



Sustainability Report

2024

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LETTER TO STAKEHOLDERS

The year 2024 was one of transition and innovation for Automobili Lamborghini, during which we made significant strides in pursuing and integrating our sustainability goals into our business strategy, with an ever-increasing focus on people, the environment, and technological innovation.

Throughout the year, we concentrated on **strengthening our Brand** and implementing the **Direzione CorTauri strategy**, launched in 2021, which aims at the progressive decarbonisation of the company.

With the launch of **Temerario**, we reached a key milestone by completing the hybridisation of the entire range, becoming the **first luxury brand in the automotive sector** to offer only **hybrid models**, always ensuring better quality and performance than previous models. This marks a decisive step towards a more sustainable mobility and represents one of the most significant achievements in the transition path outlined by our vision.

Our environmental mission goes beyond the electrification of the range, extending to a broader and more integrated vision that encompasses every aspect of our activities, along the whole value chain. We are constantly committed to monitoring and improving the impact of our production processes and actively promote **circular economy** initiatives, initiating new projects aimed at recovering and repurposing waste materials.

At the same time, we place great importance on the value of the people who make our success possible. We have strengthened initiatives focused on **employees' physical and mental well-being**, invested in **talent** development, and created programs inspired by the principle of equity and inclusion.

As confirmation of this commitment, at the beginning of the year, we received, for the twelfth year in a row, the **Top Employer Italia** certification, an acknowledgment of the quality of our working environment and the attention we dedicate to our people's needs.

We also believe that our role extends beyond company boundaries: our connection to the **local community** is an integral part of our identity. For this reason, we continued to strengthen collaborations with institutions, organisations, and local entities, generating shared value for all our stakeholders.

Our commitment to sustainability is a collective responsibility. As a globally recognised brand, we feel the duty to inspire and promote positive change, facing today's environmental and social challenges with determination. We are convinced that only together we can trace a path toward a future in which the excellence of the Automobili Lamborghini brand goes hand in hand with respect for the environment and the community.

Stephan Winkelmann
Chairman and Chief Executive Officer



INTRODUCTION

- 1.1 HISTORY AND VALUES
- 1.2 STRATEGY
- 1.3 MARKET PRESENCE
- 1.4 ECONOMIC PERFORMANCE





HISTORY AND VALUES

The story of Automobili Lamborghini (herein after also “Lamborghini” or the “company”) is one of ambition turned into reality. It all begins in the early 1960s, when Ferruccio Lamborghini, already a successful entrepreneur in the tractor business, decides to enter the world of luxury sports cars, offering an alternative to the established companies.

In 1963, with an ambitious project in mind, he purchases a large piece of land in Sant’Agata Bolognese, in the province of Bologna, to build a state-of-the-art factory. The brand bears his name and the logo chosen is a bull, his zodiac sign, a symbol of strength and determination.

The first model is quickly created to meet the deadline for its official presentation at the Turin Salone dell’Automobile (Motor Show) in November 1963. Thus the **350 GTV** is born, a granturismo prototype with a longitudinal front-mounted V12 engine.

The following car, the **350 GT, the first Lamborghini in history**, is introduced in 1964. It is redesigned by Carrozzeria Touring to be less extreme, and this car starts the series of automotive masterpieces that would make the brand legendary worldwide.

The next model is internationally considered an automotive icon: the **Miura**. Designed in **1965** by the Lamborghini engineering team, under the guidance of Gian Paolo Dallara and Paolo Stanzani and styled by Carrozzeria Bertone, it immediately becomes the object of desire for those who could afford it.

In **1968** it is the turn of the Lamborghini **Espada**. Inspired by the Marzal prototype, it is still considered one of Lamborghini’s most iconic 4-seat models.

In **1971**, the **Countach LP 500** is born, even more aggressive and with higher performance than the Miura, with a rear longitudinal engine and scissor doors. Unlike the other cars, Countach does not represent a breed of bull but derives from a Piedmontese ex-

clamation that indicates wonder, amazement, an expression pronounced by a Bertone collaborator upon seeing this car.

In **1982** the company diversifies the production with an off-road vehicle, the **LM002** (Lamborghini Military), produced from 1986 to 1993 and designed specifically for use in desert dunes and off-road conditions, while maintaining a focus on luxury and comfort.

In **1990** the **Diablo** is born, heir to the Miura and the Countach. Low, wide and with a futuristic design, it quickly became an icon among sports car enthusiasts. In the following years, Lamborghini develops several versions of the Diablo, further contributing to the construction of its legend.

After joining the **Audi Group in 1998**, Automobili Lamborghini experiences a phase of strong growth in terms of development, production and workforce.

The first model developed under the new ownership is the **Murciélago**, a V12 supercar launched in 2001 and a symbol of Italian automotive engineering and design.

In the following years, Automobili Lamborghini continues to grow rapidly, producing **1,305 cars with a workforce of 624 employees**. In 2006, production rises to **2,087 units**, an increase of **30.4% compared to the previous year**.

In **2011**, the **Aventador** is launched, equipped with a **carbon fibre monocoque designed and produced entirely in Sant’Agata Bolognese**. For the bodywork, also made **100% of carbon fibre**, Lamborghini decides to completely internalise production with “**CFK - Lamborghini Carbon Production**”, strengthening its leadership in the production and development of composite materials.

In the following years, Lamborghini launches the **Huracán**, a highly appreciated model that gives rise to numerous variants, including **Coupé, Spyder, Performante, EVO, STO, Tecnica and Sterrato**, produced between **2014 and 2024**.

In **2018**, Lamborghini unveils the **Urus**, the first Super SUV from the Sant'Agata Bolognese-based company, a revolutionary model assembled on a dedicated production line. With its unmistakable design and extraordinary performance, the Urus has quickly established itself as one of the brand's milestones, redefining the standards of the segment and marking the beginning of a new era for Lamborghini.

In **2023**, with the debut of the **Revuelto**, heir to the Aventador, Automobili Lamborghini marks the beginning of the transition towards a completely hybrid range, in line with the "*Direzione Cor Tauri*" decarbonisation strategy. This process was completed in 2024 with the arrival of the Super SUV Plug-In Hybrid Urus SE and the HPEV (High Performance Electrified Vehicle) Temerario.

Urus SE represents a turning point in the luxury SUV segment: it is the world's first Plug-In Hybrid Super SUV, with a revamped design, optimised aerodynamics and advanced technologies. Thanks to the combination of a thermal and electric engine, it delivers 800 hp and reduces emissions by 80% compared with the previous version, offering unprecedented performance.

Temerario redefines the concept of a supercar with a revolutionary architecture: a twin-turbo V8 developed entirely in Sant'Agata Bolognese combined with three electric motors, for a total power output of 920 hp. Its V8 is the first production engine capable of reaching 10,000 rpm, consolidating Lamborghini's position as a leader in the world of extreme performance.

The values that have allowed the brand to rank among the top luxury brands and that have guided the work of the car manufacturer since its inception, refer to the high **degree of exclusivity**, to the **history rich in tradition and craftsmanship**, which has its or-

igins in the "Motor Valley" of Emilia-Romagna, and to **innovation**. Over the decades, the brand has evolved by combining the aesthetic standards and design typical of Automobili Lamborghini with market demands, without ever compromising the authenticity that characterises it.

The **combination of cutting-edge technology and the highest level of craftsmanship** has allowed Automobili Lamborghini to reach a level of super sports car production that is unmatched anywhere in the world. Thanks to ultra-modern processes in the management of design and planning activities, to a production system with one of the most advanced assembly lines in the sector, and to a Quality Management system rigorously applied in line with the company philosophy, Automobili Lamborghini sets new benchmarks in its segment.

The fundamental principles that guide Automobili Lamborghini in the design of its cars and in the running of its activities are based on courage, to face and overcome every challenge, unpredictability, to

always push boundaries and bring the future into the present, and authenticity, which embodies a unique and original spirit that follows no trend other than that of being true to itself.

The entry into the world of hybrid vehicles is a further step towards the future, maintaining the high quality of performance and unique driving experience that only Automobili Lamborghini can offer.

Lamborghini's philosophy has therefore remained unchanged over time: challenging conventions and redefining what is possible in the world of automobiles, with increasingly refined design and cutting-edge performance.



Miura

1965-1972

Countach

1974-1990

Gallardo

2003-2013

Huracán

2014-2024

Revuelto

2023 ONWARDS

Espada

1968-1978

350 GT

1963-1964

LM 002

1986-1992

Aventador

2011-2022

Urus

2018-2024

Urus SE

2024 ONWARDS

Temerario

2023 ONWARDS

STRATEGY

The **brand strategy** of Automobili Lamborghini is based on an ambitious and distinctive vision, encapsulated in the concept of “Driving Humans Beyond”. This principle doesn’t just represent the desire to overcome physical or performance limits, but it also embodies an invitation to go beyond boundaries, conventions and expectations, inspiring a constant desire to evolve. Automobili Lamborghini is not only a luxury supercars manufacturer, but a symbol of innovation, audacity and determination, capable of redefining the limits of what is possible.

The vision of Automobili Lamborghini is based on the desire to surprise, anticipating the future and continuously rewriting the rules of the automotive sector. Each new model is the result of a process that breaks the mould, challenges predictability and creates an experience that goes beyond simple driving. The company from Sant’Agata Bolognese doesn’t just build cars, it creates emotions, generating a deep bond with those who choose them. Design, performance and technology come together to offer a unique sensory experience, capable of evoking passion and the desire to push beyond every limit.

The brand’s mission translates into a constant commitment to innovation and engineering excellence. Each Automobili Lamborghini creation is a true revolution, designed to redefine the concept of luxury and performance. The company is not satisfied with improving what already exists, but aims to create new possibilities, opening up unprecedented scenarios in the world of the automotive industry. Each new Lamborghini model is a unique interpretation of the future, which overturns the norm and pushes the boundaries of what is possible. The brand’s futuristic vision doesn’t only concern the car itself, but the creation of a new dimension of pleasure and performance, where every detail is designed to stimulate passion, the desire to discover and to live an unparalleled experience.

Today, these values are also reflected in the strategy of *Direzione Cor Tauri*, which is based on a strong commitment to sustainability and technological innovation, not only in terms of reducing emissions, but also in creating vehicles that represent the future of luxury and high performance. The hybridisation of the entire range, achieved in 2024, represents a fundamental milestone but is only the first step on a journey that aims at the development of future

generations of hybrid and electric cars. Automobili Lamborghini will continue to invest in combining performance and sustainability, while maintaining the exclusive character and excellence that have always defined the brand.



Driving Humans Beyond

Pushing beyond limits, conventions, and expectations.



Beyond driving

Lamborghini creates emotions, not just cars.



Extreme innovation

Every model breaks the mold.



Unique experience

Design and technology for a one-of-a-kind sensory experience.



Direzione Cor Tauri

Sustainability and innovation. Hybrid range from 2024 onwards.

“Every Lamborghini model

is a unique interpretation of the future.”





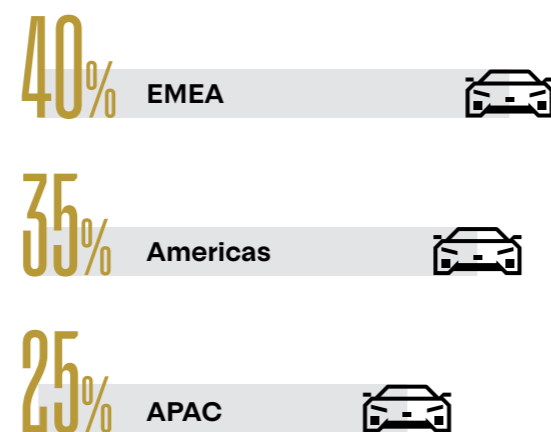
1.3

MARKET PRESENCE

The market presence of Automobili Lamborghini reflects the global recognition of the brand. It is an icon in the luxury automotive sector that spans the **EMEA** (Europe, Middle East and Africa), **APAC** (Asia-Pacific) and the **Americas**. Although the production site is unique and located in Italy, the car manufacturer has built an **extensive and well-established network of dealers**, ensuring that its exclusive vehicles are accessible to a diverse and demanding clientele in numerous countries.

Over the years, this global presence has grown exponentially in line with the brand's economic and reputational performance. 2024 was an unprecedented year for the Sant'Agata Bolognese-based company, which recorded 10,687 cars delivered, of which 40% in EMEA (including Italy), 25% in APAC and 35% in America. This growth has been supported by a **targeted and well-defined corporate strategy** that has focused on technological innovation, cutting-edge design and top-of-the-range performance. Lamborghini has been able to reinterpret tradition with iconic models, while maintaining a strong focus on the evolving needs of the market and consumers.

Cars delivered in 2024



In 2024, this led the company to also obtain prestigious international awards for its three new models launched from March 2023 on: Revuelto, Urus SE and Temerario. In each of the three major global markets, America, Europe and Asia, Lamborghini models have been recognised for their performance, design and unique driving experience, earning a place of honour in the rankings compiled by the most influential international newspaper and industry associations.

Lamborghini confirms high demand for all its models also in 2024. For Revuelto, waiting times exceed two years, while for Urus SE, launched in April 2023, orders cover the whole 2025. For the new Temerario, the order collection officially began in September 2024, with very positive feedback from the public.

2024



These achievements are also the result of the strong relationship between Lamborghini and its network of dealers. Business partners play a crucial role in promoting the brand and guaranteeing impeccable customer service, helping to maintain **high standards of satisfaction and loyalty**. Lamborghini dealers don't just sell cars; they offer an engaging and personalised shopping experience that reflects the brand's values of exclusivity and quality. As of 31 December 2024 Automobili Lamborghini's dealer network had **186 dealerships** in **56 different markets**.

In summary, the growth of Lamborghini's global presence is the result of a far-sighted and well-executed strategy. The brand continues to evolve while maintaining its identity based on **exceptional performance and driving pleasure**, equalling past successes with innovations that anticipate future trends, and strengthening its position as a leader in the luxury car industry.



ECONOMIC PERFORMANCE

Lamborghini's economic performance is assessed, and financial data are reported at a consolidated level taking into consideration the results achieved by the Lamborghini Group, consisting of Automobili Lamborghini S.p.A. and Automobili Lamborghini of America LLC.

In this regard, the year 2024 was closed with the best result ever, confirming the growth trend of the last seven years. For the first time in its history, the Sant'Agata Bolognese-based carmaker recorded

revenues of over 3 billion euro (3,095 million), an increase of 16.2% compared to 2023. Operating income also grew, rising above 800 million euro to 835 million euro: a +15.5% rise compared with 2023. Operating margin remained at 27%, consolidating the brand's position among the most profitable global players in the luxury goods sector. Also sales set a record high: in the year that just concluded, Automobili Lamborghini delivered 10,687 cars, breaking again the barrier of 10,000 units and registering year-on-year growth of 5.7%.

ECONOMIC PERFORMANCE

10,687

deliveries to customers

835 million euros

operating profit

3.09 billion euros

revenues

27%

RoS

Lamborghini

The record figures posted in 2024 mark the culmination of an unprecedented period of transformation for Automobili Lamborghini. In just 18 months, the company has completely renewed its range with the launch of three new models, consolidating its position in the segment and generating strong interest at a global level. The first model introduced was the Revuelto, the first HPEV (High Performance Electrified Vehicle) from Sant'Agata Bolognese, followed by the launch of the Urus SE that further elevated the concept of the Super SUV, introducing innovations in technology, efficiency, and design, resulting in enhanced performance. Finally, with its strong character and completely redesigned engine, Temerario, presented at

Monterey Car Week in August 2024, fully embodies Lamborghini DNA, guaranteeing an uncompromising driving experience.

Also in 2024, Automobili Lamborghini stood out for a strategy that combines innovation, exclusivity and performance, key cornerstones of its identity and global success. The company continued investing in research and development, experimenting with advanced technologies, next-generation materials and design solutions to improve its efficiency, sustainability and production quality. Through the modernization of its industrial processes and the adoption of cutting-edge systems, it has been able to raise the



standards of the brand even higher, consolidating its role in the sectors of technological excellence and luxury.

With production based entirely in Sant'Agata Bolognese and the consequent economic benefits generated in the local area and across the country, Automobili Lamborghini confirmed as one of Italy's leading businesses and a key promoter of the Italian automotive industry at global level. In this regard, Automobili Lamborghini's sustained expansion has also driven employment growth, with the addition of 1,000 new employees over the past two years, marking a 30% increase in the direct workforce. This growth has been possible thanks to the company's biggest ever investment plan, aimed at supporting both product innovation and the development of the organization, with the objective of modernizing its production processes, expanding its manufacturing systems, and strengthening the sustainability of the entire industrial ecosystem.

On the back of these excellent results, Automobili Lamborghini is preparing to embrace a new series of

challenges to consolidate the presence of its completely renewed range on the market.

For the purposes of this Sustainability Report, the perimeter of economic and financial data and information corresponds only to Automobili Lamborghini S.p.A. and takes into consideration the data in the financial statements prepared in accordance with Italian accounting principles and drafted in compliance with the Italian Civil Code and publicly available at the Italian Chamber of Commerce.

RESPONSIBLE BUSINESS MANAGEMENT

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Legality, fairness, transparency, risk integration and management within the business operations, along with **constant dialogue with stakeholders** are the basis of Automobili Lamborghini's governance model.

It is only through **responsible business management** that the company's reputation in the market, the expectations of its customers, employees and the communities in which it operates can be protected, thus creating long-lasting value.



GOVERNANCE MODEL AND ETHIC CODE

The governance model adopted by Automobili Lamborghini S.p.A. has always been characterised by a corporate **culture oriented towards the highest standards of transparency and integrity**, not only in its operations, but also in relationships with all its external stakeholders. The company believes that ethical and responsible business conduct is essential to establish a long-lasting and **trusting** relationship **with its stakeholders**.

Lamborghini, a single member company managed and coordinated by AUDI AG, part of the VW Group, a German multinational group operating in the automotive industry, has adopted a traditional administration and control model consisting of the following corporate bodies:



• Board of Directors

responsible for managing the company's operations;



• Statutory Auditors

with the function of supervising compliance with the law and the company's By-law, as well as verifying compliance with the principles of correct administration within the company;



• External Statutory Auditors

appointed by the Shareholders' Meeting and responsible for auditing of the accounts.

The appointment of members of the Board of Directors is carried out by the Shareholders' meeting, according to **criteria of respectability and integrity** and considering their **knowledge and experience in the industry as well as the relevant legal provisions**. The current composition of the Board of Directors includes five members, who will remain in office until the approval of the financial statements as of 31st December 2025 and includes two managing Directors.

The company, as a form of internal organisation, has also established three main Committees, each governed by Standing Orders specifying their composition and functions: the **Comitato di Direzione** (Management Committee), the **Comitato Prodotto** (Product Committee) and the **APS** (*Ausschuss Produktsicherheit*, or Product Safety Committee).

The **Comitato di Direzione**, composed of the Chief Executive Officer (CEO) and his direct reports, meets periodically to discuss and approve the main corporate activities including:



• strategic and operational decisions



• company policies

which define internal guidelines and rules of conduct.

Specific decisions have then to be approved by the Board of Directors.





The **Comitato Prodotto**, instead, is tasked with responsibilities related to the management of current and future products, as well as the definition of project specifications for new product developments. These specifications include technologies, financial outcomes, quality standards, and timelines.

Lastly, the **APS**, or Product Safety Committee, is responsible for analysing and managing Safety, Homologation and Emissions, and cyber security topics and deciding on any action to be taken on vehicles already in the sales network.

The existence of these committees reflects a **commitment to collaborative and shared management**, where decisions are made through a process of **collective evaluation** by key individuals, always with a particular focus on regulatory compliance and corporate strategy.

In line with the principle of mutual responsibility and shared management, Lamborghini's governance adopts a system of **delegated powers** and **powers of attorney** based on the principle of **separation of functions**. In this regard, the By-law requires joint signatures to comply with the **"4-eyes Principle"**, which requests the joint signature of at least two representatives and/or managing directors for any operation, decision or document to be valid. This internal control practice is used to ensure transparency and reduce potential conflicts of interest, risks of error or fraud, also with a view to sharing, even between departments, decisions.



the "4-eyes Principle"

is an internal control principle that requires the joint signature of at least two representatives or managing directors for any operation, decision, or document to be valid.

Furthermore, with the aim of preventing conflicts of interest, during the recruitment phase each candidate is asked to fill in a form reporting conflicts of interest and, during the employment relationship, employees are required to inform the company of any change that could generate a conflict of interest.

In order to ensure legality, fairness and transparency in the management of its business and corporate activities, Lamborghini has implemented a structured governance system aligned with current regulations. To this end, since 2010 the company has adopted an **Organisational, Management and Control Model** (hereinafter also referred to as the "Model"), pursuant to **Legislative Decree 231/2001**, which is a fundamental tool for ensuring that all individuals working for and with the company, whether they are employees, collaborators, suppliers or other parties, behave in compliance with the provisions of the law and internal regulations.

In particular, the Model aims to:

- **promote a culture of legality**, raising awareness among all those involved about the rules to avoid offences and violations, especially in the "231 risk areas". The aim is to increase awareness of the duty to comply with company regulations and provisions;
- **define clear and correct behaviour** so that each individual knows the legal limits and company rules, and inform that the commission of an offence or administrative breach pursuant to Legislative Decree 231/01 violates the Organisational Model and/or the Ethic Code, involving criminal and administrative sanctions both for the individual and the company;

- **preventing the risk of offences** by identifying and controlling risk areas and allowing the company to intervene promptly to avoid or counter the commission of offences relevant for the purposes of the Decree, thanks to strict control and monitoring and the implementation of ad hoc tools.

In view of the above, the company has deemed it in line with its corporate policies and objectives to adapt its governance system to the provisions of the Decree and, since 2010, to proceed with the preparation, adoption and constant updating of its own Organisation, Management and Control Model.



Ethic Code

The Ethic Code is an integral part of Lamborghini's Organisational, Management and Control Model. It adopts the principles of the Volkswagen Group Code of Conduct and includes values that the company recognises, respects and shares, and which all those who collaborate with Lamborghini are required to respect.

The Ethic Code illustrates the fundamental ethical principles and rules of conduct that guarantee the proper functioning, reliability and reputation of the company and the Group.

Inspired by the main international conventions, such as the Charter of Human Rights and the standards of the International Labour Organization (ILO), the Ethic Code is aligned with the United Nations Guiding Principles on Business and Human Rights.

Updated in October 2024, the Code is available in Italian and English, both on the company website and on the Intranet page.

The Ethic Code is a binding guide on topics such as: respect for human rights, environmental protection, management of relations with third parties, ethical leadership, promotion of diversity, equal opportunities, workplace safety, etc..

Lamborghini does not tolerate violations of the Ethic Code and applies appropriate measures in case of non-compliance.

In order to monitor the effective implementation of and compliance with the Ethic Code and the proper functioning of the Model, the Board of Directors has appointed an **Independent Body** with **autonomous powers of initiative and control**. The Independent Body is composed by three members competent in legal matters, of which one internal member of the company and two independent external members.

In addition to overseeing the functioning and compliance of the Model and ensuring that it is updated, the Independent Body is responsible for **managing information flows** to and from the Independent Body itself, particularly concerning communications related to potential violations of the Model and/or the Ethic Code.

In this regard, the company, as part of the VW Group, has long adopted a specific policy that implements, at a local level, the **whistleblowing system**, which operates according to the principles of legality, confidentiality and protection of whistleblowers from possible forms of retaliation and discrimination, with the aim of promptly intercepting any illegal behaviour and initiating the appropriate checks, while also preserving anonymity. The whistleblowing system is implemented through a dedicated **web platform** and a **hotline** and is based on the principle of procedural fairness, which guarantees maximum protection for whistleblowers, implicated persons and employees involved in the investigations. The whistleblowing system is also the

Group's recipient for reports relating to human rights and environmental violations in the supply chain.

Every six months, the Independent Body receives a report on the cases received through the channels established by Legislative Decree 24/2023, in accordance with the provisions of Italian law.

Training activities are conducted on the Ethic Code as well as on the company and Group principles, involving **all employees** with periodic refreshers.

With the aim of spreading further the ethical and behavioural principles expressed in the Ethic Code, an internal communication campaign was launched in 2024 in which the Comitato di Direzione members and the company's management had the opportunity to promote the values of the Code through videos and messages.

Volkswagen Code of Conduct for Business Partners

The same values displayed in the Ethic Code are shared with Lamborghini's suppliers and all business partners to whom the **Code of Conduct for Business Partners**, defined by the Volkswagen Group, applies.

This document defines the aspirations and expectations as well as the requirements for the Volkswagen Group's business partners in relation to sustainability, including aspects such as environmental protection, respect for human rights, conducting business ethically and in accordance with legal requirements, and the raw materials responsible sourcing.

To support its business partners in meeting the requirements set out in the Code of Conduct, the company offers its suppliers and business partners various training methods. Supplier participation in training courses is subject to the results of a risk analysis carried out in advance. For dealers, on the

other hand, mandatory trainings on the Code of Conduct for Business Partners are provided via a dedicated platform.

Modern Slavery Statement

As required by the UK Modern Slavery Act 2015 – Section 54, Lamborghini annually publishes the Slavery and Human Trafficking Statement. This document describes in detail the measures implemented by Automobili Lamborghini to prevent all forms of modern slavery and human trafficking both at the production site and along its value and supply chain.





2.2

ANTI-CORRUPTION AND ANTITRUST

The fight against corruption is another key element of Lamborghini's governance. In this regard, the implementation of internal controls to **prevent and detect any form of corruption** is fundamental and consolidated in the company's processes. Specifically, Automobili Lamborghini has implemented several anti-corruption policies, including the "**Policy on Benefits, particularly Gifts and Invitations and on Prevention of Conflicts of Interest and Corruption**", which establishes binding standards for the management of gifts given or received, in order to avoid active or passive corruption in relation to Public Officials, Politically Exposed Persons (PEPs), and business partners. Furthermore, the "**Donations and**

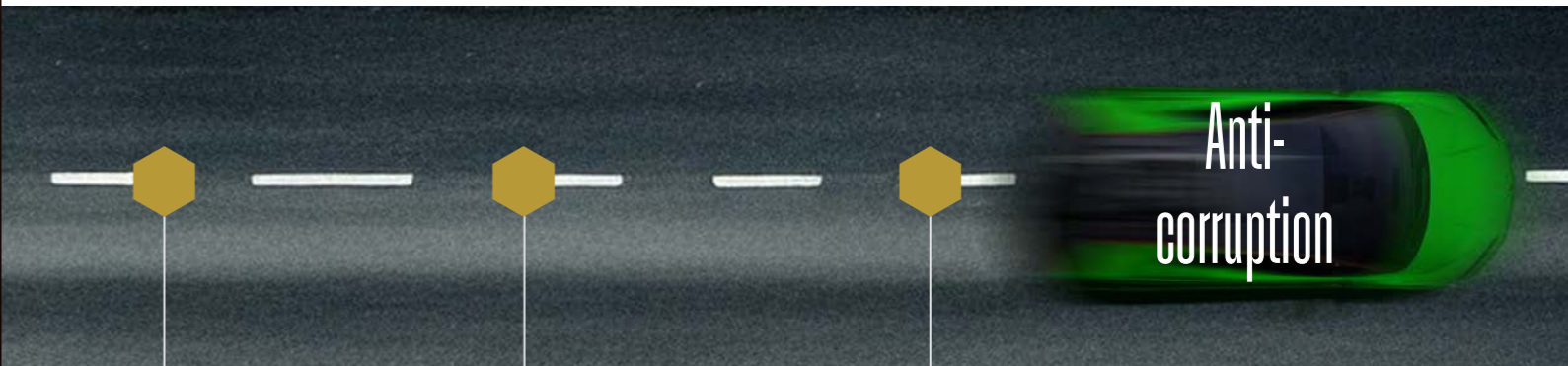
Sponsorships Policy" aims to ensure that donations and sponsorships are in line with legal provisions and the company's standards of integrity. These policies, which are designed to ensure that Lamborghini's business is conducted ethically and with **zero tolerance** for unlawful conduct and misconduct, apply both to the company's employees and to their relationships with the company's business partners.

To ensure that all employees are aware of company policies and current regulations, e-learning training is provided, which all employees can access to stay informed and trained on the risks related to corruption. Furthermore, with the aim of drawing attention

to this topic, every year in December, on the occasion of **the International Anti-Corruption Day**, an **information and awareness campaign** is conducted regarding the offering or accepting of gifts.

The company **collaborates closely** with its **business partners**, ensuring that they also adhere to the **same corporate principles** in the field of anti-corruption, through the acceptance of the principles of the Code of Conduct for Business Partners. In addition, for certain categories of business partners, ad hoc training activities and a Compliance Dialogue sessions are provided to reinforce the principles of integrity and compliance.

Also in the field of **antitrust**, the company follows strict guidelines for compliance with antitrust regulations approved by the Board of Directors and which also form an integral part of the Ethic Code. These guidelines, updated in 2023, describe the general categories of prohibitions and the consequences of violations of the law. In order to guarantee the distribution of the document's contents, mandatory training has been provided for all white-collar employees.



Donations and Sponsorship Policy

Aimed at ensuring that donations and sponsorships comply with legal requirements and the company's integrity standards.

Policy on Benefits

Establishes binding standards for the management of gifts given or received, in order to prevent active or passive corruption in relation to Public Officials, Politically Exposed Persons (PEPs), and business partners.

Information and Awareness Campaign

Regarding the offering or acceptance of gifts.

RISK MANAGEMENT

In order to guarantee **operational continuity** and **corporate sustainability**, it is essential to promptly identify risks and manage them in a timely manner. Lamborghini's risk management system has been designed based on the internationally recognised COSO¹ Enterprise Risk Management requirements, considering the type of risk, the purpose, complexity and content inherent in the business model and its environment. Lamborghini's responsible approach to risk management is supported by a **risk management** and **internal control** system. In particular, the company is committed to identifying, assessing, mitigating and constantly monitoring risks that could negatively affect its activities and reputation. For this reason, and with the aim of promoting appropriate risk management, Automobili Lamborghini has adopted a **Risk Management Policy**.

Risk management involves all company areas in a continuous dialogue, allowing challenges and uncertainties to be faced with greater flexibility, ensuring sustainable and responsible growth, as well as guaranteeing adequate risk mitigation. In addition, Lamborghini's management, together with all employees, promotes, encourages and practices an active and open risk culture. Risks have to be actively identified, managed and monitored within the scope of respective responsibilities.

Automobili Lamborghini has adopted a **centralised risk management system** that involves all the company departments, with company managers acting as contacts in the risk identification and assessment process. In its risk management activities, Lamborghini also considers external critical issues that could have an impact on its value chain, continuously monitoring the evolution of the context. Furthermore, ongoing dialogue with the Group's brands guarantees a consistent approach that is aligned with the management of current topics relating to particularly critical markets.

Lamborghini's risk management system is based on two main processes: the **Quarterly Risk Process** (hereinafter also "QRP") and the **Internal Control System** (hereinafter also "ICS").

The **QRP** involves a **quarterly review of operational risks** together with company representatives with the aim of highlighting and reporting imminent business/operational risks in specialised areas, identify-

ing initiated or planned countermeasures and their respective implementation status, thus ensuring proper risk management by responsible people.

Each identified risk is quantitatively assessed to determine its **risk score**. The assessment considers four dimensions:

-  • **probability of occurrence;**
-  • **reputational impact;**
-  • **financial impact;**
-  • **risk of non-compliance with external legal requirements.**

For each risk, the financial impact is validated in advance by the Controlling department. The output of the Quarterly Risk Process is presented to the Comitato di Direzione for review and approval.

Those risks that involve potential damage exceeding the threshold defined at company level, that could cause considerable damage to the company's reputation and that have significant penal relevance have to be reported promptly.

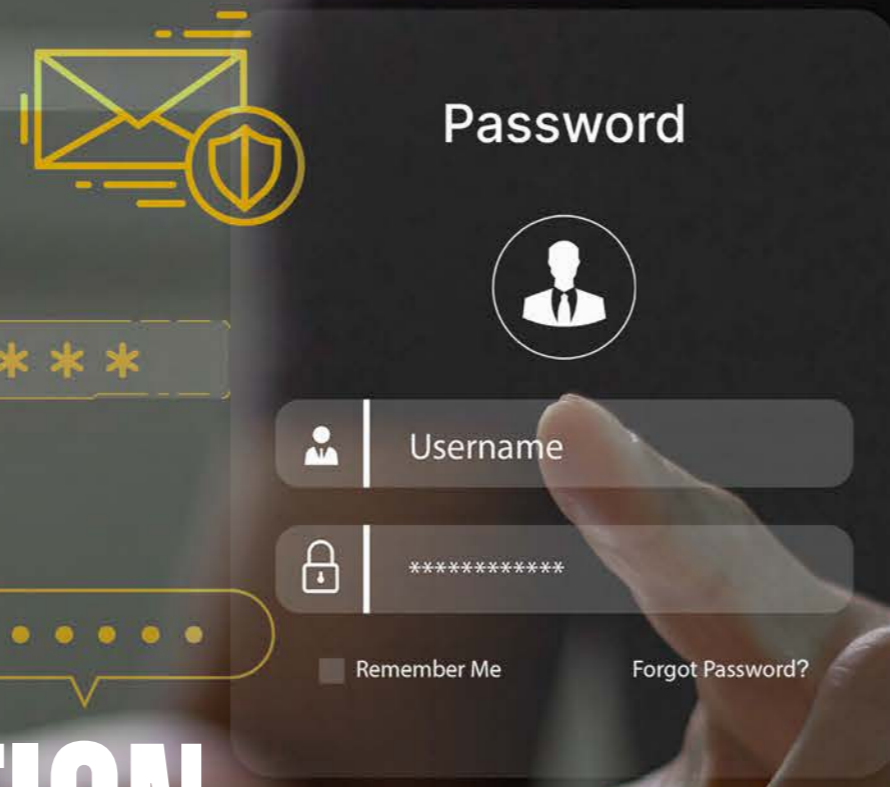
Any external triggers, such as geopolitical factors or risks emerging from the analyses of other Group companies, are also regularly assessed in the quarterly risk reporting.

As part of the QRP Reporting, Lamborghini has also developed an internal **watch list** with the aim of mapping and monitoring the so-called "**points of attention or additional non-quantifiable risks**" that need to be brought to the attention of Top Management. In this section, depending on the level of relevance at the time of the evaluation, some **sustainability risks** are monitored.

The purpose of the **ICS**, on the other hand, is to document the process risks at company level, together with the respective internal control activities. The different company areas to which the individual risks and respective internal controls pertain are therefore responsible for the implementation and correct documentation of the defined controls as well as their respective execution. The ICS is based on the VW Group's standard methodology, following the "**5 W**" approach (Why, Who, What, When, Where/How) to ensure uniform and consistent monitoring within the Group companies.

¹Committee of Sponsoring Organizations of the Treadway Commission, an internationally recognised standard for risk management and internal control systems.

DATA PROTECTION AND PRIVACY



“Automobili Lamborghini adopts procedures and guidelines to ensure data protection and implements measures to prevent unauthorised access or data loss.”

Personal data protection and proper handling is a priority area for Lamborghini, in which the company has invested with increasing commitment over time.

In line with the commitment highlighted in the company's Ethic Code, and in compliance with legal obligations regarding **data protection and privacy**, Automobili Lamborghini has adopted a specific policy, procedures and company guidelines to guarantee stakeholder data protection, also implementing the appropriate organisational and IT security measures to prevent unauthorised access or loss of data.

In this context, Lamborghini collects, processes, transmits and uses personal data in accordance with EU Regulation 2016/679 General Data Protection Regulation (GDPR) which came into force in May 2018 as well as with other applicable laws.

In particular, the **Data Protection and Information Security** department, together with the **Data Protection Officer** (DPO), who reports directly to the Chief Financial Officer, ensures compliance with national and

international data security regulations. The DPO is responsible, as required by the relevant legislation, for providing advice and guidance on data protection topics, monitoring compliance and identifying and managing data protection risks. In addition, an email address has been created, dpo@lamborghini.com, through which requests for information and clarification regarding privacy and data management can be brought to the attention of the DPO. Furthermore, with the aim of guaranteeing compliance with the regulations, the company implements **audit and monitoring systems** and has defined specific procedures for the management of any data breaches.

The management approaches regarding privacy and the processing of personal data are communicated both internally and externally through the most appropriate channels depending on the category of stakeholder. In addition, employees are made aware of the importance of the issue through **training programmes** provided via the Lamborghini e-learning platform, as well as through communication campaigns and an intranet page dedicated to data protection.

Since 2023, demonstrating the company's attention to these issues, Lamborghini has obtained certifications according to the international standards **ISO/IEC 27001:2013** (Information Security Management System) and **ISO/IEC 27701:2019** (Personal Information Management System) regarding the correct adoption of a privacy management system and data processing.

In particular, the ISO/IEC 27001 standard specifies the requirements for an information security management system (ISMS) in order to support organisa-

tions in correctly managing the security of information resources, ensuring that they are protected from threats, vulnerabilities and risks. The ISO/IEC 27701 standard, on the other hand, dictates the guidelines regarding the management system having personal data as its object.

Both certifications, issued by TÜV, validate the company's meticulous implementation of information security and data protection management systems. This dual achievement underlines Automobili Lamborghini's ongoing commitment to effectively handle relevant company information, including the personal data of customers and employees, and highlights the company's commitment towards continuous improvement. Furthermore, obtaining the aforementioned certifications highlights that Lamborghini's collaborators have demonstrated the high level of commitment and awareness necessary for the correct implementation of the previously mentioned frameworks. Achieving this important result, also from an ESG point of view, was possible thanks to the collective commitment of the entire company.

ISO/IEC 27001	Information Security Management System
ISO/IEC 27701	Personal Information Management System

TAX APPROACH AND RELATIONSHIP WITH GOVERNMENT AUTHORITIES

The principles and values outlined in the Ethic Code and in internal policies and procedures also apply to **tax topics**. In particular, Automobili Lamborghini, inspired by the principle of transparency in relations with the tax authorities, complies with applicable regulations and adopts generally accepted principles when preparing accounting documents.

In this regard, in accordance with the Audi Group guidelines and international best practices, Lamborghini has adopted a **Tax Policy** to align tax management to the goals of the company's sustainable success and brand protection.

With the adoption of the Tax Policy, Lamborghini's Board of Directors reaffirms the values of honesty, integrity and fairness in its relationships with the tax authorities and assumes the role and responsibility to promote their dissemination in the management of taxation.

The policy applies to all directors and officers, as well as to other employees of the company. Any violations may result in disciplinary or contractual sanctions. In case of violations of tax laws or of standard of conduct related to taxes, the tax function must be informed immediately; this communication can also be presented through the whistleblowing system.

In particular, in order to guarantee regulatory compliance, Lamborghini:

- complies with the tax regulations of all the countries in which it carries out commercial activities, pursuing a reasonable interpretation, orienting decisions on tax in accordance with the law. It also adopts tax incentives for an efficient and fair tax burden, within the limits established by law;
- does not pursue aggressive tax planning activities and ensures that the tax presence in a country is associated with relevant commercial activities with economic substance, to avoid reputational risks;
- structures cross-border intercompany transactions according to the arm's length principle defined by the OECD, aligning transfer conditions and prices with the places of value creation;
- through its local tax department, ensures proper professional collaboration with the tax authorities, even in the event of a tax audit.

