ENTERPRISES
PERMANENT CENSUS

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PERMANENT CENSUS OF ECONOMIC UNITS
MULTI-PURPOSE QUALITATIVE SURVEY ON COMPANIES

QUESTIONNAIRE
FOR COMPANIES EMPLOYING 3-9 WORKERS

YEAR 2025

SECTION 1 OWNERSHIP, CONTROL AND MANAGEMENT

1.1 As of this date, is the company directly or indirectly controlled (a) by a natural person or a family?

1. Yes .... ☐
2. No..... ☐ → go to question 2.1

(a) The control take the form of the ability to establish operational, financial and production strategies.

1.2 Who is in charge of managing the company?

1. The entrepreneur or the main/sole shareholder..... ☐
2. A member of the owing or controlling familiy (b)..... ☐
3. A manager selected within the company..... ☐
4. A manager hired outside the company..... ☐
5. Another subject..... ☐

(b) Family holding more than 50% of the company's share capital granting it control of the activity.

SECTION 2 HUMAN RESOURCES

2.1 Did the company acquire human resources in the 2024-2025 two-year period?

In addition to employees, also include workers on staff leasing and external collaborators with VAT registration number.

Do not consider workers who only changed contractual form (for example, from fixed-term to indefinite duration).

1. Yes .... ☐
2. No..... ☐

2.3 In the 2024-2025 two-year period, what were the main factors that hindered the acquisition of human resources?

(You may indicate up to three factors or only answer A or only answer J)

A. The company did not take into consideration the possibility of acquiring human resources..... ☐

B. Uncertainty on the future sustainability of the costs of new resources ..... ☐

C. Financial difficulties experienced by the company or lack of resources..... ☐

D. Cost of labour too high ..... ☐

E. Lack of space or other logistical problems..... ☐

F. Difficulty in procuring staff with the required transversal skills..... ☐

G. Difficulty in procuring staff with the required technical skills ..... ☐

H. Difficulty in gaining access to public funds and/or incentives for hiring..... ☐

I. Other obstacles ..... ☐

J. No obstacle ..... ☐

2.7 In the 2024-2025 two-year period, did the company undertake training activity other than the compulsory one [a]?

Consider the entire company staff, trainees excluded.

It includes courses run by videoconference or in virtual classes.

1. Yes .... ☐
2. No..... ☐

[a] Consider training courses (in-person, online, and/or blended), other training activities planned by the company (training in work situations such as on-the-job training or task rotation and/or participation in seminars/workshops), and/or self-learning activities conducted online (e-learning). Exclude mandatory training (Legislative Decree No. 81/2008).

SECTION 3 PRODUCTION RELATIONSHIPS AND SUPPLY CHAINS

3.1 Did the company entertain relationships with other companies or entities in 2025?

(an answer for each line)

		Yes	No
a.	Job order (the company ordered/purchased goods or services from other companies or entities providing technical specifications and designs)	1 ☐	2 ☐
b.	Supply/subcontracting/bid contract (the company supplied goods or services to other companies or entities pursuant to technical specifications and designs of the purchaser)	1 ☐	2 ☐
c.	Formal production agreements (consortium (a), network contracts (b), *joint venture* (c), temporary associations of Companies - ATI (d), etc.)	1 ☐	2 ☐
d.	Informal production agreements (e)	1 ☐	2 ☐

(a) Formal contract whereby two or more companies establish a common organisation having a mutual aim, i.e. coordination and implementation of specific phases of the activity performed.

(b) Contract whereby several companies bind themselves, pursuant to a common network program, to collaborate in preestablished forms, exchange information or services of an industrial, commercial, technical or technological nature, or jointly exercise one or more economic activities.

(c) Contract whereby two or more companies collaborate in the implementation of a specific project (creation of a specific product or researches conducted in a specific field) to divide the risks and exploit the reciprocal skills.

(d) Temporary and occasional grouping of several companies with a view to submitting a unified offer in tenders for the implementation of specific works. It is endowed neither with juristic personality nor with autonomy for tax or social security compliance purposes.

(e) Production agreements between two or more companies devoid of conventional structures (contracts, etc.).

3.2 With which subjects has the company entertained the relationships indicated?

(multiple answers are allowed for each line)

(f) Set of companies (which the respondent company belongs to) directly connected with each other at the financial and organisational level.

(g) Central administrations, local administrations, pension institutions, etc.

		Group companies in Italy (f)	Group companies abroad (f)	Other companies in Italy	Other companies abroad	Universities or research centres	Public administration (g)	Other subjects
a.	Job order	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐
b.	Supply/subcontracting/ bid contract	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐
c.	Formal production agreements	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐
d.	Informal production agreements	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	6 ☐	7 ☐

3.4 Indicate all supply chains [a] to which you contribute with one or more activities [b]

[a] What is meant by supply chain is: sequence of all the economic activities, tangible or intangible, ranging from the procurement of raw materials to the sale of the good or the performance of the service to the end consumer. The activities of a specific supply chain also It includes:
- the production of specific instrumental goods necessary to the other companies in the supply chain for their processing works or transformations (e.g. agricultural machines, machines for the packaging of pharmaceutical products, spinning machines, medical equipment, concrete mixers, rotary presses, transmission towers).
- the services (e.g. *R&D*, *logistics*, *assistance*, *consultancy*) offered to the other companies in the supply chain or to the end users of the product.

[b] What is meant by activities is:
- production/processing/packaging of raw materials, semi-finished or finished products;
- production of machines and equipment for specific use in the supply chain for the production/processing/packaging of raw materials, semi-finished or finished products and their components;
- services to companies and/or to the end user (e.g. distribution, consultancy, marketing, digital services, R&D, cleaning, maintenance, sales).

Supply chains

1. Agribusiness
   (Plant and animal productions for human or animal consumption of food, beverages and tobacco. It includes machines and equipment dedicated to the supply chain, and plant protection products) ..... ☐

2. Furniture for home or office
   (e.g.: sofas, furniture, fabrics and linens for home and office, vases, frames, lamps. Excluding products: for healthcare use, for the production of cinema and live shows, for furnishing vehicles, schools and universities, bars, hotels and restaurants, and leisure facilities which must be included in the relevant supply chain. In any case, these products are other than electrical equipment. It includes machinery and equipment dedicated to the supply chain) ..... ☐

3. Clothing, footwear, clothing accessories, for use in sports as well
   (e.g.: clothes, shoes, glasses, bags, boots, gloves, hats. It excludes products for hygienic use, to be included in the relevant supply chain. It includes machines and equipment dedicated to the supply chain) ..... ☐

4. Publishing
   (e.g.: books, newspapers, magazines, periodicals on print or digital support. It excludes products for school use, to be included in the relevant supply chain. It includes machines and equipment dedicated to the supply chain) ..... ☐

5. Pharmaceuticals, products for personal, animal and household care and cleaning
   (e.g.: drugs, perfumes, creams, detergents, toothpastes, cosmetics, descalers. It excludes plant protection products to be included in the agribusiness supply chain. It includes machines and equipment dedicated to the supply chain) ..... ☐

6. Healthcare and social assistance
   (e.g.: medical, physiotherapy and veterinary services. It includes: medical equipment and devices, healthcare furniture, clothing and footwear for hygienic use, medical transport and social assistance services) ..... ☐

7. Means of transport on road
   (e.g.: cars, trucks, buses, motorcycles, bicycles. It includes: furniture for means of transport on road, machines and equipment dedicated to the supply chain) ..... ☐

