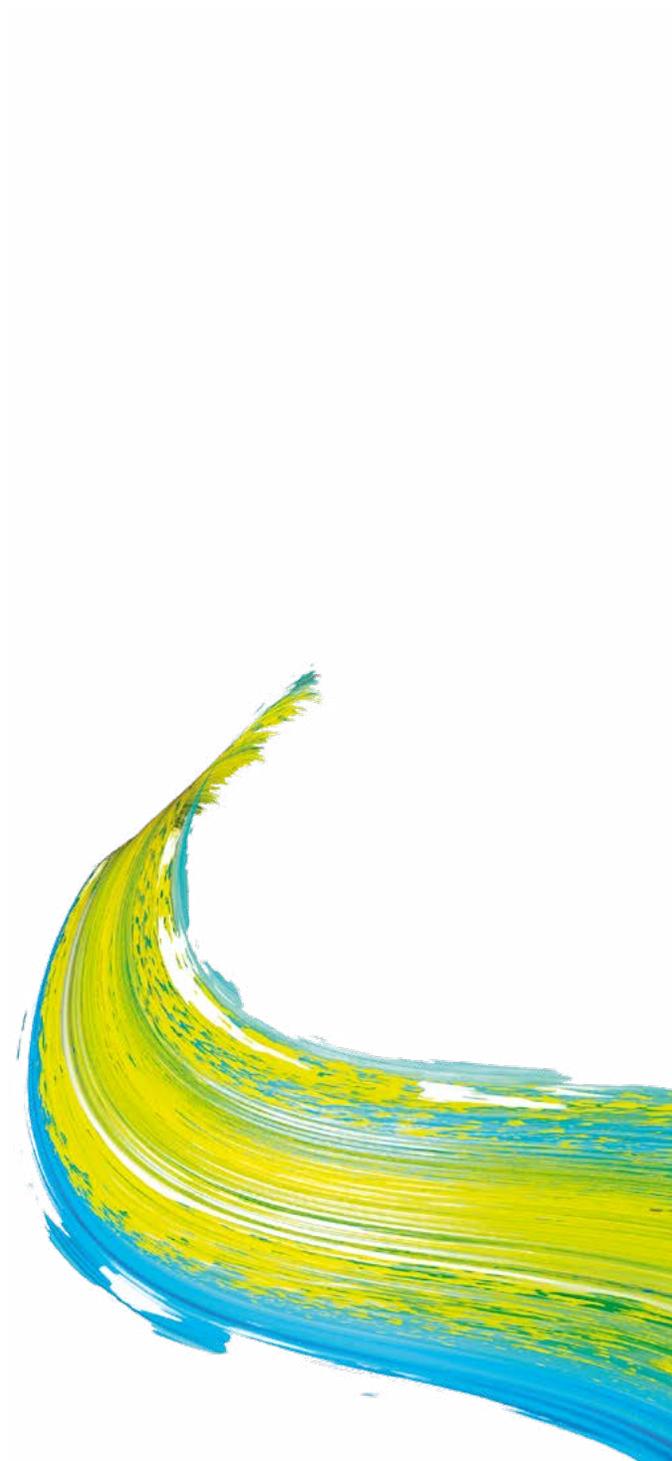


2022
SUSTAINABILITY REPORT

ESSENTIALS

I V E C O • G R O U P
WE GO BEYOND





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IN A NUTSHELL

Iveco Group is a global automotive leader active in the Commercial and Special Vehicles, Powertrain, and related Financial Services arenas, and it bases its strategy on the three pillars of innovation, sustainability, and partnership.

Each of Iveco Group's **8 brands** is a major force in its own specific line of business: IVECO, a pioneering commercial vehicles brand that designs, manufactures, and markets heavy, medium, and light-duty trucks; FPT Industrial, a global leader in advanced powertrain technologies offering a vast array of solutions in the agriculture, construction, marine, power generation, and commercial vehicles sectors; IVECO BUS and HEULIEZ, both premium mass-transit bus and coach brands; IDV, for highly-specialised defence and civil protection equipment; ASTRA, a leader in large-scale heavy-duty quarry and construction vehicles; MAGIRUS, industry renowned firefighting vehicle and equipment manufacturer; and IVECO CAPITAL, the finance arm supporting them all.

"Iveco Group's first Sustainability Report reflects the path we have taken to become ever more sustainable. This journey is marked by a clear strategy, advanced governance and a business model that integrates sustainability into our Company processes. We intend, through this strategy, to have a positive impact on the world while also creating long-term value for our stakeholders."



SUZANNE HEYWOOD
CHAIR

"As our purpose says, Iveco Group is the home of unique people and brands that power your business and mission to advance a more sustainable society. We don't settle for what is ordinary or predictable, instead we explore and innovate, helping each other as humble fighters and fearless creators. We also rely on forward-thinking partners who, like us, are ready to make a difference in climate change, safety, circular economy, and diversity and inclusion. That is to say, at Iveco Group we go beyond."



GERRIT MARX
CHIEF EXECUTIVE OFFICER



2022 FACTS & FIGURES



8

Brands



€14.4
billion

Net Revenues



29

R&D Sites

Commercial
Presence in

160

Countries



Over

35,000

Employees



€4,364
million

Available Liquidity^a



5,425

Active Patents



250

Dealerships
in Europe

^(a) Non-IFRS financial information.

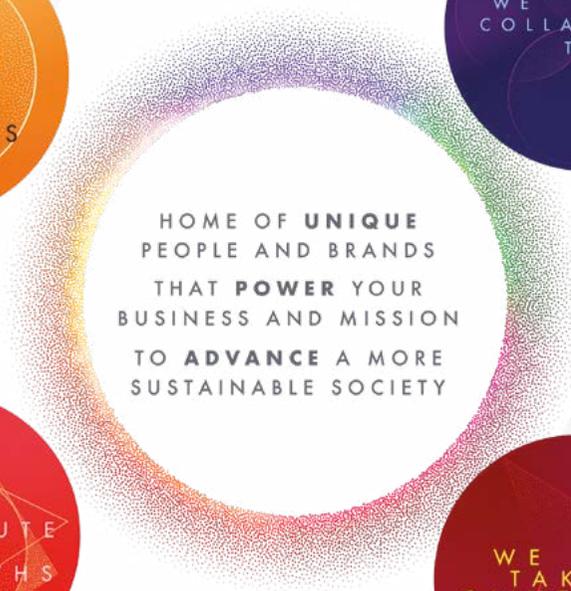
OUR CULTURE

Our people are at the core of who we are and of all that we accomplish. That is why we involved all of them in defining our **Company Purpose** and the **5 Values** that truly reflect the way Iveco Group wants to do business.