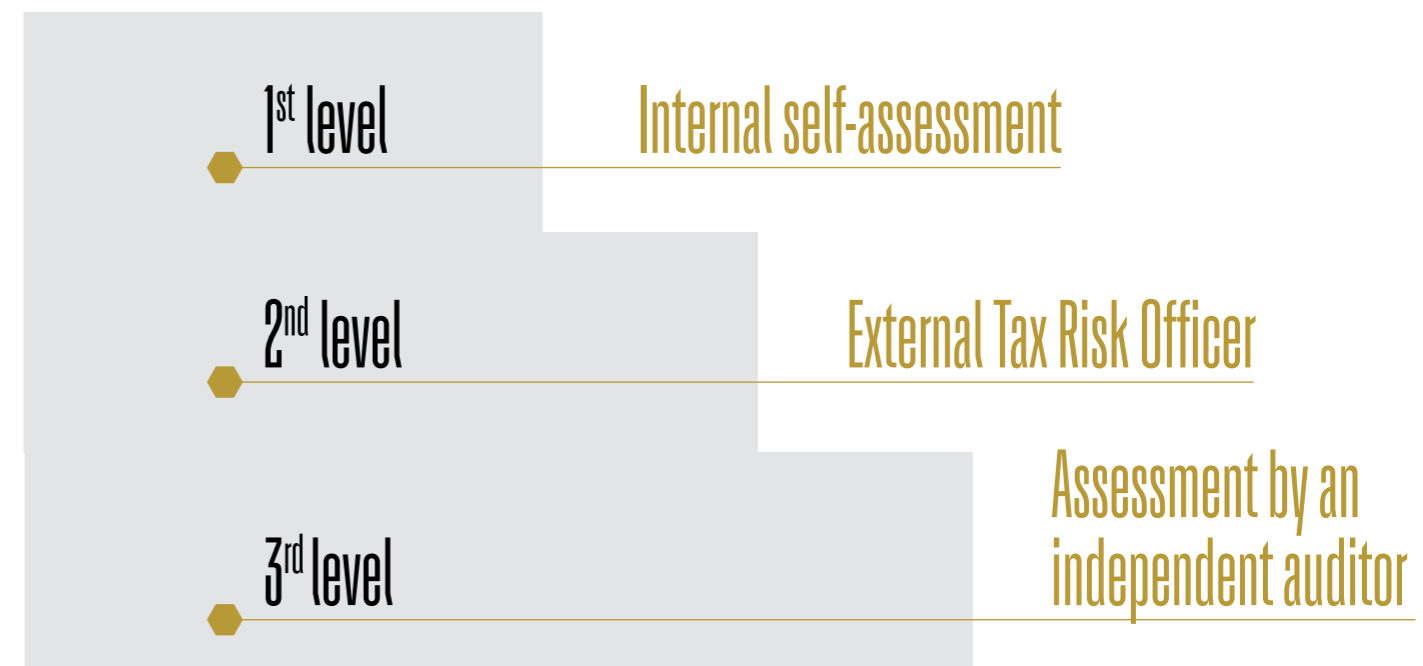
As proof of Lamborghini's commitment to a responsible approach to tax aspects, in 2023 the company joined the **Cooperative Compliance** regime (Italian collaborative compliance regime), with effect from the 2022 tax period. This regime requires the company to apply a well-defined **tax risk management system** (Tax Compliance Management System – Tax CMS), based on a **Tax Control Framework** (TCF), fully compliant with OECD guidelines, and an **Internal Control System** (ICS). To this end, Automobili Lamborghini performs a periodic analysis of tax risks and the relative identification of mitigation measures aimed at guaranteeing effective and transparent management of business operations.

Annually, the Lamborghini Board of Directors receives, through the CFO (Chief Financial Officer), a report that illustrates whether and how the adopted TCF has guaranteed the control of tax processes and risks, certifying the operational effectiveness of the TCF itself and the execution, management and monitoring of the relative processes. The annual report is then sent to the Italian Revenue Agency (Agenzia delle Entrate) as part of the Italian cooperative compliance programme.

Following its entry into the Cooperative Compliance regime, the company has further consolidated the process of **proactive and constant dialogue** with the competent bodies, in particular with regard to the annual monitoring of tax risks and the presentation of preventive questions to ensure the compliance of future company operations and prevent the emergence of potential critical issues in this area.

Furthermore, in line with the requirements of the Cooperative Compliance regime, in addition to carrying out an internal self-assessment (first level control system), the company has appointed an external **Tax Risk Officer** (second level control system) and asks an auditor to verify the solidity of the overall system (third level control system).

Lastly, Automobili Lamborghini has adopted an internal practice that requires the review of any tax-related decision by the Tax department before it is implemented. Internal transparency and sharing, as well as a cooperative approach with the tax authorities, are in fact fundamental parts of the corporate culture.



State grants

Regarding **State grants**, Automobili Lamborghini has signed several **development contracts** over the years, with the aim of supporting the company in its research and development and innovation activities. Investments covered by contributions are duly regulated by internal policies that define their limits. The company carefully monitors the accumulation of tax breaks and contributions to ensure compliance with current legislation.

In particular, in 2017 Automobili Lamborghini S.p.A. signed a Memorandum of Understanding with the Ministry of Economic Development, Invitalia and the Emilia-Romagna Region for the implementation of Industrial Research and Experimental Development projects pursuant to the Ministerial Decree of 9 December 2014 Development Contracts and Regional Law no. 14/2014 Emilia-Romagna Investment Promotion, respectively with co-financing from the Ministry of Economic Development – Development and Cohesion Fund 2014-2020 and co-financing from the Emilia-Romagna Region – POR FESR Emilia-Romagna 2014-2020. Within the scope of Regional Law No. 14/2014, aid is also provided for training and for the recruitment and employment of disadvantaged workers and workers with disabilities. These development projects concerned the Urus line.

In October 2019 Automobili Lamborghini S.p.A. also signed an Enterprise Establishment and Development Agreement (ARIS) with the Emilia-Romagna Region that provides for the realisation of an Industrial Research and Experimental Development project financed by a regional contribution. This project will allow the company to introduce special lightweight materials on body parts, glass and shape-memory materials for moving parts to replace complex and heavy electro-actuated systems, as well as the use of plastic and metal 3D printing to replace standard production technologies for special components with a reduction in the material used and “bone growth” design. The main objective of the project is to achieve an overall lightening of the car related to modern supercar performance standards and the need for mass reduction to increase electric motor range.

Furthermore, in September 2020, Lamborghini signed an Innovation Agreement with the Ministry of Economic Development, in accordance with Ministerial Decree of 5 March 2018 - Chapter II, which provides for the realisation of three Industrial Research and Experimental Development projects. The programme aims to develop the technologies and methodologies necessary for the implementation of an innovative manufacturing model, based on the set of enabling technologies related to “Advanced Manufacturing and Processing”. The three projects are strongly interconnected in the vision of implementing an original model of flexible, efficient, sustainable manufacturing: the Factory of the Future according to Automobili Lamborghini.



In July 2023, Lamborghini submitted a proposal for an Industrial Development Contract, Automotive branch, pursuant to art. 9 Ministerial Decree of 9th of December 2014. The main objective of the programme is sustainable mobility: new technologies for the decarbonisation of models and the expansion of the product range, as well as an increase in production capacity. The programme, called COR TAURI, is part of the *Direzione Cor Tauri* long-term plan that outlines the path to environmental sustainability that will lead Lamborghini towards the decarbonisation of its future models and the Sant'Agata Bolognese production site.

On 7th of November 2024, Automobili Lamborghini S.p.A. signed an Innovation Agreement with the Ministry of Enterprise and of “Made in Italy”, in accordance with the Ministerial Decree of 31st of December 2021, named LHYBRA. The development plan for the “LHYBRA: Lamborghini HYBRid Automobiles” project aims to develop a new technological platform for hybrid-powered super sports cars, capable of combining the extraordinary performance typical of the brand with environmental sustainability and energy efficiency indicators at the top of the segment.

Lastly, on 11th of November 2024, Automobili Lamborghini S.p.A. has once again signed an Enterprise Establishment and Development Agreement (ARIS) with the Emilia-Romagna Region, which provides for the implementation of an Industrial Research and Experimental Development project called AI-MOVE. The objective of the AI-MOVE project is the creation of an enabling digital ecosystem that, by integrating modern artificial intelligence technologies, will enable a paradigm shift in the company's strategic processes in terms of automation and operational efficiency.

RELATIONSHIP WITH CUSTOMS AUTHORITIES

Automobili Lamborghini is legally obliged to manage all movements of goods subject to non-EU taxation, duties and excise duties in compliance with the laws and regulations in force in order to guarantee the correct handling of commercial transactions to customs.

To this end, a structured **approach of the relationship with customs** authorities is key to promote business continuity and minimising non-compliance.

With this in mind, in 2015 Automobili Lamborghini obtained **AEOF**² (Authorised Economic Operator) **certification**, attesting the **reliability** of the company in its relations with **customs authorities** and ensur-

ing strict **compliance** with customs regulations and those relating to product **safety**. Furthermore, AEOF certification is mutually recognised with the American C-TPAT (Customs - Trade Partnership Against Terrorism) certification³.

²The European Authorised Economic Operator (AEO) status is the certificate issued by the Customs Authority to an EU member state based on the requirements and conditions established by the European Commission.

³A voluntary membership programme initiated in 2004 by US Customs and Border Protection to improve and guarantee security through international partnerships between governments and private companies interested in importing into the United States.

In order to comply and constantly align itself with AEOF certification, Automobili Lamborghini, since 2016, has been conducting a **process of self-assessment annually** by filling in a report that provides an overview of any critical issues and sanctions received in the customs area during the year. Together with the certification and self-assessment, the company carries out an **extensive mapping of risks** in the scope of customs and **export control**. During the reporting period, no critical issues and/or sanctions were reported in this regard.

Similarly to what happens with the tax authorities, the relationship with the border authorities is open, transparent and based on constant **dialogue and active collaboration**.

In this regard, Lamborghini has adopted a **specific policy** on **“Import-Export and customs legislation”** in order to guarantee the coordination and monitoring of commercial transactions at customs. The policy **regulates the practices for the Import-Export** phases, providing indications to the competent functions regarding the procedures to be followed for the proper management of imports and exports to and from non-EU countries.

Moreover, to further streamline customs processes and eliminate the risk of smuggling, in 2024 Lamborghini applied to the customs authorities for authorisation to carry out import customs **operations within its Sant’Agata Bolognese** plant; the authorisation was granted in December 2024. In addition to direct control over imported goods, this will also result in **significant monetary savings** in terms of logistics and security costs. This development, together with a **self-billing project** of non-EU invoices, also

carried out on site, will make Automobili Lamborghini one of the first companies in Italy to implement in-house customs clearance. The implementation of these initiatives will require an extension of risk mapping to the additional departments involved, an internal information activity to involve and alert all functions, and training for employees with an impact, even if only potential, on customs activities. As far as export activities are concerned, Lamborghini has been autonomously issuing its own customs export documents for cars for several years now, thus demonstrating that it has full coverage of both import and export customs activities.

Creating a collaborative relationship with customs authorities also plays a crucial role in ensuring compliance with current and future sustainability regulations, for example, ensuring that imported and exported products meet certain environmental standards. This includes the application of regulations aimed at reducing global carbon emissions, limiting the impact of European consumption on deforestation and the use of sustainable materials. Internalising the customs process will allow Automobili Lamborghini to have greater control over its incoming and outgoing flows and to proactively respond to these requests as well.



“Import-Export and Customs Legislation” Policy



AEOF Certification (since 2015)



Authorisation to carry out import customs operations inhouse (since 2024)



Independent management of export customs documents



Sustainability in customs operations



2.7

TRANSPARENT COMMUNICATION

Communicating transparently is a key element for Automobili Lamborghini, which is committed to providing clear, accurate and consistent information to its stakeholders through all company channels. This approach not only strengthens trust in the brand, but also guarantees that all marketing and communication activities are designed with the aim of conveying a globally consistent brand image.

Automobili Lamborghini implements an **omnichannel approach** in its communication and marketing activities, integrating traditional, digital and social


media. The strategies are coordinated by the Communication department, with guidelines provided by the Brand Strategy team and aligned with Group directives.


In general, all the messages conveyed through communication channels, both online and offline, are defined with extreme care at a central level to ensure they are aligned with company values, are non-discriminatory and use inclusive language, in line with the Volkswagen Group's Principles of Communication and Marketing, implemented at a company level.


Every year, with the aim of defining a globally consistent communication strategy, meetings are held with the various Regions to discuss communication strategies, objectives and methods. Following these meetings, a content strategy is defined on the basis of which the Regions develop their own communication plans and related activities.


As for the channels used, the **traditional media** include the creation and distribution of press releases on a global scale and media relations through the Media Centre platform.


The **social media channels**, on the other hand, are managed at headquarters level and focus on storytelling that shares the company's values, models and the main events organised by the brand. With reference to social networks, as of 31st December 2024 Automobili Lamborghini was present on:


-  **Instagram** (36.9M followers)


-  **Facebook** (13M followers)


-  **X** (2.4M followers)


-  **YouTube** (2.1M followers)


-  **LinkedIn** (1.1M followers)

-  **TikTok** (4.7M followers)

-  **Threads** (5M followers)

-  **WeChat** (36.5K followers)

-  **Weibo** (726K followers)

-  **RED** (7.5K followers)

There are also Lamborghini Squadra Corse channels: Instagram (3.8M followers), Facebook (369K followers), YouTube (57K followers), X (29.7K followers).

The **website** has areas dedicated to the various Lamborghini models and the main services offered to provide fans, customers and enthusiasts with updates and the latest news about the brand.

Automobili Lamborghini has adopted **Lamborghini UNICA**, an app, as its main and preferred tool for **communicating directly with customers**. The application is used to send personalised messages and content during the waiting period prior to the vehicle delivery, that includes information about the purchased car and advice for the future customer.

Lamborghini Magazine is the official magazine of Automobili Lamborghini: it is a printed publication aimed at disclosing the brand's values with content relating to the company, the product and the lifestyle. It is intended for customers, VIPs, institutions and the media.

Through its omnichannel communication approach, the company aims to engage current customers and brand enthusiasts, but also to attract new generations. In this regard, Automobili Lamborghini has implemented various **tools of virtual and augmented reality** with the aim of making communication with its stakeholders and knowledge of the cars increasingly interactive and innovative. In particular, during 2024, on the occasion of the launch of the new Lamborghini Temerario at Monterey Car Week, a new and unprecedented experience was presented that exploits the advanced spatial computing features provided by an external partner. This cutting-edge technology allowed users to discover complex features and details of the essential and iconic Lamborghini Temerario not visible to the naked eye, providing access to personalised exclusive content. This immersive experience introduced an innovative and unprecedented narrative approach that combines 3D content and the physical world, allowing users to interact with the brand on a deeper level.

The results of communication activities are systematically monitored using **specific KPIs** and communicated to relevant internal stakeholders through **quarterly reports**. In addition, the main media releases and social media posts are subject to daily monitoring, through the "Lamborghini Morning Newsletter" sent internally every morning.

SUSTAINABLE EVENTS MANAGEMENT

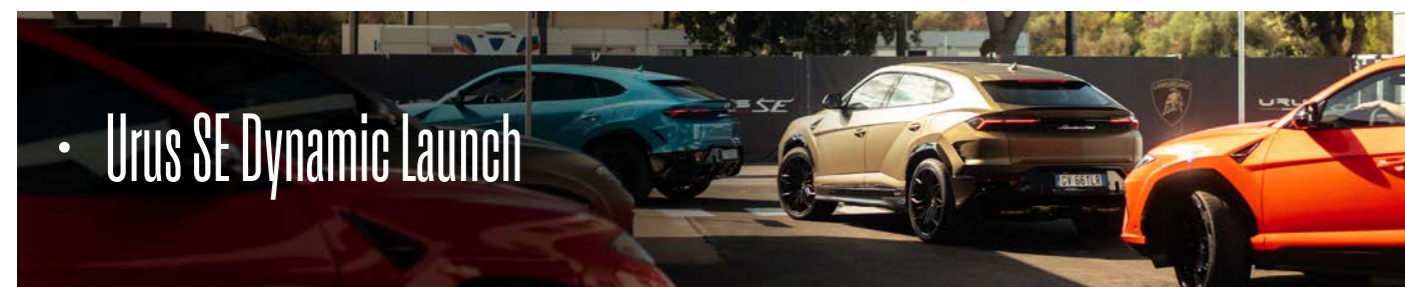
The integration of **sustainability** into the company and the vehicles it introduces on the market is also reflected in the experiences that Automobili Lamborghini offers to its stakeholders. In fact, Automobili Lamborghini aims to organise and coordinate events according to its own guidelines for sustainable events, and, where possible, in accordance with the **ISO 20121** standard.

In particular, planning and holding an event in a “sustainable” way means designing and implementing it in such a way as to achieve the expected economic result, in compliance with regulations, minimising environmental impact and generating a positive impact on the host community, always taking into account the needs of future generations.

The company organises **many events** and, in doing so, is committed to implementing various measures aimed at reducing the impact on the environment and people as much as possible.

In this regard, in recent years Automobili Lamborghini has certified according to the ISO 20121 the following events:

- Lamborghini Super Trofeo Europe – third round of the championship (2022);
- Super Trofeo World Finals (2023);
- Urus SE Dynamic Launch (2024).



For example, for the dynamic **launch of the Urus SE** in 2024, the Marketing department of Automobili Lamborghini has defined a **system for managing the sustainability of the event** based on the **ISO 20121:2012** standard, an international regulatory framework aimed at integrating sustainability into all phases of event organisation, from **planning**, to **implementation**, to reporting.

In addition, Automobili Lamborghini has defined a vision for the event that outlines the sustainability values and commitments that have guided the organisation of the event. These include:

- 
 - meeting all legal and other applicable binding requirements;
- 
 - continuously improving the performance of the event's sustainability management system;
- 
 - promote the rational use of resources and energy, reducing, where possible, CO₂ emissions;
- 
 - promote the reduction of waste, the circular economy and the digitalisation of processes;
- 
 - involve suppliers, partners and sponsors in sustainability issues;
- 
 - prevent accidents and injuries and protect the safety of workers involved in the event;
- 
 - promote inclusive participation, minimising physical, linguistic and cultural barriers and fighting gender-based and other types of discrimination;
- 
 - initiate a dialogue with the event's relevant stakeholders on sustainability topics;
- 
 - enable benefits for local economies and improve the culture of the host territory.

The vision statement was communicated to the staff involved through the internal communication channels and made available on the company's website. In addition to the values and commitments, objectives were also defined, ranging from legal and ethical compliance to the involvement and development of the areas where the event was held, as well as those closely related to sustainability that recall the commitments mentioned above; the level of achievement of these objectives was mapped using ad hoc KPIs.

Among the main aspects of the Urus SE launch event, great attention was paid to the choice of materials, favouring reusable solutions to minimise the ecological footprint.

Sustainability also involved the food sector, with local companies providing zero-km food products, helping to promote the local economy. The event also embraced the concept of inclusivity in all its forms. The spaces were made accessible to all participants, to ensure a barrier-free experience. Organising the event in a sustainable way was a challenge, but the certification obtained confirms the company's success in combining innovation, excellence and sustainability. Lastly, the implementation of a sustainable management system is a clear demonstration of how the *Direzione Cor Tauri* strategy positively impacts all aspects of the company.

With the goal of increasingly integrating sustainability into the organisation of events, Automobili Lamborghini has prepared an **internal guide** with the aim of providing event organisers with the **practical and operational tools** to act in line with the brand's Sustainability Strategy. The document covers case studies and field applications of all the preparatory and implementation activities for the event, such as the selection of transport and locations, as well as the selection of gadgets and printed materials, encouraging their reduction and conscious use. The company, in line with its commitment to sustainability, has set itself the goal of continuing with the progressive certification of events over the next few years.

“Organising a sustainable event means designing and implementing it in compliance with regulations, minimising environmental impact, and generating a positive impact on the community.”



SUSTAINABILITY GOVERNANCE AND MATERIALITY ANALYSIS

The sustainability journey in which Automobili Lamborghini embarked **in 2009** has led to the increasing integration of ESG **issues into the strategy and company's operations**, also through the definition of a **specific internal governance** for the management of these issues that is spread throughout the organisation.

In fact, Automobili Lamborghini considers governance to be a key factor that allows it to take **responsibility for the impact** of its decisions and to integrate responsibility with respect to these topics throughout the organisation and in its relationships with both external and internal stakeholders.

In particular, the **Sustainability team**, which directly reports to the Strategy department, is responsible for proposing and periodically updating Lamborghini's sustainability strategy, coordinating projects aimed at achieving the objectives of the strategy itself, preparing the Sustainability Report as well as spreading the culture of sustainability within the company.

In **2021**, in particular, the company strategy *Direzione Cor Tauri* was announced, defining **plans to electrify the entire product range by 2025**. In **2024**, this strategy was renewed with the **goal of decarbonisation extended to the entire value chain**. The commitment therefore widens from the use of the cars to the entire value chain, from production to supply chain and logistics, covering the entire product life cycle and involving the entire company in a collective commitment. The *Direzione Cor Tauri* plan aims to create a **genuine pact with future generations**, inspiring and serving as a model for innovation and sustainable progress.

Furthermore, Lamborghini in the identification and implementation of its sustainability activities also takes into consideration the SDGs (Sustainable Development Goals). In this regard, since 2020 Lamborghini has adopted 14 of the 17 priorities defined in the 2030 Agenda for Sustainable Development, continuing its commitment to support sustainable development objectives, and recognising them as guidelines to be pursued.

Since 2020, Lamborghini has embraced 14 of the 17 priorities defined in the 2030 Agenda for Sustainable Development.

In order to integrate sustainability into all areas of the company, in **2021** the **Sustainability Project Team** was created, an **extended and cross-functional** working group that includes representatives from all areas of the company, including Research and Development, Purchasing, Production, Sales, Human Resources, and Communication. The project team is dedicated to the definition, planning, implemen-

tation and monitoring of sustainability initiatives, in order to guarantee the achievement of the objectives set by the sustainability strategy, an important pillar of the company strategy. The team works by integrating existing initiatives and introducing innovative ideas, to build the foundations of a **new, more sustainable business model**, capable of meeting new challenges at all levels. Having a Sustainability project team has allowed Automobili Lamborghini to build a **consistent and holistic vision** of all aspects, combining the different points of view of the various areas in a single commitment, while creating shared value.

Since its inception, the Sustainability project team has used an **information system** that has streamlined monitoring and task assignment activities, improving their tracking. The information, which is always available and up to date, allows all participants to be aligned on the activities for which they are responsible and on the progress of the projects.

With the aim of ensuring the involvement of people at all organisational levels, the Sustainability project team reports on the progress of the projects to the **Comitato di Direzione**, which **approves the strategic sustainability objectives and the action plan** required to achieve them.

To further integrate sustainability issues into company processes and variable remuneration schemes, in recent years part of the **management MBO** has been linked to the achievement of certain sustainability objectives.

Furthermore, in order to develop a culture of sustainability and respect for the environment, in addition to the **training programme** dedicated to the technical staff directly involved in environmental management, training sessions are also organised for managers, while for new recruits there are two courses on the company e-learning platform. In addition, to involve and update employees on sustainability topics throughout the year, various **podcasts and talks** are provided within the company, focused, for example, on raising awareness of respect for the environment in all its forms.



Sustainability project team

an extended and cross-functional working group including representatives from all company departments, dedicated to the implementation of sustainability initiatives.



Materiality analysis

During 2024, Lamborghini also launched activities aimed at publishing its **first Sustainability Report**. This document, prepared on a voluntary basis following the GRI - Global Reporting Initiative Sustainability Reporting Standards, reflects Automobili Lamborghini's ongoing commitment towards sustainability issues.

In line with the latest regulatory updates, the company has begun the **double materiality analysis**, a preliminary activity for defining the contents of the Sustainability Report.

The double materiality analysis took into consideration both the aspects required by reporting standards, and the characteristic elements of the industry and the market segment in which the company operates, as well as the company's results and the impact it has produced.

Through this study, the following were evaluated:

• the impact materiality

identifying the impacts generated by the company on the environment, on people and on the economy (according to the inside-out perspective). In particular, the impacts were evaluated at an inherent level based on their respective severity and likelihood of occurrence in the absence of control measures;

• the financial materiality

analysing how the risks and opportunities deriving from the identified sustainability aspects can influence Lamborghini's economic and financial performance in the short, medium and long term (according to the outside-in perspective). The analysis of risks and opportunities, unlike what was done for impacts, was carried out considering the residual level by combining the values of severity, likelihood of occurrence and the effect on reputation following the application of the mitigation measures.

Through this approach, **12 material topics** were identified and evaluated, reflecting the most relevant environmental and social priorities for the company and its stakeholders.

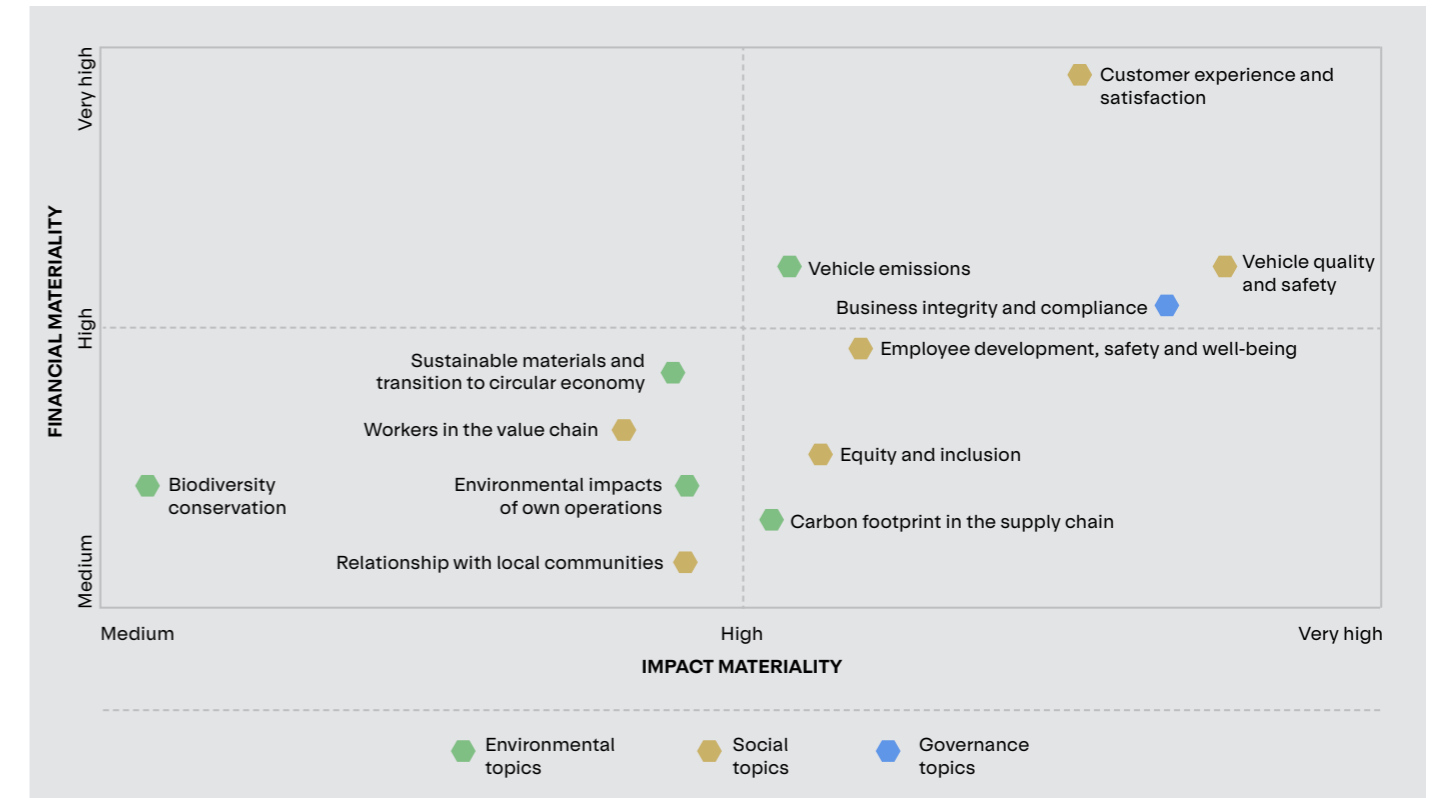
The analysis, carried out by the Sustainability team in collaboration with a specialised external consulting firm, involved **internal and external stakeholders** throughout the year.

In particular, the **management of the company** was involved as a point of reference for the various company areas impacted by sustainability topics, as well as employees, customers, suppliers and representatives of the local community.

The decision to include different categories of stakeholders allowed Lamborghini to acquire a broader **vision of the reference context** and to understand the expectations and points of view of the different actors involved.

Following the analysis, the material issues were presented to the **Comitato di Direzione** for approval and the result is represented in the **matrix**.

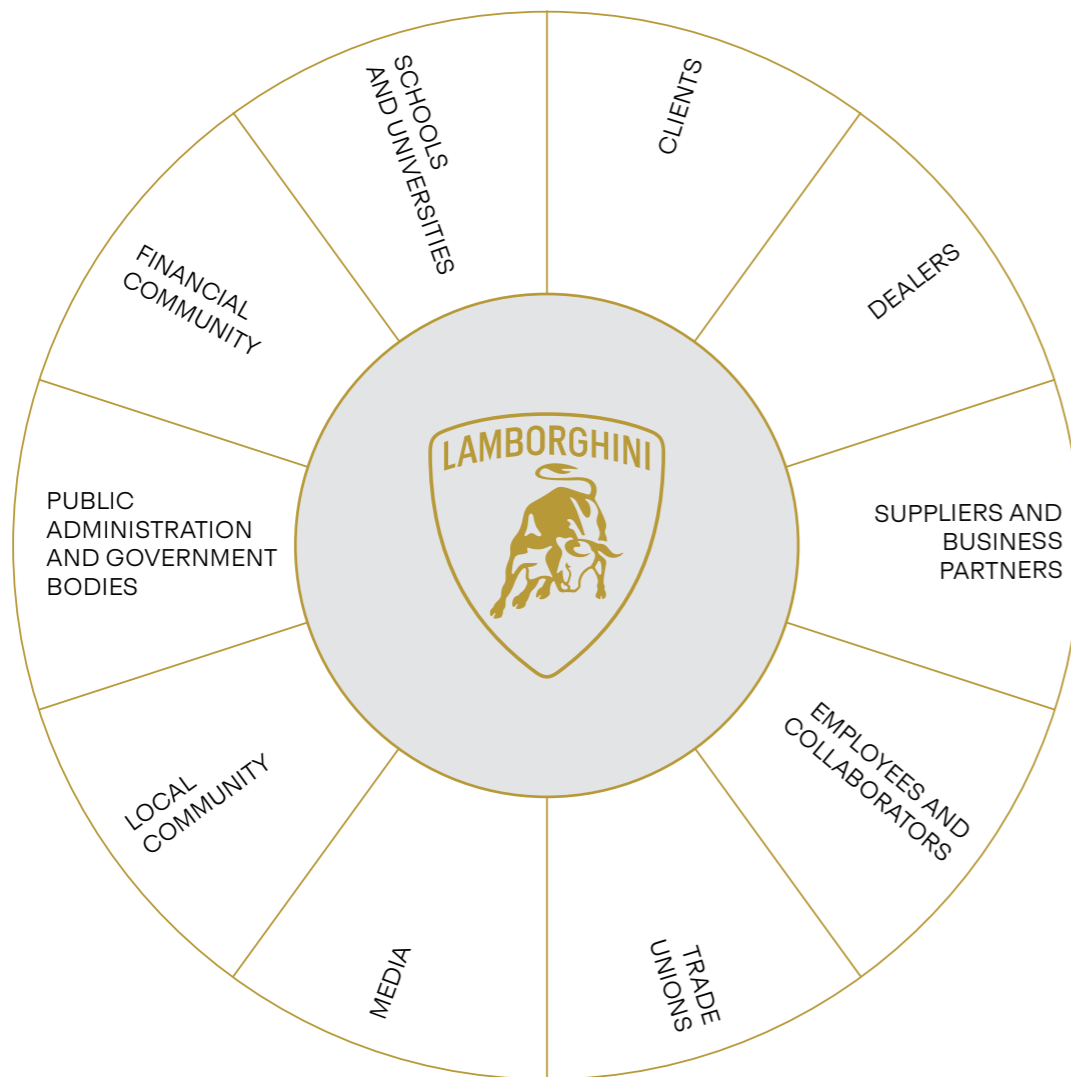
Materiality matrix



Relationship with stakeholders

Automobili Lamborghini believes it is essential to establish and maintain relationships of trust based on constant dialogue with all its stakeholders, both internal and external. In particular, the company's stakeholders include individuals, organisations and associations that in various ways can influence company decisions and which, in turn, can be impacted by them. Aware of the different expectations and ways of involvement of the different categories of stakeholders, Automobili Lamborghini is committed to understanding their respective needs with the aim of preventing any conflicts and creating long-term relationships.

The table shows the different categories of Automobili Lamborghini stakeholders and how they are involved:



Stakeholder	Engagement method
Clients	<ul style="list-style-type: none"> Physical spaces dedicated to customers (e.g. Ad Personam Studio) Lamborghini UNICA app Contact programme Periodic satisfaction surveys Personalised events and experiences Website Social media
Dealers	<ul style="list-style-type: none"> Daily dialogue with company representatives Training and coaching programmes Ad hoc events (e.g. Dealer Annual Meeting) Website
Suppliers and Business Partner	<ul style="list-style-type: none"> S-Rating questionnaire Communication and sharing of technical specifications and quality standards Continuous dialogue Dedicated portal Institutional meetings
Employees and collaborators	<ul style="list-style-type: none"> Well-being activities and internal initiatives (e.g. LamboFIT, Lambo Talk and Lambo Podcast) Training and induction activities Internal workplace analysis Performance evaluation Company intranet LIFE Website Social media Dialogue with HR Business Partner
Trade unions	<ul style="list-style-type: none"> Meetings with the CEO, the Chief People, Culture and Organisation Officer, the Head of Industrial Relations and the RSU (Unitary Union Representation) Health and safety meetings Bilateral technical committees and working groups
Media	<ul style="list-style-type: none"> Interviews with the company's top management Visits and company events Social media Website Media Newsroom and ad hoc communications Dedicated experiences Press conferences Launches of new models
Local community	<ul style="list-style-type: none"> Initiatives for the involvement of local communities and meetings with community representatives Collaborations and partnerships with associations, organisations and research centres in the areas where the company is present Donation of goods and activities to the benefit of non-profit organisations
Public administration and government bodies	<ul style="list-style-type: none"> Participation in public events Formal communications Institutional meetings Membership in working groups
Financial community	<ul style="list-style-type: none"> Calls and interviews Website
Schools and Universities	<ul style="list-style-type: none"> Talent recruiting, career days and collaborations for the job placement of young people (e.g. MUNER, DESI) Participation in lectures or meetings dedicated to students

Although it is not affiliated with specific environmental associations, Automobili Lamborghini actively participates in local ad hoc projects, such as collaborations with schools and neighbouring municipalities for educational and environmental initiatives. Furthermore, always with the aim of maintaining an open, continuous and mutually beneficial dialogue, Lamborghini is a member of various associations and organisations, including:

- **AHK Italien** - German-Italian Chamber of Commerce: an association that acts on behalf of the German Ministry of Economy to promote economic relations between Italian and German companies.
- **AICE** - Italian Foreign Trade Association: an independent entrepreneurial association which represents and supports Italian companies dealing with international trade activities (both import and export) and interested in growing on foreign markets.
- **Clust-ER Mech**: a private association of companies, research centres and training organisations that share skills, ideas and resources to support the competitiveness of the mechatronics and motor industry.
- **Confindustria Emilia**: an association of companies born from the integration of Unindustria Bologna, Unindustria Ferrara and Confindustria Modena. A single association capable of guaranteeing greater representation for a territory that is a candidate to be the leading Italian manufacturing centre.
- **Federmeccanica**: the Trade Union Federation of the Italian Metalworking Industry, protects the interests of the Italian manufacturing-metalworking industry in the field of labour law and in particular in industrial relations. Federmeccanica represents and promotes the Metalworking Industry in its relations with Public Opinion and Italian and European Institutions.
- **Fondazione Altgamma**: brings together companies in Italy's high-end culture and creative industries, recognised as authentic ambassadors of Italian style in the world. Its mission is to contribute to the growth and competitiveness of companies in Italy's culture and creative industries.
- **Rete Capo D**: a community of companies in the Bologna area that aims to create a unified system among companies, in close collaboration with local public institutions, to promote the training and growth of workers, thus creating new opportunities for career development, with a view to equal opportunities, even in traditionally more complex sectors. The community of companies belonging to Capo D pursues the strategic objectives of attention to equal opportunities, fight against discrimination and support for the implementation of company policies aimed at achieving a work-life balance, through a concrete action plan implemented in synergy with local public institutions and in collaboration with companies.

- **United Nations Global Compact**: a special initiative of the UN Secretary-General called to guide companies at global level to align their operations and strategies with the objectives of the sustainable development principles through responsible business practices.
- **Valore D**: the leading business association in Italy that promotes gender equality and an inclusive culture in organisations and in the country, providing companies with effective tools and enabling engagement for discussion between companies and with institutions.

These initiatives not only demonstrate the consistency between the brand's collaborations and its corporate values but also highlight Automobili Lamborghini's role as a responsible player at a global and local level.



OUR PEOPLE

- 3.1 EMPLOYEES IN NUMBERS
- 3.2 EMPLOYEES WELL-BEING
- 3.3 EMPLOYEES TRAINING AND DEVELOPMENT
- 3.4 LAMBORGHINI'S APPROACH TO INCLUSION
- 3.5 LABOUR AND INDUSTRIAL RELATIONS



Automobili Lamborghini is convinced that **business success** is the result of a **virtuous balance** that integrates **care for people** and **economic growth**. For this reason, the company is committed to ensuring the **well-being of its people**, also through **respectful** and **safe** workplaces.

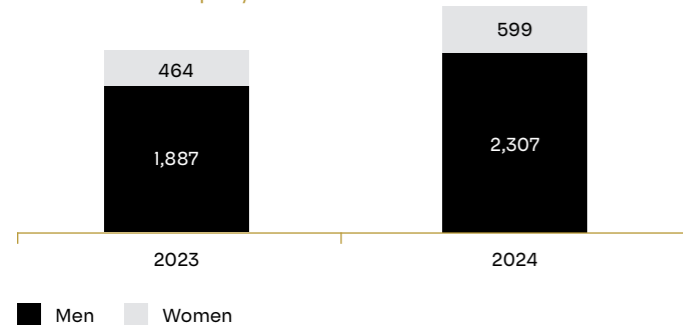
For this very reason, responsible human resources management at Automobili Lamborghini ranges from the search for and selection of talent, to the training and professional development of its people, to the creation of a safe, meritocratic and **inclusive** work environment.



EMPLOYEES IN NUMBERS

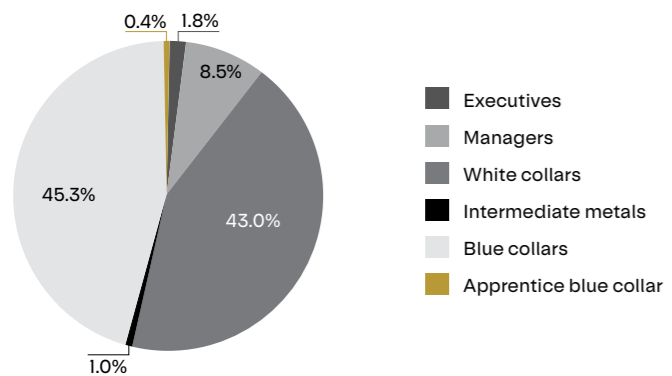
As of **31 December 2024**, the total number of employees of Automobili Lamborghini was 2,906, with an increase of 24% compared to 2,351 employees as of 31 December 2023. This figure is a key indicator of the company's ability to attract and retain people, as well as its overall growth.

