

SUSTAINABILITY REPORT

2025



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Table of Contents

Letter to Stakeholder	4
1. Group Profile	6
1.1 The Group's History	6
1.2 The Group Today	8
1.3 Business Model	14
1.4 Governance	16
1.5 Mission	18
1.6 Vision and Values	19
1.7 Stakeholders	21
2. Approach to Sustainability	26
2.1 Sustainability Report - Methodological Notes	26
2.2 Sustainability Strategies and Materiality Considerations	28
2.3 Objectives	30
3. Economic Responsibility	36
3.1 Innovation	36
3.2 Risk Management	37
3.3 Quality	38
4. Environmental Responsibility	40
4.1 Repur®	42
4.2 Roofing	43
4.3 Flexible Project (S.U.P.E.R.)	43
4.4 Bio-Polyols	44
4.5 Arocore	45
4.6 Butterfly	45
4.7 Glycolysis	46
4.8 Induction	47
4.9 Environmental Impact Reduction Plan	48
4.10 Sustainable Office Building	52
4.11 Construction of a New Sustainable Production Facility	52
4.12 Environmental Sustainability in Day-to-Day Operations	54
5. Social Responsibility	58
5.1 Commitment to the Local Community and the Region	58
5.1.1. AUT? IN!	59
5.1.2 Aqua Stop	59
5.1.3 Participation in and promotion of local charitable initiatives	60
5.2 Commitment to Young People	60
5.3 Collaboration with Parco Lambro	61
5.4 Gender Inclusion and Diversity Project	62
6. Responsibility Toward Employees and Contractors	64
6.1 Commitment to the development and training of its workforce	66
6.2 Commitment to the well-being and safety of its employees	70
6.2.1 Corporate welfare program	70
6.2.2 Medical Prevention and Workplace Safety Program	71
6.2.3 Flexible work schedules	71
6.2.4 Up-to-date work equipment	72
6.2.5 WHP (Workplace Health Promotion) Program	72
6.2.6 Other Initiatives to Support Employees	73
6.3 Supplier Relationship Management	73
6.4 Market Relations	74
6.4.1 Customers	74
6.4.2 Product Safety	75
7. Appendix	78
7.1 Sustainability Highlights 2025	78
7.2 VSME Principles	80
7.3 Sustainable Development Goals (SDGs) - 2030 Agenda	82

Letter to stakeholders



In 2025, **Pozzi Industries Group** reaffirms its presence as an international company with local roots, capable of operating in full accordance with its values and traditions, while constantly keeping pace with the evolution of business and markets, with a focus on the environment, people, local communities, and the context in which we live.

The year 2025 represents another step forward on the path of responsible growth that our Group has chosen to pursue with conviction: an industrial model that combines economic results, innovation, competitiveness, and sustainability.

Operating in our industry today means facing complex challenges, and significant opportunities for transformation. The transition to an increasingly circular economy requires investment, research, collaboration throughout the supply chain, and a long-term vision. In this context, we continue to develop solutions focused on reducing waste, optimizing resources, recovering materials, and continuously improving the environmental performance of our production processes.

For us, sustainability is not merely a strategic objective, but a guiding principle behind every business decision. It means promoting an increasingly efficient use of energy and raw materials, reducing the impact of our operations, and fostering an industrial culture rooted in responsibility, innovation, and continuous improvement.

At the same time, we are convinced that a company's value is also measured by the quality of the relationships it can build. That is why we maintain an ongoing dialogue with local communities, and support initiatives that promote development, inclusion, and shared growth in the areas where we operate. People remain at the heart of our organization. Ensuring health and safety, mutual respect, a spirit of collaboration, ongoing training, and the recognition of skills means creating a work environment that fosters trust, engagement, and well-being.

This **fifth edition of our Sustainability Report** reflects our ongoing commitment to sustainability, aiming to foster trust and reassurance among stakeholders. It details the results we have achieved and outlines the goals we have set for the future. Above all, it represents our desire to transparently share the path we are building together with all our stakeholders: employees, customers, suppliers, institutions, and communities.

Over the course of the year, we have strengthened our commitment to:

- reducing the environmental impact of our sites and production processes;
- managing generational transition;
- safeguarding the health, safety, and well-being of our people;
- maintaining a solid and balanced economic situation, in terms of financial sustainability, to create value for stakeholders without compromising the resources needed for the future.

Among the key milestones achieved and objectives set over the past year, we would like to highlight:

- the implementation of a program to integrate the next generation into the company's operations, to ensure the continuity of the Group's guiding principles;
- the future construction of a new production facility, designed not only to meet energy sustainability goals but also with a view to employee well-being and respect for the surrounding environment;
- the ongoing investment in research and development for products with a lower environmental impact;
- further improving the efficiency of our facilities and processes;
- strengthening our training and safety programs;
- strengthening productive relationships with customers, suppliers, institutions, and local communities;
- consolidating the Group's presence in the U.S. market through our subsidiary Linden Industries, LLC, is contributing to its growth in terms of financial sustainability, strengthening its ability to create long-term value. At the same time, this presence promotes greater energy efficiency by optimizing production and logistics processes and adopting increasingly sustainable solutions.

We recognize that sustainability is a collective challenge. For this reason, we will continue to invest in innovation, commitment, and collaboration, convinced that only through an integrated approach can we create lasting value for the environment, people, and the economy.

With this belief, we continue on our journey, confident that together we can build a better future for today's and tomorrow's generations.

We thank you for the trust you continue to place in us.

Chairman
Angelo Pozzi



1.

Group Profile

1.1

The Group History

// Our history is rooted in a family entrepreneurial tradition that, for over seventy years, has combined industrial vision, social responsibility, and a focus on people.

A journey built on solid values, hard work, innovation, and respect, which has given rise to an identity that can evolve over time without losing sight of its origins.

A wealth of expertise, relationships, and daily commitment that continues to guide our Group, inspiring every decision with the same passion, the same sense of responsibility, and the same confidence in the future /

Our family's history is an example of Italian entrepreneurship that, for over seventy years, has combined vision, continuity, and the capacity for innovation, passing down values and expertise through the generations. The founder of the first plant in the 1950s, my father Alfredo Pozzi, chose as the company name his own surname combined with that of the town where the plant was located—Arosio—demonstrating, from the very beginning, an unbreakable bond with his local community.

Alongside his commitment to developing the industrial business, Alfredo Pozzi served for many years as mayor of the town of Arosio and also acted as a conciliatory judge, always putting his civic spirit at the service of the community.

He also stood by his close friend, Blessed Don Carlo Gnocchi, actively supporting his countless projects aimed at providing care, rehabilitation, and social integration for young people affected by polio and for those who had undergone amputations during the war.

In keeping with the founder's vision, subsequent generations have continued to develop a business model grounded in a strong sense of social responsibility: a company in which employers and employees share a path based on integrity, commitment, and mutual respect.

This project, pursued with determination for decades, has been carried forward, in part, thanks to the contribution of the third generation—in particular, Alfredo Jr., who passed away prematurely, and Walter—who were able to consolidate and strengthen the company's values and culture.

Today, the Group is committed to the gradual integration of the fourth generation, with the goal of ensuring the continuity of the founder's dream—which has become a solid business reality—and of preserving its guiding principles over time.

A significant milestone in the Group's history was the entry into the corporate structure of the Merino family, of Spanish origin, whose contribution—drawing on extensive experience in managing international organizations—has added significant value. This development confirms the Group's natural international orientation, its openness to new markets, and its commitment to building and fostering professional and personal relationships based on trust, collaboration, and shared values.

From this synergy emerged **Pozzi Industries Group**, whose board members are **Walter Pozzi** and **Juan Antonio Merino**.



1.2

The Group today

// We are a Group where knowledge and expertise from across the polyurethane industry come together and converge: chemistry, plant engineering, digital industrial solutions, decoration, and trading. /

More than just a collection of companies, Pozzi Industries Group is a solid and integrated industrial group, born from the synergy of expertise developed in the chemical sector and specialized, over the decades, in the world of polyurethanes. The design of polyurethane systems, the construction of dedicated plants, and constant investment in research and development are the pillars upon which the Group has built its growth.

Deeply rooted in the Brianza region, where it originated, the Group has been able to consolidate stable and sustainable growth over the years, establishing itself as a recognized and valued partner for Italian and international companies.

The story begins in Arosio, in the province of Como, with the founding of the first company, Pozzi-Arosio. In just a few decades, the company embarked on a path of growth that led it to operate in international markets through the opening of numerous production and sales facilities.

In its early years, Pozzi-Arosio manufactured and marketed furniture finishes, becoming a supplier to leading companies in the furniture industry—key players in the growth of “Made in Italy” in the 1970s.

Subsequently, the product range evolved toward highly specialized and customized products and solutions. Thanks in part to collaborations with major industrial companies, including the Montedison Group and Ciba-Geigy, Pozzi-Arosio consolidated its leadership in the polyurethane sector.

The signing of a distribution agreement with one of the leading international chemical companies also enabled the Group to expand its product offering by introducing the sale of epoxy resins intended for the manufacture of molds used in polyurethane systems.

A key milestone in the Group’s growth was the 1980 acquisition of SAIP, a company specializing in the design and construction of polyurethane processing plants for a wide range of industrial applications. The integration of chemical and plant engineering expertise has reinforced Group’s natural focus on research, innovation, and technological development. Today, SAIP is recognized worldwide as one of the leading authorities in the design

and manufacture of plants and dosing machines for polyurethane processing.

In 2011, convinced that innovation stems from collaboration and the sharing of expertise, Pozzi Industries Group, together with Dow Chemical Company, established CE.DE. PA. in Spain—a technology center of excellence dedicated to the development of panel production technologies.

The facility, spanning over 4,000 square meters, houses the world's largest pilot line for the development of continuous panel production processes. The center serves as an international hub for research, experimentation, industrial testing, and technical training, enabling customers to develop and validate new solutions in a highly innovative environment.

In 2013, Pozzi Industries Group was officially established with the goal of uniting the expertise, experience, and excellence of its member companies under a single identity. The Group positions itself as a single point of contact capable of supporting customers at every stage of a project, transforming ideas, needs, and technological challenges into concrete, innovative, and high-value-added solutions.

In 2016, Pozzi Industries Group acquired **Inter Trading**, a company with extensive experience in the trading of isocyanates, polyols, and chemicals, further strengthening its presence in the raw materials supply chain.

At the same time, a corporate reorganization process was launched, leading to the establishment of the Group's current structure, which is now coordinated by the holding company PHF S.r.l.

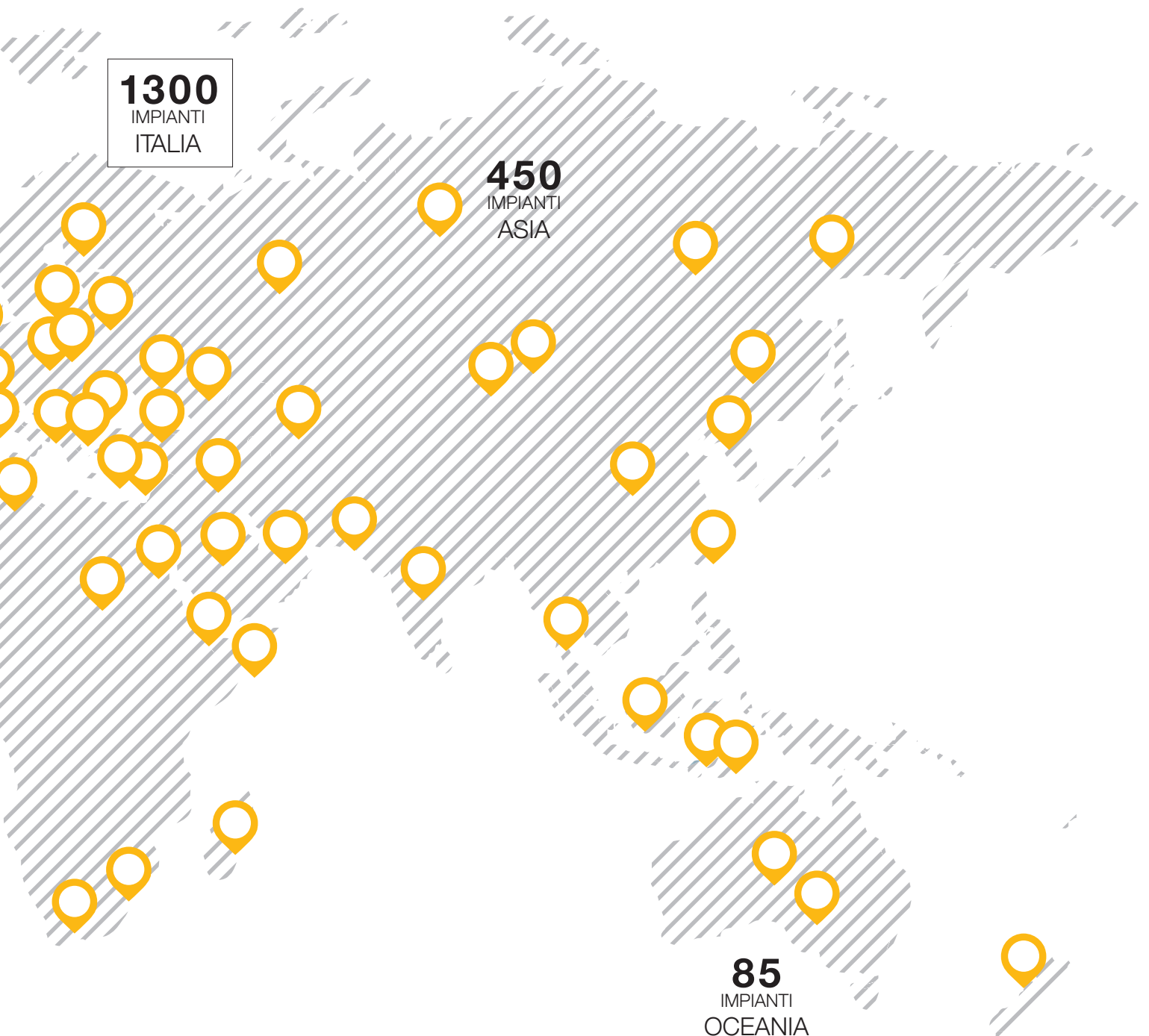
Among its subsidiaries is **IES S.r.l.**, an Italian company specializing in development of solutions for the automation of industrial plants and chemical processes.

In line with its international growth strategy and a well-established culture of collaboration, the Group also established **SAIP North America Inc.**, headquartered in Ohio, to strengthen its presence in the North American market, where it has been operating successfully for many years, offering even more direct support to local customers.

Continuing its internationalization process, in 2024 the Group acquired Linden Industries, LLC, based in Ohio, through its subsidiary Saip North America, Inc. This acquisition, as early as 2025, enabled the Group to expand its presence in the U.S. market and the American market more broadly, extend the scope of our dedicated plant offerings while providing customers with greater efficiency in after-sales service and maintenance.