Our single-statement purpose, *Home of unique people and brands that power your business and mission to advance a more sustainable society*, is a reflection of how much we value our people, customers and society as a whole; our personal commitment to powering growth and development; and our mission to leave no one behind as we move towards sustainability. Our Purpose and the Values underlying our vision and strategy are below:

05

Purpose and Values



HOME OF **UNIQUE**
PEOPLE AND BRANDS
THAT **POWER** YOUR
BUSINESS AND MISSION
TO **ADVANCE** A MORE
SUSTAINABLE SOCIETY

I V E C O • G R O U P
WE GO BEYOND

04

OUR SUSTAINABILITY STRATEGY

Our strategy arose from the need for greater integration of sustainability into our way of doing business. Based on our analysis of stakeholder expectations, we identified 4 strategic sustainability priorities and assigned targets to each. We then fine-tuned these priorities to ensure better alignment with our core business. The **4 strategic sustainability priorities** that underpin our sustainability strategy are:

CARBON FOOTPRINT

to reduce CO₂ emissions from manufacturing processes, along our entire value chain (supply and logistics) and from our product range, aiming for net zero carbon emissions by 2040

LIFE CYCLE THINKING

to implement solutions that efficiently minimise the impact of products and processes through a circular product life cycle approach

INCLUSION AND ENGAGEMENT

to build ever-stronger relationships with stakeholders, continuing to work proactively and competently to create an inclusive work environment

WORKPLACE AND PRODUCT SAFETY

to minimise the risk of workplace injuries through effective preventive and protective measures, and to ensure Company products have the highest safety standards.

Strengthening Iveco Group's efforts on its journey towards a more sustainable future, we have mapped out the path to achieving these 4 strategic priorities and set clear targets, with specific reference to our people, direct operations, products and services, and valued partners.

These targets are:

- specific, measurable, achievable, relevant, and time-bound (SMART)
- contributors to the achievement of some of the UN Sustainable Development Goals (SDGs)
- identified and set by the corporate functions with the assistance of the Sustainability Department
- approved by the SLT Sustainability Committee.

It should be noted that executive compensation is linked, among other things, to the achievement of 2 strategic sustainability targets: specifically, the long-term incentive plan is linked to the reduction in CO₂ emissions (Scope 1 and 2¹) compared to 2019 (under our former corporate structure), and the short-term incentives to the increase in management positions held by women.



⁽¹⁾ GHG Scopes 1 and 2 are emissions categories defined by the GHG Protocol. Scope 1 emissions are direct greenhouse gas emissions from sources owned or controlled by an organization. Scope 2 emissions come from electricity, steam, heat, and cooling consumption.

Strategic Sustainability Targets



CARBON FOOTPRINT



2040
net zero carbon emissions

OUR PEOPLE & OPERATIONS

2030
-50% vs 2019
in absolute CO₂ emissions (Scope 1 & 2)

2030
100% of total electricity consumption derived from renewable sources

OUR PRODUCTS & SERVICES

2030
-38% vs 2022^a
in Scope 3 CO₂ emissions from the use of sold vehicles per vehicle/km

OUR VALUED PARTNERS

2026
-7% vs 2022^a
in kg of CO₂ emissions per ton of goods shipped

2026
-20% vs 2022^a
in absolute CO₂ emissions derived from key suppliers of purchased goods and services and capital goods



WORKPLACE AND PRODUCT SAFETY



2026
-40% vs 2019
in employee injury frequency rate (manufacturing and non-manufacturing perimeter)

2026
100% of new vehicles in Europe equipped with Advanced Driver Assistance Systems and additional advanced functions, such as Adaptive Cruise Control (ACC) Stop & Go, Corrective Steering Function (CSF), and Lane Centering (LC)

2026
100% of dealership staff involved in safety training sessions on product portfolio



LIFE CYCLE THINKING



2026
75%^a of water recycled at Company plants worldwide

2026
100% of new products developed using sustainability/recyclability design criteria

2030
100% recovery of the cores of spare parts sold

2026
15% of net sales from spare parts generated by remanufactured components



INCLUSION AND ENGAGEMENT



2026
23% of management positions held by women

2026
partnership with **100%** of key customers to improve working conditions and life balance for drivers

2026
+20% vs 2021
in Net Promoter Score (IVECO Trucks)

2026
100% of Tier 1 suppliers involved in sustainability self-evaluations

2026
+100% vs 2021
in number of collaboration projects with suppliers to improve products' sustainability performance

2026
+50% vs 2019
in number of students involved in education activities, focusing on the jobs of the future

^(a) Target revised.



Focus on
safety first

Foster
inclusion and
engagement

Be
circular

targeting
**net zero carbon
emissions**
by **2040**

CARBON FOOTPRINT



RELEVANT MATERIAL TOPICS^a

- CO₂ emissions from operations
- CO₂ emissions from vehicles
- CO₂ emissions from logistics

^(a) See Materiality Analysis on page 27

Carbon Footprint

Conscious of the urgency of climate change challenges and of the major role that decarbonisation will play in the short term, Iveco Group has set itself the ambitious goal of achieving net zero carbon by 2040 – ten years ahead of the deadline set by the Paris Agreement – in accordance with The Climate Pledge signed by the Company. The only way to truly accomplish our transition to net zero carbon is by giving due consideration to Scope 3 emissions. To this end, we monitor each of the 15 categories of Scope 3 emissions defined by the GHG Protocol² but our main focus is on our products, logistics, and suppliers.

