

SALICE



Sustainability Report

2025

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Letter to stakeholders

“Not everything is yet where we would like it to be, but we believe that explaining it clearly is the first step towards genuine improvement.”



Andrea Marcellan
CEO of the Salice Group

Dear readers,

In 1926, Arturo Salice opened a small hardware shop in Cantù. One hundred years later, that same intuition has grown into an international group. To mark this important milestone, we have chosen to publish our Sustainability Report for the first time: a means of transparently describing who we are today and the direction we intend to follow in the future.

2025 was the year in which we gave greater structure to our commitment. We defined a Sustainability Plan with concrete objectives and actions, appointed an internal ESG manager, launched a dedicated training programme for our executives and introduced our first Supplier Code of Conduct. These steps strengthen the way we do busi-

ness and lay solid foundations for the journey ahead.

People are among our priorities. We believe that the value of a company is measured not only by its financial results, but also by its ability to provide a working environment in which everyone can grow and make their contribution.

In 2025, we significantly increased the number of training hours delivered compared with the previous year, with a particular focus on sustainability topics. We also maintain a good generational balance among our workforce and launched the Workplace Health Promotion programme, which is already active at the Novedrate site and is being extended to the Group's other locations.

At local and environmental level, we have established partnerships with schools and technical institutes, and we support social and healthcare initiatives in the areas where our sites operate.

At the same time, our plants are consolidating a system of quality and environmental management certifications,

with the aim of adopting standards that are increasingly consistent and shared across the Group.

The way we design our products also reflects this vision. Every component is designed for intensive, prolonged use, reducing the need for replacement and the consumption of raw materials. This is our interpretation of circularity: creating products designed to generate value for longer, optimising the use of resources and helping to reduce impacts throughout their life cycle.

At the same time, we want to listen even more closely to those who choose our products. Strengthening dialogue with customers and distributors means understanding their needs more effectively, continually improving our solutions and building relationships founded on trust and shared objectives.

Not everything is yet where we would like it to be, but we believe that explaining it clearly is the first step towards genuine improvement.

Thank you for the trust you have placed in us for one hundred years.

Highlights

Invisible to the eye yet essential in function, for 100 years our products **have been true enablers of movement**, enhancing furniture and improving the everyday experience. Today, the same commitment **is driving an increasingly sustainable movement**.



24

sustainability objectives defined for the 2025-2035 decade



91.1%

of employees remained with the Group from 2024 to 2025



90.5%

of direct suppliers are located in Italy



50.0%

of purchased electricity covered by Guarantees of Origin from 2026 (AS01, AS02)



94.2%

of waste is non-hazardous



84.6%

of waste generated is sent for recycling

01

A century of history

100 years
The first patent
Salice worldwide
Vision





100 years

Some stories begin with a simple intuition that nevertheless contains the seed of something great.

Our story begins in 1926 in Cantù, at the vibrant heart of the furniture district that made Italian design famous throughout the world. It was here that Arturo Salice opened a small hardware retail business. His entrepreneurial intuition laid the foundations for transforming a deeply local company into an international benchmark in the field of opening systems and furniture components.

For us, movement has never been a mere detail.

Thanks to Arturo's vision and the contribution of his sons Giorgio and Luciano, the company soon evolved rapidly, moving from simple distribution to direct production. This gave shape to strong technical expertise and a culture of innovation that were destined to become the true hallmark of our Group.

For us, movement has never been a mere detail. The first real turning point, the one that redefined the boundaries of the industry, came in 1957. Salice filed the world's first patent for a concealed, self-closing hinge. It was a quiet yet disruptive revolution: the hardware disappeared from view and door movement became fluid, controlled, silent and remarkably natural.

From that moment on, anticipating market developments and creating proprietary technologies became our way of operating in the world: a journey marked by patents and solutions capable of bringing new fluidity to everyday actions.

Over the decades, our company's global reach has expanded without ever severing the bond with the land where we were born. Industrial growth led to the creation of a structured Group whose operational and technological centre of gravity is located in Nove-rate, in the province of Como.

Our main hub is located here, extending over 143,000 square metres of green and natural land, with 47,000 square meters housing production, logistics, shipping centres, technical and administrative offices, together with the Group Technology Centre.

Over time, this industrial footprint has expanded into other key areas of Italy’s manufacturing tradition. At Colli al Metauro, in the Pesaro-Urbino district, we established a plant specialising in the production of runners and metal drawers. Further north, in Belluno, is the site dedicated to sliding systems, created by integrating and enhancing the expertise of Bortoluzzi Sistemi.

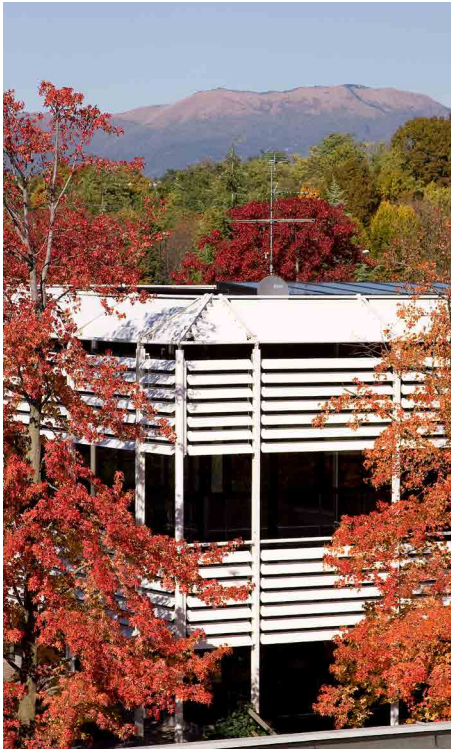
A new chapter in the Group’s history began in 2022. After years of family management, the third generation of the Salice family chose to welcome an international strategic partner into the company’s ownership structure, giving further momentum to global growth and greater solidity to the industrial organisation. At the time of this delicate transition, Salice already had the strength of a world leader in the design of opening systems for furniture, with consolidated turnover approaching EUR 200 million: a milestone achieved

From the Novedrate hub to the plants in Colli al Metauro and Belluno, and on to the acquisitions of ATIM in 2024 and Villes 2000 in 2025: a Group that continues to grow without losing its manufacturing identity.

through the uninterrupted launch of solutions developed by our research teams.

The industrial strategy was further strengthened in 2024, when Nuova Atim S.r.l., an outstanding Italian company specialising in transformable mechanisms and space-saving solutions, joined the Group. This combination broadened our design horizons, enabling us to offer architects and manufacturers increasingly advanced, customisable solutions geared towards a new and more intelligent way of using domestic space.

The latest piece of this mosaic was added in 2025 with the acquisition of Villes 2000, a company specialising in the production of aluminium sliding systems, which will enter the reporting scope starting with the next Sustainability Report. Integrating their expertise with ours has meant bringing together two complementary bodies of knowledge, multiplying the strength of our research and development and reaffirming Salice’s identity as a single, comprehensive technology partner for the entire contemporary furniture industry.



Our history

1926

Arturo Salice founds the company in Cantù as a hardware retailer.

1957

The world’s first patent for a concealed, self-closing hinge is filed: an innovation that revolutionises the furniture industry.

1960s

International expansion and the Group’s industrial development, with production hubs in Italy and a global presence.

2022

The third generation of the Salice family sells a majority stake in Salice S.p.a. to Cobepa SA, beginning a new phase of growth and investment.

2024

Acquisition of Nuova Atim S.r.l., specialising in transformable mechanisms and space-saving solutions.

2025

Acquisition of Villes 2000, specialising in aluminium sliding systems.

Today

Salice is a leading international Group in opening systems and technological components for the furniture industry.

The first patent

There are turning points when the history of a company becomes intertwined with the evolution of an entire industry. For us, one of those moments was 1957.

By filing the world's first patent for a concealed, self-closing hinge, Salice introduced an innovation that marked a fundamental stage in the technological evolution of the industry and helped transform the way furniture was designed, manufactured and used.

This development represented a turning point in Salice's history, coinciding with the establishment of Arturo Salice S.p.a. and the beginning of a journey in which research, innovation and technological development remain the principal drivers of growth to this day.

Since then, every technical development we have pursued has sought to create cutting-edge products in which quality, reliability and performance could become, and remain over time, the benchmark for the entire industry.

To understand the significance of this innovation, it is useful to consider the context of the time. Until then, hinges were visible from the outside and influenced both the functionality and the appearance of furniture.

The solution we developed was a revolutionary idea that completely transformed the way door movement was conceived, introducing new design approaches that continue to characterise the furniture industry today.

The innovation of the concealed, self-closing hinge successfully

Our revolution reshaped the very experience of living, making it quieter, more functional and more elegant.



combined four key elements in a single product:

— **clean aesthetics:** the hardware disappears from view, allowing clean lines and modern design solutions to take centre stage;

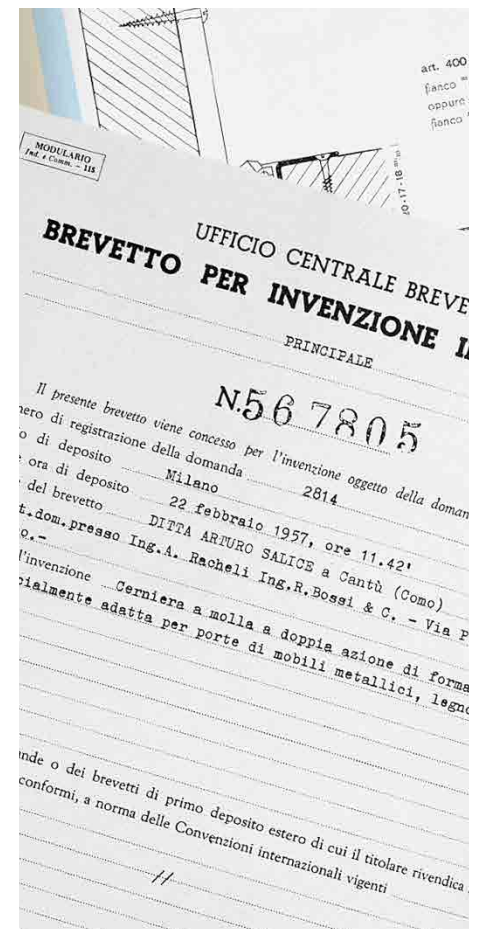
— **self-closing action:** an integrated spring system independently draws the door into its closed position during the final few centimetres of movement;

— **fluidity and ease of use:** everyday interaction with furniture is transformed; the act of closing loses all rigidity and becomes natural, precise and perfectly controlled;

— **industrial standardisation:** such advanced technology simplified manufacturing, assembly and adjustment processes, providing the furniture industry with an essential tool for its modernisation.

Our revolution reshaped the very experience of living, making it quieter, more functional and more elegant.

Even today, almost seventy years after that patent, the principle of the concealed, self-closing hinge remains the foundation of most systems used in contemporary furniture. For us, this demonstrates how an intuition can evolve into a solution capable of retaining its relevance and importance within the industry over time.



Salice worldwide

Today we are an international organisation that brings together Italian manufacturing companies and an extensive network of overseas subsidiaries, while firmly preserving the manufacturing and cultural roots that bind us to Italy.



Being recognised worldwide for the quality of our Made in Italy hinges and for having developed the concept of the concealed hinge in Italy is a significant source of pride for us. At the same time, internationalisation is a strategic choice that enables us to ensure continuity of service, eliminate distance from our customers and identify the nuances and needs of different markets ahead of others.

Today, this industrial structure is embodied by the Italian plants of Arturo Salice S.p.a., the historic heart of our production: the main hub in Novedrate, in the province of Como, and the Colli al Metauro plant in the Pesaro-Urbino district. Alongside them are three specialised companies that we have integrated over time: Bortoluzzi Sistemi S.p.a., Nuova Atim S.r.l. and Villes 2000 S.r.l. Through their respective brands, we cover every segment of the opening-systems market, combining complementary design expertise and know-how. In particular:

- Salice is the founding core of the Group and is synonymous worldwide with hinges, opening systems, runners and cutting-edge technical solutions created through continuous technological research;
- Bortoluzzi represents the highest level of specialisation in sliding-door systems and integrated solutions, where fluid movement meets the most rigorous design;
- Atim serves the segment of transformable mechanisms and space-saving solutions, designed to make interiors more versatile and adaptable to contemporary living requirements;
- Villes 2000 completes our range with technical components and accessories for the most specialised furniture applications.

This perfect complementarity between the brands enables us to approach the market with a broad and comprehensive range of configurations, multiplying our ability to develop innovative solutions.

Alongside our Italian manufacturing engine, we have built an international network comprising nine overseas subsidiaries and technical and sales support centres, established to provide fast, qualified and continuous assistance. It is a solid, extensive and constantly evolving presence, developed over the years to support our partners both in the co-design of new solutions and in the care and maintenance of products that may have been installed and operating for many years.

This expansion beyond Italy began in 1971, when we opened our first subsidiaries in Neckarwestheim, Germany, and Antibes, France. In the following years, the network gradually expanded. The UK

Our strength stems from Made in Italy excellence and an international presence that allows us to remain close to customers and anticipate market needs.

subsidiary was established in Huntingdon in 1985, followed in the late 1980s by Salice Canada in Mississauga and Salice America in Charlotte, North Carolina. Our presence in the North American market was further strengthened in 1993 with the expansion of the Los Angeles location, alongside the German site in Löhne.

Expansion continued in more recent years with the opening of new strategic subsidiaries: Salice España was established in Barcelona in 2011, while in 2015 we entered the Asian continent with the opening of Salice Asia in Hong Kong and Salice China in Shanghai. More recently, our network welcomed Salice Portugal in Paredes, in the Porto district, in 2020, and Salice India in Thane, in the strategic Mumbai area, in 2021.

Through this integrated structure, Salice combines the excellence and quality of Italian manufacturing with a global presence that is increasingly close to markets, partners and the needs of the people who choose to place their trust in us every day.



Four complementary brands - Salice, Bortoluzzi, Atim and Villes 2000 - and nine overseas subsidiaries: a Group founded in Italy that serves every segment of the opening-systems market worldwide.



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Vision

Our history is rooted in the model of the Italian family business: a journey built step by step around a solid industrial culture, the ability to innovate and entrepreneurial foresight.



In 2022, Cobepa SA's investment in the company marked the beginning of a new stage in its development. This was not a break with the past, but a profound maturation in the way we understand the very role of the company. While for decades the principal objective was rightly identified as protecting the founding family and ensuring its continuity, Salice's perspective now extends towards a broader and more inclusive concept: that of the corporate community.

The company is conceived as a living collective organism, nourished every day by the people who inhabit it, develop it and enable it to progress: our employees, management, stakeholders and shareholders.

From this new perspective, value creation remains a central goal, but it forms part of a broader vision in which financial performance, social responsibility, quality of work and people development become deeply interconnected.

For us, the company has moved beyond being merely a production structure to become a place where growth, opportunity and full professional fulfilment are generated.

We firmly believe that the true value of an organisation is measured by the quality of the environment it succeeds in creating: an environment in which people can feel part of a shared project, understand the meaning of their contribution and find room to grow.

For us, professional satisfaction is the principal driving force behind our ability to innovate, collaborate and generate lasting results.

This philosophy underpins our determination to shape an increasingly open and evolving business model, governed by the principles of transparency, meritocracy and knowledge sharing. From this standpoint, governance rules play a fundamental role in clarifying decision-making

processes, promoting widespread responsibility at every level and fostering mutual trust within the organisation.

It is a journey in which we are investing decisively in building a modern managerial culture, capable of recognising expertise, embracing diversity and encouraging internal career development.

Our objective is to cultivate the talent already present within the company by structuring pathways involving training, progressively greater responsibility and job rotation, so that future leaders can emerge and develop internally.

At the same time, the Group is committed to progressive organisational and cultural integration. In recent years, we have launched an important process of unifying Salice's various industrial companies, with the aim of offering customers an increasingly simple, consistent and integrated experience, overcoming the operational fragmentation of the past and enhancing synergies among expertise, technologies and manufacturing sites.

A clear conviction remains at the heart of this cultural transformation: economic growth and competitiveness in the markets can never be separated from a solid system of values. Ethics, profound respect for people, inclusion, equitable access to opportunities and responsibility towards the workforce community are essential pillars in building a company capable of evolving over time and addressing future challenges.

Today, Salice no longer sees its role solely as that of a technology leader in the furniture industry.

We consider ourselves an organisation committed to building a sustainable, contemporary and people-centred industrial model: one that knows how to preserve its historic identity while also being ready to interpret international business culture successfully.

02

A concrete commitment

Leading with a method
Measuring to improve
The path towards the future
An open dialogue





Leading with a method

At Salice, sustainability is a central element of governance, integrated into strategic decisions and daily workflows to guide responsible development and generate long-term value.

In 2024, we significantly accelerated this commitment: together with the consultancy firm LIITO, we launched a project to spread a culture of sustainability across the organisation, involving every business area.

Since then, a series of concrete activities has enabled us to progressively embed ESG principles and values at the heart of our corporate identity.

The sustainability journey: Assessment, Plan and Report

Since 2024, we have strengthened sustainability governance by introducing operational tools to make this journey more structured and concrete.

The main initiative is the internal Assessment, carried out in 2024 and 2025. This analysis clearly mapped our impacts, defined the Group's positioning in relation to ESG topics and identified areas for improvement. Based on these results, we developed the Sustainability Plan, which establishes SMART objectives - specific, measurable, achievable, relevant and time-bound - to translate commitments into concrete, monitorable actions.

This analysis and planning work laid the foundations for preparing the Sustainability Report, conceived as a transparent and consistent representation of our identity rather than a mere bureaucratic requirement.

Since 2024, the Assessment, Sustainability Plan and Sustainability Report have provided structure to our ESG journey, transforming commitments and values into SMART objectives that can be measured and verified over time.

Within this scope, governance also includes the management of stakeholder relationships.

Customers, employees, financial partners and the local community are active interlocutors with whom we promote continuous dialogue based on listening and transparency, in the belief that long-term value can arise only from solid relationships.

Appointment of the ESG manager

To ensure effective and lasting change, in 2025 we appointed an internal sustainability manager, whose function was incorporated into the HSE (Health, Safety and Environment) department. This role provides the link between company management and operational functions, fostering consistency and the integration of sustainability objectives.

The sustainability manager also coordinates cross-functional initiatives, oversees data collection and analysis, and supports management in strategic and investment decisions, helping to steer the company towards sustainable long-term growth.

