



# Sustainability Report Mario Frigerio S.p.A.

Year **2024**



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# Letter to stakeholders

## GRI 2-22

### Dear Stakeholders,

This is our first Sustainability Report, and while it's the first time we've gathered everything in one place, it's not the beginning of our journey. For us, this report is a natural continuation of a path we've been following for years—one shaped by concrete actions, long-term thinking, and a growing sense of responsibility.

We chose to publish this report on a **voluntary basis** because we believe in the value of transparency, and in sharing both what we've achieved and what we're still working on. Sustainability has never been an isolated project at Mario Frigerio S.p.A., but rather a mindset that runs through the way we operate, make decisions, and plan for the future.

Back in 2014, we moved into a **new headquarters** designed with the environment in mind—an efficient facility that integrates systems to reduce energy and water consumption. It was a tangible expression of a mindset that was already evolving, one that saw responsibility and innovation as deeply connected. Since then, we've continued to turn intent into action.

In 2018, we achieved the **ISO 14001 certification**, which underscores our commitment to effective environmental management.

In 2024, we've invested in clean energy, installing a **photovoltaic system** that contributes to reducing our environmental footprint. We've opened our doors to **schools and universities**, believing that sharing knowledge and creating opportunities for young people is one of the most meaningful ways to generate long-term impact. And we've continued to strengthen our bond with the territory to give back what the territory has given, and continues to give, to us.

Caring for our people has always been a cornerstone of our approach. Over the years, we've worked to improve the **health and safety** of our workplaces, making progress through updated procedures, better training, and certifications that reflect this commitment—we are **ISO 45001 certified** since 2015.

Several years ago, we adopted the Organizational Model 231 as part of our broader commitment to integrity, risk prevention, and good governance.

At the same time, we're looking ahead. **Industry 4.0 is not just a driver of efficiency—it's a key enabler of servitization**, helping us offer new forms of value through smart insights, data connectivity, and digital services. These tools are allowing us to become even more responsive to our customers' evolving needs, anticipating trends rather than following them.

Our ambition is to be more than a supplier. We want to be a forward-thinking partner for the Wire & Rope, and Wire & Cable industries, pushing innovation with purpose, and doing our part to shape a more sustainable future for everyone.

This report is a way to open that conversation more fully, with transparency, clarity, and the hope that our commitment will continue to grow through the dialogue we build together.

**Emilia Tentori, Managing Director**



# Methodological Note

## GRI 2-1, 2-2; VSME B1

This Sustainability Report has been voluntarily prepared by **Mario Frigerio S.p.A.** (hereinafter the “Company”) with the aim of transparently communicating information related to environmental, social, and governance (ESG) issues, in order to provide a clear overview of the business context in which the Company operates and its commitment to a sustainable development model.

The decision to undertake this initiative stems from the desire to anticipate recent regulatory developments regarding sustainability reporting, while also embarking on a process of continuous ESG improvement. This initiative also serves as an opportunity to strengthen dialogue with stakeholders and to consolidate the Company’s positioning in relation to the challenges of ecological and social transition.

Specifically, Directive (EU) 2022/2464, known as the “*Corporate Sustainability Reporting Directive*” (CSRD), transposed into Italian law by Legislative Decree 125/2004, introduced new sustainability reporting requirements for European companies. However, the recent “Omnibus Package” simplified these provisions, thereby exempting Mario Frigerio S.p.A. from such obligations. Nonetheless, the Company has chosen to voluntarily prepare this document, demonstrating its sense of responsibility and forward-thinking approach.

The Report is structured with an initial section presenting the Company, followed by a contextual analysis and three chapters respectively dedicated to the ESG pillars: environmental, social, and governance. Finally, the document concludes with the publication of a Strategic Plan consisting of ESG objectives, actions, and targets. Reporting was carried out in accordance with the 2021 *GRI Standards of the Global Reporting Initiative* (GRI), the international reference organization for sustainability matters. It also integrates the recently published European voluntary standards by EFRAG for small and medium-sized enterprises: the *Voluntary Sustainability Reporting Standards for SMEs* (VSME), comprehensive option. This approach enabled a more accurate analysis of the Company’s current situation and the planning of a suitable improvement plan.

This structure allowed for an in-depth analysis of the Company’s current state and the development of an improvement plan aligned with the Company’s strategic goals. Each section includes the relevant GRI disclosures, while the final content index highlights any omissions and the reasons behind them.

The document also includes an analysis of the contribution to the United Nations Sustainable Development Goals (SDGs), identified with the support of the “*Linking the SDGs and the GRI Standards*” document.

The information selected for this Sustainability Report reflects the materiality principle defined by the GRI Standards. Indeed, the topics covered are those that emerged during the Materiality Analysis and stakeholder engagement process. These are the topics deemed most relevant for Mario Frigerio S.p.A., as well as the risks and opportunities that affect—or could affect—its business positively or negatively.

The reporting scope of this Sustainability Report includes Mario Frigerio S.p.A, which incorporates its permanent establishment in Spain — Mario Frigerio S.p.A. Sucursal en España.

<b>Legal Entity</b>	<b>Office Address</b>	<b>ZIP code</b>	<b>City</b>	<b>Country</b>	<b>Coordinates</b>
<b>Mario Frigerio S.p.A.</b>	Viale Lombardia Snc	23847	Molteno (LC)	Italy	45.78083, 9.289313
<b>Mario Frigerio S.p.A. - Sucursal en España</b>	Carrer del Progrés, 293	08918	Badalona (Barcelona)	Spain	41.43585, 2.23485

Table 1- Legal Entities and locations included in the Sustainability Report

The reporting period covered by this Sustainability Report is from January 1 to December 31, 2024, and it will be published annually. In some instances, data from the previous year has been included to provide a comprehensive view of Company performance and enable year-on-year comparison.

For employee data analysis, the figures refer to the number of employees as of 31/12/2024 and 31/12/2023.

Regarding environmental data, GHG emissions were calculated using the following emission factors:

- **DEFRA UK 2024 and 2023** (for the respective reference years) for fuels, natural gas, and F-gases;
- **ISPRA 2024 and 2023** (for the respective reference years) for location-based electricity values for the Italian site;
- **Ecoinvent (without upstream and losses) 2024 and 2023** (for the respective reference years) for location-based electricity values for the Spanish site;
- **AIB 2024 and 2023** (for the respective reference years) for market-based electricity values for both sites.

This document was reviewed and approved by the Board of Directors of Mario Frigerio S.p.A. on 17 November 2025.

For further information regarding sustainability performance, goals, and results presented, please send a request to [s.rotella@mflgroup.com](mailto:s.rotella@mflgroup.com).

# Highlights

GRI 2-1, 2-2; VSME B1

## THE GROUP

**2000+**  
Customers

**100+**  
Served countries

**6**  
Production plants

**9**  
Service &  
Sales Offices

## MARIO FRIGERIO S.p.A (Italy + Spain)

**125+**  
years

**315**  
employees

**39.417** sqm  
of covered area

## ENVIRONMENT

**78.232** kWh  
Photovoltaic system  
production

**42%**  
renewable share  
in purchased electricity

**96%**  
of total waste recycled

## SOCIAL

**94%**  
Local suppliers

**98%**  
permanent employment  
contracts

**12%**  
female representation

## GOVERNANCE

**133** Million €  
of direct economic value  
generated

**Organizational  
Model 231**  
adoption and regular  
update

**50%**  
female representation  
on the Board of Directors

## R&D

**11**  
R&D projects in total (6 launched  
in 2024): 6 in Wire & Rope;  
4 in Wire & Cable

**1,950**  
hours dedicated to R&D

**2**  
patents filed

Figure 1 - Company overview

# Company presentation

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# 1.1 Mario Frigerio S.p.A.

## GRI 2-1, GRI 2-2

**Mario Frigerio S.p.A.** is a fourth-generation family company that designs and builds **industrial machinery** for the global **Wire & Rope** and **Wire & Cable** industries.

Founded in **1897 as a small workshop**, it has grown into a **global point of reference** for the design and manufacture of advanced production lines dedicated to wire transformation.

This is where the production of some of the world's most essential components begins: steel construction wire and strand, steel ropes, mechanical springs, submarine cables, building wires, overhead conductors, and many more. These are the elements that support infrastructure, power our cities, connect continents, and enable innovation across industries.

Our **drawing and stranding lines** are at the core of this process. Designed for performance and precision, they make possible a vast range of wire-based products used across **agriculture, construction, energy, mining, automotive, and countless other sectors**—because wires, ropes, and cables are everywhere, quietly sustaining the systems we depend on every day.

We work with manufacturers of every size, from local producers to multinational groups, in **more than 100 countries**. Whether delivering robust mechanical solutions or embedding digital technologies for smart manufacturing, we're committed to reliability, long-term value, and ongoing customer care through a full range of aftersales services.

At the heart of Mario Frigerio is a vision shaped by more than a century of experience: a belief in engineering excellence, sustainable growth, and building trusted partnerships.

This approach has guided the company from its origins to becoming the **founding force behind MFL Group**. By bringing together specialized companies under a shared mission, Mario Frigerio delivers end-to-end solutions for wire, rope, and cable manufacturing—combining robust mechanical systems with advanced digital technologies. Through continuous investment in people, innovation, and responsible production, we help our customers stay competitive in an increasingly complex and fast-evolving global market.



## 1.2 MFL Group



**14**

Companies



**6**

Manufacturing Plants



**+500**

people

MFL Group is a global group providing industrial machinery, which contributes to the success and growth of **wire, rope and cable** manufacturers.

With 125 years of history, MFL Group now delivers comprehensive vertically integrated turnkey solutions that include **Wire Drawing, Stranding-Screening-Armoring, Extrusion and Treatment Machinery**, powered by digital applications required to unlock the entire value of an industrial machine.

The MFL Group brings together a network of companies with a shared mission: to deliver high-quality, high-performance machinery and services for the production of wire, rope, and cable. The Group has grown steadily through the founding of new companies and the strategic acquisition of established players in the industry.

Around **500 employees** work together to serve clients **all over the world**, focusing on long-term partnerships and reliable service.