8. Road transport infrastructures and services
   (It excludes road transport services dedicated to specific supply chains) ..... ☐

9. Means of transport on water
   (e.g.: ships, yachts, boats, rafts. It includes: furniture for means of transport on water, machines and equipment dedicated to the supply chain) ..... ☐

10. Water transport infrastructures and services
    (It excludes water transport services dedicated to specific supply chains) ..... ☐

11. Rail and cable means of transport
    (e.g.: trains, trams, cableways, cable cars. It includes: furniture for rail and cable means of transport, machines and equipment dedicated to the supply chain). ☐

12. Rail and cable infrastructures and service
    (It excludes rail transport services dedicated to specific supply chains) ..... ☐

13. Aero-space and defence
    (e.g.: aircraft, helicopters, crawlers, drones, weaponry, satellites, rockets, furniture for aircraft, cyber security systems. It includes machines and equipment dedicated to the supply chain) ..... ☐

14. Air transport, aero-space and defence infrastructures and services
(It excludes air transport services dedicated to specific supply chains) ☐

15. Electrical or electronic equipment for domestic use
(e.g.: home appliances, hoods, ovens, boilers, telephones, printers, hi-fi systems. It excludes products: for hygienic use, for audio and audio-visual, theatrical or artistic production, for schools and universities, for hotels and restaurants, to be included in the relevant supply chains) ☐

16. Industrial electric equipment, machines and finished products other than for use dedicated to specific supply chains
(e.g.: non-dedicated industrial automation machines, metalworking machines and moulds, machines for lifting and handling goods, compressors, pumps, valves, gears, fluid dynamic equipment. It excludes electrical equipment, machines and finished products dedicated to specific supply chains) ☐

17. Non-electric tools and small items for domestic, industrial and professional use
(e.g.: cutlery, screwdrivers, pens, crayons, containers for foods or objects, hand saws, keys, plates, trays, adhesive tapes, sheets and paper napkins, bolts and screws. It includes machines and equipment dedicated to the supply chain) ☐

18. Valuable items
(e.g.: jewellery, watches, wrought precious stones. It includes machines and equipment dedicated to the supply chain) ☐

19. Energy
(e.g.: production, storage, distribution of energy from fossil and renewable sources, inclusive of energy from waste. It includes infrastructures and services for energy, machines and equipment dedicated to the supply chain) ☐

20. Circular economy and waste management
(e.g.: recovery of material, by-products, industrial symbiosis, waste disposal, wastewater processing, waste transportation. It excludes the production of energy from waste, to be included in the energy supply chain. It includes machines and equipment dedicated to the supply chain) ☐

21. Water service
(It includes: water infrastructures, machines and equipment dedicated to the supply chain) ☐

22. Construction
(e.g.: works and specialised works for residential and industrial building (including hospital and school buildings). It includes machines and equipment dedicated to the supply chain. It excludes infrastructures for mobility, energy, waste, water and telecommunications, to be included in the relevant supply chains) ☐

23. Finance
(Financial and insurance services rendered to companies, consumers, other private and public subjects, live or digitally) ☐

24. Management and enhancement of cultural heritage, tourism
(e.g: bars, restaurants, hotels, museums, libraries, archives, art galleries, historic sites and monuments. It includes: furniture and electrical equipment for hotels and restaurants, management of museums, libraries, historic sites and monuments, and conservation and restoration activities for works of art) ☐

25. Entertainment and cultural and artistic performances, personal care
(e.g: live shows, theatre and other artistic performances, sporting events, theme parks, gyms, wellness centers, hair salons, beauty salons. It includes: live shows, management of artistic facilities, support activities for artistic performances, sporting events, theme parks, gyms, wellness centers, hair salons, and beauty salons) ☐

26. Audio and audio-visual content
(e.g.: cinema, television, radio services, content on digital platform, recordings, video games. It includes: furniture and electrical equipment for audio and audio-visual production) ☐

27. Telecommunication infrastructures and services
(Landline, mobile, satellite and Internet telecommunications. It includes machines and equipment dedicated to the supply chain) ☐

28. Professional education and training
(e.g.: all levels of school and university services, professional training centres, employment centres, conference activities. It includes: furniture, electrical equipment and publishing for use in schools and universities, school transport services) ☐

29. Other supply chains
(e.g.: toys, sports equipment not used for a gym or wellness centre, personal and public services other than those mentioned above. It includes machines and equipment dedicated to other, previously unspecified supply chains ☐

3.4.1 From the supply chains selected, indicate the turnover percentage relating to the 3 supply chains the company contributes to the most:

	Supply chains	Turnover percentage
Supply chain n. ☐☐	_____	☐☐☐ %
Supply chain n. ☐☐	_____	☐☐☐ %
Supply chain n. ☐☐	_____	☐☐☐ %

Please answer questions 3.5 and 3.6 for each of the supply chains indicated under question 3.4.1.

3.5 In relation to the asset or service sold in 2025 at the highest revenue within each supply chain, indicate whether you agree or disagree with the following statements:

(for each supply chain, provide one answer per line)

	Supply chain n. ☐☐			Supply chain n. ☐☐			Supply chain n. ☐☐		
	I agree	**I disa-gree**	**I don't know**	**I agree**	**I disa-gree**	**I don't know**	**I agree**	**I disa-gree**	**I don't know**
a. Our company has the ability to significantly influence the **price** of the sold asset or service	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐
b. Our company has the ability to significantly influence the **quality** of the sold asset or service	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐
c. Our company has the ability to significantly influence the **quantity** of the sold asset or service	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐

3.6 In relation to the asset or service purchased in 2025 for the highest cost within the supply chain, indicate whether you agree or disagree with the following statements:

(for each supply chain, an answer for each line)

	Supply chain n. ☐☐			Supply chain n. ☐☐			Supply chain n. ☐☐		
	I agree	**I disa-gree**	**I don't know**	**I agree**	**I disa-gree**	**I don't know**	**I agree**	**I disa-gree**	**I don't know**
a. Our company has the ability to significantly influence the **price** of the purchased asset or service	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐
b. Our company has the ability to significantly influence the **quality** of the purchased asset or service	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐
c. Our company has the ability to significantly influence the **quantity** of the purchased asset or service	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐	3 ☐

SECTION 4 MARKET

4.1 In 2025, did the company's end-customers [a] mainly consist in families?

1. Yes .... ☐
2. No..... ☐

[a] Person or company to whom the good or service produced is destined and who benefits from its use. In this sense, it is at the end of the production process.

4.4 In 2025, where are the company's main competitors [b] located?
(You may choose up to three answers)

A. Same municipality as the company ..... ☐
B. Other municipalities in the same region..... ☐
C. Other regions in Italy ..... ☐
D. EU countries [c]..... ☐
E. European countries in crisis areas (Russia, Ukraine)..... ☐
F. Other European countries ..... ☐
G. Other countries in the BRICS [d] area ..... ☐
H. Rest of the world..... ☐

[b] Entities that operate in the same market as the company producing the same goods or services.
[c] Austria, Belgium, Bulgaria, Czech Republic, Cyprus, Croatia, Denmark, Estonia, Finland, France, Germany, Greece, Ireland, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Poland, Portugal, United Kingdom, Romania, Slovakia, Slovenia, Spain, Sweden and Hungary.
[d] Brazil, India, China, South Africa.