ESG training

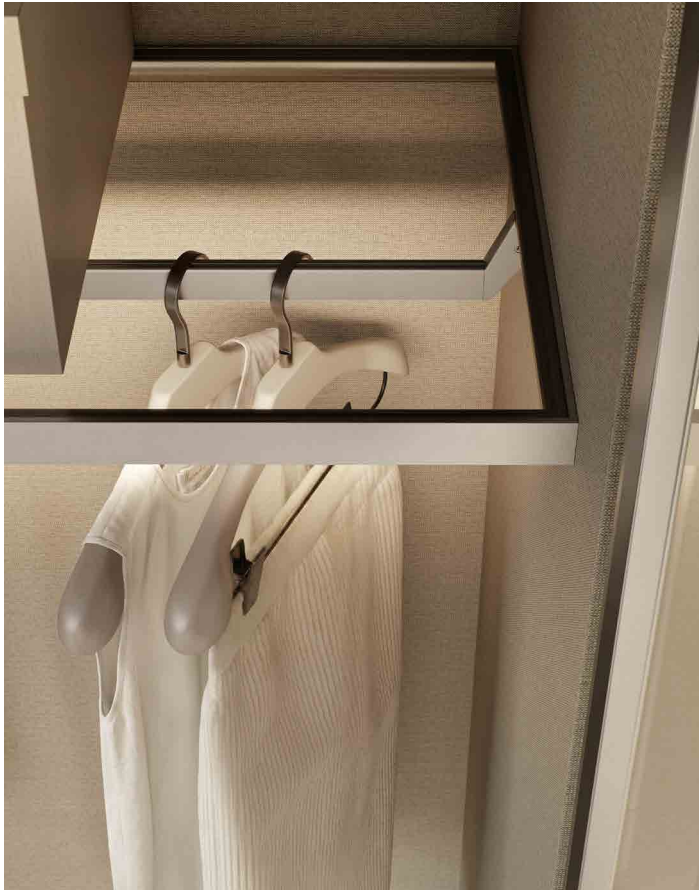
In preparation for the appointment of the ESG manager, we launched a four-session training programme dedicated to sustainability, ESG governance and regulatory reporting frameworks. The programme developed the skills needed to coordinate, monitor and integrate ESG objectives into corporate strategy.

At the same time, we promoted sustainability literacy activities for all managers and employees involved in data collection. This initiative increased awareness of the challenges and opportunities facing the industry, encouraged a common language and helped progressively integrate ESG criteria and objectives into the Group's decision-making, organisational and operational processes.

Supplier Code of Conduct

During 2025, the Purchasing Department and the Sustainability Department drafted the Supplier Code of Conduct in order to extend our standards throughout the supply chain. The document defines the company's requirements concerning human rights, working conditions, environmental protection, ethics and data protection, and is submitted to all business partners for signature. Adherence to the Code is now a preferential and distinguishing criterion in the qualification and selection of our suppliers.

In 2025, we strengthened ESG governance with a dedicated manager, a targeted training programme and a Code of Conduct that extends our sustainability standards throughout the supply chain.



Measuring to improve

The internal Assessment is the starting point of our journey towards structured sustainability management.

The first monitoring exercise was launched in 2024, using 2023 data, with the support of LIITO. During this initial phase, the mapping covered the four Italian plants, but data collection was extended from the outset to the overseas subsidiaries, with the aim of initiating a shared ESG reporting process.

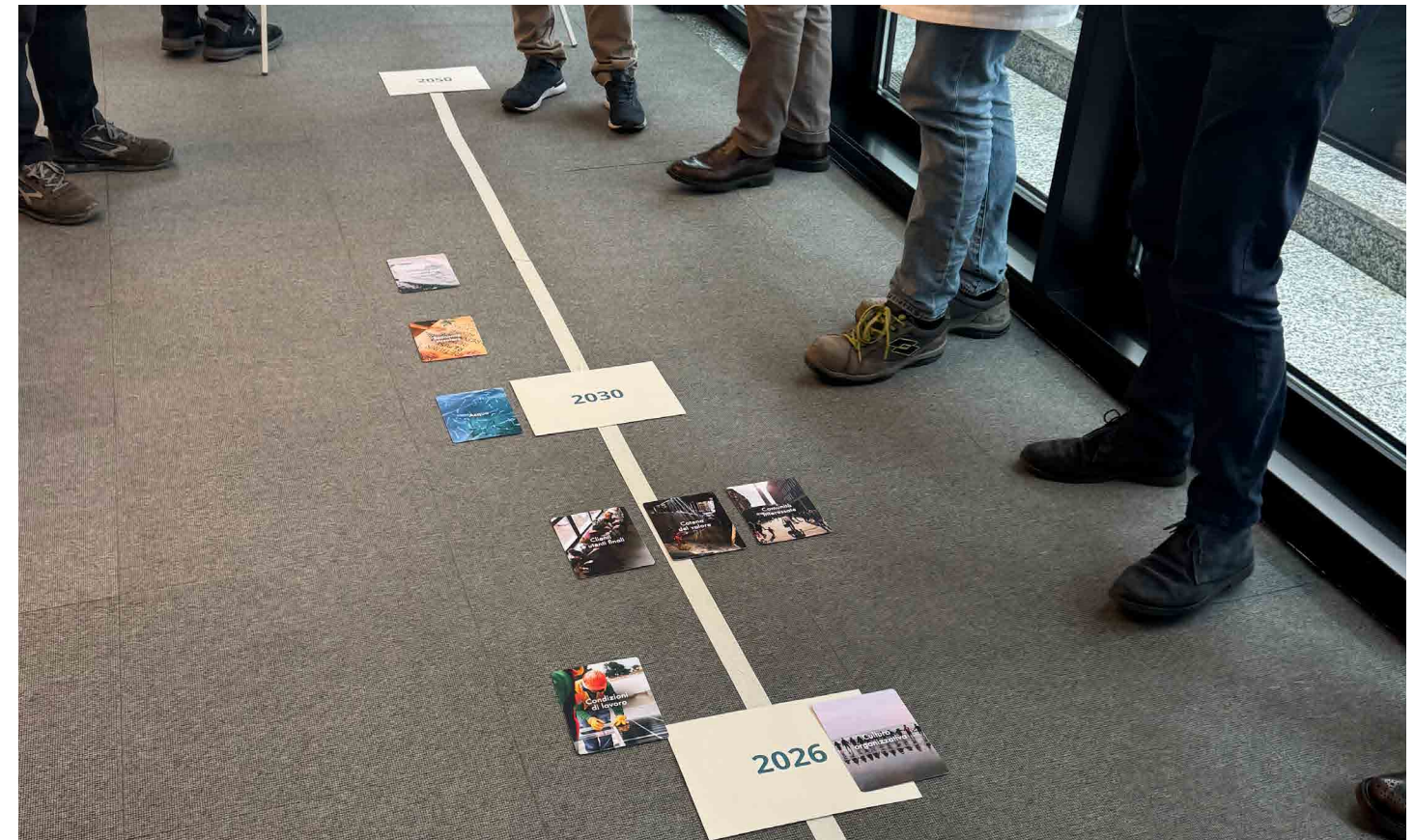
In 2025, using 2024 data, we expanded the scope of analysis to all Group subsidiaries in order to obtain a complete representation of our impacts. The survey provided an in-depth picture of the organisation, identifying structural strengths and areas for improvement on which to base future strategies.

This mapping followed a multidimensional approach based on the monitoring of more than 200 qualitative and quantitative indicators consistent with the international GRI, ESRS, VSME and GHG Protocol standards. The analysis integrated economic, environmental and social aspects: financial performance, greenhouse gas emissions (Scopes 1, 2 and 3), material circularity, impacts along the value chain and people-related policies such as remuneration, training, leave and work-life balance.

A fundamental stage in the process also involved the direct participation of the company's workforce. Through an anonymous questionnaire addressed to all employees, we gathered the opinions, attitudes and satisfaction levels of our people, placing the human dimension at the heart of the transition.

The Assessment therefore goes beyond a merely descriptive function and becomes the knowledge base that enabled us to define development objectives and build our 2025-2035 Sustainability Plan. Furthermore, the data and figures included in this Report derive directly from this in-depth mapping exercise, which represents an important point of reference for spreading and consolidating ESG culture at every level of the organisation.

More than 200 ESG indicators: the Assessment forms the basis of our 2025-2035 Sustainability Plan.



The path towards the future

The Sustainability Plan is the natural evolution of the internal Assessment and translates the findings into a long-term ESG strategy.

Through this tool, we have defined the objectives, priorities and actions required to integrate sustainability into our business model and corporate processes.

The identified targets are aligned with the United Nations Sustainable Development Goals (SDGs), adopted as a reference for guiding responsible growth and generating value for the benefit of all stakeholders.

The Sustainability Plan is the outcome of a participatory process involving a cross-functional working group and the management teams of the four Italian plants. This approach encouraged dialogue among the various corporate functions and the sharing of expertise, needs and priorities, creating a common vision of the targets.

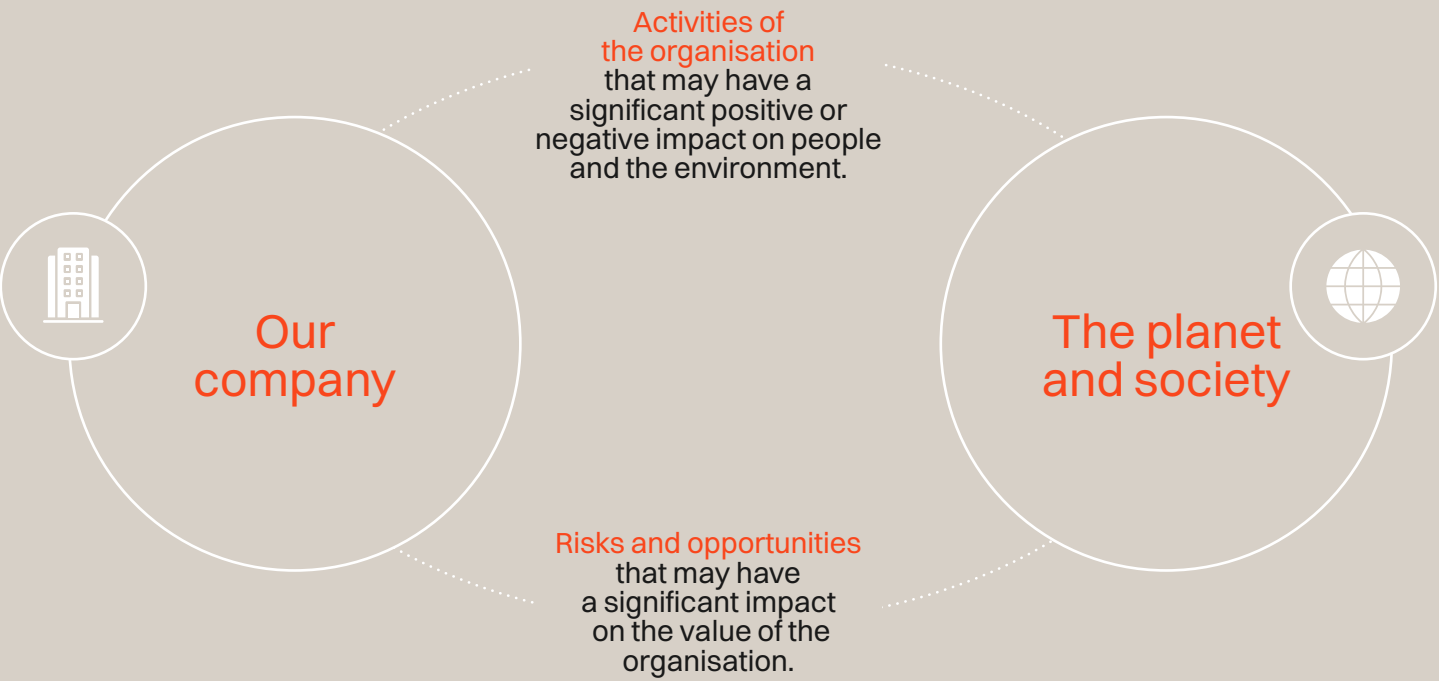
The development process integrated an analysis of the current context with an assessment of evolving scenarios and industry benchmarks. In this way, we identified and prioritised initiatives

according to their strategic relevance, expected impact and practical feasibility over the medium to long term.

Double materiality assessment

A central element of the Plan is the double materiality assessment, developed in accordance with the European CSRD (Corporate Sustainability Reporting Directive). This approach evaluates ESG topics from an integrated perspective, considering both the company's outward impacts and the risks and opportunities that sustainability creates for the business. The analysis is structured around two complementary dimensions:

- Impact materiality (Inside-Out): assesses the actual and potential effects of the company's activities on the environment, people, society and human rights throughout the value chain.
- Financial materiality (Outside-In): analyses



how ESG factors may affect the company’s economic performance and financial resilience, influencing competitiveness, cash flows, operational continuity and access to capital. The relevant topics were identified with the direct involvement of the internal working group, which analysed impacts, risks and opportunities (IROs) connected with ESG factors, with reference to the topics identified by the ESRS (European Sustainability Reporting Standards). A total of 12 sustainability topics were assessed. Each was evaluated against the two dimensions described above and assigned a score from 1 to 5 for:

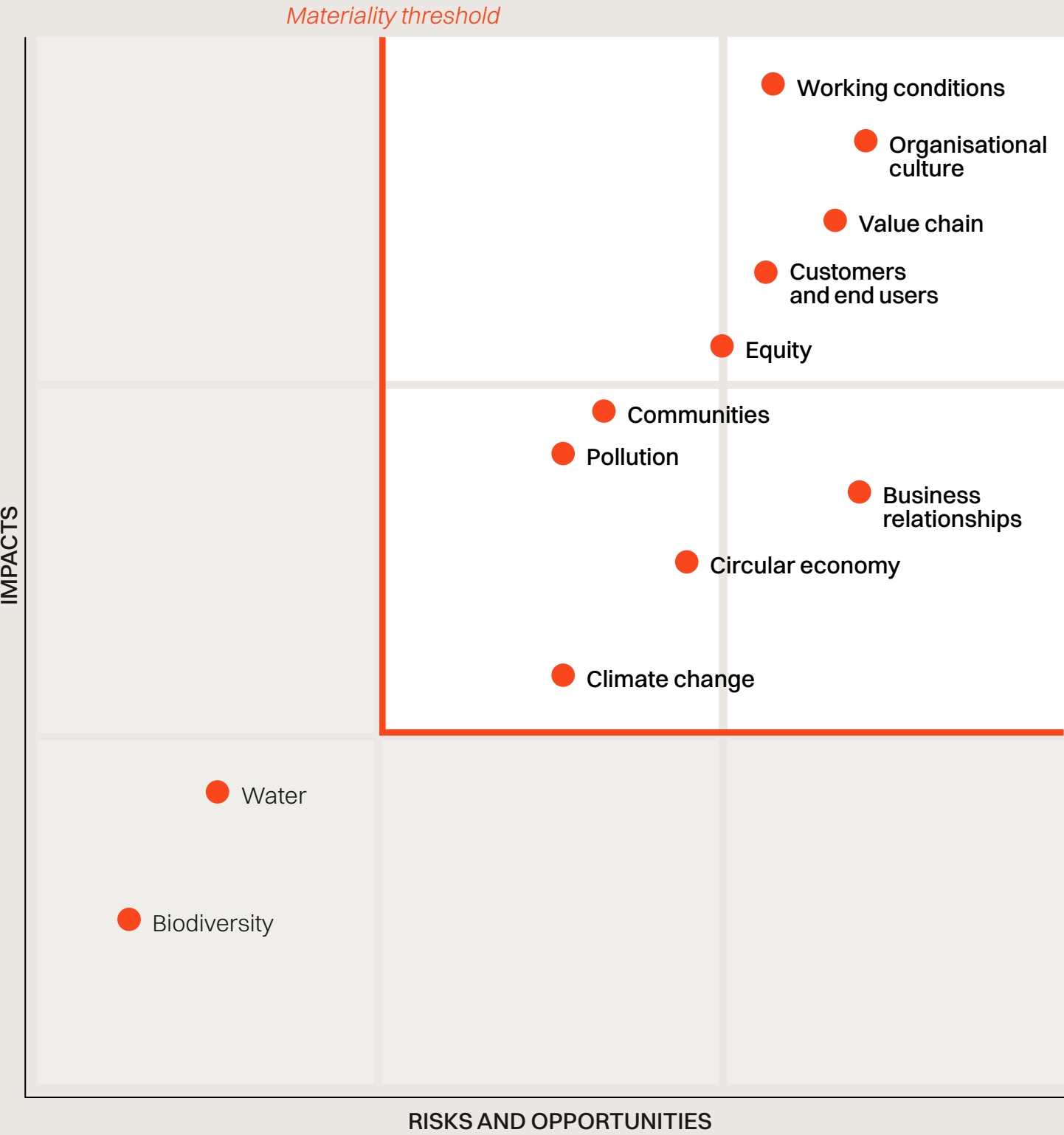
- the impact generated by the company’s activities on the topic (impact materiality);
- the risks and opportunities generated by the topic for the business (financial materiality).

Cross-referencing the two scores made it possible to position each topic in a materiality matrix and to identify, among the 12 topics assessed, those with a sufficiently high level of relevance in at least one of the two dimensions.

Based on this analysis, 10 of the 12 topics were found to be material for Salice, confirming them as the strategic priorities towards which the company’s sustainability journey should be directed.

This process enabled us to systematically assess the aspects most significant to the company, balancing internal strategic priorities with the relevant context and stakeholder expectations. The assessment identified ten priority strategic pillars for Salice’s sustainability journey:

- climate change
- circular economy
- pollution
- working conditions
- equity
- affected communities
- value chain
- customers and end users
- organisational culture
- business relationships



For these priority areas, we defined 24 strategic objectives distributed between 2025 and 2035. The roadmap sets out a path of continuous improvement to firmly integrate ESG principles into corporate activities and decisions.

