalysts, the preparation of non-asbestos separators for the Chlor-alkali process, the assembly of components, electrolyzers, and skid-mounted systems to the assembly of proprietary water treatment equipment that is all performed within the company's global network of plants.

The organization of De Nora's manufacturing plants is "glocal": local experiences and centers of excellence for specific products are globally leveraged, sharing best practices across the network of factories striving for practical continuous improvement.

With reference to De Nora's 14 production facilities, it is specified that, in defining the scope of the reporting boundary on environmental aspects, the Pittsburgh site was not considered because it became part of the Group during 2021 and, therefore, it would have been difficult to integrate it into the performance assessment; as a consequence, it will be included starting from 2022.

Furthermore, two assembly plants for Water Technologies, one in the U.K. and the other in the U.S., were excluded because their impact on consumption and emissions was estimated to be much lower than the other sites. De Nora reserves the right to reevaluate their inclusion during 2022. In addition, the two Italian sites in Cologno Monzese were considered together as one.

Therefore, the reporting boundary of the environmental performance considers eleven manufacturing facilities, as illustrated below.



| COUNTRY | PLANTS |
|------------------------------------|---|
| ITALY Cologno Monzese | <p>De Nora Italy (DNIT) DNIT is dedicated to the Electrode Technology business within the EMEA market.</p> <p>De Nora Water Technologies Italia (DNWT IT) DNWT IT is a leading company in the design and manufacture of Ozone generation technologies for advanced oxidation processes in industrial and environmental applications.</p> <p>AREA: 5,325 sqm</p> |
| GERMANY Rodenbach | <p>De Nora Deutschland (DND) Production, commercialization, technical assistance and services for DSA® electrodes, electrolyzers, equipment, spare parts and accessories. DND'S special capabilities are: laser welding, robot TIG welding, a repair shop for membrane cells, GDE production, and thermal degreasing.</p> <p>AREA: 18,000 sqm</p> |
| INDIA Goa | <p>De Nora India (DNI) Production and trading of titanium anodes and nickel cathodes used for NaOH/KOH/Cl₂ generation, chlorate production, electro chlorinators for on-site hypochlorite generation, cathodic protection systems and surface finishing products.</p> <p>AREA: 26,055 sqm</p> |
| CHINA Suzhou | <p>De Nora Elettrodi (Suzhou) Co. Ltd. (DNCS) The main products DNCS deals with are: coating of DSA® electrodes used in chlor-alkali industry; repairing, retrofitting and re-coating of various electrolyser elements of various licensors; repairing and recoating of HCl elements; production of hypochlorination (SEACLOR®) cells for water treatment; coating, reactivation and repairing of anodes for the copper foil production; metal plating and recovery; other electrode products based on customer's specific requirements. DNCS currently has a coating workshop for the production of DSA® electrodes and a mechanical workshop for cutting, welding, repairing, retrofitting and assembling electrodes and SEACLOR® cells.</p> <p>AREA: 18,691 sqm</p> |
| CHINA Jinan | <p>De Nora China-Jinan Co. Ltd (DNCJ) It provides all maintenance and retrofit services, ad manufacture spare parts for all technologies of electrolyser for chlor/alkali businesses. DNCJ is also capable of covering more business such as electrolyser parts and water-treatment system parts fabrication.</p> <p>AREA: 7,300 sqm</p> |
| JAPAN Fujisawa | <p>De Nora Permelec Ltd. (DNJF) It is dedicated to the supply of electrodes for mainly Japan, Korea and Taiwan markets. The plant has a comprehensive manufacturing capability for electrodes and has a development and production system which can cope with the increasing scope of applications and also the diversification of needs.</p> <p>AREA: 26,444 sqm</p> |
| JAPAN Okayama | <p>De Nora Permelec Ltd. (DNJO) It is an electrolyzer assembly and maintenance facility as a highly qualified manufacturer in the Chlor-Alkali industry. DNJO also manages industrial plant engineering, equipment procurement, and project management not only for the Japanese market but also for overseas markets such as Hong Kong or Brazil thanks to its electrochemical expertise and accumulated experience in project management based on CECHLO® technology.</p> <p>AREA: 7,315 sqm</p> |
| UNITED STATES Mentor, OH | <p>De Nora United States (DNT) DNT's major business is the manufacture and sale of electrodes to industries including chlor-alkali, plating processes, pool chlorination and cathodic protection. The manufacturing includes new punch presses, robotic welding and metal cutting.</p> <p>AREA: 7,600 sqm</p> |

| COUNTRY | PLANTS |
|---------------------------------------|---|
| UNITED STATES Colmar, PA | <p>De Nora Water Technologies LLC. (DNWTCO) The building houses a warehouse, assembly floor, shipping/receiving and office space. The Colmar office has the following Product Offering: Gas Feed solutions – Chlorine, Ammonia, Sulfur Dioxide; Engineered Products & Systems- EST™ Scrubbers (wet, dry, oil & gas, odour removal).</p> <p>AREA: 3,716 sqm</p> |
| UNITED STATES Sugarland, TX | <p>De Nora Water Technologies LLC (DNWTSL) De Nora Water Technologies has been an industry-leading provider of on and offshore electro chlorination-based water treatment technologies for over 30 years. Its primary markets have been offshore oil and gas, however in the last 20 years focus has been placed on on-shore potable water treatment technologies in the municipal markets, biofouling in coastal power, and downstream oil and gas applications. It is the global center of competence for the Omnipure®, Omnipure Mariner®, ClorTec™, Sanilec® and Balpure® and UAT Reverse Osmosis and Ultrafiltration product lines, and has the expertise to deliver SeaClor®, and other applications. The facility includes "in-house" procurement, engineering, project management and sales team devoted to its critical markets.</p> <p>AREA: 3,235 sqm</p> |
| BRAZIL Sorocaba | <p>De Nora do Brasil Ltda. (DNB) The company has a manufacturing workshop and office center located in Sorocaba (São Paulo State- Brazil) tailored to service all regional customers in the Chlor-Alkali industry, special electrodes applications, and water treatment segments. De Nora do Brazil is also the center of excellence for offshore cathodic protection.</p> <p>AREA: 5,300 sqm</p> |

Materials

Materials used by De Nora, mainly chemicals, base and noble metals, are applied in various production processes for electrodes and water technologies products.

DSA® electrodes

DSA® electrodes are made of two main components: a metal substrate and a catalytic coating. Their production process occurs in two main stages:

1. Substrate preparation.
2. Catalytic coating application. A mixture of metal oxide precursors is applied to the metal substrates by means of various techniques.

Gas diffusion electrodes (GDEs)

GDEs are composed of carbon-based substrates coated with a catalytic material.

PMX™

PMX™ is a non-asbestos separator used in the chlor-alkali industry, eliminating asbestos liability. This material is made of a mixture of non-toxic and abundant chemicals; no organic solvent nor high temperature is needed to produce it.

Water technologies products

De Nora Water Technologies focuses on the development and supply of water and wastewater treatment, filtration and disinfection solutions for municipal, industrial, energy and marine applications. The production in De Nora's factories consists mainly of assembling parts and materials to meet the clients' need. The production of DSA® electrodes used for electrochemical water treatment applications is carried out in the other De Nora manufacturing sites.

| MATERIALS | weight | 2020 | | | 2021 | | |
|--------------|--------|-----------|------------|---------|-----------|------------|---------|
| | | total | from reuse | % reuse | total | from reuse | % reuse |
| Chemicals | kg | 738,420 | | | 458,333 | | |
| Base metals | kg | 1,595,909 | 101,414 | 6.35% | 1,695,967 | 85,241 | 5.03% |
| Noble metals | kg | 8,083 | 104 | 1.29% | 8,042 | 179 | 2.23% |

In 2021, the total use of base metals was 1,696 tons, with an increase over 2020 of 6.27%. In 2021 the reuse of base metals was 85.2 tons (5% of the total use); compared to 2020 there was a decrease in metal reuse of approx. 20%.

In 2021 the consumption of noble metals was 8,042 kg, marking a reduction of 0.5% versus 2020. The fraction of noble metals reused was 2.23% in 2021, marking a 73% increase compared to 2020.

The consumption and reuse of metals are directly related to the orders De Nora receives.

Reduction of materials consumption

De Nora recognizes there are environmental risks associated with the use of raw materials, notably base and noble metals.

The extraction and refining of base metals affect the environment through emissions, energy consumption, and land use. To mitigate these risks, De Nora is committed to continuously improving:

- the lifetime of its products;
- re-coating of used electrodes;
- the recovery of metal scraps;
- the design and manufacturing of electrodes to minimize waste.

The use of noble metals in electrochemical applications guarantees the long lifetime and energy-saving properties of DSA® electrodes. But noble metals have environmental risks associated with their extraction and refining; moreover, they are very scarce. For the time being, though, there are no known alternative renewable compounds or materials with similar catalytic properties to noble metals. Therefore, decreasing their consumption and increasing their reuse

and recycling were identified by De Nora as crucial to mitigate the risks associated with the use of noble metals. Towards these goals, De Nora is acting in three main areas:

1. Monitoring and continuous improvement projects to increase the coating efficiency in all our manufacturing plants.
2. R&D projects to develop coating compositions with lower noble metal contents without jeopardizing their electrochemical and mechanical properties.
3. Internal awareness campaigns on materials waste are regularly launched to collect ideas on, among other topics, how to use noble metals more efficiently.

Packaging

De Nora is committed to reducing the environmental impact caused by the packaging material it uses. Whenever possible, for re-coating activities, De Nora reuses the packaging in which it receives the electrodes from its customers. Also, De Nora reuses, when possible, the packaging of inbound shipping.