### CORPORATE STRUCTURE

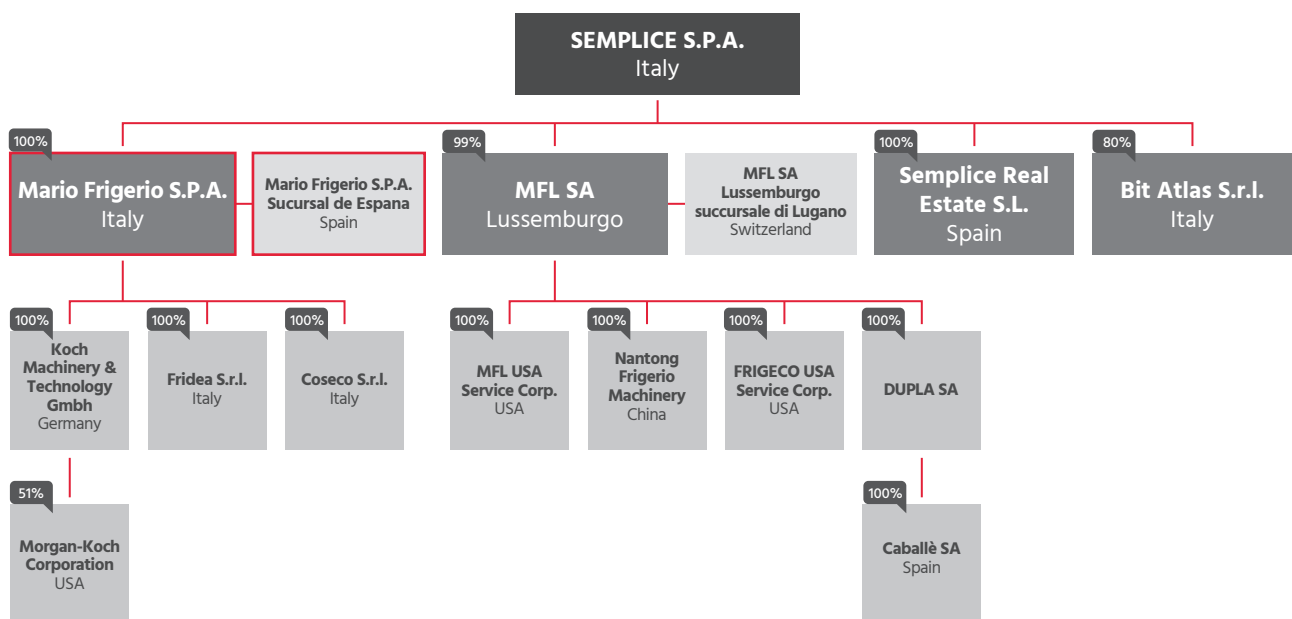


Figure 2 - Corporate structure of the group



Figure 3 – MFL Group locations around the world

<b>ITALY</b>	<b>MARIO FRIGERIO S.P.A.</b>	Headquarters, manufacturing plant, sales & service office
	<b>SEMPLICE S.P.A.</b>	Holding company
	<b>FRIDEA S.R.L.</b>	Manufacturing plant, sales & service office
	<b>COSECO S.R.L.</b>	Manufacturing plant
	<b>BIT ATLAS S.R.L.</b>	Venture Capital company
<b>EUROPE</b>	<b>KOCH MACHINERY &amp; TECHNOLOGY GMBH</b>	Trading, manufacturing plant, sales & service office
	<b>CONSTRUCCIONES MECÁNICAS CABALLÉ S.A.U.</b>	Sales & service office
	<b>MARIO FRIGERIO S.P.A., SUCURSAL EN ESPAÑA</b>	Manufacturing plant, sales & service office
	<b>MFL S.A.</b>	Holding company
	<b>MFL S.A. LUSSEMBURGO, SUCCURSALE DI LUGANO</b>	Trading company
	<b>SEMPLICE REAL ESTATE S.L.</b>	Real Estate company

<b>USA</b>	<b>MFL U.S.A. SERVICE CORP.</b>	Sales & service office
	<b>FRIGECO USA, INC. - MFL Group Company</b>	Sales & service office
	<b>MORGAN - KOCH CORPORATION, machines for the wire industry</b>	Trading company, service office
<b>ASIA</b>	<b>NANTONG FRIGERIO MACHINERY CO., LTD.</b>	Manufacturing plant, sales & service office
	<b>NANTONG FRIGERIO MACHINERY CO., LTD. SHANGHAI BRANCH</b>	Trading company, service office

Table 1 – MFL Group's companies and activities

## 1.3 MFL Group's History

### The birth of Mario Frigerio: a tradition of innovation

The history of Mario Frigerio S.p.A. began in **1897** with the opening of a **small workshop in Lecco**, founded on a patented **dough mixer** invented by Mario Frigerio — the first of four generations to lead the Company. Although he managed the business for only a short time, it was his wife **Emma** who carried the Company forward through the difficult years of both World Wars. This activity continued for half a century until **1940**, when the Company underwent a significant transformation by specializing in **steel wire drawing machinery**. Over the following decade, Mario Frigerio S.p.A. consolidated its position in the Wire & Rope sector, becoming a key player in the design and manufacture of wire drawing machines for ferrous materials.



### The start of the international journey

One hundred years after the first workshop was established, Mario Frigerio S.p.A. launched the Frigeco brand, entering in the **Wire & Cable** market for non-ferrous materials with **the first rod breakdown lines**. This new development marked the beginning of a period of major success, including on the international stage.

In **1997**, with a clear focus on international expansion, **MFL S.A.** was founded. Under this new company, **MFL USA Service Corporation Ltd.** — the Group's first commercial office in the United States — was established in **1999**, followed by the creation of a **sales and service office in China** and the opening of a new **manufacturing facility in Nantong**.

## The group's evolution

The group continued to grow with the inauguration of a **new facility in Spinetoli** (Ascoli Piceno, Italy) in **2010**, dedicated to the production of **multiwire drawing lines and extrusion lines for the Wire & Cable** market.

In **2013**, further strengthening its presence in the U.S. market, the Group established **Frigeco USA Service Corp.**, a new office dedicated to sales and service for American Wire & Cable customers.

In **2014**, a **new headquarters** was inaugurated in Molteno (Lecco), replacing the historic Lecco facility to accommodate growing production demands. The site offers over 20,000 square meters of covered space for manufacturing and warehousing, along with 7,000 square meters dedicated to offices and support services. The following year, MFL Group continued boosting its Wire & Cable drawing and stranding portfolio with the **acquisition of Construcciones Mecánicas Caballé S.A.** and the intellectual property of the renowned **OM Lesmo and Eurodraw Energy** brands.

## Portfolio consolidation

In **2020**, MFL took a significant step forward by acquiring the intellectual property of the German brand **Koch**. This acquisition expanded the group's portfolio to include **production lines for the structural steel industry**, with a focus on cold rolling and stretching equipment.

At the same time, Mario Frigerio S.p.A. launched **MFL X**, a startup-style corporate venturing program designed to get value from industrial data by harnessing Exponential Technologies. Its mission is to empower wire, cable, and rope manufacturers to unlock the full potential of their production lines through the adoption of latest digital solutions.

In **2022**, MFL Group machinery offer has been completed through the acquisition of **Coseco**. Specialized in **treatment lines**, Coseco brings expertise in electrolytic phosphating, electrolytic coating of copper wire (tinning, silvering, etc.), plants for continuous pickling of welded tubes in stainless steel, plants for regenerating sulphuric acid and other auxiliary equipment.

## Mario Frigerio today: end-to-end solutions for wire, cable, and rope

Today, Mario Frigerio is recognized as one of the most established and trusted brands in the industry, proudly continuing a manufacturing tradition spanning four generations. The group distinguishes itself with a comprehensive portfolio, offering not only high-performance machinery but also a full suite of services and digital applications designed to support customers throughout the entire lifecycle of their production lines.

Today, the MFL Group stands as the only group worldwide operating simultaneously in wire **drawing, extrusion, stranding**, and **treatment** — serving both the **Wire & Rope** and the **Wire & Cable** industries.

## 1.4 Our products

Since 1897, MFL Group has been providing turnkey solutions for the production of wire, rope, and cable, establishing a strong international presence. The group designs and manufactures complete production lines for processing ferrous and non-ferrous metals, offering state-of-the-art **drawing, stranding, extrusion, and treatment lines, powered by our digital services.**

MFL Group designs all machines in-house, manufactures key components, and oversees electrical architecture and software programming. Quality lies at the core of its products and processes, ensuring top-tier performance, reliability, and flexibility across the machinery range.

Thanks to a broad technological portfolio and deep process expertise, MFL Group serves a wide range of industries, including agriculture, automotive, construction, consumer goods, energy and utilities, industrial equipment, mining, and communications and telecommunications. Its integrated, innovation-driven approach enables the delivery of reliable, efficient, and sustainable solutions, tailored to meet each customer’s specific needs with flexibility.






	WIRE & ROPE	WIRE & CABLE
	<b>Mario Frigerio S.p.A.</b> Koch Machinery & Technology GmbH	<b>Mario Frigerio S.p.A.</b> Fridea S.r.l.
	<b>Mario Frigerio S.p.A.</b>	<b>Mario Frigerio S.p.A.</b> <b>Mario Frigerio S.p.A. Sucursal en España</b> Nantong Frigerio Machinery co., ltd.
	Fridea S.r.l.	Fridea S.r.l.
	<b>Mario Frigerio S.p.A.</b> Fridea S.r.l.	<b>Mario Frigerio S.p.A.</b> Coseco S.r.l.
	<b>Mario Frigerio S.p.A.</b>	<b>Mario Frigerio S.p.A.</b>

Figure 4 – Technologies and markets matrix

## 1.5 Beyond machinery: embracing Servitization

### 1.5.1 MFL X

MFL X is a startup-like corporate venturing program dedicated to **harvest value from industrial data by leveraging Exponential Technologies** such as Industrial IoT, Artificial Intelligence and Cloud-based Applications. MFL X's objective is to support wire, cable and rope manufacturers by allowing them to make better operational decisions and optimize OEE based on machine data analytics; unlock a modern and data-driven technical customer support experience; deploy apps from industry standard scalable platforms; comply with the highest standards in cyber-security.

**Acumen** is a multi-platform and highly modular Industrial IoT Application supplied in the form of Software-as-a-Service (SaaS), which helps our customers **make better data-driven operational decisions, optimize Overall Equipment Effectiveness (OEE), and receive better customer support** by narrowing the information gap between the machine manufacturer (OEM) and the End User.

**Scout** is a cloud-based application that allows our customers to **order spare parts by seamlessly navigating the 3D model** of their line. They can also access interactive operation manuals and intuitive maintenance video clips that can help them with the upskilling of their operators.

**Wizard** is a cloud-based engineering tool designed for the End User, for our engineering team and for our technical sales team. It allows users to **run Wire Drawing Line simulations** to calculate line performance for specific wire diameters and materials, and to select the correct set of dies.

**Emma** is our knowledgeable **GPT-based chatbot** for streamlined assistance. Empowered by comprehensive training on MFL lines and learning within MFL X Acumen, Emma rapidly evolves to offer our customers invaluable support. Additionally, it aids in onboarding new employees and collaborates with our dedicated MFL Care Help Desk team to promptly address customers' inquiries.



Acumen



Scout



Wizard



Emma

## 1.5.2 MFL Care

MFL Care is the trusted partner dedicated to supporting customers throughout the entire lifecycle of MFL Group's assets. Its primary goal is to maximize overall equipment effectiveness (OEE) by ensuring customers' production lines are maintained in optimal condition and by providing invaluable process-related best practices assistance.



### Spare Parts

Our original Spare Parts are **meticulously engineered and manufactured** to integrate with the MFL assets, ensuring a perfect fit. We guarantee maximum **performance** and **longevity**.

Moreover, our strong business relationships with first-tier suppliers enable us to serve as a **one-stop shop** for original and commercial spare parts or equipment.



### Field Services

Our highly skilled Field Technicians are prepared to be **deployed to our customers' facilities anywhere in the world**. Equipped with extensive training, they excel in conducting installations, commissioning, operator training, and repairs with utmost proficiency.



### Refurbishment and Upgrades

An excellent alternative to purchasing a new line is to consider a complete refurbishment and upgrade of the existing equipment. Our MFL Care team analyzes the current condition of the machinery, proposes suitable **mechanical, electrical, and software upgrades**, and expertly carries out the project, significantly extending the lifespan of the equipment.



### Remote Support

For **electrical or software-related inquiries**, we offer remote troubleshooting and issue resolution. All our lines are equipped with the necessary hardware and software to facilitate this process. Moreover, if the line is connected to MFL X Acumen (Industrial IoT app), troubleshooting becomes data-driven, enabling us to enhance precision in pinpointing the root cause of the issue.



### Help Desk

Our dedicated Help Desk advocates are available at the service of our customers to **address any technical inquiries** they may have. Each time they reach out to us, we record their inquiry in our modern ticketing system, creating a digital history of their industrial asset for seamless tracking and comprehensive support.



### Co-Design

If our customers have a vision for a machine or production line that doesn't exist yet, we are the perfect partner to make it a reality. With a co-design approach and an "open innovation" mindset, we will work together to **bring our customers' ideas to life**.