AREA / ENVIRONMENT	SDGs	OBJECTIVE	DEADLINE
Climate change mitigation	  	— Calculate Scope 3 GHG emissions — Promote and encourage sustainable mobility — Reduce Scope 1 and Scope 2 GHG emissions by 37% — Reduce Scope 2 GHG emissions by 50%	Achieved and ongoing Achieved and ongoing 2029 2029
Climate change adaptation	  	— Increase resilience to extreme weather events	2026
Circularity of purchased materials	   	— Increase awareness of the quantity of recycled material purchased — Reduce plastic materials used in packaging	Ongoing Ongoing
Waste management	 	— Raise employee awareness of waste reduction and responsible waste management	Ongoing
Hazardous substances	 	— Reduce the use of hazardous substances in production processes	2029
AREA / SOCIAL			
Health and safety	 	— Reduce the risk of accidents — Reduce average noise levels in production departments by 2030	Achieved 2030
Work-life balance	 	— Ensure that remote working accounts for 20% of the hours worked by eligible employees — Increase the number of employee benefits — Improve workplace comfort	2026 2026 2027
Equal access to training and skills development	 	— Introduce a skills assessment and development programme — Increase training on diversity and inclusion topics	2026 2035
Actions in the local community	 	— Strengthen the company's social role through volunteering	2026
Accessibility and reliability of information	 	— Improve interaction with customers and understanding of their needs	2026
Compliance with security standards	 	— Strengthen cyber-risk management and ensure the safe, controlled and standardised use of data	2026
Responsible supply chain	 	— Promote sustainability among suppliers	2026
AREA / GOVERNANCE			
Stated and unstated organisational values	 	— Define ethical rules and principles within the organisation — Increase awareness of sustainability topics	2026 2026
Governance of ESG topics	 	— Optimise ESG data collection and reporting — Reduce the company's impact on the planet	Ongoing 2026

An open dialogue

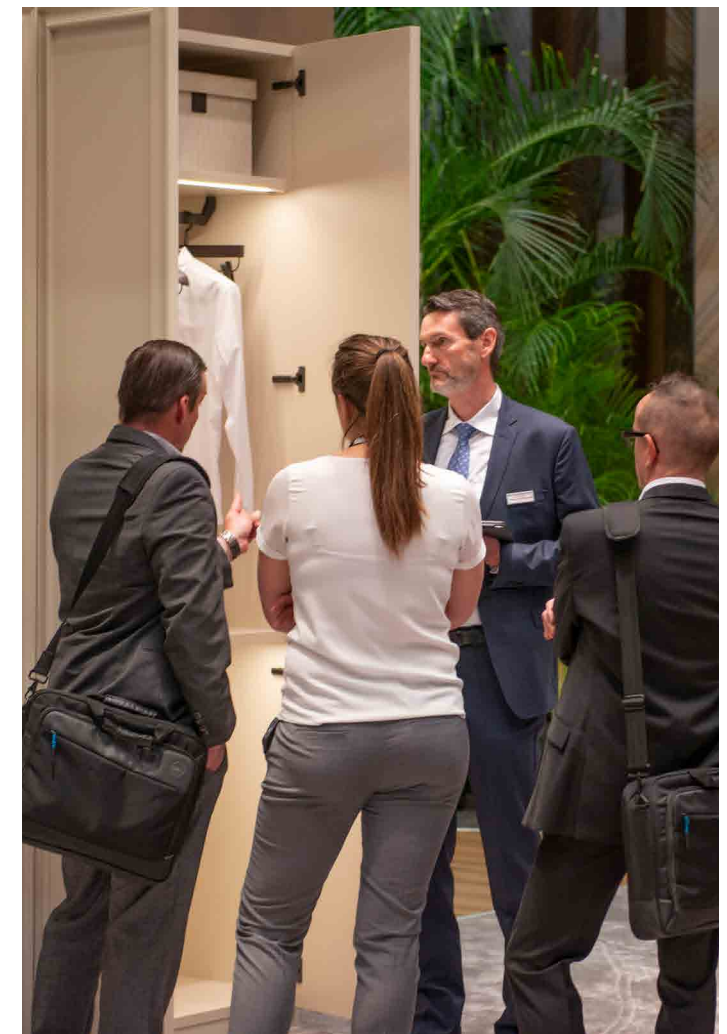
Salice recognises the strategic value of dialogue with its stakeholders as a fundamental element of sustainable and responsible growth.

We promote relationships based on transparency, listening and collaboration, in the belief that long-term value stems from the ability to understand and integrate the needs of all parties involved.

The ESG analysis identified the organisation's key stakeholders, both internal and external:

- Employees
- Suppliers
- Customers and business partners
- Subsidiaries and other Group companies
- Local communities and local areas
- Public Administration and institutions
- Investors
- Lenders

By involving them, we seek to consolidate relationships founded on mutual trust, maintaining a permanent channel of communication in order to shape progress that is genuinely shared over time.



03

Knowledge, creation and innovation

Product durability
Integrated production process
Innovation and Technology Centre
Industrial expertise





Product durability

Salice's offering comprises a broad portfolio of systems and components for furniture, developed to combine technological innovation, functionality, technical quality and aesthetics.

Over time, we have expanded our product range while maintaining a constant focus on fluid movement, quiet operation, application versatility and attention to design.

- Hinges
- Runners and drawers
- Lift systems for flap doors
- Sliding systems
- Modular system of vertical profiles
- Internal wardrobe accessories
- Decelerators and catches

From material selection to the most rigorous testing, every Salice component is designed for intensive, prolonged use, guaranteeing reliability and consistent performance over time.

Reliability and longevity of solutions

We design our solutions to guarantee the highest standards of durability, reliability and consistent performance.

Uncompromising strength is the common denominator across our entire production: every single component - from hinges to dampers, from lift systems to runners for drawers and accessories, through to sliding systems and aluminium and transformable structures - is designed to withstand intensive, prolonged use and tested to ensure maximum strength over time in accordance with the most rigorous industry standards.

The selection of high-performance raw materials and the use of

highly automated production processes ensure the excellence of every element. Although they often remain invisible inside furniture, our products form its essential core: true enablers of movement that enhance the quality and value of the finished product.

Salice's approach stands out for its ability to offer integrated solutions capable of meeting every design requirement.

We combine innovation with functional and aesthetic research to support the entire furniture life cycle, preserving its value over time and reducing the need for maintenance or replacement. With this vision, we bring our manufacturing and design culture to international markets, confirming our position as a global benchmark in the industry.

Excellence in materials, technological research and design make every component a fundamental element in increasing the value, durability and functionality of the finished product.



Integrated production process



Our model is developed through an integrated system of production, technological and commercial processes that connects the industrial sites with the international subsidiary network, with the aim of guaranteeing quality, operational continuity and proximity to markets.

The company complex comprises manufacturing areas, departments dedicated to the various processing operations, and research and development facilities.

The structure is completed by the overseas subsidiaries, which oversee sales activities, customer management and logistics distribution. The production cycle consists of sequential and synergistic stages.

Innovation and Technology Centre

Research and development lie at the heart of our industrial identity and are the engine of the Group's growth.

Innovation constantly guides product development, process efficiency improvements and the design of solutions capable of meeting the needs of a continuously evolving market. This vocation is shared by all Group companies.

Each of our plants contributes, according to its own expertise and specialisations, to the development of new products, the improvement of production processes and the introduction of increasingly efficient and sustainable technologies. Within this ecosystem, the Technology Centre at the Novedrate plant is the principal hub dedicated to advanced research for AS01 and AS02.

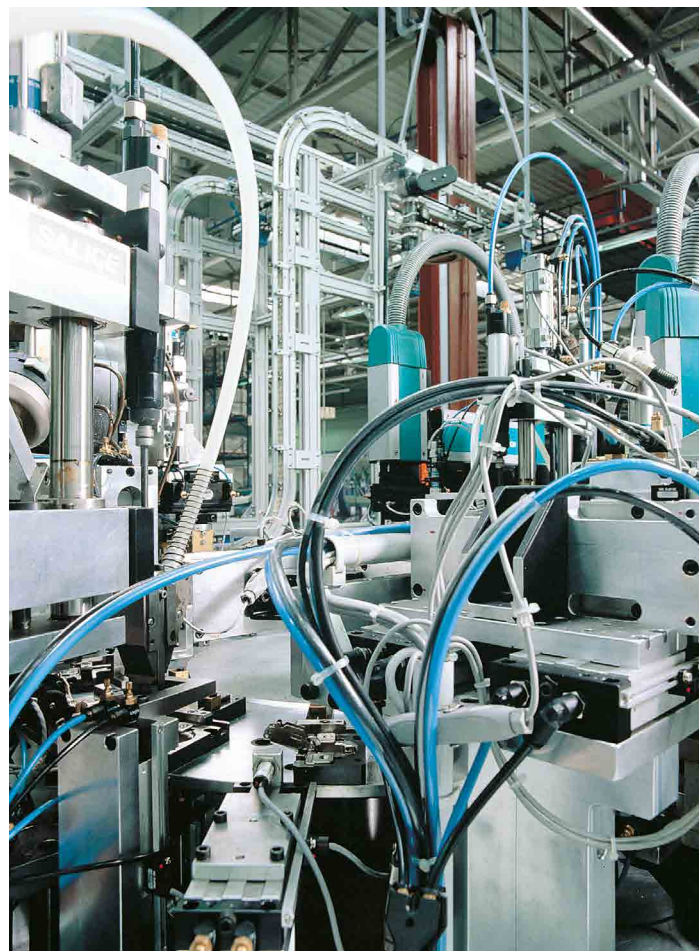
A team of approximately seventy specialised technicians and engineers works here, studying new formal and functional architectures, developing patented solutions and continuously updating systems already available on the market.

Through highly qualified engineering expertise, we translate mechanical complexity into solutions that combine innovation, structural quality, durability and aesthetics, consolidating our position as a technological benchmark in the industry.

Our approach to research is distinguished by the full integration of product development and production-process design. For us, developing new technology also means designing how it will be manufactured: within the Centre, we devise and develop machinery, machine tools and automated production equipment. This in-house design capability enables us to retain control over the entire innovation chain, guaranteeing high quality standards

The Novedrate Technology Centre, with approximately seventy technicians and engineers, drives product and process innovation, translating mechanical complexity into durable, high-performance, cutting-edge solutions.





and continuous technological development. Projects are brought to their natural completion in the toolmaking department, where a specialised team produces industrial dies, precision equipment and testing systems.

Within the Group, we design furniture components in accordance with circularity criteria.

The close integration of research, design and implementation reduces development times and rapidly transforms ideas into concrete solutions.

The commitment to research extends to every Group company, each according to its own production expertise.

Within the Group, we continuously invest in the research and development of components for the furniture industry, with the objective of creating solutions that combine functionality, reliability, design and ease of use. We develop increasingly high-performance, quiet and intuitive systems capable of anticipating the needs of a constantly evolving international market.

From the earliest stages of development, we adopt circularity criteria, prioritising product durability, optimisation of the materials used, and solutions capable of helping extend the life cycle of the furniture in which they are installed.

Collaboration among technical, design and production expertise enables us to generate long-term value and contributes to the sustainable development of the entire furniture supply chain.

In line with this approach, during 2025 we began adopting dry-tooling technologies for aluminium processing at Bortoluzzi, progressively eliminating the use of evaporating oils in production processes. This innovation reduces the use of auxiliary chemicals, limits emissions associated with their evaporation and improves conditions in the working environment.

It also results in lower consumption of process materials, less waste from the management of cutting fluids, and simpler component-cleaning and waste-management operations.

In 2026, we are extending this process to the Atim plant as well, demonstrating how best practices developed at one Group site are shared and pooled with the others.

Industrial expertise

Over a century of industrial development, Salice has built a wealth of technical and production knowledge that forms the heart of our identity.

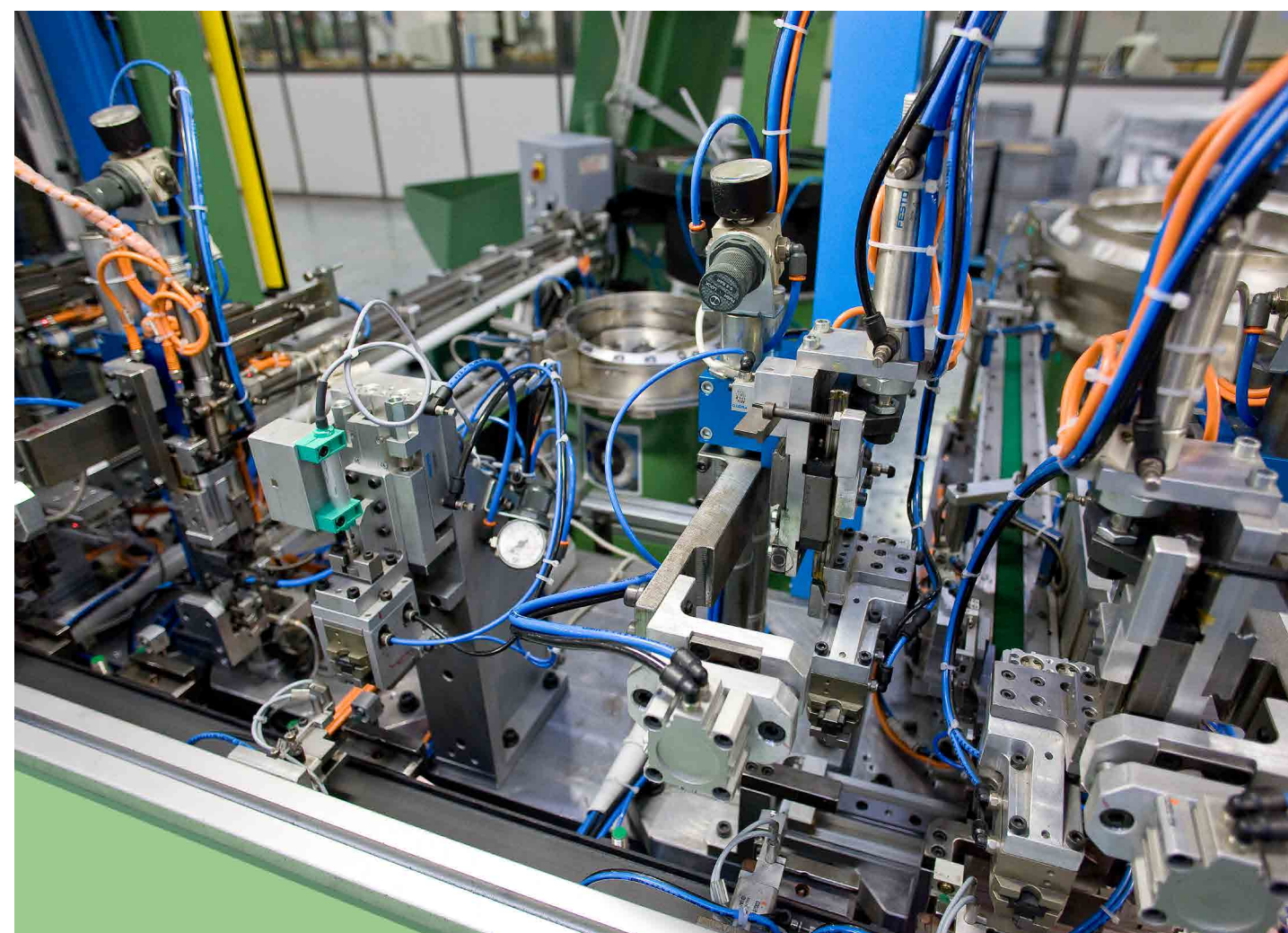
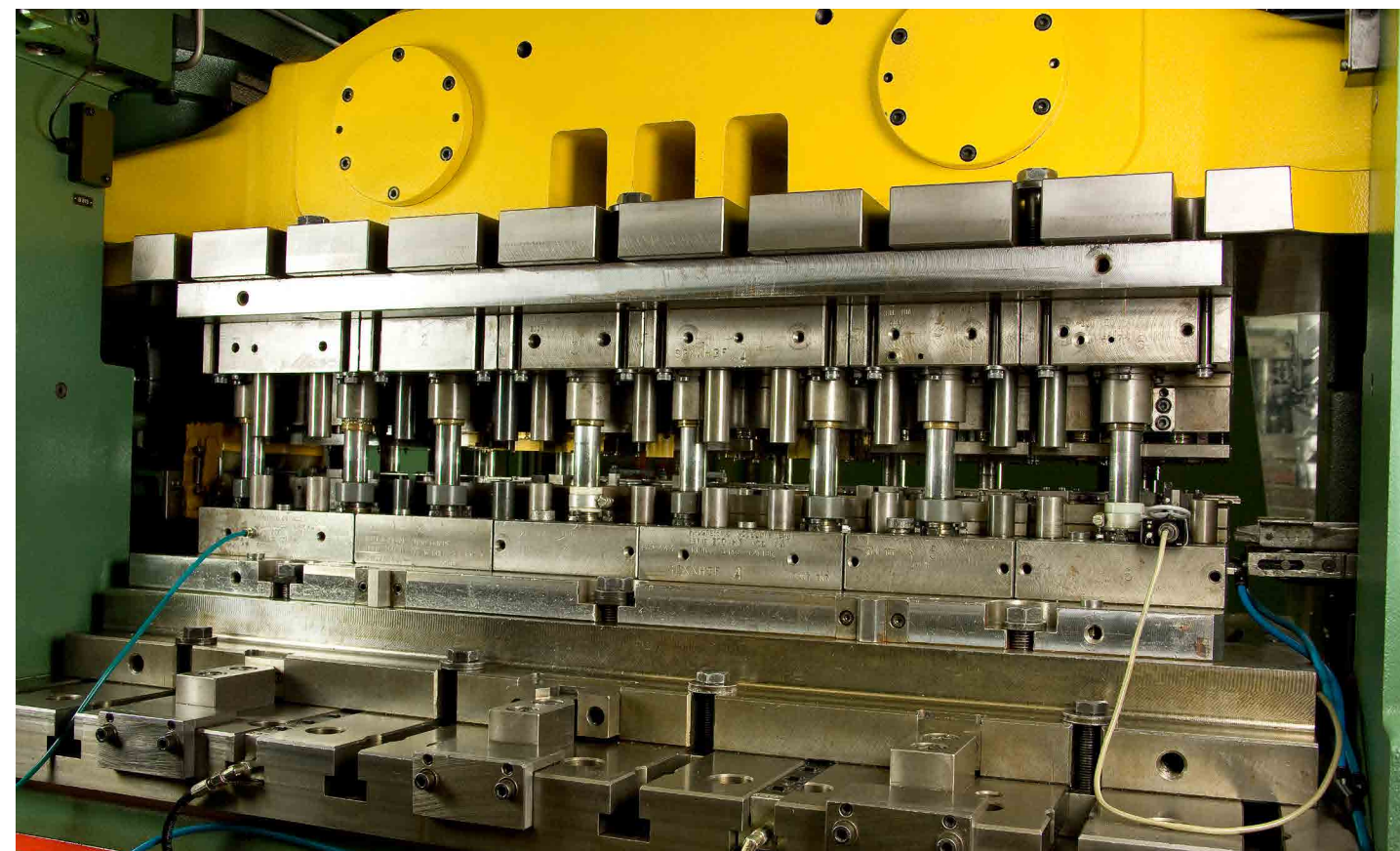
This know-how is a living body of knowledge, born from manufacturing experience and the ability to pass specialised skills down through generations and organisational transformations. International expansion and the transition to managerial governance have not dispersed this legacy, but have supported its global development.

Our expertise encompasses the entire product life cycle - from the initial intuition to manufacturing - and is reflected in the millimetric precision of the mechanics, the fluidity of movement, structural longevity and our ability to innovate the world of furniture. A fundamental step in this journey has been the progressive insourcing of the design and construction of high-precision machinery.