Several initiatives are ongoing to decrease the environmental impact of packaging, such as:

- replacing Styrofoam with more durable and recycled plastic or cardboard material;
- installation of equipment to convert used cartons – destined to recycling – into practical packaging material, also eliminating plastic bubble wrap.

| PACKAGING | | 2020 | 2021 |
|----------------------------|----|-------|-------|
| Total wooden boxes used | n. | 7,080 | 7,577 |
| Wooden boxes purchased new | n. | 4,552 | 5,329 |
| percentage of reuse | % | 36% | 30% |

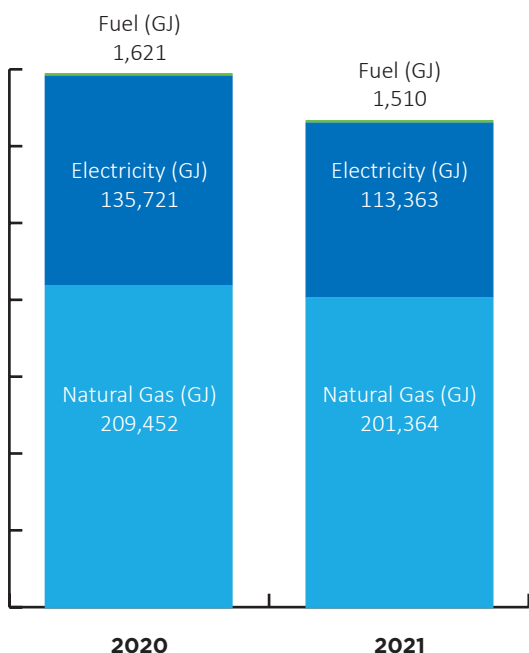
Energy consumption

De Nora's energy consumption is determined by the use of natural gas for heat production, electricity consumption, and fuels for handling lorries and forklifts.

| Energy consumption | UoM | 2020 | 2021 | Δ |
|---|-----|---------|---------|--------|
| Natural gas | GJ | 209,452 | 201,364 | -3.9% |
| Electricity | GJ | 135,721 | 113,363 | -16.5% |
| Fuels (kerosene, diesel, gasoline, propane) | GJ | 1,621 | 1,510 | -6.8% |
| Total energy consumption | GJ | 346,794 | 316,237 | -8.8% |

In 2021, total energy consumption amounted to 316,237 GJ. Compared to 2020 there was a reduction of 30,557 GJ (-8.8%) essentially due to a decrease in the electricity use.

Total Energy Consumption (GJ)



In 2021, the electricity consumption from renewable sources amounted to 13,359 MWh, down by 6.1% compared to 2020.

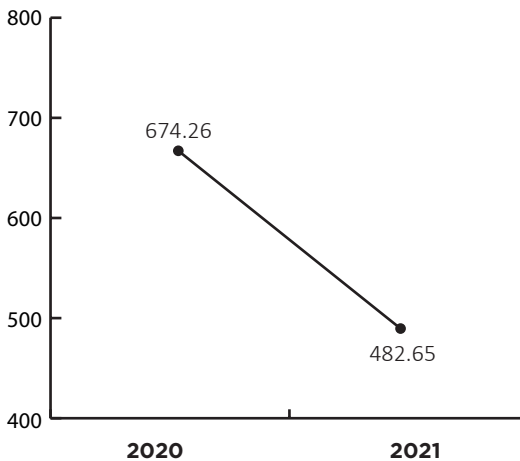
On the contrary, the percentage of renewable energy with respect to the total consumption of electricity has grown by 12.4% and stands at 42.4% in 2021.

This is due to the fact that the reduction in electricity consumption has occurred mostly in sites where the consumption of renewable energy is lower.

| Renewable sources | UoM | 2020 | 2021 | Δ |
|--|-----|--------|--------|--------|
| Electricity consumption from renewable sources | MWh | 14,233 | 13,359 | -6.1% |
| Renewable source on total electricity | % | 37.8% | 42.4% | +12.4% |

The **Energy Intensity indicator**, defined as total energy consumption in GJ per million of revenues, decreased by 28.4% due to the combined effect of the reduction in energy consumption (-8.8) and the increase in revenues (+27.4%).

Energy Intensity [GJ / million revenue]



The application of De Nora DSA® coatings contributes to decreasing the environmental impact of the whole electrochemical industry, both in terms of material use and energy consumption; De Nora is also very active in contributing, through its electrochemical technologies, to the green energy transition – notably through the production of hydrogen via water electrolysis using renewable electricity.

Nonetheless, energy consumption remains significant for De Nora’s operations. Several projects are planned for 2022 or under evaluation to decrease the Group’s energy consumption, such as:

- installation of photovoltaic panels for on-site renewable electricity generation;
- installation of LED lighting in our sites;
- heat recovery during thermal treatment;
- electrification of the forklift fleet.

Waste

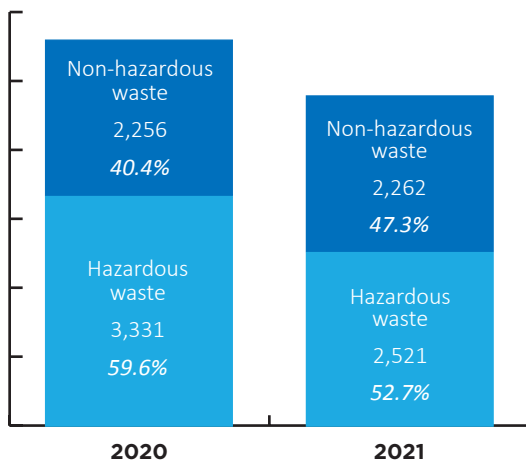
At De Nora, all hazardous chemicals are stored, used, and disposed of responsibly – only by trained personnel. Hazardous waste streams are monitored and collected by third-party licensed waste operators.

Hazardous waste mostly comes from the manufacturing plants, in particular from contaminated acids and bases used for the surface treatment of DSA® electrodes. Chemicals used in the laboratories are also included in hazardous waste. Non-hazardous waste comes from scraps (metal and plastic) and non-reusable packaging (mainly wood and cardboard).

The total waste produced in 2021 amounts to 4,782 tons with a reduction of 14.4% compared to the previous year. The reduction concerned hazardous waste (-24.3%).

| Waste | UoM | 2020 | 2021 | Δ |
|----------------------------------|---------------|--------------|--------------|---------------|
| Total hazardous waste | <i>tonnes</i> | 3,331 | 2,521 | -24.3% |
| landfill | tonnes | 845 | 634 | -25.0% |
| incineration | tonnes | 89 | 113 | 26.9% |
| recycled | tonnes | 1,374 | 1,257 | -8.5% |
| others | tonnes | 1023 | 517 | -49.4% |
| Total non-hazardous waste | <i>tonnes</i> | 2,256 | 2,262 | 0.2% |
| landfill | tonnes | 842 | 1,165 | 38.4% |
| incineration | tonnes | 487 | 289 | -40.7% |
| recycled | tonnes | 242 | 229 | -5.6% |
| others | tonnes | 685 | 579 | -15.4% |
| Total Waste | <i>tonnes</i> | 5,587 | 4,782 | -14.4% |
| % Waste Recycled | % | 28.9% | 31.1% | 7.4% |

Total Waste (tonnes)



There is also a change in the relationship between hazardous and non-hazardous waste. Hazardous waste went from 59.6% to 52.7% on the total.

Water consumption

In 2021, the total water withdrawal amounted to 194,000 cubic meters, 11.9% less than in the previous year.

This reduction is mainly due to decreased water withdrawal for industrial use, which accounts for 91.6% of the total water withdrawal.

Water for industrial use is directed to two main processes: metal surface treatment via acid or alkaline etching, and scrubbers' operation to remove pollutants from fumes. The used waters are normally treated (neutralization and dissolved solids removal) to meet the local legal requirement for discharge.

| Water Withdrawn | UoM | 2020 | 2021 | Δ |
|------------------------------|-----------|----------------|----------------|---------------|
| Water for industrial use | mc | 201,684 | 177,695 | -11.9% |
| Water for civil use | mc | 18,483 | 16,305 | -11.8% |
| Total Water Withdrawn | mc | 220,166 | 194,000 | -11.9% |

De Nora delivers solutions to communities and businesses around the globe for better treatment, monitoring, and management of water, in the fields of municipal, industrial, and marine water treatment. As a global leader in water technologies, De Nora is aware of the importance of water and is fully committed to actively contributing to its safeguard, including the water needed for its internal operations.

GHG Emissions

De Nora monitors the direct and indirect emissions of greenhouse gases according to the provisions of the Greenhouse Gas Protocol distinguishing the emissions into categories or Scopes:

Scope 1: emissions from sources owned and controlled by the organization due to the production of heat, internal handling (lorries and forklifts) and those due to fugitive emissions of greenhouse gases.

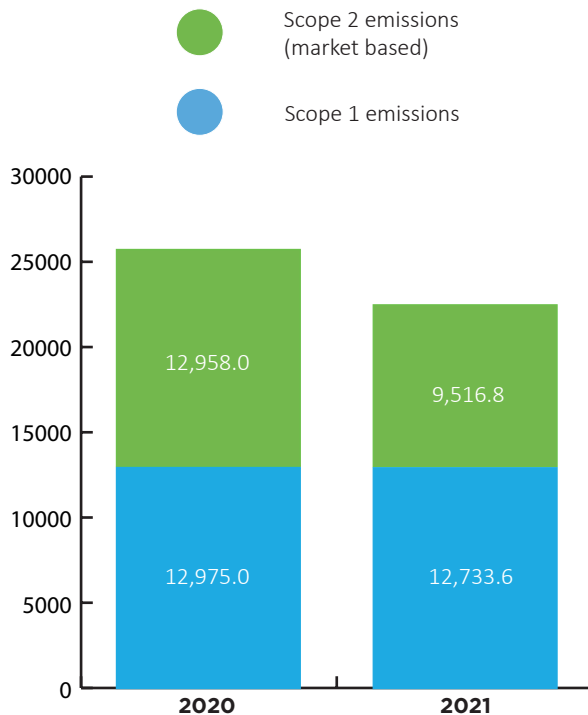
Scope 2: indirect emissions from the production of electricity and heat consumed by the organization and supplied from the grid.

Total GHG emissions in 2021 (market based) amount to 22,250.5 tCO₂e. Compared to 2020, there is a reduction of 3,682.5 tCO₂e (-14.2%). The variation is mainly due to the reduction in electricity consumption which decreased in Scope 2 indirect emissions.