To further address the potential impacts of climate change, we have implemented major projects to improve the environmental performance of our manufacturing processes, logistics, and product portfolio. Meanwhile, we actively advocated the importance of supportive measures and of a consistent policy framework, as key enablers of the energy transition in road transport. As regards the management of climate-related risks and opportunities, our aim is to ensure full transparency as per the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

2022 Investments

€2.1 million
in improving energy performance

about €239 million
in capital expenditure on environmentally sustainable activities

2022 Results

-8%
vs 2021 in energy consumption per hour of production

-12.1%
vs 2021 in CO₂ emissions per hour of production

Progress Towards Targets

CARBON FOOTPRINT



2030 ●●● -50% vs 2019 in absolute CO₂ emissions (Scope 1 & 2)

2030 ●●● 100% of total electricity consumption derived from renewable sources

2022 RESULTS



² The Greenhouse Gas Protocol (GHG Protocol) is a comprehensive standardized framework for measuring and managing emissions from private and public sector operations, value chains, products, cities, and policies.

Projects



ePowertrain Plant

In October 2022, FPT Industrial opened its new ePowertrain plant where it manufactures its electric range, including electric axles, central drives, and battery packs for light commercial vehicles, minibuses, and buses. This marks another important milestone for our decarbonisation strategy to achieve net-zero emissions from products and industrial operations.

The new plant is fully carbon-neutral, a result achieved by purchasing energy from renewable sources and by offsetting its residual CO₂ emissions through carbon credits. In addition, the plant generates energy thanks to innovative technologies installed on site, such as solar panels on its façade, a mini wind turbine, and a Smartflower.

The latter is a sculptural solar flower with advanced, self-cleaning photovoltaic solar panels that follow the sun's path and open and close automatically for maximum efficiency. The ePowertrain plant also features a Sustainability Garden, a 6,000 square metre space planted with 100 drought-resilient native plants with high CO₂ absorption capacity. A path was created in the garden using recycled pallets; moreover, there are four panels lining the path, also made with recycled pallets, illustrating our sustainability priorities and targets.

New Sustainability Garden with

100

drought-resilient native plants



Using Solar Power to Cut CO₂ Emissions

Iveco Group has installed over 16,000 solar panels in total at its plants in Brescia (Italy) and in Madrid and Valladolid (Spain). These photovoltaic systems have an installed power of about 7 MWp, and will produce about 9 GWh of electricity annually.

At the Brescia plant, the panels will power the heat pumps used by the environmental conditioning units in a new building at the site that covers about 20,000 square metres.

This project is expected to cut the Company's carbon footprint by about 1,100 tons of CO₂ per year, corresponding to the planting of about 55,000 trees (estimating that an urban tree, subject to greater environmental stress than in natural habitats, in a temperate climate absorbs on average 10-30 kilos of CO₂ per year during its growth cycle).

Company's carbon footprint cut by about **1,100** tons of CO₂ per year



e-Roads an Innovative Zero-Emission System for Mobility



Through its brands IVECO and IVECO BUS, our Group is currently participating in *Arena del Futuro* (Arena of the Future), a pilot project trialling an inductive recharging technology for electric vehicles known as Dynamic Wireless Power Transfer (DWPT).

The project was launched in May 2021 to demonstrate the effectiveness and efficiency of using contactless dynamic inductive currents (delivered by an innovative system of coils embedded in the roadbed) to charge the batteries of electric vehicles travelling on dedicated motorway lanes. In addition to enabling contactless charging in both a static and dynamic environment, the benefits of these so-called e-roads include: improved vehicle energy efficiency, the capacity for longer distances and higher payloads, a reduction in the number of batteries needed, and lower TCOs. The technology being tested is a potential 'range extender' for all types of electric vehicles, from passenger cars to buses and trucks, and applies to both Battery Electric Vehicles (BEVs) and Fuel Cell Electric Vehicles (FCEVs).

Coordinated by the company managing the A35 Brebemi-Aleatica motorway, the project involves several industrial partners, universities, and international institutions. It entailed the construction of a 1-kilometre asphalt circuit (the so-called Arena of the Future) fed by 1MW of electric power, as well as the optimisation of the road surface to make it more durable without altering the efficiency of the inductive charge. The coils embedded in the asphalt are able to simultaneously charge vehicles' on-board batteries and their electric engines for traction. IVECO BUS is contributing to the project through its 12-metre electric E-WAY, which has been equipped with the necessary connectivity and recharging technologies. It was tested on the asphalt circuit powered by inductive currents, and reached electric-power absorption peaks of 75 kW and speeds in excess of 70 km/h.

1-kilometre asphalt circuit fed by **1MW** of electric power



The Green & Advanced Transport Ecosystem for the pay-per-use offering of electric trucks



In 2022, Iveco Group launched GATE (Green & Advanced Transport Ecosystem), a new entity with an independent business structure dedicated to the long-term, all-inclusive rental of commercial electric vehicles (trucks and vans), which will significantly advance the industry's energy transition. Expected to become operational by mid-2023, GATE will begin offering its services to pilot customers in Italy, initially serving the IVECO brand.

The new entity will offer a comprehensive service based on a pay-per-use formula that will give customers access to the propulsion of tomorrow – a full ecosystem of zero-emission vehicles for assignments ranging from last-mile delivery to long haulage. With green technology at its core, GATE will deliver sustainable solutions to customers and provide them with the level of support and flexibility that best meets their business needs, covering everything from maintenance and repairs to connectivity and telematics, financing, insurance, energy, and auxiliary services.

LIFE CYCLE THINKING



RELEVANT MATERIAL TOPICS^a

- Circular product life cycle
- Responsible management of natural resources
- Sustainable supply chain

^(a) See Materiality Analysis on page 27



Life Cycle Thinking

A circular product life cycle approach ensures resources are used fully and for as long as possible. Our goals in this area are to:

- design all new products in alignment with sustainability and recyclability guidelines, looking at materials, technologies, and reuse potential from the very first stage of product development in order to maximise the life cycle of our products. Through product Life Cycle Assessments (LCAs), we collect data on exact material composition and estimate the recyclability rates for each
- collect broken or worn-out parts to identify which can be reused, repurposed or recycled and, in the meantime, offer our customers a range of remanufactured products
- improve our capability to increase waste recovery and reuse, as well as water recycling at our plants worldwide
- increase the use of electricity from renewable sources.