This decision has enabled us to develop highly specialised engineering and manufacturing expertise, retain full control over production processes and consolidate a distinctive body of know-how that represents one of the Group's principal competitive factors.

Today, this wealth of expertise is continuously renewed through constant dialogue among the experience of our people, advanced research and industrial innovation, providing the Group with the foundations to continue creating reliable, outstanding products designed for the future of furniture design.

Our know-how is a living body of knowledge, passed down through generations and renewed through the insourcing of machinery design: a distinctive asset that makes Salice a benchmark in furniture design.



04

The value of people

Our people
Training and development
People's health, safety and well-being





Our people

At 31 December 2025, our workforce consisted of 755 people, including 525 men and 230 women.

The figure remains broadly stable compared with the previous year, when there were 774 employees - 546 men and 228 women - confirming the solidity and continuity of our organisational fabric.

The workforce is distributed across the Italian sites and the international subsidiary network, as detailed in the following table:

The workforce remains stable at 755 people, distributed across the Italian sites and the international subsidiary network.

Entity	Employees 2025	Distribution (%)
AS01	432	57.2%
AS02	81	10.7%
BORTOLUZZI	79	10.5%
USA subsidiary	51	6.8%
ATIM	24	3.2%
India subsidiary	20	2.6%
China subsidiary	17	2.3%
Germany subsidiary	11	1.5%
Canada subsidiary	9	1.2%
Spain subsidiary	9	1.2%
France subsidiary	8	1.1%
United Kingdom subsidiary	8	1.1%
Portugal subsidiary	6	0.8%
Total Salice Group	755	100.0%

The proportion of women increased slightly over the past year, rising from 29.5% in 2024 to 30.5% in 2025, an increase of 1 percentage point.

The generational composition is balanced and diverse: every age group represents at least 10% of our workforce. This balance, which is stable compared with 2024, reflects a policy of attracting and retaining talent across different generations, consolidating a consistent demographic structure over time.

Our contractual structure confirms a strong focus on employment stability for employees. A total of 98.8% of our employees have permanent contracts (746 people), while only 1.2% (9 people) have fixed-term contracts, a sharp decrease compared with the 4.8% recorded in 2024. This figure, which applies across all Group entities, is a tangible sign of our commitment to ensuring continuity and job security for our people.

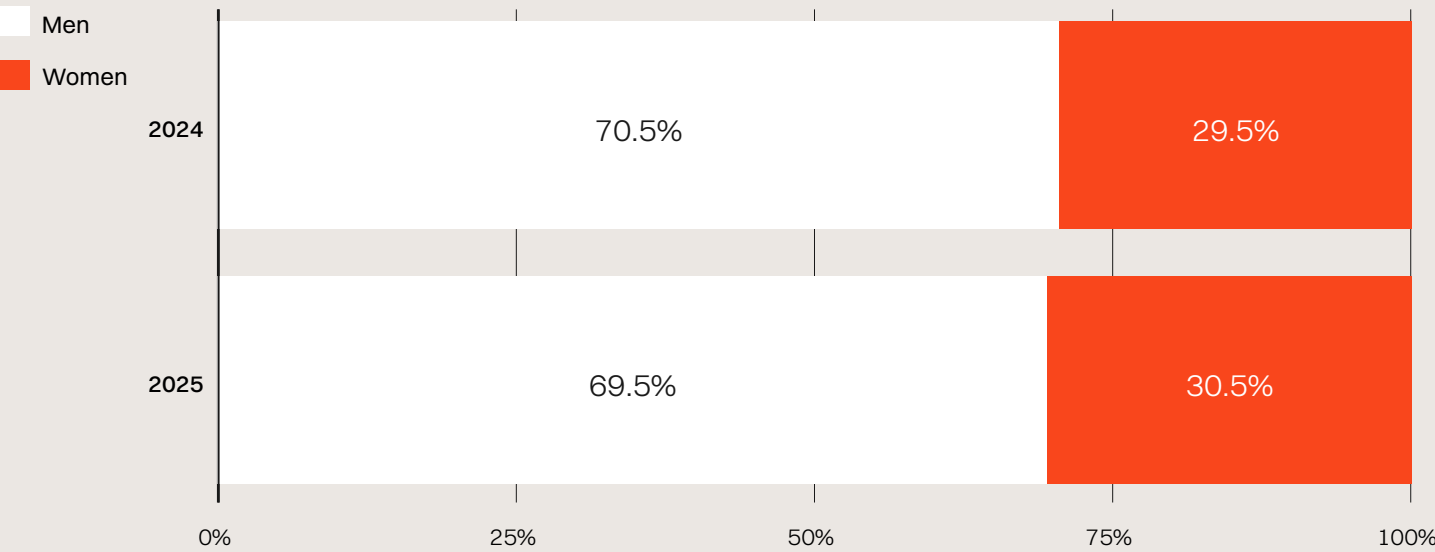
During 2025, we also converted 5 fixed-term contracts into permanent contracts.

In addition to its employee population, the Group also uses agency workers: 98 people during 2025. We also encouraged pathways towards stable employment in this area: in 2025, 10 agency workers were hired on permanent contracts. The outgoing turnover rate stood at 8.9% in 2025, meaning that 91.1% of personnel remained within the organisation, helping to ensure stability and operational continuity.

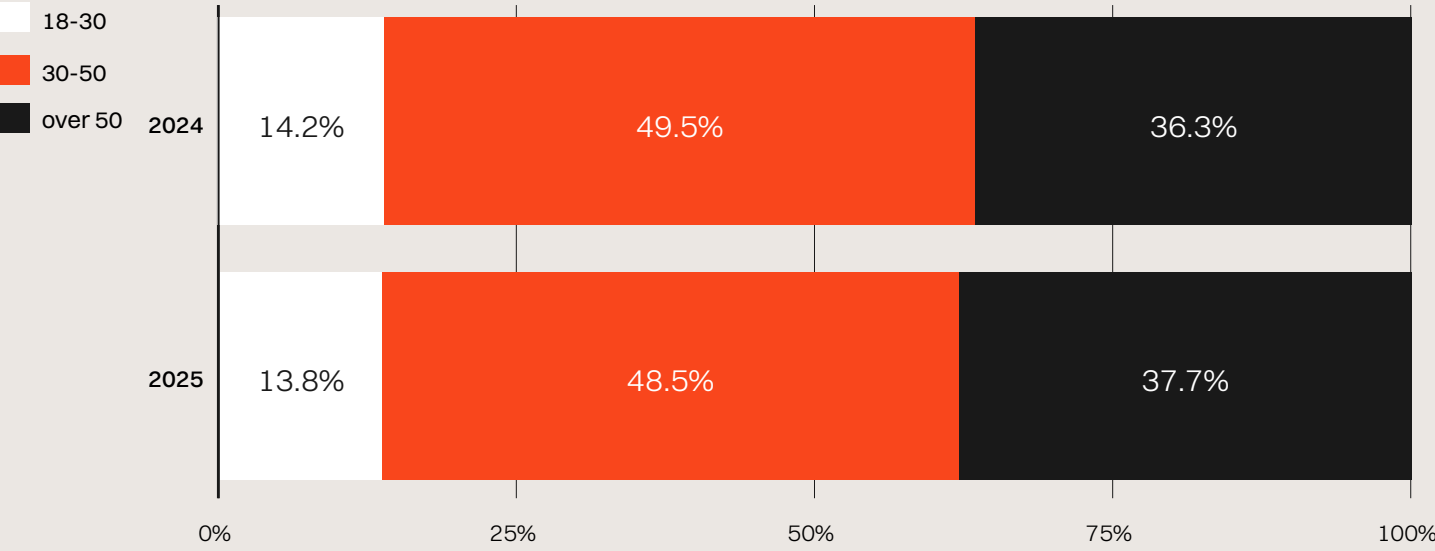


An organisation that grows while maintaining generational balance, low turnover and high workforce continuity.

► Employees by gender and year (% of total)



► Employees by age group and year (% of total)



Pay equity

At Group level, our gender pay gap stands at 43.2%, calculated according to the methodology required by the VSME standard as the difference between the average hourly pay of all our male employees and all our female employees, without distinguishing between roles or levels.

This aggregate approach does not measure a pay disparity for equal roles; rather, it provides an indication of how men and women are distributed across the different levels of our organisation. In general, a high value reflects a lower presence of women in higher-paid roles.

Within our organisation as well, the proportion of women, equal to 33.5% among blue-collar workers, tends to decrease progressively at higher organisational levels: 28.1% among white-collar employees, 15.2% among middle managers and 4.8% among executives. An initial sign of change came in 2025, with the appointment of the first woman to the Group's executive structure. We will continue working to promote greater gender equity at every level of the organisation.



Training and development

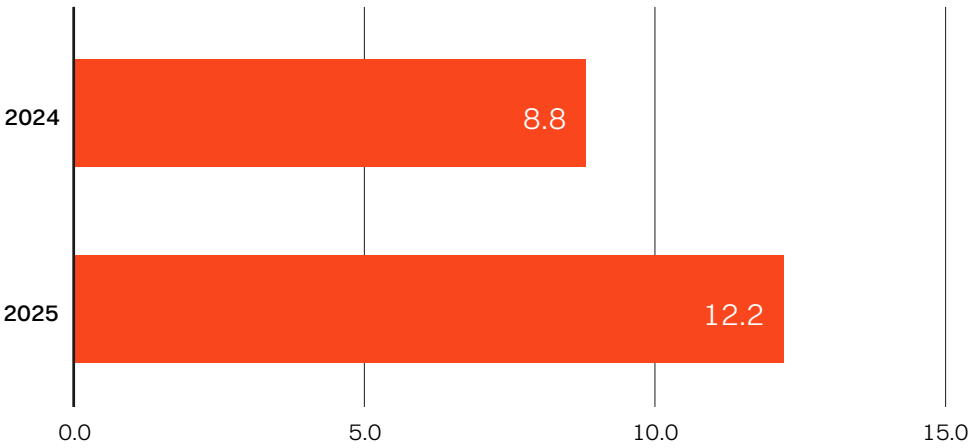
In 2025, we delivered a total of 9,804 hours of training, equal to an average of 12.2 hours per employee per year: a significant increase compared with the total of 7,317 hours (an average of 8.8 hours) in 2024.

This growth demonstrates our commitment to consolidating a corporate culture focused on developing both technical and specialist skills and transferable skills, benefiting the organisation’s internal know-how.

In this area, we set ourselves the objective of increasing training on leadership and skills development topics, in order to foster the full internalisation of sustainability principles within our organisational culture.

+34% of training hours from 2024 to 2025, with the objective of strengthening the focus on leadership, skills and inclusion.

► Increase in average training hours per employee



Training is one of the levers through which we pursue the objective of ensuring the development of our people. It is supported by structured tools for assessing and mapping skills, an area in which we intend to continue investing.

103 employees involved in skills-review programmes, now extended to AS01 as well.

In 2025, in support of this journey, we activated periodic skills-review programmes involving 103 employees, including personnel at the subsidiaries, through:

- Management by Objectives (MBO);
- Measurable Key Performance Indicators (KPIs);
- Periodic check-ins and continuous assessments;
- Feedback systems among colleagues.

These programmes, already active at Bortoluzzi and AS02, were also introduced at the AS01 plant in 2025, thereby extending their scope of application to another Group site.

Finally, to support the growth of our people and their overall balance, we set ourselves the objective of expanding the number of company benefits and improving the comfort of working environments.

People’s health, safety and well-being

Protecting people’s health and safety is a priority for us. We pursue it by structuring an appropriate management system and through our constant commitment to risk prevention at our production sites.

In 2025, we recorded 18 accidents across a total of 1,270,456.8 hours worked, resulting in the loss of 343 working days.

In response, we set ourselves the objective of progressively reducing the number of employee accidents. No fatalities or cases of occupational disease occurred at any of our sites.

An important step in this direction came in 2025, when AS01 and AS02 achieved ISO 45001 certification.

This is the international reference standard for occupational health and safety management systems, providing a structured framework for identifying risks, preventing accidents and continuously improving working conditions.

This achievement forms part of a journey that began in 2024, when Bortoluzzi had already obtained the same certification, helping to consolidate a consistent safety management system across the Group.

Participation in the WHP programme

Alongside our continuous commitment to protecting occupational health and safety, we invest in the well-being of our people through initiatives dedicated to promoting healthy lifestyles.

We encourage physical activity, promote nutrition education programmes and implement prevention programmes, including regular health screenings.

In 2025, we joined the Workplace Health Promotion (WHP) programme, an initiative promoted by the World Health Organization and developed in Italy through regional networks coordinated by local health authorities.

The programme promotes an integrated approach to health in the workplace, encouraging organisations to create environments that not only prevent risks and accidents, but also actively foster people’s well-being and quality of life. Participation in the programme marks the beginning



of a three-year journey during which we undertake to develop and consolidate good practices in the five areas of action identified by the WHP model:

- 1 — healthy eating;
- 2 — physical activity;
- 3 — tobacco control;
- 4 — prevention of alcohol consumption and addictions;
- 5 — psychosocial well-being.

For us, participating in the WHP programme means going beyond compliance with regulatory requirements and adopting a broader vision of health, one that considers safety and well-being to be closely connected elements and an integral part of people’s quality of life, both inside and outside the workplace.

For the coming years, we have set further improvement objectives, including encouraging sustainable mobility among employees and reducing average noise levels in production departments, in order to ensure increasingly safe, healthy and sustainable working environments.

In 2025, we extended ISO 45001 certification to AS01 and AS02, representing a step forward in our commitment to minimising the risk of accidents.

05

Surrounded by nature, committed to protecting it

A balance between industry and nature
Greenhouse gas and pollutant emissions
Responsible production
Certifications





A balance between industry and nature

For our Group, production plants are not merely places devoted to manufacturing, but spaces that are embedded in the local area and become an integral part of it.

With this in mind, our sites preserve green areas along their boundaries, favouring lawns, trees and gardens over the complete paving of surfaces wherever possible.

Greenery is an integral part of the way we conceive our production spaces, in balance with the local area and with people.

This attention reflects our desire to maintain a balance between production activities and the natural environment, encouraging the harmonious integration of plants into the landscape and making working environments more pleasant for people.

The AS01 plant is the clearest expression of this approach. Located in an area rich in vegetation, it has the Group's largest expanse of lawn, trees and woodland. This vegetation dominates the entire perimeter of the site and makes its connection with the local area even stronger. Although the Group's other plants have smaller areas, they nevertheless maintain gardens, trees and green belts surrounding the buildings wherever possible, contributing to well-maintained outdoor spaces that are integrated into their local settings.

The widespread presence of greenery reflects a vision in which the quality of industrial spaces is more important than operational efficiency alone, recognising the balance between factory, people and nature as a distinctive value in our way of doing business.

Plant	Green area (m²)
AS01	64,197
AS02	1,029
BORTOLUZZI	7,556
ATIM	610

Greenhouse gas and pollutant emissions

Climate change represents one of the most significant challenges facing society and the production system.

Aware of our role in the transition towards a low-carbon model, we monitor our carbon footprint annually in accordance with the international GHG Protocol standard, dividing emissions into three scopes:

- **Scope 1:** direct emissions generated by sources controlled by the entire Group;
- **Scope 2:** indirect emissions deriving from electricity purchased and consumed by our Group;
- **Scope 3:** indirect emissions generated along the value chain, upstream and downstream of our activities, calculated for the production plants.

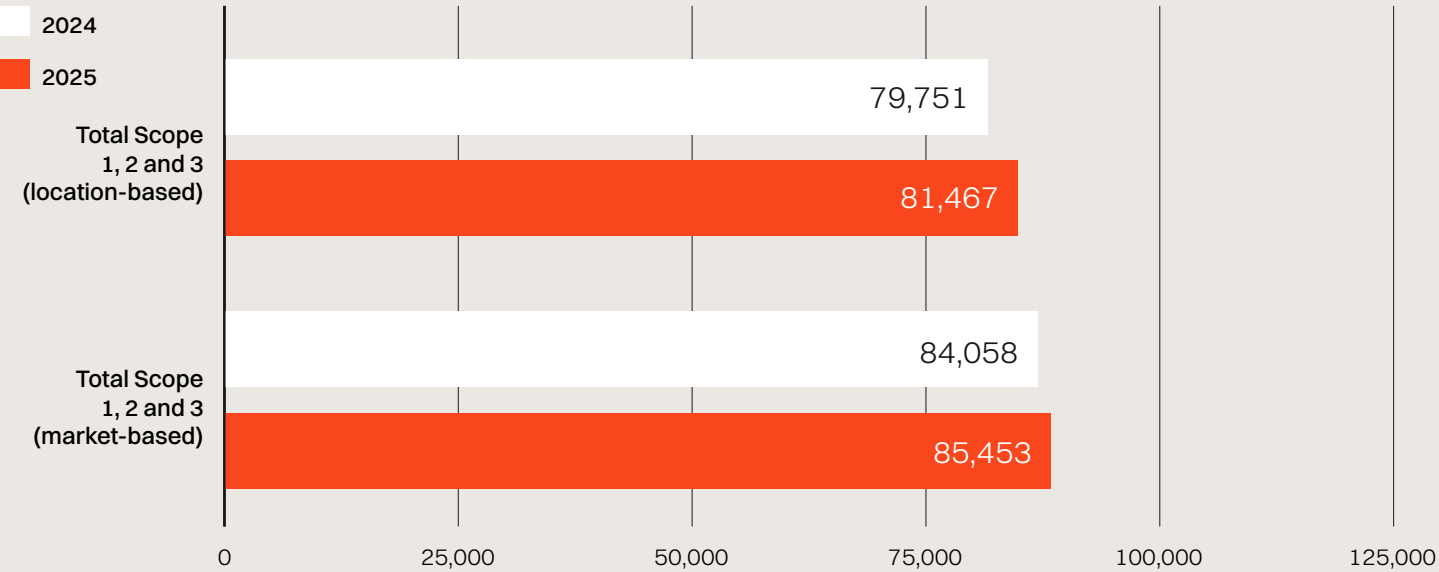
In 2025, our total emissions (Scopes 1, 2 and 3), calculated using the location-based approach, amounted to 81,467 tCO₂eq, representing a slight increase compared with 2024 (72,368 tCO₂eq). Similarly, market-based emissions amounted to 85,453 tCO₂eq in 2025.

Looking at the individual scopes, in 2025 we recorded a reduction in Scope 2 emissions under both the location-based approach (-8.1%) and the market-based approach (-7.8%), while Scope 3 emissions increased slightly (2.8%).