4.6 In 2025, what were the obstacles to the company's competitive ability, if any?
(You may choose up to three answers or only answer M)

A. Insufficient financial resources..... ☐
B. Difficulty in finding information on the reference market ..... ☐
C. Poor socio-environmental context ..... ☐
D. Administrative and bureaucratic hurdles..... ☐
E. Insufficient infrastructures..... ☐
F. Insufficient level of qualified personnel ..... ☐
G. Low and/or no demand ..... ☐
H. Difficulty in finding personnel ..... ☐
I. Difficulty in finding suppliers ..... ☐
J. Lack of technological adaptation ..... ☐
K. Energy costs..... ☐
L. Other obstacles ..... ☐
M. No obstacle..... ☐

4.7 The company exports and/or imports services

1. Yes .... ☐
2. No..... ☐ → go to question 5.1

4.7.1 In 2025, what percentage of services were provided or received remotely by the company (via computer, email, telephone, etc.) (a)?

(a) For example, a law firm based in Italy provides (or receives) advice to a client (or from a supplier) residing in a foreign country via the internet/telephone/email.

Type of Services	4.7.1.1 Percentage of Services Provided to Buyers Residing Abroad *(an answer for each line)*					4.7.1.2 Percentage of Services Received from Suppliers Residing Abroad *(an answer for each line)*				
	Service Not Provided	1-24%	25-49%	50-74%	75-100%	Service Not Received	1-24%	25-49%	50-74%	75-100%
a. Telecommunications	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
b. Information Technology	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
c. Research and Development	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
d. Legal	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
e. Accounting	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
f. Architectural and Engineering	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
g. Marketing and Advertising	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
h. Scientific and Other Technical Services	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
y. Financial	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
j. Insurance	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
k. Educational	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐

SECTION 5 INNOVATION AND DIGITISATION

5.1 In the 2024-2025 two-year period, did the company, fully or through an external service provider, perform any of the following activities within the scope of its innovation projects [a]?

(multiple answers are allowed or only answer K)

[a] Totality of activities, coordinated and managed in a unified manner, targeting the development of new products or processes within a set time through the use of dedicated financial, technical and human resources.

A. Research and development activity carried out within the company ☐
B. Purchase of external research and development services ☐
C. Staff training on the innovations adopted and/or foreseen ☐
D. Technical and aesthetic design ☐
E. Acquisition of licences and/or patents ☐
F. Acquisition or development of software, database and data analysis services ☐
G. Acquisition of computer hardware, network and telecommunication equipment ☐
H. Acquisition of machinery, equipment and systems for the innovations adopted and/or foreseen ☐
I. Marketing activity for the launch of new goods and/or services ☐
J. Other activity ☐
K. The company is not engaged in any innovation activity ☐ → **go to question 5.3**

5.2 Which of the following external entities did the company make use of, pursuant to consultancies and/or collaborations, for the innovation projects underway in the 2024-2025 two-year period?

(multiple answers are allowed or only answer L)

A. Highly specialised competence centres ☐
B. Digital company points (PID) of the Chambers of Commerce ☐
C. Digital Innovation Hubs promoted by trade associations (e.g. Confindustria) ☐
D. Digital Innovation Hubs promoted by the EU ☐
E. Entities operating within Innovation Cluster ☐
F. Entities operating within technological districts ☐
G. Entities operating within the scope of network contracts ☐
H. Consulting companies or private consultants ☐
I. Qualified innovation managers of the Ministry of Economic Development (MISE) ☐
J. Universities ☐
K. Other public institutions ☐
L. None of those listed ☐

5.3 For each of the following marketing channels, what percentage of turnover was achieved in 2025 and what is the estimated percentage for 2026?

The channels listed in the question must have been used to transmit purchase orders to the company.

If the exact percentages are not known, please provide approximate values.

(a) Includes sales via mobile apps.

(b) Includes direct sales and sales through retail networks, vendors, wholesalers, or representatives, as well as sales of goods or services to public administrations, even if made electronically.

		5.3 Percentage of turnover achieved in 2025	5.3.1 Percentage of expected sales revenue in 2026
a.	Direct sale of goods or services via your own website (a) (e-commerce)	___ %	___ %
b.	Sale via direct internet communications (e.g., email, WhatsApp, Telegram, etc.)	___ %	___ %
c.	Sale via social media (Facebook, Instagram, YouTube, TikTok, etc.).....	___ %	___ %
d.	Sale of physical goods via marketplaces (e.g., Amazon, eBay, Leroy Merlin, ManoMano, Privalia, Zalando, etc.) ...	___ %	___ %
e.	Sale of goods or services via other digital platforms (Glovo, Deliveroo, Just Eat, Booking, Expedia, Tripadvisor, Airbnb, etc.)	___ %	___ %
f.	Other sales channels (b)	___ %	___ %
		100 %	100 %

5.4 In the 2024-2025 two-year period, did the company use software for company management (for example, ERP, CRM, etc.) (c)**?**

(c) Set of software that automates management processes within companies.

1. Yes .... ☐
2. No..... ☐ → **go to question 5.6**

5.5 Indicate whether the company used the software for the following corporate functions in the 2024-2025 two-year period and whether it was already using them before 2024

		5.5 Used in the 2024-2025 two-year period *(an answer for each line)*		5.5.1 Already used before 2024
		Yes	No	
A.	Management of corporate documentation (a)	1 ☐	2 ☐	☐
B.	Industrial accounting (b)	1 ☐	2 ☐	☐
C.	Business management planning (c)	1 ☐	2 ☐	☐
D.	Planning of production activities (d)	1 ☐	2 ☐	☐
E.	Production management (e)	1 ☐	2 ☐	☐
F.	Customer relations (f)	1 ☐	2 ☐	☐
G.	Supplier and warehouse management (g)	1 ☐	2 ☐	☐
H.	Other functions	1 ☐	2 ☐	☐

(a) Digitalisation and archiving of documents produced in the various company processes through the use, for instance, of Document Management Systems, Enterprise Content Management, etc.

(b) Management of books of original entry, management of VAT registers and VAT settlements, printouts and reclassifications of financial statements, management of account numbers/due dates, invoicing.

(c) Planning, management and monitoring of company functions as a whole using ERP, Enterprise Resource Planning, applications.

(d) Planning and organisation of production using PLM, Product Lifecycle Management, applications.

(e) Planning, management and monitoring of production functions by the use of applications, e.g. MES, Manufacturing Execution System.

(f) Automated liaising with customers, analysis of customer data, integration of communication channels, by using, e.g., CRM, Customer Relationship Management, applications.

(g) Registration of supply needs, management of orders, optimisation of production capacity and use of materials, integration between production, logistics and marketing, by the use, e.g., of SCM, Supply Chain Management, applications.

5.6 In the 2024-2025 two-year period, did the company use cloud services (h) for remote management of company data and processes?

1. Yes .... ☐
2. No..... ☐ → **go to question 5.8**

(h) It services for storing, processing or transmitting data capable of being used via the Internet or the Intranet. The bestknown examples include Google Drive, Microsoft Azure and Telecom's Nuvola store.