## 1.6 Building value through relationships

### GRI 2-6

#### 1.6.1 Meaningful collaborations

Mario Frigerio S.p.A. has always considered the development of **meaningful synergies** essential to supporting its growth path. Academic institutions, research centers, and technology partners continue to play a crucial role in **fostering innovation and sustainable development**.

##### **Politecnico di Milano**

Mario Frigerio S.p.A. collaborates with one of Europe's leading technical universities, the Politecnico di Milano. Together, the two teams constantly explore new solutions to enhance existing technologies and reduce environmental impact. This partnership enables ongoing knowledge exchange and promotes the continuous advancement of the industry, strengthening the Company's ability to innovate sustainably.

##### **JRC MATT**

JRC MATT is a joint research center founded through a collaboration between the Politecnico di Milano and five companies from the Lecco area. It focuses on semi-finished metallic products, their production, processing, and related derivatives. JRC MATT demonstrates how collaboration can push the boundaries of innovation by fostering knowledge sharing and expanding collective know-how.

##### **40 Factory**

To explore new production frontiers focused on the value of data and machine-generated information, Mario Frigerio S.p.A. has selected 40Factory as a strategic partner. This innovative Company is continuously engaged in developing competitive and cutting-edge digital solutions, helping to enhance production processes and improve service quality.

##### **Digital Industries**

Mario Frigerio S.p.A. is a founding partner of Digital Industries, the world's leading community for the Internet of Things (IoT), with a focus on innovation and growth through open ecosystems for IoT and Cloud. This collaboration allows the Company to stay aligned with market trends and maintain a solid competitive edge in a rapidly evolving sector.

#### 1.6.2 Industry Associations

Mario Frigerio S.p.A. recognizes the value of participating in **industry associations as a tool for shared growth and exchange**. With this in mind, the Company has joined three key national and international organizations to reinforce its commitment to responsible and informed business practices.

##### **ACIMAF**

The Company is a member of ACIMAF (Associazione Costruttori Italiani Macchine per Filo), established to promote the image of Italian technology in the field of machinery and products for the Wire & Cable industry. ACIMAF has played a key role in fostering international cooperation, especially through the organization and participation in major global trade fairs.

##### **IWMA**

At the international level, Mario Frigerio S.p.A. is a member of IWMA (International Wire & Machinery Association), the

world's largest corporate association in the wire industry. IWMA promotes the dissemination of best practices, technological innovation, and industry development, encouraging dialogue between companies, stakeholders, and institutions worldwide.

### **WAI**

The Company is also part of WAI (Wire Association International), based in the United States, which serves as a reference point for sharing technical, commercial, and manufacturing information across the ferrous, non-ferrous, electrical, fiber optic, and fastening sectors of the Wire & Cable industry.

## **1.7 Mario Frigerio's identity**

### **Mission**

*We're driven to empower wire, cable, and rope manufacturers with comprehensive turnkey solutions, blending our rich heritage with a forward-thinking approach. We're forging a path to our clients' continuous and sustainable growth, embracing their entrepreneurial challenges as catalysts for innovation.*

With over a century of experience and a constant focus on evolving industry trends, Mario Frigerio S.p.A. has developed a **forward-looking, predictive approach** to market demands—positioning itself as a strategic partner for wire, rope, and cable manufacturers working with both ferrous and non-ferrous metals.

The Company's strength lies in its holistic and personalized approach, combining deep technical expertise with continuous innovation and a strong commitment to research and development. This enables Mario Frigerio to deliver tailored, high-performance solutions that address each customer's unique challenges—enhancing **productivity, quality, and sustainability**.

Beyond its advanced machinery, Mario Frigerio offers a comprehensive suite of digital services designed to optimize the entire lifecycle of production lines. Through MFL X, the Group's digital hub, the Company integrates exponential technologies to help customers increase uptime, reduce operational costs, and make informed decisions using real-time data.

Thanks to its proactive and dynamic mindset, Mario Frigerio is equipped to anticipate shifts in the global industrial landscape, ensuring fast and effective responses to emerging challenges. From engineering and production to customer care and digital integration, the Company delivers complete, future-ready solutions that generate long-term value.

As it continues to grow internationally, Mario Frigerio remains deeply rooted in its heritage—translating the values of tradition and reliability into the context of today's global market. By blending over a century of manufacturing excellence with next-generation technologies and services, the Company continues to support its customers in building competitive, sustainable operations for the future.

## Vision

*Innovating beyond machinery-centric models, we lead a service-driven revolution in the wire industry, propelling innovation and addressing diverse market demands for a future of unparalleled progress.*

At Mario Frigerio S.p.A., we envision a wire industry that evolves beyond traditional machinery-centric models—toward a future defined by **integrated services, continuous innovation, and shared value creation**. Our vision is to lead this transformation by offering not only cutting-edge equipment but also data-driven services, digital tools, and customized support that anticipate the evolving needs of manufacturers worldwide.

We are committed to redefining industry standards by embracing **flexibility, sustainability, and operational excellence**. In a rapidly changing global context, we see innovation not as a one-time achievement, but as a continuous, collaborative process—one that empowers our customers to meet complex market demands and turn challenges into opportunities for progress.

Through this forward-thinking approach, we aim to be more than a supplier: we strive to be a long-term partner in our customers' growth, enabling them to build resilient, efficient, and future-ready production systems that create lasting value for business, people, and the planet.

## Values



### Respect & Integrity

We honor our heritage and relationships through ethical conduct, mutual respect, and a strong sense of fairness—with colleagues, customers, partners, and the environment.



### Trust & Accountability

Trust is earned through transparency and consistency. We take ownership of our actions and deliver on our promises, holding ourselves to the highest standards.



### Visionary Thinking

Inspired by over a century of innovation, we look beyond the present to anticipate industry needs, challenge conventions, and shape the future of wire, rope, and cable manufacturing.



### Collaboration

We believe progress is built together. By fostering open dialogue and strong partnerships—both internally and externally—we co-create solutions that drive shared success.



### Sustainability

We commit to responsible growth, designing solutions that reduce environmental impact, support circular practices, and promote long-term value for future generations.

# Approach to Sustainability

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## 2.1 Materiality analysis

### GRI 3-1

In 2024, the Company conducted a **materiality analysis** to identify ESG topics capable of generating significant impacts in the areas of governance, environment, and society. The process involved active engagement from management, senior functions, and key stakeholders, ensuring effective alignment between corporate strategy and the expectations of internal and external stakeholders.

**Relevance, inclusiveness, sustainability context, and completeness** were the guiding principles of this process, as outlined by Global Reporting Initiative (GRI), and they helped define the Company's future sustainability strategy.

The materiality analysis was structured in four main phases, described below:

#### **Phase 1: Context analysis and identification of the most relevant topics**

To identify the most relevant ESG topics, an in-depth analysis of the context in which the Company operates was carried out, taking into account not only core activities but also emerging trends and expectations regarding sustainability at both national and international levels.

Internal and external analyses were conducted through an ESG assessment aimed at understanding the group's strategic vision, adopted policies, quality, environment and safety management systems, the 231 Model, and operating procedures concerning environmental, social, and governance topics. This ESG assessment included both Mario Frigerio S.p.A. Italy and its Spanish branch.

Through structured **interviews and discussions with management and top executives** at both legal entities, the level of ESG maturity achieved was assessed and a preliminary mapping of the Company's impacts—**positive and negative, current and potential**—on the environment, stakeholders, and the economy was completed. This laid the foundation for correctly identifying material topics and for defining a coherent and targeted sustainability strategy.

#### **Phase 2: Identification and engagement of stakeholders**

Next, the Company identified relevant internal and external stakeholders based on their level of influence and the degree to which they are affected by business activities. Based on the topics identified during the context analysis phase, a **materiality questionnaire** was prepared and distributed to a representative sample of over 90 stakeholders. The goal was to collect their assessments on the relevance of various ESG topics and identify the most relevant ones for the Company as a whole.

#### **Phase 3: Assessment of the significance of impacts**

The findings enabled a joint analysis combining internal stakeholder evaluations and the external business context. This process assessed the significance of the actual and potential impacts generated by the Company on the environment, people, and governance.

#### **Phase 4: Prioritization of material topics**

Finally, the identified topics were prioritized using the principle of double materiality, through an integrated analysis of impact materiality and an initial assessment of financial materiality. The former considered the impact of business activities on environmental, social, and governance aspects, while the latter highlighted ESG topics with a potential effect on economic-financial performance and the organization's risk profile. Combining these two perspectives allowed for prioritizing the topics to be included in the sustainability report.

## 2.1.1 Stakeholder engagement

### GRI 2-29, 3-1

#### Identification of Stakeholders

Mario Frigerio S.p.A. has identified the key stakeholders in its value chain with whom it maintains a direct relationship. These include: customers, internal personnel, suppliers, the local community and media, employee representatives, and governance bodies, as illustrated in Figure 5.

#### Dialogue with Stakeholders

In addition to the engagement activities aimed at identifying material topics, in 2024 the Company continued its efforts to meet and engage with stakeholders.

- **Board of Directors, board of statutory auditors, and external auditor**

Dialogue with governance bodies occurs through regular and structured meetings. The **Board of Directors** meets six or seven times a year, based on business needs, while the **Board of Statutory Auditors** meets quarterly to monitor performance and compliance.

The external auditing firm performs audits and assessments on average twice a month. Lastly, the Supervisory Body meets quarterly.

- **Internal personnel**

Dialogue among employees, collaborators, management, and ownership is key. In 2024, initiatives were organized involving all departments. For instance, a Company-wide survey allowed employees to evaluate various areas including internal services and equipment, training, internal communication, working groups. The results, also shared with internal staff, helped identify areas for improvement and define short-, medium-, and long-term action plans. Every quarter, the Company sends out a report via email to employees at all locations, in both Italian and English, providing updates on business performance, with a focus on ongoing projects, trade show participation, and sustainability initiatives. Complementing these communications, daily updates on topics of common interest—such as new hires—are shared through the Company’s social network and via digital screens located in common areas.

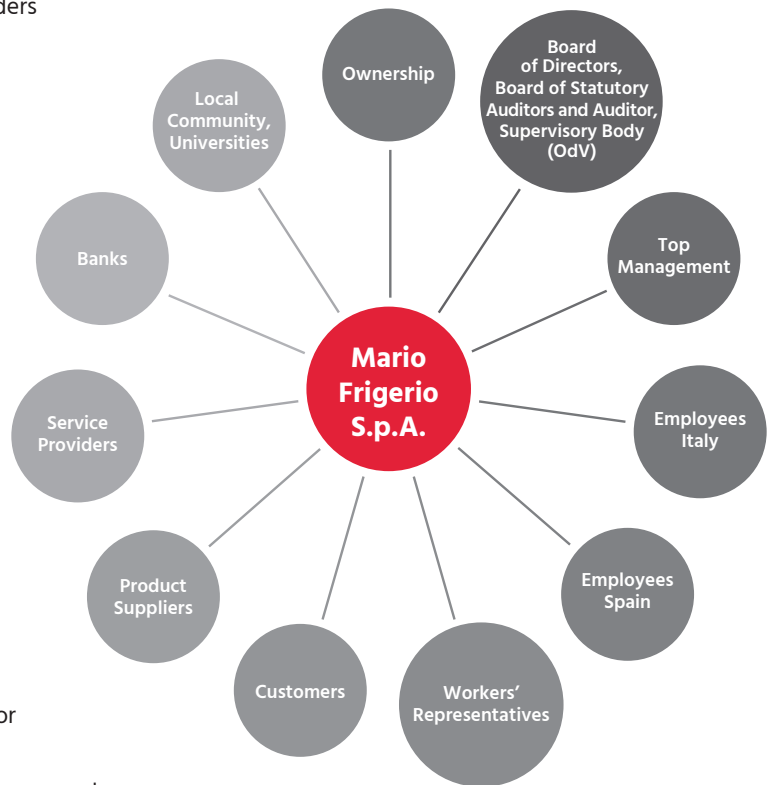


Figure 5 - Key stakeholders

The **auditing firm** conducts checks and audits, averaging two meetings per month, with the aim of verifying the reliability of the reported information and ensuring compliance with current reporting regulations. Additionally, the **Supervisory Body (OdV)** meets quarterly to monitor the organizational and management model adopted by the Company.