Number of employees



Lamborghini's employees, all covered by the national collective labour agreement for metalworkers, are divided into six main professional categories based on their roles and responsibilities: **executives, managers, white collar, intermediate metals¹, blue collars** and **apprentice blue collar**.

Employees by professional category



¹The intermediate metals category refers to highly specialised operational personnel who also perform management and coordination roles with hybrid tasks between those performed by workers and employees.

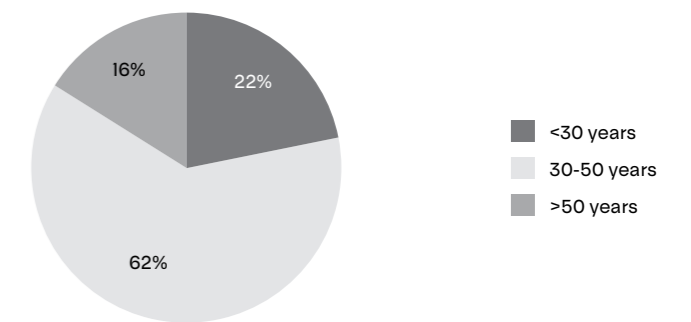


During 2024, all professional categories recorded an increase compared to the previous year, in line with the growth registered by the company over the last few years.

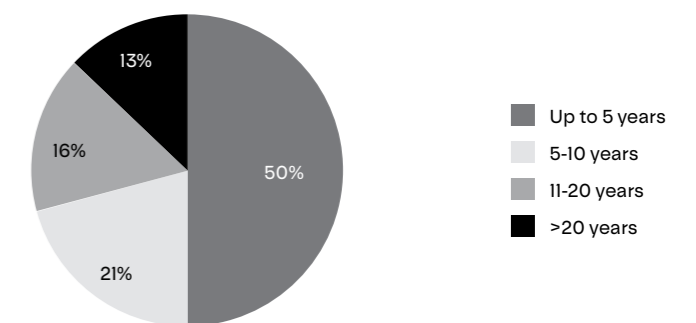
In terms of contract types, almost all employees (99%) have a permanent contract and only a residual number have a fixed-term contract. During 2024, the number of permanent contracts increased by 24% compared to 2023, in line with the growth of the company's workforce and 20 fixed-term contracts were converted into permanent contracts, demonstrating the company's continued commitment and interest in retaining and developing its talent internally. Furthermore, full-time employees make up the majority of the workforce (99%) compared to part-time.

The average age of Lamborghini employees is 39 years old. In this regard, the majority of employees (62%) are in the 30-50 age group. With reference to seniority in the company, on the other hand, the majority of employees (50%) have been within the company for up to 5 years.

Employees by age

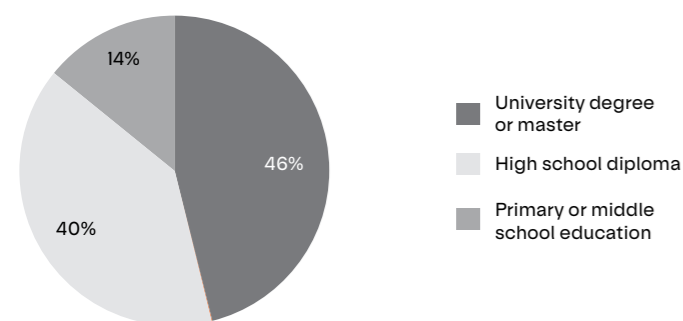


Employees by seniority



With reference to educational qualifications, the majority of employees (86%) have a medium-high level of education, such as a bachelor's or master's degree, or a comparable qualification, demonstrating the technical and specialised skills that the company is able to attract (in particular, 46% have a bachelor's or master's degree, while 40% have a high school diploma).

Employees by level of education



A crucial indicator for evaluating the internal work environment of the company is the employee turnover². During 2024, the turnover rate³ was 2%, in line with 2023. This level of turnover demonstrates, once again, the company's ability to attract and retain people. In this regard, 611 resources were hired during the year, while 56 employees left the company.

	Total
Active workforce at 31/12/2023	2,351
Hired employees	611
Employees who left the company	56
Active workforce at 31/12/2024	2,906

²Turnover represents the percentage of employees who leave the company in a given period of time. Turnover can be influenced by various factors, including job satisfaction, career opportunities, company culture and working conditions.

³Turnover rate: (employees who left the company in the period / average workforce in the period) * 100.

⁴Specifically, as of 31 December 2024, the number of staff employed through internship, traineeship and PhD contracts was 661.

Lamborghini has always been committed to providing its employees and collaborators, both internal and external, with a safe, positive and inclusive environment. The growth of the workforce and the initiatives reported in this chapter testify the company's commitment towards these objectives, putting people at the centre.

The apprenticeship is currently used as a preferential path of entry into the company for the brightest students attending the school-to-work alternation course of the DESI (Dual Education System Italy) dual education project, within the collaboration between the Aldini Valeriani Institute and Automobili Lamborghini.

The value chain of Automobili Lamborghini at the Sant'Agata Bolognese site also enables the creation of opportunities for a large pool consisting of temporary staff, external consultants, freelance collaborators and service providers⁴.

With reference to temporary staff, it should be noted that the company's continuous growth has made it possible to consolidate 52.6% of temporary staff with respect to the total number of workers with contracts through temporary agencies present at the end of the year.

Lastly, the company offers various opportunities for job placement and professional training, through collaboration with universities, research centres and technical-professional institutes, with which agreements are activated for internships, apprenticeships and collaborations connected to the university path aimed at obtaining a doctorate, through the so-called "Industrial PhD".



“Lamborghini is committed to provide its people a safe, positive and inclusive work environment.”



3.2

EMPLOYEES WELL-BEING

For Lamborghini, the attention paid to people's well-being starts right from the research and selection phase, to then offer a working environment focused on the quality of work, where the needs of each and every employee are taken into consideration by implementing initiatives aimed at training and developing people. In this way, Lamborghini allows everyone to express their uniqueness, their talents and their abilities.

Employees management and selection

Integrity and respect for laws and regulations are the basis of Automobili Lamborghini's operations and, for this reason, the company recognises the utmost importance of behaviour based on these principles, including during the selection and hiring of personnel: these values, in fact, are the basis of the company's *modus operandi* and reputation, as well as of the well-being of its employees.



Integrity and compliance with the law

as the foundation of the corporate culture.

Automobili Lamborghini places the utmost trust in its employees. In this regard, the **People, Culture and Organisation** department, through processes, procedures, tools and regulations, makes an essential contribution to personnel management and the consequent creation of a working environment

that promotes, also through the utmost respect for the Ethic Code, the values of the company and the Group. The activity of this organisational unit is aimed at significantly guiding the attitude, conduct and actions of employees, promoting a sense of honesty and respect for the law and ensuring that employees themselves are aware of the importance of acting with integrity.

Within the company, people management is governed first and foremost by the **HR Compliance** policy which, in line with the principles set out in the Ethic Code, describes and emphasises the importance of acting with **integrity** and in compliance with **regulations**, to ensure an **ethical** and **transparent** working environment, ensuring that all those involved in the various company processes act in accordance with the rules and internal procedures. In this regard, Automobili Lamborghini has established **structured processes** to promote responsible behaviour, starting from personnel selection to training and development activities. Integrity standards are applied and monitored at all stages of the work cycle.



People, Culture & Organization

the organisational unit aimed at guiding the attitude, conduct and actions of employees, promoting a sense of honesty and respect for the law.

In particular, talent acquisition is managed centrally at headquarters level and, although aligned with the strategic guidelines of the Audi-Volkswagen Group, Lamborghini maintains its autonomy to respond to the specific needs of the company, as well as to the evolution of the competitive scenario.

For the research and selection of its personnel, Lamborghini uses both internal channels, such as the section of the Intranet dedicated to Internal Job Posting, and external channels, such as LinkedIn and the company website, which allow the company to reach a significant pool of candidates. Furthermore, for complex technical skills, Lamborghini uses targeted advertisements and may employ qualified recruitment agencies.

Where possible, personnel searches are started firstly internally to favour **mobility** and **development within the company**, and only then, externally.

With reference to Internal Job Posting, this tool aims to allow employees to find out about and apply for

professional opportunities that arise within the company, thus ensuring that the organisation's needs and the personal development of the employees are met through a structured and transparent process.

During 2024, 60 positions were filled through Internal Job Posting.

Furthermore, Lamborghini, always with the aim of attracting talent capable of responding to the challenges posed by a constantly evolving context, has created **Workmates**, the internal referral programme that allows Lamborghini employees to recommend acquaintances who have the necessary skills to fill one of the open positions. This programme, in addition to speeding up the process of integrating new colleagues, thanks to the value of connections and relationships, also offers employees the opportunity to contribute to the growth of the company by recommending valuable candidates who are considered to be in line with the required profiles.

Also for this channel, in order to guarantee the utmost integrity and fairness in the selection, all recruitment decisions follow the regular selection process and are based exclusively on the qualifications of the person, regardless of the recommendation received through the programme.

During the year, 76,000 curricula were received through the company's web portal or through the internal referral programme.



60 positions

filled through Internal Job Posting.



76,000 applications

received through the company portal and referral program.

The selection process steps

In general, the personnel selection process is modelled with due consideration for the type of position. For internships, the company adopts an approach oriented towards training and skills development. For fixed-term or permanent hires, particular attention is paid to the evaluation of medium- and long-term skills and compatibility with the corporate culture. As established in the company procedure that governs the selection process, this process begins with a pre-screening of the curricula received, carried out by the Talent Acquisition team and followed by technical and cross-sectional interviews in order to guarantee objectivity in the evaluation and professionalism. During the interviews, the candidate's professional skills and personal aptitudes are assessed, along with aspects related to integrity, the presence of any situations of conflict of interest, and motivation. The final phase of the selection may also include meetings with the Chief Officer of the relevant area to obtain an even more comprehensive overall evaluation.

The process is optimised to be fast and effective, involving multiple perspectives and viewpoints to ensure impartiality. Furthermore, in line with its commitment to diversity, Lamborghini is committed to valuing heterogeneity (for example, in terms of gender, disability, geographical origin, etc.) in the final shortlist of candidates for each position.

Recruitment for blue collar positions follows a specific path and is carried out mainly through specialised agencies, with selections subject to pre-employment training courses guaranteed in collaboration with inter-professional funds.

Lastly, for leadership or managerial roles, Lamborghini, in line with the Group's approach, provides for a further evaluation step, namely an assessment center that can include practical simulations, cognitive tests and observation of soft skills, always with the aim of guaranteeing impartiality and a broad, critical and objective view.

Lamborghini constantly pays attention to labour market dynamics and the key skills that are and will be necessary to support the evolution of the business. Therefore, it actively monitors emerging trends and industry needs to ensure that the company's skills are always the most solid and comprehensive to face the challenges of the future.

Throughout 2024, Lamborghini has redesigned and perfected the on-boarding experience for new hires, with the aim of ensuring efficiency and engagement with a view to continuous improvement, making entry into the Lamborghini world as smooth and effective as possible. In particular, before even joining the company, new employees have the opportunity to undergo an effective pre-boarding experience thanks to a reserved section of the app dedicated to employees, **WeLambo**, which offers all the necessary information. In this context, also the training programme has been updated to include three half-day immersive sessions conducted in person, de-

signed to provide in-depth knowledge and practical experience to new hires, including an exclusive tour of the production lines.

As part of the induction programme for new employees, Lamborghini has also implemented the **Buddy Programme**. This programme is one of the fundamental steps in the on-boarding experience and is designed to effectively accompany those who are about to take their first steps in the company: the role of the **Buddy**, in fact, is to support new employees in finding their way around Lamborghini, sharing their experience and offering suggestions or useful information to help them familiarise with their surroundings and successfully integrate into the work environment.



Technical and cross-functional interviews



Research and pre-screening



Selection

On-boarding





Collaboration with universities, research organisations and local institutes

Additional channels for the search and selection of future Lamborghini personnel are **universities, research organisations** and **local institutes** with which the company has mutually beneficial and long-lasting relationships, aimed at creating links with the territory and training young people in the Motor Valley. An example of this collaboration is **MUNER** (Motorvehicle University of Emilia-Romagna), the result of the synergy and connection between four Italian universities, renowned for their excellence in education, and the companies of the Motor Valley, including Automobili Lamborghini, representing the excellence of Italian manufacturing worldwide. As part of this collaboration, every year Lamborghini hosts students from some of the University's classes at its headquarters, organising meetings with representatives from the various company departments and visits to the production lines, to allow students to ask questions and experience the working environment within the company. Furthermore, at MUNER, qualifying courses and technical testimonials are held by company experts, while the company contributes annually to the redesign and development of training curricula.



MUNER

the result of the collaboration between the top 4 Italian universities and the companies of the Motor Valley.

Lamborghini also collaborates with the Politecnico di Milano, the University of Bologna and their respective Business Schools. In particular, Lamborghini is founder of the Bologna Business School (BBS), where it takes care of the development of several master's courses, participating in the scientific committees, specifically of the Global MBA Supercars, Superbikes and Motorsports, in which the company ensures qualified teaching by some of its own managers and technical experts in addition to experiences, lessons and visits carried out directly in the company. The company is also founder of the **Emilia-Romagna ITS MAKER ACADEMY**, set up to train technical talents, destined to occupy operative roles in the prototypes and plant of Sant'Agata Bolognese; this institute is becoming an increasingly important selection pool for Lamborghini destined to raise the professional quality of manufacturing.

In addition, for 10 years, Lamborghini has been involved in the **DESI** (Dual Education System Italy) project, an education and training programme carried out with the **Aldini Valeriani** and **Fioravanti Bel-**

luzzi institutes in Bologna, thanks to an agreement between the Emilia-Romagna Region, the Regional School Office, Automobili Lamborghini and Ducati Motor Holding. The project brings together the world of education and work through classroom activities and training in companies, allowing students to develop innovative **technical and professional skills** through theoretical lessons and practical sessions at Lamborghini and Ducati. The DESI project involves **1,000 hours of training** over two years, with classroom and workshop activities, enabling students to obtain a five-year diploma and specific technical certifications, such as PCS-PAV for high voltage vehicles and skills in 3D printing. The aim of the project is to facilitate entry into the company and further technical studies of second-generation students in challenging socio-economic conditions. This project allows students to effectively enter the world of work while orienting themselves in relationships and sharing experiences and knowledge by working as a team. For Lamborghini, the project represents an investment in training and a guarantee of development of qualified technicians for the Motor Valley territory.

DESI:

10 years of collaboration

with the Aldini Valeriani and Fioravanti Belluzzi institutes in Bologna;

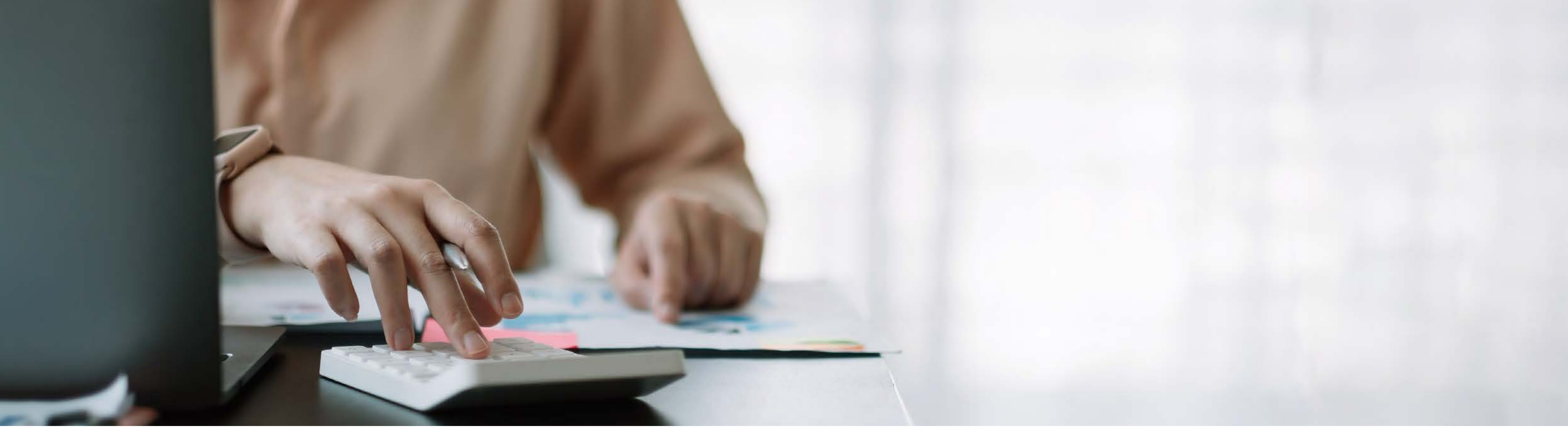
1,000 hours over two years

of classroom and workshop activities;

objectives

integration into the company of students from challenging socio-economic conditions.









Remuneration and compensation policies

Automobili Lamborghini has implemented a highly structured and transparent remuneration system, designed to guarantee competitiveness on the market and to attract and retain talent and expertise, in line with the values of the Volkswagen Group.

Lamborghini's remuneration policy is based on the principles of fairness, inclusion and sustainability, integrating fixed and variable components, benefits and, more generally, a series of improvements compared to the standard National Collective Labour Agreement, also implemented through company negotiations to meet the specific needs of each category of employees.

 Compensation structure	
	Fixed remuneration
	Variable remuneration
	Benefits

As confirmation of this commitment, in 2025, the company once again obtained the Top Employer Italia certification, which rewards companies with excellent working environments and advanced human resources management policies. In 2022, Lamborghini obtained the IDEM certification as the first company in the automotive sector, positioning itself

among the companies most attentive to gender equality issues. Also in 2022, the company was certified under UNI/PdR 125:2022 for gender equality by the accredited third party DNV. These certifications also include, among the dimensions assessed, the remuneration practices implemented by the company.

Lamborghini guarantees all its employees, regardless of gender, fixed entry level salaries higher than the minimum established by the National Collective Labour Agreement for Metalworkers in Industry, supplemented by additional remuneration elements provided for in the Supplementary company Agreement and is also committed to ensuring fairness and equal opportunities for all its employees.

In addition, depending on the achievement of predetermined company objectives, variable remuneration components are provided for all employees. The variable remuneration components include: the Performance Bonus (PDR⁵), linked to company indicators relating to productivity, quality and profitability, and indicators that enhance the value of the team's results (Team Bonus).

Furthermore, the Performance Continuity Bonus (PCR⁶), which consists of an additional financial bonus to the PDR, calculated year by year based on the annual average of the gross values of the Performance Bonus recorded in the previous three years, recognises employees their contribution to the company's medium-term results.

The progress of the objectives is periodically monitored by the Bilateral Technical Commission (CTB⁷)

“Performance Bonus”, which meets four times a year to define the targets (within the Technical Report of the commission, subsequently implemented with union agreement), monitoring them, providing a preview of the final results, as well as finalising them, for the payment of the bonuses.

Lamborghini's remuneration system also includes individual reward tools for the employees professional and local management population.



Certifications

- Top Employer Italia (2025)
- IDEM Gender Equality (2022)
- UNI/PdR 125:2022 (2022)

This individual incentive system directly rewards the contribution to company results, team/function and individual results, as well as the centrality of the behaviour adopted to achieve them (weighting 40% of the total).

⁵PDR stands for “Premio di Risultato”.
⁶PCR stands for “Premio di Continuità di Risultato”.
⁷CTB stands for “Commissione Tecnica Bilaterale”.

For the managerial population, identified by the Volkswagen Group, there is instead a variable annual incentive system consisting of two components: one long-term (Long Term Bonus - LTB), linked to Group performance indicators measured over several years, and one with an annual time horizon (Annual bonus).

The latter component, enhanced by an ESG multiplier linked to the decarbonisation indices (DKI) and the presence of women in the managerial population, further strengthens the link between company performance and transformation objectives for the benefit of social equity and sustainability.

The annual performance assessment process, linked to the salary review, includes an evaluation of the employee's behaviour in terms of compliance and integrity; through the Disciplinary Committee (cross-functional body) the Malus and Clawback measures are applied, in the event of violations.

In particular, the Malus, applicable to the entire population eligible for an individual incentive bonus reduces the variable remuneration to zero in the event of compliance, integrity and disciplinary code violations; the Clawback instead, allows for the recovery of variable remuneration already paid, in the event that objectives are achieved by means of misconduct and/or serious violations of integrity and compliance. This last clause is applicable exclusively to top managers and senior managers.

The remuneration package for Lamborghini employees is enriched by numerous benefits, including a supplementary health plan, additional contributions to supplementary pension funds and mobility-related benefits, such as the purchase or rental of an Audi car or Ducati motorbike. In addition, there is also access to a Flexible Benefits platform, where it is possible to use the welfare quota provided for by the metalworkers' National Collective Labour Agreement or convert part of the Results Bonus into goods and services. Options include education, family assistance, cultural and recreational activities, public transport passes and the reimbursement of interest on mortgages.

Depending on the professional category, additional benefits on top of the described ones are also provided such as, for example, a car for business and personal use, personal insurance (accident, permanent disability, life) health check-ups, etc..

Remuneration and welfare benefits are also supplemented through the instruments negotiated with company bargaining, which allow, for example, to benefit of more favourable remuneration conditions such as additional paid leave for personal/family needs (such as, for example, medical visits, enrolment of children in kindergarten and nursery school, compulsory summons from public authorities, etc.), in the case of parental leave and/or maternity/paternity leave (including adoption), up to a general remodulation of working hours, allowing the employee a better work-life balance, with the same pay.

Furthermore, with the aim of promoting transparency and awareness among employees, Lamborghini introduced the "Total Reward Statement", where the company provides a detailed breakdown of the different components of the remuneration package, highlighting in addition to the strictly monetary components also the market value of the category benefits, thus providing the employee with complete visibility of the total value of the salary package offered.

Lastly, to guarantee consistency and compliance of the remuneration process, strict controls and audits are carried out, both internally and by external auditors.

These practices reflect Lamborghini's commitment to creating a fair, competitive and sustainable remuneration system, capable of adapting to the needs of the market and its employees.



“Lamborghini’s compensation package is based on equity, inclusion, and sustainability, addressing the needs of different categories of employees.”

Health and safety in the workplace

Guaranteeing a working environment where the **health and safety**, both physical and psychological, of its workers and anyone who comes into contact with the company is protected, is an integral part of Automobili Lamborghini's long-term sustainability strategy.

In this regard, the company has implemented an occupational health and safety management system that integrates processes, tools and activities to ensure compliance with the requirements defined by the Italian law, always with a view to continuous improvement.

In particular, Lamborghini has defined a **Policy for Safety at Work** that provides guidelines for the management of health and safety issues in the company and for the definition of objectives, responsibilities, tasks and measures to prevent accidents at work and health-related issues, guaranteeing respect for human rights obligations.

As proof of the company's commitment, in March 2024 Lamborghini obtained the **ISO 45001:2023** certification for health and safety management system at the Sant'Agata Bolognese plant, a milestone achieved thanks to the adoption of **advanced systems** for monitoring company changes and the definition of **integrated processes** for risk management. This result is even more significant when compared to the Lamborghini context, characterised by continuous **expansion**, with the periodic introduction of new departments and technologies, characterised by increasingly complex potential risk. In this regard, the management of the different types of **tasks** has been optimised to deal with a growing variety of activities.



ISO 45001:2023

international standard that specifies the requirements for an Occupational Health and Safety Management System (OHSMS)

Lamborghini's health and safety management system is managed by the Industrial Area, which is responsible for implementing adequate health and safety measures in accordance with current legislation, as well as coordinating monitoring activities and, where necessary, improving health and safety conditions.

The person in charge of these aspects is the internal figure of the **Prevention and Protection Service Manager (RSPP)**, who has, among others, the task of:



- defining and coordinating strategies, objectives and safety regulations at work, supporting the various functions and departments in activities concerning health and safety, planning and arranging activities concerning specific technical topics in order to determine and guarantee minimum safety requirements and cross-functional standards;



- identify risk factors, **assess risks** and define measures for the safety and health of work environments, in compliance with current regulations based on specific knowledge of the company organisation;



- develop preventive and protective actions and respective control systems, implement safety measures at work, defining planning and priorities;



- provide workers with education, information and training;



- collect health and safety reports, manage near misses⁸ and accidents, updating reports and monitoring the implementation of and compliance with corrective measures.

With specific reference to risk assessment, at Lamborghini the activity is continuously reviewed as it follows the **evolution of company processes**, with the need to be updated when process changes occur in production lines or new buildings are constructed. In line with the above, the **documents for risk assessment (DVR)** are different and are structured by macro-processes associated with individual departments.

As for the development of **prevention measures**, initiatives have been developed to eliminate or reduce risks as much as possible, establishing specific

⁸Near miss: an unexpected, potentially harmful event, of a technical or managerial nature, that has not caused damage to property or personal injury. Near misses are significant events in the context of protecting the health and safety of workers that have to be reported and analysed so that they do not occur again, with potentially different and harmful outcomes.

ic safety plans for each type of activity. In the daily work tasks of certain departments, employees are required to use **Personal Protective Equipment (PPE)** such as safety shoes and high-visibility vests, which are mandatory in production and logistics areas, to minimise risks in the workplace. With regard to the management of **chemical substances**, these are carefully checked and evaluated together with the competent doctor when entering the company, in order to intercept any harmful substances that may represent a danger to the health of employees, as well as a violation of the **REACH Regulation**.

In this regard, to promote a comprehensive **culture of safety**, the **"Moby" portal** has been implemented on the company intranet. This is a digital tool that allows all workers immediate access to risk assessment documents (DVR), with the related lists of risk sheets, the personal protective equipment (PPE) necessary for each type of task carried out, the safety data sheets of the chemical products used in the company and, more generally, all the information necessary for carrying out company operations in complete safety and in compliance with legal standards.

A crucial role in prevention is also played by the **Workers' Safety Representatives (RLS)**. Currently, the company guarantees the necessary resourc-

es for **seven RLS figures**, selected from among the elected delegates, with competence over the entire production site of Sant'Agata Bolognese.

This structure, compliant with **Legislative Decree 81/08**, is a key element for monitoring and improving safety conditions.

The company promotes **active coordination** between the workers' safety representatives and the manager of the prevention and protection service, the company doctor and the human resources department; through regular meetings, these people define and update the company's health and safety policies and, more specifically, monitor the departments and report any emerging critical issues.

The dialogue is also maintained through a working group set up in agreement with the Trade Union Representation, the so-called Bilateral Technical **Commission for Health, Safety and Mobility** which deals with the main strategic projects on the subject.



Health and safety training activities

The spread of a culture of safety and the prevention of work-related hazards also takes place through **training activities**. The training programmes for employees and external collaborators who carry out tasks within the Lamborghini site are differentiated according to role, responsibility and level of risk, and are periodically updated in order to maintain a high level of awareness of the risks and the necessary skills, in line with Legislative Decree 81/08. These courses include:



- **courses on general safety**

aimed at the entire company population;



- **courses on specific safety**

for low and **high risk**, aimed at operational workers, respectively provided to all white and blue collars;



- **dedicated programmes**

for managers and executives, which include in-depth training on their respective responsibilities and organisational functions;



- **courses in first aid and fire prevention**

which are essential for dealing with emergency situations and guaranteeing a safe working environment.

During 2024, a total of 14 thousand hours of training in occupational health and safety were provided (to the benefit of both internal and external personnel), with an average number of hours per capita of 9.3.

In addition to the compulsory training, the Prevention and Protection Service Manager (RSPP) participates in the on-boarding days organised for new employees

and prepares other training and information events dedicated to specific topics.

Hours of training in health and safety and number of participants

	2023	2024
Training hours ⁹	13,060	14,019
Involved personnel	1,559	1,505

Training activities are also aimed at instructing workers to identify **hazardous situations** and promoting open and transparent dialogue. During 2024, the main hazards identified within Lamborghini's operations concerned working on hybrid cars with HV batteries, noise in the workplace due to the introduction of new systems and/or machinery, the correct use and management of chemicals and the PPE to be worn when handling them.

For the reporting of any near misses, the primary communication channel is the responsible person, who is in charge for transmitting the information to the RSPP and RLS so that the necessary measures can be taken to prevent the identified risks. During 2024, 72 near misses were recorded.

Furthermore, in 2024 there were 8 **accidents at work** among employees, with a recordable accident rate¹⁰ of 1.8. During the year, no fatal accidents were recorded among employees and external collaborators.

Furthermore, in 2024 no work-related ill-health was recognised, in line with 2023.

⁹The hours of health and safety training for employees amounted to 8,125 hours, while for external workers they amounted to 5,894 hours.
¹⁰Rate of recordable workplace accidents: (number of recordable workplace accidents / number of hours worked) * 1,000,000.

Total number of work-related injuries - employees

	2023	2024
Total number of work-related injuries¹¹	5	8
of which with high-consequence (excluding fatalities)	1	-
of which fatalities	-	-
Rate of work-related injuries¹²	1.4	1.8
of which with high-consequence (excluding fatalities)	0.2	-
of which fatalities	-	-
Total number of worked hours	3,650,395	4,386,134

Total number of work-related injuries – external workers¹³

	2023	2024
Total number of work-related injuries¹⁴	2	2
of which with high-consequence (excluding fatalities)	-	-
of which fatalities	-	-
Rate of work-related injuries	2.2	1.6
of which with high-consequence (excluding fatalities)	-	-
of which fatalities	-	-
Total number of worked hours	916,914	1,230,402

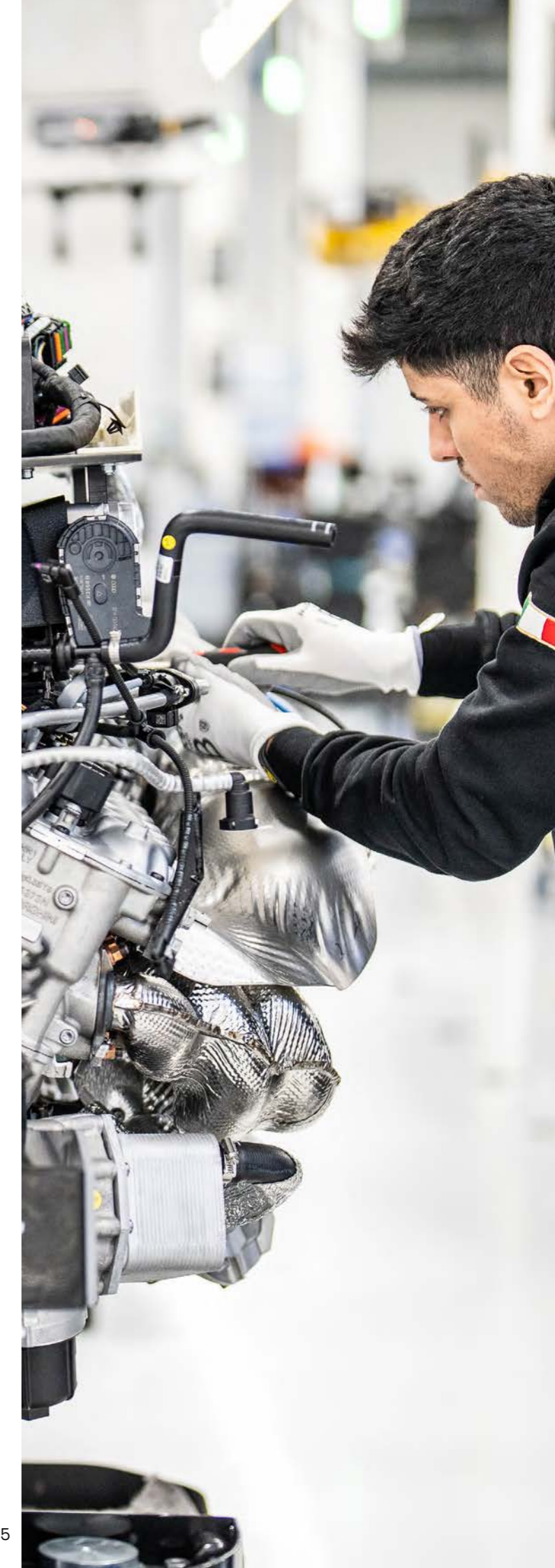
Among the other initiatives recently implemented by the company, particular focus is placed on **workplace ergonomics**. Lamborghini collaborates with the **University of Bologna** to develop ergonomic tools and analyse **biomechanical risks**, continuously improving the working conditions of its employees through innovative solutions. Furthermore, in line with current legislation, each employee undergoes a regular medical examination.

¹¹The number of accidents at work includes only accidents with a cause related to work and falling within the definitions in the INAIL guidelines.

¹²The values in the table relate to injuries occurred within the Sant'Agata Bolognese site. The number of in itinere injuries, thus involving vehicles controlled by the organisation in 2024 was 4, decreasing with respect to 2023 (13). The relative rates of work-related injuries, including these injuries, was 2.7 in 2024 and 5.2 in 2023.

¹³The data relating to accidents involving external workers is limited to accidents that were treated in the company infirmary. The only types of external workers that can be traced are temporary workers, interns and PhD students.

¹⁴The figure refers only to accidents treated within the company infirmary as the data for injuries occurred in itinere is not currently available.



EMPLOYEES TRAINING AND DEVELOPMENT

Automobili Lamborghini offers training initiatives aimed at individual employees and groups, with the aim of working on the development of the people and their capabilities with reference to the alignment with emerging technologies, upskilling and reskilling, and qualification where required. Furthermore, training is essential for the dissemination of an effective and shared, inclusive and authentic corporate culture.

Training, alongside with **employee development**, is a fundamental element for **enhancing the value of and retaining people**, thus guaranteeing **the long-term success** of the company. The development of a training structure, performance evaluation and the constant growth of the potential of employees are in fact crucial in a constantly evolving economic and working context.

Training programme

In Lamborghini, the training programme is defined after a phase of need analysis, listening and brainstorming, not only to respond to regulatory requirements or those coming from the Group (“top down”), but also to meet the needs of employees (“bottom up”).

In particular, the **Training, Development, People Engagement** team and the **HR Business Partners** are responsible for identifying, through constant dialogue with the business, training courses that are in line with the company’s **strategic vision**, the need to **manage complexity** and **market trends**. Furthermore, with a view to continuous improvement, structured feedback is collected from trainers and participants for previously completed courses, evaluating the most appreciated initiatives and those that are susceptible to improvement. This process, supported by digital tools, maps the main training areas necessary for the company population.

With the awareness that each individual has unique and different learning needs and career objectives, the organisational unit dedicated to training in the **department of People, Culture and Organisation** has thus implemented a training system over the years that takes into account the different needs of person-

nel with a high degree of personalisation in growth and training paths, ranging from human to technical capabilities.

The training offer guided - in terms of learning methodology and digital implementation - by the Training team is then the result not only of a rich and complex design that is developed thanks to the support of partners specialised in different disciplines, but also of an internal production carried out with the contribution of subject matter experts among the company’s employees. The training programme is updated annually.

The training high-level design, in terms of business priorities and key skills, is supported by the **Learning Board**, an internal forum that periodically brings together the managers of the training centres to share training experiences and outline a strategic and integrated plan.

The training solutions are made available on the digital platform, Lamborghini Learning Place (LLP), which enhances the training offer and directly involves employees in their growth path, actively promoting self-learning enriching the catalogue with freely accessible external digital training resources.

The LLP platform, intended as a dynamic and flexible space, encourages continuous self-learning. In this regard, during the annual performance review, the worker can autonomously propose to their manager, and vice versa, a course from the catalogue in line with their professional development.

The courses can be delivered in the following ways:



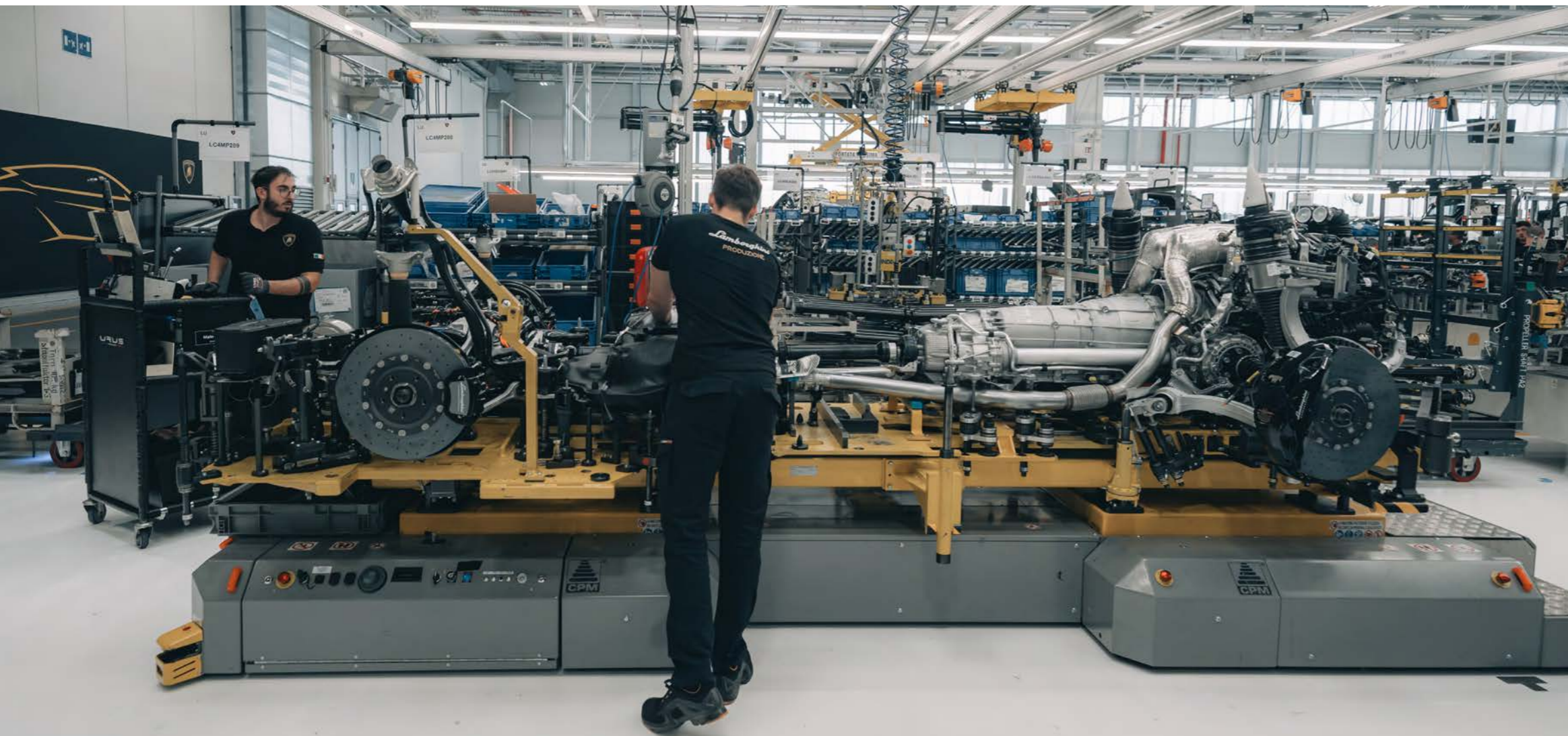
• Synchronous

in person or digitally, with expert trainers, internal or external to the company;



• Asynchronous

e-learning content available on the platform, created internally or with the support of external companies, MOOCs (Massive Open Online Courses) and digital resources such as LinkedIn Learning.