2022 Results

-5%
vs 2021 in water withdrawal per production unit

Progress Towards Targets

LIFE CYCLE THINKING



2026 ●● **75%^a** of **water recycled** at Company plants worldwide

2026 ●● **15%** of **net sales** from **spare parts** generated by remanufactured components

2030 ●● **100%** recovery of the cores of **spare parts sold**

^(a) Target revised and made more challenging.

2022 RESULTS



60.1% **75%** by 2026

7.8% **15%** by 2026

6% **100%** by 2030

Projects



Packaging Project



In December 2022, we launched a *Packaging Project* to streamline our parts packaging processes. With the clear objective of identifying improvement areas to reduce our environmental impact, we analysed our entire parts shipping operation, focusing on the two main processes that take place in our warehouses: the receipt and storage of parts from suppliers, and the selection and packing of parts for shipment to the service network. On receiving a shipment, the packaging (almost always made of cardboard) must somehow be disposed of. By installing shredding machines at our warehouses, we are now able to reuse the cardboard rather than discard it: shredded into perforated strips, it is employed in place of plastic as a packing filler, protecting and separating the individual packages to be shipped to the service network. We estimate the shredding machines at the warehouses in Turin (Italy) alone will cut our plastic packaging consumption by about 75 tons (about 2,455 kilometres in length) per year, and allow us to recover 1,240 tons of cardboard for later reuse.

The project also allowed us to explore new ways to reduce and optimise our packaging and to saturate box capacity to save space and minimise costs, in line with best practices adopted by warehouses globally. Since their implementation, the new methods have cut our plastic consumption by 8.1 tons and paper consumption by 3.3 tons, reducing CO₂ emissions by about 29.9 tons.

our plastic packaging
consumption cut by about

75 tons per year



Plants in Water-Stressed Areas



Considering the increasing scarcity of water resources around the globe, and its effect on communities at large – let alone on the continuity of both supply and industrial processes – we understand how essential it is to manage water sustainably.

One of the things we did in 2022 was use the WRI Aqueduct Water Risk Atlas, a mapping tool recognised by world-leading organisations that provides an annual list of countries containing water-stressed areas, in order to identify the Iveco Group plants where specific water conservation and protection measures are needed.

As a result, our two plants in Brescia and the one in Foggia (all in Italy) and the plants in Madrid and Valladolid (Spain) were classified as being in water-stressed areas. Accordingly, they all worked hard to reduce their water consumption throughout the year, setting specific improvement targets and implementing ad hoc measures and initiatives to achieve them.



Waste Packaging

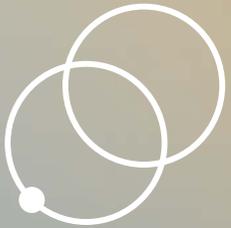


In 2022, a project was launched at the Truck plant in Sete Lagoas (Brazil) to analyse the disposable packaging used to ship components to the plant, leading to the development of two initiatives. The first involved the replacement of single-use packaging with materials that can be returned to the supplier for subsequent reuse, e.g., the disposable wooden containers used to ship windshields were replaced with metal ones that the supplier can reuse several times. The second entailed replacing some types of packaging with multipurpose containers suitable for different uses within the plant.

In total, 13 types of component packaging were analysed: 6 can now be returned to and reused by the supplier, while the other 7 can be reused for different purposes within the plant.

13 types of
component packaging
to be reused

INCLUSION AND ENGAGEMENT



RELEVANT MATERIAL TOPICS^a

- Human rights
- Diversity, equity, and inclusion
- Dealer and customer management
- Employee development and training
- Local communities

^(a) See Materiality Analysis on page 27

Inclusion and Engagement

The pursuit of a fully inclusive work environment, where diversity – in all its forms – is truly valued and everyone is encouraged to fulfil their potential, is the basis of a more effective, attractive, and resilient organisation. We are committed to ensuring an inclusive, equitable, and engaged environment by:

- creating the best possible conditions for our people to thrive, with a focus on the wider representation of women in the workplace, especially in management roles. The ambitious target we have set in this regard reflects the size of the challenge for Iveco Group and for the industry as a whole
- sharing our corporate culture with our customers and partners
- promoting educational activities involving the communities around us.

We know that from diversity comes great strength and a drive for innovation, which is why we established a Diversity, Equity, and Inclusion Council, defining clear objectives and responsibilities to develop new procedures and initiatives – around employer branding, career development, talent mobility, succession planning, hiring, the gender pay gap, work-life balance, and DEI awareness.

2022 Investments

€1.8 million in training

€2.81 million in local communities

2022 Results

86% of people responded to the Company-wide Voice survey

1,000 families of small farmers and pastoralists (totalling about 6,000 people) will benefit from the WASH project in Kenya

187,500 children (aged 7-10) will benefit from the Literacy Boost project in Ethiopia

Progress Towards Targets

INCLUSION AND ENGAGEMENT



2026 ●●● 23% of management positions held by women

2026 ●●● +20% vs 2021 in Net Promoter Score (IVECO Trucks)

2026 ●●● 100% of Tier 1 suppliers involved in sustainability self-evaluations

2026 ●●● +50% vs 2019 in number of students involved in education activities, focusing on the jobs of the future

2022 RESULTS

21.7% 23% by 2026

+7% +20% by 2026

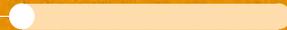
77% 100% by 2026

+23% +50% by 2026

Projects



Voice



At the beginning of the year, we proudly launched our Voice culture transformation programme, starting with the design of a Company-wide engagement survey with very specific aims in mind: to assess overall levels of engagement and, even more importantly, to find out what our own people think the Company's Purpose and Values should be. The focus of the survey, like the overall culture journey, is the bottom-up approach that we used to listen and give voice to everyone at Iveco Group. It gave everyone the opportunity to voice what they believe is needed to feel fulfilled at work and to have their say in the future of our Company. We also engaged a number of external customers and partners to understand their perceptions of our Purpose and Values. In this way we obtained feedback from both within and outside Iveco Group.