• **Employee representatives**

The Company promotes a constant and structured dialogue with workers’ representatives, aimed at discussing issues related to working conditions, safety, and employee well-being. Meetings are held annually and during contract renewal periods, with the goal of ensuring continuous and transparent communication.

Mario Frigerio S.p.A. is committed to building positive and proactive relationships with union representatives, fostering a collaborative environment through three worker delegates, a Workers’ Safety Representative (RLS), and by organizing at least two annual assemblies, with active participation from clerical staff as well.

• **Customers**

The Company has developed a structured system of external communication with customers to promote continuous dialogue, gather feedback, and constantly improve service quality. Among the main initiatives is a post-sales and post-commissioning surveys to assess the customer’s experience and identify any critical issues, enabling corrective actions and improvement plans.

The Company also engages directly with the market through trade fairs and industry events, which are key opportunities to strengthen customer relationships and showcase its solutions. Among various events and trade fairs, in 2024 Mario Frigerio S.p.A. participated in Wire Düsseldorf, the leading trade fair in the industry. Communication with customers is further supported by digital tools and ongoing information channels, including a bimonthly newsletter, active presence on LinkedIn, and publication in industry magazines—keeping stakeholders informed and strengthening the Company’s global reputation.



• **Suppliers**

In 2018, the Company organized a meeting to share best practices on sustainability and safety with suppliers, with a particular focus on proper waste management. Starting in 2022, an annual questionnaire is sent to all suppliers to assess their commitment to environmental, health, and safety issues, aiming to raise awareness and promote greater responsibility in these areas.

• **Local community and media**

The Company actively collaborates with local institutions, participating in projects that promote local development. It also supports the community through sponsorships, contributing to social and cultural initiatives that have a positive impact on society.

## 2.1.2 Impacts, Risks, and Opportunities – IRO

In line with the reporting principles required by the Corporate Sustainability Reporting Directive (CSRD), Mario Frigerio S.p.A. conducted an analysis of the main environmental, social, and governance impacts, risks, and opportunities (IRO) relevant to its business model.

The table below provides a summary of potential impacts—both positive and negative—generated by business activities or resulting from external factors. It also specifies the time horizon and related strategic implications in terms of risks to be mitigated and opportunities to be seized. The aim is to enhance the organization’s ability to anticipate future scenarios, promote proactive management, and guide decisions toward a sustainable and resilient growth model.

ESG Topic	Type of Impact	Time Horizon	Impact	Risks	Opportunities
<b>Environment</b>	Climate Change Mitigation	Medium	<ul style="list-style-type: none"> <li>• Significant potential emissions due to: material purchases, logistics, travel, use of sold products, energy and water consumption, waste produced</li> <li>• Definition of a decarbonization plan with short-, medium-, and long-term reduction targets</li> </ul>	<ul style="list-style-type: none"> <li>• Measurement difficulties, reputational and regulatory exposure if not reported</li> <li>• Increased Company costs due to high demand for carbon offset credits</li> </ul>	<ul style="list-style-type: none"> <li>• Carbon footprint for greater climate transparency, access to sustainable finance, supplier engagement on decarbonization</li> <li>• Product LCA (Life Cycle Assessment) to reduce life cycle impact</li> </ul>
	Climate Change Adaptation	Medium-Long	<ul style="list-style-type: none"> <li>• Increased electricity demand for cooling; impact on operating costs and carbon footprint</li> <li>• Potentially less safe and comfortable working conditions for operators in summer months</li> </ul>	<ul style="list-style-type: none"> <li>• Rising energy costs and regulatory constraints on emissions</li> <li>• Higher costs for air conditioning and reduced energy efficiency of systems</li> <li>• Difficulty maintaining healthy environments in hot months, with potential effects on productivity and worker well-being</li> </ul>	<ul style="list-style-type: none"> <li>• Investments in energy efficiency, expansion of photovoltaic systems, and night-time free-cooling systems</li> <li>• Adoption of localized cooling technologies and updating of HSE policies</li> </ul>

ESG Topic	Type of Impact	Time Horizon	Impact	Risks	Opportunities
<b>Environment</b>	Water Resources	Medium	Potential vulnerability due to increased prices or local water restrictions	Reduced availability, increased supply costs, lower water quality	Low water consumption technologies, collection and reuse of non-industrial wastewater
	Pollution	Medium	<ul style="list-style-type: none"> <li>• Use and disposal of hazardous substances</li> <li>• Impacts from supply and distribution logistics</li> </ul>	<ul style="list-style-type: none"> <li>• Negative impact on local air quality and corporate image</li> <li>• Risk of non-compliance with international environmental standards</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental certifications as a competitive and marketing lever</li> <li>• Reduction/substitution of hazardous substances</li> </ul>
	Waste Management	Short-Medium	Reduction in waste generation and optimized management, with a higher percentage of waste sent for recovery	<ul style="list-style-type: none"> <li>• High disposal costs</li> <li>• Environmental fines</li> <li>• Pollution</li> </ul>	Implementation of circular economy practices
	Biodiversity and Soil	Medium	Business activity may indirectly interact with natural habitats, watercourses, and green areas	Potential indirect impacts on biodiversity	<ul style="list-style-type: none"> <li>• Implementation of an environmental monitoring plan</li> <li>• Development of economic compensation projects</li> </ul>
<b>Social</b>	Occupational Health and Safety	Ongoing	<ul style="list-style-type: none"> <li>• Improved management of health and safety in the workplace</li> <li>• Reduction in accident rates</li> </ul>	<ul style="list-style-type: none"> <li>• Potential accidents with economic and legal consequences</li> <li>• Fines from regulatory authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of advanced safety procedures (training and PPE)</li> <li>• Reduction in absenteeism and indirect costs</li> <li>• Improved corporate reputation</li> </ul>

ESG Topic	Type of Impact	Time Horizon	Impact	Risks	Opportunities
<b>Social</b>	Training and Skills	Ongoing	<ul style="list-style-type: none"> <li>• Specialized skills essential for quality and innovation</li> <li>• Improvement of technical skills</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulty finding qualified technical staff, risk of skills gap</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in training, internal Academy, collaborations with ITS (Technical Institutes) and universities</li> <li>• Reduced turnover</li> </ul>
	Well-being and Workplace Climate	Ongoing	<ul style="list-style-type: none"> <li>• Strong corporate climate thanks to tradition and stability</li> <li>• High levels of employee motivation and retention</li> </ul>	<ul style="list-style-type: none"> <li>• Misalignment with new generations' job expectations</li> <li>• Increased employee turnover</li> </ul>	<ul style="list-style-type: none"> <li>• Welfare programs, organizational flexibility, listening and development initiatives</li> <li>• Increased engagement and retention</li> </ul>
	Diversity and Inclusion	Ongoing	<ul style="list-style-type: none"> <li>• Inclusive workplace climate, improved decision-making and innovation</li> </ul>	<ul style="list-style-type: none"> <li>• Negative perceptions</li> <li>• Risk of disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Training on bias and inclusion</li> <li>• Achievement of Gender Equality Certification</li> <li>• Improved reputation</li> </ul>
	Community and Local Area	Ongoing	<ul style="list-style-type: none"> <li>• Positive impact in terms of employment and local industrial presence</li> <li>• Strengthening of local ties</li> </ul>	<ul style="list-style-type: none"> <li>• Weakening of reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Local initiatives, sponsorships, transparency in community relations</li> <li>• Improved brand identity</li> <li>• Increased customer loyalty</li> </ul>
	Customer Satisfaction	Ongoing	<ul style="list-style-type: none"> <li>• Direct perception of product and service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of market share</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback surveys</li> <li>• Customer support programs</li> </ul>

ESG Topic	Type of Impact	Time Horizon	Impact	Risks	Opportunities
<b>Governance</b>	Supply Chain	Medium-Long	Supplier involvement in structured ESG assessments	<ul style="list-style-type: none"> <li>• Reputational damage due to an irresponsible supply chain</li> <li>• Logistic disruptions</li> <li>• Lack of compliance with ESG regulations</li> </ul>	<ul style="list-style-type: none"> <li>• Improved supply chain resilience</li> <li>• Strengthened business relationships</li> <li>• EU regulation compliance</li> <li>• Greater transparency</li> </ul>
	Anti-Corruption	Ongoing	The Company operates in international contexts with varying levels of regulatory and ethical risk	<ul style="list-style-type: none"> <li>• Risk of indirect involvement in unethical practices</li> <li>• Legal sanctions</li> <li>• Reputational damage</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen internal controls</li> <li>• Increased ethics training for employees and partners</li> </ul>
	Corporate Culture	Ongoing	Strong intergenerational industrial culture with high sense of belonging	<ul style="list-style-type: none"> <li>• Risk of misalignment</li> <li>• Lack of employee engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Investment in internal communication</li> <li>• Intergenerational inclusion</li> <li>• Employer branding</li> </ul>
	Gender pay gap	Ongoing	Ensure pay equity regardless of gender; compliance with EU and CSRD regulations	<ul style="list-style-type: none"> <li>• Legal and reputational risks; reduced retention</li> </ul>	<ul style="list-style-type: none"> <li>• Increased attractiveness</li> <li>• Employer branding advantage</li> </ul>

Table 2 - Impacts, Risks, and Opportunities – IRO

### 2.1.3 Material topics

#### GRI 3-2

Table 3 presents the material topics of Mario Frigerio S.p.A., identified through an analysis based on two approaches:

- The **inside-out** perspective of **impact materiality**, which allows the identification and evaluation of the Company’s impacts on the outside world, particularly on the environment and society;
- The **outside-in** perspective of **financial materiality**, which enables the identification and assessment of ESG risks and opportunities that have a financial effect on the Company.

Scope	Material Topic	Description	Relevant SDGs
Environmental	<b>Climate change mitigation</b>	The Company’s ability to reduce greenhouse gas emissions through energy efficiency, the use of renewable sources, and the adoption of low environmental impact production practices.	 
	<b>Energy consumption and energy mix</b>	The Company’s ability to self-generate energy from renewable sources and/or recover heat, purchase increasingly green energy, invest in energy efficiency, and monitor consumption to prevent waste and losses.	  
	<b>Soil pollution</b>	The Company’s ability to prevent soil contamination through proper management of hazardous substances, surface protection, and pollutant control.	
	<b>Hazardous and extremely hazardous substances</b>	The Company’s ability to identify, manage, and reduce the use of hazardous substances by promoting their replacement with less impactful alternatives.	  
	<b>Output resources: waste management and reduction</b>	The Company’s ability to adopt solutions to reduce packaging (e.g., fighting single-use packaging), reuse production waste, train and raise employee awareness to avoid waste, promote proper waste sorting, and reduce landfill disposal in favor of recycling.	  