5.7 Indicate whether the company used the following cloud services (h) in the 2024-2025 two-year period and whether it was already using them before 2024

		5.7 Used in the 2024-2025 two-year period *(an answer for each line)*		5.7.1 Already used before 2024
		Yes	No	
A.	Database hosting and file storage	1 ☐	2 ☐	☐
B.	Remote management software (finance, accounting, customer relations, etc.)	1 ☐	2 ☐	☐
C	Analysis of business data remotely (Data Analytics, including Big Data analysis)	1 ☐	2 ☐	☐
D.	Office software like Microsoft Office 365 (writing programs,spreadsheets, etc.)	1 ☐	2 ☐	☐
E.	Communication and collaboration services (e-mail, remote desktop applications, etc.)	1 ☐	2 ☐	☐
F.	E-commerce services	1 ☐	2 ☐	☐
G.	Other services	1 ☐	2 ☐	☐

5.8 Did the company use in the 2024-2025 two-year period, or plan to use in the 2026-2027 two-year period, the following digital technologies?

(an answer for each line)

		Used in the 2024-2025 two-year period and already adopted before 2024	Adopted during the 2024-2025 two-year period	Adoption is planned during the 2026-2027 two-year period	Not used and adoption is not envisaged
A.	Internet connection via optical fibre ultrabroad band (a)	1 ☐	2 ☐	3 ☐	4 ☐
B.	Internet connection on the move (4G-5G) (b)	1 ☐	2 ☐	3 ☐	4 ☐
C.	Internet of Things (c)	1 ☐	2 ☐	3 ☐	4 ☐
D.	Immersive technologies (d)	1 ☐	2 ☐	3 ☐	4 ☐
E.	Big Data processing and analysis (e)	1 ☐	2 ☐	3 ☐	4 ☐
F.	Advanced automation, collaborative robots and smart systems (f)	1 ☐	2 ☐	3 ☐	4 ☐
G.	3D printers (g)	1 ☐	2 ☐	3 ☐	4 ☐
H.	Simulation between interconnected machines (h)	1 ☐	2 ☐	3 ☐	4 ☐
I.	Blockchain for the certification of products or processes	1 ☐	2 ☐	3 ☐	4 ☐
J.	IT Security (Cyber-security) (i)	1 ☐	2 ☐	3 ☐	4 ☐

(a) FIXED Internet connections that use optical fibre technology and allow a download speed of at least 30 Mb/s (normally around 100 Mb/s).

(b) MOBILE Internet connections via cellular mobile radio networks with download speeds of at least 326 Mb/s (4G) and 1000 Mb/s (5G), respectively.

(c) Sensors, monitoring and remote control systems applied to objects through the Internet.

(d) Technologies that enhance human perceptive capacity by superimposing additional information on common sensory perception or by creating a simulated environment (virtual reality and augmented reality).

(e) Management of extensive masses of data in terms of volume, speed and variety, including by the use of cognitive computing applications such as Artificial Intelligence, Machine learning and Deep learning.

(f) Collaborative robots and intelligent systems for safety, product quality and predictive maintenance.

(g) Devices enabling the creation of three-dimensional objects through additive production, starting from a digital 3D model.

(h) Virtual or numerical simulation technologies to support decisions (e.g. DSS, Decision Support System), product design and engineering technologies and technologies for the analysis of processes of the manufacturing and process industry (e.g. CAM, Computer Aided Manufacturing; CAPP, Computer Aided Process Planning).

(i) Technologies aimed at preventing and combating possible threats to the integrity of IT infrastructures and data confidentiality.

5.9.1 In 2025, did the company use the following Artificial Intelligence (AI) technologies?

Artificial Intelligence (AI) refers to systems that use technologies for: processing information from unstructured text (text mining), image recognition (computer vision), speech recognition, natural language generation, and machine learning from data (machine learning, deep learning, neural networks) in order to predict, recommend, and decide, with varying degrees of autonomy, the best course of action to embark upon for accomplishing specific business objectives.

Artificial Intelligence systems can be:

A. Based exclusively on software, such as:
   a. Content-generating AI;
   b. Chatbots and virtual company assistants based on natural language processing;
   c. Facial recognition systems based on computer vision or speech recognition systems;
   d. Data analysis based on machine learning;

B. Embedded in devices, such as:
   a. Autonomous robots for automated warehouse management or production assembly jobs;
   b. Autonomous drones for production surveillance or package handling, etc.

Disregard AI technologies that the company does not use but provides or creates for others to use.

(an answer for each line)

		Yes	No
A.	AI technologies that analyse text documents (e.g., text mining)	1 ☐	2 ☐
B.	AI technologies that convert spoken language into a machine-readable format (speech recognition)	1 ☐	2 ☐
C	AI technologies that generate written language, spoken language, or programming codes (natural language generation, speech synthesis)	1 ☐	2 ☐
D.	AI technologies that generate images, videos, sounds/audio	1 ☐	2 ☐
E.	AI technologies that identify objects or people based on images or videos (recognition, image processing)	1 ☐	2 ☐
F.	AI technologies for data analysis through machine learning (e.g., machine learning, deep learning, neural networks)	1 ☐	2 ☐
G.	AI technologies that automate workflows or support decision-making (e.g., Process Automation, software robots that use AI technologies to automate human tasks)	1 ☐	2 ☐
H.	AI technologies that enable the physical movement of machines through autonomous decisions based on observation of the surrounding environment (autonomous robots or drones, self-driving vehicles)	1 ☐	2 ☐

If the company uses at least one type of Artificial Intelligence technology

5.9.2 The company has used Artificial Intelligence software or systems in the following operational areas
(an answer for each line)

[a] Computer vision or artificial vision is a field of artificial intelligence (AI) that enables computers and systems to derive meaningful information from digital images, videos, and other visual inputs, and undertake actions or formulate reports based on such information.

		Yes	No
A.	Use of AI in marketing or sales Some examples: natural language processing-based chatbots for customer support or profiling; price optimization, personalized marketing offers, and machine learning-based market analyses; autonomous order processing robots; and robo-advisors that provide digital financial advice based on mathematical formulas or algorithms executed directly by a software that does not require a human advisor	1 ☐	2 ☐
B.	Use of AI in the production processes of goods or services Some examples: predictive maintenance or process optimization based on machine learning; tools for classifying products or finding defects in products based on computer vision [a]; autonomous drones or other AI tools for surveillance, safety, and production inspection activities; assembly work performed by autonomous robots; credit scoring provided by artificial intelligence (machine learning)	1 ☐	2 ☐
C	Use of AI to organize or manage business administration processes Some examples: the use of virtual business assistants based on machine learning and/or natural language processing (e.g., for drafting documents); machine learning-based data analysis or strategic decision-making (e.g., for risk assessment); machine learning-based plans or forecasts; human resource management based on machine learning and/or natural language processing (e.g., pre-selection screening of candidates, employee profiling, or performance analysis)	1 ☐	2 ☐
D.	Use of AI in logistics Some examples: solutions for picking inventory from shelves or warehouses and packaging parcels for shipping; tracking, distribution, or sorting of packages using autonomous robots; route optimization based on machine learning	1 ☐	2 ☐
E.	Use of AI for ICT security Some examples: computer vision-based facial recognition for ICT user authentication; machine learning-based cyber attack detection and prevention	1 ☐	2 ☐
F.	Use of AI for accounting, control, or financial management Some examples: machine learning to analyse data so as to help make financial decisions; machine learning-based invoice processing; machine learning or natural language processing for accounting documents	1 ☐	2 ☐
G.	Use of AI for Research and Development (R&D) or innovation activities *Excluding Artificial Intelligence research* Some examples: machine learning to analyse data so as to conduct research, solve research problems, and develop a new or significantly improved product/service	1 ☐	2 ☐

If the company does not use any type of Artificial Intelligence technology

5.9.3 In 2025, has the company ever considered using the Artificial Intelligence technologies listed in question 5.9.1?

1. Yes .... ☐
2. No..... ☐ → **go to question 5.9.5**

5.9.4 Indicate whether the following reasons influenced your decision not to use AI technologies
(an answer for each line)