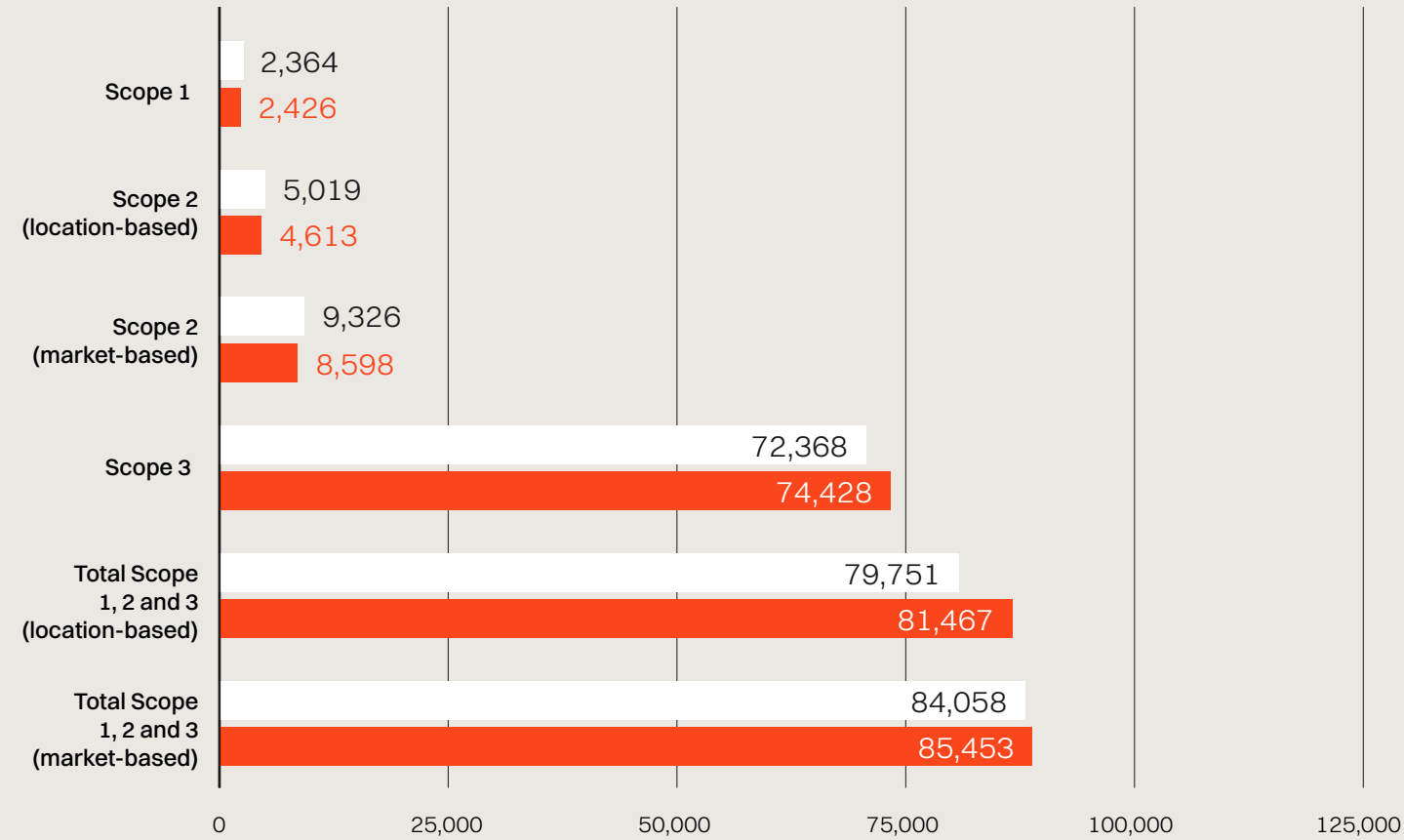
Scope 3 emissions account for 91.4% of our total impact, in line

We continuously monitor our carbon footprint in accordance with the GHG Protocol, including Scope 3, with the aim of containing our impacts.

► Total emissions by year (Scope 1 + Scope 2 + Scope 3), tCO₂eq



► Total Group emissions by scope and year (tCO₂eq)



with the profile of most manufacturing companies.*

The category that contributes most to our Scope 3 emissions is purchased materials (Category 1 - purchased goods and services), as is customary in our industry**, owing to the sourcing of carbon-intensive materials such as steel, aluminium, zamak and plastic.

In 2025, our emissions from purchased materials (Category 1) increased by 8.3% compared with 2024, rising from 54,485.0 tCO₂eq to 59,033.6 tCO₂eq. This is consistent with the growth in materials purchased during the year.

To place the emissions trend in the context of changes in revenue, we monitor our emissions intensity by comparing total emissions with annual revenue. In 2025, this indicator stood at 402 tCO₂eq per EUR million of revenue under the location-based approach, compared with 406 tCO₂eq per EUR million in 2024, and at 421 tCO₂eq per EUR million of revenue under the market-based approach, compared with 428 tCO₂eq per EUR million in 2024.

When preparing our Sustainability Plan, we defined a structured emissions-reduction pathway based on the following objectives:

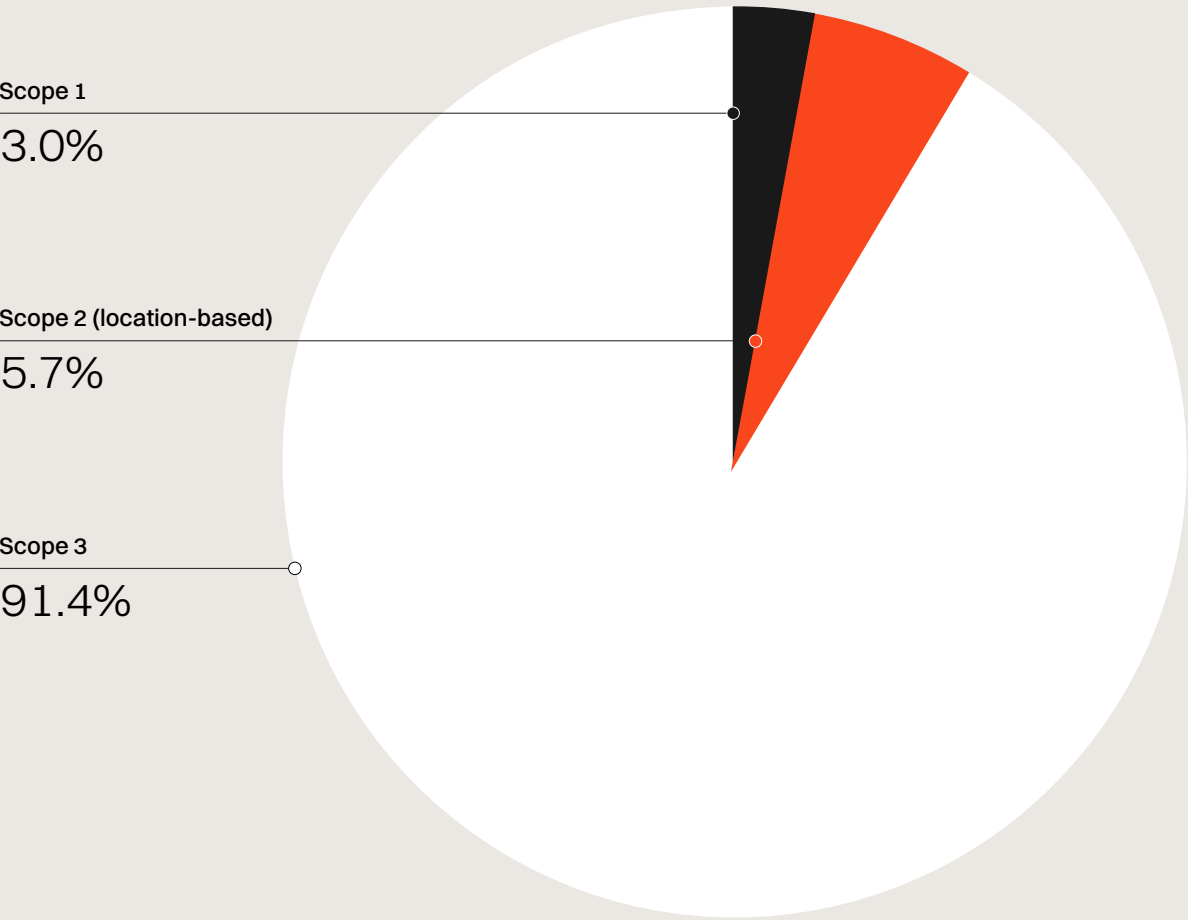
- reduce our total Scope 1 and Scope 2 emissions by 37%;
- reduce Scope 2 emissions by 50%;
- continue calculating and reporting Scope 3 emissions, ensuring continuity in the monitoring initiated in 2024 and extended in 2025.

We have already taken a first concrete step in this direction: starting in 2026, 50% of the electricity purchased for the AS01 and AS02 manufacturing sites will be covered by Guarantees of Origin (GOs), a commitment that will significantly reduce our emissions in the years ahead.

***According to accredited sources such as CDP, OECD and SBTi, indirect emissions (Scope 3) along the value chain generally account for more than 90% of a company's total greenhouse gas emissions.**

****According to GHG Protocol standards and CDP data (2024), Category 1 (purchased goods and services) generally represents the most significant component of a company's indirect emissions.**

► Total greenhouse gas emissions by scope (% of total)



► Scope 3 emissions by category and year (tCO₂eq)

Scope 3 category	2024	2025	Var. 24-25
Cat. 1 - Purchased goods	54,485.0	59,033.6	8%
Cat. 3 - Fuel production	1,464.0	1,310.8	-10%
Cat. 4 - Upstream transport and distribution	2,129.2	1,864.9	-12%
Cat. 5 - Waste disposal	800.0	568.9	-29%
Cat. 6 - Business travel	80.4	54.4	-32%
Cat. 7 - Employee commuting	769.2	1,250.2	63%
Cat. 9 - Downstream transport and distribution	12,225.7	9,924.7	-19%
Cat. 12 - End-of-life treatment of products	414.7	420.2	1%
Total	72,368.3	74,427.7	3%

Pollutants

We manage impacts associated with pollutants through prevention, monitoring and control systems, with the aim of limiting the environmental effects of production processes and ensuring full compliance with regulations.

With regard to water discharges, at the AS01 plant process water is conveyed to the sewer network and the shared treatment facility. Before discharge, water originating mainly from galvanic processes undergoes dedicated in-house treatment.

For many years, the water-treatment plant has been one of the most distinctive elements of the site's environmental management. Over time, the system has been developed and refined to address the specific characteristics of the wastewater generated by production processes, through a purpose-designed physicochemical process. This is complemented by advanced final treatment using ultrafiltration and nanofiltration membranes, which further refines the treated water before it is conveyed to the sewer network. This technologically advanced solution for the industrial sector is designed to ensure a high level of control and quality of the discharged effluent.

First-flush rainwater collection tanks are also present in the areas containing the two galvanic plants. They collect and treat rainwater potentially contaminated by surface run-off, thereby completing the plant's water-control and management system.

The AS02 plant does not generate industrial water discharges, because process water is managed as waste. Bortoluzzi and Atim, on the other hand, do not use water in their production processes and therefore do not generate industrial water discharges.

Finally, our atmospheric emissions, generated mainly by the processing of metals, alloys and plastics and, at AS01, by galvanic processes and heat treatments, are monitored at all plants in compliance with environmental permits.

All emissions are equipped with suitable abatement systems where required and are monitored through analytical testing where applicable, in compliance with current regulations.

For details of the quantities of emissions to air and water, please refer to Chapter 8.

We carefully monitor discharges and emissions in order to limit environmental impacts and ensure regulatory compliance, including the prompt management of any critical events.



Responsible production

We design our products to last as long as possible: high durability reduces the need for replacement and, consequently, the consumption of raw materials and resources over the long term.

This approach is also reflected in the management of the entire production process, from material sourcing through to placing the finished product on the market, including the efficient use of water and waste management.

Materials purchased

In 2025, we purchased a total of 28,288.0 tonnes of materials intended for production, a slight increase compared with 26,554.5 tonnes in 2024. The main raw materials used are steel (76%), zamak (6%), plastic (5%) and aluminium (3%), with percentage shares broadly in line with the previous year.

Water use

In 2025, our total water withdrawal amounted to 94,091 m³. Water use varies significantly across our units: only the AS01 and AS02 plants use water in production processes, while the other Italian sites and overseas subsidiaries use it exclusively for domestic purposes.

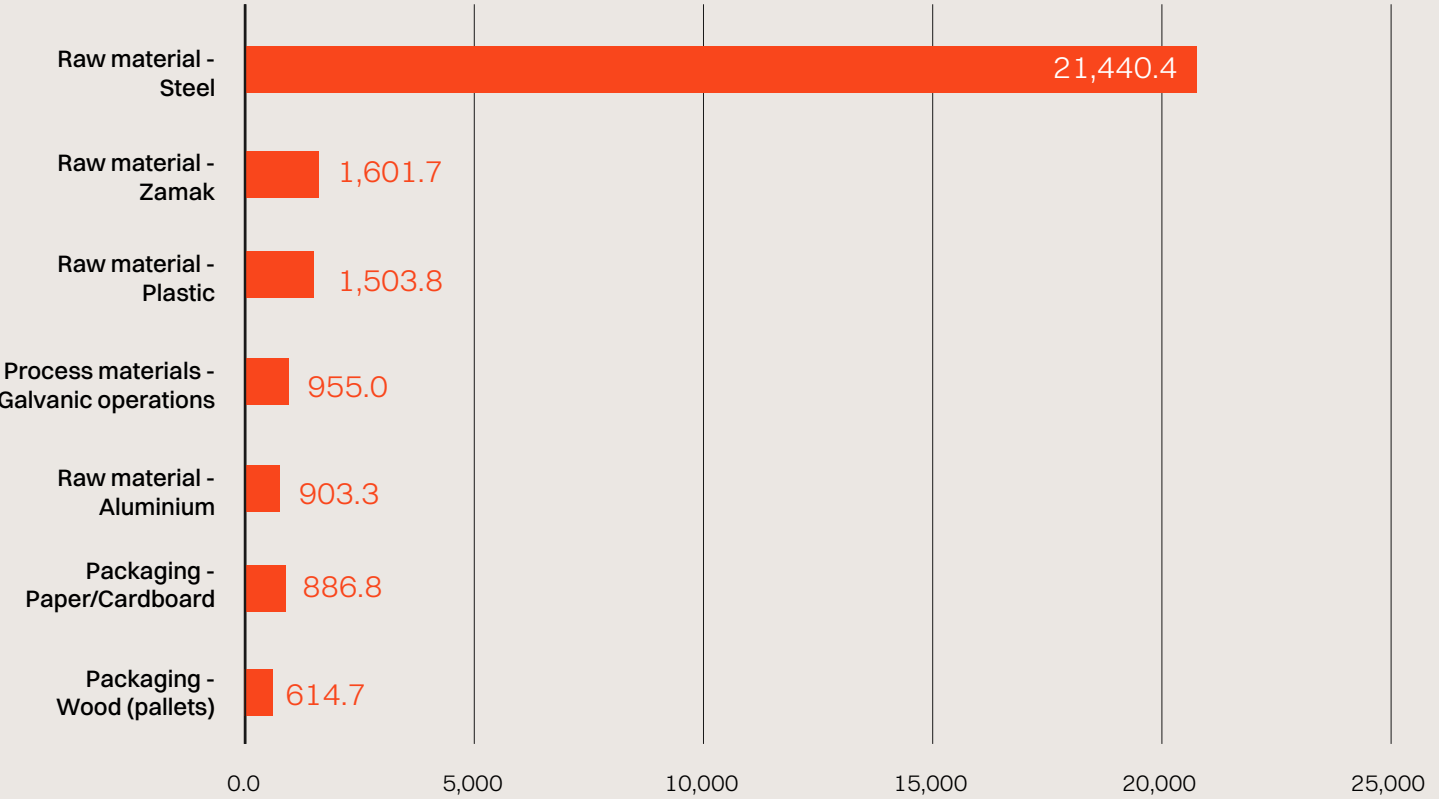
AS01

In 2025, the AS01 plant withdrew 81,940 m³ of water, sourced mainly from two wells and the water supply network. This represents a marked reduction of 23.2% compared with 2024 (106,744 m³), mainly due to the use of only one galvanic line during the year, compared with two in operation during the previous period.

In terms of use, of the total water withdrawn by the AS01 plant, we

The galvanic-water recirculation system can recover up to 40% of the water used in processes: a concrete example of how we optimise the use of materials and water resources in production.

► Main materials purchased by category (2025), tonnes



► Water withdrawn, consumed and discharged by site (2025), m³

	AS01	AS02	BORTOLUZZI	ATIM	SUBSIDIARIES	Total
	Domestic and industrial	Domestic and industrial	Domestic	Domestic	Domestic	Domestic and industrial
Withdrawn	81,940	1,091	2,384	1,607	7,069	94,091
Consumed ¹	10,852	5	0	0	0	10,857
Discharged	71,088	1,086	2,384	1,607	7,069	83,234

¹Water consumed includes evaporated water, water disposed of as waste, and water used for irrigation.

used 54,697 m³ for production processes, 10,200 m³ for cooling the evaporative tower, and 17,043 m³ for domestic use and irrigation.

To optimise the use of water resources, various efficiency and recovery technologies are applied at AS01: the galvanic-water recirculation system, the demineralisers in the furnace department, the closed-loop cooling system and automated discharge from the concentrators.
In particular, the galvanic-water recirculation system makes it possible to recover up to 40% of the water used in the process, contributing significantly to reducing the plant’s overall water withdrawal.

AS02

At the AS02 plant, we withdrew 1,091 m³ of water in 2025, sourced mainly from the water supply network. The figure is in line with 2024 (1,120 m³), with a slight decrease of 2.6%. Of the water withdrawn by AS02, 4.7 m³ was used in production and subsequently disposed of as waste. Consequently, discharged water amounted to 1,086 m³.

Bortoluzzi and ATIM

Bortoluzzi and ATIM withdrew 2,384 m³ and 1,607 m³ of water respectively, used exclusively for domestic purposes; consequently, the entire quantity withdrawn was discharged.

In a context in which extreme weather events are making water resources increasingly unpredictable, we aim to increase the resilience of all our plants by consolidating the efficiency and recovery technologies already in use and assessing their extension to other Group sites.