During 2024, the training offered on the LLP included numerous compulsory courses to promote a safe and inclusive work environment, in addition to those on health and safety provided by the RSPP (health and safety manager). These included:



• the course on human rights

which touched on the LkSG legislation (the German law on Corporate Due Diligence Obligations in Supply Chains) which provides for the implementation of defined due diligence obligations along the entire supply chain in order to prevent, minimise or remove risks regarding human rights and the environment. Although Automobili Lamborghini does not fall within the scope of the legislation, it is nevertheless required to implement the minimum requirements set by Audi in terms of human and environmental rights, as a company over which Audi AG exercises significant influence. This course is mandatory for all employees;



• two new training courses

dedicated to **Gender harassment in the workplace** and **Unconscious bias**, mandatory for the entire population. These courses are aimed at promoting a corporate culture that is attentive to the issues of **equity and inclusion** and social responsibility. To reinforce this commitment, **gender equality KPIs are constantly monitored** to ensure equal opportunities in career paths.

All employees receive training on the Ethic Code, on cyber security, environmental protection and, depending on the professional category to which they belong, also on Product and Safety Conformity.

As for **technical and specialist training, training centres** have been set up at the Sant'Agata Bolognese plant. These are fully-fledged training areas dedicated to production workers and technicians, with specific objectives such as:

- train workers to operate in different work stations;
- guarantee flexibility and substitutability of personnel in case of absences, ensuring training for the different work stations;
- prepare employees for technological innovations, for example with reference to new systems specific for hybrid vehicles, certifying them to operate in safety.

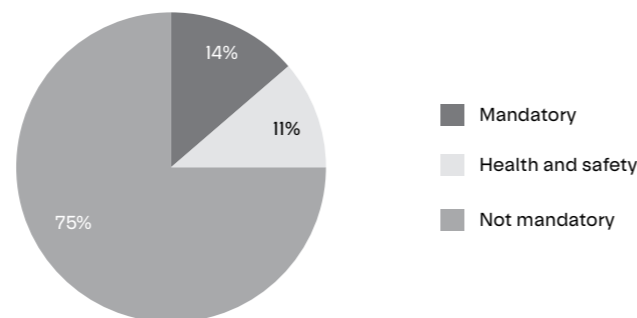
Lastly, the training offer for groups includes off-site initiatives, workshops and courses designed to encourage mutual understanding, the development of relationships and the achievement of team objectives. In particular, over the last two years, the company has developed a catalogue of off-site experiences that use metaphors from sport, music, theatre, teamwork or collaboration for social purposes, to help teams strengthen their team spirit.

Training is also provided for dealers, essential for the sale of cars and after-sales technical assistance to customers. For these structures, there is a **training programme for staff**, with a focus on vehicle sales and maintenance, which can also be accessed through a digital platform shared between Automobili Lamborghini and its dealers.

Training hours provided

	2023	2024
Training expenses ¹⁵	2,037,537 €	1,802,858 €
Hours of training ¹⁶	78,718	88,056
Involved employees (average)	2,140	2,535

Training by type



¹⁵The decrease between 2023 and 2024 is attributable to costs incurred in 2023 for courses delivered in 2024 and for specific courses related to projects started in 2023.

¹⁶The data in the table refer to the total hours of training provided and related expenses incurred during the year for the benefit of its employees. Training activities include mandatory training, including health and safety training, and not mandatory training, both on-the-job and off-the-job.

Evaluation and development of individual performance

Complementary to the continuous training implemented, the performance review represents another crucial moment in people management, as it represents a structured opportunity to evaluate and provide insights to improve the performance of each Lamborghini employee in the medium to long term. Through this process it is possible to identify strengths and areas for improvement, establish clear and measurable objectives and provide constructive feedback, thus helping employees to better understand company expectations and, at the same time, promoting professional and personal growth, thus determining possible training and development paths.

The annual performance evaluation process is organised according to the different roles within the company:



• for blue collars

evaluations are based on behaviours agreed with the unitary union representation (RSU);



• for managers and white collars

there is a set of objectives (at company, functional, team or individual level), with a focus on transversal behaviours and leadership, if exercised in the role.

In line with the company culture, the aspect of integrity is always observed and taken into consideration, with the aim of emphasising the importance of acting in accordance with ethical principles and making everyone aware of their responsibilities.

The steps of the performance evaluation process take place using a digital platform and include the definition of **objectives, an intermediate review** for feedback and updates, and a **final calibration** with subsequent quantitative and qualitative response.

To ensure a fair application of the performance management process within the various company areas, various opportunities for discussion and calibration are established, during which feedback and cross-contributions are collected to guarantee greater objectivity of the evaluations.

This cross-functional approach is also used in the presentation and discussion of applications for career development programmes, which start from the requirement of a good level of performance and include a subsequent formal assessment centre aimed at identifying potential with respect to the target role.

The feedback interview at the end of the evaluation process is an important moment of dialogue between manager and collaborator; however, it is not the only opportunity for interaction: continuous *check-ins* are also encouraged to ensure a positive work environment open to dialogue.

In parallel with the evaluation, a **succession planning** map is developed, identifying the internal resources that can potentially take on increasing roles and responsibilities, guaranteeing the continuity of the company's business and the promotion of internal talent.

During 2024, 2,506 people were determined to be eligible for performance evaluation process (equal to the 86% of total employees); 100% of eligible population underwent a performance evaluation.



2,506 people

eligible for performance evaluation.

100%

of the eligible population evaluated.

Lamborghini feelosophy: body, mind and purpose

At Automobili Lamborghini, the **well-being of employees** is an **integral part** of the company's strategy, its Purpose - Driving Humans Beyond - and its organisational culture. The **health, safety** and **overall well-being** of Lamborghini's people are not only fundamental requirements to ensure regulatory compliance, but **intrinsic values** that guide the company's work towards **sustainable development**. A meritocratic, inclusive and stimulating work environment is essential to promote the personal and professional growth of individuals, creating the ideal conditions to allow each person to express their potential to the full.

Through an **integrated and holistic approach**, Lamborghini promotes **programmes and initiatives** to meet the specific needs of its workers, supporting not only **productivity**, but also **quality of life**, both inside and outside the company. The attention paid to the **well-being of employees** translates into a **continuous dialogue** and is based on active listening that aims to identify **opportunities for improvement** and ensure a **responsible** and **proactive** management of their needs.

In this regard, the People, Culture and Organization department uses listening tools such as, for example, the climate and the wellbeing analysis as well as the Equity and Inclusion survey to gather employees' points of view and then develop the strategy and programmes offered.

In terms of sustainability, the **Lambo Mobility** programme has also been developed, designed to make commuting to work more environmentally friendly and based on an **annual questionnaire** in which employees actively participate in defining strategies for lower impact mobility, with personalised and shared solutions that reduce the impact on the environment.

Precisely within the sphere of activities designed for the benefit of employees as a result of listening activities, Lamborghini has introduced **Feelosophy**, a wellbeing programme that represents the perfect synthesis of the company's approach to the care of people in all its forms.

This programme is based on three main pillars:



• Body

aimed at promoting **physical wellness** with various initiatives, including the 'LamboFIT' programme at Parco Lamborghini, sleep coaching sessions and prevention programmes (breast and skin cancer) organised in collaboration with **Fondazione ANT Italia ONLUS**;



• Mind

with the aim of supporting **psychological health** through activities of emotion management, psychological caring and the Maternity and Paternity Program to accompany employees during their parenting journey;



• Purpose

which highlights the meaning of being part of Lamborghini, connecting individual activity to company objectives and shared values, reinforcing personal contribution within the company ecosystem.

For each dimension, throughout the year, Automobili Lamborghini has organised various initiatives aimed at promoting healthy lifestyles and enhancing interpersonal relationships during working hours.



Body

The well-being of people is also a concern in the context of company restaurants through the promotion of a daily offer of nutritionally optimal dishes, a choice of reliable suppliers and rigorously selected foods that undergo scrupulous checks by specialised personnel. Through the **I'm Feeling Food initiative**, each employee can choose what to eat based on how they feel, opting for one of the four menus offered.

To promote physical health, Lamborghini has developed **LamboFIT**, a programme that offers employees the opportunity to participate in fitness and yoga classes. These classes, organised in the **Lamborghini Park**, are designed to suit all levels of fitness, promoting physical and mental well-being and encouraging a healthy lifestyle.

In terms of raising awareness about prevention, for the last four years the company has supported **November**, the only charity that deals with men's health on a global scale and that tackles issues such as **cancer** and **mental health**.

Furthermore, aware of the value of prevention, in 2024 the collaboration with the **ANT Italia ONLUS Foundation** continued, offering free early **diagnosis of breast cancer** and **dermatological prevention** visits designed for all employees.

In 2024 Lamborghini once again took part in the prevention campaign to protect the health of its employees, offering a free **flu vaccine** at the company infirmary.



Mind

The mental well-being of employees is promoted through the **Mind Explorer** project, which offers safe spaces to address personal and professional challenges. As part of this initiative, on **World Mental Health Day**, the **Lambo Talk: “Relationships and Well-being”** was held. The meeting focused on the impact of psychological well-being on personal and working relationships, offering practical ideas to improve one’s awareness of the importance of cultivating healthy relationships based on respect and trust. Furthermore, employees have the opportunity to access interviews with an occupational psychologist to start listening to themselves, understanding themselves and moving towards the path that best suits their needs.

Lamborghini has also launched **About Sleep**, a sleep coaching programme that guides employees in discovering the secrets of quality sleep and the best natural remedies for getting a good night’s rest. In December, a Lambo Talk was held on the topic of proper rest and, in particular, digital detox.

There are also events dedicated to **parenting skills** that deal with childhood and adolescence to help

the parents present at Lamborghini to access the emotional and affective worlds of the younger generations, to get to know their ideas and passions, their fears and hopes, and to find common ground beyond generational differences. During the year the Lambo Talk was also held on topics related to parenting: “In the middle ground: a journey into adolescence”.

Purpose

Finally, innovation and the development of skills and passions related to the digital world are at the centre of the **Digital Race, an initiative that reached its second edition in 2024 with the Hackathon** format, a project that involved employees in a competition focused on **data** and **artificial intelligence**. After a qualifying phase, 30 finalists participated in a three-day immersive experience, working in interdisciplinary teams to develop innovative solutions to business challenges. The initiative stimulated creativity, strengthened the **sense of belonging** and promoted a corporate culture based on collaboration and technology.

This context also includes activities aimed at increasing employee participation and cohesion in innovative programmes to raise awareness of sustainability issues. As part of an activity of the Lamborghini Role Model Programme, for example, the first **BEE/I Day** was organised, an idea born from the passion for bees of some colleagues and the desire to stimulate interest in environmental issues and the local area. During the day, flowering shrubs were planted, beehives were assembled and painted, and employees were introduced to insect houses for the first time. The BEE/I Day is a virtuous example of reflecting together

on the values that have always been at the centre of Automobili Lamborghini’s way of doing business.

Similarly, this year a large team of employees and managers took part in the Race for the Cure in the city of Bologna, an event that represents an important opportunity for the company to continue supporting Komen Italia, a non-profit organisation that has been involved in the fight against breast cancer and the protection of women’s health since 2000.

Lamborghini’s entrepreneurial spirit is reflected in the way the company promotes and spreads a culture of responsibility and participation, two key principles of the company mission. In this context, together with the union representatives, the company has decided to join the project “Volunteers for a day: a panettone made properly”, offering employees the opportunity to work alongside Emergency volunteers in the squares of more than 120 Italian cities in the distribution of Christmas gifts, thus contributing to fundraising in support of the humanitarian projects promoted by the association.

All these initiatives demonstrate the company's commitment to the well-being of its employees and to a healthy work-life balance, but above all to nurturing a robust corporate ecosystem geared towards human sustainability and value creation.

This commitment was also recognised in 2025 with the achievement, for the twelfth consecutive year, of the **Top Employer Italy** certification.

Top Employer certification testifies the company's concrete commitment to its people, through value-oriented choices aimed at overall well-being. These include programmes dedicated to physical and mental health, initiatives to promote a healthy balance between professional and personal life, and a strong focus on equity and inclusion. A recognition that accompanies Lamborghini on a continuous path of evolution and improvement of its management practices.

With this twelfth certification, Automobili Lamborghini confirms its position of leadership in the automotive industry, distinguishing itself not only for the exceptional performance of its cars, but also for the quality of the working environment offered to its employees.



“
The Top Employer certification confirms
Lamborghini's concrete commitment
to ensuring the well-being of its people.”

Selleria



3.4

LAMBORGHINI'S APPROACH TO INCLUSION

The initiatives and activities implemented by Lamborghini aim to promote an **inclusive culture** that stems from the contribution of everyone and that welcomes and encourages each individual **uniqueness**, thus creating a place where people feel safe and respected, and of which they can feel part.

At the core of these efforts is the company's continuous drive to create a collective purpose, consistent with Automobili Lamborghini's approach as an employer that doesn't approach the individual in a neutral way but rather evaluates their skills and personal needs. Consequently, the bond that involves individuals in the company's mission means that all employees feel part of a cohesive whole, through tools and initiatives that favour their feeling of being recognised, valued and involved.

Lamborghini considers the values of **fairness and inclusion** to be integral elements of the company culture, recognising the important positive effect that these principles have on the **well-being** and **motivation of people**, as well as on the company's competitive advantage. For this reason, Lamborghini is dedicated to creating an inclusive work environment in which individual identities are not only respected but also valued, in order to prevent any form of inequality or discrimination that could have negative effects on its employees, in line with the provisions of the Ethic Code and the "**Volkswagen Group Essentials**", the values that guide the corporate culture of the Group's brands. Lamborghini is committed to offering equal opportunities to all and to rejecting all forms of discrimination. This applies in particular to discrimination based on ethnic or social origin, skin

colour, gender, nationality, language, religion, ideology, age, physical or mental disability, gender identity, sexual orientation, political opinions and any other characteristic protected by law. Lamborghini embraces diversity, is actively committed to inclusion and creates an environment that not only encourages everyone's involvement but also promotes the uniqueness of each and every individual.

At Automobili Lamborghini, the enhancement of diversity, whether cultural, ethnic, gender, sexual orientation, ability, religious or generational, takes place through a **strategy of Equity and Inclusion** that has its roots in 2014, with the first Supplementary Agreement including equity and inclusion agreement aimed at protecting parenthood. A strategy based on the belief that diversity is wealth, which arises from the meeting of different perspectives and skills, capable of generating a unique value for the company and its people.

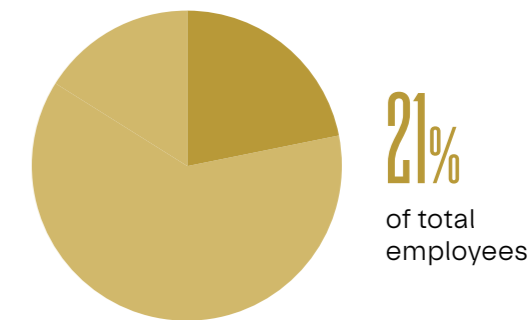
Governance and certifications

In recent years, the company has focused on the issue through a more structured presence also at the governance level. In general, the People, Culture and Organisation function guides inclusion activities, ensuring that these topics are given due consideration in the company strategy. To this end, the function has created the specific role of **Diversity and Inclusion Manager**, a direct point of contact for equal opportunities and inclusion, who oversees activities connected to the topic and acts as a reference point for colleagues.

Through its actions, Lamborghini aims to create virtuous business processes, safeguarding social values and offering a better future for today's and tomorrow's generations, supporting the human and professional growth of everyone. In this context, Lamborghini has decided to adopt a strategy aimed at reducing the **gender gap** in the company in a holistic sense, starting from opportunities for inclusion in the company, professional growth, equal pay, gender difference management policies, up to the protection of parenthood and work-life balance. It is widely recognised that companies that adopt a more inclusive approach at all levels are able to create more authentic and lasting value, through greater involvement of people, an increased capacity for innovation and an increase in their attractiveness as an employer. This is also why Lamborghini has decided to constantly analyse and evaluate the direction taken and the objectives achieved.

As far as gender diversity is concerned, the percentage of women out of the total workforce is equal to 21%, in line with the industry level. Furthermore, women represent 17% of the managerial staff (managers and executives).

Women in the company



The approach to managing aspects relating Equity and Inclusion is integrated into a specific section of the **HR Compliance Policy**, which describes the actions and minimum standards that the company is committed to pursuing in the workplace daily. Lamborghini aims to promote a culture based on valuing diversity and to set an example for the local business community. For this reason, it is essential to constantly **review the management processes of human resources**, which are regularly evaluated to ensure full compliance with regulations on inclusion, starting from the selection and professional development phases so that they are **impartial and inclusive**.

The general approach adopted to contribute to the creation of an inclusive culture that values the uniqueness of each individual is based on the following aspects:



Measurement

to ensure that its principles are not just communicative tools, but also concrete and quantifiable actions and practices. This approach has led to the achievement of **two certifications on gender equality**;



Awareness

so that all employees are aware of the value of diversity, Automobili Lamborghini promotes **structured and periodic** internal and external communication on these topics, through **opportunities for dialogue and involvement** that make employees reflect on the centrality of creating a positive climate;



• Learning

with the constant availability of **training activities** in the dedicated learning space, to raise employee awareness, promote mutual understanding and break down prejudices. A particular focus is placed on managerial style and the role of managers as **role models**;



• Networking

through **collaborations and partnerships** with organisations and associations that are committed to making the territory inclusive, such as **Valore D** and **Rete Capo D**.

Demonstrating the company's commitment, Automobili Lamborghini obtained **IDEM certification** in 2022, as the first company in the automotive sector, positioning itself among the organisations most attentive to gender equality issues. **IDEM** is a project launched in 2020 thanks to the joint efforts of Job-Pricing and the Marco Biagi Foundation of the University of Modena and Reggio Emilia, which aims to transform the actions implemented by companies in support of gender equality in the workplace into **measurable parameters**. IDEM uses a scientific method based on data that analyses four fundamental aspects within a company: **career opportunities, remuneration, organisation and culture**. Lamborghini has distinguished itself in aspects such as remuneration, with a marginal average gender pay gap, and **organisation**, thanks to policies of flexibility and protection of parenthood.

This dedication also materialised in 2022 with the achievement of **UNI/PdR 125:2022** certification for gender equality, renewed in 2023 with a higher score than the previous year. The certification, issued by the accredited third-party organisation DNV, attests that the measures adopted to **eliminate the gender gap** in terms of growth opportunities, **equal pay** for equal work, attention to **well-being in a holistic sense** and the protection of **parenthood** have been effective. Furthermore, in the belief that inclusion and fairness are essential conditions for sustainable business development, Lamborghini has defined a **Gender Equality Policy**, approved by the Comitato di Direzione, which aims to:



create a fair corporate environment in terms of equal career opportunities, competitiveness and flexibility;



support the increase of female employment;



guarantee equal pay for equal role complexity and skills acquired;



support and enhance parenthood and care;



ensure equal opportunities in the development of skills, guaranteeing fair and equal participation in training courses and access to leadership positions;



protect and promote the health and professional satisfaction of its employees, constantly improving working conditions and adopting measures to prevent and promote their well-being and a balance between private and professional life;



preventing all forms of physical, verbal and digital abuse, ensuring integrity and respect for laws and regulations;



becoming an ambassador for an important change that the Italian labour market needs, especially in the automotive industry, through activities and projects to raise awareness in schools about STEM subjects and gender stereotypes.

In addition, the Comitato di Direzione has set up a **Comitato Guida** (Steering Committee), delegating to it the responsibility of implementing and monitoring the pursuit of the objectives expressed in the Gender Equality Policy.



In 2022, Lamborghini obtained the IDEM certification, positioning itself among the companies most committed to gender equality.



Initiatives to engage employees

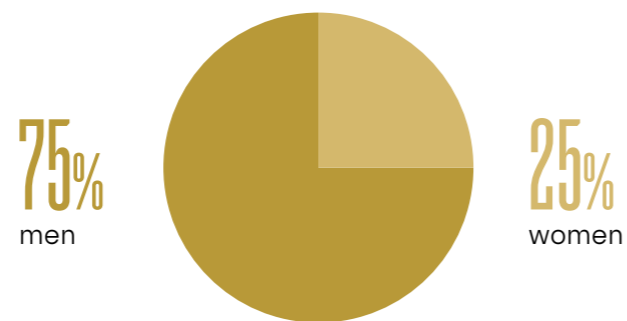
With the aim of continuing to map the needs and perceptions of its people on the topic of equity and inclusion, during 2024, the People, Culture and Organisation department proposed the **Inclusion survey** for the second consecutive year. This is a questionnaire made up of 22 questions aimed at gathering people's perceptions on inclusion in the company and providing ideas for building an increasingly inclusive environment.

As for the initiatives implemented in recent years in this area, particular focus has been placed on promoting a culture of equality in the **family environment**. Through the 2023-2026 supplementary company contract, in agreement with the union representatives, the company has formalised the **increase in economic integration** perceived during **parental leave** by new parents. In addition, **mum coaching** and **dad coaching** courses are offered to parents returning to work, as well as agreements with kindergartens and summer camps.

Furthermore, each parent can take **eight hours of leave** per child, extended to **16 hours for single parents** or in the case of **children with certified disabilities**, showing a strong focus on supporting different types of family needs. Moreover, aware that motherhood and fatherhood are a special time in life, a unique experience, in 2017 Lamborghini created a programme dedicated to parenthood, full of activities and projects that are also the result of collaboration with the company's RSU.

During 2024, 238¹⁷ employees took at least one type of parental leave, of whom 75% were men and 25% women. In the same year, the number of employees who returned to work at the end of their leave and were still employed at the end of the reporting period is 205 (155 men and 50 women).

Employees who took parental leave during the year



Of those who returned to work in 2023, 140 (96 men and 44 women) were still employed by the company 12 months later. The return rate¹⁸ thus stands at 97% for 2024, in line with 100% in 2023, while the retention rate¹⁹ is 97%.

¹⁷For the purpose of counting eligible personnel, only optional parental leave was taken into account, which amounted to 737 (592 men and 145 women).

Training and awareness-raising activities

Furthermore, during the year, specific e-learning courses, both compulsory and non-compulsory, were offered on the topics of inclusion, with the aim of increasing internal sensitivity and enhancing the ability of employees to act as spokespersons for these values. Specifically, a course was provided on **raising awareness of unconscious bias**, which aimed to promote an environment free from **prejudice and stereotypes** and encourage working practices that respect equal opportunities, as well as two courses dedicated to **gender harassment in the workplace**. In addition, **mentorship programmes** have been developed dedicated to the topic of **women's representation in key roles**.

In addition, Lamborghini has launched the campaign "**Se sono solo parole, allora puoi cambiarle**" (If they're just words, then you can change them), dedicated to **inclusive language**. This initiative, developed with an editorial plan of content and events with exceptional speakers, aims to raise awareness, inspire and train employees on the importance of a conscious use of words, educating them to recognise and overcome expressions that can feed **gender stereotypes** or **cultural prejudices**. One of the tools used in the campaign is the "**Equabolario**", an inclusive dictionary created to introduce and rediscover terms that promote a healthier work environment and a more equitable society. The campaign has been developed through a series of thematic events on all aspects of diversity, including in-depth discussions on **cultural differences**, organised on anniversaries such as the **European Day of Languages**. During these events, employees were invited to reflect on expressions and idioms that often unconsciously reinforce stereotypes related to the language learning process, emphasising the importance of commitment, perseverance and mutual support.

The campaign included sessions dedicated to analysing the impact of common phrases or expressions that, although seemingly harmless, can be discriminatory or harmful to some people working in the company. These sessions aimed to stimulate collective reflection on how words influence daily actions and decisions, reinforcing the need to adopt a more conscious and respectful language. This campaign emphasises that language is never neutral but reflects the dynamics and inequalities of society. Hence the urgent need to undertake a collective journey to recognise, transform and enhance language, going beyond simply saying that they are "just words".

¹⁸Calculated as employees who returned to work at the end of leave divided by those who took leave in the same year. Specifically in 2024, the rate is 96% for men and 98% for women.

¹⁹Calculated as the total number of employees who returned to work and are still employed 12 months after taking leave divided by those who took leave in 2023. Specifically, the rate is 96% for men and 100% for women.

Another important annual initiative dedicated to the promotion of Equity and Inclusion is the **We.Together International D&I Days** organised by the Brand Progressive Group, the international team that involves all the Group's Diversity, Equity and Inclusion representatives. Lamborghini also participated in this **programme full of conferences, workshops and reflections** in multiple languages on the theme of Equity and Inclusion. During the event, it was possible to participate in sessions of great interest, such as the **Lambo Talk** entitled "Gender Equality takes the field beyond stereotypes: a dialogue with the Bologna women's football team".

On the occasion of the World Day for Cultural diversity, dialogue and development, an event was organised entitled "**Talking to live together, not to convince**" to reflect on the use of words as a possibility for innovation and an opportunity to learn something new, touching on the importance of listening, which often requires commitment because opening up means questioning ourselves, or "thinking about how we think".

Training and awareness activities

- E-learning courses
- Internal communication campaigns
- We.Together International D&I Days organized by the Brand Progressive Group
- Lambo Talk
- Lambo Podcast



Another significant Lambo Talk was “**What is the weight of words?**”: in this meeting the topic of the **importance of inclusive language in the recognition of human rights** was discussed, addressing crucial issues such as identity and prejudice, especially in relation to gender diversity. This talk offered a profound reflection on how words can be powerful allies on the path to equality.

As for the **Lambo Podcasts**, a special edition was created entitled “**What are words for?**” which answered crucial questions about the role of words and discursive injustice, as part of the campaign on inclusive language and the broader framework “**Universes, where diversity and inclusion meet**”, which from 2021 encompasses all the Equity and Inclusion initiatives implemented by Lamborghini.

In May, during **European Diversity Month**, Automobili Lamborghini also participated in the debate on the future of inclusive work, demonstrating how embracing diversity is not only a choice of values, but a **strategic necessity** for corporate and social evolution. In this context, a video “The Touch: The Power of Emotions” was launched. The content explores the power of touch in transmitting emotions, showing how each sensation is unique and how contact can be a universal form of knowledge. In the video, made in collaboration with the **UICI (Italian Union of the Blind and Visually Impaired ETS - APS)**, the pro-

tagonists touch a **Huracán Tecnica**: the intensity of the emotions is detected through sensors on their hands, transforming into different colours, symbolising the emotions experienced.

In a special episode of the Lambo Podcast dedicated to **International Women’s Rights Day**, reflections have been made on gender equality through classical literature and fairy tales, examining how literary characters have traditionally shaped male and female identity and how it is possible to collectively change culture to offer more room for action to everyone. This episode offered an unusual and stimulating perspective on gender equality, using the power of stories to promote cultural change.

The company also organised a Lambo Talk on kindness in language entitled “**Being guided by kindness**”, in which the deeper meaning of one of the most powerful and revolutionary feelings was explored. People were thus able to re-evaluate from a new perspective the unique power of kindness, which is capable of transforming the vision of the world without confusing it with weakness, but rather fortitude and care for others.

On the **International Day of Persons with Disabilities**, the concept of normality, models of disability and the language used to describe it were analysed: from pain to heroism, to infantilisation. An opportuni-

ty to reflect on how to change perspective and promote a more inclusive and respectful culture.

Also in the field of accessibility, Automobili Lamborghini has launched a series of initiatives aimed at making its history and products accessible to everyone. These include the use of **interpreters who use Italian sign language (LIS)** for company events such as concerts, meetings and guided tours of the Automobili Lamborghini Museum. In this regard, since 2019, the **Lamborghini Museum** has been offering guided tours in **Italian Sign Language**, enriching the experience with a journey that allows visitors to discover the history and technological innovations of the masterpieces on display in Sant’Agata Bolognese. From **June 2024**, thanks to the support of the **UICI** (Italian Union of the Blind and Visually Impaired), visits have been introduced exclusively for blind or visually impaired visitors, who can touch the cars on display and experience the world of Lamborghini through touch.

Partnerships and collaborations

Since 2022 Lamborghini has been associated with **Valore D**, with which it carries out training and awareness-raising initiatives. The Yunicity platform, available to the entire corporate population, as well as the Talks Academy of the organisation offer participants

training tools and inspiration to create truly **inclusive** contexts, enhancing the **uniqueness** of each person.

Still with **Valore D**, on National STEM Week Lamborghini supported the “**We Stand 4 STEM**” campaign, an initiative created to support STEM subjects (Science, Technology, Engineering and Mathematics) and encourage the younger generations to approach this field of study to better face the work challenges of the future. We Stand 4 STEM is part of the broader #ValoreD4STEM project, which for years has been promoting the overcoming of gender stereotypes in the fields of science and technology.

Lamborghini is also part of the **Capo D Network** (Community of Companies for Equal Opportunities), a community of eight companies in the Bologna area founded in 2019, also at the instigation of the Metropolitan City of Bologna, with the aim of spreading the culture of gender equality in the area, through multiple projects carried out in synergy with the institutions. One of the main strategic strands of the Network is the constant work with the school system, to eradicate bias and stereotypes in the new generations, thus actively contributing to a generative cultural change, centred on inclusion, equity and equality.

LABOUR AND INDUSTRIAL RELATIONSHIPS

Since the beginning of its business activities, Automobili Lamborghini has established a **model of relationship with trade union based on transparency and mutual trust**, capable of extending the potential of collective bargaining by enhancing the right of employees to freely express their rights of union representation.

The company has always maintained a relationship based on dialogue and constant, fair and transparent discussion with the unitary union representation, in a spirit of mutual respect and in accordance with applicable laws and regulations. A high-level dialogue aimed, on the one hand, at making the company increasingly efficient and competitive and, on the other hand, at continuously improving the working conditions of employees. This relationship has been realised from the beginning, in the signing of **union agreements that recognised more favourable treatment**, as for example the one occurred in 1968, with the agreement that saw the allocation of a first production prize to the company's employees, or in 1995 with the agreement that introduced a "cooling off clause" in company negotiations to favour the resolution of critical issues through dialogue and consultation, as an alternative to the adoption of unilateral actions by each of the actors involved.

The rights to information, consultation and bargaining

The acquisition by the Audi-Volkswagen Group in 1998 represented a further turning point, leading not only to the integration of the company into a broader industrial context capable of adequately sustaining its growth and enhancing the distinctive elements of the brand, but also to the positive contamination of the bargaining system adopted by Lamborghini with some of the elements of union participation typical of the Central European model, while respecting the autonomy and peculiarities of the local system. The signing of the **Charter of Labour Relations of the Volkswagen Group** (hereinafter also referred to

as the "Charter") in 2009, and its implementation by Lamborghini in 2011 after a series of meetings, provides further guidelines for company operations and aims to commit all the companies and related operational sites of the Volkswagen Group to implement, in compliance with national regulations, a system of industrial relations based on the participatory model. In particular, the adoption of the Charter has enabled a more mature reflection on the culture of participation and co-responsibility between trade unions and the company, aimed at promoting employment stability while guaranteeing high levels of performance. The Charter regulates the mechanisms of worker participation, providing that union representatives are recognised the right to **information**, the right to **consultation** and the right to **bargaining, even in broader terms than provided for by the standards applicable in the respective legal systems**.



The Charter

aims to implement an industrial relations system based on a participatory model.

In the current framework of participation rights implemented at Lamborghini, the **right to information** is an essential pillar of industrial relations, guaranteeing a **transparent and timely involvement** of workers. This principle takes the form of an annual calendar of dedicated information sessions, regular meetings and an information system.

As for the information, this covers a wide range of topics such as:

- the final balance of the previous year, the industrial plan and investments for the current year;
- analysis of the employment situation;
- production trends;
- gender equality and diversity, compulsory employment of people with disabilities;
- updates on professional growth paths;
- use of company welfare tools;
- situation of contracts and supplies.

To support this calendar, periodic meetings have been introduced to address both strategic issues and contingent needs, such as:



meetings

between the CEO, the Chief People, Culture and Organization Officer, the Industrial Relations manager and the Unified Trade Union Representation (RSU);



fortnightly meetings

on health and safety, with the participation of HR Business Partners, the Head of the Prevention and Protection Service (RSPP), the Workers' Safety Representative (RLS) and the company Doctor;



specific discussions by area/department

between department managers and representatives, HR Business Partners and the RSU.



Automobili Lamborghini has also implemented specific tools that allow it to further strengthen the dialogue with its corporate community, both through the LIFE company intranet and the WeLambo app, through which news, information and company initiatives are made available in a timely manner, also regarding the topic of union representation. In particular, the digital trade union noticeboard allows quick access to information regarding dialogue with the union and notifications regarding union initiatives and events.

The **right to consultation** is realised through a structured and continuous dialogue between the trade union representatives and the company management.

To encourage collaboration and provide tools for direct participation by workers, a network of **Bilateral Technical Committees (CTB)** and **Working Groups** has been set up to study operational and strategic issues in depth. These groups are made up of a number of company-appointed members equal to the number of representatives appointed by the **Unitary Trade Union Representation**, and assisted, where necessary, by workers who are experts in the field or external technicians.

The CTBs operate in six main areas:



• Performance bonus (PDR)

aimed at monitoring and analysing the indicators of the premium with respect to the structure defined by the Supplementary Agreement, with proposals for corrective actions;



• Organisation of Work, Times and Methods

focused on monitoring and making proposals for improving processing times and the ergonomics of work positions with a view to employee well-being. In this regard, this Commission works in close synergy with the CTB Health, Safety and Sustainable Mobility;



• Management and Training

for the analysis, monitoring and proposal of training plans with a view to continuous improvement, in addition to the analysis of issues relating to the company management system and apprenticeship programmes;



• Health, Safety and Sustainable Mobility

with the aim of analysing working conditions and the work environment, proposing initiatives for improvement, training initiatives on health and safety or mobility improvements with a view to sustainability and overcoming any architectural barriers;



• Canteen

to monitor the quality of the service and offer suggestions for improvement;



• Procurement

focused on information and consultation activities regarding tenders, with initiatives to promote a participatory culture among suppliers as well.

The **Working Groups**, another element of Lamborghini's right to consultation, are dedicated to the analysis of particular issues, such as smart working, flexible benefits, and supplementary pensions, topics that require specific skills and a cross-functional approach. These Working Groups have informative, consultative, investigative and propositional functions.

As part of the latest supplementary contract signed by the company, a Working Group dedicated to the theme of **social innovation** has been set up, tasked with analysing and proposing actions to update company bargaining in line with changes in the world of work, and initiatives regarding diversity, inclusion and parenthood.

With reference to the **right to collective bargaining**, Lamborghini adopts an advanced bargaining model, which translates into the ability of the parties involved to reach shared positions through the instrument of negotiation. Thanks to the significant increase in the

company's contractual dynamics, since 2009 the company has signed **six supplementary contracts** and **over 170 trade union agreements**, demonstrating a constant commitment to improving working conditions. The main topics of discussion include:

- flexibility and organisation of work;
- performance bonuses;
- training and active citizenship;
- emergency management;
- parental leave and parenthood.

This continuous and participatory negotiation with the union representatives led to the signing of the renewal of the **Integrated company Contract** in January 2024, valid for the four-year period 2023-26, through which Lamborghini has strengthened the principles of **transparency, mutual trust** and **"negotiated participation"**. This agreement is a strategic tool for facing the challenges related to the **ecological and digital transition**.

Right to information

A fundamental pillar of industrial relations. It ensures a transparent relationship and the timely involvement of workers.

Right to consultation

A structured and ongoing dialogue between trade union representatives and Company Management.

Right to collective bargaining

The ability of the involved parties to reach shared positions through the bargaining process.

The main features of the new Supplementary Labor Agreement

The topics covered in the company Agreement are numerous, among which the new organisation of working hours takes on central importance. The Parties have defined an organisation that is extended to all workers, in consideration of the relative peculiarities.

The solutions identified by the union agreement allow for a reorganisation of working hours, initially on an experimental basis, implementing a radical transformation of the company organisation, functional to accompanying its growth path by updating the previous shift system that no longer corresponds to current needs.

In the production department, an innovative **system for organising work** has been introduced, designed to respond to technological and social changes, while improving the **balance between private and professional life**. This system, characterised by a shift system differentiated by company area, has allowed for the remodulation of working hours, alternating 4-day weeks with 5-day weeks, giving people a free Friday every two weeks (for departments with two shifts) or two free Fridays every three weeks (for departments with three shifts).

With reference to office personnel, the Agreement further enhances the already very broad flexibility system, renewing the company's commitment to a **hybrid work** model, enhancing the possibility of using the so-called smart working for up to 12 events per month and allowing the recovery of psycho-physical energy also through a "flat rate" hour bank mechanism, which can be used for up to a maximum of 12 days per year.

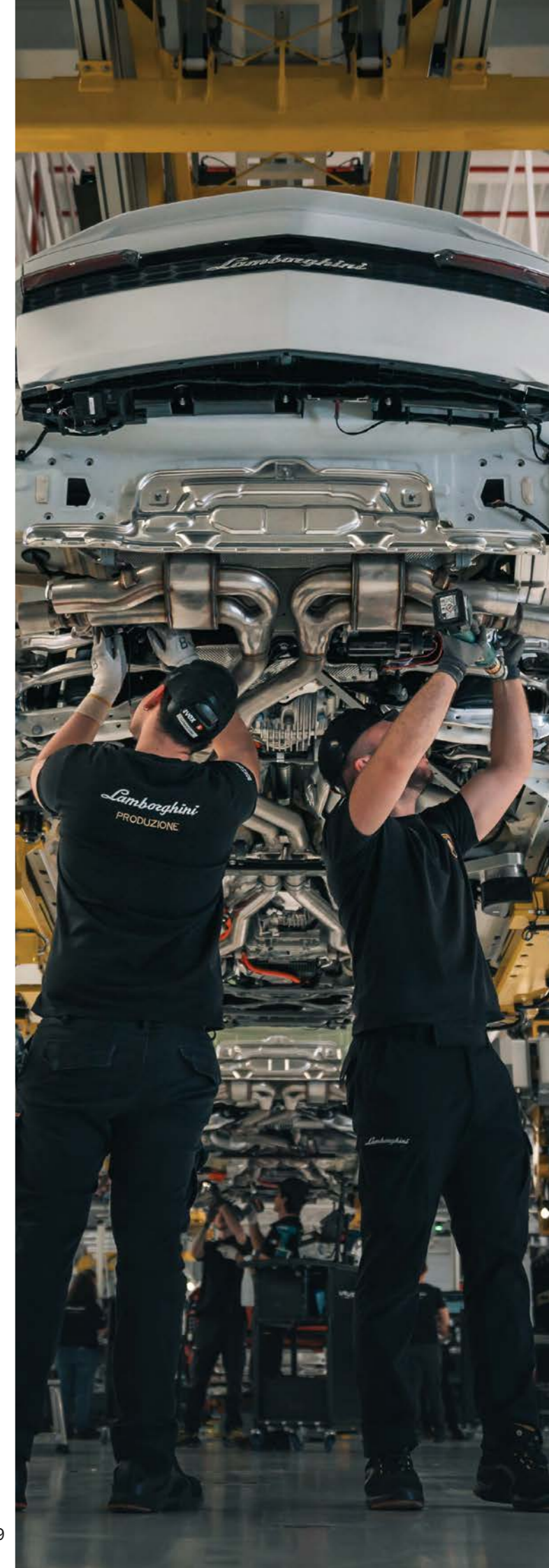


"Flat rate" hour bank

up to 12 days per year for the recovery of mental and physical well-being.

The improvements introduced allows to innovatively combine attention to the **well-being of employees**, while guaranteeing high standards of productivity and adaptability necessary, in a constantly evolving work environment, to support the organic growth of the company.