		Yes	No
A.	Excessive costs	1 ☐	2 ☐
B.	Lack of expertise within the company	1 ☐	2 ☐
C.	Incompatibility with existing equipment, software, or systems	1 ☐	2 ☐
D.	Difficulties with the availability or quality of data required to use AI technologies	1 ☐	2 ☐
E.	Concerns about breaches of data protection and privacy	1 ☐	2 ☐
F.	Lack of clarity about legal consequences (e.g., liability for damage caused by the use of AI)	1 ☐	2 ☐
G.	Ethical considerations	1 ☐	2 ☐
H.	AI technologies are not useful to the company	1 ☐	2 ☐

5.9.5 Does the company plan to invest in Artificial Intelligence technologies in the 2026-2028 three-year period?

1. Yes .... ☐
2. No..... ☐

SECTION 6 FINANCE

This section must be filled in only by non-financial companies

6.1 In 2025, what were the company's main sources of financing?
(multiple answers are allowed)

1. Self-financing (a) ☐
2. Equity deriving from capital increase in IPO (Initial Public Offering) ☐
3. Equity (b) (own founds) ☐
4. Venture capital (c) and/or private equity (d) ☐
5. Short term bank credit (less than12 months) ☐
6. Medium or long term bank credit (12 months or over) ☐
7. Commercial credit ☐
8. Leasing (e) or factoring (f) ☐
9. UE contributions and/or funds, National Recovery and Resilience Plan (PNRR) ☐
10. National public financing ☐
11. Public incentives and/or subsidies ☐
12. Securities loans (g) ☐
13. Intra-group loans (h) ☐
14. Project finance (i) ☐
15. Crowdfunding (j) ☐
16. Minibond (k) ☐
17. Financial Promissory Notes (l) ☐
18. Other sources of external financing ☐

(a) Company's ability to cover its own financial requirements without resorting, or resorting to a lesser extent, to an increase in indebtedness or equity.
(b) Issue of shares or stakes in the company.
(c) Venture capital contribution from an investor to finance the launch or growth of an activity in sectors with a high potential for development.
(d) Investment in a company, not listed in the Stock Exchange but with high growth potential, to obtain capital gains from the subsequent sale of the shareholding.
(e) Loans backed up by financial securities owned by the company.
(f) Loan issued by a company to a subsidiary.
(g) Lease agreement for real estate, vehicles, plants, machinery or industrial equipment, with the option to redeem the leased asset against payment of an amount set at the time of its conclusion.
(h) Transfer of trade receivables to a specialised company that sees to their management – incurring the risk of any insolvency of debtors – and to the payment of advances on them.
(i) Technique for the long-term financing of specific projects of the company through third party capital. Debt repayment is secured by the cash flows arising from project management.
(j) Practice of bottom-up microfinancing of entrepreneurial projects through the mobilisation of people and resources.
(k) Bonds or medium- to long-term debt securities issued by unlisted Italian companies.
(l) Debt instruments payable to order issued in series and with a maturity of no less than three months and no more than twelve months from date of issue. They can also be issued by corporations, cooperatives and mutual insurance companies other than banks and micro-enterprises, in addition to companies and entities with no securities traded on the markets.

If the company uses external sources of financing

6.2 In 2025, to what extent was the company's business dependent on external financing (m)?
(an answer for each line)

(m) NB: do not include self-financing.

	None or almost none	Low	Medium	High
a. Dependence on all sources of external financing (including banks)	1 ☐	2 ☐	3 ☐	4 ☐
b. Dependence on banks alone	1 ☐	2 ☐	3 ☐	4 ☐

If the company uses external sources of financing

6.3 In 2025, for what reason did the company not resort to external financing?
(multiple answers are allowed)

1. Investments for the expansion of production capacity ☐
2. Investments for implementing measures aimed at environmental sustainability ☐
3. Investments in new technologies of a digital type ☐
4. Investments in new technologies of a non-digital type (e.g.: green technologies) ☐
5. Internationalisation ☐
6. Stakes (including equity stakes) in other companies ☐
7. Liquidity and/or liquid capital requirements ☐
8. Ordinary activity (e.g.: staff, current expenses, etc.) ☐
9. Another reason ☐

6.4 In 2025, did the company use/benefit from forms of external financing for environmental sustainability (for ESG [a] environmental factors)**?**

1. Yes, exclusively ☐
2. Yes, along with forms of self-financing ☐
3. No, only self-financing was used ☐ → **go to question 6.5**
4. No, no environmental sustainability actions were envisaged/implemented ☐ → **go to question 6.5**

[a] Factors that are generally considered to qualify an activity or financial instrument as sustainable.

6.4.1 What factors were primarily considered in the use/benefit of forms of external financing for sustainability?
(multiple answers are allowed)

A. Environmental factors [b] ☐
B. Social factors [c] ☐
C. Governance factors [d] ☐

[b] So-called green finance, includes those factors aimed at mitigating climate change, transitioning to net-zero emissions, safeguarding biodiversity, preventing pollution, and supporting the circular economy.

[c] These are factors aimed at reducing inequalities and promoting inclusion, in employment relationships as well, investments in staff training, community well-being, and respect for human rights.

[d] These are factors dealing with the corporate governance of companies, which must ensure that environmental and social considerations are incorporated into decision-making processes, for example through diversity policies in the composition of boardrooms, the presence of independent directors, or the methods of executive remuneration.

6.4.2 What forms of external financing were used for sustainability?

(multiple answers are allowed)

A. Green bonds (a) ..... ☐

B. Social bonds (b) ..... ☐

C. Sustainability-linked loans (c) ..... ☐

D. ESG-rated shares (d) ..... ☐

E. ESG investment funds (e) ..... ☐

F. Public grants and subsidized financing for sustainability (f) ..... ☐

G. Other forms of financing ..... ☐

(a) So-called green bonds, i.e., bonds to finance projects with a positive impact on the environment. Issuers are required to report on the actual use of the funds.

(b) So-called social bonds, i.e., bonds to finance social projects, such as the construction of schools, housing, park redevelopment, international cooperation, cultural, and territorial projects.

(c) These include Sustainability-Linked Loans and ESG Loans. Loans granted with the definition of indices to measure the accomplishment of environmental and social objectives. The return or cost will depend on their accomplishment.

(d) Shares of companies with good ESG (Environmental, Social, and Governance) ratings.

(e) Funds that select financial assets following strategies for achieving sustainable objectives.

(f) Grants, non-refundable grants, subsidised financing, tax credits, and tax breaks. For example, grants for energy efficiency, the installation of photovoltaic systems or thermal insulation, grants for the purchase of electric or hybrid vehicles, or for the development of sustainable mobility infrastructure, for recycling, waste reduction, or biodiversity and ecosystem protection projects, grants for research and development of sustainable technologies, training and awareness-raising projects on sustainability issues, incentives for sustainability reporting and for expenses incurred for drawing up sustainability reports or obtaining sustainability certifications, Nuova Sabatini Green Budget Law.

