Ferrari Group
- Our DNA
- Our Values
- Our Strategy
- Our Journey to Sustainability

Double Materiality Analysis and Stakeholder Engagement
- Double Materiality Analysis of Ferrari Group
- Stakeholder engagement

Proactively fostering best practice governance
- Our Decision-Making Process
- Integrity of Business Conduct
- Data Protection, Privacy and Cybersecurity
- Sustainability Risks

Exceeding expectations
- Research, Innovation and Technology
- Vehicle Safety

Being the employer of choice
- Our People
- Working environment
- Training and talent development
- Talent Recruitment and Employee Retention
- Occupational Health and Safety
- Our employees in numbers

Reducing our environmental footprint
- Our environmental responsibility
- Our strategy to reach Carbon Neutrality by 2030
- Assessing and governing climate-related risks
- Reducing our direct environmental impacts
- Reducing the environmental impacts along the value chain
- EU Taxonomy

Creating and sharing value with the community
- Ferrari Contributes towards the community
- Ferrari & Education
- Ferrari Museum Maranello & Museo Enzo Ferrari (MEF)
- Scuderia Ferrari Club
- Ferrari Driver Academy

Methodology and scope
- SASB Index
- TCFD
- GRI Content Index
Compared to the matrix published in 2022, the topics "Clients and enthusiasts’ satisfaction", "Relationship with stakeholders", "Image and brand reputation" and "Economic value creation and distribution" are no longer reported.
OUR COMMITMENT TO ESG

REDUCING ENVIRONMENTAL FOOTPRINT

BEING THE EMPLOYER OF CHOICE

EXCEEDING EXPECTATIONS

CREATING AND SHARING VALUE WITH THE COMMUNITY

PROACTIVELY FOSTERING BEST PRACTICE GOVERNANCE

AMBITION TO BECOME CARBON NEUTRAL BY 2030 FROM WELL TO WHEEL
The foundation of Ferrari’s governance model is the Code of Conduct with Principles, Practices and Procedures.

- Integrated analysis and assessment of socio-environmental risks in our risk management framework.
- Responsible Supply Chain.

## DIRECTORS AND COMMITTEES AS OF DECEMBER 31, 2023

<table>
<thead>
<tr>
<th>Directors</th>
<th>Nationality</th>
<th>Executive</th>
<th>Non Executive</th>
<th>Committees</th>
<th>Directors from</th>
<th>Roles in other companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Elkann (Chairman, and Executive Director)</td>
<td>IT</td>
<td>•</td>
<td></td>
<td></td>
<td>April 15, 2016</td>
<td>2</td>
</tr>
<tr>
<td>Benedetto Vigna (Acting Chief Executive Officer)</td>
<td>IT</td>
<td>•</td>
<td></td>
<td></td>
<td>September 16, 2021</td>
<td>0</td>
</tr>
<tr>
<td>Piero Ferrari (Vice Chairman)</td>
<td>IT</td>
<td>•</td>
<td>•</td>
<td></td>
<td>January 2, 2016</td>
<td>0</td>
</tr>
<tr>
<td>Sergio Dua (Chair of the Board and Senior Non-Executive)</td>
<td>IT</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>January 2, 2016</td>
<td>2</td>
</tr>
<tr>
<td>Francesca Bellettini</td>
<td>IT</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>April 16, 2020</td>
<td>1</td>
</tr>
<tr>
<td>Delphine Arnault</td>
<td>FR</td>
<td>•</td>
<td>•</td>
<td></td>
<td>April 15, 2016</td>
<td>2</td>
</tr>
<tr>
<td>Eddy Cue</td>
<td>US</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>January 2, 2016</td>
<td>0</td>
</tr>
<tr>
<td>John Galantio</td>
<td>US, CH</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>April 16, 2020</td>
<td>0</td>
</tr>
<tr>
<td>Maria Patrizia Grieco</td>
<td>IT</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>April 15, 2016</td>
<td>2</td>
</tr>
<tr>
<td>Adam Keswick</td>
<td>UK</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>April 15, 2016</td>
<td>2</td>
</tr>
<tr>
<td>Mike Volpi</td>
<td>US</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>April 14, 2023</td>
<td>3</td>
</tr>
</tbody>
</table>

### DIRECTORS BY AGE GROUP AND GENDER

<table>
<thead>
<tr>
<th>Directors</th>
<th>31.12.2023</th>
<th>30-50</th>
<th>&gt;50</th>
<th>Total</th>
<th>Total %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>2</td>
<td>6</td>
<td>8</td>
<td>73%</td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>27%</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>3</td>
<td>8</td>
<td>11</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

- PROACTIVELY FOSTERING BEST PRACTICE GOVERNANCE
EXCEEDING EXPECTATIONS THROUGH INNOVATION

A DIVERSIFIED PRODUCT OFFERING

EXPENSED R&D AND CAPEX (€M)