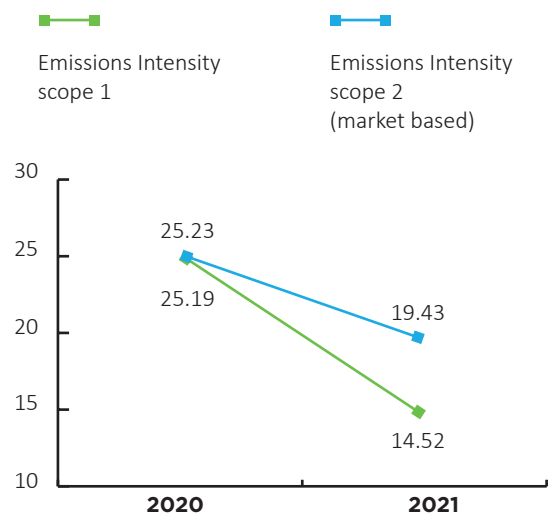
The reduction in Scope 1 emissions (-1.9%) depends on the decrease in the consumption of natural gas (-3.9%) for heat production and fuels used for the handling of lorries and forklifts (-6.5%).

| GHG EMISSIONS | UoM | 2020 | 2021 | Δ |
|--|--------------|-----------------|-----------------|---------------|
| SCOPE 1 | | | | |
| Emissions due to energy production | tCO2e | 12,658.9 | 12,170.1 | -3.9% |
| Emissions due for air conditioning systems (<i>fugitive emissions</i>) | tCO2e | 200.8 | 455.8 | 127.0% |
| Emissions due to internal handling (<i>lorries and forklifts</i>) | tCO2e | 115.3 | 107.8 | -6.5% |
| TOTAL SCOPE 1 emissions | tCO2e | 12,975.0 | 12,733.6 | -1.9% |
| SCOPE 2 | | | | |
| TOTAL SCOPE 2 emissions due to electricity consumption (<i>location based</i>) | tCO2e | 18,889.6 | 14,964.1 | -20.8% |
| TOTAL SCOPE 2 emissions due to electricity consumption (<i>market based</i>) | tCO2e | 12,958.0 | 9,516.8 | -26.6% |
| TOTAL SCOPE 1 & 2 (location based) | tCO2e | 31,864.6 | 27,697.7 | -13.1% |
| TOTAL SCOPE 1 & 2 (market based) | tCO2e | 25,933.0 | 22,250.5 | -14.2% |

Total Ghg Emissions [tCO2e]



GHG Emission Intensity indicators, defined as tonnes of GHG emissions per million of revenue, decreased more in percentage terms (compared to the decrease in absolute values) due to the increase in revenues.



Travel Policy

As a global company operating in 10 countries and with customers in over 100 countries around the world, De Nora has significant car and air travel needs. An internal global policy is in force to provide guidelines on business travel for all employees; the purpose of the policy is to limit both expenses and GHG emissions to what is required by business needs. Some key points included in the policy are:

- travels shall be necessary, i.e. done when no other tool (phone calls, video-conferences, etc.) is suitable for the purpose;
- travels shall be balanced, i.e. minimizing the total number of colleagues moving for the same reason;
- business class airfare is allowed only in particular instances;
- travelers shall use, wherever applicable, the public shuttle buses/trains for commuting airport-city center;
- travelers shall consider using car sharing and using taxis only when car sharing is not available or practicable.

Additional initiatives are launched or under evaluation aimed at further decreasing the impact of business travels at De Nora:

- launch of digital after-market offerings allowing remote assistance to De Nora's customers; this provides faster service but also helps limit the number of travels to the customers' sites;
- installation of a bike sharing station and an electric vehicle recharging station by the company's headquarters;
- subscription to a service to plant trees to mitigate the CO2 emissions due to business travels.



Occupational Health and Safety

De Nora is aware that EHS topics are basic requirements for strong and sustainable growth of its business, and that this growth requires each employee to be able to detect all hazards in workplaces, cope with them and fix them to avoid any recurrence.

Therefore, De Nora's target is to have 100% of the employees be "Champions in EHS": this is the only way to ensure a continuous and robust improvement path towards excellence in EHS topics.

To achieve this target, Company split actions into three steps:

- assess the current status of EHS – tool: Safety Triangle;
- define an Improvement Path (how to improve) – tool: Improvement activities and tools, and Safety Culture project;
- periodic check and follow-up (how to measure) – tool: Hoshin Kanri method.

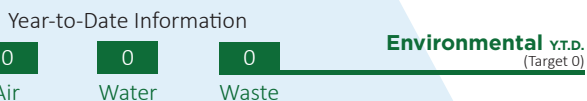
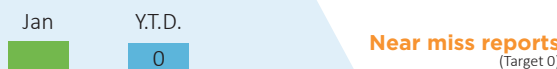
Assess current status: The Safety Triangle

The main tool for reporting and sharing H&S data is the “Safety Triangle”. Each site is required to provide, on a monthly basis, a set of KPI figures related to EHS events in the month. These figures are reported in a shared visual form, called “Safety Triangle”.

2022 DNx

EHS DASHBOARD: Jan

Days since the last injury at Plant: 0



LEADING SAFETY INDICATORS

| | Jan | Y-t-D Information | Target (Y) |
|---------------------------------|-----|-------------------|------------|
| EHS training hours / worker | 0 | 0 | |
| SPL / safety breaks | 0 | 0 | |
| STOP audits | 0 | 0 | |
| EHS review / MoC issued | 0 | 0 | |
| SOP created or revised (number) | 0 | 0 | |

Lag and Lead indicators are reported therein, as listed in the box below:

Lag indicators

- Overall injuries (both lost-time and no lost-time)
- First aids
- Near misses / Safety Observations
- Contractors’ injuries / first aids
- Environmental incidents (Air, Water, Waste incidents)
- Data Protection Officer

Lead Indicators

- Each plant is required to track 5 mandatory lead indicators:
 - EHS training hours
 - Single Point Lessons (SPL) / Safety Breaks delivered
 - STOP audits performed
 - EHS reviews/MoC (Management of Change) procedures issued
 - Standard Operating Procedures (SOPs) created or revised
- Further lead indicators are defined and tracked by each plant according to their priorities and improvement projects

Injuries, First Aids, Near Misses / Safety Observations reporting

All injuries, all first aids and most impacting near misses / safety observations require a Root Cause Analysis (RCA) using a Structured Problem Solving tool, such as Quick Kaizen, Fishbone / Ishikawa diaphragm, 5 whys method, A3 form, or 8D method. The workers' involvement is crucial at this stage: the Root Cause Analyses are led by EHS managers with the support of Operations and Plant managers, and impacted workers' participation is mandatory to perform the analysis. Outcomes of these analyses are jointly discussed during monthly EHS meetings with each Plant.

Management of near miss

Each plant is required to monthly report all near misses and safety observations reported by the employees.

Global Operations requires to track both the near misses as per OSHA definition (potential hazard or incident in which no property was damaged and no personal injury was sustained, but where, given a slight shift in time or position, damage or injury easily could have occurred) and the safety observations / hazard recognitions (number of unsafe actions or conditions in a work area for a given time). This reporting aims to fix issues that already occurred and prevent them from occurring by removing their potential cause at an early stage.

Near misses and safety observations, together with RCA where required, are discussed monthly with each plant by the Global Operations team.

Improvement path: activities, tools and safety culture project

EHS review procedure

This procedure is used to ensure that EHS hazards are under control when a plant introduces changes, with the purpose of analyzing and fixing any risk which could emerge after the introduction of the change.

The procedure applies to any change in machines, equipment, raw materials, or procedures with the potential to impact EHS conditions. By implementing a correct EHS review procedure, any kind of issue related to EHS has to be fixed.

The EHS review process is based on a checklist and an action plan each Plant is asked to go through before making any change that could affect EHS conditions.

The checklist helps to:

- identify potential hazards that any technical and / or organizational change could introduce;
- assess the risks associated with these hazards;
- define an action plan and a follow-up plan to address and fix them in a standardized and reliable way.

The EH&S review process is also required to ensure that:

- any modification, including temporary, is checked and assessed to verify the impact which could result on equipment / working activities / procedures;
- a formal process of checking and approval exists and is applied;
- a booklet of technical documentation, including Standard Operating Procedures, is set or updated when necessary;
- any internal and external worker (i.e.: temporary, contractors, consultants, general services workers as cleaners, canteen workers, ...) is aware about the modification and informed / trained accordingly.

Hazard Identification

EHS hazards are identified through workers and supervisors' teams led and supported by EHS managers.

The following main points are considered:

- Working conditions: routine / non-routine / emergency
- Maintenance, purchasing activities
- Material handling
- Human factors such as fatigue, stress, etc.
- Working postures, ergonomics, etc.
- Working on different workshop areas

Risk Assessment

The EHS managers review and identify possible new losses, and exposures to workers, materials and equipment through brainstorming, task observation and periodic audits, mainly for new or modified activities. A yearly review of the Risk Assessment is therefore required after this process. Identification of risks based on factors like accidents, incidents, and reports of planned inspections/ task observation / critical task analysis / Safety Audit / Internal and External Audits shall also be done according to the above-mentioned steps.

The workers have different ways to report hazards and risky situations:

- Daily meeting with Area Supervisors (SFM or SQDC)
- Periodic Plant audits made by EHS manager
- Near Miss / Safety Observations reports

Single Point Lesson – SPL

A single-point lesson is a one-page procedure clearly defining key points by using pictures and short-form text. The lesson includes the “do” and “don’t” of the activities related to that topic. The purpose of the tool is to focus the workers' attention on a well-defined topic with practical and visual examples related to their workplaces. SPLs are mandatory to highlight “dos” and “don’ts” when an injury, a first aid or an impacting near miss / safety observation occurs.

STOP – Safety Training Observation Program

De Nora has implemented an occupational safety behaviour sampling program called STOP (Safety Training Observation Program). It is a continuous sampling program of safety-related behaviours for plants and for offices. The purpose of the STOP program is to prevent accidents and provide first aid. The program focuses on people's behaviour, offers more opportunities to discuss safety with supervisors and management and reinforces safe behaviours by focusing on the unsafe conditions of the place where the observed person's work takes place.

The benefits of the program can be summarized as follows:

- Helps to reduce injuries and to provide first aid and modifies employees behaviour by strengthening the rules of safe work and eliminating risky behaviors
- Develops communication skills
- Improves security awareness
- Increases the ability to observe work situations
- Develops security leadership
- Communicates management's commitment to safety

Worker training on occupational health and safety

In addition to mandatory local trainings and local yearly training plans, a global training shared with all the workers of all the plants is delivered yearly by Global Operations team.

Below the topic delivered and planned:

- 2020: H&S in workshops – basic principles and tips for improvement
- 2021: How to tackle specific issues of De Nora plants
- 2022: H&S in offices and outside workplaces

“Work, Safely” campaigns

Periodic H&S campaigns lead by Global Operations focused on a specific topic shared with all the plants to verify their alignment to basic H&S requirements.

Launched in 2019, the campaigns focused on the following topics:

- Near-misses collection and fixing
- Chemical products storage and handling
- Trucks, fork-lifts and pedestrian ways / working areas & surfaces
- Workshop machines safety devices
- Safety of electrical machines / devices – static and residual electricity
- Ergonomic issues: working areas, machines and tools disposition
- PPE: selection, use and maintenance
- LOTO procedure and Working Permits
- Contractors' management
- Operations good practices

Safety Culture project

Global Operations always encourages workers' participation and consultation about H&S topics. A project called “Safety Culture” is planned for launching in 2022, with the motto “everyone must be a Champion in H&S” and the aim to have all the workers to be able to detect by themselves all the risks they can encounter in their activity, cope with them, fix them and support the colleagues. It is a multi-activities project, which will introduce or consolidate tools and activities in each Plant as listed below.