6.5 In 2025, did the company request loans from banks or other financial intermediaries?

1. Yes .... ☐
2. No..... ☐ → **go to question 6.7**

6.6 Did the company obtain the requested loan?

1. Yes, for the requested amount ..... ☐ → **go to question 6.8**
2. Yes, but for a lower amount than the one requested ..... ☐ → **go to question 6.8**
3. The outcome is not yet known ..... ☐ → **go to question 6.8**
4. No ..... ☐ → **go to question 6.8**

6.7 For what reasons did the company not request loans?
(multiple answers are allowed)

A. There was no need for new loans ☐
B. Perception of possible rejection by banks or other financial intermediaries ☐
C. Excessive bureaucratic/administrative charges ☐
D. The interest rate was too high ☐
E. The indebtedness was already too high ☐
F. Another reason ☐

Only for joint stock companies

6.8 In 2025, does the company plan to implement recapitalisation strategies (a)?

1. Yes, mainly with contribution from private capital of private equity funds or IPOs ☐ → **go to question 8.1**
2. Yes, mainly with contribution from shareholders' capital ☐ → **go to question 8.1**
3. Yes, mainly with contribution from private capital of new shareholders ☐ → **go to question 8.1**
4. Yes, mainly with the support of public incentives (b) ☐ → **go to question 8.1**
5. No ☐

(a) Capital increase by means of contribution from shareholders or external subjects, if need be backed up by public support measures.
(b) For example, the contribution to the capitalization of micro and small businesses envisaged by Decree No. 43/2024 of the Ministry of Enterprises and Made in Italy.

6.9 For what reasons does the company not plan to implement recapitalisation strategies in 2025?
(multiple answers are allowed)

A. Keeping the proprietary structure unchanged ☐
B. Impossibility for shareholders to provide new capital ☐
C. Difficulty in accessing external (public or private) capital ☐
D. Lack of adequate incentives ☐
E. No significant expansion or investment plans were envisaged ☐
F. Another reason ☐

SECTION 8 INTELLIGENT SPECIALISATION

8.1 In which of the following areas of specialisation [a] did the company operate in the 2023-2025 three-year period or plans to operate in the 2026-2028 three-year period?

[a] The areas of specialisation identified for implementation of the National Intelligent Specialisation Strategy (General regulation laying down the common provisions on European Structural and Investment Funds-Regulation (EU) 1303/2013) identify areas for which investments in research, development and innovation are priorities, as they complete the resources and production capacity of a territory and thereby create comparative advantages and sustainable growth programs in the mid- to long-term.

	8.1 Has the company operated in this area during the 2023-2025 three-year period? *(an answer for each line)*			**8.1.1 Does the company plan to operate in this area in the course of the 2026-2028 three-year period?** *(an answer for each line)*	
	Yes	No, but it has engaged in productions, services and technologies susceptible of being used for this area	No	Yes	No
1. Aerospace [b]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
2. Agribusiness [c]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
3. Marine economy [d]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
4. Green chemistry [e]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
5. Design, creativity and made in Italy [f]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
6. Energy and environment [g]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
7. Smart factory [h]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
8. Sustainable mobility [i]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
9. Health [j]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
10. Intelligent, safe and inclusive communities [k]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
11. Technologies for living environments [l]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐
12. Technologies for the cultural heritage [m]	1 ☐	2 ☐	3 ☐	1 ☐	2 ☐

[b] Sustainable propulsion technologies; technologies for unmanned aircraft and ultralight motorized aircraft; advanced avionics systems; advanced air traffic management systems; space robotics; Earth observation, navigation, and remote sensing systems; advanced materials for avionics and space exploration; systems and technologies for military shipbuilding.

[c] Precision agriculture; agriculture of the future (soilless, pesticide-free, and water-efficient); agricultural acceleration (speed breeding); genomics and biotechnology applied to agriculture; agriculture in space; systems and technologies for packaging, preservation, quality, traceability, and safety of food and beverage products; functional foods; nutraceuticals (pharmaceuticals); nutritional genomics; product authentication systems to combat counterfeiting.

[d] Genomics applied to breeding methods and precision phenotyping; integrated use of marine biological resources and by-products of fishing and aquaculture for the production of pharmaceuticals, cosmetics, and nutraceuticals, along with chemicals, materials, and fuels; sustainable enhancement of deep-sea biosystems and land-sea connections; innovative design and energy efficiency for the nautical industry, naval vessels, and refitting.

[e] Technologies for biomaterials, bioproducts, and biorefineries; Biomass treatment bioprocesses (including food processing by-products) for energy production (biofuels).

[f] Design systems and design models for product disassembly and recycling (including virtual simulation and prototyping); wearable technologies and smart materials for Made in Italy products; technologies for advanced design and digital craftsmanship; technologies for audio-video production, gaming, and digital publishing.

[g] Technologies for smart grids in energy production, storage, and distribution; technologies for renewable sources and distributed generation; technologies for energy efficiency; systems and technologies for the circular treatment of water and waste; systems and technologies for the remediation of contaminated sites; techniques and devices for the diagnosis, monitoring, and management of hydrogeological and other environmental risks.

[h] Innovative, high energy-efficiency, and environmentally sustainable production processes; scalable and adaptive production systems for customized production; robotics and mechatronics for advanced production systems; innovative and eco-friendly materials.

[i] Smart mobility systems for logistics and people (planning and management of public and private urban mobility, technologies for transport safety and comfort, smart ticketing systems), including air transport operations (efficient airports, intermodality, access, customer satisfaction operations) and maritime transport (systems and technologies for ship automation, port operations and port gates, ICT for port logistics process management, intermodal transport planning and management, ship safety); technologies for reducing the environmental impact in transport.

[j] Technologies for active aging and home care; e-health, advanced diagnostics, medical devices, and minimally invasive techniques; regenerative, predictive, and personalized medicine; biotechnologies, bioinformatics, and pharmaceutical development; omics technologies and biotechnologies for the development of prevention, diagnosis, and personalized treatment methods.

[k] Urban environment safety systems; embedded electronic systems; intelligent sensor networks; technologies for generating new services based on open data, big data, and the Internet of Things; technologies for the diffusion of the web economy; information technologies for generating services to support real and virtual communities.

[l] Technologies for smart buildings and energy efficiency; home automation and automation for improving living environments (including the Internet of Things); green building and new materials.

[m] Technologies and applications for the conservation, management, and enhancement of cultural, artistic, and landscape heritage; technologies for the digitisation, cataloguing, and dissemination of tangible and intangible cultural heritage (including 3D surveying and augmented reality); systems and applications for tourism and the enjoyment of cultural heritage.

For companies that operated in the aerospace sector or in the aerospace and defense production chain

8.1.2 During the 2023-2025 three-year period, did the company take part in activities exclusively related to the space economy [a]?

1. Yes .... ☐
2. No..... ☐ → **go to question 8.1.4**

[a] What is meant by space economy refers tis the set of activities that:
- produce goods and/or services for use in space (e.g., satellites or other materials used in space) or amounting to direct production inputs (e.g., satellite parts and components, construction of launch pads) ("Upstream" mode);
- use space technologies (e.g., satellite data and/or communications) as non-replaceable inputs for the production and/or sale of their goods/services ("Downstream" mode);
- use space technologies (e.g., satellite data and/or communications) as potentially substitutable inputs for the production and/or sale of their goods/services ("Space-derived" mode).

8.1.3 How did the company participate therein [a]?

1. Production of goods and/or services for use in space or amounting to direct factors of production (Upstream)..... ☐
2. Use of space technologies as non-replaceable factors of production for the company (Downstream)..... ☐
3. Use of space technologies as potentially replaceable factors of production for the company Space-derived) ..... ☐

For companies operating in the area of Cultural Heritage Technologies or in related supply chains (section 3)

8.1.4 During the 2023-2025 three-year period, did the company take part in activities related to the cultural and creative sector [b]?