86%
of our overall population participated in the Voice engagement survey

The Voice Engagement Survey was sent out to over 34,000 people in 38 countries. Remarkably, 29,012 (86%) of them responded, showing how much they care about and believe in Iveco Group and want to make a difference. We also used several other methods to reach as many people as possible. For example, we held 51 hour-long interviews with Company Board members, senior leaders, plant managers, customers, and business partners, as well as 17 focus groups with salaried and hourly employees in various countries, involving over 250 people. We also held 6 on-site visits in 5 countries, during which we shadowed people while they carried out their work duties to give us a better understanding of how they experience our Values and Behaviours. Using survey feedback, combined with that from the interviews, visits, and workshops held globally, we listened to everyone's voice at Iveco Group in order to define our new Purpose statement and corporate Values.

To effectively communicate them to the entire Company, and explain how they originated, we held over 300 roadshows over the year (in multiple languages) at all our sites led by champions from across the organisation.

More broadly, our Voice journey towards creating an engaging workplace is an ongoing three-pronged process in which we Define, Drive, and Sustain: define the key pillars and procedures that underpin the Company; drive dialogue and action accordingly; and sustain the overall process by building upon the positive things we are currently doing and making sure we keep moving in the right direction. This required us to lay the foundations for a culture of continuous two-way feedback, which entailed upskilling our colleagues across the organisation (especially managers) on how give and receive feedback to ensure meaningful dialogue.



Open-es



In 2022, Iveco Group joined Open-es, a community-based digital platform designed to engage companies on a shared journey towards sustainability performance improvement. The platform is an interactive ecosystem in which the Company serves as a Value Chain Partner playing an active role together with its suppliers.

The most noteworthy aspect of the platform is that all companies within this ecosystem collaborate and compete on sustainability matters with a true sense of purpose, so as to create tangible, long-term value across the entire production chain. In order to monitor the ESG performance of our suppliers, we ask them to register on the platform, access the ESG Profile section, and fill out the respective questionnaire.

The latter is based on the 4 pillars of the non-financial sustainability reporting framework of the World Economic Forum, with questions regarding People, Prosperity, Planet, and Principles of Governance. Each pillar covers several themes, grouped as follows:



Literacy Boost Project in Ethiopia



In Ethiopia, despite access to public education significantly improving in recent decades, quality education remains a challenge. Indeed, assessments of reading skills among children indicate that, after completing grades 2 and 3, a significant percentage are unable to read fluently in their native language, with the poorest skills found in the SNNPR and Sidama regions. Believing strongly in the promotion of education, we supported Save the Children's Literacy Boost initiative, which aims to improve local children's literacy skills by enhancing the expertise of teachers and education experts. This is done by providing coaching and mentoring, strengthening relationships within the education sector at national, regional, and district level, and facilitating the initiative's integration and implementation into the primary school curriculum across Ethiopia. The project targets the most disadvantaged children, including some with disabilities, residing in remote rural communities with the poorest access to quality education.

Project outputs and Impacts

COMMUNITY OUTPUTS (expected)

COMMUNITY IMPACTS (expected)

- **187,500** children (aged 7-10) to benefit from the initiative
- **750** schools in the SNNPR and Sidama regions to be involved
- Approximately **1,500** teachers and **122** educational experts to be trained
- Improved literacy results for children
- Improved teachers' skills and ability to implement Literacy Boost modules
- Improved quality of learning



WASH Project in Kenya



The County of Isiolo in Kenya’s central-northern belt has a population of 268,002, and covers an area of 25,350 square kilometres divided into three sub-counties (Garbatulla, Isiolo, and Merti). Drought and irregular rains – which categorise Isiolo county as one of the country’s arid and semi-arid lands – negatively impact the economy causing reduced yields, low productivity, high livestock mortality, significant loss of earnings, and a sharp rise in malnutrition. The latter is in fact a public health problem in the county. The poor accessibility to and availability of water and food resources, linked to climate change and exacerbated by the inadequate road network, are fertile ground for disputes and violence over the ownership of the means of sustenance, therefore contributing to the general level of conflict across the county.

So far, under our WASH project, we have identified the exact locations for building 2 water pans, helped establish 2 committees to manage water resources and the associated local conflicts, and facilitated the first community meeting to discuss the needs of both pastoralists and agro-pastoralists in two of the sub-counties.

Project outputs and Impacts

COMMUNITY OUTPUTS (expected)

- **2** water pans will be built to increase water availability
- **2** committees (for a total of 30 members) will manage water resources as well as conflicts among small farmers and pastoralists
- **1,000** families of small farmers and pastoralists (totalling about **6,000** people) will benefit from the water pans, and product quality will improve

COMMUNITY IMPACTS (expected)

- The **168,272** residents of the two sub-counties of Isiolo and Merti will benefit from reduced conflicts in the area.



Potenciate – Futuras programme in Argentina



In Argentina, we launched *Potenciate – Futuras*, a women’s disruptive leadership, mentoring, and empowerment programme to help young women develop their skills as agents of change. The programme saw more than 30 professional speakers and specialists involved in female-leader training, community involvement, team building, and networking.