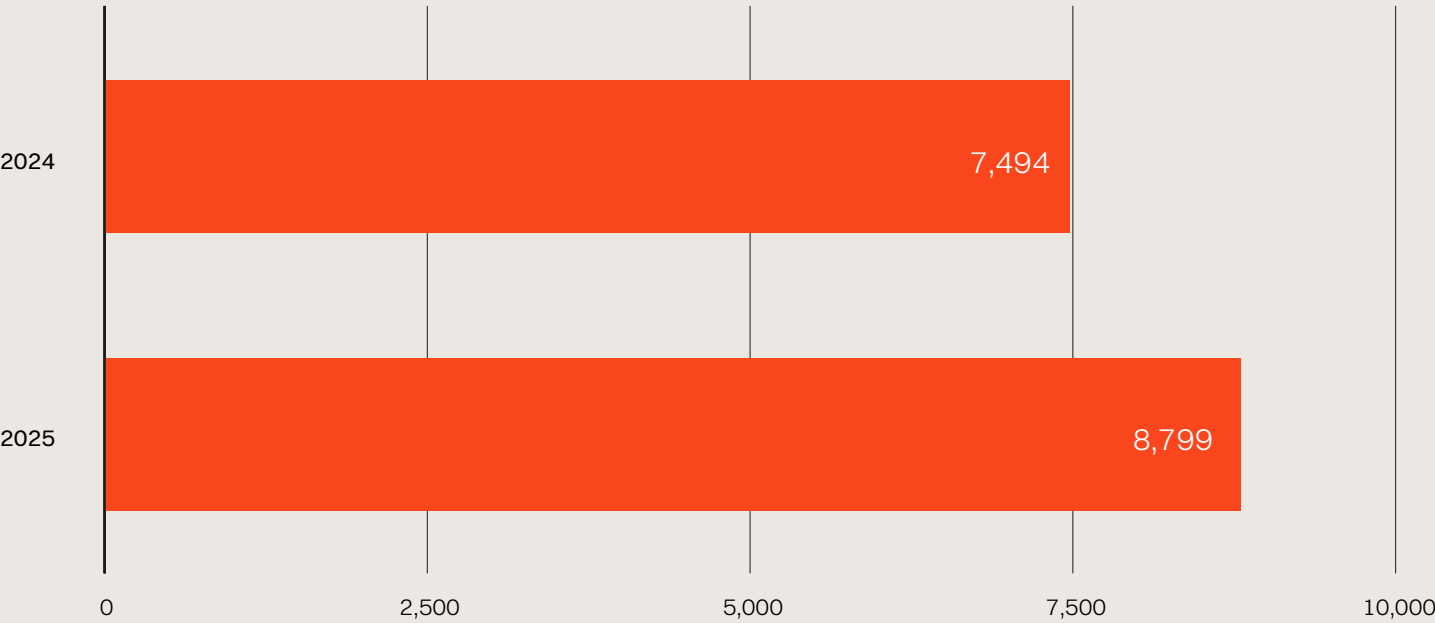
Waste generation

In 2025, the total amount of waste generated by our Group was 8,799 tonnes, a slight increase compared with 7,494 tonnes in the previous year. Non-hazardous waste accounted for 94.2% of the waste generated, while 84.6% of the total was sent for recycling.

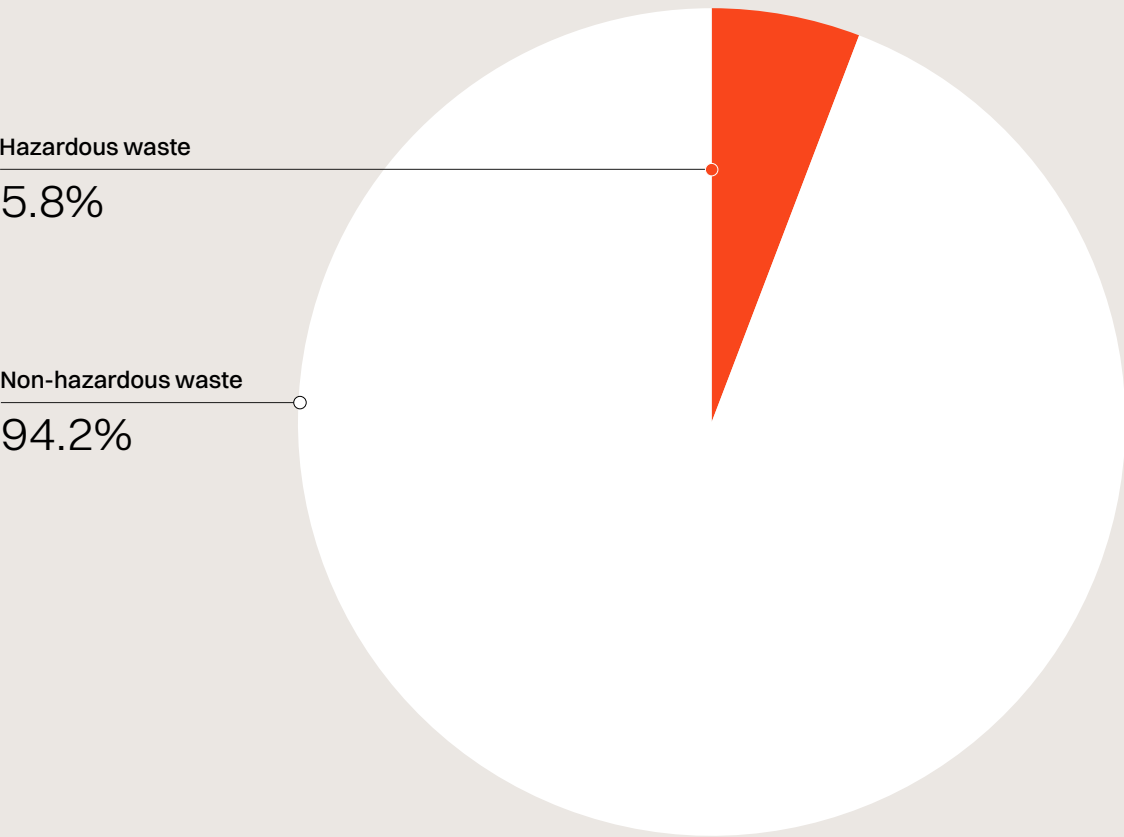
In this area, we aim to increase our employees’ awareness of waste reduction and responsible waste management.

Even at sites with lower consumption, we aim to extend water-efficiency technologies, while working to reduce the waste generated and increase our people’s awareness of more responsible resource use.

► Waste generated by year, tonnes



► Hazardous and non-hazardous waste (2025), % of total



Certifications

Our commitment to quality, safety and sustainability is given concrete expression through the adoption of international certification standards by our business units. These certifications represent a structured pathway of continuous improvement involving our production processes, environmental management and the protection of workers' health and safety.

AS01 At the AS01 plant, we have obtained the following certifications: — ISO 9001: Quality Management System; — ISO 14001: Environmental Management System; — ISO 45001: Occupational Health and Safety Management System. With the aim of further strengthening our commitment to energy management, at AS01 we have begun the process of obtaining ISO 50001 certification (Energy Management System), scheduled for 2026. This achievement will enable us to monitor and optimise energy consumption, contributing directly to our efficiency and environmental impact reduction objectives.	AS02 At the AS02 plant, we have obtained the following certifications: — ISO 9001: Quality Management System; — ISO 45001: Occupational Health and Safety Management System. For 2026, our objective is to extend AS02's integrated management system by obtaining two additional certifications: ISO 50001 for energy management and ISO 14001 for environmental management. This dual achievement demonstrates our intention to progressively align all our business units with consistent sustainability standards.
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BORTOLUZZI At Bortoluzzi, we have obtained the following certifications: — ISO 9001: Quality Management System; — ISO 45001: Occupational Health and Safety Management System. Bortoluzzi is also assessing the extension of further certifications.	ATIM At Atim, we adopt a quality approach based on tests performed by CATAS, the leading independent certification body at national and international level for the wood and furniture industry. We subject our products to rigorous testing that assesses their safety, strength and durability over time, in compliance with current technical regulations. This validation process enables us to guarantee customers maximum reliability, ensuring that every component meets the performance standards required by the market and that the finished product is safe and durable in everyday use. We are also assessing the opportunity to embark on a certification pathway for Atim.
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A shared vision

Although the certification pathways of our various business units are not yet completely consistent, we share a vision focused on consolidating and expanding our management systems.

The targets set for 2026 - achievement of ISO 50001 by AS01 and AS02, and ISO 14001 by AS02 - represent a concrete step towards greater integration and increasingly structured management of energy and environmental sustainability at Group level.

06

From supplier
to end customer

Supply chain
Supplier Code of Conduct
Value for the customer





Supply chain

Our supply chain is deeply rooted in Italy. By number, the majority of our suppliers are located in Italy (90.5%), followed by suppliers in other European countries (5.7%) and a residual percentage outside Europe (3.8%).

This geographical concentration represents a strategic strength for our Group for two reasons.

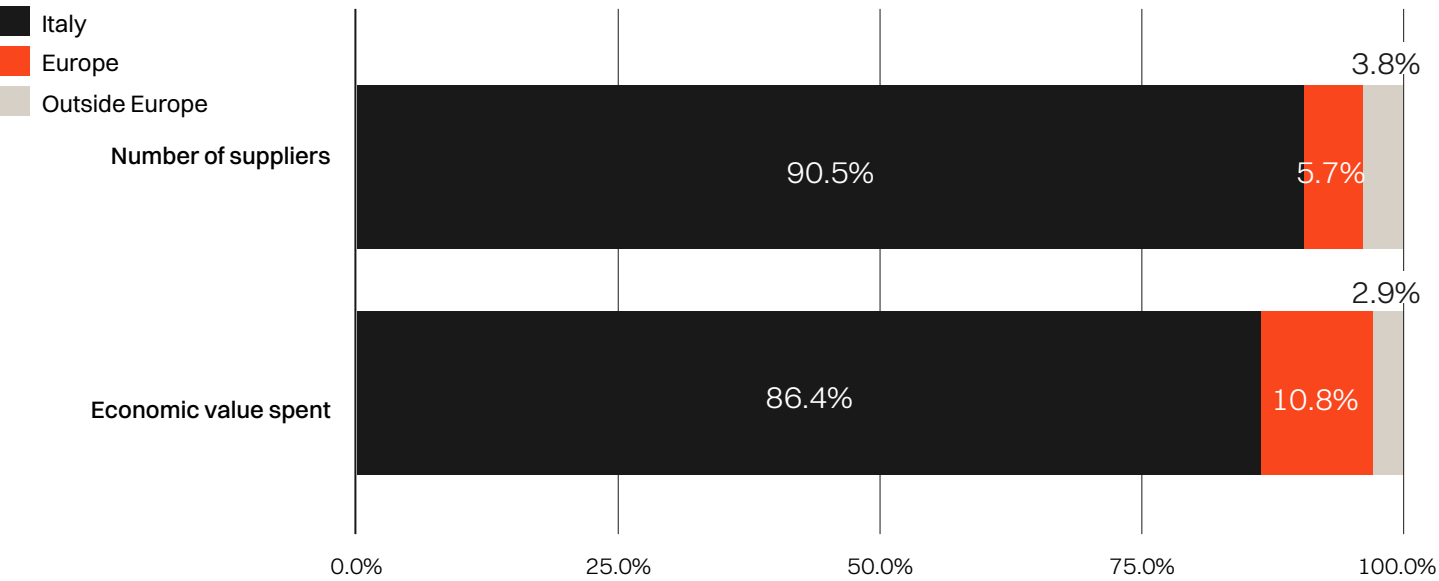
On the one hand, it simplifies the monitoring of ESG performance: having almost all our Tier 1 suppliers within Europe facilitates reporting and the oversight of sustainability performance, because our partners operate within the same regulatory framework. On the other hand, it enables us to enhance the value of the local area in which we operate. Although we serve a global market, we can guarantee that our products and supplies are Italian. Consistently with this model, the economic value allocated to purchasing is concentrated primarily in Italy, followed by Europe, while only 2.9% of the total expenditure incurred in 2025 was directed to suppliers located outside the European Union.

This choice reflects our identity and helps generate economic value in Italy, an achievement of which we are particularly proud.

The geographical concentration of our supply chain represents a strategic advantage: it facilitates ESG oversight, enhances the value of the Italian territory and ensures a predominantly European supply chain, with only 2.9% of the economic value spent in 2025 allocated to suppliers outside the EU.



Suppliers by number and economic value (2025)



We have also categorised the suppliers of both our Italian production plants and our overseas sales subsidiaries.

The main macro-categories from which we source are divided into:

- raw-material suppliers;
- suppliers of production-support materials;
- packaging suppliers;
- service and consultancy providers.

Among these, raw-material suppliers are the macro-category to which the highest economic value was allocated. This category includes suppliers of steel, plastic, zamak and aluminium, followed by suppliers of magnets.

Alongside raw materials, a significant share of our expenditure with suppliers relates to production-support materials, confirming their strategic role in the production process even though they are not raw materials in the strict sense. Within this macro-category, galvanic treatments account for the largest share, followed by small metal components and, at lower percentages, other support materials, rubber, and industrial oils and greases.

This structure reflects the complexity of the Group's production supply chain, which requires a broad range of complementary processes and components to ensure the quality and functionality of finished products. At the same time, it gives us full awareness of the key participants in our value chain. This is a fundamental prerequisite for responsibly managing relationships with business partners and continuing to guarantee, over time, the quality that has always distinguished our products.

We categorise our suppliers by macro-category in order to maintain full awareness of our value chain and manage every business relationship responsibly.

Supplier Code of Conduct

In recent years, the assessment of business partners has taken on an increasingly strategic role for our Group.

Whereas in the past the qualification process focused mainly on the quality of products and services, compliance with regulations and operational reliability, the ESG journey we have undertaken has progressively broadened this approach.

Today, we consider it essential to assess not only what our suppliers provide, but also how they operate, promoting constant attention to environmental, social and ethical impacts throughout the supply chain.

It is in this context that we introduced the Supplier Code of Conduct in 2025. This document represents the first instrument through which we formalise our expectations of business partners and gives concrete effect to the objective set out in our Sustainability Plan of promoting responsible practices throughout the supply chain. The Code applies to all suppliers of goods and services to the Group and defines the principles that must guide the performance of activities throughout our supply chain. We have identified them primarily as follows:

- **integrity and transparency:** in addition to compliance with applicable laws, we require ethical conduct, the protection of data confidentiality, the prevention of corruption, and the use of tools for reporting any non-compliant behaviour;
- **social protection:** we require full respect for human rights and equal opportunities, the prohibition of all forms of discrimination,

We select and engage our suppliers by promoting a shared culture of ethics, sustainability and compliance.



and the guarantee of safe and decent working conditions, extending these principles to sub-suppliers as well;

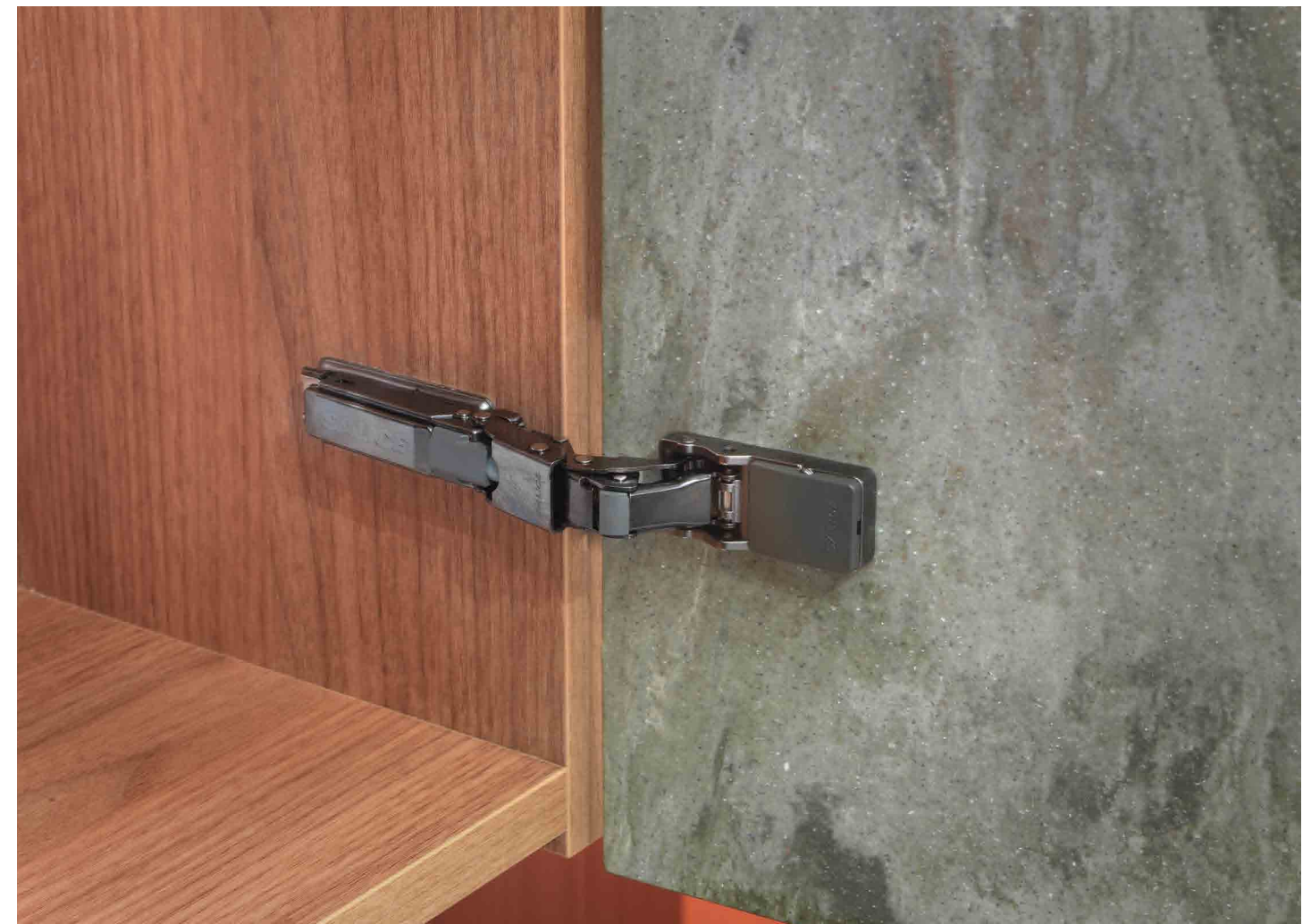
— **environmental responsibility:** we promote the responsible use of natural resources, proper waste management and the adoption of circular-economy solutions, encouraging the development of durable products and the efficient use of raw materials.

Adherence to the Code is a qualifying element in the relationship with our Group, since suppliers that share its principles benefit from preferential consideration in qualification and contract-award processes.

At the same time, we verify compliance with the commitments undertaken through specific monitoring and audit activities. Any violations may lead to corrective measures, the supplier's downgrading or, in the most serious cases, termination of the contractual relationship.

The Supplier Code of Conduct is therefore a fundamental element in the process of making our supply chain more responsible, based on our firm conviction that a sustainable supply chain is essential to creating long-term value.