CUMULATED CAPEX BREAKDOWN 2022-2026E

ACCELERATING OUR INNOVATION PACE

Technological transfer from racing activities

Working mode

Open Innovation

Creative design

New technology, new materials

-75% PRODUCT

-25% INFRASTRUCTURE

~€4.4B

ICE

HYBRID

FULL ELECTRIC
### BEING THE EMPLOYER OF CHOICE

#### WORKING ENVIRONMENT
- Innovative lighting systems and green areas
- Cooling system for in-house foundry
- “Formula Benessere” program
- “Formula Estate Junior”
- 93.5% active workforce covered under collective bargaining agreement

#### TRAINING AND TALENT DEVELOPMENT
- Heritage and know-how: “Scuola dei mestieri”
- Future managerial class: “Ferrari corporate executive MBA” and “Ferrari Global Corporate MBA”
- Inclusion, growth and development of our people: online courses
- Over **135,000** hours of training (+71% vs. 2022)

#### TALENT RECRUITMENT AND EMPLOYEE RETENTION
- **Equal Salary Certification** at the Global level
- Regular performance review, based on performance and leadership behaviors (One Ferrari Performance and Feedback)
- 4,988 employees (+1% vs. 2022)
- 15.7% of employees are women
- Remuneration with Long-Term Incentive Plan also based on ESG targets
- **Target: 18% of women in managerial positions by 2027**

#### HEALTH AND SAFETY
- **ISO 45001: 2018 certification**
- “Near misses” program
2022 FERRARI GROUP CARBON FOOTPRINT: 826 ktCO$_{2e}$

- **-30% per car**
- **-90% absolute**
- **-50% per car**

**Decarbonization commitments vs. 2021**

- **Raw materials for road cars**: 205 ktCO$_{2e}$
- **Inbound logistics, business travel, and other materials**: 246 ktCO$_{2e}$
- **Our facilities and manufacturing**: 84 ktCO$_{2e}$
- **Outbound logistics and dealerships**: 63 ktCO$_{2e}$
- **Use phase**: 228 ktCO$_{2e}$

**Scope 3: Indirect Upstream**
GHG emissions
Cradle to Gate

**Scope 1 and 2:**
Direct and Energy Indirect
GHG emissions
Gate to Gate

**Scope 3: Indirect Downstream**
GHG emissions
Gate to Use

A Ferrari is forever - 30% per car - 90% absolute - 50% per car

Vehicle End-of-Life

GHG EMISSIONS VERIFICATION
ISO 14064

63 ktCO$_{2e}$
228 ktCO$_{2e}$

-30% per car
-90% absolute
-50% per car
REDUCING OUR DIRECT ENVIRONMENTAL IMPACTS

- 100% of the facilities certified as ISO 14001:2015
- Purchasing Guarantee of Origin certificates, covering 100% of the electricity purchased from the grid for our production plants
- In 2023 total energy consumption decreased vs. 2022:
  - 2023 total energy data consumption is 1,520 TJ, -4% vs. 2022
  - 2023 CO₂eq emissions (Scope 1 and Scope 2) are 77,691 tCO₂eq, -7% vs. 2022
  - 2023 total waste is 8,821 tons, +4% vs. 2022
  - 2023 water consumption is 335.5 ML
CREATING AND SHARING VALUE WITH THE COMMUNITY

FERRARI & EDUCATION
• We promote education in the local community at the high school level with technical schools in Maranello and other towns nearby and universities
• Ferrari is a partner of the Motorvehicle University of Emilia Romagna (MUNER)
• Ferrari Group around the world promoted educational and charity activities for their local communities, in collaboration with different partners

FERRARI CONTRIBUTES TOWARDS THE COMMUNITY
• Donation of 1 million Euros to the Emilia-Romagna Region’s Agency for Territorial Safety and Civil Protection
• Fundraising initiatives during the Cavalcades in Morocco and Rome with a focus on education

SUPPORTING THE LOCAL COMMUNITY
• Bosco Ferrari: since 2022, we have planted a total of 14 hectares between the areas of Maranello, Soliera and Formigine, in the province of Modena
• Ferrari Energy Community: the project envisages the installation of a photovoltaic system of approximately 1 MWp whose energy will be entirely made available to the local community

SCUDERIA FERRARI CLUB
• Scuderia Ferrari Club reflects the "sporting" soul of every Tifoso
• Scuderia Ferrari Club collaborates with officially-recognized Clubs to support them in events' organization