In addition, the Contract also aims to enhance the commitments made in the field of **environmental sustainability**; in this regard, over the years Lamborghini has implemented a series of infrastructures



and projects to support sustainable mobility and the achievement of its decarbonisation target, including:



• a decarbonisation project

with the introduction of various important measures to reduce environmental impact (photovoltaic systems and energy-efficient buildings, trigeneration and district heating systems, industrial plants and processes designed to minimise water use and emissions), thanks to which the **Sant'Agata Bolognese site obtained "Carbon neutrality"** certification as early as 2015;



• charging stations

for electric vehicles, and spaces dedicated to bicycles and motorcycles at the Sant'Agata Bolognese site;



• carpooling projects

which allow employees to share their journeys;



• an experimental shuttle service

synchronised with train timetables, connecting the company site to the San Giovanni in Persiceto railway station;



• collaboration with local institutions

for subsidised public transport solutions, favoured by the company's membership of the Club Pro of the Metropolitan City of Bologna.

With the aim of making this commitment even more concrete, Automobili Lamborghini has integrated the **Performance Bonus** provided for in the Contract with an incentive system linked to sustainable mobility. From 2024, 10% of the total value of the Performance Bonus will be dependent on the achievement of specific targets for the **reduction of CO₂** emissions resulting from home-work travel. These results are monitored through the app of a **specialised service provider**, which tracks in a certified manner commutes made using methods with the lower environmental impact, such as carpooling, the use of company shuttles, bicycles or walking.

Thanks to the collective commitment and the initiatives implemented, in 2023 Lamborghini reduced by **15% the company's CO₂** emissions from employee commuting compared to the previous year. Furthermore, in 2024 the company has set itself the target of achieving a further reduction in emissions generated by employees travelling to and from work com-

pared to 2023 levels. Thanks to these initiatives, over 58,000 kg of CO₂ emissions were avoided in 2024.

Still in the context of environmental protection, Automobili Lamborghini also integrates attention to this element in the canteen and refreshment areas, with initiatives aimed at reducing environmental impact and improving the quality of service, such as, for example, the installation of **free water dispensers** in all refreshment areas and in company restaurants that can be used with compostable glasses or personal water bottles, the progressive elimination of single-use plastic in company canteens, replaced by **reusable tableware**, collaboration with suppliers certified for **food sustainability** to increase the use of **zero food mile** raw materials from certified supply chains, and the donation of food surpluses to charities to reduce waste.

The Agreement also introduces specific measures for the **well-being** of employees, the **protection of**

diversity and inclusion, a strengthening of protections for contract work, as well as an improvement of individual rights and company protections in support of **parenthood**, including, for example, economic support from the company for optional maternity or paternity leave, guaranteeing a minimum wage of between 70 and 80% of the normal salary, which is increased to 100% for "single parents" or leave requested for children with disabilities. Further protection has been provided for employees who undertake adoption or foster care, with paid leave for enrolling children in nursery and/or kindergarten as well as for medical examinations.



On the other hand, among the initiatives implemented and aimed at raising awareness on the issues of **equity and inclusion**, there are:

- training and experiential projects such as the one on reverse mentoring, dedicated to enhancing generational diversity;
- projects aimed at enhancing gender diversity through an insertion and development plan as well as welfare initiatives dedicated to the female population;
- managerial training dedicated to “unconscious bias”;
- projects aimed at guaranteeing the inclusion of people with disabilities;
- internal communication campaigns and awareness courses focused on the issues of gender harassment in the workplace, made compulsory for all employees, and mobbing.



Of equal importance is the company's commitment to implement a **plan for the recruitment of direct and indirect** personnel, also included in the Supplementary Contract, for a total of 500 new employees (net of turnover) with permanent contracts, to be implemented by December 2026. This plan is linked to the evolution of the company's organic growth, also within the framework of the development agreement presented by the company to the Ministry of Enterprise and Made in Italy and to Invitalia, concerning the creation of a fourth fully electric model, whose approval process is underway after the recent approval of the Emilia-Romagna Region.

The renewal of the Contract also coincides with the second phase of the *Direzione Cor Tauri* electrification plan, which envisages the progressive hybridisation of the range, a goal that combines technological complexity and a high degree of vehicle customisation. In this regard, the Contract confirms the company's ongoing commitment to implementing new technologies and/or processes aimed at enhancing investments to further evolve the current **Factory 4.0** model to **Manifattura Lamborghini Next Level**. This evolution has enabled a further improvement of the work environment and of the technologies supporting the work phases, through the valorisation of the operators' skills with the support of technological tools, the digitalisation of production processes and the introduction of **artificial intelligence** systems and **AGV systems** (Automated Guided Vehicles) within the assembly lines.

In order to make the elements of the new Agreement even more accessible and easy to consult, an internal communication campaign was launched entitled “**A visionary model in every aspect**”, providing in-depth materials and summary cards on the main areas covered by the Agreement, so that the new features introduced are always at hand. The contents, released gradually over the months, allowed

Lamborghini's people to explore every aspect of the agreement and understand its concrete benefits and most innovative aspects.

Furthermore, aware of the need for continuous and constant updating and development of new skills within the company, Automobili Lamborghini has developed a **structured training programme** aimed at strengthening social dialogue and promoting active participation. This path underlines the commitment to fostering a **corporate culture based on collaboration and inclusion**.

The project evolved in the period 2020-2022 with the creation of a training course on the Constitution of the Italian Republic, compulsory for all employees, in person and online, to ensure inclusive access to all employees even in the context of the Covid-19 restrictions period, culminating in 2022-2023 with face-to-face sessions on **social dialogue** for **220 managers**. Finally, in **2024**, a further training intervention was implemented on the topics of Participation, which involved key figures from Human Resources, trade union representatives and company managers.

Additional tools and initiatives implemented contractually over the years by Lamborghini are also aimed at promoting full awareness of their rights in the context of the **freedom of association and representation** among all the people who work for the company, whether they are employees or other collaborators. Particularly significant, as proof of this context, is the high level of participation of employees in the democratic processes promoted by the Unified Union Representation, also demonstrated by the approval by a very large majority of the referendum on the new company contract and by a growing rate of union membership.


“The training program developed
by Automobili Lamborghini highlights
the company's commitment to a corporate
culture based on collaboration and inclusion.”



OUR PRODUCTS

- 4.1 PRODUCT RANGE
- 4.2 REGULATORY FRAMEWORK AND FLEET EMISSIONS
- 4.3 PRODUCT SAFETY AND QUALITY
- 4.4 RESPONSIBLE USE OF MATERIALS



A close-up, low-angle shot of a car's headlight assembly, illuminated with a vibrant blue light. The image shows the intricate details of the headlight housing and the glowing elements within, creating a futuristic and high-tech aesthetic. The background is dark, making the blue light stand out prominently.

Automobili Lamborghini products are synonymous with performance, fun-to-drive and innovative design. Each model is designed to offer a unique driving experience, enhanced **by cutting-edge technologies**, always with meticulous attention to detail.

In 2021, with the aim of facing new challenges and **regulatory requirements** in the field of sustainability, Lamborghini announced the first phase of *Direzione Cor Tauri*, the strategy for the transition towards the **electrification of the range**.

Similarly, also for cars' interiors the company is carrying out **continuous research and development on materials with a lower environmental impact**. Sustainability has, therefore, become an integral part of the Automobili Lamborghini philosophy, balancing luxury and respect for the environment.

PRODUCT RANGE

Since its foundation, Automobili Lamborghini has pursued the goal of **revolutionising the status quo** in the automotive industry, challenging the **conventions of the time** without being afraid to put **visionary ideas** on the road, to provide enthusiasts experiences and emotions never felt before.

The current product range includes the Revuelto, V12 HPEV (High Performance Electrified Vehicle), the Urus SE plug-in hybrid Super SUV, and the new Temerario, the reference HPEV in its category, each representing a combination of cutting-edge performance and outstanding design.

In more than sixty years of history, Automobili Lamborghini has created a series of iconic cars, including the 350 GT, the Miura, the Espada, the Countach, the Diablo and the Murciélago, as well as exclusive limited-edition models such as the Reventón, the Veneno and the Sián. Immediately recognisable for their bold lines and distinctive proportions, Lamborghini design DNA blends perfectly with the technological innovations and high-level performance of its cars.

What distinguishes Automobili Lamborghini and its cars is the company's ongoing ability to provide customers with innovation and progress. The key principles that guide the creation of all the products in the range are: **"Performance"** and **"Fun-to-Drive"**.

These elements have also been incorporated into the *Direzione Cor Tauri* strategy, a path that initiated an in-depth and constant research into the opportunities and challenges of electrification, and from which have emerged the cars that will lead Automobili Lamborghini towards a **future with lower emissions always ensuring better quality and performance comparing to previous models**.

With the aim of continuing the electrification strategy of its product range, Lamborghini made significant investments in Research and Development during 2024, for a total of 332.5 million euros, continuing to focus, among others, on innovations capable of progressively reducing fleet emissions, such as hybrid and electric engines.

“**Performance and Fun-to-drive:
the principles that guide the creation
of every Lamborghini product.**”



Models and the progressive integration of the electrification strategy

Revuelto

The first hybrid HPEV (High Performance Electrified Vehicle) supercar. With the Revuelto, Lamborghini has established a new benchmark in performance, on-board technology and driving pleasure. The ultimate thrill provided by the Revuelto is reached thanks to a powertrain that delivers 1015 CV total, combining the power of a brand-new 12-cylinder internal combustion engine with three high-density electric motors and a groundbreaking transverse dual-clutch e-gearbox. The power of the electric motors is harnessed to take performance and driving emotions to an unprecedented level.





Urus SE

Is the next step in Automobili Lamborghini's journey towards complete hybridization. As the first PHEV (Plug-in Hybrid Electric Vehicle) version of the luxury Super SUV, the SE sets a new benchmark for the whole segment, in terms of comfort, performance, efficiency, emissions and driving experience.

Temerario

The first super sports car in the history of the Sant'Agata Bolognese-based brand to be equipped with a twin-turbo V8 engine paired with three electric motors. The second vehicle in the HPEV (High Performance Electrified Vehicle) range, at the top of driving pleasure thanks to performance and comfort unique in its category. It features new design style concept, while offering unprecedented customisation options and connectivity features never seen before.

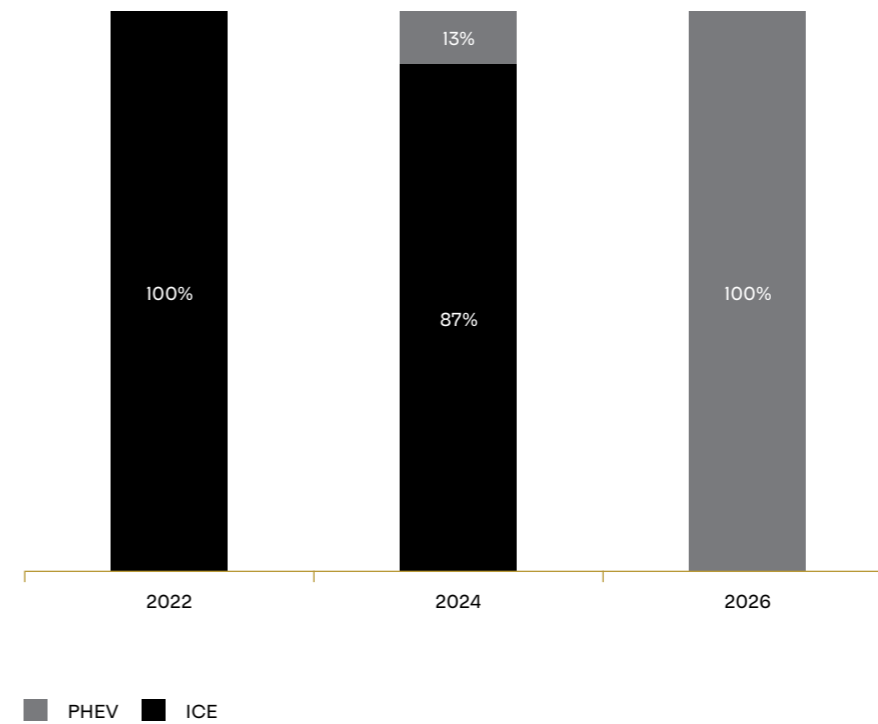




Lanzador

Represents a true milestone for Lamborghini, as the company continues actively working to electrify its entire range of vehicles and to achieve decarbonisation. The new concept car is part of a broad strategy to reduce CO₂ emissions and embrace a more sustainable vision for the future. The car is equipped with two electric motors, one for each axle, providing all-wheel drive and efficiency in all driving conditions, on all surfaces and in every driving styles.

Free electrification path¹



Motor Sport: Passion and Innovation on the track

Automobili Lamborghini expresses its most competitive essence through the world of **motorsport**, combining technical excellence, passion and innovation.

The **Squadra Corse** department embodies this spirit, developing and building in-house the cars that compete in the most prestigious GT championships and organising the **Lamborghini Super Trofeo**, the world's fastest one-make championship. The Lamborghini Super Trofeo, organised in three continental series – America, Asia and Europe – in addition to the spectacular **World Final**, offers a unique stage for the **Huracán Super Trofeo Evo**.

In the **GT3 championship**, on the other hand, Automobili Lamborghini competes with over 20 customer teams who have chosen to compete in **Huracán GT3 EVO** race cars, a car that has won over 40 titles on a global scale since its debut in 2015. This result demonstrates Lamborghini's excellence in competitions open to a range of constructors.

An example of Lamborghini's commitment to sustainability in motorsport is the **SC63**, the **first hybrid prototype** designed to compete in the **FIA World Endurance Championship 2024** Hypercar class, including the **24 Hours of Le Mans**.

¹The percentages of vehicles, which do not include Motorsport, are based on volumes estimations available to date; therefore, they may be subject to change over the coming years.



4.2

REGULATORY FRAMEWORK AND FLEET EMISSIONS

The Lamborghini product strategy, which during 2024 brought to the complete hybridisation of the fleet, aims to balance product positioning, customer satisfaction and compliance with fleet emissions regulations. In line with other players in the automotive industry, also Automobili Lamborghini is required to comply with numerous laws and regulations developed by the governments of the countries in which it operates and aimed at fighting climate change.

Concerning fleet emissions legislation, two different time horizons has to be taken into consideration: a more immediate future, up to 2034, with increasingly stringent and challenging official or semi-official legal targets, and a more distant future, from 2035 on, for which only declarations of intent from the various countries are currently available. To date, fleet legislation ranges from monitoring CO₂ emissions to the percentage of electric vehicles. Non-compliance with these regulations can result not only in significant economic penalties, but sometimes also in the suspension of sales in certain markets.

The above implies that, in addition to ensuring the conformity of single vehicles for the purposes of introducing them on the market required by the homologation process, Lamborghini must also monitor the average emissions of the aggregate fleet with respect to the limits imposed in the different reference markets. This analysis is indeed essential to ensure the company remains in the markets and to control possible fines and penalties.

The current legislative landscape is characterized by a complex and ever-changing situation; in fact, the different geographical areas where the company operates have defined emission regulations based on multiple parameters. Globally, these can be traced back to four main types of legislation:

- Fleet CO₂;
- Fuel Economy;
- Toxic Emissions;
- ZEV Mandate.

Fleet CO₂:

the most widespread regulation, aimed at defining a decreasing limit over the years of fleet CO₂ emissions, measured in g/km;

Toxic emission:

legislation currently in force in the United States and South Korea, it limits the emission of toxic gases from the fleet, in particular NMOG+NO_x, to a specific legal standard, measured in g/km, lower than the minimum level required for homologation;

Fuel economy:

in force, among other markets, in the United States, the Middle East, South Korea and Chinese mainland aims to increase the efficiency of fuel consumption per distance travelled, calculated in km/l;

ZEV Mandate:

implemented in some American and Canadian federal states and also in the United Kingdom, it imposes an increasing percentage over the years of ZEV (Zero Emission Vehicle) cars, i.e. electric or plug-in hybrid vehicles able to guarantee high electric ranges.



To cope with these increasingly stringent regulations, Lamborghini defined and introduced the *Direzione Cor Tauri* strategy in 2023, with the aim of reducing emissions from new vehicles through the complete hybridisation of the product portfolio. The first step in this direction was represented by the launch of the Revuelto: Lamborghini's first plug-in hybrid supercar, equipped with a hybrid V12 engine able to reduce CO₂ emissions by around 30% compared to its predecessor, the Aventador. In 2024, Lamborghini continued along the electrification path with the Urus SE, the new super SUV with a V8 turbo hybrid engine capable of achieving an extraordinary 80% reduction in CO₂ emissions compared to the previous version. The *Cor Tauri* hybridisation phase was then completed in 2024 with the launch of the Temerario. The new supercar, equipped with a V8 turbo hybrid engine, will be able to reduce CO₂ emissions by around 30% compared to its predecessor, the Huracán.

In parallel with the implementation of the *Cor Tauri* decarbonisation and electrification strategy, the company has also set up the **Fleet compliance team, a cross-functional** working group focused on mapping developments and responding promptly to the regulations listed above.

This team, made up of representatives from the Strategy, Marketing, Legal, Research and Development and Controlling departments, works with the aim of monitoring regulatory developments and the consequent compliance of the Lamborghini product portfolio, as well as integrating the result of these analyses into the strategic decision-making process for the range. These analyses are carried out by studying the regulations of all the markets in which the company operates; based on the results of these studies, the Fleet Compliance team is responsible for evaluating and proposing the most appropriate portfolio strategy and go-to-market options in individual markets, as well as defining any technical, commercial and economic countermeasures to en-

sure compliance. Possible countermeasures that can be implemented to ensure compliance with global regulations include the possibility of presenting before the law as part of a group together with other manufacturers, or the opportunity to obtain exemptions as a small manufacturer. Lamborghini can benefit from both regulatory flexibilities, being both part of the Volkswagen Group, with which it faces the legal limits in many global markets, and classifying as a small manufacturer, responsible for a limited annual number of new vehicles, and therefore eligible for regulatory exemptions.

Furthermore, over the last few years Lamborghini has further expanded the field of analysis with the aim of exploring every possible measure to reduce emissions. One potential option is e-fuels: synthetic fuels capable, during the production phase, of removing from the atmosphere an amount of CO₂ equal to that emitted by the engines during their use. To better study their implementation and technical-commercial feasibility, Automobili Lamborghini, in addition to exploiting synergies within the Volkswagen Group, has recently formed a consortium with leading international partners in industries interested in reducing emissions through alternative processes, such as aviation or shipping.



PRODUCT SAFETY AND QUALITY

For Lamborghini, the **quality** and **safety** of its products are fundamental, not only to guarantee compliance with regulatory standards, but also to strengthen the **trust** and **satisfaction** of its customers, ensuring the **integrity** and **safety of its vehicles** throughout their entire life cycle. This strategic vision translates into a constant commitment towards **innovation**. In this regard, Automobili Lamborghini has set up two bodies to manage, approve and monitor issues concerning the product and its safety: the Comitato Prodotto (Product Committee) and the Product Safety Committee (APS).

Comitato Prodotto (Product Committee)

Automobili Lamborghini **Comitato Prodotto** (Product Committee) is a central body in the decision-making process regarding the development of new vehicles. Its composition includes key members of the organisation and it reports, through the figure of the Committee President, to the Audi and Volkswagen Group regarding the most important decisions, thus ensuring constant alignment with the Group's global strategies.

The **Product Committee** is entrusted with the responsibilities relating to:

- the management of planned and future products based on the *Cycle Plan*², previously approved by the Comitato di Direzione;

- the definition, for new product developments, of the project specifications relating to technologies, financial results, quality standards and project timing;
- the approval of milestones³ for planned products and modules, including powertrains and derivatives.

Some strategic milestones are also submitted for approval to **Audi VAP**⁴ and **Volkswagen VAP**, reinforcing the consistency between projects developed within the Group.

Through its multidisciplinary composition and rigorous approach, the Lamborghini **Product Committee** ensures that each project reflects the highest standards of **quality**, **safety** and **innovation** to keep the company competitive and at the forefront of the global automotive landscape.

²Product planning process, from the initial proposal to the decision-making phase. The *Cycle Plan* integrates information from different company areas (e.g. volumes, production capacity, resources, financial impact, etc.), in order to verify and guarantee the industrial and financial consistency of the plan itself, as well as to identify actions and countermeasures for the possible optimisation of the current portfolio.

³A term used to indicate a significant event or an important point of reference during a project. Specifically, it identifies verification moments that indicate the achievement of an important result.

⁴VAP: board committee product.



Urus SE reduces CO₂ emissions by 80% compared to the previous version.

Product Safety Committee - APS

In 2017, Automobili Lamborghini established the **Product Safety Committee (APS)**, an interdepartmental body directly reporting to the CEO and responsible for monitoring the **safety and compliance** of vehicles already on the market. The roles and responsibilities of the APS Committee are defined within the **Volkswagen Group's** policy on product safety and compliance, which is structured to ensure a uniform international approach to the management of these issues, always with a view to protecting the final customer. In general, the APS, delegated by the Board of Directors of Automobili Lamborghini, has the task of analysing and managing issues concerning **Safety, Compliance with regulations, Emissions and Cyber security** and deciding on any actions to be taken on cars already in the sales network, to safeguard customer safety and compliance with regulations in all markets. The APS also has the task of responding to requests from government authorities, associations and other bodies to ensure effective communication on issues relevant to product safety and compliance.

The APS Committee makes use of an organisational structure that involves representatives from the main company departments, ensuring a **multidisciplinary and integrated approach**, as well as complete coverage of the skills necessary to address safety issues.

When assessing any issues related to products already on the market, the Committee follows a structured process that involves the **APS Office**. This Office analyses reports on issues that can be potentially relevant to the Committee, prepares and schedules meetings, and monitors the corrective measures adopted. The above issues can be identified through active or passive systems, such as the dealer network, customer complaints and employees' reports, analysis of **web data** and **social media**. This proactive approach allows Automobili Lamborghini to quickly intercept trends or issues that could evolve into critical issues, intervening quickly and effectively to limit risks and protect end users.

Furthermore, as proof of shared responsibility for guaranteeing product safety and with the aim of informing all its employees about issues of importance to APS, Lamborghini has developed a compulsory training course for all white collar employees.

Cases deemed relevant and processed by the APS Office are then discussed by the APS Committee, where the necessary corrective actions are defined, which may include:



- **recall campaigns**

official recalls with notification to customers and communications to the competent authorities;



- **refresher campaigns**

non-critical maintenance interventions, managed with or without notification to the customer;



- **technical bulletins**

minor updates aimed at improving the perceived quality of the product.

The APS also actively collaborates with the Volkswagen Group to guarantee a uniform and coordinated approach in the management of common issues, ensuring compliance with local and international regulations and a proactive response to safety issues. This synergy allows to **optimise** the timing and adopt **shared decisions**, reducing the **operational and reputational risks** deriving, for example, from delays or misalignments in the interpretation of regulations. This integration with the organisational structure of the Volkswagen Group guarantees a cohesive, timely and strategic management of issues.

Quality management system

Automobili Lamborghini adopts a **Quality Management System (QMS)** certified according to the **ISO 9001:2015** standard, which represents the foundation of quality management in the company. The main goals of this standard are to align the company with the applicable legal and regulatory requirements, to continuously improve the effectiveness and efficiency of product realisation, and to pursue **customer satisfaction** for supplied products.

The objective of the Quality Management System is to control and improve the processes Lamborghini uses, whether they are industrial, engineering, commercial or support processes, relating to the organisation, documentation and resources that govern all activities.

Lamborghini's QMS is managed by a cross-functional team with a process-oriented approach. This organisation allows the maintenance of **high-quality standards** throughout the product life cycle, from the procurement phase to production, integrating operational procedures, detailed instructions and company policies. The QMS, in addition to complying with international standards, is reinforced by internal controls and **periodic audits** carried out by qualified external third parties who verify the system's alignment with regulatory requirements and company objectives.

Quality management is broken down into the dimensions of the product, the process and the organisational system. Specifically, the flows are divided into the following **categories**:



- **product quality:**

aimed at ensuring that the functional and aesthetic quality requirements, defined during the design and validation phase, are respected for entering production and remain valid for the entire life cycle of the vehicle;



- **production quality:**

focused on the quality of the production processes and in the assembly phases to ensure the aesthetic and functional quality of the products, as well as their compliance with legislative and regulatory requirements.

Furthermore, the topic of quality is also included in the **Product Development Plan (PDP)**; each milestone represents a critical control point and allows to monitor the **quality objectives**, to ensure that each phase reaches the pre-established requirements before moving on to the next one, and the **quality costs**, through careful planning and continuous monitoring of the **expenses associated with the prevention and management of non-conformities**.

Each component is subjected to **regular and stringent checks** at various stages of production, from the initial dimensional sampling to the verification of the final assembly, to guarantee compliance with the strict design and functionality requirements.

With a view to sustainability, Automobili Lamborghini is also actively exploring solutions in the context of the activities and tests carried out by the Quality department to ensure the conformity of the cars. These activities include the future expansion of the **track** inside the company headquarters. This initiative, currently under evaluation, would limit the mileage driven outside the company and, consequently, the fuel consumption and CO₂ emissions generated by the cars during road tests, which are carried out for 100% of the cars produced.

Furthermore, Lamborghini actively collaborates with the **Volkswagen Group** to guarantee quality and innovation throughout the entire production process. In this regard, the use of **shared laboratories** for quality tests allows the company to benefit from the most advanced technologies available within the Group, as does participation in **internal committees** for the development of supplier management and control methods, contributing to the company's concrete commitment to a **responsible production model**.

Product safety

Automobili Lamborghini adopts an advanced management system to guarantee **products safety**, which integrates respect for international standards with innovative processes. This system ensures compliance with the highest safety standards applicable in the various countries where the company operates, contributing to the **continuous improvement** of safety and protection not only of customers, but also of passengers and road users. In this regard, Automobili Lamborghini implements both active and passive safety systems in its vehicles. In general, active safety systems have a mainly preventive function, supporting the driver in controlling the vehicle. On the other hand, passive safety systems (such as airbags and seat belts) aim to mitigate the consequences during a collision; the latter, usually defined by standards, constitute the initial guidelines for the definition of the project.

The main reference standards used in the context of **active safety** are:

- ISO 26262;
- ISO 9001;
- General Safety Regulation.

To support active product safety, Lamborghini integrates **advanced technologies** that not only meet regulatory requirements, but also redefine industry standards, with a view to continuous progress and maximum safety. Among these, a central role is played by **Advanced Driver Assistance Systems (ADAS)**. These advanced systems, designed to prevent accidents and improve the driving experience, represent a technological innovation at the service of the customer.

The solutions implemented in the field of active safety include **Automatic Emergency Braking (AEB)**, which intervenes in potential collision situations by automatically activating the brakes to reduce or avoid impact. This technology, which is aligned with the guidelines of the General Safety Regulation and is increasingly required for type-approval, has been implemented on all vehicles in the Lamborghini range. The **Emergency Lane Keeping** system, on the other hand, helps to keep the vehicle in the driving lane, minimising the risk of unintentional deviations. To support drivers on long journeys, the **Driver Drowsiness Warning** monitors signs of fatigue and alerts the driver in a timely manner, promoting safer and

ISO 26262

for the functional safety of electrical and electronic systems, ensuring that the risks deriving from malfunctions in driver assistance systems are minimised;

ISO 9001

which promotes a continuous improvement approach to product quality and safety;

General Safety Regulation

a European regulation that introduces a series of mandatory advanced driver assistance systems to improve road safety.

During 2024

100%

of the models were released to the market following a validation process to ensure the highest standards of product quality and safety.



more responsible driving. In line with AEB, this system has also been activated on all vehicles. Finally, **rear cameras** and **obstacle detection systems** significantly improve safety during low-speed manoeuvres, reducing the risk of accidents in urban areas.

Automobili Lamborghini adopts these advanced systems from the **Volkswagen Group**, customising them to adapt not only to the specific characteristics of its vehicles, which range from SUVs to super sports cars, but also to customer requirements. Therefore, the technological synergy developed with the Group allows the integration of **innovative solutions** without compromising performance, design and driving experience, consolidating Lamborghini's role as a leader in safety.

To support the effectiveness and reliability of Advanced Driver Assistance Systems (ADAS), Automobili Lamborghini adopts a rigorous and structured approach to the **testing** and **validation** of safety features. This process is designed to ensure that every component and technology implemented meets the highest standards of quality and safety.

During the early stages of development, **safety tests** are carried out in **virtual environments**, a method that allows optimising costs and reducing the environmental impact by limiting the number of physical prototypes needed. Subsequently, the tests are carried out in **real environments**, where practical usage scenarios are replicated in controlled facilities, allowing collision situations to be simulated in complete safety, while ensuring accurate validation of the technologies implemented.

Lamborghini relies on **accredited partners** who provide advanced technical expertise to validate safety features and ensure compliance with regulations in international markets. Each phase of the process is documented in a **digital catalogue** that records performance and results, ensuring **transparency** and **traceability** and providing a solid basis for monitoring and continuous improvement of the safety technologies.

Safety performance is also monitored through **KPIs**, such as, for example, the average time taken to resolve safety reports. This system confirms the company's commitment to **sustainability** that embraces both **technological innovation** and **social responsibility**, ensuring increasingly reliable vehicles that meet **global standards**.

During 2024, in line with the previous year, 100% of Lamborghini models were released on the market following a rigorous validation process aimed at guaranteeing its customers the highest standards of product safety and quality and preventing impacts on the health and safety of users.

RESPONSIBLE USE OF MATERIALS

For Automobili Lamborghini, the **use of materials with a lower impact** has become, over the years, an additional important element of the sustainability strategy, integrating environmental considerations in the car design phase and intervening in the choice of materials. This aspect requires an aptitude for research and innovation as well as strong interaction with the players operating in the supply chain.

To manage this issue in a responsible and shared manner, a **Task Force on Sustainable Materials** was set up in 2023. This interdepartmental working group is made up of people from areas such as Strategy, Quality, Research and Development, Production, Purchasing, Marketing, Ad Personam and Finance. The task force, with a dedicated budget,

is responsible for researching and studying innovative materials with a lower environmental impact, to be gradually integrated into Lamborghini cars, with the aim of reducing environmental impact and embracing circular economy, without compromising the luxury typical of a Lamborghini.

A structured process based on strict criteria that consider, among other things, **aesthetics, quality and sustainability** is adopted for the selection of all materials. Lamborghini actively collaborates with the Volkswagen Group, also from the point of view of **evolutions in European regulations** aimed at guaranteeing the safe, sustainable and responsible use of materials.

Material's criteria selection

Touch & feel

Position

Iconic details

Sustainability

Personalization

The main categories of materials used include:

- **Metals**, mainly **steel** and **aluminium** for the vehicle structures;
- **Plastic materials** and **glass**;
- **Carbon fiber** (used throughout the car, both for structural, such as the Revuelto monocoque, and aesthetic parts, such as interior and exterior finishes, in all model lines);
- **Other**, which includes materials that are not particularly relevant in terms of volume, including **interior materials** such as leather and **microfiber**.

Materials used

Tons	2024 ⁵
<i>of which non renewable⁶</i>	24,578
Steel	8,912
Aluminium	7,156
Thermoplastic materials	4,326
Glass	400
Carbon fibre	350
Batteries	242
Other	3,192
<i>of which renewable⁷</i>	-
Total	24,578

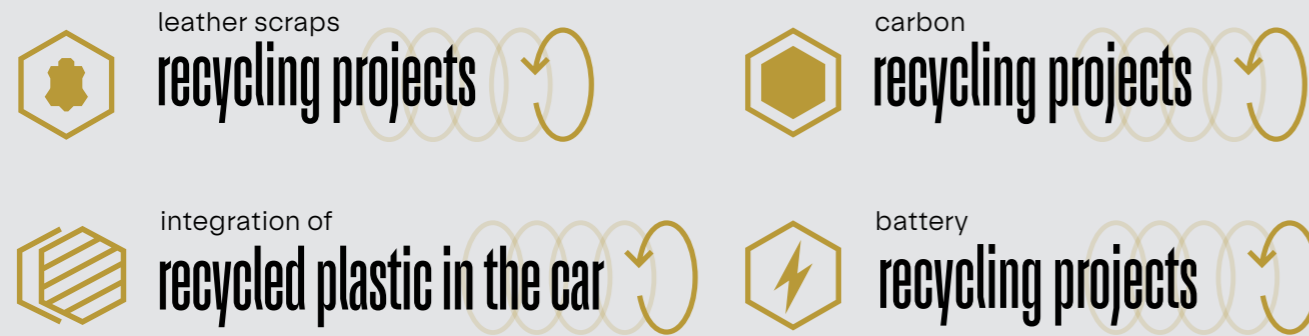
With the aim of calculating the emissions deriving from the materials the cars are composed by, Lamborghini applies the so-called "**Material Cake approach**" which allows to define the overall impact of the cars based on the volume of materials used for each model. These analyses, based on a structured methodology developed by the Volkswagen Group and in line with the ISO 14064 standard, are certified and validated by an accredited and independent external third party, and represent a useful tool for evaluating the sustainability of products, with a view to continuous improvement and progressive integration of components with a lower environmental impact.

⁵2023 figures are not presented in the table as they are not comparable with those for 2024 due to the different calculation methodology used and refined during the reporting year.
⁶Resource that does not renew in short time periods. Examples include coal, gas, metals, minerals, oil. (GRI Standard)
⁷Material that is derived from plentiful resources that are quickly replenished by ecological cycles or agricultural processes, so that the services provided by these and other linked resources are not endangered and remain available for the next generation. (GRI Standard)

Circular economy

Implementing a responsible approach to the use of materials and promoting their circularity not only contributes to the **protection of the environment** but is also an important element in Lamborghini's strategy that aims to **integrate performance and sustainability**.

Over the years, Lamborghini has implemented various initiatives aimed at guaranteeing responsible management of materials, including:



More specifically, one of the key elements that make Lamborghini an absolute leader in the automotive industry is the innovative development and application of lightweight **carbon fiber** materials. Since **1983**, the year the first carbon chassis prototype was created, the use of composite materials has become one of the strengths of Lamborghini products.

Carbon fibre, in its virgin state, has a significant impact both in terms of greenhouse gas (GHG) emissions and due to the amount of potentially unused waste. For this reason, in recent years Lamborghini's efforts have focused on the **study** of the best **carbon recycling** process, with the aim of recovering recyclable material, processing it and re-applying it to new prod-

ucts, both in functional components and in aesthetic parts. The **project of recycled carbon integration** into production aims to reduce the environmental impact associated with the use of virgin resources without compromising performance. This **recovery process** would guarantee a closed cycle in which, following the recycling procedure, the material could be reused and reintroduced into the car, while maintaining high performance and aesthetic quality.

A first step towards the progressive integration of lower impact components in the car was achieved with the launch of the Temerario where, for the "Alleggerita" (lightweight) version of the car, the floor was made of regenerated carbon.

To date, part of the production waste is donated to training organisations such as the Experis Academy technical institute in Fornovo di Taro and Bologna Motorsport, which reuse it for educational purposes to train technicians who are experts in the processing of carbon fibre composite materials. Instead, another part is processed internally to create equipment useful for production such as trolleys and panels, or to make small gift items for employees, customers or guests of the Lamborghini Lounge.

In addition to carbon, as part of the circular economy, Automobili Lamborghini is committed, where possible, to use materials that require less energy and fewer resources to be produced, helping to generate fewer greenhouse gas emissions; this is the case with **lower-impact aluminium**, which the company intends to gradually integrate into the structure of its vehicles over the next few years. The procurement of this material is carried out in synergy with the Group.

Concerning **plastic materials**, although the use of this material in production processes is currently limited, Lamborghini is committed to the progressive elimination of virgin plastics used in car interiors, preferring the use of **recycled polymers**.

In this regard, after announcing the company's commitment to the progressive use of lower impact materials during the presentation of the Lanzador concept car, recycled plastic mats and carpets have been introduced starting with the Temerario.

As for the interiors of the entire new range, a partnership has been formed with Dinamica to integrate lower impact materials into the interiors, such as Corsatex microfiber which contains 45% recycled plastic. This microfiber, soft to the touch and wear-resistant, is made with a part of recycled polyester without the use of organic solvents but using a water-based process, reflecting Lamborghini's commitment to environmental responsibility.

Lamborghini has also worked to promote an **upcycling project** in collaboration with the **Cooperativa Cartiera** based in **Marzabotto**, adhering to the principles of social inclusion, craftsmanship and environmental sustainability. A part of the leather that doesn't pass the quality control process, or of scraps that can't be used because of their size or the presence of small natural defects, are given a new life by being transformed into small, personalised Lamborghini leather goods.

Another company department particularly committed to the responsible management of resources is After-sales. In this regard, as far as the shipment of spare parts is concerned, the department has com-



mitted to minimising the packaging used and, where possible, using paper filler instead of plastic. To date, it is estimated that approximately 70% of the fillers used in packaging for after-sales shipments are made of paper.

This area also deals with the **recycling of high voltage (HV) batteries**. With the entry into force of the **new European regulations** that promote batteries with a lower environmental impact throughout their life cycle, sustainability requirements relating to carbon footprint, recycled content and recyclability, as well as battery performance and durability, will be gradually phased in, with more ambitious **collection and reuse targets** set by mid-2025.

To comply with regulatory changes, the company has worked to facilitate the collection and proper disposal process for all decommissioned batteries. During 2024, a screening activity was conducted with the aim of establishing a **commercial network** capable of taking care of the **recycling of the black mass⁸** which contains recyclable materials such as lithium, nickel and cobalt.

Currently, the battery management process only involves **storage**, pending the implementation of recycling projects.

At the same time, Automobili Lamborghini is committed to providing a **second life for batteries**; in fact, batteries removed from cars, but still functioning, are reused in less intensive applications such as energy storage. This practice represents the highest level of recycling, as it **extends the useful life of the battery** without having to dispose of it immediately. Lastly, considering future perspectives, the creation of an internal **marketplace for managing** used, regenerated and new batteries is planned, as well as collaboration with the Volkswagen Group to develop a **circular economy system**.

Lamborghini is also developing a **system to recover and rework components** dismantled from vehicles, to be sold as remanufactured or “refurbished” parts with the aim of **reducing the production** of new components and materials, **limiting waste** from dealerships, and **making up for any gaps in the supply chain**.

The entire sustainability process in materials management benefits from the **synergies of the Group** and is supported by **collaborations with partners specialised** in recovery and recycling, to guarantee a sustainable and continuous supply.