We build a responsible supply chain, verifying over time compliance with the principles of integrity and protection of people shared with our partners.



Value for the customer

In the context in which we operate, characterised by high quality standards and constantly evolving design requirements, creating value for our customers means offering reliable, safe solutions designed to last over time.

Since our company was founded, quality has been one of its defining characteristics. We develop every product to guarantee high performance, helping improve the functionality, safety and durability of the furniture in which it is installed.

This is accompanied by our constant commitment to innovation, which enables us to offer solutions that combine reliability, design and ease of use, supporting customers as the market evolves. To continue responding effectively to our partners' expectations, we recognise listening as an essential element of the continuous-improvement process.

The opinions and experiences of manufacturers, designers and customers are a valuable source of information for us, both in understanding market trends and in gaining deeper insight into how our products are used in everyday life.

For this reason, we have included strengthening customer-listening tools among our sustainability objectives. This commitment will take concrete form through the enhancement of customer survey activities, the development of existing communication channels and the introduction of new methods for collecting feedback. The objective is to transform the information gathered into tangible support for our innovation, product-development and service-improvement processes, consolidating a growth model in which quality, innovation and dialogue with the market mutually reinforce one another to create long-term value.

Listening to customers is the starting point for innovating, improving our products and creating value over time.



07

Rooted in the local area

Value creation
Connection with the local area
Contribution to the community





Value creation

From the very beginning, we have chosen to keep the heart of our production activities in Italy, investing in the local areas that have accompanied our growth.

This choice has contributed, and continues to contribute today, to generating economic, employment and social benefits for local communities, particularly outside major urban centres, where manufacturing represents a key factor for continuity and development.

Through our plants in Novedrate, Colli al Metauro, Belluno, Settimo Milanese and Trezzano sul Naviglio, we support the local economy by creating stable, skilled employment and helping to preserve and develop technical and manufacturing expertise that represents an important resource for the areas in which we operate. Our presence generates vitality throughout the supply chain, involving suppliers, businesses and other local operators and helping to strengthen the solidity of the area's manufacturing fabric.

Our ability to generate value extends beyond national borders thanks to our sales subsidiaries in the main international markets. These companies, in turn, support local economic development by creating jobs and building lasting business relationships in their respective markets. All of this enables us to combine strong local roots with a global presence.

However, we are aware of the responsibility associated with industrial activities and of the effects we generate on the local area that hosts us and with which we interact in various capacities. For this reason, we have analysed our impacts and defined objectives, summarised in the Sustainability Plan, with the aim of preventing, mitigating and reducing them over time.

Stable employment, active local supply chains and lasting business relationships in international markets: a presence that generates value for the areas in which we operate.

Connection with the local area

Our growth is closely linked to the areas in which we operate.

For this reason, we promote initiatives and partnerships intended to generate value for local communities by supporting education, career guidance and skills development.

Our relationship with the world of education and training is a priority area for us.

We collaborate with schools and universities to bridge the gap between education and employment, offering students concrete opportunities for professional growth.

More specifically, AS01 has worked for years with the Enrico Fermi Technical Institute (ITIS) in Desio through school-to-work programmes for third- and fourth-year students, complemented by a dual apprenticeship programme for final-year

students. In this way, school-based learning and work experience are integrated, fostering the development of professional skills and young people's gradual entry into the world of work. There are also collaborative projects with research bodies and institutions.

In this context, in 2024 and 2025, AS01 obtained funding under Italy's National Recovery and Resilience Plan (PNRR) to launch an acoustic remediation project. Its purpose was to analyse acoustic conditions at the plant and develop mitigation solutions that could potentially also be applied to

other Italian manufacturing facilities. Lastly, still within the field of research and development, a collaboration was launched with a specialised research centre to develop a cyanide-free electroplating bath formulation.

AS02 collaborates with the Fano Technical Institute to promote school-to-work programmes for third- and fourth-year students, facilitating young people's entry into the labour market through the acquisition of professional skills.

Bortoluzzi is also actively engaged in relations with the university and education system.

More specifically, it collaborates with research centres on product and component development and technical analysis.

Confirming our active role in the local economic system, Bortoluzzi and ATIM are members of and participate in the principal business associations in their respective areas, namely Confindustria and Assolombarda.

Through this network of relationships, we help disseminate technical culture, strengthen the link between business and the local area, and support the growth of future generations of professionals.



Contribution to the community

We regard our relationship with local communities as an integral part of the way we do business.

For this reason, we contribute to the development of well-being and of the areas in which we operate by supporting social, healthcare, educational and inclusive initiatives developed synergistically by the Group's various companies, in the knowledge that the value generated by our organisation can extend far beyond economic value.

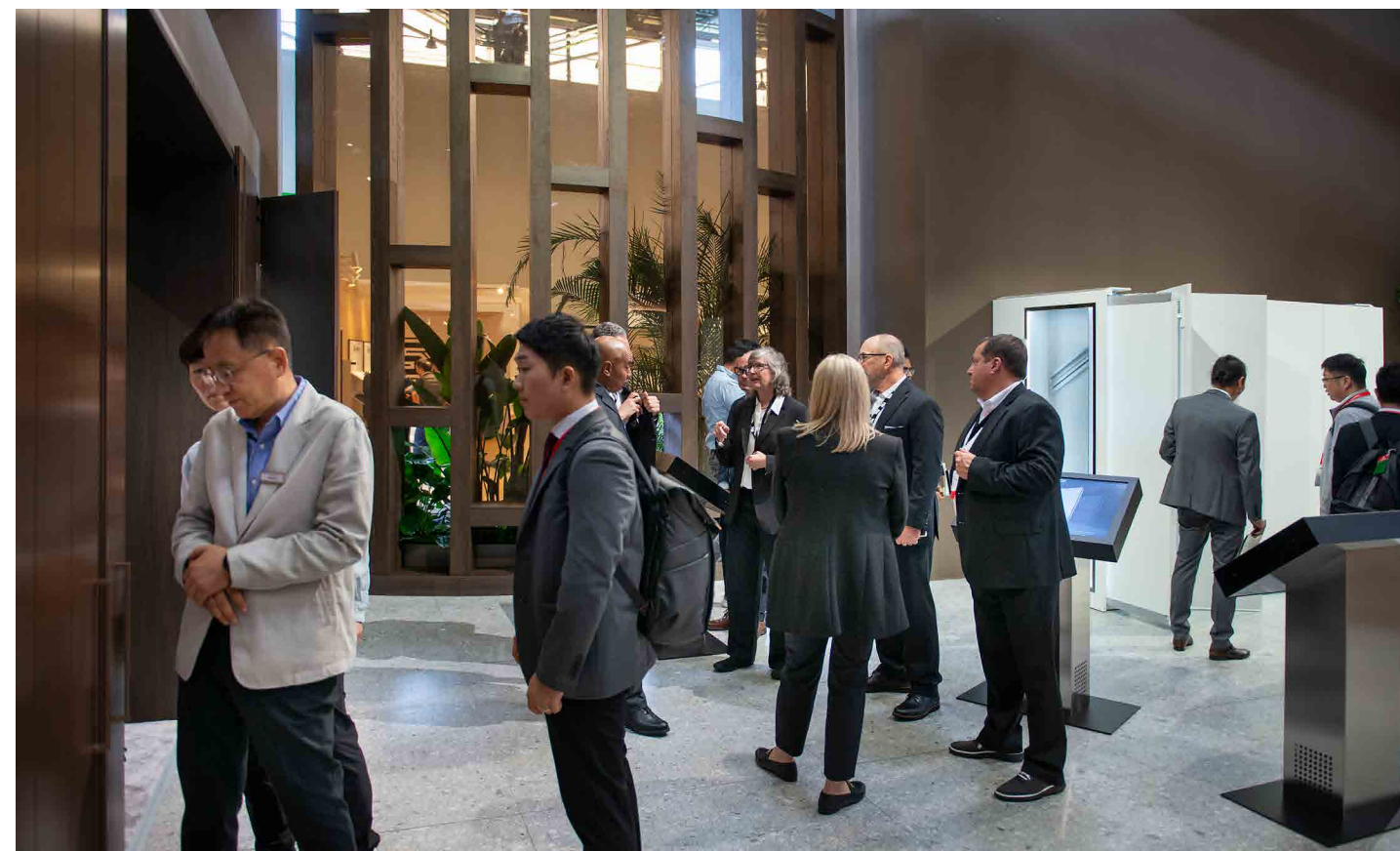
Each Group company contributes in its own way to its specific local community. The most significant activities supported by each manufacturing site are illustrated below.

Since 2024, AS01 has supported the Gulliver Cooperativa Sociale association with donations made on the occasion of the Milan Marathon, supporting social inclusion projects. In addition, in 2024 it collaborated with the Croce Rossa to raise awareness of health and safety issues by providing first-aid courses and training in the use of defibrillators.

AS02 participated in an initiative promoted by the association Progetti del Cuore Benefit S.r.l., contributing to the purchase of an equipped transport vehicle that was subsequently made available to the community to facilitate travel by elderly people and people with disabilities to local healthcare facilities. AS02 also joined the Lower Metauro Valley Sustainable Mobility project, promoted by Confindustria Marche, which led to the adoption of a shared carpooling system among employees of participating companies, with the aim of promoting sustainable home-to-work travel and reducing the environmental impact of corporate mobility.

The Group's other companies also play their part locally: Bortoluzzi works on an ongoing basis with social cooperatives to develop certain components, promoting workplace inclusion and participation. ATIM, meanwhile, supported a local basketball team through fundraising until July 2025, made possible in part by the direct involvement of its employees within the organisation.

First-aid courses, transport for elderly people, workplace inclusion and corporate carpooling: the Group's companies contribute to the well-being of local communities.



08

Data and tables

- Methodological note
- VSME - General information
- VSME - Environment
- VSME - Social
- VSME - Governance



Methodological note

This document is the Salice Group’s first Sustainability Report and reports its environmental, social and governance (ESG) performance for the 2025 financial year, with comparative data relating to the previous financial year, 2024.

Reference standards and reporting scope

The Report has been prepared in accordance with the Voluntary Sustainability Reporting Standard for non-listed micro-, small- and medium-sized undertakings (VSME), developed by EFRAG at the request of the European Commission and adopted as a European Recommendation on 30 July 2025, in accordance with the requirements of the Basic and Comprehensive Modules.

Salice has also chosen to include additional information and metrics in line with the GHG Protocol and the GRI guidelines, in order to provide a more comprehensive and transparent representation of its sustainability performance.

The reporting is prepared on a consolidated basis and covers the Arturo Salice 01, Arturo Salice 02, Bortoluzzi Sistemi and ATIM plants, as well as all overseas sales subsidiaries (Spain, Portugal, France, Germany, United Kingdom, India, China, United States and Canada).

Villes 2000, which joined the Group following the acquisition completed during 2025, is not inclu-

ded in the current reporting scope. Nevertheless, the company is referred to in this document as an entity of the Salice Group. The extension of the reporting scope to Villes 2000, together with the related collection and mapping of data, is planned from the next reporting year.

Reporting period and frequency

The reporting period extends from 1 January 2025 to 31 December 2025, coinciding with the financial reporting year. Publication is planned annually. To facilitate comparability and readability, the indicators in the sustainability section cover a two-year period.

Reporting principles

The document has been prepared in compliance with the principles of relevance, faithful representation, comparability, understandability, verifiability, accuracy, balance, completeness and timeliness. Reporting choices are guided by a double mate-

riality assessment process, which guides the Salice Group’s strategic priorities over the medium to long term.

Methodological notes on data

The accident rate was calculated in accordance with the guidance in VSME disclosure B9, applying the multiplier of 200,000 hours.

DEFRA UK 2025 emission factors were used for Scope 1 emissions; ISPRA 2025 factors and the AIB European Residual Mixes Report 2025 were used respectively for location-based and market-based Scope 2 emissions.

The gender pay gap indicator was determined using the following calculation method:

— Difference based on average hourly remuneration: the indicator is calculated by comparing the average hourly remuneration paid to male employees with that paid to female employees, without applying any weighting based on the number of employees by gender. This is the methodology required for compliance with the VSME standard.

Assurance and contacts

This Sustainability Report has not been subject to assurance by audit firms or external bodies. For information, Salice may be contacted at: info.salice@salice.com.

Working group

The reporting process is coordinated by Marco Rancati, HSE Specialist and the Group’s Internal Sustainability Contact, with the involvement of representatives of the main corporate functions at all sites and of management.

A team of external consultants supports the report’s graphic and communication design, verifies compliance with the applicable standards and coordinates data collection and analysis. The Report incorporates the contents of the 2025-2035 Sustainability Plan.

External consultants

LIITO srl Società Benefit



General information

VSME: B1 - B2 - C1 - C2

REPORT INFORMATION: COMPANY AND REPORTING YEAR

Name of the reporting entity	Arturo Salice S.p.a.	
Identifier of the reporting entity	EU ID	IT00211650130
Currency of monetary values in the report	EUR	
Start year	2025	
Start month	January	
Start day	1 January	
Start date of the reporting period (yyyy-mm-dd)	2025-01-01	
End year	2025	
End month	December	
End day	31 December	
End date of the reporting period (yyyy-mm-dd)	2025-12-31	

INFORMATION ON THE PREVIOUS REPORTING PERIOD

This report contains information reported in the previous reporting period that remains unchanged	No
List of information for which no changes are reported compared with the previous reporting period	N/A
Link to the previous report containing the information that remained unchanged	N/A

B1 - BASIS FOR PREPARATION AND OTHER GENERAL INFORMATION ABOUT THE UNDERTAKING

Basis for preparation (Basic Module or Basic and Comprehensive Modules)	Basic and Comprehensive Modules
List of omitted information considered classified or sensitive	None
Reporting basis (consolidated or individual)	Sustainability Report prepared on a consolidated basis
Legal form of the undertaking	S.p.a.
NACE	- AS01 - AS02: NACE C - 25.62 Manufacture of locks and hinges - BORTOLUZZI: NACE C - 25.62 Manufacture of locks and hinges - ATIM: NACE C - 31.00 Manufacture of furniture - VILLES 2000: NACE C - 25.99 Manufacture of other fabricated metal products n.e.c.

	2024	2025
Balance sheet total (Total assets)	€ 653,421,576	€ 650,599,382
Revenue from sales and services	€ 196,334,153	€ 199,151,704
Number of employees	774	755
Employee-counting methodology	At the end of the reporting period	
Employee-counting methodology	Headcount	
Country of main operations	Italy	

B1 - DISCLOSURE ON SUSTAINABILITY-RELATED CERTIFICATIONS OR LABELS

Has the undertaking obtained sustainability-related certifications or labels?	Yes
Description of the sustainability-related certifications or labels, including, where relevant, the issuing body, date and score/rating obtained	AS01: ISO 9001, ISO 14001, ISO 45001 AS02: ISO 9001, ISO 45001 BORTOLUZZI: ISO 9001, ISO 45001 ATIM: CATAS tests

B1 - LIST OF SUBSIDIARIES

Name	Registered office
Bortoluzzi Sistemi S.p.a.	Via Caduti 14 Settembre 1944, 45 - Belluno (BL)
Nuova Atim S.r.l.	Via Quattro Novembre 52/B, 20019 - Settimo Milanese (MI)
Villes 2000 S.r.l.	Via Castoldi, 6/8, 20090 - Trezzano S/N (MI)
Deutsche Salice G.m.b.H.	Rudolf-Diesel-Str.10 - Neckarwestheim (Germany)
Salice France S.à.r.l.	285 Route de Goa Zac les 3 Moulins - Antibes (France)
Salice España, S.L.U.	C/Aiguafreda 4-Ametlla Park - l'Ametlla del Valles (Spain)
Salice Portugal Unipessoal LDA	Travessa sa e melo 161 FA - 4470-116 Mai (PT)
Salice UK, Ltd.	Kingfisher Way Hinchingsbrooke B.Prk - Huntingdon (GB)
Salice America, Inc.	2123 Crown Centre Drive - Charlotte (U.S.A.)
Salice Canada, Inc.	3500 Ridgeway Drive Unit#1 L5L 0B4 - Mississauga (Canada)
Salice India Private Limited	1001&1002,10TH Floor,centrum - 400604 Mumbai City
Salice Asia, Ltd.	Room 1601, 16th Floor - Wing On Centre 111 Connaught Road Central - Hong Kong

B1 - LIST OF SITES

ID	Address	Postal code	City	Country
1	Via Provinciale Novedratese 10	22060	Novedrate (CO)	Italy
2	Via Aristide Merloni 11	61036	Colli al Metauro (PU)	Italy
3	Via Caduti 14 Settembre 1944, N.45	32100	Belluno (BL)	Italy
4	Via dell'industria, 28	32016	Alpago (BL)	Italy
5	Via IV Novembre 52b	20019	Settimo Milanese (MI)	Italy
6	Via Newton, 23	20019	Settimo Milanese (MI)	Italy
7	Via Gallarata, 40	20019	Settimo Milanese (MI)	Italy
8	Via Gallarata, 42	20019	Settimo Milanese (MI)	Italy
9	Via Castoldi, 6/8	20090	Trezzano sul Naviglio (MI)	Italy
10	Rudolf Diesel Str. 10	D-74382	Neckarwestheim	Germany
11	Verkaufsbüro Nord, Ringstrasse 36/A30-Center	D-32584	Löhne	Germany
12	Kingfisher Way, Hinchingsbrooke Business Park	PE29 6FN	Huntingdon, Cambs	United Kingdom
13	285, Rue de Goa, ZAC Les 3 Moulins	06600	Antibes	France
14	C/ Aiguafreda 4, P.I. Ametlla Park	08480	L'Ametlla del Vallès (Barcelona)	Spain
15	Tv. Sá e Melo 161 FA	4470-116	Maia - Porto	Portugal
16	Via Rota dos Móveis, 399 Gandra (Paredes)	4585-325	Gandra (Paredes)	Portugal

ID	Address	Postal code	City	Country
17	1001 & 1002, 10th Floor Centrum, Plot No. C-3, Opp. Wagle Prabhag Samiti Office, MIDC Area, Wagle Industrial Estate	400604	Thane, Maharashtra	India
18	H. No.181/1, 2, Global Complex, Boriwali Village, Opposite Shangrilla Resort, Bhiwandi	421302	Thane, Maharashtra	India
19	3500 Ridgeway Drive, Unit#1	L5L 0B4	Mississauga, Ontario	Canada
20	2123 Crown Centre Drive	28227	Charlotte, North Carolina	USA
21	11130 Elm Avenue	91730	Rancho Cucamonga, California	USA
22	Room 1601, 16th Floor Wing On Centre 111 Connaught Road Central	-	Hong Kong	China
23	Building 2, No. 100, Songhui Road, QingPu District	201700	Shangai	China
24	Rm 602, 6/F, Tower 1, 3688 Yinggang Dong Road, Qingpu District	201703	Shangai	China
25	Room 1403, Building 25, Energy-Saving Science Park, 555 North Panyu Avenue, Panyu District	511400	Guangzhou	China