FERRARI DRIVER ACADEMY
• Founded with the aim of providing young drivers with a training program that will ultimately reward them with a career in a F1 Prancing Horse car
• Third edition of “FIA Girls on track-Rising Stars”
<table>
<thead>
<tr>
<th>TOPIC</th>
<th>METRIC</th>
<th>CODE</th>
<th>UNIT OF M.</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Activity Metrics</strong></td>
<td>Number of vehicles manufactured</td>
<td>TR-AU-000.A</td>
<td>N’</td>
<td>14,290</td>
</tr>
<tr>
<td></td>
<td>Number of vehicles sold</td>
<td>TR-AU-000.B</td>
<td>N’</td>
<td>13,663</td>
</tr>
<tr>
<td><strong>Product safety</strong></td>
<td>Percentage of vehicle models rated by NCAP programs with an overall 5-star safety rating, by region</td>
<td>TR-AU-250a.1</td>
<td>%</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td>Number of safety-related defect complaints, percentage investigated</td>
<td>TR-AU-250a.2</td>
<td>N’</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Number of vehicles recalled</td>
<td>TR-AU-250a.3</td>
<td>N’</td>
<td>Mandatory recalls: 4,942; Voluntary recalls: 87,105</td>
</tr>
<tr>
<td><strong>Labor practices</strong></td>
<td>Percentage of active workforce covered under collective bargaining agreements</td>
<td>TR-AU-310a.1</td>
<td>%</td>
<td>93.5%</td>
</tr>
<tr>
<td></td>
<td>(1) Number of work stoppages and (2) total days idle</td>
<td>TR-AU-310a.2</td>
<td>N’</td>
<td>0</td>
</tr>
<tr>
<td><strong>Fuel Economy and Use-phase Emissions</strong></td>
<td>Sales-weighted average passenger fleet fuel economy, by region</td>
<td>TR-AU-410a.1</td>
<td>Avg</td>
<td>EU: 245 gCO₂/km (provisional data); USA: 391 g/mi [GHG emissions]; China: 9.68 l/100 km</td>
</tr>
<tr>
<td></td>
<td>Number of (1) zero emission vehicles (ZEV), (2) hybrid vehicles, and (3) plug-in hybrid vehicles sold</td>
<td>TR-AU-410a.2</td>
<td>N’</td>
<td>6,045 (plug-in hybrid)</td>
</tr>
<tr>
<td><strong>Materials Sourcing</strong></td>
<td>Description of the management of risks associated with the use of critical materials</td>
<td>TR-AU-440a.1</td>
<td>Disclosed</td>
<td>• Annual Report 2023: Raw materials; • Annual Report 2023: Responsible Supply Chain; • Annual Report 2023: Conflict minerals; • Annual Report 2023: Risk Management Process and Internal Control System</td>
</tr>
<tr>
<td><strong>Materials Efficiency &amp; Recycling</strong></td>
<td>Total amount of waste from manufacturing, percentage recycled</td>
<td>TR-AU-440b.1</td>
<td>Tons</td>
<td>8,821.0 tons (56% recycled); Annual Report 2023: Waste management</td>
</tr>
<tr>
<td></td>
<td>Weight of end-of-life material recovered, percentage recycled</td>
<td>TR-AU-440b.2</td>
<td>Tons; %</td>
<td>Annual Report 2023: Vehicle’s end of life; 85% (recovered) - 95% (recovered)</td>
</tr>
<tr>
<td></td>
<td>Average recyclability of vehicles sold</td>
<td>TR-AU-440b.3</td>
<td>%</td>
<td>85% (This value refers to the minimum percentage by mass guaranteed on our European fleet and determined in accordance with EU Directive 2005/64/EC)</td>
</tr>
</tbody>
</table>
**METHODODOLOGY AND SCOPE**

**REPORTING STANDARD APPLIED**

![GRI Standards](image)

**AUDITING**

The Report was subject of a limited assurance engagement by Deloitte & Touche (according to the criteria set out by the ISAE 3000 Revised principle)

<table>
<thead>
<tr>
<th>SCOPE OF REPORTING</th>
<th>DATA ACCURACY</th>
</tr>
</thead>
<tbody>
<tr>
<td>With regard to the financial data, the scope of reporting corresponds to that of Ferrari N.V.'s Consolidated Financial Statement. Regarding the qualitative and quantitative data on social and environmental aspects, the scope of reporting corresponds to Ferrari N.V. and its subsidiaries consolidated on a line-by-line basis. However, any limit with regard to the scope of this data is clearly indicated throughout the Statement.</td>
<td>Directly measurable quantities have been included, while limiting, as far as possible, the use of estimates. Any estimated data is indicated accordingly, additionally certain totals in the tables included in this document may not add due to rounding.</td>
</tr>
</tbody>
</table>
FERRARI ESG REPORTING & RATINGS

REPORTING FRAMEWORK

• EU Non-Financial Reporting Directive (NFRD), according to the GRI Standards

• Voluntary disclosure:

ESG RATINGS

• CDP Climate Change: A-

• CDP Water: B

• S&P Corporate Sustainability Assessment (CSA): ranking in the top quartile of our industry in the last assessment

CONTINUOUSLY IMPROVING OUR DISCLOSURE