Scope	Material Topic	Description	Relevant SDGs
Social	<b>Employee working conditions</b>	The Company's ability to ensure safe, inclusive workplaces that respect rights, while promoting employee well-being and professional development.	 
	<b>Employee engagement and internal climate</b>	The Company's ability to involve employees and foster a collaborative and open workplace culture, where everyone feels empowered to express their views and contribute to projects and activities.	 
	<b>Health and safety</b>	The Company's ability to involve employees and foster a collaborative and open workplace culture, where everyone feels empowered to express their views and contribute to projects and activities.	 
	<b>Equal treatment, diversity, and inclusion</b>	The Company's ability to support the social integration of vulnerable or marginalized individuals, with a particular focus on gender equality, women's empowerment in the workplace, foreign workers, and protected categories.	  
	<b>Opportunities for growth and skills development</b>	The Company's ability to invest in the personal and professional development of its employees and collaborators, with a focus on both mandatory and voluntary training.	
	<b>Protection of workers in the value chain</b>	The Company's ability to engage within a responsible supply chain, selecting upstream and downstream suppliers based on their behavior regarding human rights, transparency, employment, and legality. Also includes supporting companies led by women or members of vulnerable groups.	  
	<b>Customer satisfaction</b>	The Company's ability to meet customer needs by providing increasingly innovative products, tailoring them to specific demands, building clear and transparent communication, and offering efficient and accessible customer service.	 







Scope	Material Topic	Description	Relevant SDGs
Governance	<b>Corporate culture</b>	The Company’s ability to create a clear and strong identity that guides strategic business decisions. Also includes promoting a positive perception of the brand both internally—encouraging idea sharing, strategy alignment, and dialogue—and externally through stakeholder engagement.	 
	<b>Anti-corruption and misconduct management</b>	The Company’s ability to monitor and combat corruption and misconduct within and outside the organization, including among employees, collaborators, suppliers, and clients.	
	<b>Supplier relationship management</b>	The Company’s ability to establish transparent and responsible relationships with suppliers, ensuring fair contractual terms and timely payment practices.	  

Table 3 – Material Topics

The Materiality Matrix represents the relevance of material topics for the Company and for both internal and external stakeholders. The horizontal axis indicates relevance for the Company, while the vertical axis reflects relevance for external stakeholders.

After identifying the main stakeholder groups, a questionnaire was submitted to them, allowing them to express their opinion on the importance of each topic using a scale from 1 to 6 (1 = not at all relevant; 6 = highly relevant). Their responses enabled the creation of a matrix that accurately reflects their views and assessments.

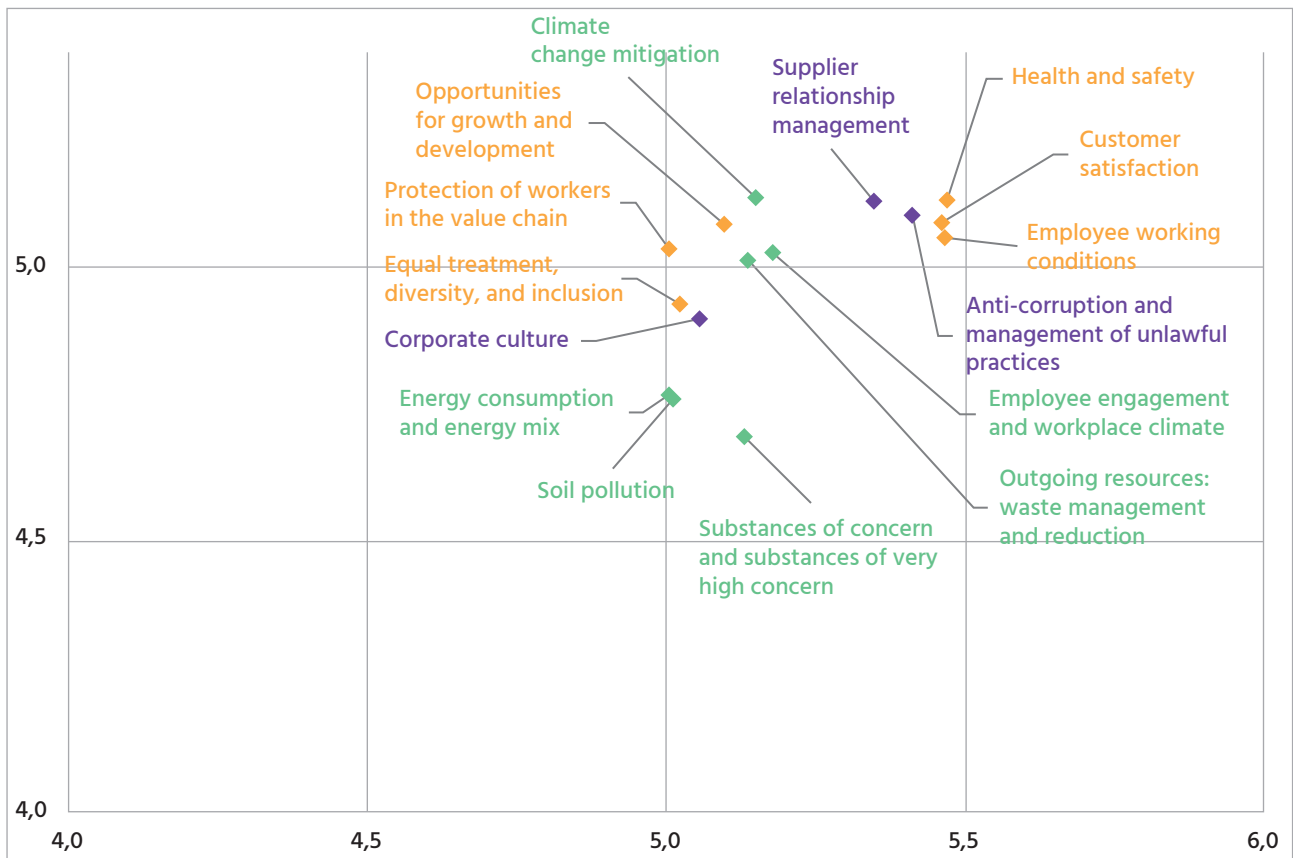


Figure 6 – Materiality Matrix

## 2.2 Contribution to the SDGs

The 2030 Agenda adopted by the United Nations (UN) in 2015 outlines a set of global goals (SDGs) that define priorities for a more sustainable environmental, social, and economic future.

Mario Frigerio S.p.A. has chosen to align with this roadmap by incorporating the SDGs into its ESG strategy, prioritizing those goals considered most relevant to the Company's growth journey.


SDG	Area	Actions Taken
	<b>Health and safety</b>	<p>Health and safety in the workplace are essential to ensuring a healthy and supportive environment for employees. The Company has implemented a Safety Management System certified according to UNI EN ISO 45001. This commitment translates into proper risk management and a structured, comprehensive training plan.</p>
	<b>Decent Work and Economic Growth</b>	<p>Diversity, inclusion, and personal development are central to fostering the professional growth of internal teams. The Company is committed to ensuring fair working conditions and equitable treatment for all employees.</p>
	<b>Affordable and Clean Energy</b>	<p>The Company is committed to optimizing energy consumption and reducing its environmental impact through various initiatives focused on efficiency and the use of renewable energy. By monitoring consumption trends and installing photovoltaic systems, the Company ensures a more sustainable use of resources. To support sustainable mobility, electric vehicle charging stations have also been installed, encouraging the use of low-impact vehicles.</p>
	<b>Responsible Consumption and Production</b>	<p>Mario Frigerio S.p.A. has implemented an ISO 14001 Environmental Management System to monitor and optimize energy, water, and natural gas consumption. Actions such as reusing water for green area irrigation and introducing electric vehicles into the Company fleet contribute to sustainability.</p>
	<b>Climate Action</b>	<p>Continuous improvement must also apply to environmental impact. For this reason, the Company has adopted an Environmental Management System certified to UNI EN ISO 14001, with the goal of monitoring impacts and planning future objectives.</p>
	<b>Peace, Justice and Strong Institutions</b>	<p>The fight against corruption and the rejection of unethical practices are key components of the Company’s Code of Ethics. Through the application of Organizational Model 231, the Company ensures compliance and oversight on these matters.</p>
	<b>Partnerships for the Goals</b>	<p>Innovation cannot exist without collaboration. Over the years, the Company has distinguished itself through numerous partnerships, especially with universities across Italy, leading to the development of significant projects for the industry.</p>

Table 4 – SDGs

## 2.3 Sustainability actions, policies, and initiatives

### VSME B2, C2

The following table outlines the actions already undertaken by Mario Frigerio S.p.A. in the areas of environmental, social, and governance sustainability, highlighting the Company’s commitment to date. These initiatives are part of a broader strategy focused on continuous improvement and responsible growth.

Future goals, actions, and reference targets are presented in the final chapter, specifically in Table 25.

Area	Objective	Action	Disclosed	Responsible
Climate Change	Adapting to climate change challenges	- Climate risk analysis for Italy and Spain facilities	Yes, Sustainability Report	HSE Manager
	Reducing the environmental impact of the Company and its products	- Quantification of GHG Scope 1 and 2 emissions; - LCA study on a machine to assess impacts and define improvement actions; - Staff training and adoption of eco-design criteria to reduce energy and water consumption during machine use; - Design of software capable of monitoring machine operation at customer sites, identifying faults, and planning maintenance to extend service life; - Spare parts supply to increase product lifespan	Yes, Company Website and Sustainability Report	HSE Manager
	Improving energy efficiency and reducing energy demand	- Monitoring energy consumption trends to prevent losses and malfunctions; - Heat recovery from processes; - Molteno site built to eco-design and energy efficiency standards, energy class A (motion and twilight sensors for lighting, centralized temperature control, solar shading, etc.)	Yes, Sustainability Report	HSE Manager
	Producing renewable energy	- Installation of photovoltaic systems to cover energy needs; - Installation of electric vehicle charging stations	Yes, Sustainability Report	HSE Manager

Area	Objective	Action	Disclosed	Responsible
	Promoting sustainable mobility	Installation of electric vehicle charging stations	Yes, Sustainability Report	HSE Manager
<b>Pollution</b>	Reducing pollution	<ul style="list-style-type: none"> <li>- Implementation of ISO 14001 certified Environmental Management System;</li> <li>- Training and awareness on proper waste management and reduction;</li> <li>- Introduction of electric vehicles in the fleet</li> </ul>	Yes, Company Website and Sustainability Report	HSE Manager
	Reducing use of natural resources, raw materials, and pollutants	<ul style="list-style-type: none"> <li>- Replacement of hazardous substances with lower-impact alternatives;</li> <li>- Monitoring system for energy, water, and natural gas consumption;</li> <li>- Digitalization of documents and project drawings;</li> <li>- Digitalization of processes to reduce paper use;</li> <li>- Packaging optimization, automatic packaging machines</li> </ul>	Yes, Sustainability Report	HSE Manager
	Reducing mobility impact	<ul style="list-style-type: none"> <li>- Introduction of electric vehicles in the fleet;</li> <li>- Installation of EV charging stations;</li> <li>- Selection of logistics partners with green vehicles</li> </ul>	Yes, Sustainability Report	HSE Manager
<b>Water and Marine Resources</b>	Optimizing water resource use	<ul style="list-style-type: none"> <li>- Water stress risk analysis;</li> <li>- Monitoring water consumption to prevent leaks</li> </ul>	Yes, Sustainability Report	HSE Manager
	Reducing water withdrawal	<ul style="list-style-type: none"> <li>- Water recovery for green area irrigation</li> </ul>	Yes, Sustainability Report	HSE Manager
<b>Biodiversity and Ecosystems</b>	Expanding Company green areas to support biodiversity	<ul style="list-style-type: none"> <li>- Planting fruit trees near the Molteno plant</li> </ul>	Yes, Sustainability Report	HSE Manager