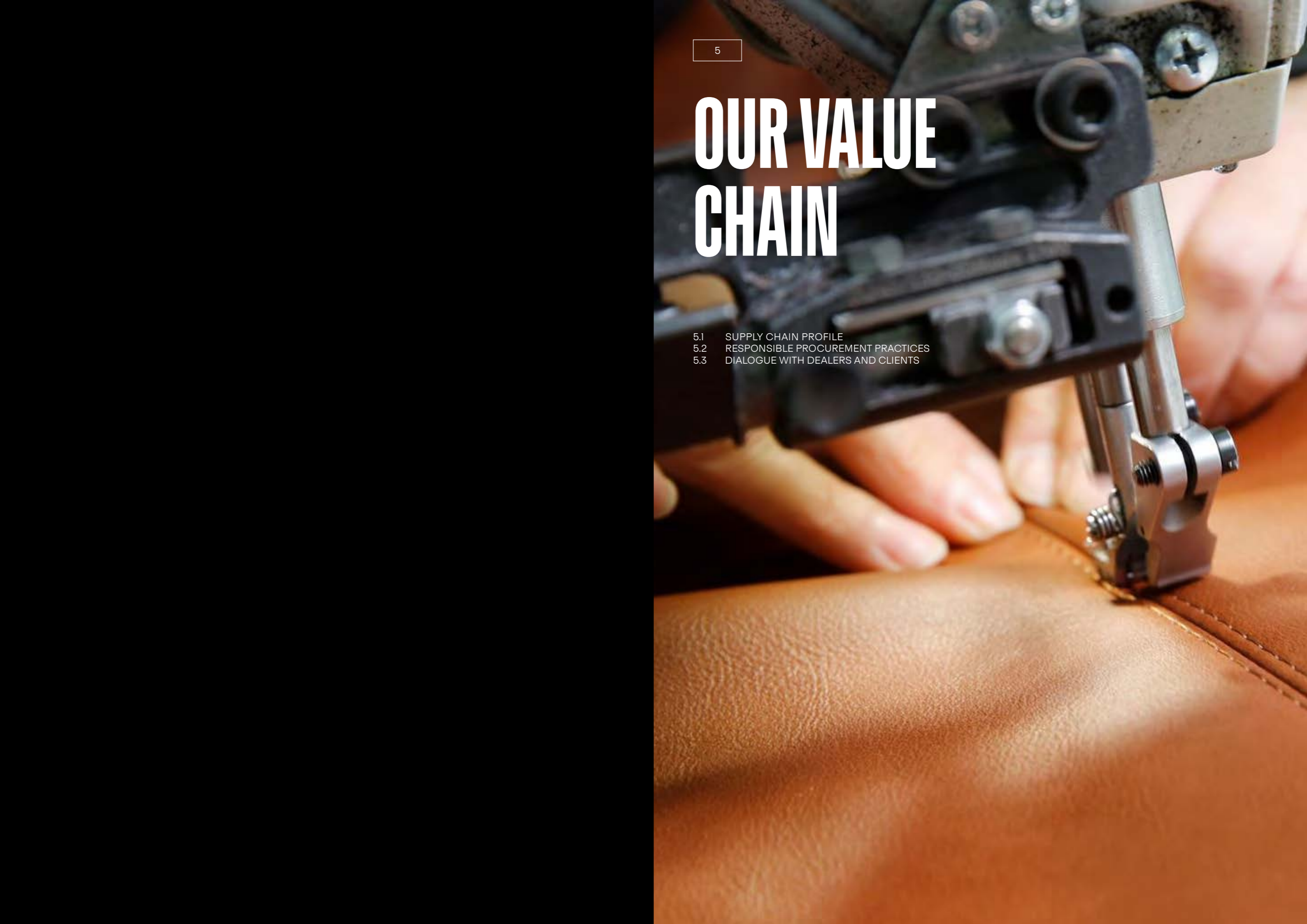
⁸Black powder obtained from shredding battery cells.



“
The use of lower-impact materials has become
an integral element of Lamborghini’s
sustainability strategy.”

OUR VALUE CHAIN

- 5.1 SUPPLY CHAIN PROFILE
- 5.2 RESPONSIBLE PROCUREMENT PRACTICES
- 5.3 DIALOGUE WITH DEALERS AND CLIENTS



To guarantee product quality, Automobili Lamborghini carefully selects its **suppliers and business partners**, with whom it builds long-lasting relationships based on **continuous dialogue and shared standards**, also at a social and environmental level. Lamborghini also collaborates with the Volkswagen Group brands in order to create **mutually beneficial synergies** and thus achieve excellence in production processes.





5.1

SUPPLY CHAIN PROFILE

To maximise the benefit of potential synergies, the company selects suppliers in close collaboration with the Procurement department of the Volkswagen Group. All the measures and efforts made by the Group to promote the concepts of sustainability in the supply chain, as well as the safeguard and respect of human rights, are the same as those acknowledged and adopted by Automobili Lamborghini, in addition to the activities already implemented by the company at a local level.

In this regard, the structure of Automobili Lamborghini's **supply chain** is characterised by a **strategic integration** of Group suppliers and local suppliers, sometimes even small ones, capable of provid-

ing products and services suited to satisfying the uniqueness of Lamborghini manufacturing, all in support of a **diversified and high-quality supply**.

In particular, Automobili Lamborghini uses suppliers of components, both series and prototypal, service providers, for example, for transport, infrastructure, events, IT, technologies, etc., as well as engineering service providers.

However, Lamborghini keeps the development and industrialisation phases of the car in-house, carrying out checks on the product quality and safety in the various production phases and before it is placed on the market.

The company mainly sources from suppliers located in EMEA, thus benefitting from logistical advantages and lower transport-related GHG emissions. Furthermore, over the years Lamborghini has started a series of collaborations with local cooperatives for the assignment of supply contracts, social projects aimed at favouring the work inclusion of vulnerable people. These initiatives have contributed to strengthening the company's bond with the local community, also making a positive contribution to the development of the local area.

With reference to the process of appointing suppliers and business partners, this is regulated by processes and procedures defined in agreement with

the Volkswagen Group depending on whether they are car components or services.

In general, since the process aims to guarantee maximum transparency through the contribution of the various company areas, the procedure transversally involves multiple departments.

With specific reference to the appointment of series component suppliers, the process, also defined as **"Forward Sourcing"**, is part of the Product Development Process (PDP).

RESPONSIBLE PROCUREMENT PRACTICES

Automobili Lamborghini, considering its global procurement activities, has a particular responsibility towards the protection of the environment, respect for social standards, in particular human rights, and anti-corruption regulations along its entire supply chain. Lamborghini also assumes responsibility in its relationships with suppliers with the aim of fulfilling its overall due diligence obligations throughout the supply chain.

In this regard, Automobili Lamborghini adopts rigorous procurement practices in line with the Volkswagen Group guidelines, the **“Procurement Principles”**

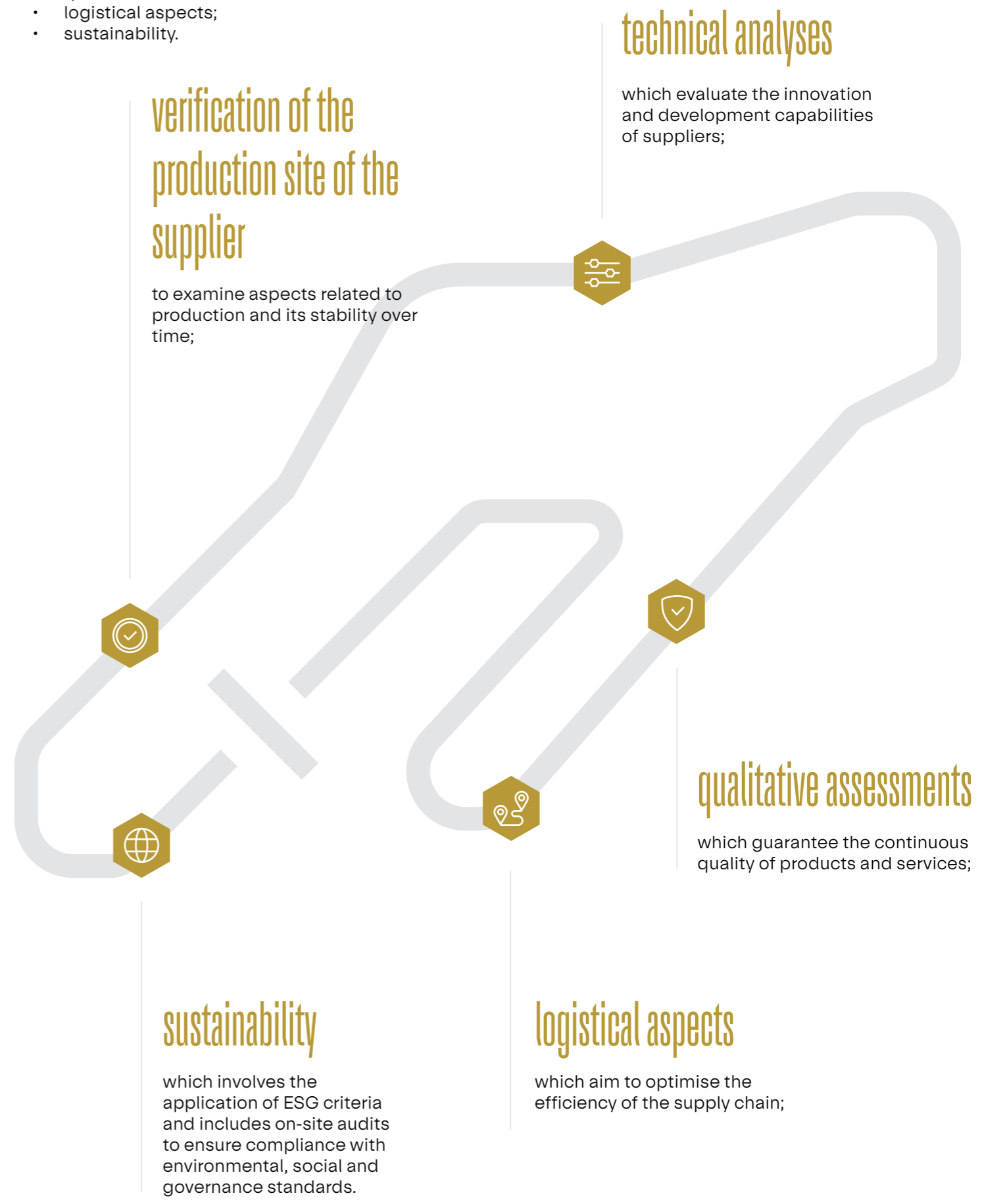
Policy and the **“Sustainability management in Supplier Relations” Policy**, thus ensuring that its suppliers adhere to **high standards of quality, sustainability and social responsibility**.

In particular, attention to ethical, social and environmental aspects starts right from the supplier selection phase; this stage, regulated according to specific procedures, follows a structured approach that evaluates various criteria to build a resilient and sustainable supply chain.



These aspects include:

- verification of the production site of the supplier;
- technical analyses;
- qualitative assessments;
- logistical aspects;
- sustainability.





Furthermore, when entering the contract, Lamborghini requires its suppliers to sign the Volkswagen **Code of Conduct for Business Partners**, which outlines the expectations as well as the requirements for Volkswagen Group business partners in relation to sustainability, including aspects such as environmental protection, respect for human rights and business ethics. By signing the contract, suppliers therefore undertake to respect the principles set out in the Code of Conduct; any violation of the documents represents a breach of contract, with the possibility of the company to undertake the appropriate measures. Business partners are also required to pass on the requirements defined in the Code of Conduct to their own suppliers.

The Code of Conduct is inspired by national and international standards, such as the Universal Declaration of Human Rights, and the requirements set out in the document are based, among other things, on the ten principles of the United Nations (UN) Global Compact, the United Nations Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises, and the Conventions of the International Labour Organization (ILO). To minimise corruption, social and environmental risks throughout the supply chain, direct suppliers are informed about the content of the Code through online training courses or events.



Each suppliers

agrees to abide by the principles set out in the Code, the violation of which constitutes a breach of contract.

With the aim of identifying potential violations of the Code of Conduct for Business Partners in the supply chain and addressing specific risks, the Procurement team constantly carries out screening using an IT tool.

In addition, the company's commitment to building an increasingly responsible and sustainable supply chain has been realised, starting in 2019, through the implementation of a sustainability index, the S-rating, a control and evaluation system developed by the VW Group aimed at assessing the sustainability conduct of its business partners along the supply chain with reference to risks related to human rights, environmental protection and corruption, and mitigating related sustainability risks. In particular, the S-Rating identifies the sustainability compliance of relevant suppliers¹ and opportunities for continuous improvement from an environmental perspective, as well as their social sustainability and business integrity.

Specifically, during the appointment phase, the supplier is asked to carry out an initial self-assessment of its social and environmental sustainability practices, through a questionnaire (self-assessment questionnaire – SAQ), prepared on the basis of principles shared within the automotive industry, and to share the documentation supporting what has been declared. The data and documents collected are verified by qualified third parties; the results of the SAQ are further integrated through a country risk assessment. If necessary, on-site inspections are performed for further investigation.

The S-Rating is also a particularly important element for Lamborghini's direct suppliers in terms of contract allocation. In this regard, if a supplier receives a negative S-Rating, it will not be possible to proceed with its appointment and, consequently, it will not be awarded contracts, as established by the Group's rules. Therefore, during 2024, all new series components and services suppliers (with reference to the latter, for the categories that foresee it) were appointed only if they have a positive S-rating, which includes social and environmental criteria, among others. This represents a direct incentive for suppliers to improve their sustainability performance. Relevant suppliers, as well as new ones, are trained or have the opportunity to participate in training sessions organised by the Group in the field of sustainability. Furthermore, with a view to continuous improvement, Lamborghini constantly monitors the S-rating results of its suppliers.

With regard to **environmental performance** assessment, suppliers are required to adopt a policy that includes the main aspects of environmental management, such as **energy efficiency, use of renewable energy, sustainable resource management, waste reduction** and **reporting of greenhouse gas emissions**. Furthermore, start-

ing from October 2022, in order to obtain a positive S-Rating, suppliers are required to have a **certified environmental management system according** to standards such as ISO 14001:2015 or EMAS.

As for the evaluation of social aspects, the S-rating aims to verify that suppliers respect certain fundamental rights, such as: **the right to freedom of association, absence of discrimination, forced labour, child labour**. In addition, aspects relating to **working hours**, the presence of a **healthy and safe working environment**, as well as an **adequate remuneration and benefits system** are also evaluated.

To date, based on the investigations and verifications carried out along the supply chain, no activities at risk with reference to child labour and forced labour have been identified, nor any situations in which freedom of association has been compromised have been found. Automobili Lamborghini, however, remains strongly committed to preventing these inappropriate practices, strictly applying the Code of Ethics for its employees and Code of Conduct for Business Partners, and implementing dedicated procedures.

With the specific aim of examining and processing potential violations of the Code of Conduct, Lamborghini has adopted the **Supply Chain Grievance Mechanism**. The mechanism, which derives from the requirements of the German law on Due Diligence in the supply chain (LkSG) has been integrated into Automobili Lamborghini through Audi AG, aims to ensure that all business partners with whom Lamborghini has a business relationship comply with the Code. Reports can also be sent through the whistleblowing system.

¹The relevance of a commercial partner for the S-Rating depends on factors such as the size of the company or the risk exposure, which depends on the type of service.

All new suppliers of series components and services were appointed after positive S-rating, which includes social and environmental criteria.

In addition to the aspects just mentioned, Lamborghini also investigates aspects relating to the responsible management of materials by the suppliers themselves, with particular reference to the origin of the raw materials used in the products provided to the company and requesting that they do not supply products containing raw materials that contribute to the abuse of human rights, corruption and violations of ethics, or that have a negative impact on the environment.

Finally, as part of the S-Rating, for the evaluation of compliance, aspects relating to conflicts of interest, **free competition**, the **fight against corruption**, import and **export**, as well as those relating to **money laundering**, are examined in depth.

The partner's assessment in terms of social, environmental and compliance aspects must be carried out before contracts are awarded and therefore denotes how sustainability has the same value as other business criteria considered in the tender process.

In addition to promoting responsible behaviour throughout the supply chain, Lamborghini encour-

ages its suppliers and business partners to undertake virtuous projects. In this regard, the company has initiated a dialogue aimed at mapping the type of energy used at suppliers' facilities, while encouraging the sharing of any sustainability measures or initiatives implemented at the facilities to support the exploration of innovative solutions, technologies and alternative processes in line with Lamborghini's sustainability objectives. To date, in collaboration with suppliers, also activities to develop sustainable components such as materials from recycled sources or with a lower environmental impact are underway.

Furthermore, aware of the importance of the expectations of its suppliers and business partners, Lamborghini has also involved these stakeholders in the materiality analysis activity, as suggested by the regulations, thus mapping their expectations and priorities in the field of sustainability.

German Supply Chain Due Diligence Act

The LkSG (German Supply Chain Due Diligence Act) regulation requires German companies to implement due diligence obligations throughout their supply chain in order to prevent, minimise or remove risks to human rights and the environment.

Although Lamborghini is not directly subject to this regulation, it is still required to comply with the minimum requirements established by the regulation and the standards adopted by the VW Group regarding human and environmental rights, as a company over which Audi AG exercises significant influence.

For this reason, Automobili Lamborghini has adopted the **"Human Rights: Respect and Compliance Policy"**, accompanying its implementation with an information campaign and a mandatory training course to raise awareness among all employees about the protection of human rights and the environment.

In addition, an internal cross-functional human rights team (Business and Human Rights Team) has been

set up, coordinated by the Compliance department, with the aim of guaranteeing the implementation of Audi AG's requirements deriving from the LkSG law and ensuring the monitoring of respect for human rights and the implementation of corrective and/or preventive measures for potential violations.

To further extend this commitment, the Volkswagen Group has adopted the "Volkswagen Group Statement on Social Rights, Industrial Relations, Business and Human Rights" (also known as the "Social Charter"), approved by the Volkswagen Group European Works Council and the Volkswagen Group Global Works Council, and applicable to Volkswagen AG and the companies belonging to the Volkswagen Group. With the formal adoption of this declaration by Automobili Lamborghini together with the workers' representatives, the company has further certified its commitment to the defence of human rights in synergy with the other companies in the Group.

Finally, a specific reference to the LkSG legislation has also been incorporated into the new Supplementary and Participation Agreement, further confirming the commitment made, also through the conscious collaboration of employees and their union representatives, for the concrete implementation of further measures, especially preventive ones, to guarantee respect for human rights and environmental protection along the entire supply chain.

“Automobili Lamborghini adopts strict procurement practices aligned with Volkswagen Group guidelines.”



THE LAUNCH BASE



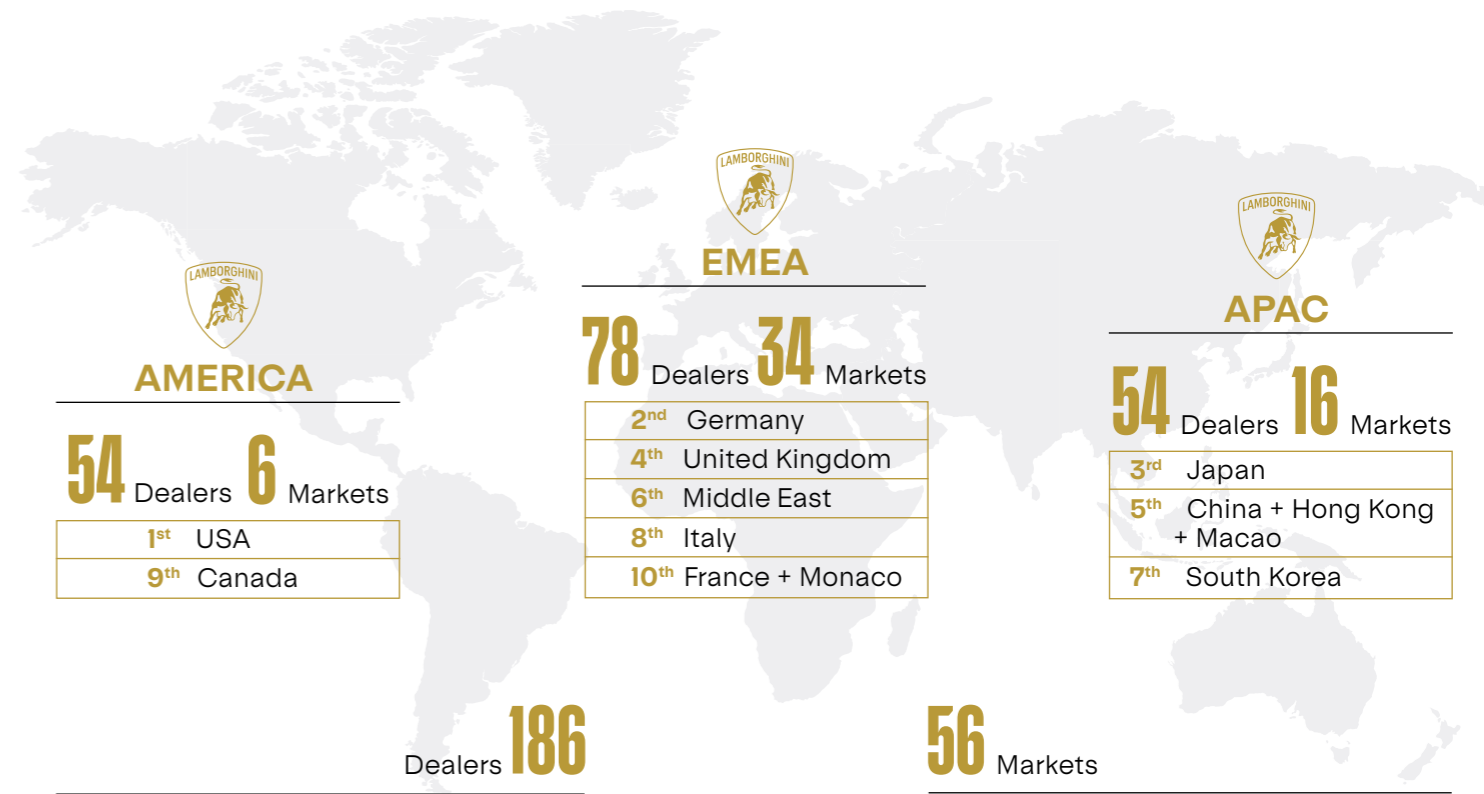
5.3

DIALOGUE WITH DEALERS AND CLIENTS

In order to build stable relationships based on trust with dealers and customers, it is essential to establish a constant, authentic and transparent dialogue. The methods of interaction with dealers and customers are defined bearing this in mind.

Relationship with dealers

The global distribution network of Automobili Lamborghini consists of **186 dealerships** in **56 markets**², divided into three macro-regions: **America**, **EMEA** (Europe, Middle East and Africa) and **APAC** (Asia-Pacific). This geographical distribution guarantees a balanced presence of the brand at an international level.



²As of 31 December 2024.

Automobili Lamborghini has two contractual structures:

- **direct dealers**, bound by a contract to Automobili Lamborghini S.p.A.;
- **indirect dealers, brokered through a National Sales company (NSC)**. In this case, the dealers operate through a third-party company of the Volkswagen Group, which acts as a representative and, for some markets, also as an importer. A relevant example is the US market, where all dealers operate through Volkswagen Group of America.

Most dealers are not exclusive Lamborghini dealers but manage multiple brands (multi-brand).

Despite contractual differences and managing multiple brands, all dealers are required to comply with organisational and operational standards defined by Lamborghini and uniform on a global level.

The dealer selection process is structured and based on well-defined criteria, including:

- **financial strength**, to ensure that the partner has adequate economic resources;
- **previous experience and in-depth knowledge of the luxury automotive industry**, which is a distinctive requirement for dealing with the unique challenges posed by the luxury car market;

- the dealer's **proposition, aimed at defining not only the perception of the dealer itself but also Lamborghini's future vision**, to assess how the dealer intends to develop the brand within its own spaces with a focus on the future;
- **membership of the Volkswagen Group**, considered an added value in the selection.

Furthermore, with the aim of selecting business partners that are always in line with its values, Lamborghini uses Business Reports produced by an accredited external company that include detailed commercial information capable of providing a complete overview of the economic, financial and corporate status of the companies as well as assessing the reputation and credibility of the partner itself.

The selection of potential new dealers starts with choosing the ideal location, with careful scouting based on parameters such as the presence of competitors and market potential. They are then examined according to a **nomination process**, which includes a **preliminary evaluation** followed by an **in-depth due diligence**.

In this second phase, each dealer is subject to compliance checks through **Business Partner Due Diligence**, which assesses issues such as regulatory compliance and anti-corruption of the top figures employed at the dealership. The process ends with a final score attributed based on various aspects, such

as the ethical and financial integrity of the business partner and its exposure to risks; the final decision is entrusted to a multidisciplinary commission to ensure impartiality and minimise the risk of conflicts of interest.

The Business Partner Due Diligence process is carried out according to the existing policy.

Dealers, like series and service suppliers, are also required to accept the Volkswagen Code of Conduct for Business Partners when signing the contract.

Failure to accept or violation of the principles established within the document represents reason for termination of the contract.

The dealers must comply with a series of contractual requirements such as:

- Place: size and layout of the showroom;
- People: the presence of qualified personnel;
- Process: operational processes and CRM platforms.



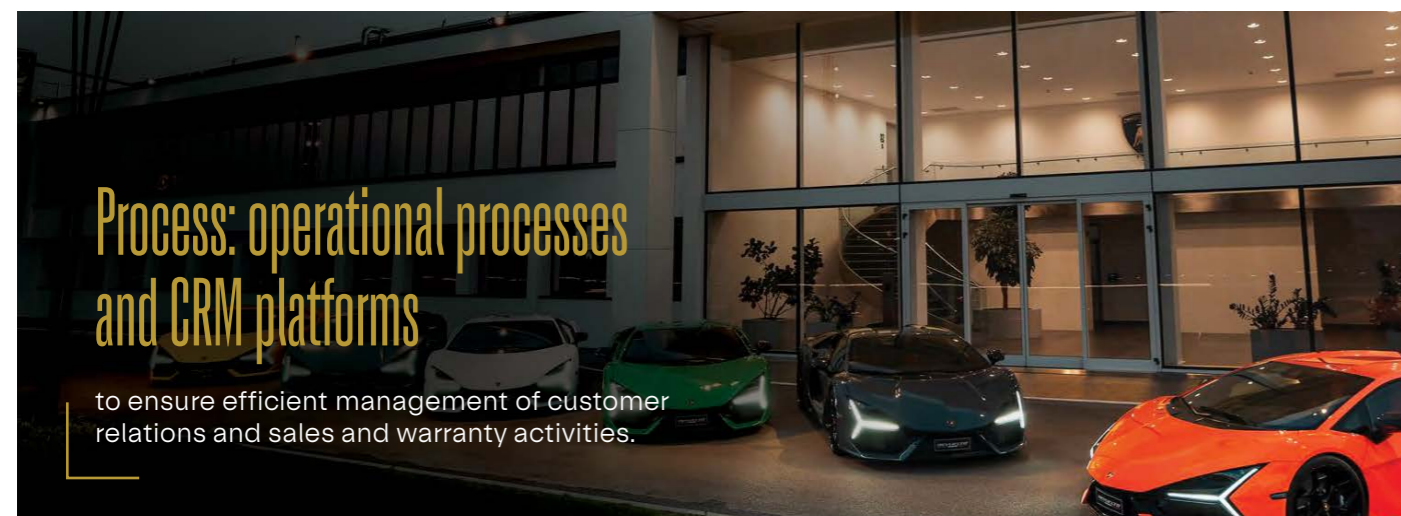
Place: size and layout of the showroom

with parameters established by Lamborghini's Corporate Identity and Corporate Design (CI/CD), which include specific requirements for the spaces, the brand image and the materials used;



People: the presence of qualified personnel

with defined roles and the obligation to participate in specific training programmes;



Process: operational processes and CRM platforms

to ensure efficient management of customer relations and sales and warranty activities.

Automobili Lamborghini regularly organises **training activities, coaching** and **audits** to verify compliance with operational standards.

In line with the attention paid to sustainability topics by Automobili Lamborghini, also with regard to relations with dealers, the company has defined a "**Sustainability Vademecum**" containing guidelines and best practices on sustainability issues that its dealers are encouraged to implement.

This document is divided into four macro-pillars:

Introduction:

outlines Lamborghini's sustainability strategy, as well as the role of dealers in contributing to the achievement of the objectives defined by the company to create value;

Site impact:

identifies the main impacts related to site management in terms of building performance efficiency, with the aim of reducing energy and water consumption, implementing a waste management system and improving building accessibility;

Services and activities:

describes some of the repercussions of work activities on the health and safety of employees, on the work environment and management practices, providing suggestions to prevent these impacts and improve the well-being of the people employed at the dealership;

Culture and sustainability awareness:

focuses on how to spread Lamborghini's sustainability strategy and communicate the dealer's commitment to sustainable development, especially towards the customers.

Each area of the Vademecum has been further subdivided into sub-themes that present specific KPIs and ESG objectives, as well as possible improvement actions. For example, with reference to the impacts generated by the site, energy efficiency and thermal insulation initiatives have been identified, as well as the use of heat pumps and the installation of LED lights with the aim of reducing energy consumption and related GHG emissions. With reference to the Services and activities pillar, dealers are encouraged to develop policies and adopt a management system for quality, environmental issues, health and safety as well as for social responsibility certified according to international standards. Lastly, to internally disseminate and externally communicate Lamborghini's commitment to sustainability, the dealer is encouraged to provide a clear and transparent vision of the brand, and to emphasise how the Research and Development activities carried out by the company are enabling the ecological transition.

Furthermore, in 2024, Automobili Lamborghini launched an innovative **online training programme** dedicated to **sustainability** for its dealer network. This training course, delivered digitally on the dealer platform and aimed at Sales Managers, After Sales Managers and Sustainability Managers, aims to consolidate a corporate culture of sustainability and promote responsible practices in every aspect of dealership operations, building a coherent and holistic vision, in a single commitment to create a positive global impact and for the future to come.

Through the course, participants have the opportunity to acquire skills to evaluate and improve the environmental impact of their locations, implement sustainable solutions in daily processes, train their respective teams and customers on the importance of sustainability and develop strategies in line with Lamborghini's global commitment, in particular, to environmental protection.

Moreover, every year Lamborghini organises the **Dealer Annual Meeting**, an important occasion not only for the company to share new models, main results and its strategy, but also for dealers from all over the world to discuss and align future plans and objectives. As part of this event, the **Dealer Awards** will also be presented, in recognition of the most virtuous and high-performing dealers, taking into account the overall results achieved by dealers in three main areas: sales, after-sales and marketing. Lamborghini's objective is to include an indicator linked to sustainability over the next few years, to reward the commitment and dedication of its dealers in this area as well.

Relationship with clients

The client plays a central role for Lamborghini. For this reason, it is essential to know our clients in depth and listen to them actively, using every engagement instrument to gather feedback and improve the client experience at all points of contact.

Automobili Lamborghini entertains a direct relationship with its end customers, with the aim of establishing personalised and long-lasting relationships. As for the physical experience, Lamborghini has created the Ad Personam Studio in Sant'Agata Bolognese, a space that offers customers the opportunity to configure their Lamborghini in a unique and exclusive way. In this space, it is possible to explore all the options in the range, choosing from unique materials and customised details. Furthermore, thanks to the "phygital" experience, which combines the physical and digital worlds, customers can touch the materials, listen to the roar of the engine and visualise advanced configurations in real time. Supported by a Vehicle Configuration Specialist, customers enjoy an immersive experience that includes a visit to the production departments, where they can find inspiration for colours and finishes by looking at the cars on display in the outdoor area. An experience that strengthens the deep bond with Lamborghini, transforming the customisation process into an unforgettable moment. To enjoy the exclusive personalisation experience at the Ad Personam Studio in Sant'Agata Bolognese, customers can contact their local dealer, who will guide them to access this service.

With reference to digital services, the company has developed the **Lamborghini UNICA** app, the application reserved for Lamborghini customers, who can connect to the world of the company with a simple touch. Personalised and full of content, UNICA is more than an application, it is a valuable guide that allows you to stay informed about the latest news on the Automobili Lamborghini range, track activities or lifestyle events, receive real-time updates on the production of their purchased new car and easily communicate with the reference dealer.

The application offers numerous services; in particular, through UNICA it is possible to:



- receive personalised content during the waiting phase: news, videos, testimonials from Lamborghini engineers and managers that allow the customer to discover their car even before seeing it in real life. A wait that, digitally speaking, culminates with the reception of a photo of the car at the last stage of production before it leaves Sant'Agata Bolognese: the first, unmistakably recognisable image of the car finally assembled;



- visualise the cars in a virtual garage;



- have a complete assistance service where all the useful contacts and references of the trusted dealer are easily accessible;



- discover all the features of the latest models on the market and stay up to date on the company's latest news and events;



- travel virtually inside the car and discover all its features with a 360° view;



- follow races "live" through dedicated content and get a digital pass for VIP hospitality at Lamborghini Super Trofeo events;



- access a catalogue full of information, with all the data and characteristics of Lamborghini cars, to satisfy every curiosity;



- create and customise the next Lamborghini in a virtual garage and share the car with the dealer.

Furthermore, the UNICA app allows you to access the world of Lamborghini Connect remote services with an advanced connectivity system, allowing to manage the status and conditions of the Lamborghini remotely, record events on the road and monitor performance on the track. These include:



- Vehicle Management and Connected Services: customers can monitor real-time fuel levels and mileage, remotely lock and unlock the car, activate horns and headlights to locate the car, and configure location-based alerts for vehicle safety. It is possible to view car's location at any time and send destinations directly to the vehicle as well as park the Lamborghini

with the advanced Remote Parking function. For optimal comfort, the app allows to remotely start climate control and activate charging for hybrid models;

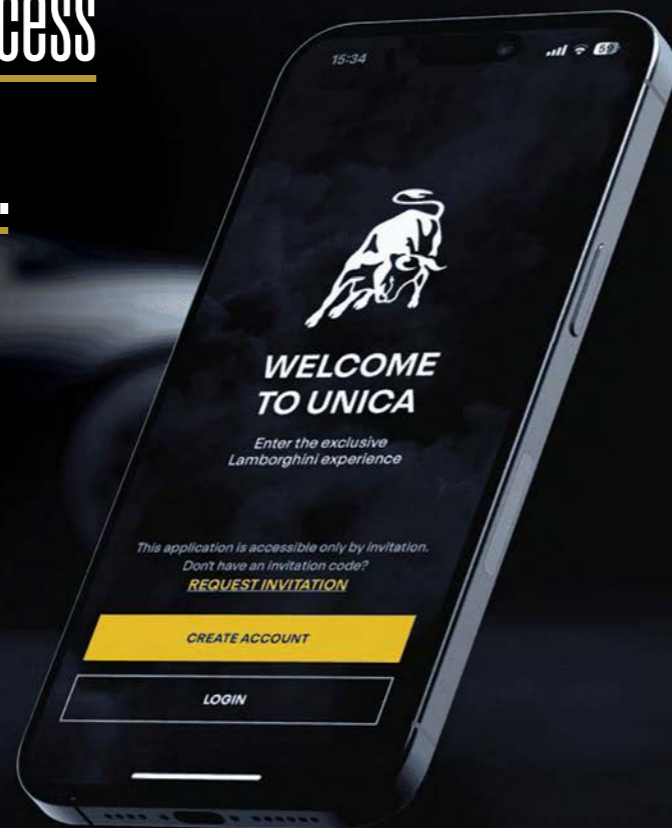


- Telemetry and Board Diaries: the app allows to monitor the car's performance on the track with detailed driving data and create a digital diary of your experiences on the road.

The Lamborghini Connect experience also extends to the vehicle with advanced features available on-board such as voice assistant, connected navigation, entertainment, etc. in order to offer the customer a holistic and omnichannel experience.



“Lamborghini constantly monitors customer satisfaction to build, together with dealers, a process of continuous improvement.”



Always with the aim of developing an engaging experience for the customer, Lamborghini has developed the **Contact Program**; in this regard, from the beginning of the waiting period for the car until the completion of the first year of ownership, the customer is engaged through both physical, delivered with the help of the dealer or importer, and digital items, shared through the app.

When the order is placed, the customer receives a sketch of the model of car purchased; this is followed by other items, planned and sent during the various stages of the order's progress, such as a Welcome Kit, a carbon box containing a clutch bag made of eco-leather or recycled leather that holds various

products related to the car. For the Urus SE, Revuelto and Temerario, additional items are planned such as an Art Volume, created together with the Brand Team, specific to each model, and a key cover, which will protect the key with an exclusive design touch.

Between the time of delivery and the first anniversary of the car, the customer is also gifted with a scale model of their car: an exact scale representation of their new Lamborghini.

Through the UNICA app, videos dedicated to the model chosen by the customer are provided, as well as a photo of the car as it leaves the production plant. Finally, to celebrate the first year of ownership of the

car, customers receive a personalised plate for the model purchased.

Lamborghini also carries out periodic surveys on customer satisfaction; **customer satisfaction** is monitored both for customers of new vehicles and for those who have used the after-sales services. The results of these surveys are shared with the dealers, so that a process of continuous improvement can be built together.

Automobili Lamborghini also participates in the *assessment* process of Interbrand, a consulting firm that provides in-depth evaluations of the current and future status of brands. In particular, the evaluation is based on three key components: an analysis of the brand's financial performance, the role the brand plays in the purchase decision and the brand's strength, with the aim of providing stakeholders with an overview of the brand.

Recently the brand has come even closer to its customers and their needs, and this can be seen, for example, in the numerous advertisements, commer-

cials and social media content characterised by a storytelling in which, for the first time, the human element is the protagonist together with the product.

In general, the backbone of the entire brand strategy is summarised in the positioning "Driving Humans Beyond". Automobili Lamborghini is a symbol of human progress and a point of reference for future generations, inspiring anyone who wants to push beyond every limit to change the world and improve the well-being of all.

The brand reflects its values of courage, the unexpected and authenticity, also trying to be increasingly aligned with the needs of future customers.



BRAVE

at the centre of the brand's DNA is an unparalleled courage. The most important attribute for facing any kind of challenge and then overcoming it.

UNEXPECTED

is the pillar that evokes the visionary power of the brand and its ability to explore beyond the frontiers of engineering and design, creating the unexpected and bringing an unforeseen future into the present;

AUTHENTIC

is the value that expresses the essence of the brand of being true to oneself, without following others but remaining unique and original.

Automobili Lamborghini's after-sales service

The after-sales phase is also a crucial moment for building the relationship with the customer; at this point it is possible to create a relationship of trust and loyalty between the customer and the brand. In this regard, Lamborghini's after-sales offers reliability and excellent performance in all conditions, counting on the qualified support of the official network of Lamborghini dealers and Service Points. Certified technicians guarantee that any work they carry out on the vehicle will maintain the car's integrity, ensuring

flawless and fully functional operation regardless of the vehicle's age and mileage. In the case of repair or restoration work, original spare parts are used and all protocols required to guarantee high quality standards are followed.

The company's objective has always been to meet and exceed customer expectations in terms of quality and service: even spare parts are manufactured and distributed according to this principle. Main-

taining the efficiency of the customer's Lamborghini means maintaining the synergy between each individual element. Optimal performance, quality and safety can only be achieved with components that perfectly match the specifications of each model, restoring comfort and maximum efficiency.

In this regard, the company has set up the Lamborghini Training Academy, located in Sant'Agata Bolognese and designed to train and update the staff of the After

Sales department and provide all the skills necessary to achieve excellence in Customer Experience and the highest quality standards in terms of service. A team of experts is called upon to prepare the dealers' personnel, making them perfect interpreters of the Lamborghini spirit. A spirit that involves precision, attention to detail and technological evolution, always with the aim of satisfying customer requests.



OUR IMPACT ON THE ENVIRONMENT

- 6.1 ENVIRONMENTAL POLICIES
- 6.2 CARBON FOOTPRINT
- 6.3 AUTOMOBILI LAMBORGHINI'S LOGISTICS SYSTEM
- 6.4 WATER MANAGEMENT
- 6.5 WASTE MANAGEMENT
- 6.6 BIODIVERSITY CONSERVATION



With the aim of creating long-term value and therefore establishing a genuine pact with future generations, Automobili Lamborghini feels the responsibility of acting responsibly, **protecting natural resources** and **minimising the negative impact on the environment**. This mission involves the entire company in a collective effort, from production to the supply chain and logistics, up to the product use phase, covering the entire product lifecycle. Furthermore, aware of the challenges posed by **climate change**, the company is committed to supporting the United Nations' sustainable development goals, recognising them as important guidelines to be pursued.



ENVIRONMENTAL POLICIES

As proof of the company's commitment to the environment, Automobili Lamborghini has implemented an environmental **management system and an energy management system** in compliance with the international standards **ISO 14001:2015** and **ISO 50001:2018**, respectively. The development, application and monitoring of these procedures and processes are aimed at optimising the management of these resources.

Furthermore, the maintenance of **registration to the EMAS regulation** and the implementation of a **system for monitoring emissions** of greenhouse gases in compliance with **ISO 14064-1:2018** certification reflect the desire to externally communicate the results obtained in the environmental field in a transparent way, and to monitor the emissions and impacts gen-

erated not only by the Sant'Agata Bolognese production site but also along its value chain.