Pozzi Industries Group's Global Footprint





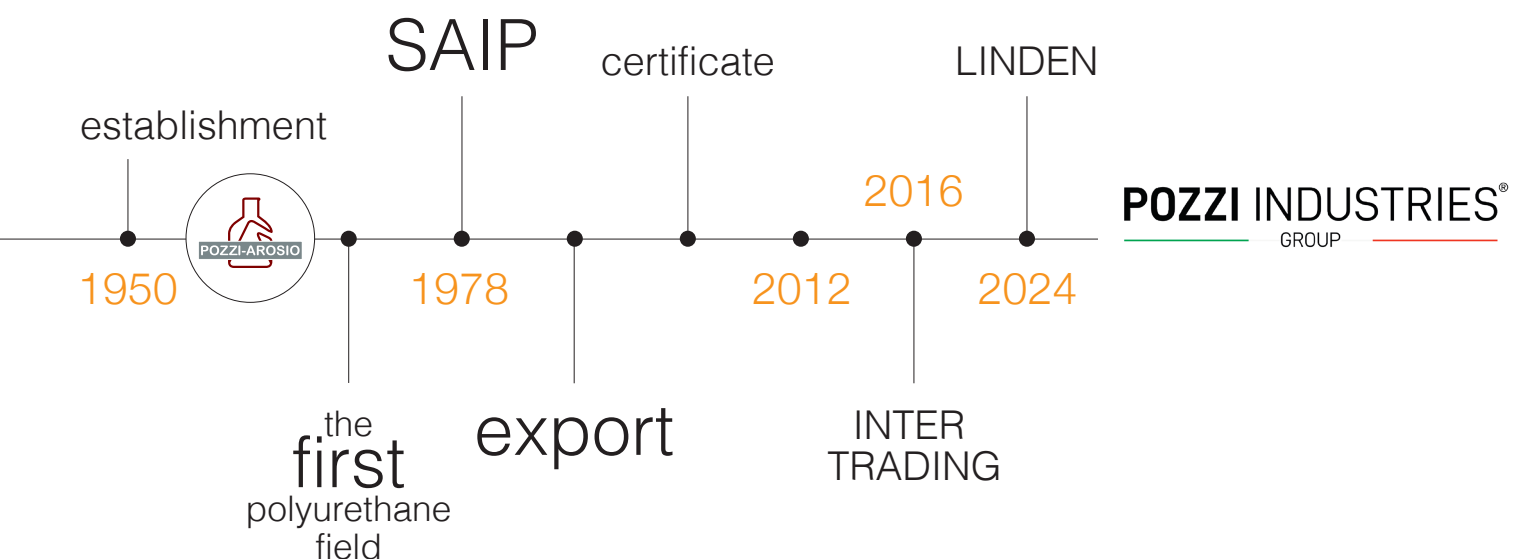
Today, each company within the Group represents a highly specialized center of expertise. The integration of their respective experiences enables the **Pozzi Industries Group** to position itself as a global partner in the development of polyurethane technologies, plants, and systems, helping to spread the excellence of “Made in Italy” worldwide.

In line with its commitment to continuous technological innovation and sustainable industrial development, SAIP S.r.l. has also acquired a stake in the innovative start-up Enlive Automation S.r.l., established to design, develop, and market high-tech solutions dedicated to the automation and digitization of industrial processes.

The company develops products, services, and IT systems for a wide range of manufacturing sectors and is engaged in the implementation of the Butterfly project, which will be discussed in greater detail in the following pages.

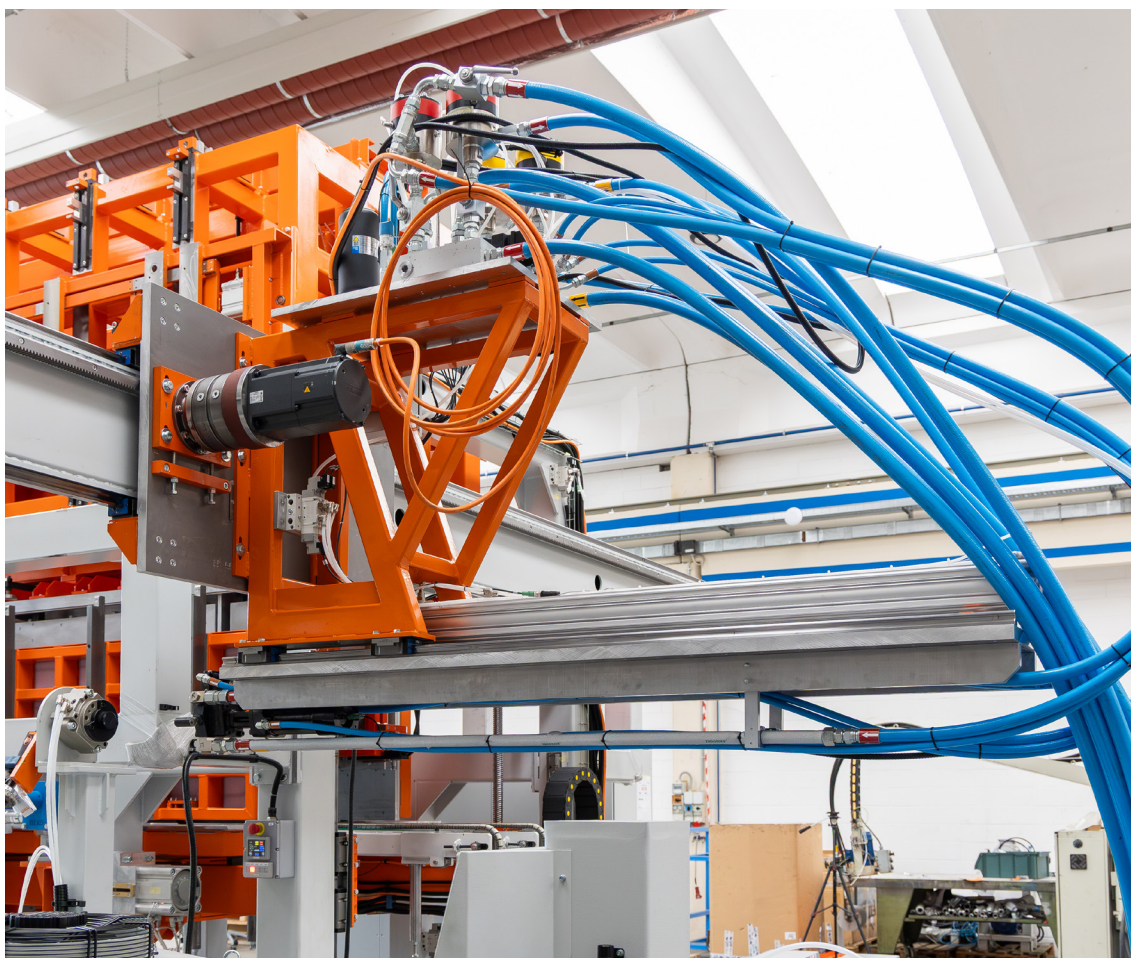
As a testament to its commitment to enhancing and protecting the legacy built over more than seventy years of operation, the Group recently registered the “**POZZI**” trademark both nationally and internationally, thereby strengthening the recognition of its identity and the values it represents in markets around the world.

Sustainability is a central issue for the Group; in fact, in 2025, with the goal of expanding its energy efficiency policy across its companies, a process was launched to transfer technology from SAIP to its other subsidiaries.



Financial Dimensions

Currency	2023	2024	2025
Turnover	56.119.775	61.763.178	57.506.111
EBIT	4.926.189	5.000.884	4.574.679
Net Income	5.911.388	5.880.297	4.249.634
Financial expenses	17.761	29.757	88.275
Equity	19.757.671	23.216.247	27.619.592
of which paid-in capital	1.817.800	1.817.800	1.817.800
Non-current assets (net)	1.354.980	3.393.222	6.884.387
Cash and cash equivalents	15.602.008	17.128.189	22.709.579
Total assets	49.204.571	55.612.463	65.736.041
Financial debt	1.037.484	1.465.262	2.242.117
Accounts payable	21.158.298	21.037.265	24.349.179
Headcount	74	74	110



1.5 Business Model

The Group's business model is based on the integration of expertise and specialized knowledge across the entire polyurethane industry supply chain: chemistry, plant design and construction, industrial and digital solutions, decoration, and international trading.

This combination is a distinctive feature that enables the Group to develop products and technologies tailored to customer needs, positioning itself as a single point of contact capable of providing all the strategic components of the system: machinery, products, technologies, know-how, support, expertise, and resources. The chemical component forms the technological core of the Group. Through research, formulation, and development of innovative polyurethane systems, the Group is able to meet market demands in terms of product performance, quality, safety, and sustainability. At the same time, its experience in the design and construction of production facilities enables it to develop efficient, flexible solutions focused on optimizing energy consumption and resource use.

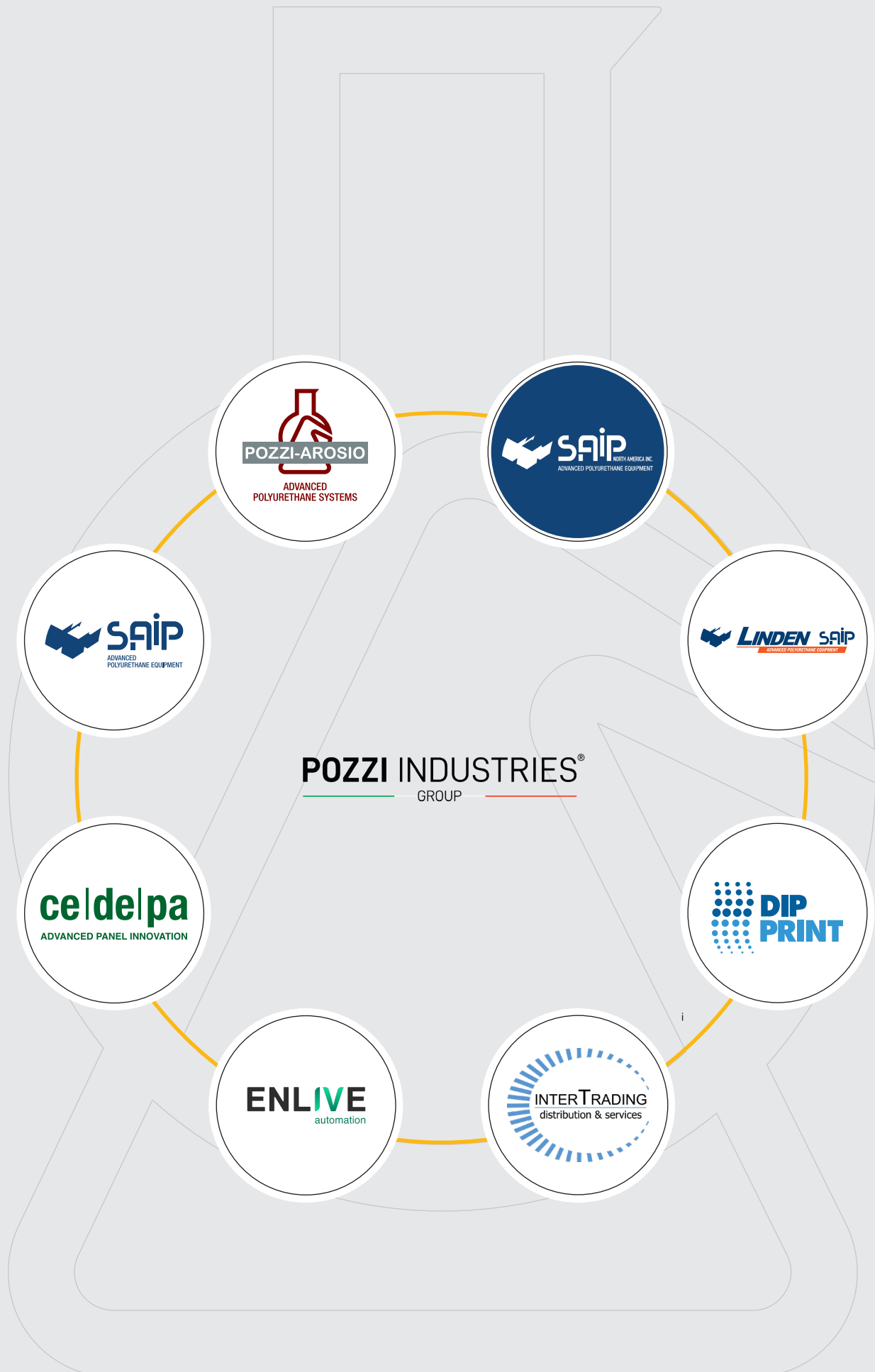
The integration of industrial and digital solutions represents a further driver of innovation. Automation, process monitoring, data collection and analysis, and advanced production performance control systems make it possible to improve operational efficiency, the ergonomics of work processes, and our customers' competitiveness.

These capabilities are complemented by expertise in industrial decoration, a field in which the Group combines functionality, aesthetics, and customization options, helping to increase the perceived value of products and meet the diverse application needs of its target markets.

The business model is rounded out by international trading activities, which strengthen the Group's presence in global markets, facilitate access to strategic raw materials—including solutions with a lower environmental impact—and consolidate long-term commercial relationships with customers and partners worldwide.

The synergy among these areas of expertise enables the Group to adopt an integrated, dynamic industrial model focused on continuous innovation, capable of generating sustainable value for customers, employees, local communities, and stakeholders.

Through investments in research and development, digitalization, the circular economy, and the development of its people, the Group pursues responsible growth, contributing to the sustainable evolution of the polyurethane industry and the sectors in which it operates.



1.4 Governance

// The development of integrated and effective sustainability initiatives is based on a solid, efficient, and transparent governance structure capable of ensuring value creation over time /

The Group has strong ties to the Pozzi family and is now in its third generation of entrepreneurs. Governance therefore retains a strong family focus and is based on a centralized decision-making model, supported by specialized operational and technical functions.

The Group companies operate under a management model entrusted to a Board of Directors, which is granted broad powers for strategic direction and management oversight. Management oversight and auditing activities are carried out by statutory auditors and/or independent auditors, in compliance with applicable regulations.

To support its sustainable development efforts, the Group has established a working group dedicated to **ethics** and **sustainability**, composed of members of the Board of Directors, representatives of the fourth generation of the family, and internal operational staff with specialized expertise. The Committee defines strategic guidelines and monitors procedures aimed at achieving economic, social, and environmental objectives, ensuring alignment between the corporate strategy and the principles of sustainability. Through its work, it ensures that decisions are made in a responsible and inclusive manner, consistent with the Group's values, contributing to the creation of long-term value for all stakeholders.

A key issue for the Group's future is **generational transition**. The new generation is, in fact, the main factor ensuring the continuity of the family business. For this reason, with the support of specialized consultants, the *Next Generation* project was launched in 2021—an ongoing initiative aimed at facilitating the gradual integration of younger family members into the Group's companies. In 2025, the project reached a significant milestone with the operational integration of several members of the fourth generation.