Area	Objective	Action	Disclosed	Responsible
<b>Circular Economy</b>	Supporting proper disposal and recycling of materials	<ul style="list-style-type: none"> <li>- Staff training and awareness to improve waste sorting;</li> <li>- Procedures to correctly identify and recover waste;</li> <li>- Delivery of machines with instructions for proper packaging disposal</li> </ul>	Yes, Sustainability Report	HSE Manager
<b>Employees</b>	Improving health and safety at work	<ul style="list-style-type: none"> <li>- Implementation of ISO 45001 certified Health and Safety Management System;</li> <li>- Voluntary investments to improve health and safety and raise awareness (e.g., adoption of electric forklifts);</li> <li>- Additional training beyond legal requirements;</li> <li>- Vaccination campaigns and behavioral rules for traveling staff</li> </ul>	Yes, Website and Sustainability Report	HR Manager
	Reducing accidents and improving safety	<ul style="list-style-type: none"> <li>- Workplace accident analysis;</li> <li>- Voluntary measures beyond legal requirements;</li> <li>- Staff training</li> </ul>	Yes, Sustainability Report	HSE Manager
	Improving workplace well-being and Company culture	<ul style="list-style-type: none"> <li>- Internal climate analysis;</li> <li>- Creation of a workplace promoting dialogue, respect for workers' rights, fair working conditions, and proper employee treatment</li> </ul>	Yes, Sustainability Report	HR Manager
	Supporting employment stability and professional growth	<ul style="list-style-type: none"> <li>- Majority of permanent contracts;</li> <li>- Creation of professional development opportunities for employees through continuous training policies.</li> </ul>	Yes, Sustainability Report	HR Manager
	Creating a safe and respectful workplace	<ul style="list-style-type: none"> <li>- Adoption of a Workplace Harassment and Violence Agreement</li> </ul>	Yes, Sustainability Report	HR Manager

Area	Objective	Action	Disclosed	Responsible
<b>Value Chain</b>	Ensuring sustainable practices in the supply chain	Collaboration with suppliers on sustainability issues	Yes, Sustainability Report	Purchasing Manager
<b>Communities</b>	Supporting local social projects and initiatives	<ul style="list-style-type: none"> <li>- Projects to enhance local territory, sponsorships of cultural and sports events;</li> <li>- Establishment of strategic partnerships with universities, primary schools, and high schools.</li> </ul>	Yes, Website, Social Media, and Sustainability Report	Communication Manager
	Promoting the local economy	<ul style="list-style-type: none"> <li>- Creating jobs in operating territories;</li> <li>- Promotion of local suppliers</li> </ul>	Yes, Sustainability Report	Purchasing Manager
<b>Customers</b>	Ensuring product and service quality and customer satisfaction	<ul style="list-style-type: none"> <li>- Implementation of ISO 9001 certified Quality Management System;</li> <li>- Organized customer feedback survey system;</li> <li>- R&amp;D activities on innovative/sustainable products and processes;</li> <li>- Servitization, after-sales service, IoT application</li> </ul>	Yes, Website and Sustainability Report	Quality Manager and Sales Manager
	Ensuring customer data privacy and security	<ul style="list-style-type: none"> <li>- Dissemination of Personal Data Protection Policy;</li> <li>- Data protection systems and stress tests to prevent cyberattacks</li> </ul>	Yes, Website and Sustainability Report	Sales Manager
<b>Business Conduct</b>	Ensuring and promoting regulatory compliance, ethical behavior, and business transparency	<ul style="list-style-type: none"> <li>- Anti-corruption efforts and rejection of unethical practices;</li> <li>- Adoption of a corporate Code of Ethics;</li> <li>- Adoption of Organizational Model 231 and appointment of a Supervisory Body;</li> <li>- Implementation of a whistleblowing system</li> </ul>	Yes, Website and Sustainability Report	Board of Directors
	Promoting innovation and scientific research	Partnerships with academic institutions, research centers, and tech partners; Collaboration with industry associations	Yes, Website, Social Media, and Sustainability Report	Board of Directors

<b>Area</b>	<b>Objective</b>	<b>Action</b>	<b>Discosled</b>	<b>Responsible</b>
<b>Business Conduct</b>	Maintaining transparency and communication with all stakeholders	Structured stakeholder engagement	Yes, Sustainability Report	Communication Manager
	Strengthening governance and ESG integration	ESG powers assigned to Board Member Emilia Tentori	Yes, Sustainability Report	Board of Directors

Table 5 – Sustainability actions

# Governance of Mario Frigerio S.p.A.

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A solid, transparent, and responsible governance model represents the foundation for building stakeholder trust and ensuring sustainable growth at Mario Frigerio S.p.A. A strong focus on ethical principles, regulatory compliance, and process quality is essential not only for protecting the Company's integrity but also for generating long-term value and reinforcing stakeholder confidence.

In terms of business conduct, Mario Frigerio S.p.A. promotes a culture of integrity based on clear rules and effective monitoring tools: the Code of Ethics, the Organizational Model 231, the Supervisory Body, and a whistleblowing system ensure compliance and prevent misconduct. The Company also invests in responsible innovation by collaborating with academic institutions, research centers, and industry associations to strengthen its sustainable competitive positioning.



Governance has also been reinforced through the integration of ESG (Environmental, Social, and Governance) topics at the strategic level, by assigning specific responsibilities within the Board of Directors and by maintaining ongoing, transparent dialogue with stakeholders.

In customer relations, the Company ensures high-quality standards through an ISO 9001-certified Quality Management System, supported by structured feedback surveys, constant innovation in products, and digital and IoT-based services. Special attention is also paid to personal data protection, with a dedicated policy and security systems subject to regular testing, confirming the Company's commitment to confidentiality and reliability.

Through this approach, Mario Frigerio S.p.A. embraces governance as a key driver of sustainable development, effectively combining competitiveness, responsibility, and innovation over the long term.

## 3.1 Direct economic value generated and distributed

### GRI 201-1; VSME C1

The year 2024 was a crucial one for Mario Frigerio S.p.A., marked by significant investments and key strategic decisions, including the opening of a new operational unit in Molteno and the launch of a new headquarters project in Spain.

The year closed by confirming the positive trend of the past five years, with growth across all financial indicators. Total revenue reached €133 million, a 10% increase over 2023. Of this total, €17 million came from the Spanish branch, which also recorded a 6% year-over-year growth.

	2024	2023	Notes
<b>Direct economic value generated</b>	133.435.800	121.430.205	Total value created through the Company's activities (revenues, other income).
<b>Economic value distributed</b>	69.391.551	56.945.731	Value delivered to stakeholders (suppliers, employees, capital providers, government, community).
<b>Economic value retained</b>	64.044.474	64.484.474	Value remaining within the Company after distribution.

Table 6 – Economic value generated and distributed

Net profit for the year was €5.4 million, a significant improvement compared to €92,000 in 2023. Shareholders' equity reached €23.5 million, up €5 million from 2023.

Sales volume increased for the fifth consecutive year, with a well-diversified global distribution. The U.S. market represented 19% of total revenue, as shown in Table 7.

Geographic Area	% of revenue
United States of America	19%
Poland	8%
India	7%
Croatia	5%
Morocco	5%
Italy	5%
Vietnam	5%
Other	46%

Table 7 – Revenue breakdown by geographic area

A notable result was the increase in sales in Africa, which reached €12 million, or 10% of total revenue. Conversely, sales in Asia and Italy declined—from €30 million to €16 million and from €11 million to €6 million, respectively—mainly due to the steel market crisis and uncertainty around public funding.

In terms of products, the **Wire & Cable** division (machinery for processing non-ferrous wire) experienced strong growth, driven by investments in the electrical and data cable markets, consolidating its competitiveness both nationally and internationally. The **Wire & Rope** division (machinery for processing ferrous wire) maintained stable performance with no significant changes.

As for revenue distribution, **49%** came from machinery for ferrous wire (**Wire & Rope**), while **51%** was from non-ferrous wire (**Wire & Cable**).



## 3.2 Corporate management

### GRI 405-1, 2-9, 2-11, 2-14; VSME C9

Mario Frigerio S.p.A. considers a solid corporate governance system as a central tool for achieving strategic goals and creating long-term sustainable value. The Company’s organizational structure is based on clearly defined roles, responsibilities, and tasks across different departments, promoting a transparent, efficient, and performance-driven management model.

All Company activities are conducted in full compliance with applicable laws, with a strong focus on environmental protection. Preventive measures are taken to limit pollution, and initiatives are promoted to reduce CO<sub>2</sub> emissions.

Another cornerstone of the integrated management system is ensuring the health and safety of employees and collaborators. The Company is committed to providing safe and healthy working conditions by eliminating hazards and systematically reducing risks.

Values such as commitment, responsibility, and quality guide all processes and serve as principles in both strategic decisions and day-to-day operations, becoming part of the Company’s culture.

The governance model is structured around three main bodies:

- Board of Directors
- Board of Statutory Auditors
- Independent Auditing Firm

The powers, term duration, and independence of these bodies are defined in the Company’s Articles of Association. Each office has a three-year term and will be renewed at the shareholders’ meeting approving the 2024 financial statements.

### Board of Directors

Mario Frigerio S.p.A. adopts a traditional governance model, with the Board of Directors responsible for Company management and performing both ordinary and extraordinary administrative tasks. The Board consists of four members, with gender parity (two men and two women) and diverse age representation (two over 50 and two between 30 and 50 years old). The Board meets every two months or more frequently if needed, ensuring timely and strategic decision-making.

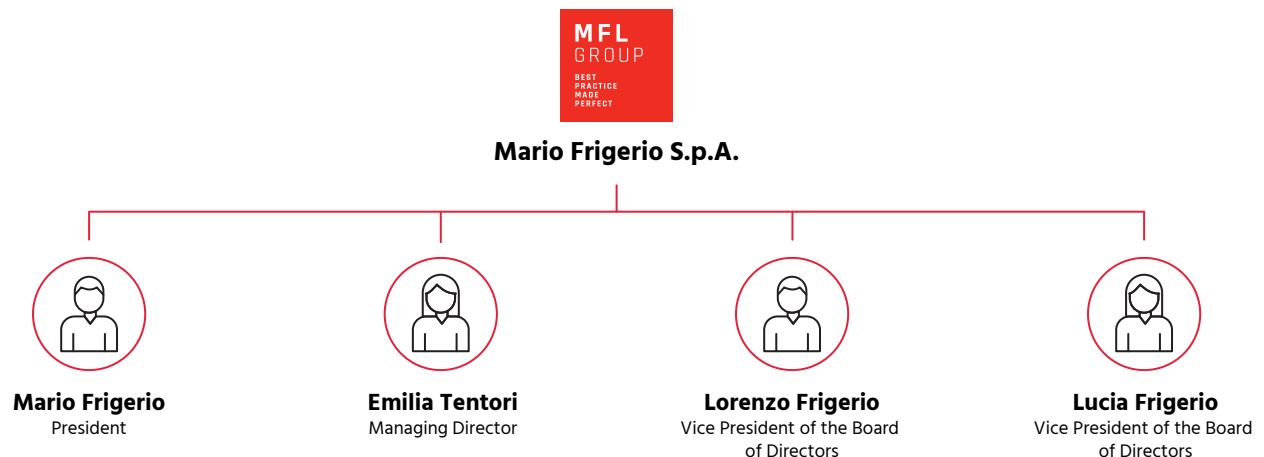
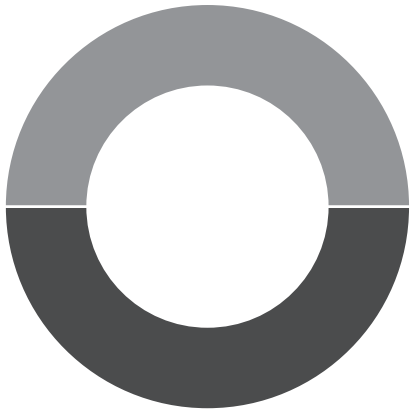
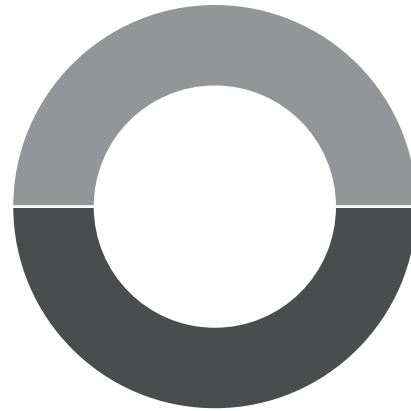


Figure 7 - Board of Directors organizational chart



0% Under 30    50% 30-50 years  
50% Over 50

Figure 8 – Board composition by age



50% Men    50% Women

Figure 9 – Board composition by gender

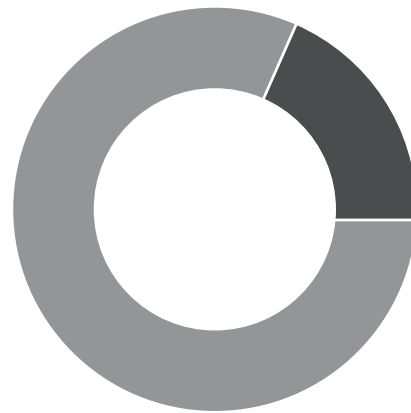
### Board of Statutory Auditors

The Board of Statutory Auditors consists of three permanent auditors (all male, over 50) and two alternate auditors (one man over 50 and one woman aged 30–50). The Board meets quarterly.