At the same time, the company has defined an **Environmental and Energy Policy** that describes the main areas of commitment and the points of intervention on which Lamborghini's work is focused. In particular, Lamborghini is committed to guaranteeing the financial, technical and technological resources necessary for the efficient functioning of the management systems, ensuring full compliance with environmental legislation and preventing and reducing polluting emissions through constant monitoring of the environmental aspects connected with its activities. In addition, starting from the design phase, the company is committed to assessing the impact on the environment and on energy consumption of new investments and technologies.

Over the years, the company's main interventions in the environmental field have focused on:

Energy and resources

- reduction of energy consumption and strengthening of measures aimed at increasing energy efficiency and the use of energy from renewable sources;
- reducing and managing the withdrawal and discharge of water resources;
- promotion of a circular economy model for the use of materials, energy and water;
- reduction of the amount of waste, where possible, and enhancement of separate waste collection, favouring recovery over disposal;

Emissions and impacts

- definition of an inventory, monitoring and progressive reduction of direct and indirect greenhouse gas (GHG) emissions;
- annual offsetting of residual CO₂ emissions from the production site;
- monitoring and minimising, where possible, atmospheric emissions and, in particular, volatile organic compounds;

Biodiversity and prevention

- organisation of activities aimed at protecting biodiversity;
- organising training sessions dedicated to environmental issues in order to involve and empower employees;
- strengthening the preventive measures necessary to avoid accidents that could have an impact on the environment.

In this context, the Comitato di Direzione is directly responsible for the proper functioning, updating and improvement of the environmental and energy management systems, ensuring compliance with the guidelines defined in the Environmental and Energy Policy and supervising future revisions and updates.

Lamborghini has also adopted the Group's **Environmental Compliance Management System (ECMS)**, which aims to meet the regulatory requirements and external and internal regulations of environmental management in all phases of the company's activities.

Thanks to these measures Lamborghini is able to guarantee the improvement and efficiency of its production processes, preventing and reducing polluting emissions through continuous monitoring of the environmental aspects connected to its activities.

Furthermore, internally, Automobili Lamborghini **informs and trains its employees on an ongoing basis on environmental issues and the use of energy**, developing their awareness and responsibility towards these topics. Each employee is required to be aware of the company's Environmental and Energy Policy and to collaborate in achieving the defined improvement objectives.

On the other hand, the company aims to maintain transparent **communication and mutual trust with the authorities and political** institutions, ensuring an open dialogue with all interested parties, based on listening and collaboration. With this in mind, the **Environmental Statement** of Automobili Lamborghini is made available annually on the company website; this document contains data and information relating to the environmental management system of the Sant'Agata plant, in compliance with the provisions of the EMAS regulation. The document, available in Italian and English, can be freely downloaded from the company's intranet and internet websites.



CARBON FOOTPRINT

Making its production processes more efficient, implementing cutting-edge technological solutions capable of reducing energy consumption and using energy from renewable sources are just some of the key elements of the plan defined by Lamborghini to limit the negative impact on the environment of the activities carried out at the Sant'Agata site.

During 2021 Lamborghini formalised a decarbonisation programme, **Direzione Cor Tauri**, backed by one of the largest investments in the company's history. Through this strategy, the company has launched an in-depth and ongoing research programme into the opportunities and challenges posed by **electrification** and **decarbonisation**. These challenges resulted in 2023 in the start of the hybridisation phase of the range thanks to the launch of Revuelto, the first hybrid high-performance HPEV (High Performance Electrified Vehicle) supercar. During 2024, the electrification process was completed with the launch of the first hybrid version of the Urus Super SUV, the Urus SE, and the second HPEV in the range, the Temerario. In addition to the hybridisation and electrification of the cars, *Direzione Cor Tauri* also includes the continuous decarbonisation of the production site in Sant'Agata Bolognese; in this regard, both the expansion of the plant and the new offices were designed according to the highest standards of energy efficiency and environmental sustainability.

Therefore, the company's commitment also broadens and extends to all GHG emission categories including *scope 1, 2 and 3*¹, i.e. from production to the supply chain and logistics, up to the product use phase, covering the entire product life cycle and involving the entire company in a collective commitment. In this regard, Lamborghini's total emissions (scope 1, 2 *location-based* and 3) in 2024 amounted to 851,132 tCO₂e, or 79.64 tCO₂e per sold vehicle.

The coming years will mark a period of significant change for Automobili Lamborghini, with the aim of further strengthening the company's position in the automotive industry, distinguishing itself through a genuine and long-term commitment to sustainability.

¹Scope 1 emissions include direct emissions from sources owned or controlled by the company. This includes on-site energy, such as natural gas and fuel, refrigerants and emissions from combustion in boilers, as well as emissions from fleet vehicles (such as cars, vans, lorries). Scope 1 emissions include process emissions released during industrial processes and on-site production (e.g. factory fumes, chemicals).

Scope 2 emissions include indirect greenhouse gas emissions from purchased or acquired energy, such as electricity, steam, heat or cooling, generated off-site and consumed by the company.

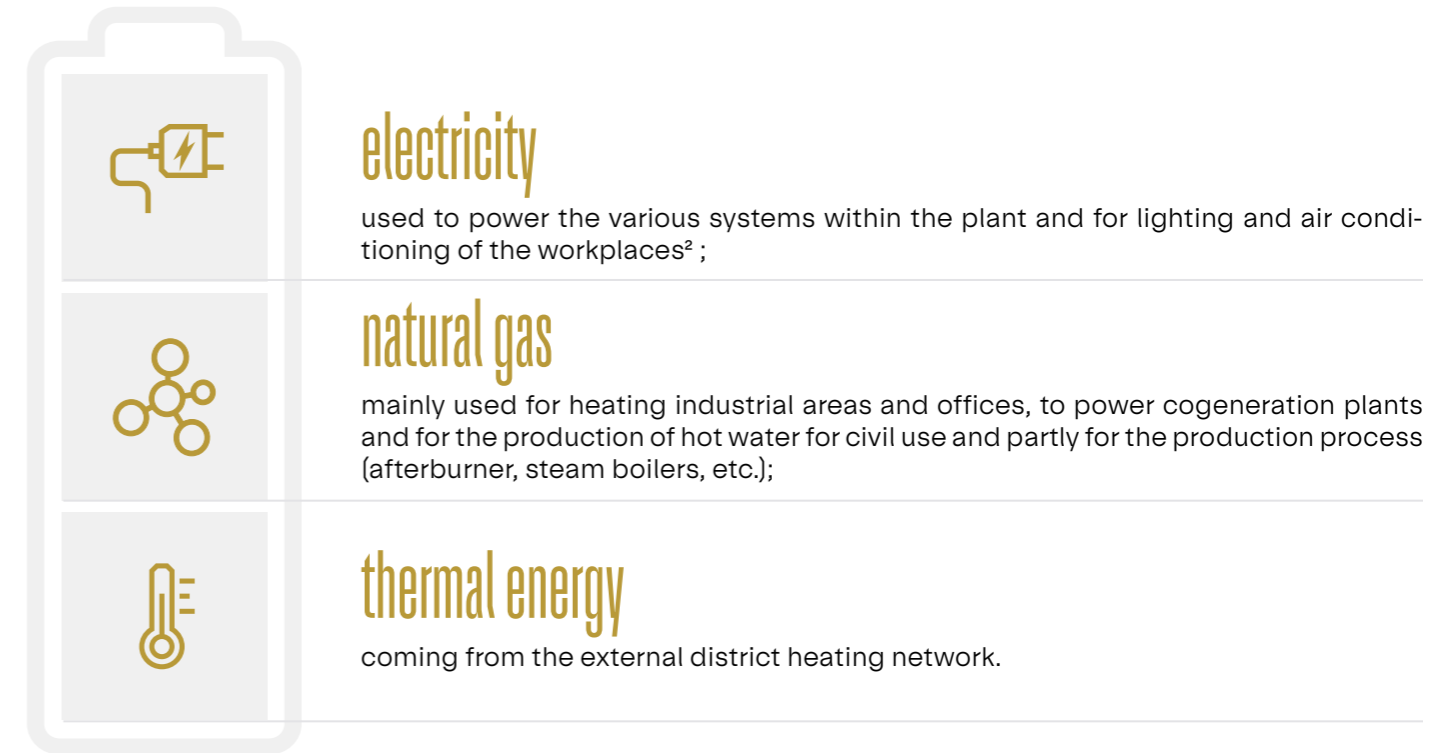
Scope 3 emissions include all indirect emissions that occur throughout the company's entire value chain, both upstream and downstream.

Energy consumption

Automobili Lamborghini pays particular attention to **energy consumption** at its site. To manage this aspect as effectively as possible, since 2011 the company has followed the guidelines of the **ISO 50001:2018** standard, which provides for the efficient use of energy resources.

The energy used by Lamborghini in its production site comes mainly from three sources:

- electricity;
- natural gas;
- thermal energy.



²Given the size of the factories and the offices, the amount of energy used for air temperature control is greater than that used for production processes.



Over the years, the company has implemented various strategies to increase the energy efficiency of the company site; the most important include:



- installation of **trigeneration plants**, capable of simultaneously producing electricity, heat and cooling from natural gas. The first plant, installed in 2015, followed by a second one built in 2017 to meet the increased energy demand, allowed fuel savings and a reduction in emissions generated for the same useful energy produced;



- use of district heating through a biogas-fueled system for air conditioning production areas and offices;



- installation of photovoltaic systems on the roofs of some company buildings and above car parks;



- use of energy from renewable sources purchased through Guarantees of Origin: certificates attesting the renewable origin of the sources used by qualified installations;



- replacement of heat pumps in heating and cooling systems to reduce energy consumption through the use of magnetic levitation chillers. This technology has been used to guarantee a high coefficient of performance compared to traditional absorbers;



- particular attention has been paid to the energy performance of the buildings. The following buildings are in energy class A: Pre-Series Center, DESI (Dual Education System Italy) Training Center, Urus testing, Finishing Line, Warehouse, Medical Center, Emissions Technical Center (ETC) and Paint Shop. Furthermore, the “Torre 1963” office building, with energy class A, is also LEED (Leadership in Energy and Environmental Design) certified.

Moreover, since 2017 a **centralised “Energy Hub”** has been active, organising the energy necessary to power the various areas of the building. This energy centre is equipped with advanced technological systems, such as high-efficiency water, cooling and heating plants.



Total energy consumption

GJ	2023	2024
Natural gas	223,422	273,397
Gasoline	21,306	32,580
Diesel	2,141	7,479
Total energy consumption from non-renewable energy	246,869	313,456
Purchased electricity	138,716	154,474
<i>from renewable sources</i>	138,715	154,468
<i>from non-renewable sources³</i>	1	6
Electricity self-produced for consumption from renewable sources	3,150	2,969
Thermal energy purchased from renewable sources	5,745	4,330
Total energy consumption⁴	394,480	475,228
<i>from renewable sources</i>	147,610	161,767
<i>from non-renewable sources</i>	246,870	313,462
Total energy consumption / Revenues⁵(thousand euros)	0.15	0.15
Total energy consumption / Number of employees	167.8	163.5

GJ	2023	2024
Self-produced energy	91,468	111,931
<i>of which used for consumption</i>	90,510	109,942
<i>of which sold to the grid</i>	958	1,989

To monitor and optimise energy consumption, Lamborghini uses **energy performance indicators (EnPIs)** that allow the evaluation of the effectiveness of energy management measures. Thanks to these tools, the company can keep energy consumption under control and identify opportunities for improvement.

³The data on electricity consumption related to the purchase of non-renewable electricity refer to the electric car recharging of the company car fleet or rental cars that took place outside the Sant'Agata Bolognese plant. For the purposes of calculating GHG emissions, emissions from these vehicles are included within scope 1 emissions. Data related to electricity purchased for cars assigned to employees and also used for mixed use are not included because, following the assessment of such consumption, they were deemed irrelevant. The company will consider including this data in future reporting years if deemed significant.

⁴In the absence of direct data of diesel, gasoline and electricity consumption for automotive purposes, the kilometers driven during the reference years by the company car fleet or company leased cars were converted to liters by applying the following conversion factors:

- Diesel: 6.88 l/100 km (source: EU Commission Report on EU Reg. 2019/631 and EU Reg. (EU) 2021/392);
- Gasoline: 7.89 l/100 km (source: EU Commission Report on EU Reg. 2019/631 and EU Reg. (EU) 2021/392);

- Hybrid gasoline: 5.97 l/100 km (source: EU Commission Report on EU Reg. 2019/631 and EU Reg. (EU) 2021/392);
- Electric: 0.189 kWh/lkm (source: Energy consumption of full electric vehicles database).

The following conversion factors were used to calculate energy consumption in GJ:

- Natural Gas: 0.0343 GJ/smc (source: ISPRA 2023), for the year 2023; 0.0343 GJ/smc (source: DEFRA 2024) for the year 2024;
- Gas oil: 42.87 GJ/t (source: ISPRA 2023) for the year 2023; 42.87 GJ/t (source: ISPRA 2024) for the year 2024;
- Electric and thermal energy: constant of 0.0036 GJ/kWh (International System);
- Diesel: 42.85 GJ/t (source: ISPRA 2023) for the year 2023; 42.85 GJ/t (source: ISPRA 2024) for the year 2024;
- Petrol (gasoline): 43.13 GJ/t (source: ISPRA 2023) for the year 2023; 43.13 GJ/t (source: ISPRA 2024) for the year 2024.

⁵Revenues correspond to the ones of Automobili Lamborghini S.p.A. alone for the period 1 January – 31 December 2024.

Direct and indirect GHG emissions – scope 1 and 2⁶

tCO ₂ e	2023	2024
Total direct emissions (scope 1)⁷	15,653	19,738
Natural gas	13,071	16,113
Gasoline	1,404	2,099
Diesel / Oil for heating	20	29
Automotive fuels	291	791
Fluorinated gases (F-gases)	867	706
Total indirect emission (scope 2)	9,108	10,111
Location-based	9,107	10,109
Market-based	-	-
Purchased thermal energy ⁸	1	2
Total emissions (scope 1 and 2)		
Location-based	24,761	29,849
Market-based	15,654	19,740
Total emissions (scope 1 and 2) / Revenues⁹ (thousand euros)		
Location-based	0.00964	0.00964
Market-based	0.00609	0.00637
Total emissions (scope 1 and 2) / Number of employees		
Location-based	10.5	10.3
Market-based	6.66	6.79

⁶The market-based method requires the GHG emissions deriving from the purchase of electricity and gas to be determined, taking into account the specific emission factors communicated by the suppliers. For the purchase of electricity from renewable sources, an emission factor of zero is attributed with regard to scope 2. The location-based method, an approach that allows for the amount of energy from renewable sources purchased directly by the company, on the other hand, involves accounting for emissions from electricity consumption by applying national average emission factors calculated on the basis of the national energy mix for the different countries where the electricity is purchased. Indirect location-based GHG emissions, measured in tons of CO₂e, were calculated using the IPCC Guidelines for National GHG Inventories (2006) and TERNA Annual Report 2022 emission factors; the company purchases Guarantee of Origin (GO) certificates to reduce the impact of CO₂e emissions to the atmosphere.

⁷Direct GHG emissions, measured in tons of CO₂e, were calculated using emission factors given in the ISPRA 2024 database and the "Sixth Assessment Report" published by the IPCC (2024). The gases included in the calculation of scope 1 greenhouse gas emissions are: CO₂, CH₄, N₂O, HFCs and other refrigerant gases.

⁸Considering that CO₂ emissions from biogas combustion are treated as biogenic, according to ISO 14064-1:2018, they were not quantified and reported separately from anthropogenic emissions, as biogenic emissions. Emissions of other GHGs from biogas combustion, CH₄ and N₂O, were quantified and reported as anthropogenic, included in the GHG inventory in tons of CO₂e.

⁹Revenues correspond to the ones of Automobili Lamborghini S.p.A. alone for the period 1 January – 31 December 2024.

In 2024, the greenhouse gas emissions of the Automobili Lamborghini production site were 29,849 tonnes of CO₂e¹⁰, an increase of 21% compared to 2023 (24,761 tCO₂e). Direct scope 1 emissions accounted for 66% of the total, while indirect scope 2 emissions amounted to approximately 34%.

In 2024, the increase in scope 1 and 2 emissions is due to higher energy consumption by the cogeneration plant and the activation of the new thermal power plant in the painting section.

Furthermore, from 2015 to 2023, and with the commitment also extended to 2024, Automobili Lamborghini has **offset the residual emissions that could not be avoided** generated by the production site through carbon credits¹¹, namely certified carbon credits associated with virtuous projects purchased from internationally recognised platforms and standards. Among the various projects supported are:



• Carbon Capture and Storage

projects for capturing and storing carbon through the natural mechanism of brackish water;



• Renewable Energy Production

projects mainly concentrated in developing countries for the production of wind and hydroelectric energy.

¹⁰The tonnes of CO₂ equivalent (tCO₂e) allow us to evaluate the overall greenhouse effect produced by all the gases considered, taking as a reference the greenhouse effect produced by CO₂, considered equal to 1.

¹¹Carbon credits are tradable digital certificates, each representing 1 tonne of CO₂ not emitted or absorbed as a result of an environmental protection project carried out to reduce or reabsorb global emissions of CO₂ and other greenhouse gases.



Indirect emission – scope 3

Considering the activities carried out by Automobili Lamborghini, most of its emissions are generated along the value chain, from activities related to the processing of components, to logistical transport, up to the product use phase. These emissions ac-

count for approximately 96% of the company's total scope 1, 2 (location-based) and 3 emissions. In particular, emissions linked to the product use phase represent the most significant share of scope 3 emissions, equal to 67%.

tCO ₂ e	2023	2024
Indirect emissions (scope 3)¹²	745,939	821,283
Category 3: Indirect GHG emissions from transportation	34,151	41,734
Category 4: Indirect GHG emissions from products used by an organization	126,933	231,185
Category 5: Indirect GHG emissions associated with the use of products from the organization	584,855	548,364
Indirect emissions (scope 3) / Revenues¹³ (thousand euros)	0.29	0.27
Indirect emissions (scope 3) / Sold vehicles	73.77	76.85

¹²Reported emissions for 2023 and 20224 were certified by an independent third-party certification body in accordance with ISO 14064-1.

Category 3: considers GHG emissions from upstream and downstream transportation and distribution of goods, as well as employee commuting and business travel. Emissions from the various types of transportation were calculated using ISPRA - SINANet (2022) and DEFRA 2024 factors.

Category 4: considers greenhouse gas emissions from products used by the organization, particularly related to the purchase of materials used in production. Emissions were calculated through factors from the "Sixth Assessment Report" published by the IPCC (2024).

Category 5: considers greenhouse gas emissions associated with the use of the organization's products, i.e., mainly tailpipe emissions from the on-road use phase of vehicles. Lamborghini Automobili model- and owner-specific emission data were used to calculate emissions.

The results obtained using the ISO methodology are in line with that of the Volkswagen Group for the calculation of DKI (Decarbonization Index).

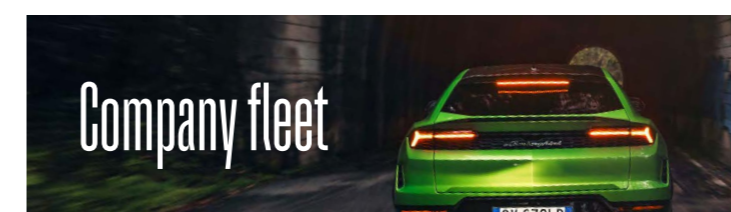
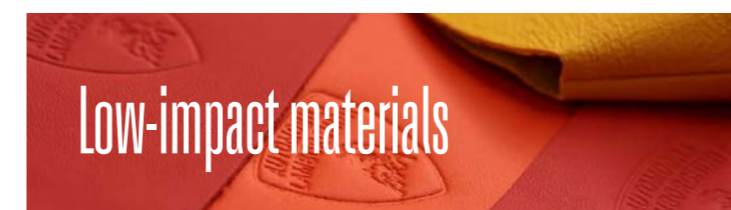
¹³Revenues correspond to the ones of Automobili Lamborghini S.p.A. alone for the period 1 January – 31 December 2024.

In 2024, scope 3 emissions increased by 10% compared to 2023. This change is attributable to increase in the number of cars brought to market. With the aim of progressively reducing indirect emissions, Lamborghini is committed to the following areas of activity:

- the progressive use of **materials with a lower impact**, such as recycled carbon and aluminium, as well as the use of special containers, also de-

finied as "two ways", which are completely reusable in logistics processes;

- more efficient **logistics routes** and lower emission means of transport;
- carpooling and company shuttle service initiatives, aimed at reducing the emissions generated by **employees' home-work commute**;
- gradual **electrification** of the circulating fleet.



Areas of action

aimed at progressively reducing indirect emissions.





6.3

AUTOMOBILI LAMBORGHINI'S LOGISTICS SYSTEM

The Automobili Lamborghini **logistics system** has been carefully designed to **maximise efficiency** and has evolved over time with the aim of **reducing the environmental impact** generated along the entire value chain. This system is divided into three macro-areas: inbound logistics, outbound logistics and after-sales logistics. In each of these areas, the company is committed to adopting virtuous practices in order to minimise CO₂ emissions and promote sustainability.

During the year, the emissions deriving from the logistic processes were also mapped, monitored, and included in the emissions inventory certified according to the ISO 14064:2018 standard. The data collected in this way allows to define more precisely the objectives and measures to be adopted to reduce the environmental impact of the logistic network.

Inbound Logistics: Transport Planning and Operations, Logistics Engineering Planning and Operations

Inbound logistics is a crucial element in guaranteeing the efficient functioning of a company's production process. For many years now, inbound logistics, motivated by social and environmental responsibility, has played a leading role in the definition and implementation of projects aimed at reducing CO₂ emissions.

Transport Planning and Operations

Lamborghini Inbound Transport department uses different types of transport to ensure the correct management of goods destined for the production lines, such as Full Truck Load¹⁴ (FTL), Less Than Truck Load¹⁵ (LTL) or Groupage¹⁶, Parcel¹⁷, urgent transport, rail and intermodal transport¹⁸.

For years, in fact, the Inbound Transport department has been involved in projects to reduce greenhouse gas emissions generated by the transport of components to the Sant'Agata Bolognese plant; the activities implemented are developed on three fronts:



- **improving operational efficiency**, through transport optimisation and the strategic use of logistics hubs to reduce both the number of vehicles and the distances travelled;



- identifying and implementing **alternatives to the use of fossil fuels**;



- **digitalisation** projects aimed at dematerialising document management.

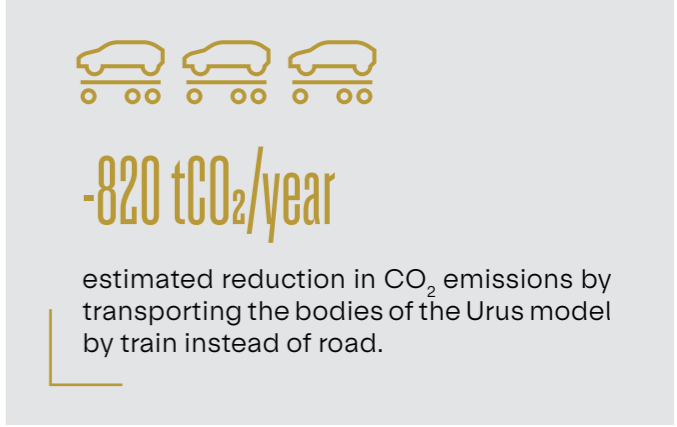
Among the activities launched by the department is a project, implemented in 2021, that involves transporting the bodies of the Urus model by train from Germany, travelling around 900 km instead of road, with a consequent decrease in traffic and an estimated reduction in CO₂ emissions equal to 820 tCO₂/year.

Furthermore, with a view to continuous improvement, the department is evaluating the possibility of implementing additional intermodal rail-road solutions in order to optimise logistical efficiency and reduce environmental impact.

With reference to the identification and implementation of alternatives to the use of fossil fuels, in 2024, analyses were initiated aimed at the **identification of biogenic fuels**¹⁹, such as HVO (Hydrotreated Vegetable Oil) and Bio LNG (Biomethane) to be applied as the main measures to reduce CO₂ emissions. Thanks to the outcomes of this study, it was possible for Au-

tomobili Lamborghini to travel the first sections with HVO fuel with the aim of extending its deployment also to new routes in the future, thus further reducing the environmental impact of transport.

In the upcoming years, the company will continue to **promote the use of alternative transport**, such as electric lorries and of synthetic fuels (e-fuels), with the aim of reducing its ecological footprint and contributing to the construction of a more sustainable future.



From 2019 instead, in order to dematerialising document management thus allowing not only real-time visibility on all flows in and out of the logistics warehouse, but also the conversion of operational documents and supplier-company communications from paper to digital, all inbound transport processes have been digitised within the **Transport Management System (TMS)**.

The company is also working on the development of a digital sustainability tool, in order to improve transparency and facilitate the annual reporting of inbound logistics emissions. This tool, which will be directly integrated into the TMS, will allow the calculation and monitoring of CO₂ emissions from transport in real time.

¹⁴Handling of a fully loaded vehicle ensuring efficient delivery in the case of large volume goods.

¹⁵Part-load shipping involving the sharing of the means of transport between several companies.

¹⁶Flexible, fast and economical transport strategy based on bundling small quantities of goods from different companies.

¹⁷Shipping of small to medium parcels.

¹⁸Intermodal (also called Combined) transport is a type of transport that integrates different 'modes' (road, ship, rail) into a single logistical solution.

¹⁹Or biofuels, are fuels produced from biomass, or organic materials derived from renewable sources.

Logistics Engineering Planning and Operations

Also the Lamborghini's Logistics Engineering and Operations department plays an important role in the construction of a sustainable supply chain.

For years, this department has been involved in sustainability projects on various fronts, including:



- the design of containers with sustainable materials and optimising of their filling so as to minimise the number of handling operations required and consequently the emissions associated with each one;



- the implementation of document dematerialisation projects;



- the design of innovative storage solutions to maximise the use of space while reducing land occupation;




- the use of electric vehicles for all logistical handling of materials within the production site.

With reference to the design of the containers, the packaging design is created considering two fundamental aspects:

- the material used to make the container, replacing traditional materials with robust and recyclable materials;
- the engineering of the container that allows not only to extend its life cycle but also ensure its re-use.

These containers, called "two ways", are completely reusable and replace "one way" cardboard packaging, which is usually disposable. Currently, 95% of the car components of all models in production are transported in reusable containers, allowing a 60% reduction in the use of plastic.

95% of components are transported in reusable containers 

Referring to the document dematerialisation projects, another strategic objective to reduce environmental impact and increase operational efficiency concerns the reduction of paper consumption in the documentation of materials. For years, solutions have been devised and implemented to optimise the print layout of labels, which has allowed for a significant reduction in paper consumption. In parallel, devices such as tablets and electronic labels (e-labels) have also been introduced, allowing for the tracking and updating of

information relating to the material in real time and in a completely digital way. The future goal is to completely eliminate the use of paper.

Another project that Logistics Engineering is focusing on for the future is the automation of storage warehouses in order to reduce land occupation simultaneously increasing vertical storage capacity.

Finally, electric vehicles have been used for the internal handling of materials within the production site, the assembly lines and between the production site and warehouses.

Outbound logistics

The outbound logistics process, responsible for transporting cars to dealers and customers, varies according to geographical destination, always with a view to **increasing efficiency** and **readiness** in meeting customer needs.

Lamborghini's outbound logistics is supported by various external warehouses and is organised into different flows. In particular:



- in Europe, transport is mainly by land using lorries and, where possible, trains to minimise environmental impact. As for road transport, Lamborghini's main partner over the last few years

has committed to using only biomethane for logistics routes, thus guaranteeing a reduction in the emissions generated;



- for shipments to other regions, Lamborghini uses sea transport, employing containers or RORO (Roll-On/Roll-Off) ships, which reduce the risk of damage to the product during the loading and unloading process.

Transport by air has been discouraged since 2018 to reduce the environmental impact and is now reserved for special situations, such as production delays and for specific models.

For all transport, as for inbound logistics, every suitable circumstance is exploited to consolidate orders, in order to increase efficiency, reduce transport-related costs and associated GHG emissions. To this end, the company will continue to encourage the use of lower-impact means of transport, such as the train, also for shipments of upcoming vehicles. Furthermore, in line with the activities of the inbound logistics partners, the use of electric cars for the internal transport of logistics workers has been introduced.

Outbound logistics operations are monitored by an IT system that tracks shipments to their port or airport of destination with frequent updates (3-5 times a day); this control allows for constant visibility of shipments and timely management of potential critical situations.

“The company will continue to promote the use of alternative transportation in order to reduce its ecological footprint.”



After-sales logistics

After-sales logistics play a crucial role for Automobili Lamborghini, as represent the point of contact between the company and its customers. Efficient management of after-sales logistics not only guarantees the availability of the necessary spare parts and services, but also contributes to promptly satisfying customer requests and maintaining high standards of satisfaction, thus strengthening the brand's reputation.

Lamborghini, through the **main logistics centre** located in Sala Bolognese, supplies a **global network of dealers** with the exception of Chinese mainland and the United States, for which ad hoc on-site warehouses have been set up to manage local orders that do not require international shipments, thus optimising delivery times. This widespread network allows to guarantee efficient and timely fulfilment of customer requests all over the world.

As part of the company's commitment to sustainability, which also involves the emissions generated during transport, Lamborghini looks for lower impact alternatives wherever possible, asking its after-sales logistics suppliers for a **double quotation** to choose from: **one for the basic options and one that takes into account lower impact options.**

The different types of orders, forwarded by the dealers, are controlled by **KPIs** that monitor **fulfilment times** to ensure standards are met. Processing and delivery times are tracked daily to optimise efficiency and guarantee excellent, professional and timely service to the customer. **Surveys are also conducted annually to gather feedback from dealers**, measuring various aspects such as quality, availability and delivery times. This process allows to constantly monitor and improve the quality of the service offered.

Furthermore, with the aim of guaranteeing the best possible customer service, Lamborghini encourages dealers to streamline their shipping requests, providing lists of components that must always be available at the dealership. This planning makes it possible to reduce requests for supplies of certain goods.

The company has also implemented a system to limit the use of packaging, minimising the material used for packaging and replacing some materials with others that are recyclable or reusable. Precisely with this in mind, to make this phase of the logistics process less impactful and virtuous, an **innovative project** that involves the **use of reusable containers** for transporting car components is currently in the study phase.



“
Lamborghini's logistics system
has been designed to maximize efficiency
and has evolved to reduce environmental
impact along the entire value chain.”



6.4

WATER MANAGEMENT

Responsible use of water resources has always been a priority for Lamborghini; in fact, the environmental impact of the company's water consumption concerns not only the reduction of the quantity of water resources, but also the quality of the resource after use. With this in mind, various projects have been implemented to reduce the consumption of drinking water for production, progressively increasing the use of well water.

Lamborghini meets its water supply needs from the municipal network and from five company wells. The water from the municipal network is mainly used for civil purposes such as toilets, canteen and cleaning. The company wells, on the other hand, supply the systems

used in the production process, for water tests, washing cars and vehicle bodies, topping up the cooling water in autoclaves, the cooling and air treatment systems, and watering the green areas.

In line with 2023, well water also represented the majority of water consumed in 2024, accounting for 82% of the total.

m ³ ²⁰	2023	2024
Total water withdrawals	287,513	305,412
Total water discharges	121,080	138,774
Total water consumption	166,433	166,638

²⁰Megaliters (ML) = m³/1000.

Automobili Lamborghini is carrying out various projects aimed at the sustainable **management of water resources**, such as using water from the company's own purifier **to irrigate green areas** and **recovering, sanitising and reusing the condensation** produced by the production plants for industrial processes. This latter process will help reduce the extraction of water from wells.

As for the management of **water discharges** and **wastewater**, Lamborghini has an internal sewage system for wastewater from the production process and for rainwater run-off and domestic sewage.

The effluents that originate from the main plant consist of domestic, industrial and rainwater.

Industrial waste from the production site is discharged into the public sewer system after treatment in the company's chemical-physical plant. Compliance with the concentration limits for pollutants in industrial wastewater discharge is monitored through **analyses carried out periodically** by an external specialised laboratory.

With the aim of becoming a zero-discharge factory over the next few years, the company is carefully evaluating the complete reuse of industrial wastewater. Achieving this virtuous goal will be possible thanks to the implementation of projects for the reuse of all the water withdrawn until exhaustion, through collaboration with the managing body of the municipal sewage treatment plant.

WASTE MANAGEMENT

The company pays particular attention to the **management of waste**. In fact, Lamborghini is committed to reducing the waste it produces, promoting the re-

use of waste materials in its processes, minimising environmental impact and promoting sustainable practices.



The waste produced is of various types, mainly:

- hazardous or non-hazardous special waste;
- paper and cardboard packaging, wood, mixed materials, iron;
- filters from spray booths, lamination, grinding, sandblasting, etc.;
- paint, solvents, sealants residues;
- wash water;
- abrasive waste materials;
- emulsions;
- sewage sludge;
- contaminated steel and plastic packaging;
- iron, steel and aluminum demolition waste;
- car parts, tyres, end-of-life vehicles;
- carbon fibres scraps.

In addition, there is waste similar to municipal waste, such as organic waste from canteens, refreshment areas and offices.



Waste by category²¹

Tons	2023	2024
Hazardous waste	665	688
End of life vehicles	159	185
Painting cleaning solvents	117	57
Sealing chemicals	32	26
Emulsions	131	134
Cabin filters	64	94
Packaging	57	89
Painting materials	2	2
Wax and sands	4	10
Mineral oils	16	34
Other	83	57
Non-hazardous waste	2,129	3,771
Packaging	652	889
End of life Lition Batteries	18	17
End of life tyres	63	67
Carbon and other plastic waste	61	129
Leather	9	23
Painting cleaning waters	774	820
Urban waste	11	422
Other	541	1,404
Total	2,794	4,459

Waste by destination²²

Tons	2023 At destination facility	2024 At destination facility
Total hazardous waste sent to recovery operations	544	669
Total non-hazardous waste sent to recovery operations	1,313	2,948
Total	1,857	3,617

Tons	2023 At destination facility	2024 At destination facility
Total hazardous waste sent to disposal	121	19
Total non-hazardous waste sent to disposal	816	823
Total	937	842

The significant increase in the amount of waste generated compared to the previous year is related to the decommissioning of the Huracán model, which resulted in the scrapping of the entire production line, logistics containers, and obsolete car parts for a total of about 1,000 tons of waste, 90% of which was metal.

²¹Any discrepancies between the values of the individual waste categories reported in the table and those in the Environmental Statement are due to a different clustering of waste by category.

²²Any discrepancies between the values of the individual waste categories reported in the tables and those in the Environmental Statement are due to a different clustering of waste by destination.

Automobili Lamborghini maintains a strong commitment to improving its environmental performance and, in order to reduce waste production, sharply implements the following measures:



- defining procedures and methods for the collection and sorting of waste;



- periodic measurement and monitoring of waste produced;



- including clauses in the contract with the waste intermediary to avoid, where possible, sending waste to landfill, favouring reuse or recycling.

In fact, Lamborghini has been committed for years to the transition from a linear to a circular economy, pursuing the objectives of sustainability and environmental protection. The company has, in fact, launched several projects, including the use of carbon fibre for educational purposes, the collaboration with local cooperatives for the **reuse of leather waste** and the study of **treatment plants for the recovery of washing water** from the paintshop, aimed at reducing liquid waste.





“The protection of biodiversity is an integral part of Automobili Lamborghini’s identity.”

6.6

BIODIVERSITY CONSERVATION

Contributing to the **protection of biodiversity**, engaging with the local community and organising activities to promote environmental education is a cross-cutting aspect of Automobili Lamborghini’s areas of activity.

One of the most important projects implemented over the years, aimed at protecting biodiversity in the areas surrounding the company, is the **Parco Lamborghini** initiative. Inaugurated in 2011 and created in collaboration with the community of Sant’Agata Bolognese and the Universities of Bologna, Bolzano and Munich, the Park has hosted a plethora of projects aimed at improving local biodiversity over the years.

Among these is the **“Oak Forest”** project. This activity involves planting young oak trees in an area of about 7 hectares, with the aim of studying the relationships between density, forest productivity, CO₂ absorption capacity and maintenance of biodiversity depending on climate.

Right next to the “Oak Forest” project, the company has developed the **“Area of Biodiversity”**, a green space for educational and informative purposes. This

area includes a botanical garden with the main tree species of the lowland and a shrubbery. The intention was to create a real exhibition of tree and shrub species for a clear, accessible and well-structured educational experience. Another area of the site has been used to represent various habitats and **fruit trees typical of the Po Valley** have been planted and are cultivated without the use of pesticides.

In 2016, an **apiary** was also introduced in the Park in order to start **environmental biomonitoring** activities with bees. Bees play a crucial role in the maintenance of ecosystems and represent a model of sustainability. The apiary consists of 17 hives, three of which are used for environmental biomonitoring. The hive matrices, such as honey, wax and bees, are analysed to detect the possible presence of environmental pollutants, such as heavy metals, polycyclic aromatic hydrocarbons, dioxins, furans, as well as insecticides, acaricides, fungicides and herbicides (over 190 active ingredients in total) used in agriculture and on urban and private green areas.

Biomonitoring has demonstrated the value generated by the continuous activity of bees, highlighting the

presence of pollutants not deriving from Lamborghini, below the danger threshold for honey consumption. In addition, a pilot project has been launched using osmias (solitary bees) and studying the flight of the insect to seize information on the quality of the areas in which they live.

Parco Lamborghini has now become a protected area, with an expanding range of flora and fauna, including foxes, pheasants and reptiles. A marsh area has also been set to recreate the habitat of local aquatic species.

Lamborghini **constantly monitors land use and biodiversity** through various indicators, such as the total area of occupied land, the area of sealed land and the area of land dedicated to nature, both on and off site. In 2024, the total area of Lamborghini Park remained unchanged at 70,000 m².

Over the years, Lamborghini has promoted several land redevelopment projects with the aim of contributing to the environmental regeneration of the area surrounding the municipality of Sant’Agata Bolognese, where the company is based. One of these

is the **“Planting Project”**, implemented in 2022, which saw the planting of 2,500 trees and shrubs in the municipalities of San Giovanni in Persiceto and Nonantola. The tree and shrub species used are native and comply with the guidelines of the Emilia-Romagna region. The technique used will allow the wood, over time, to acquire a natural appearance that will not require thinning in the future.

The interventions, carried out in collaboration with the local authorities, were aimed at contributing to the renaturalisation of the territory and at the same time contributing to the reduction of greenhouse emissions. In fact, for each intervention, the **potential absorption** generated by the forestation project was measured using a calculation model certified by the University of Tuscia.

OUR COMMUNITY

7.1 DIALOGUE WITH THE COMMUNITIES



Automobili Lamborghini has always had a strong bond with the **territory and the community** that hosts the company. In addition to representing excellence in the automotive scene, the company is committed to being a point of reference for the local context, **actively contributing to its development.**

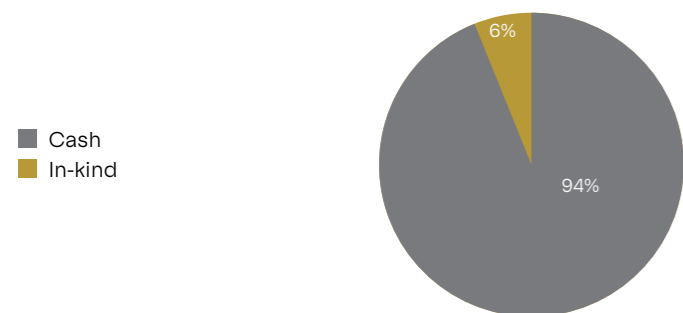
Lamborghini firmly believes that its success is closely linked to the well-being and development of the territory in which it operates. For this reason, it is constantly committed to **supporting local initiatives**, promoting sustainable development and **creating opportunities for growth** through socially beneficial projects.



