## R&D: Where strategy becomes product

Research and development remains a cornerstone of Lamberti's product strategy.
The Group maintains a portfolio of 540 patents, with 426 granted and 114 pending, and filed 7 new patent applications in 2024. Patent-driven sales increased to 14.1% of total turnover in 2024, confirming the direct contribution of innovation to business performance.

With 169 employees dedicated to R&D, representing 12.7% of the workforce, Lamberti continues to invest in scientific capabilities that enable the development of high-performance, sustainable solutions across multiple industrial sectors.

## Scaling sustainability across the product portfolio

Lamberti's commitment to sustainability is reflected in the composition of its product portfolio. In 2024:

- 2,746 products and raw materials were classified as eco-friendly, representing 91.9% of total products
- 1,619 raw materials were eco-friendly, accounting for 88.6% of the total
- the eco-friendly universe covered 91% of total SAP codes

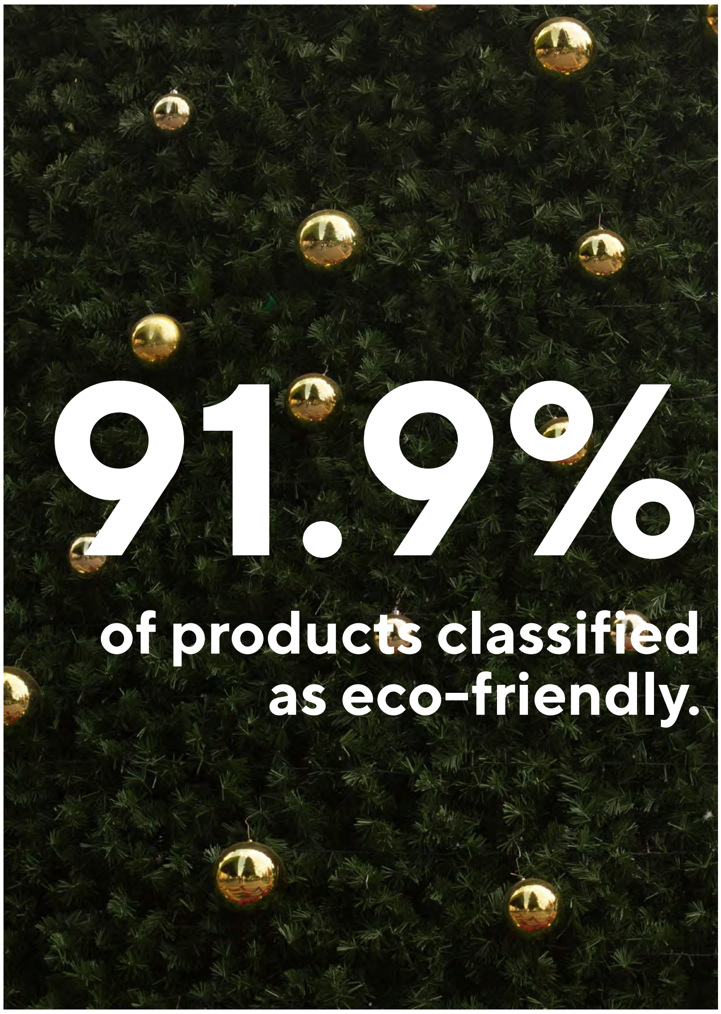
At the same time, renewable content in manufactured products continued to increase, with 1,099 items containing renewable content, corresponding to 43.1% of total SAP codes. Production volumes also rose significantly compared to the previous year.

## Transparency through data and measurement

Transparency is a key principle in Lamberti's product strategy.
In 2024, the Group continued working on the automation of Product Carbon Footprint data, with the objective of making this information available across the entire product portfolio. This initiative is intended to provide an additional, highly relevant KPI for stakeholders and clients.

This focus on measurement is consistent with the Group's broader approach to sustainability, which emphasises the use of data and indicators as prerequisites for product development and performance evaluation.





## Part of a wider strategy

Lamberti's product strategy is not isolated, but integrated into a broader sustainability framework that spans the entire value chain.

The Group actively engages in initiatives such as Responsible Care, committing to continuous improvement in environmental, health and safety performance, efficient use of resources and transparent reporting.

At the same time, supply chain actions, such as the purchase of certified bio-based raw materials, contribute to strengthening the sustainability profile of finished products while ensuring supply continuity.

## From lab to impact

Across its operations, Lamberti positions product innovation as a key lever for delivering sustainable value.

Its chemistry supports a wide range of applications, from personal care and surface treatment to energy, construction, ceramics and agriculture, combining performance with increasing attention to environmental responsibility and resource efficiency.

This approach reflects a broader vision in which products are not only technical solutions, but vehicles for addressing global challenges, from resource use to environmental impact and industrial efficiency.

## Redefining chemistry's role

Lamberti's product strategy is characterised by continuous improvement, driven by scientific rigour, structured processes and measurable outcomes.

By combining innovation, safety, transparency and sustainability, the Group continues to strengthen the role of its product portfolio as a central pillar of long-term value creation.

In a sector often associated with environmental and health concerns, Lamberti's approach shows how research and sustainability can redefine the role of chemistry. Through safer products, responsible processes and continuous innovation, the Group contributes to a changing perception of chemistry, from a source of risk to a driver of more sustainable living.

*Designing new values in chemistry means embedding sustainability into every product, from concept to application.*