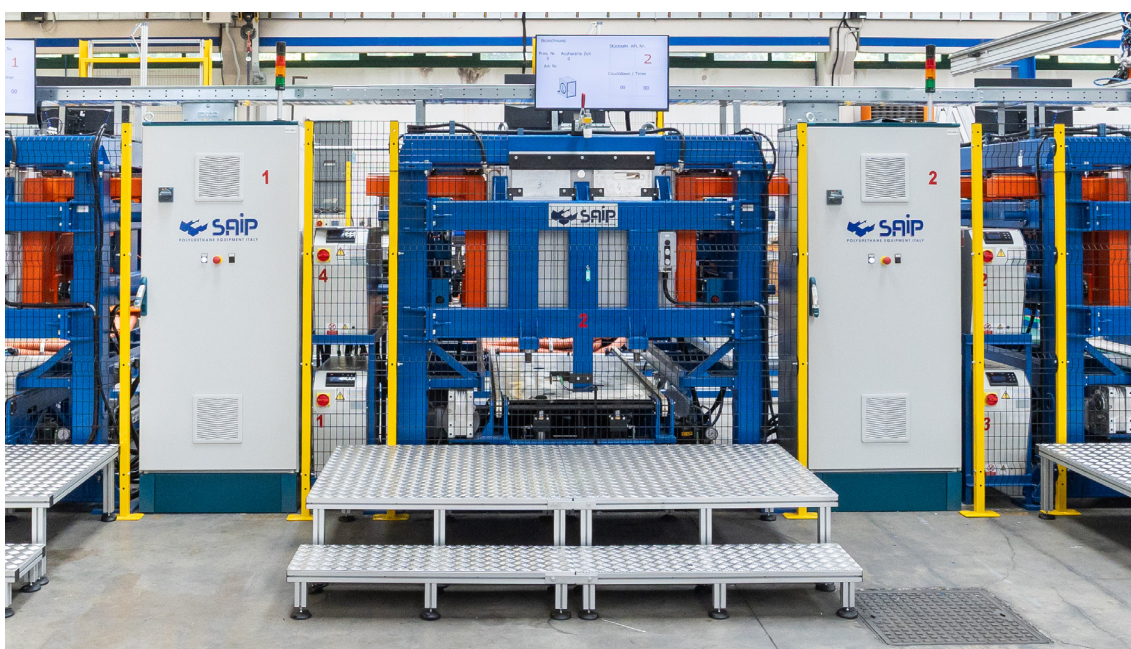
The project is divided into three main phases: engaging and inspiring, exploring and deepening, and guiding and supporting. The goal is to understand the aspirations, skills, and potential of the new generations, identifying the roles they can fill within the Group's companies and the most appropriate tools to support them the path of growth and preparation for the upcoming generational transition.

With this in mind, members of the fourth generation are becoming increasingly actively involved in the Group's sustainability initiatives and strategies, including the preparation of this Sustainability Report. The Group's growing organizational complexity—characterized by the presence of several family units—has also made it necessary to strengthen coordination among the entrepreneurial families. To this end, the **Council of Families** was established in 2023; the name was deliberately chosen in the plural to highlight the participation of the various family units.

The Board meets four times a year and includes two representatives from the fourth generation, selected through an annual rotation system, in order to foster the gradual involvement of young people in the company's operations. This body provides an important opportunity to learn about the Group's operations and allows for the progressive evaluation of their future integration into operational and governance roles.

In 2024, work began on drafting the **Family Agreement**, developed with the involvement of representatives from the fourth generation and currently nearing completion.

The Agreement aims to safeguard the Group's continuity and stability, preserving the interests of all stakeholders while offering the younger generations the opportunity to contribute to the direct management of the family businesses, thereby leveraging their skills, aptitudes, and aspirations.



1.5

Mission

// Our mission is to create value responsibly by offering high-quality products and services focused on the environment and sustainable development that contribute to the efficiency and safety of our customers and to the protection of the communities in which we operate //

The Group's companies operate in the polyurethane sector, developing, manufacturing, and marketing two-component polyurethane systems for a wide range of applications. As key players in this industrial sector, we are aware of our responsibility to ensure high standards of product quality and safety and to reduce environmental impacts throughout the entire life cycle, from the sourcing of raw materials to the final destination.

The Group's operations are based on a set of shared values that guide our strategic and operational decisions: integrity, transparency, respect for people, innovation, and responsibility. These principles serve as the foundation for conducting business and for building strong, lasting relationships with customers, suppliers, employees, and all other stakeholders.

In line with these values, the Group promotes a sustainability-oriented development model, striving for continuous improvement in its environmental, social, and governance performance. This commitment translates into the gradual reduction of the environmental impact of production processes, the development of human capital, and the adoption of management practices aligned with the principles of the VSME standard and corporate sustainability. The corporate culture is based on listening, dialogue, and collaboration, fostering an inclusive, equitable work environment focused on personal growth. The development of skills, organizational well-being, and the active involvement of employees are essential elements for achieving the company's objectives.

Integrating sustainability principles into the Group's strategy represents a concrete, long-term commitment. The goal is to create lasting value for all stakeholders by combining competitiveness, innovation, and responsibility, so that every decision helps generate benefits for people, the local community, and future generations.

1.6 Vision and Values

We believe in a long-term, sustainable growth model capable of creating shared value for customers, employees, partners, and the local community. Our vision is one in which economic competitiveness is integrated with environmental protection, social responsibility, and the empowerment of people, contributing to the well-being of communities and future generations.

// Our vision is to be a benchmark in our industry for quality, reliability, and a commitment to sustainability, promoting responsible industrial development that combines innovation, production efficiency, and respect for the environment. /

In this journey, sustainability is not merely a goal but a strategic lever that guides the way we do business. We recognize that global challenges require ambitious, shared responses capable of generating long-term value. For this reason, our commitment extends beyond short-term results, driven by the desire to contribute to building a more equitable, resilient, and regenerative economic model.

We invest in continuity with an eye toward future generations and view the prosperity generated by the Group as the means through which to strengthen our commitments to people, the local community, and all stakeholders.

Our size allows us to combine the rigor of our production processes with the flexibility and agility typical of a dynamic organization. This balance is a distinctive feature recognized by our clients, who see in our work: a human touch in our relationships, creativity in our solutions, balance in our decisions, and reliability in our execution. Our corporate culture is based on **four core values**, which guide our daily decisions and define how we collaborate, innovate, and build lasting relationships.



Expertise

We believe that expertise is essential for both individual and collective growth. For this reason, we promote the continuous development of professional knowledge and skills, recognizing that knowledge must be constantly nurtured and updated to maintain its value over time.

We encourage the sharing of experiences and knowledge within the Group, so that individual expertise can be transformed into a collective resource capable of generating greater value.

We recognize the importance of an open and innovative approach, in which intuition and creativity are seamlessly integrated with rational analysis, technical expertise, and the insight gained through experience.

We consider the recognition of merit to be a fundamental element in fostering motivation, professional development, and organizational well-being. For this reason, we encourage the pursuit of excellence in behavior, processes, and operational methods.



Belonging

We identify with a shared identity that defines our style and the way we work. We build relationships based on trust, mutual respect, and transparency, striving to ensure that our communication is clear, responsible, and collaborative. We value discussion as an opportunity for growth and address differences through open dialogue, active listening, and the search for shared solutions.

We practice active listening, making room for others' opinions and avoiding hasty judgments that might limit people's contributions.

We are part of a close-knit and collaborative team, aware that individual and collective well-being are closely linked and represent an essential condition for achieving meaningful results.



Responsibility

We act by taking full responsibility for our actions and decisions, operating with common sense, autonomy, and a spirit of initiative to contribute to the smooth functioning of the organization.

We pay close attention to the results of our work, ensuring that every action generates value greater than the resources used to achieve it. We maintain an ambitious vision of the future, combining it with practicality and pragmatism to build stable and lasting growth. Our ambition is to foster shared prosperity through the success of the people, organizations, and communities with whom we interact.

We tackle challenges with determination and perseverance, caring for what we create with the same rigor, attention, and sensitivity that we apply to our personal interests.



Balance

Our decisions are guided by the principles of integrity, transparency, and accountability. We operate in a consistent, traceable, and ethically sound manner, in compliance with the rules and responsibilities that each of us is called upon to fulfill within the Group.

We act with a sense of duty and the awareness that we are contributing to a shared endeavor in which each person's behavior contributes to the collective well-being.

We foster relationships based on respect, fairness, and consideration for others, adopting a balanced and collaborative approach that promotes the integration of people from different ethnic backgrounds and religious traditions. We encourage the prompt resolution of misunderstandings and reject behaviors that could undermine mutual trust.

We view the Group's reputation as an asset to be safeguarded every day, and we operate with integrity, consistency, and responsibility to preserve it over time.

1.7 Stakeholder

// Open, transparent, and ongoing communication with our stakeholders is a fundamental element for fostering collaboration, strengthening mutual understanding, and promoting active involvement in defining the Group's sustainability strategies and decision-making processes //

The Group recognizes the value of continuous, transparent, and structured dialogue with its stakeholders, considering it essential for building relationships of trust, understanding the expectations of various stakeholders, and guiding strategic decisions in a responsible and inclusive manner.

This participatory approach makes it possible to identify key sustainability priorities, support the development of a materiality analysis on the issues most relevant to the Group and its stakeholders, continuously improve its actions, and contribute to the creation of shared value.

The key stakeholders identified by the Group are:

Employees, managers, and contractors

People are at the heart of the Group's human capital development policies. The Group devotes particular attention to occupational

health and safety, technical training, professional growth, and the development of skills and talents. Collaborators are an active part of the corporate culture and contribute directly to the achievement of the Group's economic, social, and environmental objectives.

Suppliers

Suppliers are a fundamental part of the supply chain and play a significant role in the Group's sustainability journey. The Group fosters relationships with them based on criteria of quality, reliability, safety, traceability, and environmental responsibility, with the goal of extending sustainability principles throughout the entire supply chain. In this context, the Group promotes partnerships aimed at ensuring greater attention to the compliance and sustainability of the materials used in production processes. For example, a partnership has been established with a supplier to obtain REACH certification for certain non-European products intended for use in production activities.

Customers

Customers operate in various sectors and are key partners in the development of innovative and sustainable solutions. The Group is committed to providing products that meet high standards of quality and safety, accompanied by ongoing customer support and a constant focus on market needs, including those related to energy efficiency and the reduction of environmental impact throughout the products' life cycle.

Local Communities

Local communities are key stakeholders when it comes to the environmental, employment, and social impacts generated by the Group's activities in the region. The Group is committed to maintaining an open and constructive relationship with the communities in which it operates, supporting social, educational, and environmental initiatives and working to minimize the impacts resulting from its production activities.

Partners, industry associations, research organizations, consortia, and universities

Collaboration with qualified external partners is a strategic element for promoting sustainable innovation, the development of new solutions, and the search for materials with a lower environmental impact, such as recycled polyurethanes or those derived from renewable sources.

These partnerships also foster knowledge sharing and the adoption of innovative technologies.

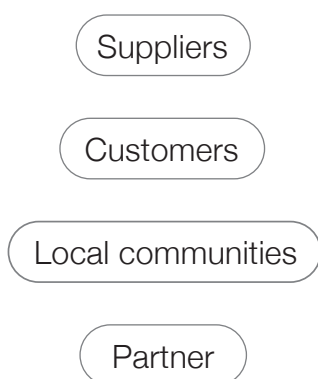
Regulatory bodies and public authorities

The Group maintains ongoing relationships with regulatory bodies and public authorities, operating in full compliance with applicable regulations regarding the environment, industrial safety, and chemical management. Engagement with these stakeholders helps ensure regulatory compliance and the adequacy of business processes.

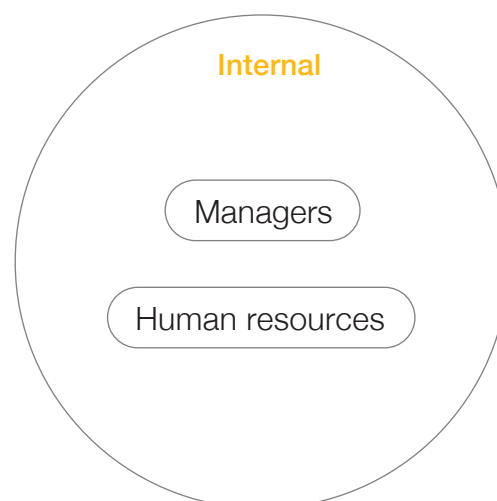
Financial institutions

Financial institutions are key stakeholders in the Group's sustainable growth journey. They are paying increasing attention to the transparency of ESG objectives, the management of environmental and social risks, and the robustness of the business model adopted. The Group is committed to providing clear and reliable information to support a relationship based on trust and transparency.

External



Internal



Ongoing engagement with stakeholders enables the Group to understand their needs, expectations, and opportunities for improvement, fostering more informed decision-making processes that align with the principles of the VSME standard.

The Group is committed to developing and maintaining relationships based on transparency, fairness, and reliability, promoting the creation of shared value over time and integrating a constant focus on environmental, social, and organizational aspects into its activities.







Approach to Sustainability

// Our approach to corporate reporting has gradually moved beyond a purely accounting-based framework to embrace a comprehensive form of communication grounded in the integration of economic and financial performance with environmental, social, and governance impacts /

2.1 Sustainability Report: Methodological Notes

This voluntary report has been prepared in accordance with Directive 2022/2024/EU –known as the CSRD—which was transposed into Italian law by Decree-Law 125/2024. It draws on the VSME (Voluntary Sustainability Reporting Standards for Non-Listed SMEs) principles, integrated with the GRI (Global Reporting Initiative) standards, using an approach proportionate to the company's size and focused on certain material issues.

The scope of the Sustainability Report covers all Group companies and activities carried out through December 31, 2025, integrating traditional economic and financial information with environmental and social indicators to enable an assessment of the overall impact. Please note that some data are estimates in the absence of advanced measurement systems.



The process of preparing our Sustainability Report is based on the following principles:

- a. Inclusivity:** the report covers all Group companies and operating units and aims to take stakeholder needs into account as much as possible, seeking to ensure a comprehensive and representative overview.
- b. Relevance:** The topics addressed were selected based on their importance to the organization and its stakeholders.
- c. Completeness:** The report aims to provide complete and accurate information, covering all significant topics and using reliable data.
- d. Transparency:** The goal is to prepare a clear and understandable report to share relevant information in an open and accessible manner.
- e. Comparability:** A consistent format is used over time, allowing for comparability of the reported information and facilitating the analysis of performance over the years.

The document, which is published annually, was, as always, approved by company management.

The reporting process was accompanied by a materiality analysis conducted with the involvement of some of the key internal and external stakeholders (employees, suppliers, customers), in order to identify the sustainability issues most significant to the company and the context in which it operates.

The GRI standards on which the Report is based are:

- **Core Standards** (GRI 1 – Reporting Principles, GRI 2 – General Information, GRI 3 – Material Topics);
- **Economic Standards** (GRI 201 – Economic Performance; GRI 202 – Market Presence; GRI 204 – Procurement Practices);

- **Environmental standards** (GRI 301 – Materials; GRI 302 – Energy; GRI 305 – Emissions; GRI 306 – Water Discharges and Waste; GRI 307 – Environmental Compliance);
- **Social Standards** (GRI 401 – Employment; GRI 402 – Labor-Management Relations; GRI 403 – Occupational Health and occupational safety, GRI 404 – Training and Education, GRI 405 – Diversity and Equal Opportunity, GRI 406 – Non-Discrimination, GRI 413 – Local Communities, GRI 419 – Socio-Economic Compliance).



This document serves as a communication tool for all stakeholders, aimed at illustrating the commitments made, the results achieved, and future goals in the ESG (Environmental, Social, Governance) area, with a particular focus on the impacts associated with the production and use of polyurethane.

The goal for the coming years is to further enhance the quality of reporting, embarking on a path toward ever-greater alignment with the new standards required at the European level as well.