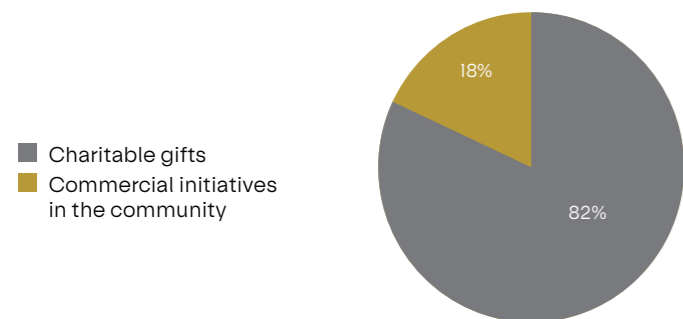
DIALOGUE WITH THE COMMUNITIES

Automobili Lamborghini is committed to dialogue with institutions and the community with the aim of responding promptly to the needs of the local area.

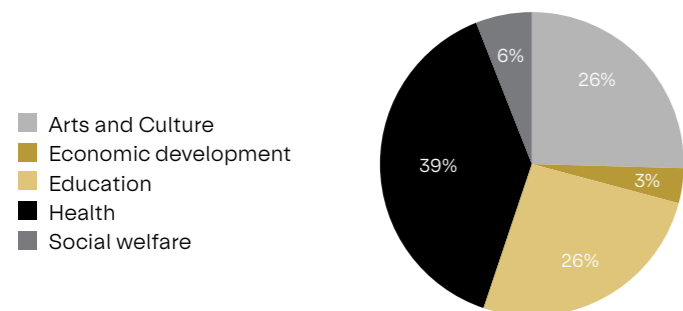
Type of support



Type of contribution



Area of intervention



During 2024, Lamborghini destined approximately 350 thousand euros to projects supporting the local area and communities.

Lamborghini's deep-rooted sense of ethics has always driven the company to take the lead in creating value for society and the environment, driven by the desire to spread culture, leaving a more equitable and sustainable society to future generations. The company's responsibility towards its local area is based on three elements:



• response

which stems from the reading and interpretation of the challenges and the context in which it operates;



• action

which arises from the desire to leave a positive and sustainable impact, changing the rules of the game;



• thinking

the result of the combination of reflection and sense, the founding pillars of the company's strategy.

Guided by this philosophy, in 2024 Lamborghini renewed its commitment to various initiatives, including **“Responsabilmente – Progetti di Solidarietà Sociale da realizzare insieme”**. The project offered employees the opportunity to propose social solidarity initiatives related to causes they care about, to be carried out with the support of the company. In 2024, in continuity with the previous year, the initiative saw a high level of participation, with numerous proposals in line with the values of active citizenship promoted by Automobili Lamborghini and oriented toward the creation of value for the territory. The four projects selected for this edition, submitted by colleagues and chosen by the Lamborghini Donations Committee together with the Management Committee, are: **Didi Ad Astra, Casa Santa Chiara, Bimbo TU and Le Ali di Camilla.**

Support to scientific research

Lamborghini is one of the founding promoters of the **Rizzoli Orthopaedic Institute Foundation**, established with the aim of supporting the Bologna-based institute in the realisation of its numerous projects that give ever greater value to scientific research, the protection of historical and cultural heritage with the aim of improving the quality of assistance, innovation and hospitality.

In line with previous years, also for Christmas 2024 Lamborghini has renewed its support for **Ageop Ricerca**, the Paediatric Haematology and Oncology Parents' Association of Bologna. Ageop Ricerca supports scientific research in the fight against childhood cancer and accompanies young patients and their parents from the moment of diagnosis through to the "off therapy" phases, with qualified projects for hospitality, assistance, psychological support and psychosocial rehabilitation. In this occasion, the company participated in the **collection of gifts** for the children being treated by the association. Numerous colleagues enthusiastically joined the initiative, bringing a new toy or book to donate to Ageop Ricerca when collecting their Christmas gift. In collaboration with the association, Lamborghini also launched the "Go Teens" project, an initiative dedicated to adolescents being treated in pediatric oncology wards. The project is part of the path that Ageop has been pursuing for years to support girls and boys being treated at the Sant'Orsola Polyclinic and other facilities in the Metropolitan City of Bologna.

Furthermore, the company is also working alongside **Antoniano Insieme** thanks to the "Therapeutic Centre" project, to guarantee 900 hours of therapy for children with disabilities and in economic difficulties.

Lamborghini has always renewed its social commitment with concrete initiatives aimed at promoting the well-being and health of its employees. In this direction, for the second year in a row, a team of the company's colleagues participated in the **Race for the Cure in Bologna**, an event symbolic of support for **Komen Italia**, a nonprofit organization that has been active in the fight against breast cancer and the protection of women's health since 2000. In Bologna, funds raised through the Race contributed to the strengthening of the activities of "**Donne al Centro**", a multifunctional space promoted by Komen Italia to support the **Breast Unit** of the Azienda USL di Bologna and the IRCCS Policlinico Sant'Orsola. A reality that works in synergy with the Emilia-Romagna health system and local associations to offer concrete assistance to women undergoing treatment.

Volunteering activities

With reference to voluntary work, Lamborghini confirmed its support to **Emergency**, continuing to promote and spread the culture of responsibility and participation; with this in mind, the company encouraged the participation of its employees in the "Volunteers for a day: a panettone made for good" project, directly involving them as promoters of Lamborghini values. Employees joined Emergency volunteers in the squares of more than 120 Italian cities for the distribution of Christmas gifts, actively contributing to raising funds to support the association's humanitarian projects. In addition, the company has decided, together with the union representatives, to realise its commitment

by purchasing the Christmas gifts for the employees among those proposed by Emergency.

Activities to support citizenship and education

Driven by a strong sense of community and the goal of creating and sharing value, every year Lamborghini renews its donations to the **municipality of Sant'Agata Bolognese**, to enable it to carry out various activities useful to the population, as well as the donation to the **Teatro Comunale di Bologna** to support the symphony season.

Moreover, in 2024, Lamborghini and the **Italian State Police** celebrated 20 years of deep and fruitful collaboration. It began in 2004 with the delivery of a Lamborghini Gallardo, and continued over the years with the arrival, in 2024, of the sixth Lamborghini model in the Traffic Police fleet, the Urus Performante. From the beginning, this partnership has allowed the State Police to benefit from high-performance cars over the years, used as valuable tools in patrol services and emergency medical interventions. In particular, the cars have carried out over 200 organ transport missions throughout Italy, helping to save lives in several cases. In addition, the cars have been used in



Lamborghini and the Italian State Police celebrate 20 years of close collaboration, which has enabled the Police to use high-performance vehicles for patrols and emergency response operations.

over 1,500 road safety education events to promote a culture of safe driving.

In a more cultural context, the company has renewed its partnership with the Formula Student team of the University of Bologna, **UniBo Motorsport**, and is a long-standing partner of the **Bologna Business School**.

In 2024 Lamborghini confirmed its support for the **“DESI on the Road”** initiative, in collaboration with the **Alberto and Franca Riva Foundation**, born from the strong coherence of intent between the Scuola del Fare in Naples and the company’s DESI project,

with the aim of actively contributing to the growth of the Neapolitan territory through the development of technical and social skills, and to the investment in the new generations. Furthermore, the company has supported the **“Il Mulino”** publishing house in the realisation of its cultural initiatives, contributing to the development and diffusion of Italian culture.

The company has supported the **Juppiter** association, the first of the youth centres that makes education the priority objective of its activities through sport, music, theatre and voluntary work, and **Casa dell’Immacolata**, a residence that guarantees social, health and welfare assistance to elderly and/or chro-

nically ill people who have lost their self-sufficiency, based on their needs.

Lamborghini supported the creation of the project **“Neverending Stories - Library for, with and by kids”** thanks to the collaboration with the Suor Teresa Veronesi School, managed by the Ritiro San Pellegrino Foundation, with the aim of cultivating English language learning in an original and innovative context made up of ideas, stories and books to experience and explore. The new English-language library, dedicated to children aged five to ten, is located in the school playground, in a building donated by the company following the 2011 earthquake. Lamborghi-

ni has also contributed to the realisation of a further space dedicated to the growth of the younger generations, the **Agorà project**, born with the aim of creating a meeting place dedicated to educational and parenting support activities open to all children and families in the area.

Also in the field of education and support for public schools, Lamborghini is working alongside the **Comprehensive Institute of Sant’Agata Bolognese**, with which it is carrying out the **“Sfregiamo nel Futuro”** project, aimed at conscious orientation and breaking gender stereotypes. In addition, the company’s support has been used to improve English language



skills through language conversations destined to all lower secondary school classes.

Furthermore, it has been offered to its employees the possibility to donate the equivalent of one hour of their pay that is deducted from their thirteenth month's salary to the **Terre des Hommes** association. The collaboration with this association aims to give an opportunity to play and learn to all children living in precarious economic conditions.

Initiatives to protect the environment

The activities developed by the company don't only include social initiatives, but also environmental ones. In particular, this year IIS Archimede in San Giovanni in Persiceto has once again organised the traditional Summer School, now in its fourth edition, which involves secondary school students and puts them in touch with the world of STEM subjects, thanks to the project **"Le Api e lo STEM"**. The topic covered in 2024 was environmental biomonitoring, specifically the design and construction of sensors for detecting fine dust and recording the sounds of a beehive, in particular the queen's song. The sensors that will be placed at the Lamborghini Park will integrate the already existing environmental biomonitoring programme with bees, which is responsible for monitoring other categories of pollutants. The development of the sound recorder will be used to monitor the activities of the hive in order to study the behaviour of bees in relation to particular events. The project will also continue with curricular activities during the upcoming school year. In addition to Lamborghini, the initiative was also supported by the Technical Area Office of the Municipality of Sant'Agata Bolognese and the Metropolitan City of Bologna through the project **"ECCO!" - Education, Communication and Culture for Equal Opportunities**, which aims to coordinate, qualify and make recognisable the activities that the Metropolitan City of Bologna carries out in terms of gender, education, awareness, fight against stereotypes, training teachers in the metropolitan area and spreading of respectful and informed communication.



APPENDIX

- 8.1 METHODOLOGICAL NOTE
- 8.2 DATA DEEP-DIVE
- 8.3 MATERIAL TOPICS AND RELATED IMPACTS, RISKS AND OPPORTUNITIES
- 8.4 GRI CONTENT INDEX
- 8.5 CONTACTS



METHODOLOGICAL NOTE

This document is the first edition of the Automobili Lamborghini Sustainability Report (also referred to in the document as “Lamborghini” or “the company”) and describes the organisation’s activities, policies, controls and performance on environmental and social aspects as well as related to personnel, human rights and the fight against corruption, useful for ensuring an understanding of the impact produced by the organisation itself, and the company’s results achieved during the period from 1 January to 31 December 2024.

The Sustainability Report has been prepared in accordance with a selection of the “GRI Sustainability Reporting Standards” published by the Global Reporting Initiative 2021 (GRI), standards recognised and used globally for sustainability reporting. The GRI Content Index is included in the document to help the reader find information.

The selection of aspects and indicators used to define the content to be reported was made through the double materiality analysis that considers the issues relevant to the company and its stakeholders. Aspects are considered to be material if they are perceived as relevant by stakeholders, as they could significantly influence their expectations, decisions and actions, and/or generate significant impacts on the company’s activities. For details on the activities carried out, please refer to paragraph “Sustainability governance and materiality analysis”.

The scope of the economic, financial, environmental and social data and information corresponds to Automobili Lamborghini S.p.A. alone for the period 1 January – 31 December 2024.

Scope limitations, if any, are appropriately reported in the document.

In order to allow for the comparability of data over time and to provide a comprehensive picture of the company’s performance, where possible, data comparison is presented against the 2023 financial year performances.

The contents of this Report are not subject to external assurance.

For information regarding this document, please contact:
sustainability@lamborghini.com.



DATA DEEP-DIVE

Employees by contract type and gender

	As of December 31, 2023			As of December 31, 2024		
	Men	Women	Total	Men	Women	Total
Permanent	1,873	456	2,329	2,290	589	2,879
Temporary	14	8	22	17	10	27
Total	1,887	464	2,351	2,307	599	2,906

Employees by contract type and gender

	As of December 31, 2023			As of December 31, 2024		
	Men	Women	Total	Men	Women	Total
Full-time	1,880	437	2,317	2,301	573	2,874
Part-time	7	27	34	6	26	32
Total	1,887	464	2,351	2,307	599	2,906

Employees by professional category and gender

	2023			2024		
	Men	Women	Total	Men	Women	Total
Executives	37	4	41	45	8	53
Managers	179	38	217	203	43	246
White collar	724	313	1,037	866	383	1,249
Intermediate metals	18	-	18	28	2	30
Blue collar	925	109	1,034	1,153	163	1,316
Apprentice blue collar	4	-	4	12	-	12
Total	1,887	464	2,351	2,307	599	2,906

Employees by professional category and age

	2023				2024			
	<30 years	30-50 years	>50 years	Total	<30 years	30-50 years	>50 years	Total
Executives	-	20	21	41	-	29	24	53
Managers	-	161	56	217	-	196	50	246
White collar	111	790	136	1,037	254	865	130	1,249
Intermediate metals	-	4	14	18	-	14	16	30
Blue collar	169	576	289	1,034	358	699	259	1,316
Apprentice blue collar	4	-	-	4	12	-	-	12
Total	284	1,551	516	2,351	624	1,803	479	2,906

Rate of new hires¹ by gender and age

	2023				2024			
	Men	Women	Total	Rate of new hires %	Men	Women	Total	Rate of new hires %
<30 years	129	47	176	62%	262	75	337	54%
30-50 years	164	37	201	13%	191	74	265	15%
>50 years	7	2	9	2%	8	1	9	2%
Total	300	86	386	16%	461	150	611	21%
Rate of new hires %	16%	19%	16%		20%	25%	21%	

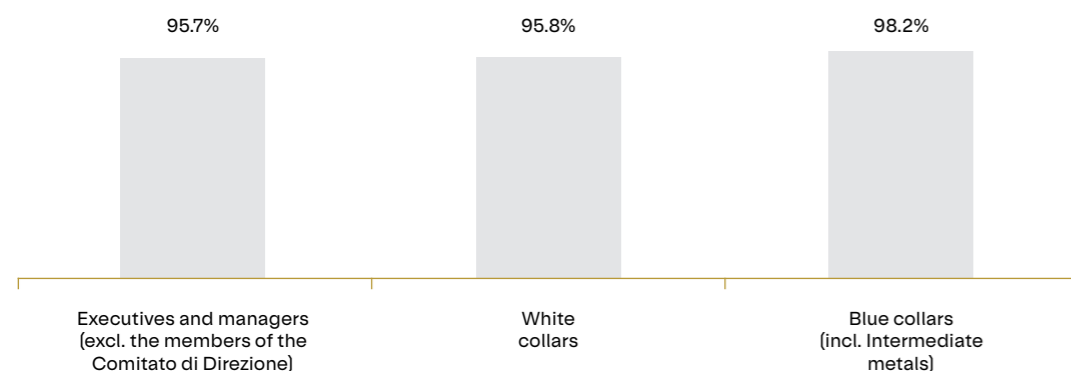
Turnover² by gender and age

	2023				2024			
	Men	Women	Total	Turnover %	Men	Women	Total	Turnover %
<30 years	4	2	6	2%	3	4	7	1%
30-50 years	42	14	56	-	33	8	41	2%
>50 years	10	-	10	2%	5	3	8	2%
Total	56	16	72	3%	41	15	56	2%
Turnover %	3%	3%	3%		2%	3%	2%	

¹Rate of new hires: (employees hired during the period/total employees as of 31/12) * 100.

²Turnover rate: (employees who left in the period/total employees as of 31/12) * 100.

Ratio of basic salary of women to men by professional category³



Workers covered by an occupational health and safety management system

	2023		2024	
	Number	%	Number	%
Employees covered by a management system	2,336	99%	2,872	99%
External workers covered by a management system	722	94%	616	93%

Average hours of training by professional category and gender

	2023			2024		
	Men	Women	Total	Men	Women	Total
Executives	8	20	9.5	29	44	30.9
Managers	22	34	23.9	43	47	44.0
White collar	29	33	30.1	35	39	35.9
Intermediate metals	19	-	18.5	10	5	9.9
Blue collar	27	36	28.1	13	8	12.3
Total	26.8	33.7	28.2	24.0	30.8	25.4

Percentage of employees who received periodic performance evaluations by professional category

	2023	2024
	% of total	% of total
Executives	85%	87%
Managers	91%	91%
White collar	82%	87%
Intermediate metals	100%	97%
Blue collar	93%	85%
Total	88%	86%

³Given that the male basic salary is set to 100.

Water withdrawals by source

Megaliters, m ³ /1000	2023	2024
Groundwater	223	252
Freshwater (≤ 1000 mg/L total dissolved solids)	223	252
Other water (> 1000 mg/L total dissolved solids)	-	-
Third-party water	64	53
Freshwater (≤ 1000 mg/L total dissolved solids)	64	53
Other water (> 1000 mg/L total dissolved solids)	-	-
Total	287	305

Water discharges by destination

Megaliters, m ³ /1000	2023	2024
Third-party water	121	139
Freshwater (≤ 1000 mg/L total dissolved solids)	67	59
Other water (> 1000 mg/L total dissolved solids)	54	80
Total	121	139

Nitrogen oxides (NO_x), sulfur oxides (SO_x) and other relevant air emissions

Tons	2023	2024
Annual VOC mass flow	8.20	20.75
Annual NO _x mass flow	17.10	19.88
Annual CO mass flow	105.23	62.31
Annual Particulate material mass flow	0.57	1.55
Alkaline substances mass flow	-	-
Oil fog mass flow	0.04	0.02
Total	131.14	104.51

LIST OF MATERIAL TOPICS AND RELATED IMPACTS, RISKS AND OPPORTUNITIES

- Environmental topics
- Social topics
- Governance topics



Material topic	IRO name	Classification	Nature of impact		Time horizon
CUSTOMER EXPERIENCE AND SATISFACTION	Expansion of vehicle portfolio to meet customer needs and preferences	Opportunity	-	-	Long-term
	Strong positioning in sustainability management	Opportunity	-	-	Long-term
	Reduced financial gains due to inefficient infrastructural transition towards electric vehicles adoption	Risk	-	-	Long-term
	Customer satisfaction	Impact	Positive	Actual	Short-term
	Violation of customer privacy	Impact	Negative	Potential	Short-term
	Misleading communication on product features	Impact	Negative	Potential	Long-term
	Potential data breach	Risk	-	-	Short-term
	Inaccurate communications on sustainability	Risk	-	-	Long-term
	Mismanagement of crisis situations	Risk	-	-	Long-term
VEHICLE QUALITY AND SAFETY	Accidents involving vehicles of the organization due to quality and safety issues	Risk	-	-	Short-term
	Cars' safety and quality	Impact	Negative	Potential	Long-term
	Introduction of strict regulations on car's safety and related necessary investments to ensure compliance	Risk	-	-	Medium-term

Material topic	IRO name	Classification	Nature of impact		Time horizon
VEHICLE EMISSIONS	Introduction or worsening of emission limits and compensation schemes in significant markets	Risk	-	-	Medium-term
	Delay in the transition towards fleet electrification	Risk	-	-	Long-term
	Achievement of small volume manufacture derogation in Europe	Opportunity	-	-	Long-term
	Introduction or worsening of emission standards implying market ban	Risk	-	-	Medium-term
	GHG emissions of car fleet	Impact	Negative	Actual	Short-term
	Restrictions in emission limits	Opportunity	-	-	Medium-term
BUSINESS INTEGRITY AND COMPLIANCE	Establishment of a long-lasting relationship with suppliers	Opportunity	-	-	Medium-term
	Violation of laws and regulations	Risk	-	-	Short-term
	Timeliness of payments	Risk	-	-	Medium-term
	Implementation of inadequate presides to ensure integrity of businesses	Risk	-	-	Medium-term
	Non-compliance with laws and regulations	Impact	Negative	Potential	Short-term
	Business conduct	Impact	Positive	Actual	Short-term
	Transparency in payments to governments	Impact	Positive	Actual	Short-term
	Payments to suppliers	Impact	Positive	Actual	Short-term
	Corruption and bribery	Risk	-	-	Medium-term
	Inadequate protection of whistleblowers	Risk	-	-	Short-term
	Conflicts of interest between Board members	Risk	-	-	Medium-term
	Tax fines and penalties	Risk	-	-	Short-term
	EMPLOYEE DEVELOPMENT, SAFETY AND WELL-BEING	Ensuring positive working environment through fair working practices and attention to employees' well-being	Opportunity	-	-
Replacement of key managerial skills and workforce skills		Risk	-	-	Medium-term
Potential data breach of employee data		Risk	-	-	Medium-term
Work-related injuries		Impact	Negative	Actual	Short-term
Employees satisfaction and well-being		Impact	Positive	Actual	Short-term
Training and people development		Impact	Positive	Actual	Short-term
Protection of human rights in own operations		Opportunity	-	-	Short-term
High personnel turnover		Risk	-	-	Medium-term
Increasing health-related costs due to potential legal claims from communities and employees, affected by high level of pollutants		Risk	-	-	Long-term

Material topic	IRO name	Classification	Nature of impact		Time horizon
EMPLOYEE DEVELOPMENT, SAFETY AND WELL-BEING	Pandemics, epidemics and health crises	Risk	-	-	Long-term
	Implementation of higher standards related to Occupational Health and Safety	Opportunity	-	-	Short-term
	Human rights violations in operations	Risk	-	-	Long-term
	Inefficient relations with trade union organizations and related legal costs	Risk	-	-	Medium-term
	Major accidents in own operations	Risk	-	-	Long-term
	Increased costs associated with managing occupational safety risks	Risk	-	-	Medium-term
	Work-related ill	Risk	-	-	Medium-term
SUSTAINABLE MATERIALS AND THE TRANSITION TO THE CIRCULAR ECONOMY	Difficulties in purchasing and integrating materials with sustainable or circular features	Risk	-	-	Short-term
	Transition risk due to reduced availability of critical raw materials	Risk	-	-	Medium-term
	Consumption of semi-finished products from renewable sources	Impact	Negative	Actual	Short-term
	Implementation of circularity solutions	Opportunity	-	-	Medium-term
	Eco-design and circular economy	Impact	Positive	Actual	Short-term
	Production of waste	Impact	Negative	Actual	Short-term
	Inadequate implementation of sustainable criteria in supplier selection	Risk	-	-	Short-term
	Fines and reputational risks due to the inability to comply with regulations on waste	Risk	-	-	Long-term
	Operational and reputational risk related to incorrect supplier evaluation	Risk	-	-	Medium-term
WORKERS IN THE VALUE CHAIN	Human rights violations in the value chain, resulting in disruption of supply continuity	Risk	-	-	Short-term
	Inadequate working conditions in the supply chain, resulting in disruption of supply continuity	Risk	-	-	Short-term
	Violation of human rights in the value chain	Impact	Negative	Potential	Short-term
	Poor working conditions in the value chain	Impact	Negative	Potential	Short-term
EQUITY AND INCLUSION	Cases of discrimination, harassment, etc.	Risk	-	-	Short-term
	Limited diversity	Risk	-	-	Medium-term
	Foster equity and inclusion through its employer branding	Opportunity	-	-	Medium-term
	Inability to guarantee equal payment practices	Risk	-	-	Medium-term
	Gender equality and equal opportunities	Impact	Positive	Potential	Medium-term
	Lack of inclusion and potential discrimination	Impact	Negative	Potential	Short-term

Material topic	IRO name	Classification	Nature of impact		Time horizon
ENVIRONMENTAL IMPACTS OF OWN OPERATIONS	Increased additional monetary charges from potential carbon tax regulations	Risk	-	-	Medium-term
	Physical risks related to climate change, considering the high dependence on one production site	Risk	-	-	Short-term
	Replacement of materials considered dangerous or of concern (e.g. related to REACH)	Risk	-	-	Long-term
	Energy consumption of own operations	Impact	Negative	Actual	Short-term
	GHG emissions of own operations (e.g. from gas and electricity)	Impact	Negative	Actual	Short-term
	Water consumption	Impact	Negative	Actual	Short-term
	Water pollution	Impact	Negative	Potential	Short-term
	Air emissions (other than CO ₂)	Impact	Negative	Actual	Short-term
	Process improvements in terms of smart manufacturing (e.g. energy efficiency)	Opportunity	-	-	Medium-term
	Risks related to water scarcity and related mitigation costs in operations	Risk	-	-	Medium-term
	Environmental fines and penalties related to emissions of pollutants into air	Risk	-	-	Long-term
	Environmental fines and penalties related to emissions of pollutants into water	Risk	-	-	Long-term
	Increase and volatility of the costs of purchasing energy products	Risk	-	-	Medium-term
	Increasing independence from energy markets and reduced supply costs	Opportunity	-	-	Medium-term
	Reputational risks and fees due to the inability of the company to comply with regulations regarding dangerous substances	Risk	-	-	Medium-term
	Production and purchase of energy from renewable sources	Risk	-	-	Medium-term
BIODIVERSITY CONSERVATION	Non compliance with EUDR regulation	Risk	-	-	Short-term
	Increased costs related to the implementation of activities related to value chain regulations (e.g. CSDDD, EUDR)	Risk	-	-	Short-term
	Impacts on biodiversity along the value chain	Impact	Negative	Actual	Short-term
	Impacts on biodiversity in own operations	Impact	Negative	Potential	Short-term
	Implementation or support to biodiversity restoration/conservation projects	Opportunity	-	-	Medium-term
	Risk related to biodiversity loss due to own operations (e.g. new buildings near natural/protected areas)	Risk	-	-	Long-term

Material topic	IRO name	Classification	Nature of impact		Time horizon
CARBON FOOTPRINT IN THE SUPPLY CHAIN	Transition risks associated with new vehicle emission limits affecting logistics vehicles thus impacting transportation costs	Risk	-	-	Long-term
	Transition risks related to increased costs of purchased raw materials due to climate-related regulations (e.g. CBAM)	Risk	-	-	Medium-term
	GHG emissions of purchased materials and logistics	Impact	Negative	Actual	Short-term
	Engagement of logistics suppliers with proven sustainability performances	Opportunity	-	-	Medium-term
RELATIONSHIP WITH THE LOCAL COMMUNITY	Bad relations with local and national governments and authorities	Risk	-	-	Medium-term
	Creation of local partnerships and engagement in social commitment	Opportunity	-	-	Medium-term
	Increasing health-related costs due to potential legal claims from communities, affected by high pollutants	Risk	-	-	Long-term
	Jobs creation in the community	Impact	Positive	Potential	Medium-term
	Open innovation and skills development	Impact	Positive	Potential	Medium-term
	Relationship with community organization	Impact	Positive	Actual	Short-term
	Development of knowledge and competencies necessary to business success through open innovation	Opportunity	-	-	Medium-term



GRI CONTENT INDEX

Statement of use	Automobili Lamborghini S.p.A. has reported the information cited in this GRI content index for the period January 1 to December 31, 2024 with reference to GRI standards.
GRI used	GRI 1: Foundation 2021

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 2 General Disclosures (2021)	2-1 Organizational details	p. 192		N/A
	2-2 Entities included in the organization's sustainability reporting	p. 192		ESRS 1 5.1; ESRS 2 BP-1 §5 (a), (b) i
	2-3 Reporting period, frequency and contact point	p. 192		ESRS 1 §73
	2-5 External assurance	p. 192		N/A
	2-6 Activities, value chain and other business relationships	p. 132-133; 140-141		ESRS 2 SBM-1 §40 (a) i-ii, (b), (c), §42 (c)
	2-7 Employees	p. 58; 198		ESRS 2 SBM-1 §40 (a) iii; ESRS SI SI-6 §50 (a) to (b), (d), (e), §51, §52
	2-8 Workers who are not employees	p. 60		ESRS SI SI-7 §55, §56

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 2 General Disclosures (2021)	2-9 Governance structure and composition	p. 22	The indicator complies with the requirements of point a. and b.	ESRS 2 GOV-1 §22 (a); ESRS G1 §5 (b)
	2-10 Nomination and selection of the highest governing body	p. 23		N/A
	2-12 Role of the highest governing body in overseeing the management of impacts	p. 23; 46-49		ESRS 2 GOV-1 §22 (c); GOV-2 §26 (a), (b); SBM-2 §45 (d); ESRS G1 §5 (a)
	2-13 Delegation of responsibility for impact management	p. 24; 46		ESRS 2 GOV-1 §22 (c) i, ii; GOV-2 §26 (a); ESRS G1 G1-3 §18 (c)
	2-14 Role of the highest governing body in sustainability reporting	p. 23; 46-49		ESRS 2 GOV-1 §AR 3 (a) ii, iv; IRO-1 §53 (d)
	2-16 Communication of critical concerns	p. 26		ESRS 2 GOV-2 §26 (a); ESRS G1 G1-1 AR 1 (a); G1-3 §18 (c)
	2-22 Statement on sustainable development strategy	p. 4		ESRS 2 SBM-1 §40 (g)
	2-26 Mechanisms for seeking advice and raising concerns	p. 26		ESRS SI SI-3 §AR 32 (d); ESRS S2 S2-3 §AR 27 (d); ESRS S3 S3-3 §AR 24 (d); ESRS S4 S4-3 §AR 24 (d); ESRS G1 G1-1 §10 (a); G1-3 §18 (a)

⁴The reconciliation between GRI standards and ESRS datapoints hereby presented is based on the document "GRI - ESRS Interoperability index" published jointly by GRI and EFRAG on 22 November

2024, with the aim of providing guidance on technical implementation issues related to the European Sustainability Reporting Standards (ESRS) and GRI Standards.

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 2 General Disclosures (2021)	2-27 Compliance with laws and regulations	In 2024, there were no significant cases of non-compliance regarding violations of laws and regulations. Furthermore, with reference to the same period, there were no legal actions suffered by the company for non-compliance with laws and regulations.		ESRS 2 SMB-3 §48 (d); ESRS E2 E2-4 §AR 25 (b); ESRS S1 S1-17 §103 (c), (d), §104 (b); ESRS G1 G1-4 §24 (a)
	2-28 Membership associations	p. 52		N/A
	2-29 Approach to stakeholder engagement	p. 48-51		ESRS 2 SBM-2 §45 (a) i-iv; ESRS S1 S1-1 §20 (b); S1-2 §27 (e), §28; ESRS S2 S2-1 §17 (b); S2- §22 (e), §23; ESRS S3 S3-1 §16 (b); S3-2 §21 (d), §22; ESRS S4 S4-1 §16 (b); S4-2 §20 (d), §21
	2-30 Collective bargaining agreements	p. 58		ESRS S1 S1-8 §60 (a), §61
GRI 3 Material topics	3-1 Process to determine material topics	p. 48		ESRS 2 BP-1 §AR 1 (a); IRO-1 §53 (b) ii-iv
	3-2 List of material topics	p. 49		ESRS 2 SBM-3 §48 (a), (g); BP-2 §17 (a)
	3-3 Management of material topics	p. 46-49		ESRS 2 SBM-3 §48 (c) i, (c) iv; MDR-P §62, §65 (a); MDR-A §62, §68 (a), (d); MDR-M §72, §75; BP-2 §17 (c), (d), (e); ESRS S1 S1-2 §27; S1-4 §39, AR 40 (a); ESRS S3 S3-2 §21; ESRS S4 S4-2 §20 (a), (b), S4-4 §31,

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 201 Economic Performance (2016)	201-1 Direct economic value generated and distributed	p. 17		ESRS 2 SBM-1 §40 (b)
GRI 205 Anti-Corruption (2016)	205-2 Communication and training about anti-corruption policies and procedures	p. 28-29		ESRS G1 G1-3 §20, §21 (b), (c), §AR 7, 8
	205-3 Confirmed incidents of corruption and actions taken	In 2024, no corruption incidents occurred.		ESRS G1 G1-4 §25
GRI 206 Anti-competitive Behavior (2016)	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	In 2024, there were no significant instances of non-compliance with regard to violations of laws and regulations on anti-competitive behavior, antitrust, and monopolistic practices. Furthermore, with reference to the same period, there were no legal actions suffered by the company on this subject.		N/A
GRI 207 Tax (2019)	207-1 Approach to taxes	p. 34-35		N/A
	207-2 Tax governance, control and risk management	p. 30-31; 34-35		N/A
	207-3 Stakeholder engagement and management of concerns related to tax	p. 34-35		N/A
GRI 301 Materials (2016)	301-1 Materials used by weight or volume	p. 123		ESRS E5 E5-4 §31 (a), (b)

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 302 Energy (2016)	302-1 Energy consumption within the organization	p. 157-159		ESRS EI EI-5 §37; §38
	302-3 Energy intensity	p. 159		ESRS EI EI-5 §40
GRI 303 Water and Effluents (2018)	303-1 Interactions with water as a shared resource	p. 170-171		ESRS 2 SBM-3 §48 (c) i, (c) iv; MDR-T §80 (f); ESRS E3 §8 (a), (b); §AR 15 (a); E3-2 §17, §AR 20; E3-3 §24, §25
	303-2 Management of water discharge-related impacts	p. 170-171		ESRS E2 E2-3 §24 (a)
	303-3 Water withdrawal	p. 170; 197		ESRS E3 E3-4 §AR 32
	303-4 Water discharge	p. 170; 197	Thanks to Automobili Lamborghini's commitment, no spills of hazardous substances into the ground were recorded during the year.	ESRS E3 E3-4 §AR 32
	303-5 Water consumption	p. 170		ESRS E3 E3-4 §28 (a), (b), (d), (e)
GRI 305 Emissions (2016)	305-1 Direct (Scope 1) GHG emissions	p. 160-161		ESRS EI EI-4 §34 (c); EI-6 §44 (a); §46; §48 (a); §50; §AR 25 (b), (c); §AR 39 (a), (b), (c), (d); §AR 40; AR §43 (c), (d)
	305-2 Energy indirect (Scope 2) GHG emissions	p. 160-161		ESRS EI EI-4 §34 (c); EI-6 §44 (b); §46; §49; §50; §AR 25 (b), (c); §AR 39 (a) to (d); §AR 40; §AR 45 (a), (c), (d), (f)
	305-3 Other indirect (Scope 3) GHG emissions	p. 162-163		ESRS EI EI-4 §34 (c); EI-6 §44 (c); §51; §AR 25 (b), (c); §AR 39 (a) to (d); §AR 46 (a), (i), (j), (k)

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 305 Emissions (2016)	305-4 GHG emissions intensity	p. 162		ESRS EI EI-6 §53; §AR 39 (c)
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	p. 197		ESRS E2 E2-4 §28 (a); §30 (b), (c); §31; §AR 21
GRI 306 Waste (2020)	306-1 Waste generation and significant waste-related impacts	p. 172-174		ESRS 2 SBM-3 §48 (a), (c) ii, iv; ESRS E5 §AR 7 (f); E5-4 §30
	306-2 Management of significant waste-related impacts	p. 172-174		ESRS E5 E5-2 §19, §20 (e), (f); E5-5 §40, §AR 33 (c)
	306-3 Waste generated	p. 173		ESRS E5 E5-5 §37 (a), §38 to §40
	306-4 Waste diverted from disposal	p. 173	The indicator complies with the requirements of point a., d. and e.	ESRS E5 E5-5, §38
	306-5 Waste directed to disposal	p. 173	The indicator complies with the requirements of point a., d. and e.	ESRS E5 E5-5 §38
GRI 308 Supplier Environmental Assessment (2016)	308-1 New suppliers that were screened using environmental criteria	p. 137		ESRS G1 G1-2 §15 (b)
GRI 401 Employment (2016)	401-1 New employees hires and employee turnover	p. 60; 195		ESRS S1 S1-6 §50 (c)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		All employees have access to the same range of benefits, with the exception of long-term purchase or rental of cars and motorcycles which is only guaranteed to permanent employees	ESRS S1 S1-11 §74; §75; §AR 75
	401-3 Parental leave	p. 90		ESRS S1 S1-15 §93

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 403 Occupational Health and Safety (2018)	403-1 Occupational health and safety management system	p. 72		ESRS SI SI-1 §23
	403-2 Hazard identification, risk assessment and accident investigation	p. 72-74		ESRS SI SI-3 §32 (b), §33
	403-3 Occupational health services	p. 73		ESRS SI SI-1 §AR 17 (d)
	403-4 Worker participation, consultation and communication on occupational health and safety	p. 72-74		N/A
	403-5 Worker training on occupational health and safety	p. 74		N/A
	403-6 Promotion of worker health	p. 80-84		N/A
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 72-74		ESRS S2 S2-4 §32 (a)
	403-8 Workers covered by an occupational health and safety management system	p. 196		ESRS SI SI-14 §88 (a); §90
	403-9 Work-related injuries	p. 75; 196		ESRS SI SI-4, §38 (a); SI-14 §88 (b), (c); §AR 82
	403-10 Work-related ill health	p. 74		ESRS SI SI-4, §38 (a); SI-14 §88 (b), (d); §89; §AR 82

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 404 Training and Education (2016)	404-1 Average hours of training per year per employee	p. 78; 196		ESRS SI SI-13 §83 (b), §84
	404-3 Percentage of employees receiving regular performance and career development reviews	p. 79; 197		ESRS SI SI-13 §83 (a), §84
GRI 405 Diversity and Equal Opportunity (2016)	405-1 Diversity in governance bodies and employees	p. 58; 194-195	The indicator complies with the requirements of point b.	ESRS SI §24 (a) ; ESRS SI SI-6 §50 (a); SI-9 §66 (a) to (b); SI-12 §79
	405-2 Ratio of basic salary and remuneration of women to men	p. 196	Limited to basic salary	ESRS SI SI-16 §97 (a), §98
GRI 407 Freedom of Association and Collective Bargaining (2016)	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Lamborghini requires its suppliers to sign the Code of Conduct for Business Partners, which outlines the expectations as well as the requirements for the Volkswagen Group's business partners in relation to sustainability, including aspects such as environmental protection, respect for human rights, conducting business ethically. The Code of Conduct for Business Partners includes requirements relating to human rights, health and safety at work, including the elimination of child and forced labour, and freedom of association.	N/A
GRI 408 Child Labor (2016)	408-1 Operations and suppliers at significant risk for incidents of child labor			ESRS SI SI-1 §19; §20 (c); §22; SI-§27; SI-4 §37, §38, §39; §AR 33; §AR 40 (a); SI-5 §46; §47 (b), (c); SI-1 §104 (a); ESRS S2 §11 (c); S2-1 §16; §17 (c); §18; S2-2 §22; S2-4 §32; §33 (a), (b); §36; §AR 33; §AR 36 (a); S2-5 §41, §42 (b), (c)
GRI 409 Forced or compulsory labor (2016)	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor			ESRS SI §14 (f); SI-1 §22 ESRS S2 §11 (b); S2-1 §18

GRI Standards	Disclosure	Location	Notes	ESRS reference ⁴
GRI 414 Supplier Social Assessment (2016)	414-1 New suppliers that were screened using social criteria	p. 137		ESRS G1 G1-2 §15 (b)
GRI 416 Customer Health and Safety (2016)	416-1 Assessment of health and safety impacts of products and service categories	p. 121		N/A
GRI 417 Marketing and Labeling (2016)	417-3 Incidents of non-compliance concerning marketing communications	In 2024, there were no incidents of non-compliance concerning marketing communications.		ESRS S4 S4-4 §35



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