B2 - PRACTICES, POLICIES AND FUTURE INITIATIVES FOR THE TRANSITION TOWARDS A MORE SUSTAINABLE ECONOMY

Has the undertaking adopted specific practices, policies and/or future initiatives for the transition towards a more sustainable economy?	Yes
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C2 - DESCRIPTION OF PRACTICES, POLICIES AND FUTURE INITIATIVES FOR THE TRANSITION TOWARDS A MORE SUSTAINABLE ECONOMY

Description of a practice, policy and/or future initiative towards a more sustainable future	Definition of the Sustainability Plan with measurable objectives and an action plan.
Topic	Objective
Climate change	- Calculate Scope 3 GHG emissions - Promote and encourage sustainable mobility - 37% reduction in Scope 1 & 2 GHG emissions - 50% reduction in Scope 2 GHG emissions - Increase resilience to extreme weather events
Pollution	- Reduce the use of hazardous substances in production processes
Circular economy	- Increase awareness of the quantity of recycled material purchased - Reduce plastic materials in packaging - Increase employees' awareness and sensitivity regarding waste reduction and responsible waste management
Own workforce	- Reduce the risk of accidents - Reduce average noise levels in production departments by 2030 - Achieve 20% of hours worked remotely by the eligible population - Increase the number of benefits for employees - Improve the comfort of working environments - Introduce a skills assessment and development programme - Increase training on diversity and inclusion topics

Workers in the value chain	- Promote sustainability among suppliers
Affected communities	- Strengthen the company's social role through volunteering
Customers and end-users	- Improve interaction with customers and understanding of their needs - Strengthen the management of IT risks and ensure the safe, controlled and standardised use of data
Business conduct	- Define ethical rules and principles within the organisation - Increase awareness of sustainability issues - Optimise ESG data collection and reporting - Reduce the company's impact on the planet

Highest-level employee responsible for implementing the policies, if identified by the undertaking	Internal Sustainability Contact
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C1 - STRATEGY: BUSINESS MODEL AND SUSTAINABILITY

Main groups of products and/or services offered	- Hinges - Runners and drawers - Lift systems for flap doors - Sliding systems - Modular system of vertical profiles - Interior wardrobe accessories - Dampers and catches
Main markets in which the undertaking operates (e.g. B2B, wholesale, retail, countries)	B2B
Main business relationships (e.g. key suppliers, customers, distribution channels)	<u>Customers:</u> - hardware distributors and retailers; - furniture and kitchen manufacturers. <u>Distribution channels:</u> - own subsidiaries (Spain, Portugal, France, Germany, England, India, China, United States, Canada); - distributors; - agents; - hardware stores (retail outlets).

Environment

VSME: B3 - B4 - B5 - B6 - B7 - C3 - C4

B3 - BREAKDOWN OF ENERGY CONSUMPTION (IN MWh)

		Purchased electricity	Self-generated electricity	Fuels
2024	Renewable	2,659.8	95.9	0.0
	Non-renewable	18,680.9	0.0	10,446.9
	Total renewable and non-renewable	21,340.6	95.9	10,446.9
2025	Renewable	2,005.5	102.3	0.0
	Non-renewable	17,623.2	0.0	9,840.0
	Total renewable and non-renewable	19,628.7	102.3	9,840.0

B3 - TOTAL ENERGY CONSUMPTION (IN MWh)

	2024	2025
Total energy consumption	31,883.4	29,571.0
Total energy consumption from renewable sources	2,755.9	2,107.8
% from renewable sources out of the total	8.6%	7.1%

B3 - GREENHOUSE GAS EMISSIONS ESTIMATED ACCORDING TO THE GHG PROTOCOL (IN tCO₂eq)

Year (date)	2024	2025
Scope 1 GHG emissions	2,364.0	2,428.9
Scope 2 GHG emissions (location-based)	5,018.9	4,612.6
Scope 2 GHG emissions (market-based)	9,325.8	8,598.4
Total Scope 1 and Scope 2 GHG emissions (location-based)	7,382.9	7,041.5
Total Scope 1 and Scope 2 GHG emissions (market-based)	11,689.8	11,027.3
	2024	2025
Does the undertaking provide entity-specific information on Scope 3 emissions (in tCO ₂ eq)?	Yes	Yes

Scope 3 emissions by category (in tCO ₂ eq)	2024	2025
1. Purchased goods and services	54,485	59,034
3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	1,464	1,311
4. Upstream transportation and distribution	2,129	1,865
5. Waste generated in operations	800	569
6. Business travel	80	54
7. Employee commuting	769	1,250

Scope 3 emissions by category (in tCO ₂ eq)	2024	2025
9. Downstream transportation and distribution	12,226	9,925
12. End-of-life treatment of sold products	415	420
Total Scope 3 GHG emissions	72,368	74,428

C3 - GREENHOUSE GAS (GHG) EMISSIONS REDUCTION TARGETS (IN tCO₂ eq)

Has the undertaking established greenhouse gas (GHG) emissions reduction targets?			Yes
Base year	Target year	Percentage reduction compared with base year	
2024	2029	37%	

C3 - DISCLOSURE OF THE LIST OF MAIN ACTIONS THE ENTITY INTENDS TO TAKE TO ACHIEVE ITS TARGETS

- Purchase 50% renewable electricity covered by a guarantee of origin certificate
- Replace fluorescent lamps with LED lamps in departments not yet equipped with them
- Install automatic light sensors in bathrooms not yet equipped with them
- Install photovoltaic panels on the new car-park canopies

B3 - GREENHOUSE GAS EMISSIONS INTENSITY RELATIVE TO REVENUE (IN tCO₂ eq/€)

	2024	2025
Scope 1 and Scope 2 GHG emissions intensity (location-based)	0.0005005	0.0005220
Scope 1 and Scope 2 GHG emissions intensity (market-based)	0.0005224	0.0005416

B4 - POLLUTION OF AIR, WATER AND SOIL

Is the undertaking already required by law or other national regulations to report its pollutant emissions to the competent authorities, or does it already report them voluntarily under an Environmental Management System?	Yes
Is this disclosure already publicly available?	Yes

Air emissions (kg)

Pollutant	2024	2025
Carbon monoxide (CO)	610.3	750.8
Carbon dioxide (CO ₂)	1,626,813.0	1,518,096.6
Nitrogen oxides (NOx/NO ₂)	1,376.7	1,678.2
Chlorides (total Cl)	9.3	8.3
Polycyclic aromatic hydrocarbons (PAHs)	0.4	0.5
Nickel and compounds (Ni)	2.2	1.2

Air emissions (kg)

Pollutant	2024	2025
Oils/mists	44.3	36.6
PM10 particulate matter	183.2	186.1
Copper and compounds (Cu)	2.1	1.1
Sulphuric acid (SO ₄)	8.1	5.9

Water emissions (kg)

Pollutant	2024	2025*
Chlorides (total Cl)	23,786.2	18,402.0
Nickel and compounds (Ni)	19.6	13.1
Copper and compounds (Cu)	1.9	1.5
Zinc and compounds (Zn)	5.6	10.0
Total nitrogen	1,590.1	927.1
Sulphates	15,754.4	12,323.0
Total organic carbon (TOC) (total C or COD/3)	2,099.6	1,390.1
Boron	23.3	7.8
BOD	1,005.4	700.4

*In 2025, only one electroplating plant was in operation, which is why water emissions decreased.



C3 - TRANSITION PLAN FOR UNDERTAKINGS OPERATING IN HIGH CLIMATE-IMPACT SECTORS

Does the undertaking operate in high-impact sectors?	Yes
Implementation status of the climate change transition plan	In progress
Description of a transition plan for climate change mitigation, including an explanation of how it contributes to reducing greenhouse gas (GHG) emissions	37% reduction in Scope 1 & 2 GHG emissions and 50% reduction in Scope 2 GHG emissions by 2028: - Purchase 50% renewable electricity covered by a guarantee of origin certificate (GO). - Replace fluorescent lamps with LED lamps in departments not yet equipped with them. - Install automatic light sensors in bathrooms not yet equipped with them. - Install photovoltaic panels on the new car-park canopies. Promote and encourage sustainable mobility: - Install charging stations for company cars and employees' private vehicles; - Introduce special discounted rates for employees purchasing hybrid or electric cars for private use. Increase resilience to extreme weather events: - Targeted infrastructure work to ensure the reliability and resilience of the internal distribution network.

B5 - SITES LOCATED IN BIODIVERSITY-SENSITIVE AREAS

Does the undertaking have sites located in or near biodiversity-sensitive areas?	Yes
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Site	Surface area (m²)	Site located in a biodiversity-sensitive area	Site located near a biodiversity-sensitive area
AS01	7,260,000	No	Yes
AS02	14,810,000	No	Yes
BORTOLUZZI	313,840,000	No	Yes
ATIM	370,000	No	Yes

B5 - BIODIVERSITY - LAND USE

square metres (m²)	
Type of land use	Area
Total sealed surface area	253,385
Total nature-oriented area on site	73,392
Total nature-oriented area off site	0
Total land use	326,777

B6 - WATER WITHDRAWAL

	2024	2025
Total quantity of water withdrawn from all sites (cubic metres, m³)	111,379	94,091
Quantity of water withdrawn at sites located in areas of high water stress (cubic metres, m³)	0	0

B6 - WATER CONSUMPTION

	2024	2025
Does the undertaking have production processes that consume significant amounts of water (e.g. thermal-energy processes such as drying or energy production, goods production, agricultural irrigation, etc.)?	Yes	Yes
Water discharges arising from the undertaking's production processes (m³)	86,758	54,697
Total water consumption (m³)*	7,017	10,857

*Water consumed includes evaporated water; water disposed of as waste and irrigation water.

B7 - DESCRIPTION OF CIRCULAR ECONOMY PRINCIPLES

	2024	2025
Does the undertaking apply circular economy principles?	Yes	Yes

Description of how it applies these principles:

- **Design for durability:** components intended for intensive and prolonged use, to reduce the need for replacement and the consumption of raw materials.
- **Responsible waste management:** in 2025, 84.6% of the waste generated was sent for recycling and 94.2% was classified as non-hazardous.
- **Water recovery and recirculation:** at the AS01 plant, an electroplating-water recirculation system recovers up to 40% of process water, alongside demineralisers and closed-loop cooling.
- **Extending circularity to the supply chain:** adoption of the Supplier Code of Conduct (2025) requires business partners to use resources responsibly, manage waste correctly and adopt circular-economy solutions.
- **Circularity objectives in the 2025-2035 Plan:**
 - increase awareness and monitoring of the quantity of recycled material purchased;
 - reduce plastic in packaging;
 - increase employees' awareness of waste reduction.

B7 - WASTE GENERATED

Waste type	Unit of measure	2024	2025
Total hazardous waste generated (mass)	kg	691,775	507,009
Total non-hazardous waste generated (mass)	kg	6,802,088	8,291,609
Total waste generated (mass)	kg	7,493,862	8,798,618

B7 - ANNUAL MASS FLOW OF RELEVANT MATERIALS USED

Does the undertaking operate in a sector that uses significant material flows?	Yes
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			2024	2025
Row ID	Material group	Key material name	Weight (t)	Weight (t)
1	Raw materials	Steel	19,880	21,440
2		Zamak	1,597	1,602
3		Plastic	787	1,504
4		Aluminium	764	903
5	Process materials	Consumables (e.g. electroplating)	955	955
6		Oils and greases	58	163

			2024	2025
Row ID	Material group	Key material name	Weight (t)	Weight (t)
7	Packaging	Paper/cardboard packaging	840	887
8		Plastic packaging	58	58
9		Pallet and/or wood packaging	685	615
10		Metal packaging	2	13
11	Other materials	Magnets	8	8
12		Other	921	141
Total			26,555	28,288

C4 - CLIMATE RISKS

Has the undertaking identified climate-related hazards and climate transition events that generate climate risks for the undertaking?		Yes
Description of climate-related hazards		The undertaking identified climate change as a key risk as part of the context analysis required by its certified management systems. The risk, classified as medium, was considered on an aggregate basis and includes: - reduced availability of natural resources; - supply-chain disruptions due to extreme weather events; - increased energy/regulatory costs; - need for innovation towards more sustainable products and processes; - reputational exposure.
Assessment of exposure and sensitivity		The assessment was conducted for the AS01 and AS02 plants as part of the management review of the ISO management systems, with annual updates.
Time horizon		Short term (within 5 years)

Social

VSME: B8 - B9 - B10 - C5 - C6 - C7

Employee-counting methodology for the following disclosures (number of employees or full-time equivalents - Full Time Equivalent - linked to B1).	Headcount
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Employee-counting methodology for the following disclosures (at the end of the reporting period or as an average over the entire reporting period, linked to B1).	At the end of the reporting period
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B8 - WORKFORCE - GENERAL CHARACTERISTICS
- CONTRACT TYPE

Contract type	2024	2025
Permanent	737	746
Fixed-term	37	9
Total employees (linked to B1)	774	755

B8 - WORKFORCE - GENERAL CHARACTERISTICS
- GENDER

Gender	2024	2025
Male	546	525
Female	228	230
Other	0	0
Not reported	0	0
Total employees (linked to B1)	774	755

B8 - WORKFORCE - GENERAL CHARACTERISTICS
- COUNTRY OF EMPLOYMENT

Does the undertaking operate in more than one country?	Yes	
Country of employment	2024	2025
Italy	632	616
Spain	10	9
Portugal	6	6
Germany	10	11
France	10	8
United Kingdom	8	8
China	17	17
India	18	20
United States	54	51
Canada	9	9
Total employees (linked to B1)	774	755

B8 - WORKFORCE - GENERAL CHARACTERISTICS
- TURNOVER RATE

	2024	2025
Number of employees who left the undertaking during the reporting period	77	68
Number of employees at the beginning of the reporting period	781	774
Number of employees at the end of the reporting period	774	755
Employee turnover rate [%] during the reporting period	9.90%	8.89%

B9 - WORKFORCE - HEALTH AND SAFETY

	2024	2025
Number of recordable work-related accidents during the reporting period	7	18
Total number of hours worked in one year by all employees during the reporting period	1,078,594.0	1,270,456.8
Rate of recordable work-related accidents during the reporting period	1.3	2.8
Number of fatalities resulting from work-related accidents and occupational diseases	0	0

B10 - WORKFORCE - REMUNERATION, COLLECTIVE BARGAINING AND TRAINING

	2024	2025
Employees receive remuneration equal to or higher than the applicable minimum wage, determined directly by national minimum-wage legislation or through a collective bargaining agreement.	Yes	Yes
Percentage pay gap between the undertaking's female and male employees [%]	41.7%	43.2%
Number of employees covered by collective bargaining agreements	774	755
Percentage of employees covered by collective bargaining agreements [%]	100%	100%

B10 - NUMBER OF ANNUAL TRAINING HOURS PER EMPLOYEE

Gender	2024	2025
Male	10.4	14.1
Female	7.2	10.4
Other	0	0
Not reported	0	0
Average number of annual training hours per employee	8.8	12.2

C5 - ADDITIONAL WORKFORCE CHARACTERISTICS

	2024	2025
Number of male employees at executive and managerial level	50	59
Number of female employees at executive and managerial level	5	11
Female-to-male ratio at managerial level during the reporting period	0.10	0.19
Total self-employed workers without employees who work exclusively for the undertaking	1	1
Total temporary workers supplied by undertakings operating mainly in employment-placement activities	96	98

C6 - ADDITIONAL INFORMATION ON THE UNDERTAKING’S OWN WORKFORCE - HUMAN RIGHTS POLICIES AND PROCESSES

	2024	2025
Does the undertaking have a code of conduct or a human rights policy for its own workforce?	No	No
Although the undertaking does not yet have a formalised code of conduct or human rights policy, approximately 87% of the Group's workforce is employed in Italy and other European Union countries, where the national regulatory framework and collective bargaining provide adequate protection of workers' rights. The remaining share is distributed across the USA, Canada, India and China. The undertaking will consider adopting a Group-level human rights policy in the coming reporting years, also in order to standardise protections across the different jurisdictions in which it operates.		
Does the undertaking have a grievance/reporting management mechanism for its own workforce?	Yes	Yes

C7 - SEVERE INCIDENTS WITH NEGATIVE IMPACTS ON HUMAN RIGHTS

	2024	2025
Does the undertaking have confirmed incidents concerning its own workforce?	No	No
Is the undertaking aware of any confirmed incidents involving workers in the value chain, affected communities, consumers and end-users?	No	No



Governance

VSME: B11 - C8 - C9

B11 - CONVICTIONS AND FINES FOR CORRUPTION AND BRIBERY

	2024	2025
Has the undertaking incurred convictions or monetary fines during the reporting period?	No	No
Total number of convictions for violations of anti-corruption and anti-bribery laws	0	0
Total amount of monetary fines for violations of anti-corruption and anti-bribery laws (€)	0	0

C8 - REVENUE FROM CERTAIN ACTIVITIES

Does the undertaking generate revenue from any of the activities listed below?	No
	Amount in €
Revenue derived from controversial weapons (anti-personnel mines, cluster munitions, chemical and biological weapons)	0
Revenue derived from coal	0
Revenue derived from oil	0
Revenue derived from gas	0
Total revenue derived from the fossil-fuel sector (coal, oil and gas), i.e. revenue derived from exploration, extraction, production, processing, storage, refining or distribution, including the transport, storage and trading of fossil fuels as defined in Article 2, point (62), of Regulation (EU) 2018/1999 of the European Parliament and of the Council	0
Revenue derived from the production of chemicals	0

C8 - EXCLUSION FROM REFERENCE BENCHMARKS

Undertakings are excluded from EU benchmarks aligned with the Paris Agreement if they derive:	
1% or more of their revenue from exploration, extraction, distribution or refining of hard coal and lignite	No
10% or more of their revenue from exploration, extraction, distribution or refining of oil fuels	No
50% or more of their revenue from exploration, extraction, production or distribution of gaseous fuels	No
50% or more of their revenue from electricity generation with a greenhouse gas emissions intensity greater than 100 g CO ₂ eq/kWh	No
None of the above	Yes
Undertakings are excluded from any EU reference benchmark aligned with the Paris Agreement	-

C9 - GENDER DIVERSITY RATIO IN THE GOVERNANCE BODY

	2024	2025
Does the undertaking have a governance body?	Yes	Yes
Number of female members of the Board of Directors at the end of the reporting period	0	0
Number of male members of the Board of Directors at the end of the reporting period	4	4
Gender diversity ratio in the governance body	0	0



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