2.2 Sustainability Strategies and Materiality

For the Group, sustainability is not merely a strategic objective, but a **guiding principle for every business decision**.

In line with the principles of the VSME framework, the Group promotes a pragmatic approach to managing sustainability issues—one that is proportionate to the size of its companies and focused on continuous improvement.

The guiding philosophy of the Pozzi Industries Group's sustainability strategy is:

// investing in sustainability to create value over time //

We are convinced that sustainability is not a destination but a journey, and that by adopting sustainable and responsible practices, we can achieve **strategic goals** such as:

A green reputation built over time

A solid, sustainable corporate reputation improves relationships with stakeholders directly involved in the business process:

- better human resources management;
- better relationships with customers and suppliers;
- better relationships with lenders, institutions, local communities, and other organizations.

Lower employee turnover

The adoption of a sustainability strategy and its disclosure in the annual financial statements is a process that also involves the employees of the Group's companies; this process fosters a positive work environment, boosts employee motivation, and strengthens organizational loyalty unique and attracts new talent.

Reduction of operating costs

Setting sustainability goals enables continuous monitoring and improvement of performance, leading to a reduction in operating costs.

More efficient risk management

By focusing on social, environmental, and governance risks, the ability to identify threats is enhanced, thereby improving operational effectiveness and efficiency.

Creating Value in the Local Community

Engaging other companies in the local community to raise awareness of sustainability values brings benefits to all stakeholders operating there.

Sustainability strategies are deeply embedded in the Group's culture, support the company's decision-making process, and are reinforced by a constant commitment to innovation and the continuous improvement of sustainable performance.

The main challenges the Group faces generally fall within the action plan of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), with its strategy on achieving:

- 3. Good Health and Well-being
- 4. Quality Education
- 5. Gender equality
- 7. Clean and Affordable Energy
- 8. Decent work and economic growth
- 9. Business, Innovation, and Infrastructure
- 12. Responsible Consumption and Production
- 17. Partnerships for the Goals.



2.5 Goals

// The Group's core values reflect our commitment to integrating sustainability into every aspect of our actions and to guiding our stakeholders toward change for a more sustainable future //

In pursuit of a responsible and sustainable development model, the Group has defined a series of strategic goals that guide its activities over the medium to long term and represent its priorities in the environmental, social, and governance areas.

Key commitments include improving energy efficiency and progressively reducing the environmental impacts of sites and production processes, managing generational transition, reducing CO₂ emissions, the responsible use of resources, promoting diversity and inclusion within the organization, and strengthening relationships with all stakeholders based on the principles of ethics, transparency, and fairness.

The Group monitors progress toward its objectives through specific indicators (KPIs) and dedicated operational programs, with the aim of ensuring a concrete link between strategic directions, operational activities, and results achieved.

The approach adopted is based on the principle of continuous improvement, recognizing that clear, measurable, and shared objectives form the foundation for generating lasting value for the environment, people, and the communities in which the Group operates. Sustainability objectives include:

- *Innovazione sostenibile*: ci impegniamo a promuovere l'innovazione come motore per lo sviluppo di soluzioni sostenibili che creino valore per i nostri clienti e riducano l'impatto ambientale delle nostre operazioni;
- *Sustainable innovation*: We are committed to promoting innovation as a driver for the development of sustainable solutions that create value for our customers and reduce the environmental impact of our operations;
- *Environmental Responsibility*: We are committed to minimizing the environmental impact of our production sites and operations by adopting sustainable practices and technologies and reducing pollutant emissions;
- *Ensuring the Long-Term Continuity of the Group's Guiding Principles and Values*: We manage generational transition with the utmost care, striving to guide the new generation in choosing their roles within the Group;
- *Community engagement*: We actively support the communities where we operate, striving to make a positive impact through social initiatives and investments aimed at improving social well-being and education;
- *Diversity and inclusion*: We value diversity and promote an inclusive work environment where every individual is respected, supported, and has the opportunity to fully develop their potential;
- *Economic and Financial Responsibility*: We recognize the importance of responsible financial management and the creation of shared value for all stakeholders, ensuring the long-term economic sustainability of our company.

These values form the foundation of our commitment to sustainability and guide us in pursuing our mission to create a lasting positive impact on people and the planet.

Economic Well-being and Continuity of Corporate Values	Responsible production and consumption	Respect for and collaboration with the system	People's well-being
Commercial and economic growth and financial stability	reduction of CO ₂ emissions	commitment to and support for local businesses	health and safety
Research and innovation focused primarily on sustainable solutions	Waste management and recycling	active role in the community through the promotion of socially meaningful initiatives	health and safety
managing the integration of the younger generation into the Group's operational roles	energy efficiency in production processes	promotion of innovative sustainable solutions, even in sectors that, to date, do not currently require them	decent work
	use of renewable energy	transparency and accountability	promotion of diversity and inclusion
	Responsible use of resources	Commitment to customers and suppliers	stakeholder engagement
	Development of work sites with energy and environmental sustainability goals	Strengthening the company's image	creating workplaces that also promote employee well-being
	sustainable supply chain management (sustainability criteria in supplier selection, promotion of socially responsible practices and respect for human and labor rights throughout the supply chain)		recruitment and retaining its own talent

We would like to emphasize that the objectives set for the past three-year period (2022-2024) were all achieved, and all the projects launched over the years have been ongoing and are constantly updated and developed, reflecting the Group's commitment and consistency in this area.

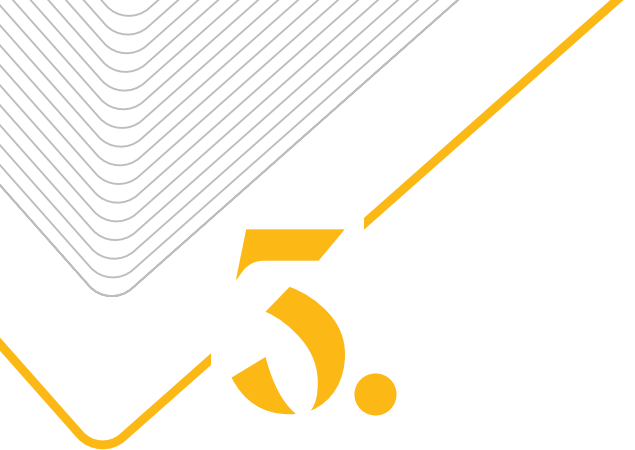
For the period 2026-2030, we anticipate:

- the gradual integration of ESG principles into decision-making processes and corporate management practices;
- continued investment in research and development aimed at creating sustainable technologies and products with a lower environmental impact, with a particular focus on bio-based and recyclable polyurethane solutions;
- the continuation of the program to integrate the next generation into the company's operations, in order to ensure the continuity of the values, skills, and guiding principles that characterize the Group;
- the construction of a new production facility designed according to criteria of energy sustainability, attention to people's well-being, and respect for the environmental and local context in which it will be located;
- further improvement of the efficiency of production facilities and processes through technological and managerial optimization initiatives;
- strengthening programs dedicated to training, skills development, and employee health and safety;
- the consolidation of collaborative and responsible relationships with customers, suppliers, partners, and local communities;
- obtaining new environmental certifications to support our commitment to continuous improvement;
- achieving gender equality certification, as a means of valuing our people and promoting an inclusive and equitable work environment.



**SUSTAINABILITY
IN EVERY ASPECT
OF OUR ACTIONS**





5.

Economic Responsibility

// Our top priority is the Group's sustainable economic growth //

Without which continuous innovation and the development of a sustainable strategy, responsible consumption and production, and full and decent employment for all employees would not be possible. Economic results cannot be achieved without a constant commitment to *Research and Development* and to *quality* control of our processes and our offerings.

5.1 Innovation

In recent years, Pozzi Industries Group has strengthened its commitment to innovation through investments in scientific and technological research projects, developed in collaboration with industrial partners, universities, and research centers, with the goal of accelerating the path toward a more sustainable industrial transition. For the Group, innovation is a strategic driver of growth and development. Research and development activities are increasingly focused on designing products with a lower environmental impact, using sustainable materials, and optimizing production processes in terms of recyclability, energy efficiency, and reduced resource consumption.

Through these activities, the Group aims to offer its customers technological solutions that combine high performance, quality, and sustainability, contributing to the adoption of more responsible production models throughout the supply chain.

Nearly all of the research projects launched in previous fiscal years are still undergoing development, refinement, and validation.

This confirms the Group's ongoing commitment to these issues and its determination to transform innovation into tangible value for the market and for its stakeholders.

To support this initiative, a Research, Development, and Innovation department—shared by all Group companies—is now operational, initially staffed by specialized internal personnel. The sharing of expertise and know-how among the various Group companies is a key element in maximizing the value of available knowledge and progressively building a cohesive team of experts. In a subsequent phase, the Group plans to bring in additional external expertise, with the goal of further expanding its research and innovation capabilities.

During 2025, the main activities focused on:

- the development of polyurethane systems with reduced environmental impact;
- improving the energy efficiency of products and related processes;
- research and testing of recyclable materials and bio-based raw materials;
- collaboration with a supplier to obtain REACH certification for certain non-European products used in the Group's production processes;
- training dedicated to the safe handling of isocyanates: in line with evolving European regulations, the Group participated, in collaboration with ISOPA, in training programs aimed at workers involved in the use of these substances, while also supporting its customers in participating in these same training programs.

5.2 Risk Management

As part of its operational activities, the Group adopts a structured approach to risk management through the continuous monitoring of the key factors that could potentially impact its business.

During 2025, a risk assessment was conducted with the support of a specialized external firm. The analysis did not identify any specific risk profiles or significant issues that would require the implementation of dedicated measures, confirming the effectiveness of the current system for monitoring and managing key risk factors.

5.5 Quality

The operations carried out at our facilities are constantly monitored and managed through a certified quality management system, designed to guarantee our customers high standards of reliability and compliance for the products we supply. This system is a fundamental tool for pursuing continuous improvement, both in terms of product characteristics and the efficiency and effectiveness of business processes.

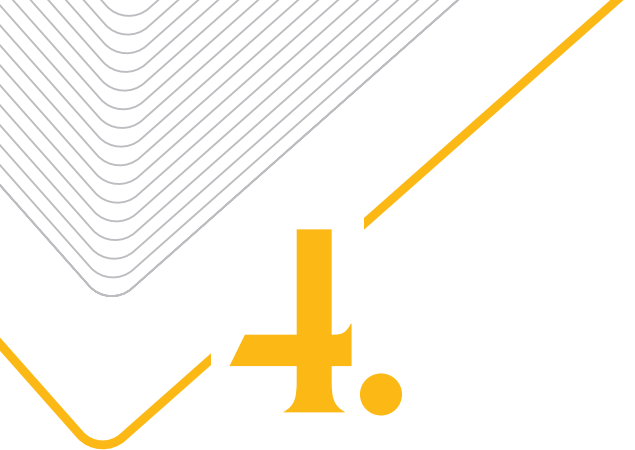
In response to the growing focus on quality—understood as an overall value that encompasses products, processes, services, and relationships with all stakeholders—including customers, employees, suppliers, local authorities, the financial community, and civil society—the Group established a dedicated **quality team** some time ago to analyze, develop, and improve the company's strategies and practices in this area.

The Group's companies hold important internationally recognized certifications, including the UNI EN ISO 9001:2015 certification, issued by the international institute TÜV, which attests to their commitment to ensuring an organizational system focused on quality, process control, and continuous improvement.



**WE WANT TO PROTECT
THE MOST PRECIOUS ASSET
FOR OUR FUTURE:
THE ENVIRONMENT**





4. Environmental Responsibility

// We want to protect the most precious asset for our future: the environment //

The challenges associated with environmental protection are an increasingly important issue for the polyurethane sector, which is characterized by the need to balance industrial innovation, product performance, and the reduction of environmental impacts.

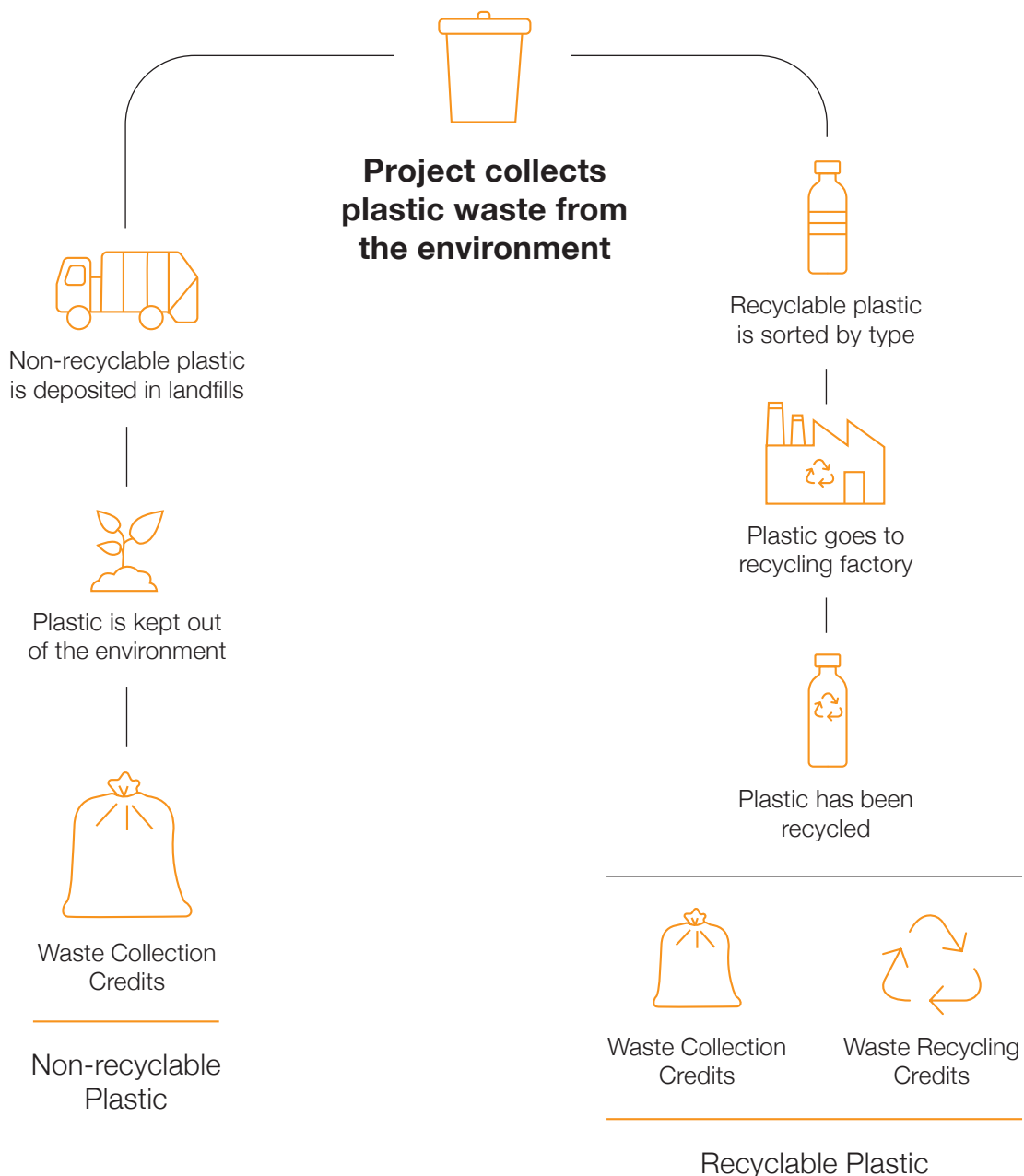
In recent years, the technical and scientific community has increasingly focused on the issue of polyurethane recycling, partly in response to regulatory changes and the growing volume of materials reaching the end of their life cycle. At the same time, rising disposal costs and the gradual reduction in available space for waste disposal are further driving the need to develop alternative and more sustainable solutions. In 2025, the Group reinforced its commitment to environmental sustainability by integrating principles of ecological responsibility into its industrial strategy. Research and development activities focused on identifying innovative solutions aimed at reducing the environmental impact of processes and products, through initiatives dedicated to recycling, energy efficiency, improving thermal insulation performance, and the use of bio-based raw materials with a lower environmental impact.