- Safety Training Observation Program (STOP) audits
- Single Point Lessons (SPL)
- Standard Operating Procedures (SOP)
- LOTO / Work Permits
- Risk Hunting
- Structured Problem-Solving Tools (SPS)
- Management of Change (MoC) / EHS review
- Continuous Training
- Communication
- 100% People Involvement
- ISO certifications
- Data collection and analysis

Periodic check and follow-up: the Hoshin Kanri method

The Hoshin Kanri method is a process used in strategic planning in which strategic goals are communicated throughout the company and then put into action.

The Hoshin Kanri process starts with the **Breakthrough Targets (BTTs)** definition by the company management.

BTTs are defined starting from **company strategy**. These are medium-term targets common to all Legal Entities.

The **targets** are defined in terms of % of improvement vs. the starting point.

Based on the **3-year BTTs each legal entity defines its annual target**.

These annual targets are a yearly deployment of the 3-year target and define the yearly priorities of the plant.

The annual targets (KPIs) are cascaded temporally from the break-through targets (BTTs).

To achieve each annual target (KPI), one or more **improvement projects** are defined. Each improvement project is in a driver-effect relationship with the respective annual target.

Each **improvement project** has a related action plan for the activities to be done during the year in order to achieve the annual target. The progress of the improvement projects is measured through a metric (TTI) monitored monthly throughout the year. TTIs are collected into the bowling chart.

Health and Safety performance

| Persuing "Zero Accident" Culture | |
|----------------------------------|--|
| 105 | Cumulative days way from work (~4.2 days/injury) |
| 900 + | People involved in H&S training on risk recognition |
| 1,097 | Processed safety observations |
| 840 | Single point lessons on main H&S topics |
| ~12/y | Hours of dedicated H&S training per capita (~12.3k) |

Our People



As stated in its vision - *"Leverage available talents as catalysts for a sustainable future"* - De Nora relies on the contribution and value of its "spread talent".

Human resources are the most important asset and the "People Strategy" is the polar star driving the Group actions, which strive to attract people sharing its values and to keep them continuously engaged.

De Nora carefully selects internal candidates to step up to a managerial position, checking through comprehensive assessments of their predisposition to partner with people, acting as servant leaders to care for their wellbeing, as well as to boost continuous development and unlock their potential. The Group intentionally support its managers in improving the effectiveness of their leadership with training, communication and other tools.

Fairness and transparency drive De Nora's processes of target assignment, performance management, salary review, competence assessment and people development, including, but not limited, to structured assessment and feedback, training, job rotation, assignment to special projects and inter-functional teams, international mobility, career target checks, events, etc. to all employees and industrial technicians.

De Nora strongly believes that a diverse workforce can bring added value to the company and to the whole society through free expression and equal opportunities, irrespective of ethnicity, gender, age, sexual orientation, culture, and religion. The Group fosters the connection of all its people with the local communities, including support, partnerships and structured relationships with schools, universities, research centers, institutions and charity associations.

Company workforce



The total number of employees of De Nora as of 31.12.2021 is 1,725, an increase of 5.6% compared to the previous year.

| WORKFORCE BY REGION | 31.12.2020 | | | | 31.12.2021 | | | |
|---------------------|--------------|------------|--------------|--------------|--------------|------------|--------------|--------------|
| | MEN | WOMEN | TOTAL | % W on total | MEN | WOMEN | TOTAL | % W on total |
| AMS ³ | 447 | 114 | 561 | 20% | 469 | 121 | 590 | 21% |
| EMEIA ⁴ | 350 | 117 | 467 | 25% | 391 | 118 | 509 | 23% |
| APAC ⁵ | 489 | 116 | 605 | 19% | 513 | 113 | 626 | 18% |
| TOTAL | 1,286 | 347 | 1,633 | 21% | 1,373 | 352 | 1,725 | 20% |

³ Americas
⁴ Europe, Middle East, India and Africa
⁵ Asia Pacific

Ladies are 20%, more than average among office workers (34%) and middle managers (23%).

| WORKFORCE BY EMPLOYMENT LEVEL | 31.12.2020 | | | | 31.12.2021 | | | |
|-------------------------------|--------------|------------|--------------|--------------|--------------|------------|--------------|--------------|
| | MEN | WOMEN | TOTAL | % W on total | MEN | WOMEN | TOTAL | % W on total |
| Executives | 61 | 6 | 67 | 9% | 63 | 7 | 70 | 10% |
| Middle Managements | 180 | 50 | 230 | 22% | 186 | 56 | 242 | 23% |
| White collars | 407 | 231 | 638 | 36% | 446 | 234 | 680 | 34% |
| Blue collars | 638 | 60 | 698 | 9% | 678 | 55 | 733 | 8% |
| TOTAL | 1,286 | 347 | 1,633 | 21% | 1,373 | 352 | 1,725 | 20% |

Personnel is well distributed in all age clusters. More than 40% of personnel is under 40 and more than 2 out of 3 are below 50.

| WORKFORCE BY AGE | 31.12.2020 | | | | 31.12.2021 | | | |
|------------------|--------------|------------|--------------|--------------|--------------|------------|--------------|--------------|
| | MEN | WOMEN | TOTAL | % W on total | MEN | WOMEN | TOTAL | % W on total |
| < 30 years | 142 | 30 | 172 | 17% | 153 | 24 | 177 | 14% |
| 30-40 years | 398 | 108 | 506 | 21% | 431 | 106 | 537 | 20% |
| 40-50 years | 321 | 94 | 415 | 23% | 346 | 105 | 451 | 23% |
| >50 years | 425 | 115 | 540 | 21% | 443 | 117 | 560 | 21% |
| TOTAL | 1,286 | 347 | 1,633 | 21% | 1,373 | 352 | 1,725 | 20% |

More than 55% of employees have more than 5 years of seniority, and more than 30% who are with De Nora since more than 10 years.

| SENIORITY | 31.12.2020 | | | | 31.12.2021 | | | |
|--------------|--------------|------------|--------------|--------------|--------------|------------|--------------|--------------|
| | MEN | WOMEN | TOTAL | % W on total | MEN | WOMEN | TOTAL | % W on total |
| < 5 years | 508 | 135 | 643 | 21% | 621 | 147 | 768 | 19% |
| 5-10 years | 333 | 95 | 428 | 22% | 317 | 94 | 411 | 23% |
| 11-15 years | 198 | 43 | 241 | 18% | 196 | 41 | 237 | 17% |
| 16-20 years | 64 | 12 | 76 | 16% | 70 | 12 | 82 | 15% |
| 21-25 years | 54 | 16 | 70 | 23% | 49 | 14 | 63 | 22% |
| > 25 years | 129 | 43 | 175 | 26% | 120 | 44 | 164 | 27% |
| TOTAL | 1,286 | 347 | 1,633 | 21% | 1,373 | 352 | 1,725 | 20% |

De Nora offers a permanent contract to over 90% of its personnel.

| SENIORITY | 31.12.2021 | | | | | | | | |
|-------------------------------|------------|------------|------------|------------|------------|------------|--------------|------------|--------------|
| | AMS | | EMEIA | | APAC | | TOTAL | | |
| | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | TOTAL |
| No. with open-ended contracts | 459 | 121 | 352 | 114 | 453 | 98 | 1264 | 333 | 1597 |
| No. with fixed-term contracts | 10 | 0 | 39 | 4 | 60 | 15 | 109 | 19 | 128 |
| TOTAL | 469 | 121 | 391 | 118 | 513 | 113 | 1,373 | 352 | 1,725 |

| PART-TIME FULL TIME | 31.12.2021 | | | | | | | | |
|---------------------------|------------|-------|-------|-------|------|-------|-------|-------|-------|
| | AMS | | EMEIA | | APAC | | TOTAL | | |
| | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | TOTAL |
| N. of part-time employees | 0 | 1 | 1 | 13 | 3 | 0 | 4 | 14 | 18 |
| N. of full time employees | 469 | 120 | 390 | 105 | 510 | 113 | 1,369 | 338 | 1,707 |

Recruitment and onboarding



De Nora is committed to deploying a compelling employee value proposition and ensuring successful recruiting and the best candidate experience. Striving to select the “right” person fitting the role, De Nora applies its values starting from the following entry-level processes, now managed with a tool that grants consistency worldwide and trackability:

- A thorough Job Description is defined, applying the most possible neutral language, to be inclusive and drive a fair and factual selection with no bias.
- The expected individual attitudes are defined along with the educational background, experience and technical skills in coordination with the line manager, who is the technical expert. Attitudes and behaviors are carefully assessed with the support of proper tests and professional / certified subject matter experts. Feedback is provided to all candidates asked to take personality / behavioral tests.
- De Nora boosts the diversity of its organization throughout the entire execution of the hiring process, and particularly by pursuing the widest possible pool of diverse candidates, including, but not limited, to gender, disabilities, special needs, and a wide range of social and ethnic backgrounds, among others:
 1. CVs are reviewed “blind” of any personal information and data which may be distracting from the selection of the individual better fitting the competencies required.
 2. Whenever possible, the Group activates its partners to propose candidates with disabilities or special needs to be included in the shortlist.
- Open positions are posted internally to allow colleagues to propose candidates they know, including themselves: we ensure opportunities to internal candidates to be considered for assignment to different roles (job rotation) or for promotions.
- Beyond abiding by all applicable Laws, a pristine communication of the role expectations and career perspectives is provided to offer candidates full awareness of the eventual change.
- De Nora offers attractive compensation packages, rated through local salary benchmarks, to ensure fairness in rewarding since recruiting.
- Each process step is monitored by specific KPIs’ to ensure continuous improvement.
- A thorough onboarding is provided to newcomers, also with the support of internal local-based Buddies, to ensure new colleagues can contribute faster and to prevent turnover.