1. Yes .... ☐
2. No..... ☐ → **go to question 8.2**

[b] Conception, creation, production, development, dissemination, promotion, conservation, research, enhancement, and management of cultural goods, activities, and products (music, audiovisual and radio, fashion, architecture and design, visual arts, live shows, tangible and intangible cultural heritage, artistic crafts, publishing, books, and literature) or activities strictly in support thereof.

8.1.5 In which phases of the activities did you participate?
(multiple answers are allowed)

A. Conception or design and development of cultural activities or products ..... ☐
B. Creation, production, and implementation of cultural activities or products ..... ☐
C. Management and conservation of cultural assets or activities..... ☐
D. Dissemination and enhancement of cultural activities or products ..... ☐

8.2 In 2025, did the company produce the following enabling technologies [a]?

(an answer for each line)

		Yes	No
a.	Advanced materials [b]	1 ☐	2 ☐
b.	Advanced manufacturing systems [c]	1 ☐	2 ☐
c.	Biotechnologies [d]	1 ☐	2 ☐
d.	Digital technologies [e]	1 ☐	2 ☐
e.	Artificial intelligence [f]	1 ☐	2 ☐

[a] Technologies with a high knowledge content and intense R&D activity, rapid innovation cycles, substantial investment costs and highly skilled jobs.
They are multi-disciplinary, concern technologies from different sectors and tend to integrate.
What is meant by production is the capacity within the company to develop new knowledge in the indicated technological areas.

[b] Synthetic polymers, bio- polymers, metals and ceramics that incorporate innovative technologies; self-regenerating, self-diagnostic, functional electronic materials; environmental materials to facilitate the reuse of raw materials and the capture and/or use of CO2; industrial materials, including catalysts, membranes, adhesives, filters; resistant and light high performance materials; energy storage and generation materials; smart and multi-functional materials, including phase change, shape memory, self-repair and self-production.

[c] Production systems - associated services, processes, plants and equipment - including: automation; robotics; measurement systems; information processing; signal processing; production control by means of high speed information and communication systems.

[d] Technologies designed to improve human health or overall quality of man's life, such as: Genomics, proteomics, and gene therapy (including bioinformatics); Biomedical engineering and biotechnology process techniques (including nanobiotechnologies).

[e] Advanced semiconductor technologies; Quantum and robotics technologies, and autonomous systems; Advanced connectivity, navigation, and advanced sensing technologies.

[f] Technologies for processing information derived from unstructured text (text mining), image recognition (computer vision), speech recognition, natural language generation, and machine learning from data (machine learning, deep learning, neural networks).

8.2.1 In 2025, did the company produce clean and efficient technologies [g]?

1. Yes .... ☐
2. No..... ☐

[g] Clean and efficient technologies aim to support the transition towards clean energy, mitigating the environmental impact and promoting decarbonisation. They are based on the release of extremely low, zero, or negative greenhouse gas emissions when used in production processes.
They encompass a wide range of innovations, including renewable energy production technologies (including hydroelectric, hydrogen, and nuclear); energy efficiency technologies; technologies for decarbonisation and the reduction of climate-altering emissions; and circular economy technologies (including advanced materials, manufacturing, and recycling technologies).

8.3 In the 2023-2025 three-year period, what was the intensity [a] of the company's investments in the following areas?

(an answer for each line)

	High	Average	Low	No investments were made
a. Research and development	1 ☐	2 ☐	3 ☐	4 ☐
b. Technologies and digitisation	1 ☐	2 ☐	3 ☐	4 ☐
c. Human capital and training	1 ☐	2 ☐	3 ☐	4 ☐
d. Internationalisation	1 ☐	2 ☐	3 ☐	4 ☐
e. Environmental sustainability	1 ☐	2 ☐	3 ☐	4 ☐
f. Social sustainability	1 ☐	2 ☐	3 ☐	4 ☐

[a] To identify the intensity, weigh the tangible and intangible investments of the company in each area compared with the other areas.

8.4 In the 2026-2028 three-year period, what will be the intensity [a] of the company's investments in the following areas?

(an answer for each line)

	High	Average	Low	No investments will be made
a. Research and development	1 ☐	2 ☐	3 ☐	4 ☐
b. Technologies and digitisation	1 ☐	2 ☐	3 ☐	4 ☐
c. Human capital and training	1 ☐	2 ☐	3 ☐	4 ☐
d. Internationalisation	1 ☐	2 ☐	3 ☐	4 ☐
e. Environmental sustainability	1 ☐	2 ☐	3 ☐	4 ☐
f. Social sustainability	1 ☐	2 ☐	3 ☐	4 ☐

8.5 In the 2023-2025 three-year period, did the company try out the following development processes?

(an answer for each line)

	Yes	No
a. Technological modernisation of its business area [c]	1 ☐	2 ☐
b. Diversification through the creation of a new business area in addition to the main activity [d]	1 ☐	2 ☐
c. Transition to a new area of main activity [e]	1 ☐	2 ☐
d. Innovative transformation of its activity, which entails the production of new goods and/or services not introduced on the market by rival companies [f]	1 ☐	2 ☐

[c] Innovation of its business area, also by applying the results of research and development activities and making use of new technologies in production processes.

[d] Expansion of its business area, thanks also to synergies with parties from outside the company through collaborative production processes or to the common exploitation of production factors.

[e] Switch to a new area of activity thanks to the acquisition of new production knowledge stemming from research and development activities or thanks to technological innovations, also carried out in a collaborative form with parties from outside the company.

[f] The company has profoundly innovated its area of activity, anticipating its competitors as regards the introduction into the market of totally novel and highly innovative products or services.

SECTION 9 SUSTAINABILITY

9.1 Has the company implemented the following environmental sustainability actions in 2025 and/or does it plan to implement them in the 2026-2028 three-year period?

(multiple answers or only answer 3 are allowed for each row)

(a) For the same product/service provided, less energy input is used for its production.

(b) "Secondary raw materials" consist of production waste or materials generated by recycling processes that can be reintroduced into the economic system as new raw materials.

(c) Sharing economy/savings as a result of sharing means with other organizational realities.

(d) In the technical jargon, "industrial symbiosis," i.e., the process in which waste products and by-products of a company or industrial activity become raw materials for another company or for another production process, including through formal agreements.

		Yes, it was implemented in 2025	Yes, it will be implemented in the 2026-2028 three-year period	No, it was not implemented in 2025 and will not be implemented in 2026-2028
A.	Reduced use of raw materials in the production process	1 ☐	2 ☐	3 ☐
B.	Reduction and/or recycling of water in the production process	1 ☐	2 ☐	3 ☐
C.	Redesign of the production process for energy efficiency/Increase in energy efficiency (a)	1 ☐	2 ☐	3 ☐
D.	Actions aimed at eliminating or mitigating environmental risks associated with production sources (such as emissions, machinery leaks, toxicity, and presence of ventilation to prevent internal contaminations)	1 ☐	2 ☐	3 ☐
E.	Use of "secondary raw materials" (b)	1 ☐	2 ☐	3 ☐
F.	Increase in energy from renewable sources	1 ☐	2 ☐	3 ☐
G.	Reduction in energy from fossil fuels	1 ☐	2 ☐	3 ☐
H.	Energy savings for employee transportation (c)	1 ☐	2 ☐	3 ☐
I.	Energy savings on transportation of products/services provided (e.g., purchase of electric vehicles for transportation)	1 ☐	2 ☐	3 ☐
J.	Reduction in hazardous materials (toxic/harmful waste)	1 ☐	2 ☐	3 ☐
K.	Redesign of the production process to reuse residual production waste	1 ☐	2 ☐	3 ☐
L.	Redesign of production processes to recycle materials	1 ☐	2 ☐	3 ☐
M.	Reduction in the use of packaging	1 ☐	2 ☐	3 ☐
N.	Regeneration and reuse of a place or cultural asset for purposes of general interest or social innovation (circular economy of services)	1 ☐	2 ☐	3 ☐
O.	Conclusion of formal agreements with other companies for the reuse of waste products/by-products (d)	1 ☐	2 ☐	3 ☐
P.	Other	1 ☐	2 ☐	3 ☐

9.2 Has the company implemented the following social sustainability actions in 2025 and/or does it plan to implement them in the 2026-2028 three-year period?