80% Men    20% Women

Figure 10 - Board of Statutory Auditors composition by gender



0% Under 30    80% 30-50 years  
20% Over 50

Figure 11 - Board of Statutory Auditors composition by age

### Auditing Firm

Financial statement audits for Mario Frigerio S.p.A. are conducted by the independent auditing firm Professional Audit Group S.r.l., whose appointment will expire with the approval of the financial statements for the year ending 31/12/2024.

Stakeholder representation is a key element of the Company’s governance. Mario Frigerio S.p.A. is committed to maintaining continuous and transparent dialogue with all stakeholders—including shareholders, employees, customers, suppliers, and the community—to align business decisions with their interests and expectations, and to promote long-term positive and sustainable impact.

## Management System

Supporting the governance bodies, Mario Frigerio S.p.A. has developed a structured managerial system based on functional departments that oversee the main operational and strategic areas of the organization.

The organizational chart shown in Figure 7 highlights a clear distinction between strategic, operational, and control functions, in accordance with good governance principles and the requirements of integrated management systems (quality, environment, health, and safety).

### ORGANIZATIONAL CHART - Mario Frigerio S.p.A.

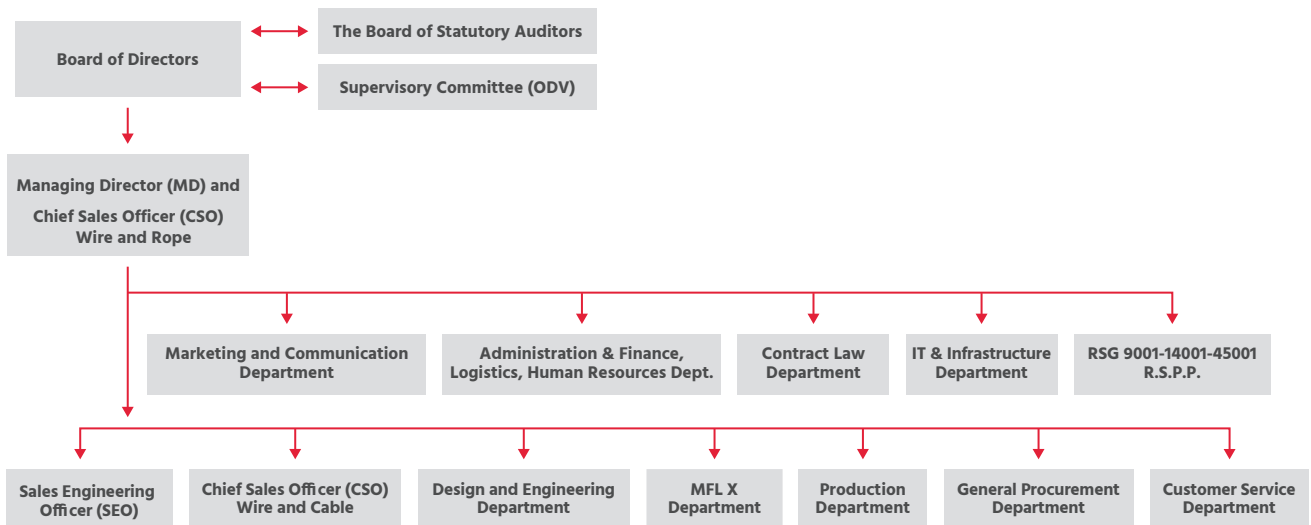


Figure 12 – Organizational chart of the Italian company

### ORGANIZATIONAL CHART - Mario Frigerio Sucursal en Espana

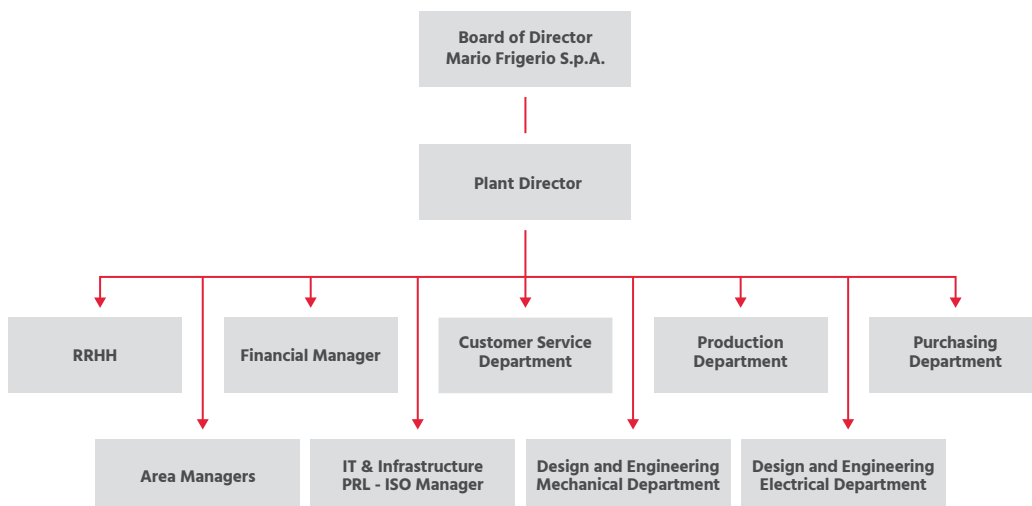


Figure 13 – Organizational chart of the Spanish company

## 3.3 ESG powers

On December 5, 2024, the Board of Directors resolved to assign ESG (Environmental, Social, and Governance) responsibilities to Managing Director Emilia Tentori. These responsibilities were granted without any limitations and with the broadest autonomy. Specifically, they include:

- Coordinating and monitoring the progress of actions outlined in the “ESG Strategic Plan”;
- Approving the “ESG Policy”;
- Monitoring ESG initiative progress and assessing the adequacy of internal resources and skills;
- Establishing an ESG Committee and appointing an ESG Manager;
- Ensuring compliance with local and international sustainability and social responsibility regulations.

With regard to environment, health, and safety (HSE), all governing bodies are kept informed to ensure effective collaboration.

### 3.3.1 ESG committees: strategic oversight of sustainability

To reinforce the integration of sustainability into corporate governance, the Company has established an **ESG Committee for each entity**, responsible for guiding and overseeing environmental, social, and governance issues. The Committee supports the Board of Directors in monitoring ESG risks and opportunities, setting strategic goals, and evaluating performance, thereby strengthening the organization’s ability to respond to ongoing changes.

Key responsibilities include **overseeing the sustainability plan, monitoring non-financial indicators, validating ESG reporting content, and promoting a corporate culture based on ethics, inclusion, and environmental stewardship**. The Committee also acts as a liaison between the various Company departments involved in sustainability projects, fostering an integrated and cross-functional approach. For the Italian headquarters, an ESG Committee has been appointed, while for the Spanish office, a dedicated ESG Representative has been identified.



### MARIO FRIGERIO S.P.A.

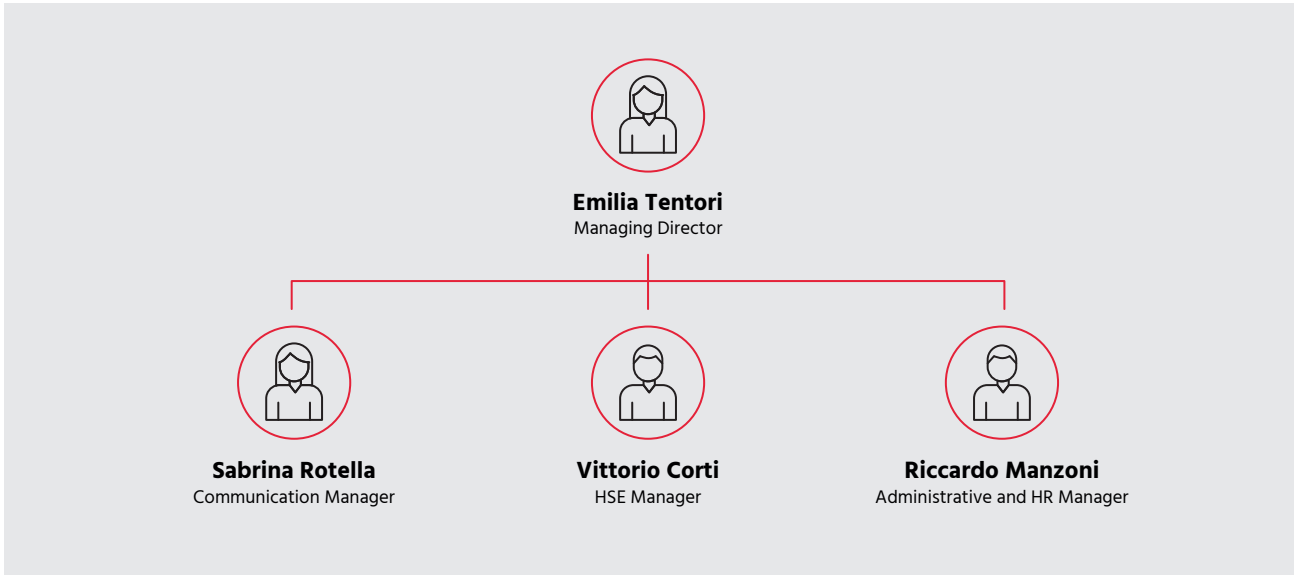


Figure 14 - Composition of the ESG Committee – Italy

### MARIO FRIGERIO S.P.A. - SUCURSAL EN ESPAÑA

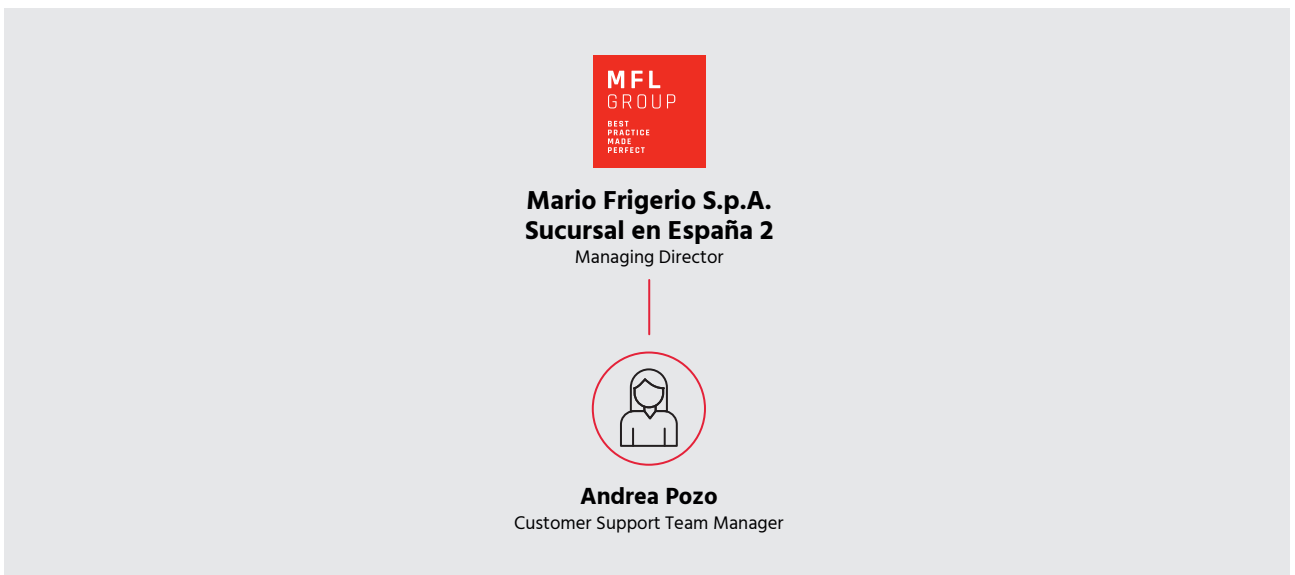


Figure 15 - Composition of the ESG Committee – Spain

## 3.4 Value chain

### GRI 2-6; VSME C1

The value chain of Mario Frigerio S.p.A. reflects a model focused on quality, innovation, and customer satisfaction. The structure presented in Table 5 is divided into three main phases: upstream, process, and downstream, supported by cross-functional activities, with the aim of clearly representing the full cycle of Company operations—from strategic planning to product delivery and management system activities.