WeDeNora Survey
2021

Onboarding positive ratings:
90% – worldwide value

| HIRES | 31.12.2021 | | | | | | | | |
|--------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|--------------|-------------|
| | AMS | | EMEIA | | APAC | | TOTAL | | |
| | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | TOTAL |
| < 30 years | 34 | 7 | 15 | 3 | 39 | 3 | 88 | 13 | 101 |
| <i>hiring rate</i> | 9.0% | 1.9% | 4.0% | 0.8% | 10.3% | 0.8% | 23.3% | 3.4% | 26.8% |
| 30-40 years | 49 | 8 | 31 | 5 | 44 | 4 | 124 | 17 | 141 |
| <i>hiring rate</i> | 13.0% | 2.1% | 8.2% | 1.3% | 11.7% | 1.1% | 32.9% | 4.5% | 37.4% |
| 40-50 years | 28 | 9 | 20 | 3 | 12 | 11 | 60 | 23 | 83 |
| <i>hiring rate</i> | 7.4% | 2.4% | 5.3% | 0.8% | 3.2% | 2.9% | 15.9% | 6.1% | 22.0% |
| >50 years | 31 | 8 | 5 | 2 | 6 | 0 | 42 | 10 | 52 |
| <i>hiring rate</i> | 8.2% | 2.1% | 1.3% | 0.5% | 1.6% | 0.0% | 11.1% | 2.7% | 13.8% |
| TOTAL | 142 | 32 | 71 | 13 | 101 | 18 | 314 | 63 | 377 |
| <i>hiring rate</i> | 37.7% | 8.5% | 26.8% | 4.8% | 18.8% | 3.4% | 83.2% | 16.7% | 100% |

| TURNOVER | 31.12.2021 | | | | | | | | |
|----------------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|--------------|-------------|
| | AMS | | EMEIA | | APAC | | TOTAL | | |
| | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | TOTAL |
| < 30 years | 31 | 7 | 3 | 1 | 14 | 1 | 48 | 9 | 57 |
| <i>turnover rate</i> | 10.9% | 2.5% | 1.1% | 0.4% | 4.9% | 0.4% | 16.8% | 3.2% | 20.0% |
| 30-40 years | 40 | 6 | 12 | 6 | 40 | 6 | 92 | 18 | 110 |
| <i>turnover rate</i> | 14.0% | 2.1% | 4.2% | 2.1% | 14.0% | 2.1% | 32.3% | 6.3% | 38.6% |
| 40-50 years | 23 | 6 | 7 | 1 | 11 | 10 | 41 | 17 | 58 |
| <i>turnover rate</i> | 8.1% | 2.1% | 2.5% | 0.4% | 3.9% | 3.5% | 14.4% | 6.0% | 20.4% |
| >50 years | 26 | 6 | 10 | 3 | 11 | 4 | 47 | 13 | 60 |
| <i>turnover rate</i> | 9.1% | 2.1% | 3.5% | 1.1% | 3.9% | 1.4% | 16.5% | 4.6% | 21.1% |
| TOTAL | 120 | 25 | 32 | 11 | 76 | 21 | 228 | 57 | 285 |
| <i>turnover rate</i> | 42.1% | 8.8% | 11.2% | 3.9% | 26.7% | 7.4% | 80.0% | 20.0% | 100% |

Employee well-being



De Nora is committed to a holistic concept of safety, including physical and mental, and the fulfillment of a proper work-life blend.

In addition to enhancing an overall “culture of feedback”, processes and initiatives are devoted to continuous communication. This includes- but is not limited- to the organization of Group/ Division all-hands townhalls and, occasionally, team-building events.

De Nora uses remote / “smart” working in all sites and to all categories of personnel to whom this is applicable, in addition to the pursuit of time flexibility beyond Law duty in all countries where the Group operates.

Services and benefits are provided locally depending on the Country and the specific personnel cluster. As a matter of example:

- in the USA, an health care plan includes employee health incentives;
- in Italy, private health insurance is offered to all personnel;
- in Italy and Germany, psychological support is provided anonymously and for free to all employees wishing to use it;
- in Italy, Germany and Brazil, De Nora provides and delivers free yearly flu vaccines;
- in China, periodical "Round Tables" are organized to promote inter-functional communication and to create opportunities for the exchange of ideas among colleagues;
- in Italy, Germany, UK and Brazil, Christmas gifts/shopping vouchers are offered to all employees.

Responding to Coronavirus

Special health measures to deal with the Covid-19 pandemic have been implemented in the last couple of years in all countries. Apart from the mentioned extension of Smart Working and the “obvious” readaptation of spaces, constant disinfection of offices and workspaces, installation of temperature detectors at the entrance, hand disinfection systems, etc., it is worth mentioning the:

- Establishment of local crisis committees, with the aim of protecting employees' safety while seeking to ensure continuity of business activities as far as possible.

- Survey Response to Covid-19, with the aim of receiving feedback from employees on the extraordinary measures implemented by the company.
- **Together We Care** campaign, which made available systems for the on-site production of disinfectant (sodium hypochlorite) to support local communities in preventing and limiting the spread of the pandemic in Italy, Brazil and the USA.
- A pilot training to all Italian personnel on how to “work smartly” to offer best practices in terms of wellbeing while working from remote. The training is an occasion also to collect all personnel comments and contributions to be used as a base to draft a common policy for the group.

Few further specific local initiatives are reported below:

- China: the WeChat platform was used to communicate timely with employees.
- Germany: an ad hoc area has been set up with additional preventive measures for the delivery of goods, in order to further safeguard employees from contact with outsiders.
- India: Precautionary tests have been carried out on all employees to prevent the spread of contagion. All personnel has been vaccinated.
- Italy: hypochlorite solutions were made available to all employees; an agreement was delivered for employees and their families to book serological tests and molecular swabs.
- Singapore: employees were divided into two groups with alternating work weeks in the office;
- USA: an agreement was established to carry out Covid tests at reduced rates with employees.

WeDeNora Survey
2021

people's well-being positive ratings:

78% - worldwide value



Target assignment, performance appraisal and compensation

SMART (i.e. Specific, Measurable, Achievable, Relevant, and Time-bound) individual targets are assigned to the whole De Nora personnel, including technicians, and are acknowledged by the receiving person.

The assigned targets are the base for the yearly performance assessment (PA), along with a few common performance drivers, applicable to everybody. Pursuing transparency and fairness, all applicable stakeholders, including but not limited to the Line manager, Second Line Manager, Functional manager, HR and others having an insight in the person’s performance (e.g. PM) are involved in the process. All PAs are finally double-checked vs. an expected “Normal” distribution and harmonized at both functional and company levels to ensure the same metrics and evaluation criteria are applied. Corporate coordination and control of the policy application are executed.

Both Target Assignment and the PA is digitized for all white collars and, on a pilot base, also for the industrial technicians.

After PA execution, all personnel is clustered by the tool, managed by HR, in a table collecting the performance rating of the year and the individual compensation vs. the local market salary benchmark (“above”, “in line”, or “below” benchmark). This table is used to simulate,

prepare and propose the yearly salary increase policy to the applicable Managing Director, where fairness is the key driver. In fact:

- given a performance cluster, and people gaining less are proposed higher bonuses/increases
- given a salary benchmark cluster, people who performed better are offered higher bonuses/increases.

Managers and Directors of the Group are eligible for a yearly variable compensation scheme (“MBO”) based on a blended combination of Group, company and functional targets.

For the eligible managers, the same targets assigned for performance are applied for MBO. For the Sales population of WT business, Sales Commissions Plans are applied.

To a shorter list of Managers / Directors, also apply either a Long Term Incentive (LTI 2022) or a Performance Shares Plan, based on Group financial and ESG targets.

In addition to the aforementioned common principles and controls, the salary review of apical positions, following the same concepts, is controlled and approved by the Remuneration Committee of the Board of Directors.

| % EMPLOYEES RECEIVING ANNUAL PERFORMANCE REVIEWS BY REGION, GENDER AND LEVEL | AMS | | EMEIA | | APAC | | TOTAL | | |
|--|-----|-------|-------|-------|------|-------|-------|-------|-------|
| | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | MEN | WOMEN | TOTAL |
| Executives | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Middle Managements | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| White collars | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |
| Blue collars | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 | 100 |

Equal opportunities



De Nora is historically committed to fairness in people management, as defined in our Code of Ethics by the fundamental value of “Focus on people and respect diversity”.

Our processes are continuously improving to ensure that possible non-intentional bias and blind spots are overtaken, with a particular focus on recruiting and performance review (see chapters above).

The “Each For Equal” (E4E) Committee, chaired by the CHRO and WT CEO, was established in 2020 to promote Diversity, Equity and Inclusion (DEI). In 2021 the committee worked mainly to boost DEI awareness through the development of a Diversity Calendar and celebration of important values taken by the festivals, traditions and events of the many and rich national cultures of the countries where De Nora operates. Other initiatives of communication are in place to boost DEI internally and externally.

The internal climate survey has been enriched with specific questions on DEI, to allow E4E committee to focus on priorities.

In 2021, the first De Nora global diversity training was delivered and placed on the De Nora Academy, available to all personnel, and additional frontal training has also been provided in the local language to Industrial Technicians to allow the HR function to be more intentional and effective in boosting DEI in the daily application.

Parental leave

In application to our values of ensuring equal opportunity, boosting well-being and providing the opportunity to get the best possible work-life blend, De Nora assists parenthood of its personnel in all countries beyond local legal duty. Specifically, we ensure that all LE apply better conditions for at least one of the following leaves:

- Maternity
- Paternity
- Feeding
- Parental care
- Adoption and foster care.

Remuneration by gender and locations

Analysis of the ratio of women and men's salary for each employee level (based on position's Hay Grade) by significant locations of operation. The calculation is done by comparing the average women's base salary with the average men's base salary of the same position's weight.

WeDeNora Survey
2021

Equal opportunity positive ratings:

84% - worldwide value

Inclusion effectiveness positive ratings:

78% - worldwide value

| Hay Grade | Italy | CHN - Suzhou | CHN - Jinan | CHN - Pudong | Singapore | India | Germany | UK | UAE | Brazil | USA |
|------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M | % Base salary W/M |
| 1-7 | - | - | - | - | - | - | - | - | - | - | - |
| 8 | - | 14.2 | 4.6 | - | - | - | - | - | - | - | - |
| 9 | - | -4.4 | -18.1 | - | - | - | - | - | - | 13.4 | - |
| 10 | - | - | - | - | - | - | -3.4 | - | - | - | -1.3 |
| 11 | - | -0.8 | - | - | - | - | -8.8 | - | - | - | -12.6 |
| 12 | -14.73 | -15.2 | -2.1 | - | - | 38.4 | -3.1 | - | - | -12.0 | -11.2 |
| 13 | -3.23 | -20.4 | 1.3 | 5.5 | -13.8 | -1.2 | -13.8 | - | - | - | -6.5 |
| 14 | -6.17 | -9.2 | - | 10.5 | -11.2 | - | 5.7 | - | -38.5 | -6.7 | -10.2 |
| 15 | -1.34 | -15.5 | 5.1 | 5.6 | -2.6 | - | -23.8 | - | - | 54.4 | -3.4 |
| 16 | -10.88 | - | - | -3.7 | -9.5 | - | - | 2.6 | - | - | -4.0 |
| 17 | -4.80 | 6.6 | - | - | -11.5 | -75.3 | - | 0.7 | - | - | -5.1 |
| 18 | -13.65 | - | - | 1.4 | -17.3 | - | -14.0 | - | - | -21.5 | -15.3 |
| 19 | -30.72 | -8.7 | - | - | - | - | - | - | - | - | -9.1 |
| 20 | 0.92 | - | - | - | - | - | - | - | - | - | -2.8 |
| 21-28 | - | - | - | - | - | - | - | - | - | - | - |
| Pro capite Entity (%) | -6.4 | -5.8 | 1.6 | 3.8 | -10.0 | 7.8 | -6.2 | 2.0 | -38.5 | 13.3 | -6.4 |
| Pro capite Group (%) | -4.5 | | | | | | | | | | |

People engagement and development



An intentional, continuous people development is a pillar of De Nora.