Through these projects, the Group aims to contribute to the transition toward a circular economy model, promoting an approach in which industrial growth, technological innovation, and environmental protection can proceed in an integrated manner.

During 2025, new research and development projects were launched, which are set to continue in 2026 and subsequent.

At the same time, some projects launched in previous years are still in the implementation phase, while others have reached an advanced stage of development and are ready for market launch.

The Group's leading innovations were presented in 2024 in Maastricht at the **UTECH** international trade show, a leading event for the global polyurethane industry organized by **Crain Communications' Global Polymer Group** in collaboration with **Urethanes Technology International**.



4.1

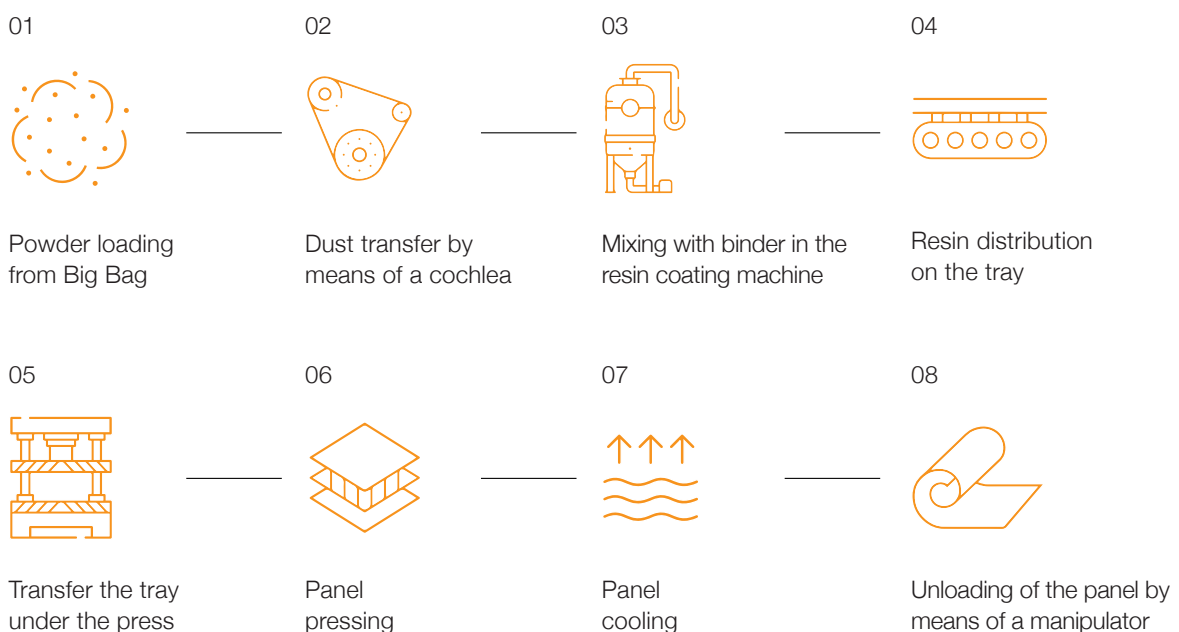
Repur®

Repur® is a technology developed to facilitate the reuse of polyurethane waste as a secondary raw material in the production of new polyurethane foams. The application of this solution reduces the consumption of virgin raw materials, with an estimated savings of up to 76% of the raw material required compared to a traditional production process, thereby making a tangible contribution to the principles of the circular economy.

During 2025, the Group also began technical evaluations regarding the use of medium- and/or short-wave systems to optimize product dwell times in the mold. The goal of the research is to increase process productivity while reducing energy consumption and simplifying plant configuration.



The tests scheduled for 2026 will make it possible to verify the actual applicability of the technology on a pilot plant and to assess its potential in terms of production efficiency and reduction of environmental impacts.



4.2 Roofing

Roofing is a project aimed at recycling polyurethane that offers an alternative to Repur® technology, designed specifically for manufacturing facilities that generate limited quantities of production waste.

The project stems from the opportunity to repurpose polyurethane waste powder through a transformation process that allows it to be reused as a filler material for the so-called “Greek” elements found in roofing panels. While these elements serve a structural function, they do not significantly contribute to the panel’s thermal insulation performance. Filling them with recycled material therefore improves the product’s load-bearing capacity and, at the same time, reduces the use of virgin raw materials by recovering production waste. In 2023, a pilot plant was built and underwent initial testing at CE.DE. PA., while in 2024, improvements identified during the previous year’s experimental activities were implemented.

In 2025, a possible evolution of the project was evaluated, and tests were conducted in collaboration with the CNR in Portici. This evolution will be the subject of an in-depth study in 2026 and may become a new research project in 2027.

4.3 Flexible Project (S.U.P.E.R.)

The project, conceived in late 2022, was launched with the goal of developing innovative solutions for the recovery of flexible polyurethane production waste (such as foam rubber intended for the upholstery sector), the recycling of which currently poses challenges in maintaining the raw material’s performance characteristics, particularly in terms of flexibility and softness.

The initiative involves a network of industrial and scientific partners, including the **University of Bologna** and **ENEA**, with **Cormatex S.r.l.** serving as the lead partner. The partnership also includes **CNR**, **Innova D&P**, and **SAIP**, which contributes to research and technological development activities.

The operational phase of the research began in October 2023, when the technical parameters and performance objectives for the final product were defined.

During 2024, laboratory experiments were launched, leading to the study and design of new equipment dedicated to the recovery process. These solutions were subsequently tested and validated in 2025.

The analyses conducted in 2025, through both laboratory testing and computational fluid dynamics simulations, yielded positive results, allowing the project to move toward the final phase of technological development, which will be carried out at **CE.DE.PA**. This phase will represent a crucial step in verifying the solution's industrial applicability and its potential contribution to the recovery of flexible polyurethane waste in accordance with the principles of the circular economy.

4.4 **Bio's and Polyols**

The use of bio-polyols as raw materials with a lower environmental impact represents a strategic area of research and innovation for the Group, both for potential direct use in its own production processes and with a view to future commercialization, contributing to the spread of more sustainable industrial models.

The project is focused on validating systems based on the use of raw materials derived from renewable sources, originating from non-intensive agribusiness and the valorization of related byproducts and production waste. The goal is to develop solutions capable of reducing dependence on fossil-based raw materials, promoting an approach consistent with the principles of the circular economy and the bioeconomy.

In addition to their potential for material recovery and valorization, these solutions can help reduce the negative carbon footprint, which should enable us to offer customers new opportunities to improve their sustainability performance and environmental positioning.

The Group continues to invest in the development of this technology through research and technical evaluation, and is currently engaged in selecting potential suppliers of raw materials suitable for supporting the project's evolution.

4.5 Arocore

The project aims to recycle waste materials by incorporating mineral fillers derived from recovery processes into polyurethane formulations. Specifically, the solution involves the use of Arocore, which is characterized by high hardness and strength.

The integration of this mineral filler improves product performance, particularly in terms of fire behavior, contributing to the development of innovative technical solutions and the simultaneous valorization of materials that would otherwise be destined for disposal.

The technical validation phase of the project was completed in 2025. The Group's goal is to make this technology available in 2026, expanding the opportunities to use recovered materials in its products and strengthening its path toward more sustainable and circular production models.

4.6 Butterfly

An **energy efficiency** project aimed at digitizing polyurethane processing plants for the production of insulation panels through the development and implementation of digital technologies to enhance usability, safety, and the management of data and information during the production process.

In summary, Butterfly is a state-of-the-art technology that helps achieve more efficient production processes, and efficiency is a key factor in achieving sustainability, since an efficient process requires less energy, raw materials, and maintenance.

By leveraging digital technologies, an innovative digital platform has been developed that includes four major modules:

1. maintenance management for the machines that make up the production line;
2. monitoring and reducing energy consumption;
3. improvement of product quality through defect detection tools and an innovative "Cruise Control" system that guarantees customers more reliable and effective production continuity;
4. management of the traceability of the manufactured product and the entire production chain.

The goal is to create a “bridge” between production management (MES) and the machine: to collect and process data from the shop floor, automate the monitoring of the product being manufactured and plant operations, and measure energy consumption in compliance with legal requirements for energy-intensive companies. Launched in 2021, the project led to the sale of the first systems in 2025, although the development phase—which involves greater use of recycled materials in the panels to improve “fire performance” and enhance economic efficiency—will continue in parallel over the coming years.

Given the scope of the project, the Group decided to establish a dedicated company focused exclusively on its development and commercialization, *Enlive Automation S.r.l.*, in which SAIP holds a 40% stake.

Among the objectives of this operation is to **direct to areas beyond polyurethane** (SAIP’s exclusive focus) **and thus promote the use of Butterfly technology in various sectors.**

4.7 Glycolysis (GLI Project)

The **GLI** project was launched with the goal of developing a technology for the production of a secondary raw material that can be reused in polyurethane foaming processes through a chemical recycling process of waste materials. The solution involves transforming a mixture consisting of a chemical component and polyurethane residues into a new polyol intended for reuse in production processes.

Repur[®] technology represents an innovative and sustainable solution for polyurethane recovery, but it does not address all possible market needs. The **GLI** project was conceived as a complementary solution, aimed at manufacturing companies with different characteristics. Specifically, **Repur**[®] is primarily designed for polyurethane manufacturers with limited amounts of waste and the ability to directly reintegrate the recovered material into their own production cycle. **GLI**, on the other hand, was developed with the goal of offering a solution for manufacturers with larger quantities of waste and the need to transform it into a new, reusable raw material.

This technology is already in use in other industrial sectors; however, adapting it to polyurethane requires the development of specific plant and technological solutions.



In 2025, the project's evaluation phase concluded, leading to the decision to temporarily suspend its development. The research conducted nonetheless generated valuable knowledge and technical insights, providing useful information for identifying and developing future projects in the field of recycling and upcycling polyurethane waste.

4.8 Induction

The project was launched with the goal of improving **energy efficiency** during the press heating phase by studying an innovative system capable of optimizing the use of energy required to reach operating temperature.

The solution analyzed involves the use of induction technology to heat the press, enabling more efficient energy transfer and reduced energy consumption compared to traditional systems. The goal is to reduce the process's energy requirements while maintaining the required production performance.

The project, launched in 2023, has completed its initial development phase. During validation activities, several technical challenges emerged that require further investigation.

In 2026, new experimental analyses will therefore be launched to identify improvements and verify the conditions necessary for a potential industrial application of the technology.

4.9

Environmental Impact Reduction Plan

With a view to continuously **improving** our **environmental performance**, in 2021 we launched, in collaboration with the Spanish company DCycle, a carbon footprint analysis of our organization; this involves measuring the carbon footprint to assess the environmental impact of the Group's operations, which is quantified in terms of carbon dioxide (CO₂) emissions.

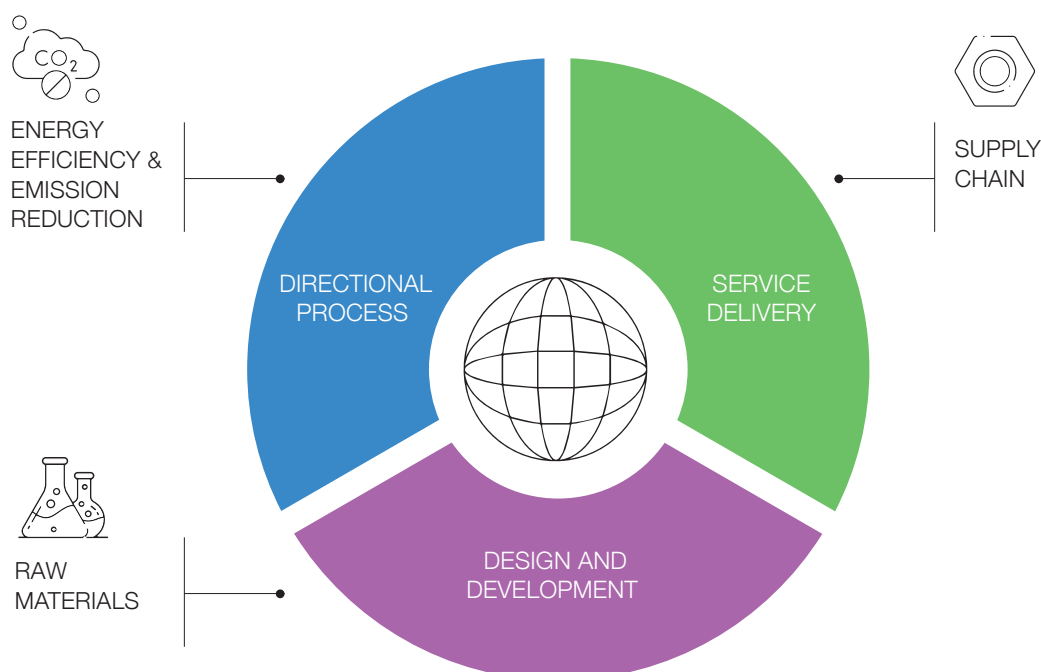
The goal is to develop a plan to reduce this impact and operate more efficiently, avoiding not only environmental risks but also economic and social risks, promoting compliance with the relevant regulations on these issues, and thereby striving to provide added value to our stakeholders.

The analysis was conducted using the beta version of the DCycle software, based on the UNE-EN ISO 14064-1:2019 standard.

In November 2021, SAIP and Pozzi Arosio obtained the "**Climateneutral Pledge**" certificates from the United Nations, committing to reduce their greenhouse gas emissions to zero—a full 10 years ahead of the timeline set by the Paris Agreement. The Group's main planned **energy efficiency** initiatives are:

- using renewable energy across all energy sources;
- improving energy efficiency in production processes;
- modernizing infrastructure to make it more sustainable.

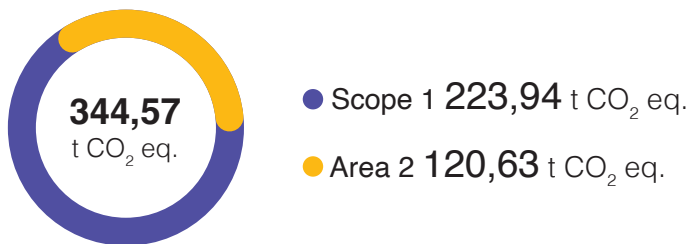
The goal is to become an industrial group with a net-zero impact overall.