(multiple answers or only answer 3 are allowed for each row)

		Yes, it was implemented in 2025	Yes, it will be implemented in the 2026-2028 three-year period	No, it was not implemented in 2025 and will not be implemented in 2026-2028
A.	Workplace safety actions beyond legal obligations (measures aimed at ensuring a work activity free from exposure to the risk of injury/accidents and free from occupational diseases)	1 ☐	2 ☐	3 ☐
B.	Actions for the safety of goods and services sold (Actions aimed at protecting the health and safety of consumers and preventing risks that may arise from consumption of the products sold, including through adequate information on product characteristics)	1 ☐	2 ☐	3 ☐
C.	Implementing corporate welfare and employee health protection actions (e.g., nurseries, transportation subsidy, health insurance benefits, health checks)	1 ☐	2 ☐	3 ☐
D.	Actions to safeguard gender equality (making room for women on boards of directors and/or top management, equal career opportunities for both sexes)	1 ☐	2 ☐	3 ☐
E.	Actions to manage and enhance employee diversity/differences related to age, citizenship, nationality and/or ethnicity, religious beliefs, and disability, and to promote the inclusion of LGBT+ workers	1 ☐	2 ☐	3 ☐
F.	Actions to promote the professional development of workers	1 ☐	2 ☐	3 ☐
G.	Parental Leave (actions to balance work and non-work hours)	1 ☐	2 ☐	3 ☐
H.	Flexible or part-time hours (actions to balance work and non-work hours)	1 ☐	2 ☐	3 ☐
I.	Smart working (actions to balance work and non-work hours)	1 ☐	2 ☐	3 ☐
J.	In the event of a shortage of skilled labor, programs are implemented to retain existing employees and recruit specialised workers	1 ☐	2 ☐	3 ☐
K.	Maintaining employment even in the face of reduced profits	1 ☐	2 ☐	3 ☐
L.	Participation in urban regeneration initiatives (e.g., participation with the public administration in the regeneration of a rundown urban neighbourhood)	1 ☐	2 ☐	3 ☐
M.	Initiatives to support sports of collective interest	1 ☐	2 ☐	3 ☐
N.	Social welfare initiatives of collective interest and initiatives to combat poverty and social hardship (e.g., international or national cooperation for the construction of hospitals/schools or for support to the elderly, etc.)	1 ☐	2 ☐	3 ☐
O.	Cultural initiatives, not connected to the company's activities, of collective interest (e.g., collaborations with universities/public bodies to organize exhibitions in museums and conferences, or to contribute to the construction of cultural venues such as libraries, theatres, etc.)	1 ☐	2 ☐	3 ☐
P.	Other	1 ☐	2 ☐	3 ☐

9.3 Has the company implemented the following economic sustainability and governance actions in 2025 and/or does it plan to implement them in the 2026-2028 three-year period?

(multiple answers or only answer 3 are allowed for each row)

		Yes, it was implemented in 2025	Yes, it will be implemented in the 2026-2028 three-year period	No, it was not implemented in 2025 and will not be implemented in 2026-2028
A.	Adoption of financial stability strategies and management of related risks	1 ☐	2 ☐	3 ☐
B.	Adoption of anti-corruption policy procedures	1 ☐	2 ☐	3 ☐
C.	Adoption of policies for engaging with public political actors (financial and non-financial contributions for individual political actions and/or political groups, lobbying activities)	1 ☐	2 ☐	3 ☐
D.	Ethical management (company actions that promote values such as social equality, respect for human rights, and environmental ethics)	1 ☐	2 ☐	3 ☐
E.	Involvement of internal and external stakeholders in defining strategies development	1 ☐	2 ☐	3 ☐
F.	Disbursement of financial compensation to company managers for achieving sustainability goals (managers' remuneration is also linked to the achievement of sustainability goals)	1 ☐	2 ☐	3 ☐
G.	Other	1 ☐	2 ☐	3 ☐

9.4 In 2025, which of the following environmental, social, and economic sustainability assessment standards/goals has the company adopted?

(multiple answers or only answer O are allowed)

A. Global Reporting Initiative (GRI) ☐
B. European Sustainability Reporting Standards (ESRS) ☐
C. EFRAG Standard for Small and Medium-Sized Enterprises (EFRAG VSME) ☐
D. IFRS S1 and/or IFRS S2 Standard ☐
E. ISO 9000 ☐
F. ISO 45001 ☐
G. ISO 14000 ☐
H. Sustainability Accounting Standards Board (SASB) ☐
I. Circular Economy Action Plan ☐
J. Sustainable Development Goals (SDG) ☐
K. UNI CEI 11352 ☐
L. UNI CEI EN ISO 50001 ☐
M. UNI ISO 20121 ☐
N. Other ☐
O. None ☐

9.5 In 2025, the company used aids/incentives/funds stipulated by current legislation for investments in corporate sustainability (for example, under the PNRR – National Recovery and Resilience Plan - aids/incentives/funds envisaged for sustainable mobility, ecological conversion, social inclusion, or digitalisation, Transition Plan 5.0)**?**

1. Yes .... ☐
2. No..... ☐

9.6 In 2025, did the company adopt the following practices vis-à-vis its suppliers?

(multiple answers or only answer 3 are allowed for each row)

		Yes, with suppliers in Italy	Yes, with suppliers abroad	No
A.	Monitoring the environmental impact	1 ☐	2 ☐	3 ☐
B.	Monitoring the working, health, and safety conditions of staff employed by suppliers	1 ☐	2 ☐	3 ☐
C.	Development of training events on “sustainable supply chains”	1 ☐	2 ☐	3 ☐

9.7 In 2025, did the company adopt the following practices concerning its products/services?

(multiple answers or only answer 3 are allowed for each row)

		Yes, towards customers in Italy	Yes, towards customers abroad	No
A.	Product quality control	1 ☐	2 ☐	3 ☐
B.	Healthiness control	1 ☐	2 ☐	3 ☐
C.	After-sales services	1 ☐	2 ☐	3 ☐

If the company has implemented at least one environmental, social, and economic sustainability action

9.8 How does the company view the environmental, social, and economic sustainability actions implemented in 2025 in relation to the corporate goals pursued by it?

(multiple answers are allowed)

A. Essential, since they are part of the company’s competitiveness strategy ..... ☐
B. Complementary, as they strengthen the company's capacity for growth and innovation..... ☐
C. Conflicting, but only temporarily so, because they strengthen future development capabilities ..... ☐
D. Persistently conflicting, since they permanently reduce the company's capacity for growth and innovation .... ☐