The key process is the yearly competence assessment. It starts with a self-assessment of the assessed person, who co-drives her development along with the Line and Functional managers. The focus is on identifying needs and opportunities for individual development.

As part of De Nora's overall "culture of feedback", a feedback discussion with the line manager is the trigger event for the individual to identify strengths and areas of improvement and to discuss and co-design the yearly individual development plan (IDP).

The main reference for the IDPs is the People Development Framework, which defines the typical development needs of employees depending on their career stage, aiming to guarantee lifelong learning for each.

Occasions are pursued to offer our personnel specific assessments of their behaviors and personality, to provide them with more insights on possible blind spots. These actions become more intentional when it is the case to identify the new people to be offered possible managerial positions.

Job Rotation and internal/international mobility are pursued to enrich skills and know-how, and reduce inter-functional communication and understanding barriers.

The development in De Nora goes beyond the traditional concept of "managerial career". In fact, in addition to the aforementioned processes, our people belonging to professional families with mainly technical backgrounds are offered opportunities to step up within "Technical Career Ladders (TCL)" with no need to get a managerial role to ensure the development and rewarding opportunities. We also reward through special programs our inventors and all personnel proposing innovations to our processes and technologies.

The De Nora Academy (DNA) is our e-learning platform collecting all company trainings, with the aim to protect De Nora's know-how and make it available for boosting the development of all personnel. De Nora people are encouraged to become authors of DNA contents: they are welcome to design trainings for the technical

matters they are experts of, which can also benefit for other colleagues. In fact, most of the authors of DNA contents are De Nora people. DNA contents give insight into: our company processes; technical skills; and soft skills. Personnel can access all contents they need to know without limitation of scope and time, starting from those identified to be a priority according to their onboarding and yearly Individual Development Plan.

Particular attention is provided to develop leadership. Two programs are worth to be mentioned:

- "Leadership De Nora's Way": aiming at making our managers effective servant leaders of the people they manage.
- "Manager De Nora's Way" which, deploying the De Nora Manager's Decalogue, provides the basics of expectations, mission, scope and operational tools for the new appointed Managers to take the new role effectively.

| TOTAL HOURS OF TRAINING BY REGION | AMS | EMEIA | APAC | TOTAL |
|-----------------------------------|--------|--------|--------|--------|
| | TOT | TOT | TOT | |
| 31.12.2021 | 10,566 | 10,142 | 26,251 | 46,959 |
| 31.12.2020 | 5,916 | 11,760 | 18,110 | 35,786 |

| AVERAGE HOURS OF TRAINING BY REGION | AMS | EMEIA | APAC | TOTAL |
|-------------------------------------|------|-------|------|-------|
| | TOT | TOT | TOT | |
| 31.12.2021 | 18.2 | 20.3 | 42.5 | 27.7 |
| 31.12.2020 | 10.5 | 24.7 | 30.4 | 21.9 |

We De Nora ("WeDN") Survey

De Nora monitors the level of employee engagement and alignment with its values through a global survey called "WeDN". The questions investigate how people perceive the relationship with their job, colleagues, superiors, and the company (clarity about the values, overall policies, targets, and priorities and the organization).

Every employee and industrial technician is called to join the anonymous survey. The questionnaire is managed on an external digital platform, while the paper mode is granted in case the individual has no access to a terminal or a personal computer. The Survey is run every 12/18 months depending on specific company needs and is translated into all the De Nora languages. The participation is voluntary, and in the last edition, it was registered as an exceptional redemption of over 90%.

To grant anonymity, results collection and following elaboration of the data are carried out by an external supplier who compares the results with previous years, aggregating the outcomes in clusters of minimum 5 people.

The analysis is submitted to the entire corporate population, and subsequently, a short to medium-term action plan is identified to manage eventual topics for improvement.

| | |
|-------------------------|--|
| WeDeNora Survey 2021 | People engagement positive ratings: 79% - worldwide value |
| WeDeNora Survey 2021 | People development and positive realization ratings: 78% - worldwide value |

Employee relations management



De Nora ensures the respect of all labour rights and encourages a positive climate and smooth Industrial relations in all countries where we operate.

To proactively prevent issues with the personnel, among other actions, we manage a yearly people engagement survey (“WeDN”, see par. above), which is base for developing and following up with action plans to improve the overall climate.



Reputation, Internal Communication & Networking

De Nora encourages knowledge creation and sharing across all Legal Entities and functions. Through the portal, we reinforce the company identity and sense of belonging by communicating continuously about:

- vision, mission, purpose, and company values;
- the organization and its roles;
- rules (policies, procedures, etc.);
- plans, projects, actions, events, outcomes;
- information and news, relevant to our personnel also beyond the strict working context;
- available services & tools.

In addition to the portal, we started initiatives to boost communication with personnel, going beyond the traditional limitations and borders of «internal communication», including newsletters (“We Are”), events, and the use of the social networks to boost reputation. Key assets of our reputation are all our personnel asked to support communication as the company’s advocates, and a few of them to be intentionally trained to become company ambassadors.

The base of effective communication among colleagues is the individual attitudes and behaviors, including but not limited to openness, team spirit and sense of belonging, orientation to interpersonal relationships, awareness and respect of cultural differences. De Nora’s common language is English.

WeDeNora Survey
2021

Internal Communication &
People Alignment positive
ratings:

78% - worldwide value

Supply Chain Management



Supply Chain management is a critical driver in ensuring competitiveness; at De Nora it operates at three levels: strategic, tactical, and operational.

Supply Chain management is seen end-to-end to foster cross-functional interaction between all involved company departments to provide the best customer service.

From a strategic perspective, high-level strategic supply chain decisions impact the entire organization as a leverage to keep market leadership, develop the a business, and secure customer loyalty. These strategic Supply Chain processes are a seamless chain that connects all the different business functions (end to end) through a global ERP, implemented in the latest cloud-based version, covering the other plants. All efforts to improve and streamline Supply Chain through process digitalization are also supported by specific projects in the Operations and Procurement areas to pave the way for fully Integrated Business Planning in the coming years.

Relationships are generally long-term and based on Frame contracts that provide flexible supply to all companies in the network, preferably under the same contractual conditions.

De Nora's requirements from suppliers include:

- global presence – or local superiority – to support our strategic business growth across regions;
- consistency in delivery, service, and quality at competitive market prices;
- ability to innovate and aptitude for co-design;
- agile and flexible response to changing market requirements and supply disruptions;
- a sustainable approach to business with a focus on the environment and ethics.

In return, De Nora Group offers opportunities for joint growth in innovative markets and leading hedge technologies along with a stable and rewarding partnership.

In 2021 the number of active suppliers was 5,230 (+ 7.3% compared to 2020). Total orders in 2021 amounted to approximately EUR 516 million (EUR 330 million in 2020).

The breakdown by product class and geographical area is shown below.

| | ET + DNWT | | | | | |
|---|-----------------|------------------|------------------|------------------|------------------|------------------|
| | EMEA | | APAC | | AMS | |
| | 2020 | 2021 | 2020 | 2021 | 2020 | 2021 |
| Total Spending | 95.278.627,46 € | 189.309.616,09 € | 110.513.629,40 € | 147.884.641,78 € | 123.813.382,27 € | 179.058.683,24 € |
| Total Spending - Direct Material | 60.590.633,90 € | 142.468.107,46 € | 87.466.436,67 € | 124.542.323,40 € | 87.436.501,38 € | 138.972.473,35 € |
| Total Spending - Direct Services | 4.219.076,67 € | 5.575.565,17 € | 6.075.133,45 € | 5.493.498,72 € | 11.175.381,54 € | 10.724.051,82 € |
| Total Spending - Indirect Material | 6.997.864,62 € | 11.368.105,02 € | 6.070.951,18 € | 7.089.386,68 € | 3.451.323,19 € | 5.551.233,55 € |
| Total Spending - Indirect Services | 23.471.052,27 € | 29.897.838,46 € | 10.901.108,11 € | 10.759.432,97 € | 21.750.176,16 € | 23.810.924,52 € |
| Number of supplies | 2152 | 2280 | 901 | 914 | 1820 | 2088 |

Suppliers selection and management



Suppliers are selected based on their financial and technical capabilities in responding to technical requirements.

At present, no formal process is in place to qualify vendors based on an ESG approach, even if their ethical behaviour with respect to workers and environment is informally taken into account. A new qualification process is under development and it will be finalized by the first quarter of the next year globally.

With the Synergy platform (CRIF property), De Nora is actively pursuing a screening of the suppliers in terms of compliance with ESG principles and targets. The Suppliers survey is expected to be finalized by the end of the year 2022, in order to set up an ESG suppliers' Strategy in the frame of the ESG Group activity.



De Nora policy regarding its Supply Chain

De Nora's policy regarding its Supply Chain is contained in the **Supplier Code of Ethics**, as already mentioned in the Governance section, that the Company has adopted.

De Nora promotes knowledge and adherence to this SCoE throughout its supply chain. De Nora shall state in contracts the SCoE acknowledgment and the obligation by all its Suppliers to comply with the principles contained therein. In case of non-compliance, adequate contractual sanctions shall be imposed as applicable.

All Suppliers shall be familiar with the SCoE. In the event any clarification is required, De Nora's Suppliers should refer to the De Nora Chief Procurement Officer or its delegated representative.