COMMUNITY OUTPUTS

- Over **95,000** people reached across **18** provinces via social media and personal phone calls
- Over **200** applications received from **18** provinces, resulting in the identification of **40** future leaders
- Over **1,000** people impacted by the **40** women leaders’ individual social impact projects in their respective communities
- **388** hours dedicated to social impact projects across **20** towns, regarding topics such as climate change, bullying, the importance of mental health, and self-knowledge. They were delivered through workshops, speaking engagements, and storytelling
- **6,904** hours (**288** days) of volunteering

COMMUNITY IMPACTS

- *Potenciate – Futuras* 2022 was a success in that the set objectives were met.
- The programme involved **21** apprentices, each paired with a mentor for a total of 21 pairs. All of them completed the programme successfully thanks to the training received by the mentors and the support received from staff. Being able to work side-by-side with their mentors as they learned about the various topics covered by the programme is what truly gave the apprentices a satisfying and enriching experience.
- The programme was transformational for the 21 apprentices, helping them become new women leaders and agents of change
- The apprentices acquired tools and understanding in more than 7 areas addressed by the programme
- **72.8%** of the apprentices believed that *Potenciate – Futuras* helped them develop as students and future professionals
- **90.9%** said the programme helped them discover their passions, contributing to their professional future
- **100%** indicated that continuing training is important in their lives, reflecting their willingness to grow, learn, and develop

WORKPLACE AND PRODUCT SAFETY



RELEVANT MATERIAL TOPICS^a

- Product quality and safety
- Occupational health and safety
- Digitalisation and connectivity

^(a) See Materiality Analysis on page 27



Workplace and Product Safety

With 'safety first' in mind, we consider people's health an absolute priority, be it within or outside the Company. We contribute to a safe work environment and ever-increasing safety on the road by:

- minimising the risk of injury in the workplace, reducing the employee injury frequency rate at both our manufacturing and non-manufacturing sites, and implementing effective preventive and protective measures
- ensuring high product safety standards, embedding advanced driver assistance technology in all of our new vehicles, and providing safety training on our product portfolio to all our dealership staff, thus making the roads safer for everyone.

2022 Investments

€50.3 million

spent on improving employee health and safety protection

2022 Results

189,300

hours of occupational health and safety training delivered

Progress Towards Targets

WORKPLACE AND PRODUCT SAFETY



2026 ●●● **-40%** vs 2019 in **employee injury frequency rate** (manufacturing and non-manufacturing perimeter)

2026 ●●● **100%** of dealership staff involved in **safety training** on product portfolio

2022 RESULTS

-12.4% **-40%** by 2026

80% **100%** by 2026

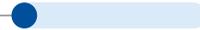




Projects



IVECO Driver Pal



The IVECO Driver Pal voice assistant was specifically created to make the driver's life even easier, more productive, and safer. This perfect travel companion is fully integrated with Amazon Alexa technology, enabling the driver to use voice commands from the smart cab to interact with the vehicle and the driver community, as well as access the connected services offered by our IVECO brand. Features include route navigation, vehicle status checks, assistance to avoid delays and unplanned stops due to traffic, weather, and other information accessed by voice command. All secondary tasks can be performed by voice command as well, leaving drivers free to focus on their missions and enjoy a safer driving experience with fewer distractions.

IVECO Driver Pal assistant also helps maximise vehicle uptime: in the event of a breakdown or technical issue, it allows drivers to request IVECO's Assistance Non-Stop service by voice command instead of using their mobile app or infotainment system. Any notifications from the Control Room, including those related to software updates, can be sent to the driver via IVECO Driver Pal (in addition to the IVECO Easy Way and IVECO Easy Daily apps). Moreover, with the premium service, drivers have access to fast tracking at workshops, accommodation in case of vehicle breakdown, and medical assistance in case of need.



Emotional Check-up



At Iveco Group, we care about our people's mental health, especially following the challenges of COVID-19. To this end, we launched our *Emotional Check-Up* initiative to offer employees mental health assessments, map the current emotional climate, and help the Company plan how to best support those facing depression, stress, trauma, isolation, and anxiety.

590
people
benefitted

In Brazil, the initiative benefitted around 590 people, with urgent cases referred to a specialist. Under this initiative, managers are tasked with submitting reports on our people's mental wellbeing to the Human Resources and the Environment, Health, and Safety departments, which use them to plan collective action accordingly.

HOW WE GET THINGS DONE

We believe that sound corporate governance is the foundation for business ethics and a prerequisite for the integration of sustainability into our business strategy, and that it is essential to effectively manage our businesses in the long-term interests of all our stakeholders.

Ethical Operations

Everything we do, both within and outside the Company, is aligned with the highest ethical standards as outlined in our **Code of Conduct**, one of the pillars of our Corporate Governance system. The Code's provisions apply to all levels of our organisation and all geographic areas in which we operate, and aim to support all our people and stakeholders in continuously upholding the ethical principles we endorse.

Iveco Group's leaders and managers are required to lead with integrity at all times, playing a critical role in ensuring proper behaviour and compliance with the Code of Conduct.



INSPIRATIONS



United Nations' Universal Declaration of Human Rights ▾



International Labour Organization Conventions ▾



Organisation for Economic Co-operation and Development Guidelines ▾



National and local laws

CODE OF CONDUCT



MAIN CORPORATE POLICIES

- Anti-Corruption Policy
- Anti-Harassment Policy
- Anti-Money Laundering Policy
- Anti-Retaliation Policy
- Bilateral Contacts with Shareholders Policy
- Community Investment Policy
- Competition Policy
- Compliance Helpline Policy
- Conflict of Interest Policy
- Communications Policy
- Data Privacy Policy
- Environmental Policy
- Gifts, Entertainment & Travel Policy
- Health and Safety Policy
- Human Rights Policy
- Inside Information Procedure
- Insider Trading Policy
- International Trade Policy
- Policy for US Lobbying Activities
- Related Party Transactions Policy
- Social Media Policy
- Supplier Code of Conduct
- Use of Company Property Policy

Risk Management

Risk management is an important component of our overall corporate culture and is integral to the achievement of our long-term goals. Iveco Group adopted an Enterprise Risk Management (ERM) process designed to assist in the identification, evaluation, and prioritisation of business risks (including environmental, social, and governance risks), followed by a coordinated and balanced application of resources to minimise, monitor, and control the probability or impact of adverse events or to maximise the realisation of opportunities.

The ERM process is also linked to the Company's Sustainability Programme, its strategic sustainability targets, its aspirational goals articulated in the Strategic Business Plan, and its employee and customer safety goals.

Driving Operations Together

In 2022, we began implementing the **Driving Operations Together (DOT) programme**, Iveco Group's new results-oriented approach for continuous improvement designed to optimise the Company's operations worldwide and incorporate sustainability into its processes.