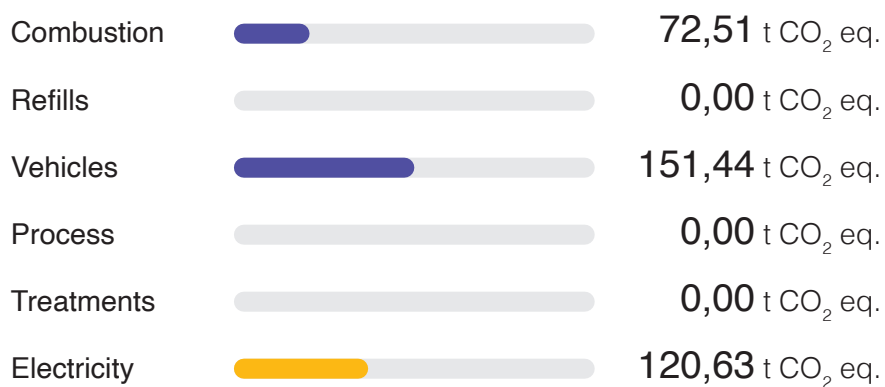


Results of the carbon footprint measurement for Scopes 1 and 2¹ for Pozzi Industries Group for the year 2025

TOTAL



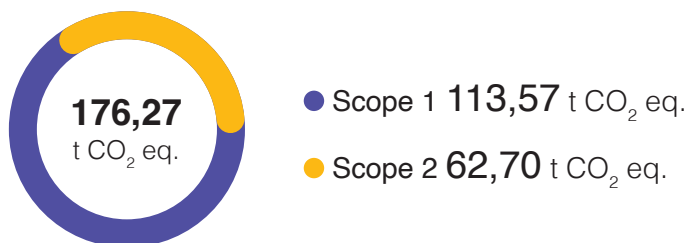
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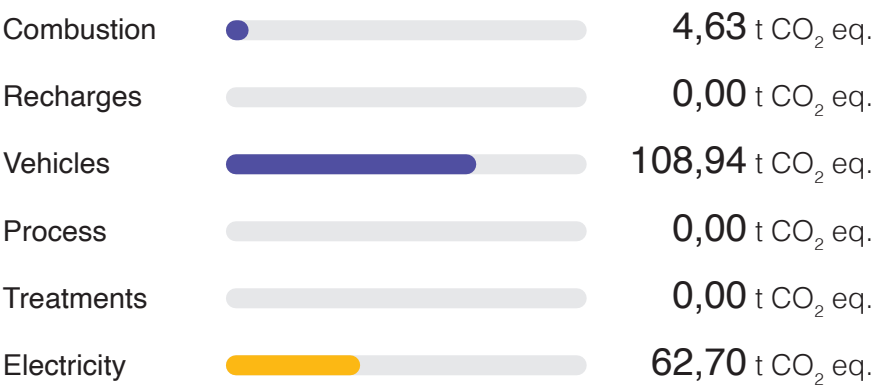
- 1 ● **Scope 1:** covers direct emissions generated by sources owned or controlled by the company, such as the combustion of fossil fuels for heating or for company vehicles
- **Scope 2:** includes indirect emissions related to the company's consumption of purchased energy, such as electricity or district heating.

Results of the carbon footprint measurement for Scopes 1 and 2¹
for Pozzi Arosio S.r.l., year 2025

TOTAL



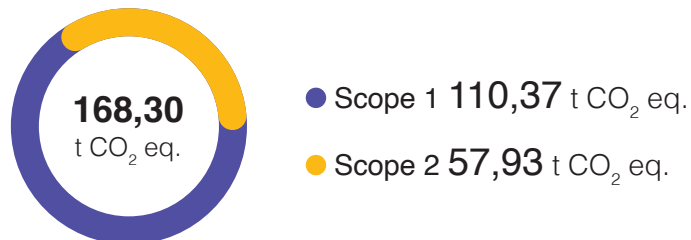
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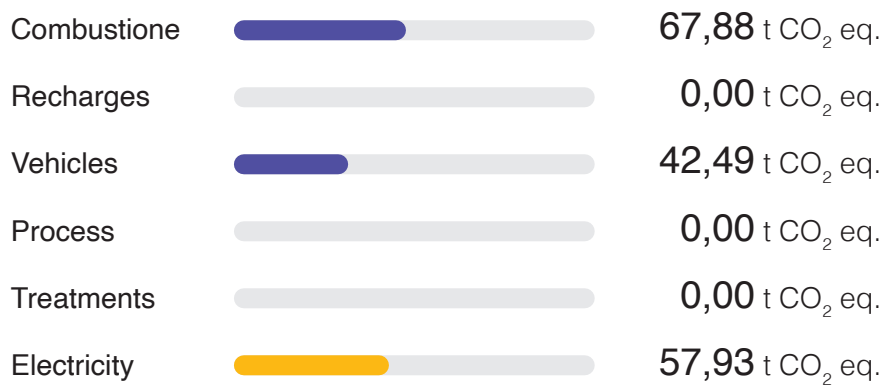
1 ● **Scope 1:** covers direct emissions generated by sources owned or controlled by the company, such as the combustion of fossil fuels for heating or for company vehicles.
● **Scope 2:** includes indirect emissions related to the company's consumption of purchased energy, such as electricity or district heating.

Risultati della misurazione dell'impronta di carbonio degli ambiti 1 e 2¹ per SAIP S.r.l. anno 2025

TOTAL



DISTRIBUTION



- 1 ● **Scope 1:** covers direct emissions generated by sources owned or controlled by the company, such as the combustion of fossil fuels for heating or for company vehicles.
- **Scope 2:** includes indirect emissions related to the company's consumption of purchased energy, such as electricity or district heating.

4.10 Sustainable office building

In 2024, construction was completed on the new office building in Arosio, which was designed not only to **meet energy and environmental sustainability goals but also with a focus on the well-being of the staff.**

In 2025, the building was inaugurated and became fully operational. Its construction was guided by four key principles:

- reducing the building's energy consumption;
- improving energy efficiency;
- reducing environmental impact;
- improved impact on people's health and well-being.

For example, Arosio was chosen because it is very well served by public transportation and rail, and if employees choose to commute by train, the Group will cover a portion of the cost to encourage the use of this less polluting mode of transportation.

As of today, the new offices are equipped with bicycle parking, charging stations for electric cars, and a 10-kW solar panel system, with the goal of reaching 20 kW in the coming years. The new building has an energy efficiency rating of A4.





4.11 **Construction of a New Sustainable Production Site**

In 2025, the analysis phase began to identify a new production site for Pozzi Arosio, evaluating solutions in line with the sustainability criteria defined by the Group over the years. Among the priority objectives is the construction of a facility with the lowest possible environmental impact, consistent with the principle of “zero impact” on the local area.

One of the main evaluation criteria concerns the reduction of impacts associated with logistics and transportation activities. For this reason, proximity to major transportation routes is considered a strategic factor in the selection of the new site, with the goal of optimizing transportation, reducing emissions related to the movement of goods, and improving the overall efficiency of the logistics chain. The project also includes solutions focused on energy efficiency and sustainable mobility, including the construction of a covered parking garage equipped with solar panels and charging infrastructure for electric vehicles, with the goal of encouraging employees to use vehicles with a lower environmental impact.

4.12 **Environmental Sustainability in Day-to-Day Management**

To foster and consolidate a culture of sustainability at all levels of the organization, Pozzi Industries Group promotes a series of initiatives aimed at progressively reducing the environmental impacts of daily activities in offices and production facilities.

Key measures include reducing paper consumption, the gradual elimination of single-use plastics through the use of water dispensers and reusable water bottles, and the installation of energy-efficient lighting systems, with the goal of improving efficiency and raising awareness about more responsible behaviors.

In 2022, SAIP expanded its production facility through the acquisition of a new warehouse of approximately 1,500 square meters, equipped with technological solutions focused on energy efficiency and employee well-being. Specifically, a more efficient heating system and LED lighting were installed, featuring reduced energy consumption and a light quality designed to improve working conditions and the comfort of staff involved in production activities. With the goal of reducing the environmental impact associated with energy consumption and promoting the transition to more

sustainable production models, a photovoltaic canopy covering the parking lot is currently under construction in 2023 to generate renewable energy.

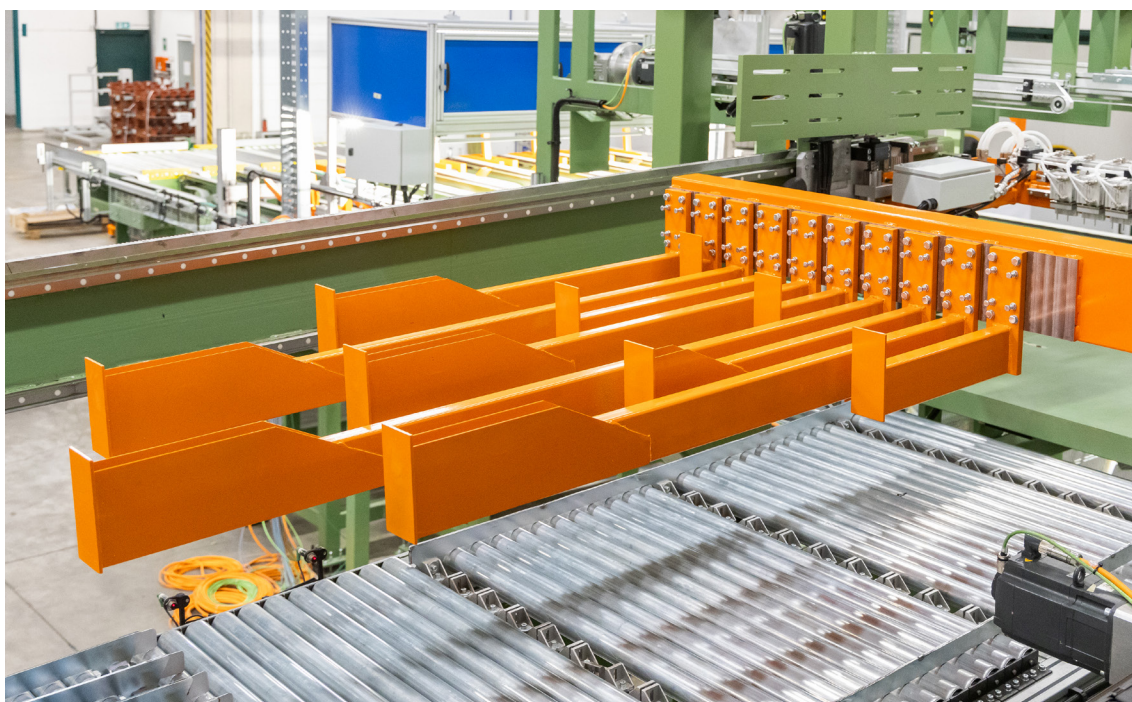
The Group companies' vehicle fleet is undergoing a gradual transformation, with the goal of transitioning to a fleet composed entirely of electric vehicles as quickly as possible, thereby helping to reduce emissions associated with corporate mobility.

Also in 2023, Group employees were provided with personal water bottles to use at the water dispensers available on-site, helping to reduce the use of single-use plastic bottles.

Since 2024, a new corporate mobility plan has also been in effect for all employees, offering incentives to use public transportation for commuting between home and work, with the goal of promoting more sustainable modes of transportation.

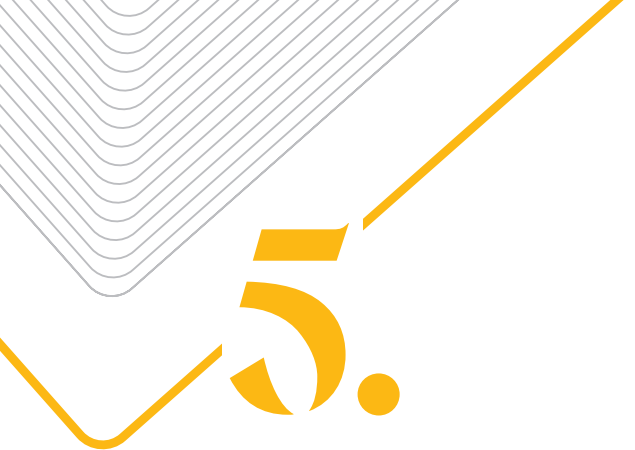
Water usage in the production processes of the Group's companies is extremely low, with consumption virtually zero in the main operational phases.

Finally, the Group is maintaining a dialogue with the Municipality of Inverigo to evaluate possible participation in the project to establish a Renewable Energy Community (CER), should the municipal administration proceed with joining the initiative. This initiative represents an opportunity to promote the production and sharing of energy from renewable sources for the benefit of the local community.









5.

Social Responsibility

In a context characterized by limited resources and significant inequalities,

// our Group is committed to increasingly promoting initiatives that respect human rights /

The goal is to be an organization that makes its resources available to positively address inequalities and challenging social situations, with the aim of setting an example for other companies in the region: *if every stakeholder makes their own small contribution, the overall impact becomes significant!*

5.1 Commitment to the local community and the region

The Group has always maintained close ties with local governments and organizations active in the health and social sectors, promoting initiatives aimed at contributing to the well-being of the communities in which it operates. This commitment takes the form of various types of collaboration, including support for social projects, volunteer initiatives, and activities dedicated to the training and skill development of local youth. In 2022, in collaboration with the municipal administrations of **Arosio** and **Inverigo**, **Pozzi Industries Group** launched a process to design and develop initiatives with positive impacts on the local area, strengthening dialogue with local institutions and promoting actions aimed at creating shared value.

To provide structured support for this initiative, the Group has gradually allocated specific internal resources to managing social sustainability projects and coordinating relations with local authorities, with the goal of establishing a consistent and responsible approach toward the community.



5.1.1 **AUT? IN!**

In 2025, “**AUT? IN! - Together for an Inclusive Community**”, was officially approved. This inclusion project for children and youth with autism spectrum disorder is promoted by the Municipality of Arosio in collaboration with SAIP s.u.r.l. – Pozzi Industries Group, with the goal of:

- promote and create inclusive experiences for children and adolescents with autism spectrum disorder and their families, so that they do not feel alone but rather as members of a supportive community;
- develop a “network” around the individual with an autism spectrum disorder that supports their growth, development, and integration, through activities that contribute to their well-being in various areas—academic, athletic, social, occupational, and family.

AUT? IN! insieme per una comunità inclusiva

The project will be operational starting in 2026.

5.1.2 **Aqua Stop**

In light of the increasing frequency of extreme weather events linked to climate change—including flash floods and flooding—the Group has chosen to put its expertise in the polyurethane sector to work for the community by developing and patenting the “**Acqua Stop**” technology.

The solution consists of a portable, practical, and easy-to-use kit designed to enable the temporary sealing of windows and doors in homes and public and private buildings in the event of an emergency. The goal is to help reduce potential damage caused by water ingress, providing a tool to support the prevention and management of flooding events.

The project is a concrete example of how technological innovation and social responsibility can come together to address new challenges arising from climate change.

As part of its commitment to continuous improvement, the Group has set a goal to analyze, by 2026, possible advancements and optimizations of the technology, with the aim of further improving its performance, reliability, and effectiveness in application

5.1.3 Participation in and promotion of solidarity initiatives and local

In 2025, SAIP organized a market to sell products made by the young people of **Noi Genitori**, a social cooperative based in Erba (CO) that has been providing social welfare and educational services for people with disabilities for over thirty years.