The Company undertakes to look for professional Suppliers committed to sharing the principles and contents of the SCoE, and to promoting the establishment of long-lasting relations for the progressive improvement of performances while protecting and promoting these principles. In the procurement of goods/services and generally in dealing with Supply Chain De Nora shall:

- consider business integrity as a key standard for the selection of Suppliers;
- demand Suppliers to refrain from getting involved in any illegal activity, e.g. offering or receiving kickbacks;
- document in writing, in accordance with our ethical standards and legal and accounting requirements, all arrangements with any officer, director, employee or agent of De Nora;
- adopt fair and transparent selection and contracting criteria, ensuring contracts are awarded only in accordance with valid business justifications, respecting our procedures;
- adopt practices intended to develop Suppliers and enhance our products and services;
- state in contracts the Supplier's acknowledgment of the SCoE, its obligation to comply with the principles contained therein, setting aside the right of auditing the supplier's application;
- provide Suppliers with periodic updates on the SCoE;
- not tolerate any use by Suppliers of forced

labor or child labor, human trafficking and any other violation of human rights. De Nora defines child labor as services by anyone under the age of 16, except where local law is more restrictive, in which case De Nora prohibits its Suppliers from using labor in violation of those more restrictive laws;

- promptly and thoroughly investigate any claim or indication a Supplier is engaging in child labor, human trafficking or slave labor, or is otherwise not complying with the SCoE. De Nora will not continue to purchase goods or services from any Supplier found to be engaging in such violations;
- prohibit any inducement of the business counterparts to take personal advantages (or for persons or bodies associated with them), which could reasonably be interpreted as an attempt to improperly influence them to act not solely in the interests of the company or person or body employing them or whom they represent;
- forbid the use in materials supplied to De Nora of any "conflict minerals" such as tantalum (columbite-tantalite or coltan), tin (cassiterite), tungsten (wolframite) or gold originating from mines controlled by armed groups in the Democratic Republic of Congo or adjoining countries or in another part of the world where conflict is occurring and affects the mining and trading of those materials;
- forbid any form of bullying, psychological or physical violence, abusive conduct, disrespect, sexual harassment and any other form of imposition or embarrassment in the business conduct of its Suppliers.

Compliance with laws

Suppliers must operate in full compliance with all applicable national and international laws, rules and regulations of the Countries, States and municipalities in which they operate. In addition, Suppliers will ensure that products, services and shipments for De Nora adhere to all applicable international trade compliance laws, rules and regulations.

Protection of workers

De Nora's Suppliers shall:

- not use any form of illegal, forced or compulsory labor or slavery;
- employ only workers who meet the appropriate minimum legal age requirement and shall never support the use of child labor;
- comply with all applicable laws and regulations related to the minimum level of wage, maximum working hours and minimum days of rest;
- not discriminate in hiring and employment practices on criteria such as race, color, gender, nationality, religion, age or marital status, etc.;
- respect the freedom of association and collective bargaining for their employees, in compliance with the applicable laws and regulations.

Business Ethics

De Nora's Suppliers shall commit to the highest standards of ethical conduct when dealing with its employees, suppliers, customers and stakeholders. They shall:

- prohibit all forms of corruption, bribery, and extortion by its employees, officers, directors or agents. Suppliers shall not pay or accept bribes, arrange or accept kickbacks and shall not take any actions to violate or cause its business partners to violate any applicable anti-bribery laws and regulations, including the United States Foreign Corrupt Practices Act, the UK Bribery Acts and its counterparts in other jurisdictions;
- adhere to the highest standards of fair business, advertising and competition;
- respect intellectual property rights and safeguard customer information (as De Nora shall do);
- refrain from offering gifts and hospitality to any De Nora personnel when the hospitality and gifts are not of reasonable, modest and symbolic value;
- identify, disclose and avoid any situation where there is an actual or potential conflict of interest with DN employees or their relatives that could adversely affect their business actions or decisions: the Supplier shall inform Company's representatives in case it is employing personnel which has parental relationships with De Nora's employees.

Health and Safety

De Nora is committed to adhering to the highest health and safety standards in the workplace.

Suppliers shall:

- ensure that their goods, services and activities do not impair the safety or health of their and De Nora's employees, their contractors, the local community and the users of their products;
- comply with any Company safety policy and requirements, on-site at a De Nora facility;
- provide its employees with a safe and healthy working environment: as a minimum, potable drinking water, adequate lighting, temperature, ventilation, sanitation and personal protective equipment must be provided;
- adopt a proactive approach to health and safety issues that could arise from their customers, employees or contractors. Risks linked to their activity shall be identified and either eliminated or mitigated through appropriate measures or corrective actions.

Environment

At De Nora, environmental considerations are an integral part of our business practices and for the production of world-class products. Company's Suppliers shall:

- comply with all applicable environmental laws and regulations;
- maintain all required environmental permits, certifications and registrations and follow the operational and reporting requirements of such permits;
- comply with regulated substance specifications and with any applicable laws and regulations prohibiting or restricting the use or handling of specific substances;
- limit the amount of waste material generated from their operations and ensure the disposal of such waste in a manner that complies with all applicable laws and regulations and is respectful of the environment;
- manage, control, treat and/or dispose of hazardous and non-hazardous solid waste, wastewater, and/or air emissions as required by applicable laws and regulations.

Corporate Citizenship



Communication shall be effective with the local communities and institutions with dedicated projects and targets.

At the same time, the relationships with high schools, universities, and research centers are boosted in order to select, identify and activate strategic partnerships with the educational institutes in each country where the Group is present. Research and students are the core of De Nora's vision for a sustainable future.

De Nora continued to carry out collaborations with schools and institutes despite the pandemic. Among the many local initiatives, it is worth mentioning that:

- in Italy, De Nora organized an online workshop for new graduates from a local Industrial Technical Institute, followed by hiring a person in technical assistance. We also organized a team-building event for young boys and girls of a High School (Liceo Scientifico);
- in Japan, at Fujisawa, De Nora sponsored the annual neighborhood summer festival to support local business and economic activities;
- in Germany, De Nora purchased one car for a local center that provides assistance to elderly people. In the same year, the Group organized a "virtual" running competition linked to a charity initiative (the total amount of steps was converted into € and donated to a local charity association).

Communication, reputation & networking

| | | |
|-----------------|-----------------------|---|
| DND | Local firefighters | For the <i>fire department Rodenbach</i> : Gift/donation of two firefighter dummies. |
| DNT | Community, Reputation | \$1,000 donation to Women Safe, Inc., a Lake County shelter for abused women. |
| DNT | Community, Reputation | \$1,500 donation to "Lake County Human Society", which supports animals' ethical treatment. |
| DNT | Community, Reputation | \$25,000 donation to the Alliance for Worker Training (AWT) as part of constructing a local trade and technical skills training center. |
| IDN+DNIT | Local community event | New "Via Oronzio De Nora". The street around the corner of DN Headquarter in Milan was entitled to the Founder and Chairman's grandpa, Oronzio De Nora. DN sponsored and partnered with Milano Townhall Institutions and Local Associations (WAW Milano) to deliver a public street where people can walk, play, relax and get inspiration from the murals realized by local artists on the backyard wall of De Nora's HQ to celebrate Oronzio and other genial technologists and scientists. |

| | | |
|-----------------------|--|--|
| IDN+DNIT | Team building for high school students | The Scientific High School's 5th class undertook half a day of experiential training and team-building activities under the guidance of professional coaches (B2B Montessori), as well as a complete visit tour of our research laboratories. |
| IDN+DNIT | Networking with young students | DN was proud to support the organization of the "Chemistry Games" national event dedicated to high school students, with the intent to stimulate young people's interest in chemical sciences and promote networking and cultural exchange. |
| DNJ - Fujisawa | Networking within the Community | DNJ co-sponsoring winter illumination events in Fujisawa City in 2021. Other sponsored events were cancelled due to the COVID19 issue. |
| DNJ - Okayama | Networking within the Community | DNJO contributed to traffic safety by participating in the annual trial sponsored by the Okayama Prefectural Police which aimed to achieve 200 days without traffic accidents and no traffic rule violations. |
| DNJ - Fujisawa | Networking within the Community | DNJF joined a private organization that supports Kanagawa Police officers to contribute to the neighboring communities' safety. |
| DNJ - Okayama | Networking within the Community | DNJO Promoted the "Mowing Activity": conducted 2 times per year, in Winter and Autumn. |
| DNJ - Okayama | Networking within the Community | In August and December 2021, DNJO visited the home of the Chief of the Higashi Takasaki Neighborhood Association to discuss various issues between the local community association and the Company. The opportunity was to visit the Takasaki Land Improvement District office (water users' Association) to meet the chairman and discuss the right use of water. |
| DNJ - Okayama | Networking within the Community | Support for local citizens in case of disaster. The company informed local community associations, etc. that the DNJ site could be used as an evacuation area in the event of a disaster/flood, or, if necessary, as parking for private vehicles. |

Diversity, Equity & Inclusion

| | | |
|-----------------------|----------------------|--|
| DNI | Needy families | Employees of De Nora India took up a Campaign to provide grocery items to 30 needy Covid positive families residing in the villages close to the Company, in the month of June 2021. |
| DNS | Needy people | In May 2021, DNS distributed groceries to the poor people, spending about 5-6 hours on Sun, and distributed to about 300 households. |
| DNT | Needy people | The "Annual United Way" campaign, seeking donations from DNT employees, was fully accomplished in 2021, with a raise of \$18,269, with an additional company match of \$18,300. United Way supports services in Lake County, where both the Plant and Discovery Lane facilities are located. |
| DNWT INC | Needy children | In 2021, DNWT Inc organized the "Toys for Tots" initiative for all employees to participate during the Christmas holiday virtually through their website. |
| DNWT UAE | Needy people | DNWT UAE donated to the Emirates Red Crescent. |
| IDN+DNIT | Needy people | DN contributed to the work of the "EFFATA Association" that accompanies needy and homeless people in solving concrete problems that limit autonomy, allowing them to escape from a state of dependence towards a positive integration into society. |
| IDN+DNIT | Needy children | DN donates to CAF Association which promotes an innovative place in that welcomes and treats children and young people removed from their family nucleus due to trauma and deep relational wounds in a specific and professional manner. |
| IDN+DNIT | Disabled people | DN supported Alatha projects, activities and services aimed at the inclusion of people with reduced or impaired mobility. |
| IDN+DNIT | Disabled people | DN helped the "Il Sorriso Association", whose aim is to improve the quality of life of people with psycho physical disabilities. |
| IDN+DNIT | Disabled people | Believing in work inclusion, De Nora supported the PIZZAUT, the lab for social inclusion which offers work, training and dignity to autistic people. |
| IDN+DNIT | Needy people | DN supported the religious community "Le Suore della Mensa", which offers daily meals to people in need that live in the neighborhood adjacent to De Nora's headquarter in Milan. |
| IDN+DNIT | Hearing disabilities | DN financed the aid service for deaf citizens provided by the Associazione Sordi Cinisello sited in a small municipality in the Milan hinterland. |
| IDN+DNIT | Disabled people | DN supported YUKI, a sports association that favors the removal of the barriers that isolate people and limit their integration and social development. |
| DNJ - Fujisawa | Needy children | Volunteer activities for children's refuge center. Just in case a child calls for help, etc., and to take measures to contact the police, school, family, etc. |