The programme brings a new managerial focus to drive accountability and a more entrepreneurial mindset across all business areas. The DOT holistic model aims to deliver this vision by sustaining a culture of operational excellence across all Company processes. It is targeted at reducing waste, increasing margins, and improving performance across all value streams, and ultimately at adapting rapidly to change. This results-driven approach ensures all personnel are working towards the same goals, contributing to the achievement of operational excellence in all business practices.

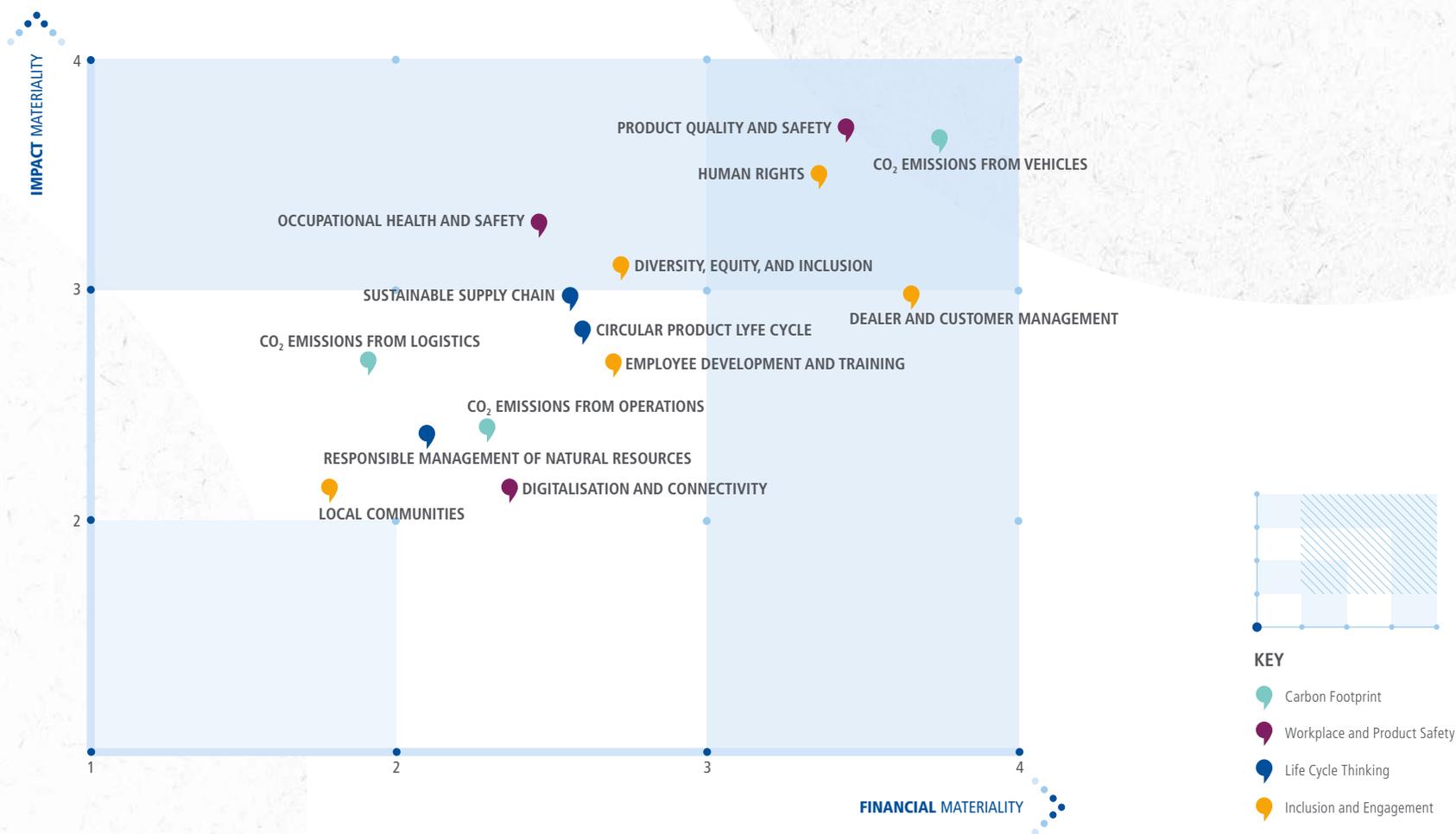
The DOT programme is built on competitiveness, engagement, and recognition. Skills management and information sharing on our technical performance and on the programme's implementation will help us develop expertise and embrace new opportunities, thus supporting growth. This innovative framework guides our new strategy in terms of performance, digitalisation, and competitiveness, while also ensuring common goals for all in our effort towards operational excellence.

MATERIALITY ANALYSIS

The materiality analysis is a tool that Iveco Group uses to identify material topics and ensure their close alignment with its business decisions, increasingly integrating sustainability principles into the Company's daily activities.

Applying a new double-materiality approach, we conducted an 'impact materiality' analysis, looking at the Company's most significant impacts on the economy, the environment, and people (including on human rights). This was followed by a 'financial materiality' analysis, focusing on external risks and opportunities that could have a significant financial impact on our development, performance, and positioning in the short, medium, and long term.