The 2025 company Christmas dinner was organized by **PizzAut**, a well-known social project that has opened a chain of pizzerias run entirely by young people with autism.

The **Cooperativa Penna Nera**, a nonprofit organization focused on the inclusion and support of adults with disabilities, was involved in **the inauguration event for the new office building**. On that occasion, a yoga class was organized for employees with the participation of students with disabilities.

5.2 Commitment to Young People

Our commitment to the younger generation represents both a strategic investment and an ethical duty for our company. We believe that young people are the driving force behind innovation, creativity, and change, which is why we promote initiatives aimed at supporting their education, employment, and professional growth. Through internship programs, partnerships with local schools and universities, and dedicated onboarding programs, we aim to offer young people real opportunities for development, while contributing to the creation of a more inclusive, dynamic, and sustainable society.

Attracting and retaining talent is a key priority for us, and we believe that sustainability is also the key to attracting talented young people. During the year, the Group once again participated in the **Young 2025 - Shape Your Future** in collaboration with the Como-Lecco Chamber of Commerce: a fair aimed at facilitating connections between local companies and young people seeking employment. Both SAIP and Pozzi Arosio participated; the event also offered companies the opportunity to meet with representatives from educational institutions, paving the way for future collaborative projects.

In 2025, SAIP/Pozzi Arosio **launched 11** (10 at SAIP S.r.l. and 1 at Pozzi Arosio S.r.l.) in collaboration with the following **local schools**:

- ENFAPI
- IIS Jean Monnet
- E. Breda Institute
- ITS Gaetano Pessina
- ITS Green
- ITS Meccatronica Lombardia
- UMANA (Extracurricular Internships)

5.5 Collaboration with the Lambro Valley Regional Park

The Valle del Lambro Regional Park was established by Regional Law No. 82 of September 16, 1983, and also encompasses the territories of **Arosio** and **Inverigo**, where the **Group** operates several production facilities. The Park's institutional objectives include the protection and enhancement of the environment, the promotion of environmental awareness, and the development of initiatives aimed at ensuring the sustainability of the region.

Since 2023, the Group has been collaborating with the Valle del Lambro Regional Park by supporting educational activities for schools and other initiatives aimed at raising awareness about environmental protection and the enhancement of the local natural heritage.

During 2024 and 2025, several projects dedicated to environmental education and the promotion of responsible behavior toward the ecosystem were launched in collaboration with the Park; these projects are currently in the development phase.

The Group also collaborates with the Park as part of a process aimed at evaluating the Park's eligibility to issue environmental certifications, with the goal of further strengthening the tools that support the protection and sustainable enhancement of the local area.

5.4 Inclusion and Diversity Project

On the path toward sustainable and responsible growth, the Group considers diversity and inclusion to be fundamental elements of its corporate culture and its people management model.

We promote a fair, inclusive, and respectful work environment in which every person can fully realize their potential, regardless of gender, personal identity, or sexual orientation. Through dedicated policies, training programs, careful attention to recruitment and onboarding processes, and the establishment of measurable objectives, the Group is committed to promoting equal opportunities, reducing any disparities, and valuing the diverse skills and perspectives within the organization.

We believe that diversity is a strategic asset capable of enriching the company's knowledge base, fostering innovation, improving the quality of decisions, and contributing to the creation of an increasingly inclusive and forward-looking work environment.

With this in mind, the Group has set a goal to obtain **gender equality certification** over the next three years, as a further concrete step in the process of consolidating its policies on inclusion and the empowerment of people.



6.

Responsibility Toward Employees and Collaborators

// Intangible factors such as the health, safety, and intellectual, professional, and interpersonal growth of employees and collaborators are, for us, key factors in our long-term success //

Pozzi Industries Group is an innovative and sustainable environment built on expertise, shared values, enthusiasm, and the dedication of management and employees.

Our commitment to our employees is reflected every day in our efforts to promote fair working conditions, protect their rights, and foster a corporate culture based on listening and accountability. The work environment is stimulating and dynamic; it rewards merit, nurtures talent, and builds loyalty while attracting new talent.

Our workforce is a key asset:

- we invest in technical training and safety;
- we promote equal opportunity;
- we foster skills and internal growth.

Responsibility toward employees and collaborators is a fundamental value that guides our daily decisions and actions. We recognize the central role that people play in the company's success, and we are committed to ensuring a safe, inclusive, and stimulating work environment where well-being, professional growth, and respect for rights are always at the forefront.

Through welfare policies, ongoing training, active listening, and the development of skills, we build relationships based on trust and mutual recognition, contributing to sustainable and shared growth. The relationship between the company and its workforce is collaborative; the corporate culture is positive, so much so that the

company often maintains an active relationship with employees who have left the company.

We prioritize employee well-being through *work-life* balance policies, offering flexible work arrangements and support for well-being.

Below is a breakdown of the Group's workforce in 2025.

Gruppo PHF S.r.l. Group Summary of Average Number of Employees by Company										
Year		executives	middle managers	Office Staff	intermediate staff	manual workers	apprentices	Total Employees	%	
2025	Phf S.r.l.	-	-	-	-	-	-	0	0	
	Pozzi Arosio S.r.l.	1	3	10,61	0	4,83	0	19,44	18	
	Inter Trading S.r.l.	-	-	-	-	-	-	0	0	
	Saip S.r.l.	2,92	6	26,02	0	2,54	5,71	66,05	60	
	Ce DE PA	-	-	1,00	-	4,00	-	5	5	
	Ies S.r.l.	-	-	-	-	-	-	0	2	
	Enlive Automation S.r.l.	-	-	-	-	1,00	1,75	2,75	2	
	Saip North America Inc.	-	-	-	-	-	-	0	0	
	Linden Industries LLC	1,00	-	8,00	-	8,00	-	17	15	
	Totale		4,92	9	45,63	0	43,23	7,46	110,24	
2026	Men	Full time	4,92	9,00	30,24	-	41,73	7,46	96,51	88
		Part time	-	-	1,66	-	1,50	-		
	Women	Full time	-	-	11,84	-	-	-	13,73	12
		Part time	-	-	1,89	-	-	-		
	Total		4,92	9	45,63	0	43,23	7,46	110,24	

In addition to the above, we note that in 2025 the Group had 9 apprentices: 6 at SAIP S.r.l. and 3 at Enlive Automation S.r.l.

Pozzi Arosio S.r.l. is covered by the National Collective Bargaining Agreement (C.C.N.L.) for the chemical industry, while SAIP is covered by the National Collective Bargaining Agreement for the metalworking industry.

It should also be noted that Pozzi Arosio S.r.l. has one employee belonging to a protected category, while SAIP S.r.l. has three.

6.1

Commitment to the Development and Training of Its Workforce

The Group considers employee training a strategic element for the organization's sustainable growth and for consolidating the skills necessary to address evolving markets and technologies.

The focus on skills development begins as early as the candidate selection phase, through the preparation of a specific profile form that identifies the knowledge, required skills, and the most appropriate training path to enhance and develop the individual's potential.

The onboarding process for new employees is overseen by a multidisciplinary working group composed of a representative from the Board, a member of the administrative department, a member of the technical department, and a member of the quality department. Through an integrated approach, the team guides the new hire through the initial stages of onboarding, including through mentoring by more experienced colleagues, fostering familiarity with company processes and the gradual acquisition of the skills necessary for the role.

The Group also promotes continuing education programs for all employees, with courses tailored to their specific responsibilities and duties, aimed at improving their technical, professional, and personal skills.

During 2025, a total of **341.5 hours of training** were provided to Group personnel, of which **245.5 hours were provided by SAIP S.r.l.** and **96 hours by Pozzi Arosio S.r.l.**

The training activities were designed according to the various roles within the company and featured customized content and methods, with the goal of supporting employees' professional development and the continuous improvement of organizational performance.

The following is a detailed breakdown of the main training areas covered.

SAIP S.r.l. TRAINING COURSES 2025

In October 2024, SAIP launched a training program involving all staff across all company departments, with “digitalization” as its central theme. The training program was completed in February 2025; the main topics covered were:

- GDPR Digitalization;
- Augmented Reality and the Metaverse;
- Microsoft Office;
- Digitization of administrative processes;
- E-commerce.

Mentoring and In-House Training

TOPIC
* Operational support for the UTM and QA managers in performing tasks related to the mechanical design process and procedures associated with ISO 9001:2015 requirement 8.3
* Provide operational support to the PRO-AT Manager in performing tasks related to the production process and procedures associated with ISO 9001:2015 Requirement 8.5.
* Operational support to the UTE Manager for tasks related to the electrical design and production processes and procedures associated with ISO 9001:2015 Requirement 8.5.
* Operational support to the AMM Manager for tasks related to the administrative and financial process.
* Provide operational support to the Procurement Manager in performing tasks related to the procurement process and procedures associated with ISO 9001:2015 Requirement 8.4.
* Operational support to the UTM Manager for tasks related to the mechanical design process and procedures associated with ISO 9001:2015 Requirement 8.3
* Operational support to the AMM Manager for tasks related to the administrative and financial process.
* Operational support to COM-GO staff in performing tasks related to the Sales and Order Management process and procedures associated with ISO 9001:2015 Requirement 8.2.
* Operational support to the Technical Assistance Manager in performing tasks related to the Technical Assistance process and procedures associated with ISO 9001:2015 requirement 8.5.
* Provide operational support to the UTE manager in performing tasks related to the electrical design and manufacturing processes, as well as procedures associated with ISO 9001:2015 requirement 8.5.
* Support for MAG managers in managing the warehouse, storage areas, and product identification for PRO and AT, in accordance with procedures related to ISO 9001:2015 requirements 8.5 and 8.7.
* Provide operational support to PRO managers in performing tasks related to the production process and procedures associated with ISO 9001:2015 Requirement 8.5.
Notes: * = upon explicit request from customers/the market or to comply with legal and/or regulatory requirements.

New Requirements

TOPIC

* Training course: "How to Use the RE.N.T.R.I. Portal for Companies Without Their Own Management Software" – Soc. Tecnologie d'Impresa spa
BOSIET-OPITO Course. APT ANTINCENDIO SRL (Pavia)
Webinar: NIS 2 Directive – Portal Registration and Obligations for Machine Manufacturers Soc. SBS – Scuola Beni Strumentali
*Low-risk specific training and information course for workers pursuant to Legislative Decree 81/2008, Article 37, on occupational health and safety - MA Worksafe Srl
* General training and information course for workers pursuant to Legislative Decree 81/2008, Article 37, on occupational health and safety. MA WorksafeSrl
*General training and information course for workers pursuant to Legislative Decree 81/2008, Article 37, on occupational health and safety. MA Worksafe Srl
*Training course for workers operating self-propelled forklifts with an operator on board. MA WorksafeSrl
*Training course for workers operating overhead cranes in accordance with Legislative Decree 81/2008. - MA WorksafeSrl

Other training sessions planned throughout the year

TOPIC

North American Market: Rules for Meeting Compliance and Certification Criteria for Electrical Panels and Industrial Machinery - Soc. SBS – Scuola Beni Strumentali (online)
NIS 2: Obligations and Responsibilities of the Point of Contact Soc. SBS – Scuola Beni Strumentali (online)
Emergency Stops in Machinery and Systems – Soc. SBS – Scuola Beni Strumentali (online)
*Refresher Training Course for First Aid Personnel – Legislative Decree 81/2008. - MA Worksafe Srl
*Refresher Training Course for Occupational Health and Safety Managers (RSPP) – Legislative Decree 81/2008. - INNOVA MCA srl.
* Training and information course on high-risk work for employees pursuant to Legislative Decree 81/2008, Article 37, regarding occupational health and safety. MA Worksafe Srl
* Training and information course on low-risk hazards for workers pursuant to Article 37 of Legislative Decree 81/2008, regarding health and safety in the workplace – MA Worksafe Srl
* BASIC H2S TRAINING Course (Opito) – APT ANTINCENDIO SRL (Pavia)
IGE-XAO 3D Course – IGE-XAO srl
Microsoft Copilot Course – SBS Scuola Beni Strumentali (online)
*"Employee Feedback" Course – RSPP Training Refresher – Legislative Decree 81/2008 – Tecnologie d'Impresa spa
*"Leadership" Course – RSPP Training Refresher – Legislative Decree 81/2008 – Tecnologie d'Impresa spa
*"Accident Prevention and Management" Course – RSPP Refresher Training – Legislative Decree 81/2008 – Tecnologie d'Impresa spa
*Refresher training course for workers operating self-propelled forklifts with an operator on board.
* Specific refresher training course for workers pursuant to Legislative Decree 81/2008, Article 37, regarding occupational health and safety. – INNOVA MCA

Specialization Course in Direct Procurement for the Machinery Sector: Mechanical Procurement – SBS Scuola Beni Strumentali srl
Advanced Negotiation Strategies Course for Experienced Buyers – SBS Scuola Beni Strumentali srl
Evolving Project Management Course – SBS Scuola Beni Strumentali srl
BOSIET-OPITO and H2S Course
APT ANTINCENDIO SRL (Pavia)
Training Course on Waste Management and RENTRI – Innova MCA srl
*Refresher Course on Specific Training for Workers pursuant to Legislative Decree 81/2008, Article 37, regarding occupational health and safety – MA Worksafe

AROSIO S.r.l. POZZI TRAINING COURSES 2025

New Requirements

TOPIC

*General and specific low-risk training course for workers pursuant to Legislative Decree 81/2008, Article 37, on occupational health and safety - Innova MCA
* First Aid refresher training course pursuant to Legislative Decree 81/2008, Article 37, on occupational health and safety. MA Worksafe Srl
* Refresher course on specific training and information for workers pursuant to Legislative Decree 81/2008, Article 37, regarding health and safety in the workplace. MA Worksafe Srl
* "ADR - 2025" Refresher Course–Complete Course. Danger & Safety Srl
* Training Course "ADR Regulations." Danger & Safety Srl
*Forklift Operator Certification Course pursuant to Legislative Decree 81/2008, Article 37, regarding occupational health and safety. MA Worksafe Srl
*General and high-risk-specific training course for workers pursuant to Legislative Decree 81/2008, Article 37, on occupational health and safety – MA Worksafe Srl
*Refresher training course for safety officers pursuant to Legislative Decree 81/2008, Article 37, regarding health and safety in the workplace – MA Worksafe Srl
*RLS Refresher Training Course pursuant to Legislative Decree 81/2008 – Soc. Studio Peruc
*Operational support for PD and MAG managers in performing tasks related to service delivery and procedures associated with ISO 9001:2015 requirement 8.5
*Training course for users of products containing diisocyanates. Danger & Safety Srl
*Training course on Regulation (EU) 2024/2865–amending the CLP Regulation. Danger & Safety Srl
*NIS 2 Directive Webinar – New Requirements for Machine Manufacturers. SBS - Scuola Beni Strumentali
*Webinar on the NIS 2 Directive – Portal Registration and Obligations for Machine Manufacturers. SBS – Scuola Beni Strumentali
*Training course for employers pursuant to Art. 37, paragraph 7, of Legislative Decree 81/2008. Unindustria Servizi S.r.l.

6.2 Commitment to the well-being and safety of its resources

To improve the work-life balance, we have made a series of initiatives available to our employees, including a corporate *wellness* program, free medical checkups for the prevention of specific diseases (e.g., melanoma), the option to work remotely (*smart working*), the ability to choose a work schedule that suits their needs, and the conversion of existing employment contracts to accommodate employees facing specific family circumstances (e.g., converting full-time employment contracts to part-time contracts).