Well-being & happiness pursuit

| | | |
|----------------------|--------------------------|---|
| DND | Children sport | Sponsorship of a children's football club with the De Nora Logo on the teams' football wear. |
| DNI | Local hospital | Provided medical equipment to the South District Hospital of Ponda, Goa (India), helpful in the medical treatment of patients in and around the city, by improving health care facilities in the hospital (Promoting healthcare)-3rd November 2021. |
| DNI | Distress situations | Contribution to PM CARES fund which aimed at dealing with any kind of emergency or distress situation, like posed by the Covid-19 pandemic and to provide relief to the affected. |
| DNI | Blood donation | A day off was given to the employees who donated blood to someone in need. |
| DNB | Local hospital | A sodium hypochlorite generator was donated to the Sorocaba hospital. |
| DNT | Youth development | \$5000 donation to the Boy Scout of America. |
| DNWT UK | School support | DNWT UK made a donation to "PREVENT", which helps the local police forces to promote safety and highlight issues around Drugs, Crime, Abuse & Antisocial behavior in schools. |
| IDN+DNIT | People with disease | Donation to EMO-CASA Association, which fights against leukemia and other malignant hemopathies with clinical research and home therapy. |
| IDN+DNIT | Healthy nutrition | DN funded AMO (Amici di Marco ETS) to guarantee a healthy diet (1000 calories / day) to the little students of the Dawn of Hope Center in Ethiopia. |
| IDN+DNIT | Medical Research | DN helped to support the work of IEO (European Institute of Oncology) young talents in the field of scientific research on oncological pathologies. |
| IDN+DNIT | Italian Civil Protection | Four machines for the production of hypochlorite on site were delivered to the Italian Civil Protection. |
| IDN+DNIT | Blood donation | A day off to the employees who donated blood to anyone in need. |
| DNJ - Okayama | Blood donation | Set up of an in-house blood donation site for employees who wants to donate blood during working hours. |
| Singapore | | In collaboration with local institutions, disinfection systems were donated to some dormitories. |

Sustainability

| | | |
|-----------------------|----------------------------|---|
| IDN+DNIT | Italy's heritage enhancing | DN donated to FAI- a non-profit foundation established- with the aim of protecting and enhancing Italy's historical, artistic and landscape heritage. |
| IDN+DNIT | PET bottle caps | DN people collected pet bottles used caps and donated them to Caritas Charity in Milan (through a Catholic Parish). |
| DNJ | Protection of forests | Annual donation to the "Japan Forest Culture Association", an organization that protects and grows Japanese forests and plants. |
| DNJ - Fujisawa | PET bottle caps | Collection of pets bottle caps to be donated to neighboring primary schools. The money raised served the purchase of items for the school. |
| DNJ - Okayama | Renewable energy | Use of electricity derived from real renewable energy sources. RE-100-S (Electricity compliant with RE100 Criteria). |

Fondazione Oronzio e Niccolò De Nora

Established in Italy in 1998 by founding members Niccolò, Michele and Federico De Nora, in memory of their grandfather Oronzio De Nora, the Foundation Oronzio De Nora changed its name in Fondazione Oronzio e Niccolò De Nora, after the passing away of Niccolò.

The Foundation promotes scientific research in the field of pure electrochemistry and its application to industrial production and environmental protection.

In particular, the Foundation:

- grants scholarships and awards to those who have significantly contributed to scientific publications, inventions or otherwise helped electrochemistry progress;
- assists in the organization of international seminars and conferences;
- builds cooperation relationships with Italian and foreign Universities.

Since 2011, Fondazione Oronzio e Niccolò De Nora and Industrie De Nora S.p.A. endow graduate students and postdoctoral scientists with one fellowship every year, regarding research and development projects in the following fields of applied electrochemistry:

- electrocatalysis for water electrolysis, CO₂ reduction, and fuel cells;
- electrochemical cells: design, operando analysis, electrolytes, separators;
- electrochemical advanced oxidation processes;
- coating technologies and corrosion protection.

The fellowship amounts to € 48,000 and it is funded by De Nora's family and allocated between Fondazione Oronzio e Niccolò De Nora and Industrie De Nora S.p.A. according to De Nora.

GRI CONTENT INDEX – core option

| GENERAL INFORMATION | | | |
|----------------------------------|---|-----------------------------------|---------------------------------|
| | | Cross-reference/ Direct answer | Omission/Reason/ Explanation |
| 1. ORGANIZATIONAL PROFILE | | | |
| 102-1 | Name of the organization | Cover | |
| 102-2 | Activities, brands, products, and services | pp. 14-23 | |
| 102-3 | Location of headquarters | pp. 12-13 | |
| 102-4 | Location of operations | pp. 12-13 | |
| 102-5 | Ownership and legal form | p. 31 | |
| 102-6 | Markets served | pp. 12-14 | |
| 102-7 | Scale of the organization | pp. 12-13 | |
| 102-8 | Information on employees and other workers | pp. 12-13; 57-58 | |
| 102-9 | Supply chain | p. 70 | |
| 102-10 | Significant changes to the organization and its supply chain | p. 70 | |
| 102-11 | Precautionary Principle or approach | pp. 32-33; 37 | |
| 102-12 | External initiatives | pp. 8-9 | |
| 2. STRATEGY | | | |
| 102-14 | Statement from senior decision-maker | pp. 4-5 | |
| 102-15 | Key impacts, risks, and opportunities | pp. 14-19 | |
| 3. ETHICS AND INTEGRITY | | | |
| 102-16 | Values, principles, standards, and norms of behaviour | p. 11; 25 | |
| 102-17 | Mechanisms for advice and concerns about ethics | p. 36 | |
| 4. GOVERNANCE | | | |
| 102-18 | Governance structure | pp. 31-33 | |
| 102-20 | Executive-level responsibility for economic, environmental, and social topics | pp. 32-33 | |
| 5. STAKEHOLDER ENGAGEMENT | | | |
| 102-40 | List of stakeholder groups | p. 28 | |
| 102-41 | Collective bargaining agreements | pp. 67; 73 | |
| 6. REPORTING PRACTICE | | | |
| 102-45 | Entities included in the consolidated financial statements | pp.12-13 | |
| 102-52 | Reporting cycle | Annual | |
| 102-54 | Claims of reporting in accordance with the GRI Standards | p. 79 | |
| 102-55 | GRI content index | p. 79 | |

| SPECIFIC DISCLOSURES | | | |
|------------------------------|---|-----------------------------------|---------------------------------|
| ECONOMIC | | | |
| | | Cross-reference/ Direct answer | Omission/Reason/ Explanation |
| <i>ECONOMIC</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 28 | |
| 201-1 | Direct economic value generated and distributed | p. 28 | |
| <i>PROCUREMENT PRACTICES</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 70 | |
| 308-1 | New suppliers that were screened using environmental criteria | p. 71 | |
| <i>ANTI-CORRUPTION</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | pp. 34-36 | |
| 205-3 | Confirmed incidents of corruption and actions taken | No incidents | |
| ENVIROMENT | | | |
| | | Cross-reference/ Direct answer | Omission/Reason/ Explanation |
| <i>MATERIALS</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 40 | |
| 301-1 | Materials used by weight or volume | pp. 43-44 | |
| <i>ENERGY</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 40 | |
| 302-1 | Energy consumption within the organization | pp. 44-45 | |
| 302-3 | Energy intensity | p. 45 | |
| 302-4 | Reduction of energy consumption | p. 45 | |
| <i>WATER</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 40 | |
| 303-1 | Water withdrawal by source | p. 47 | |
| <i>EMISSIONS</i> | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 40 | |
| 305-1 | Direct (Scope 1) GHG emissions | pp. 47-48 | |
| 305-2 | Energy indirect (Scope 2) GHG emissions | pp. 47-48 | |
| 305-4 | GHG emissions intensity | p. 48 | |
| 305-5 | Reduction of GHG emissions | pp. 47-49 | |

EFFLUENTS AND WASTE

| | | | |
|--------------|--|-------|--|
| 103-1 | Explanation of the material topic and its Boundary | p. 40 | |
| 306-2 | Waste by type and disposal method | p. 46 | |

ENVIRONMENTAL COMPLIANCE

| | | | |
|--------------|--|---|--|
| 103-1 | Explanation of the material topic and its Boundary | p. 40 | |
| 307-1 | Non-compliance with environmental laws and regulations | During the FY2021 there were no fines and non-monetary sanctions for non-compliance with environmental laws and regulations | |

SUPPLIER ENVIRONMENTAL ASSESSMENT

| | | | |
|--------------|---|-------|--|
| 103-1 | Explanation of the material topic and its Boundary | p. 71 | |
| 308-1 | New suppliers that were screened using environmental criteria | p. 71 | |

SOCIAL**Cross-reference/
Direct answer****Omission/Reason/
Explanation****EMPLOYMENT**

| | | | |
|--------------|--|-----------|--|
| 103-1 | Explanation of the material topic and its Boundary | p. 27; 56 | |
| 401-1 | New employee hires and employee turnover | p. 60 | |
| 401-2 | Benefits provided to full-time employees that are not provided to temporary or part-time employees | p. 61 | |
| 401-3 | Parental leave | p. 63 | |

LABOR/MANAGEMENT RELATIONS

| | | | |
|--------------|--|--|--|
| 103-1 | Explanation of the material topic and its Boundary | p. 56 | |
| 402-1 | Minimum notice periods regarding operational changes | In the event of particularly significant organizational changes, specific communications initiatives targeting broad categories of employees are envisaged to explain the reasons for the changes. | |

OCCUPATIONAL HEALTH AND SAFETY

| | | | |
|--------------|---|-----------|--|
| 103-1 | Explanation of the material topic and its Boundary | pp. 50-53 | |
| 403-2 | Types of injury and rates of injury, occupational diseases, lost days, absenteeism, and number of work-related fatalities | pp. 50-53 | The corporate will in the future undertake to collect the data necessary for complete coverage of the indicator. |

| TRAINING AND EDUCATION | | | |
|---|--|--------------------|--|
| 103-1 | Explanation of the material topic and its Boundary | p. 27; 53 | |
| 404-1 | Average hours of training per year per employee | p. 54 | |
| 404-2 | Programs for upgrading employee skills and transition assistance programs | p. 65 | |
| 404-3 | Percentage of employees receiving regular performance and career development reviews | p. 62 | |
| DIVERSITY AND EQUAL OPPORTUNITYNON | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 27 | |
| 405-2 | Ratio of basic salary and remuneration of women to men | p. 64 | |
| HUMAN RIGHTS ASSESSMENT | | | |
| 103-1 | Explanation of the material topic and its Boundary | pp. 27; 72-73 | |
| 412-2 | Employee training on human rights policies or procedures | p. 35 | |
| LOCAL COMMUNITIES | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 75 | |
| 413-1 | Operations with local community engagement, impact assessments, and development programs | pp. 8-9; 27; 75-78 | |
| SUPPLIER SOCIAL ASSESSMENT | | | |
| 103-1 | Explanation of the material topic and its Boundary | p. 70 | |
| 414-1 | New suppliers that were screened using social criteria | p. 71 | |



DE NORA