2022 Materiality Matrix



OUR OPERATING SITES

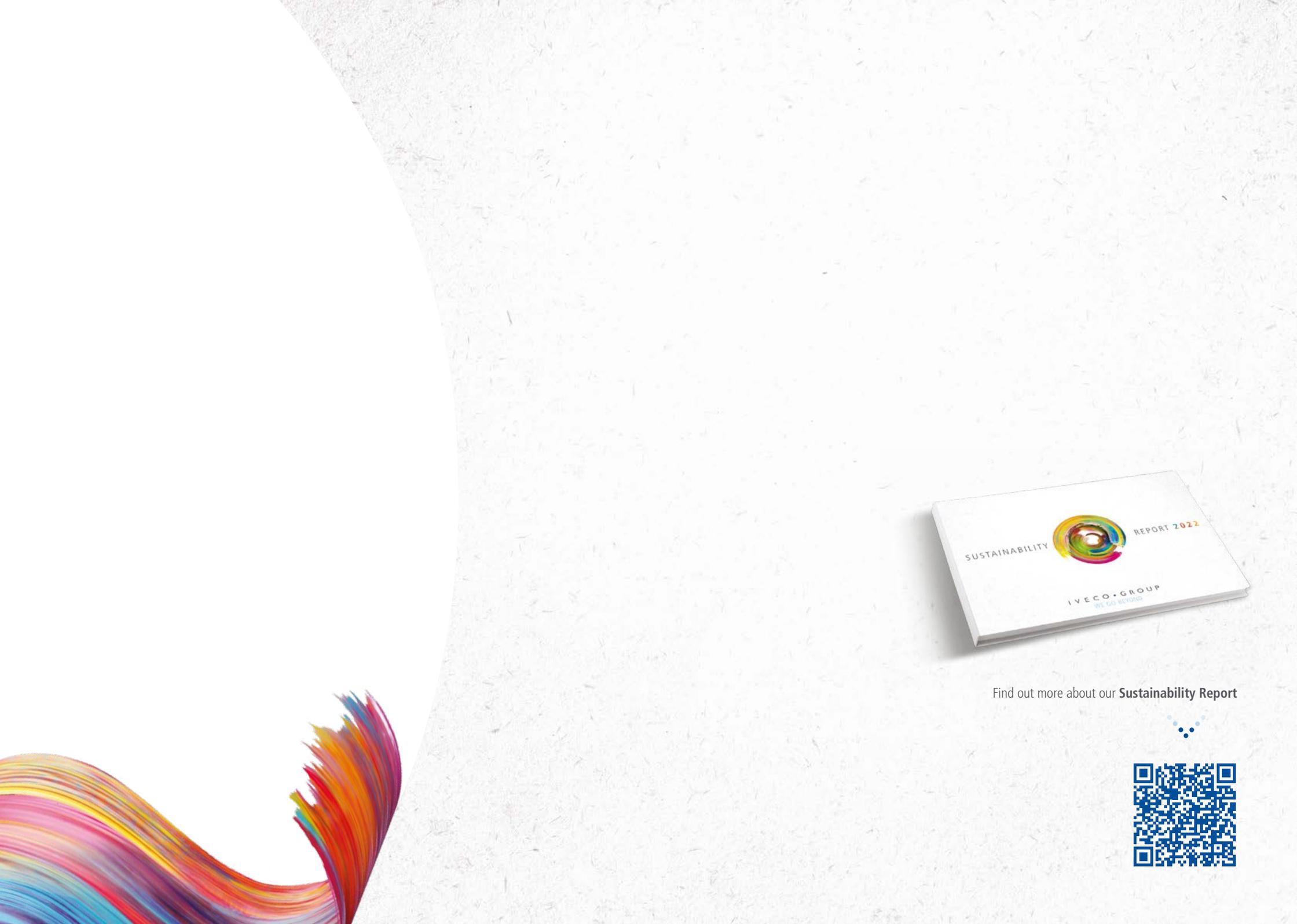
Iveco Group's sustainability reporting scope includes **23 manufacturing plants**.

The exclusion of any geographic area, legal entity, plant, or specific site from the scope of this document is attributable to the inability to obtain data of satisfactory quality or to the immateriality of activities (as is often the case for newly acquired legal entities, joint ventures, or manufacturing activities not yet fully operational).

2022 Plants Certifications

Country	PLANT	Business unit ^(a)	Primary functions	 QUALITY	 SAFETY	 ENVIRONMENT	 ENERGY
				ISO 9001 or IATF 16949	ISO 45001	ISO 14001	ISO 50001
EUROPE							
Czech Republic	↳ Vysoké Mýto	Bus	Buses (city, intercity)	•	•	•	•
France	↳ Annonay	Bus	Buses (coaches, city)	•	•	•	•
France	↳ Bourbon-Lancy	Powertrain	Engines (heavy)	•	•	•	•
France	↳ Rorthais	Bus	Buses (city)	•	•	•	•
Germany	↳ Ulm	Firefighting	Firefighting vehicles	•	•	•	•
Italy	↳ Bolzano	Defence Vehicles & ASTRA	Defence vehicles	•	•	•	•
Italy	↳ Brescia	Truck	Medium vehicles, cabs, chassis	•	•	•	•
Italy	↳ Brescia	Firefighting	Firefighting vehicles	•	•	•	•
Italy	↳ Foggia	Powertrain	Engines (light), drive shafts	•	•	•	•
Italy	↳ Piacenza	Defence Vehicles & ASTRA	Quarry and construction vehicles	•	•	•	•
Italy	↳ Suzzara	Truck	Light vehicles	•	•	•	•
Italy	↳ Torino Driveline	Powertrain	Transmissions, axles	•	•	•	•
Italy	↳ Torino Motori	Powertrain	Engines (heavy)	•	•	•	•
Italy	↳ Vittorio Veneto	Powertrain	Components	•	•	•	•
Spain	↳ Madrid	Truck	Heavy vehicles	•	•	•	•
Spain	↳ Valladolid	Truck	Light vehicles, heavy cabs components	•	•	•	•
SOUTH AMERICA							
Argentina	↳ Córdoba	Truck	Medium and heavy vehicles	•	•	•	•
Argentina	↳ Córdoba	Powertrain	Engines (heavy)	•	•	•	•
Brazil	↳ Sete Lagoas	Truck	Light, medium, and heavy vehicles	•	•	•	•
Brazil	↳ Sete Lagoas	Defence Vehicles & ASTRA	Defence vehicles	•	•	•	•
Brazil	↳ Sete Lagoas	Powertrain	Engines (light, medium, and heavy)	•	•	•	•
REST OF WORLD							
Australia	↳ Dandenong	Truck	Heavy vehicles	•	•	•	•
China	↳ Chongqing	Powertrain	Engines (light, medium, and heavy)	•	•	•	•

^(a) Truck (IVECO); Powertrain (FPT Industrial); BUS (IVECO BUS, HEULIEZ); Defence Vehicles & ASTRA (IDV, ASTRA); Firefighting (MAGIRUS).



Find out more about our **Sustainability Report**





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