6.2.1 Corporate welfare program

For the past four years, a bonus has been provided to all employees in the form of *welfare* benefits.

To qualify for the benefit, a system of specific objectives has been developed for each individual business area and shared with all employees. With this financial benefit, which enjoys particularly favorable tax treatment, employees can purchase various services such as: school transportation, textbooks, medical expenses, sports expenses for their household, and access to training courses.



6.2.2 Medical Prevention and Workplace Safety Program

Also with a view to promoting employee well-being, the Group has launched a series of initiatives to protect the health of its employees, such as:

- voluntary (non-mandatory) scheduled medical checkups. In 2021, a dermatological screening campaign was organized;
- installation and regular maintenance of a defibrillator, along with the organization of a dedicated training course to teach staff how to use it properly;
- access to refresher courses on workplace health and safety;
- distribution to employees of masks and other protective equipment against COVID-19 and other diseases;
- a campaign to replace machinery purchased prior to 1996 with machines compliant with Directive 2006/42/EC—transposed into Italian law by Legislative Decree 17/2010—and meeting the general safety requirements set forth in Annex V of Legislative Decree 81/08, as amended

6.2.3 Flexible hours schedules

We are extremely attentive to the needs of employees with families, and with this in mind, we offer those who need it greater flexibility in their work schedules and a wider range of employment contract options. For example, employees with children are offered the option of choosing a flexible part-time work arrangement.

Those who need it are also granted the option of *remote work*.

In 2025, the internal regulations were updated to allow employees to *choose* from five different *time* slots depending on their individual needs.

There is also the option to have a certain number of *automatic justifications for tardiness* without penalties on pay.

6.2.4 Work equipment has been updated

Particular care and attention are given to the selection of software, hardware, and all other standard operational tools, which are kept constantly up to date to facilitate the work of employees.

In 2023, SAIP launched a *corporate digitization project* to make document and process management more efficient and streamlined. The project is still ongoing.

Pozzi Arosio has also launched the project, but only for the commercial division. In 2026, as soon as the project is completed at SAIP, it will be extended to all areas of the company. This will also have a positive impact on the environment by reducing paper consumption.

6.2.5 WHP (Workplace Health al Promotion) Program

The Group, together with SAIP S.r.l., has joined the Lombardy Region's VHP plan, a World Health Organization initiative adopted by the ATS (Health Protection Agencies), aimed at transforming workplaces into environments that promote health, the prevention of chronic diseases, and the physical and mental well-being of employees.

Companies that participate in this program on a voluntary basis commit to implementing "best practices" in various areas. Local ATS offices support businesses in the planning process and, upon achievement of the objectives, issue the official "**Health-Promoting Workplace**" certification.

The programs focus on key pillars for improving lifestyle both at work and outside of work:

1. *Nutrition*: promoting healthy diets (e.g., balanced menus in company cafeterias, vending machines stocked with fruit);
2. *Physical activity*: initiatives to combat a sedentary lifestyle and encourage daily physical activity;
3. *Tobacco control*: courses and support for smoking cessation;
4. *Addiction prevention*: awareness-raising initiatives on alcohol and other substance abuse;
5. *Safety and mental health*: stress management, work-life balance, and psychological well-being;
6. *Cancer prevention*: promoting and facilitating participation in screenings recommended by the healthcare system.

As part of this initiative, the following have been planned for employees:

- a nutrition education program led by a nutrition expert;
- organization of “fitness” activities during work hours, such as walks, “active breaks,” and yoga classes.

In 2026, Pozzi Arosio will also join the program.

6.2.6 Other initiatives in support of workers’

“Healthy Snack” Project

In collaboration with the **Penna Nera** social cooperative, a local food producer, SAIP and Pozzi Arosio have organized the “*healthy snack*” program: the cooperative brings a snack made with fresh, seasonal products to the workplace. Upon employees’ request, they can also deliver a shopping basket filled with their seasonal, locally sourced products directly to the office.

Internal Magazine

An internal Group magazine is published quarterly for all employees to communicate company news and strategies.

The magazine is not a one-way communication tool between the company and its employees, but rather a platform for active dialogue with employees at all levels. Employees were surveyed to understand the magazine’s strengths and weaknesses and to identify their expectations for it.

6.5 Management of Relationships with Suppliers

The Group considers responsible supply chain management to be a key element of its sustainability strategy. For this reason, in selecting and managing suppliers, it promotes criteria focused on quality, reliability, regulatory compliance, and, where possible, the assessment of environmental, social, and governance (ESG) factors. The goal is to develop long-term relationships with qualified partners, fostering a supply chain that is increasingly responsible and aligned with the Group’s values. To this end, the Group monitors regulatory compliance and the characteristics of the materials and products purchased.

During 2025, the Group also initiated a collaboration with a supplier aimed at obtaining REACH certification for certain non-European products used in the Group's production processes, thereby reinforcing its commitment to the responsible management of chemicals and the safety of the materials used.

With the goal of improving relationships with its suppliers and promoting greater flexibility in the financial management of the supply chain, in 2019 the Group launched, in collaboration with **Mediocredito Italiano**, the **Confirming Portal**, a digital platform dedicated to managing trade receivables owed to suppliers.

Through this tool, suppliers can access invoices uploaded to the platform and request the factoring of receivables online on a non-recourse basis, benefiting from more efficient and flexible management of cash flows.

In 2025, use of the Confirming Portal saw a significant increase: in total, payments totaling **1,955,723 euros** were made to **7 suppliers**, confirming the value of this tool in supporting stability and collaboration throughout the supply chain.

6.4 Market Relations

The operations carried out at our facilities are constantly monitored and controlled through a certified quality system, which guarantees customers the quality of the products supplied and is geared toward continuous improvement as much as possible.

Customers receive ongoing technical support both before and after delivery.

6.4.1 Customers

The Group considers its relationship with customers to be a strategic and distinctive element of its business model, based on collaboration, continuous engagement, and the building of long-term relationships of trust.

POZZI-AROSIO guarantees proactive customer support and a co-Constant communication with customers, supporting them through the various stages of the commercial and production relationship. Thanks to a network of agents spread across all continents, the Group is able to offer comprehensive support, ensuring proximity and prompt service across the various geographic regions we serve.

SAIP, operating in the design and construction of systems... complex systems, offers ongoing support-including 24/7 service-both prior to delivery through needs analysis and solution customization and afterward, through updates, maintenance, and after-sales services.

The relationship with customers is based on direct collaboration that has been strengthened over time. In many cases, customers are involved in the design and development phases of the solutions, helping to define products and technologies that are increasingly tailored to specific application needs.

In 2025, in line with evolving European regulations regarding the safe use of isocyanates, the Group, in collaboration with **ISOPA**, supported its customers in participating in dedicated training programs, contributing to the promotion of proper substance management and the strengthening of a safety culture throughout the supply chain.

6.4.2 Product Safety

All of the **Group's products** are developed in compliance with applicable regulations and are accompanied by technical and safety data sheets that are constantly updated, with the aim of ensuring proper and safe handling throughout the entire product lifecycle.

Safety is also a central element in machine design and development activities. In particular, the Group is devoting increasing attention to ergonomic aspects and the design of human-machine interaction, with the goal of improving operating conditions, enhancing operator well-being, and making technological solutions increasingly intuitive, safe, and efficient.





**HEALTH, SAFETY
AND GROWTH ARE KEY
FACTORS OF OUR
LONG-TERM SUCCESS**

Appendix

7.1

Sustainability Highlights 2025

- Six projects are underway to improve energy efficiency and recycle polyurethane production waste
- The results of the **carbon footprint measurement for Scopes 1 and 2¹ in 2025** are:

POZZI INDUSTRIES GROUP

- Scope 1: 223.94 metric tons of CO₂eq.
- Scope 2: 120.63 t CO₂ eq. POZZI AROSIO S.R.L.
- Scope 1: 113.57 metric tons of CO₂ equivalent
- Scope 2: 62.70 metric tons of CO₂ equivalent SAIP S.R.L.
- Scope 1: 110.37 metric tons of CO₂ equivalent
- Scope 2: 57.93 metric tons of CO₂ equivalent

Water usage in the Group companies' production cycle is virtually zero.

- The search for suppliers of bio-based polyols - a sustainable raw material - continues.
- Support initiatives for the environmental protection and educational activities of the Lambro Valley Park continue, as does the project to obtain environmental certifications from the Park Authority.
- The new office building in Arosio is now fully operational, having been constructed not only with sustainability goals in mind energy and environmental goals, but also with a view to enhancing employees' quality of life.

¹ **Scope 1:** covers direct emissions generated by sources owned or controlled by the company, such as the combustion of fossil fuels for heating or for company vehicles.

Scope 2: includes indirect emissions linked to the company's consumption of purchased energy, such as electricity or district heating.

- The search for a new production site for Pozzi Arosio that meets all the sustainability criteria identified by the Group over the years—including the goal of “zero impact” on the local community—is currently under review.
- The Group continues to implement and renew a series of internal initiatives for the sustainable management of day-to-day operations.
- The new **employee mobility plan** is now in effect, offering incentives for using public transportation to commute to work.
- **“AUT? IN! – Together for an Inclusive Community,”** an inclusion project for children and youth with autism spectrum disorder promoted by the Municipality of Arosio in collaboration with SAIP S.r.l., has been definitively approved.
- A **total of 341.5 hours of training** were provided to staff (of which 245.5 were provided by SAIP S.r.l. and 96 by Pozzi Arosio S.r.l.) with customized formats and topics.
- The corporate welfare program continues.
- The internal regulations have been updated to allow employees to choose their work schedule from five different options based on their individual needs.
- The Group has joined the Lombardy Region’s VHP plan, a World Health Organization initiative adopted by the Local Health Authorities (ATS) aimed at transforming workplaces into environments that promote health, the prevention of chronic diseases, and the physical and mental well-being of employees.
- Once again, this year, the Group participated in **the “Salone Young - Orienta il Tuo futuro”** fair in collaboration with the Como-Lecco Chamber of Commerce: an event aimed at promoting connections between local companies and young people seeking employment.
- In 2025, SAIP/POZZI AROSIO launched **11 training projects** (10 at SAIP S.r.l. and 1 at Pozzi Arosio S.r.l.) **in partnership with local schools.**
- **The Family Council** continues its work on managing the generational transition. In 2025, some members of the fourth generation were already integrated into the Group’s operations.
- A partnership was established with a supplier to request “REACH” certification for certain non-European products to be used in production processes.
- In 2025, the total amount of payments made through the Portale Confirming portal amounted to €1,955,723 to a total of 7 suppliers.

VSME Principles

The **VSME** (*Voluntary Sustainability Reporting Standard*) indicators are a set of voluntary ESG metrics created by EFRAG for small and medium-sized enterprises; they are based on a simplified approach that is consistent with European sustainability regulations and the principles of the ESRS (European Sustainability Reporting Standards). The goal is to help SMEs report in a proportionate, clear, and useful manner.

The guiding principles of the VSME are:

1. Relevance

- The information disclosed must be relevant to understanding the company's impacts and the effects of ESG issues on the company;

2. Faithful Representation

- Data and information must be complete, unbiased, and accurate, so as to correctly reflect the company's actual situation;

3. Comparability

- The information must allow for comparisons over time and, to the extent possible, with other companies;

4. Understandability

- The document must be clear and easily understandable by customers, banks, investors, and other stakeholders;

5. Verifiability

- The information must be supported by evidence and documentation that allow for verification;

They are structured into two modules (Basic and Comprehensive) to cover environmental impact, social issues, and corporate governance in a manner proportionate to the size of the company.

1. Basic Module (11 Requirements, B1 through B11)

The Basic Module is the fundamental requirement and focuses on essential data:

- **General Information (B1-B2):** Practices, policies, and future initiatives for the transition to a sustainable economy;
- **Environment (B3-B7):** Energy consumption, greenhouse gas emissions (Scope 1 and 2), pollution, resource use, water, waste, and the circular economy;

- **Social (B8-B10):** Working conditions, health and safety, compensation, collective bargaining, training, and key indicators such as the gender pay gap;
- **Governance (B11):** Information on any convictions, sanctions, or instances of corruption.

2. Complete Module (9 Requirements, C1 through C9)

The complete module, which can be integrated with the basic module, is designed for SMEs that already have a strategic sustainability plan and includes:

- **Strategy (C1-C2):** How sustainability is integrated into the business model and quantitative resilience targets (KPIs);
- **Environment (C3-C4):** Decarbonization plans (including Scope 3, if applicable) and a detailed analysis of climate risks;
- **Social and Governance (C5-C9):** In-depth analysis of human rights, the value chain, and additional risk management metrics.

Comparison of VSME, ESRS, and GRI

Feature	VSME	ESRS	GRI
Target Audience	Small and medium-sized enterprises not subject to the CSRD	Large companies and SMEs subject to the CSRD	Companies of all sizes and sectors
Mandatory	Voluntary	Mandatory for companies subject to the CSRD	Voluntary and more widespread internationally
Main objectives	To facilitate sustainability reporting for SMEs at the European level	Standardizing sustainability reporting at the European level	Standardizing sustainability reporting at the global level
Types of Information Required	Data on environmental, social, and governance impacts using a simplified approach	Detailed data on policies, actions, metrics, and targets related to ESG issues	Broad coverage of economic, environmental, and social impacts with detailed indicators
Regulatory alignment	Supports SMEs in complying with requests they receive from companies subject to the CSRD and CSDDD	Required by the CSRD Directive	Internationally recognized, aligned with other standards such as ESRS

75

Sustainable Development Goals (SDGs) 2030 Agenda

OBIETTIVI PER LO SVILUPPO SOSTENIBILE



1	End Poverty: End poverty worldwide
2	End hunger: end hunger, achieve food security, improve nutrition, and promote sustainable agriculture
3	Good Health and Well-being: Ensure healthy lives and promote well-being for all at all ages
4	Quality Education: Provide quality, equitable, and inclusive education; promote lifelong learning opportunities for all.
5	Gender equality: Achieve gender equality and empower all women
6	Clean Water and Sanitation: Ensure access to safe drinking water and sanitation for all and manage these resources sustainably
7	Affordable and Clean Energy: Ensure access to affordable, reliable, sustainable, and modern energy systems for all
8	Decent Work and Economic Growth: Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all
9	Industry, Innovation, and Infrastructure: Promote the sustainable development of enterprises and infrastructure and foster innovation as a driver to achieve the goals of the 2030 Agenda
10	Reducing inequalities: reducing inequalities between and within nations
11	Sustainable cities and communities: making cities and communities inclusive, safe, sustainable, and resilient
12	Responsible consumption and production: promoting sustainable consumption and production patterns by implementing the UN's 10-year plan
13	Climate Action: Take urgent action to combat climate change and its impacts
14	Life Below Water: Conserve and sustainably use the oceans, seas, and marine resources
15	Life on Land: Protect, restore, and promote the sustainable use of terrestrial ecosystems
16	Peace, Justice, and Strong Institutions: Promote peaceful and inclusive societies, ensure access to justice for all, and build effective, accountable, and inclusive institutions at all levels
17	Partnerships for the Goals: Strengthen implementation mechanisms and revitalize the global partnership for sustainable development

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