<p><b>Upstream</b> Activities related to raw material procurement and preparation for production</p>	<p><b>Strategic Planning</b> Analysis of the external context, assessment of opportunities and risks, definition of strategic goals and operational plans.</p>	<p><b>Procurement</b> Supplier selection and management for purchasing raw materials, components, technologies, and production equipment, as well as logistics and transport services. Quality, punctuality, and supply chain reliability control.</p>	<p><b>Warehouse and Storage</b> Inventory management and proper material storage to ensure production continuity and reduce waste.</p>
<p><b>Process</b> The production phase</p>	<p><b>Customer Management and Contract Review</b> Analysis of technical and contractual customer requirements. Offer customization and production planning.</p>	<p><b>Design and Development</b> Creation of technical projects and development of customized solutions. Integration of technological innovation with reliability and safety requirements.</p>	<p><b>Production Planning</b> Resource optimization, production phase scheduling, and coordination among departments to ensure efficiency and compliance with timelines.</p>
	<p><b>Product Manufacturing</b> Production of machines according to technical specifications, supported by advanced infrastructure and qualified personnel.</p>	<p><b>Final Testing</b> Verification of product functional and performance compliance before delivery to the customer.</p>	
<p><b>Downstream</b> Final phase including distribution, marketing activities, and post-sale experience</p>	<p><b>Commissioning and Start-Up</b> Installation and operational start-up of machines at the customer site with qualified technical support.</p>	<p><b>After-Sales Service and Maintenance</b> Ongoing post-sale support, preventive and corrective maintenance, management of technical requests.</p>	<p><b>Customer Satisfaction and Stakeholder Engagement</b> Feedback collection, customer satisfaction analysis, and continuous improvement of products and services based on market needs.</p>
<p><b>Cross-functional Activities</b></p>	<p><b>Management System</b> Monitoring, measurement, internal audits, non-conformity management, and corrective actions to ensure quality and continuous improvement.</p>	<p><b>Training and Development</b> Continuous upskilling of technical and production personnel.</p>	<p><b>Infrastructure and Work Environment</b> Optimized facilities, tools, and environments to ensure safety, efficiency, and production quality.</p>

Table 8 - Value Chain

### 3.4.1 Markets served and key customers

Mario Frigerio S.p.A. operates in a global context, serving over 2,000 customers in more than 100 countries. The customer base is highly diversified and includes large multinational groups, local small and medium enterprises, and specialized artisans.

The primary recipients of Mario Frigerio's solutions are manufacturers of wire, cable, and rope serving a wide range of industrial sectors including agriculture, automotive, construction, consumer goods, energy and utilities, industrial equipment, mining, communications and telecommunications. Some customers operate exclusively in local or regional markets, while others integrate Mario Frigerio machines into global supply chains.

As highlighted in the section on generated and distributed economic value, the United States is currently the main market in terms of sales volume. However, there is also steady growth in new geographic areas, particularly in the African continent.

### 3.4.2 Customer satisfaction

Customer satisfaction is a key priority for Mario Frigerio S.p.A. Offering products and services that exceed expectations is fundamental to the Company's growth path.

To evaluate customer satisfaction levels, the Company has implemented a survey system aimed at identifying potential issues and initiating improvement processes.

Furthermore, the Company is considering the introduction of a third feedback phase, in addition to the surveys already conducted immediately after purchase and after commissioning acceptance. This would allow not only for monitoring the quality of the purchase experience, but also for gathering feedback on any challenges or needs that arise in the medium to long term.

## 3.5 Company's ethics

### GRI 205-2, 205-3, 2-26, 2-27; VSME B11

Mario Frigerio S.p.A. adopts principles of transparency, integrity and responsibility, guiding its activities in accordance with ethical regulations and standards. The Company considers ethics not only as a moral responsibility, but as a key factor in building lasting and trusting relationships with customers, suppliers, employees and the community.

The ethical values that guide the Company are:

#### **Transparency and integrity**

Mario Frigerio S.p.A. promotes a work environment in which transparency and integrity are indispensable values. Business decisions are made in a clear and shared manner, ensuring that all operations comply with current regulations and the highest ethical standards. Every member of the organization is encouraged to respect such principles of honesty and fairness.

**Social and environmental responsibility**

The Company is aware of the impact of its activities on the environment and is committed to reducing its footprint to a minimum by adopting sustainable practices and optimizing production processes. Besides, it promotes social responsibility initiatives, committing to engaging in projects that promote community welfare and support to local initiatives.

**Respect for human rights**

Mario Frigerio S.p.A. guarantees respect for human rights and dignity of its employees, ensuring an inclusive work environment, free of discrimination, harassment or abuse. The Company is committed to promoting equal opportunities, contributors' well-being, investing in their professional development through training and creating safe and adequate work spaces that foster growth and comfort.

**Occupational health and safety and privacy**

The Company adopts occupational health and safety policies that comply with current legislation, implementing preventive measures to reduce risks and promote a culture of prevention through training. It is also committed to protecting the privacy of employees and those who interact with the Company, respecting the dignity of workers and protecting their privacy and personal opinions.

**Ethical behavior in relations with suppliers and customers**

Relations with suppliers and customers are based on equality, respect and cooperation. Mario Frigerio S.p.A. selects suppliers according to ethical and social criteria, in terms of workers' rights and transparency. The Company is committed to offering products and services that meet customers' needs, maintaining a constant dialogue to improve quality.

**Corporate culture and core values**

Ethics are at the heart of Mario Frigerio S.p.A.'s corporate culture, where values such as responsibility, respect, integrity and transparency permeate every aspect of management and operations. These principles are not only guidelines for internal behavior, but are also reflected in external relations, ensuring that the Company contributes to a sustainable, ethical and responsible business environment.

The Company has implemented a structured system consisting of four key elements:

- Code of Ethics;
- Organizational, Management and Control Model pursuant to Legislative Decree 231/2001;
- Whistleblowing System;
- Supervisory Board.

### 3.5.1 Code of ethics

For over 10 years, Mario Frigerio S.p.A. has adopted a Code of ethics with the aim of providing its employees and directors with guidance to support the mission of the MFL Group.

The document enshrines zero tolerance for any form of corruption and extortion, requiring that every relationship with the Company's partners be based on the principles of honesty and legality.

In fact, it requires that every relationship established, including among employees themselves, be based on integrity, transparency and responsibility, three key values for the corporate culture.

#### Target 2025

Considering the growing importance of sustainability issues for Mario Frigerio S.p.A., in 2025 the Company aims to update the current Code of ethics, integrating objectives and issues related to Sustainability.

### 3.5.2 Organizational and Management Model 231

Mario Frigerio S.p.A. has adopted the Organizational, Management and Control Model pursuant to Legislative Decree 231/2001 ("Model 231"), adapting it to the characteristics and size of the Company. The main objective of the Model is to prevent the commission of offenses while ensuring the effectiveness of an internal control system. Model 231 applies to Mario Frigerio S.p.A. and the Spanish branch, regulating how it is adopted, updated and disseminated. It provides a structured system of prevention in relation to specific categories of offenses, and establishes clear procedures for monitoring and managing risks associated with potential offenses within the organization.

These offenses are organized into six risk areas, identified on the basis of most exposed business activities, consistent with the provisions of Legislative Decree 231/2001:

- Offenses against the Public Administration
- Corporate offenses;
- Occupational health and safety offenses;
- Environmental offenses;
- Offenses related to the employment of third-country citizens with irregular residence status.

The document has been shared with all employees and is available on the Company website for all interested stakeholders. As required by the regulations, a mandatory training course was carried out for the key personnel involved, identified through a risk-based approach.

In 2020, the Company trained its staff with respect to Legislative Decree 231/2001, and in 2024 training was implemented to all employees and managers to provide all necessary updates with respect to the Organizational Model and the Whistleblowing System. With respect to blue collar workers, updates were provided during the periodic Safety Breaks, annual meetings addressing key topics related to the Organizational Model and Health and Safety; in 2024, four meetings were held, each lasting about one hour.

In 2024, the entire corporate population in Italy received proper training and update regarding 231.



See the **Code of Ethics** and the **Organizational and Management Model** of Mario Frigerio S.p.A.

### 3.5.3 Whistleblowing system

Mario Frigerio S.p.A has implemented a whistleblowing system that complies with Legislative Decree 24/2023, which implements EU Directive 2019/1937, in order to guarantee the possibility of reporting, in good faith, unlawful conduct or conduct that does not comply with current regulations and corporate ethical principles. This system applies to both Mario Frigerio S.p.A. and the Spanish branch, and to all parties with whom they come into contact.

Through this tool, the corporate population has the opportunity and the duty to report any behavior deemed unlawful. To make such a report, several channels have been made available. For internal reporting, employees can use the IT portal, the paper form and the oral form through a dedicated number. With respect to the external channel, the whistleblower can make a report through the channel established by the Autorità Nazionale Anticorruzione (ANAC).

This mode allows for the total protection of the whistleblower, ensuring the absence of any retaliatory action, and the protection of the confidentiality of the information received, treating it with the utmost confidentiality and not disseminating it. The whistleblowing system is managed by an external Company, and reports come directly to the internal legal department.

**During 2024, no reports were recorded with respect to unlawful or illegal behavior, including cases of corruption.**

The Spanish branch has implemented an internal information system (Sistema Interno de Informacion) in accordance with Ley 2/2023, which transposes EU Directive 2019/1937 in the area of whistleblowing. The system provides for the reporting of unlawful, improper actions, abuse and harassment, and other infractions through a dedicated website. Management of the Channel is entrusted to the branch's Internal Information Officer, and a monitoring report on the Channel's activity is prepared periodically, providing a summary of the reports received.

### 3.5.4 Supervisory board

Mario Frigerio S.p.A. has equipped itself with a Supervisory Board (SB) as required by Legislative Decree 231, of June 8, 2001, with the aim of supervising the operation of and compliance with the Organizational Model, as well as taking care of its updating.

The SB is currently composed of three members, appointed by the Board of Directors, one external and two internal. The Body guarantees **the autonomy, independence and continuity of action** required by the regulations and periodically shares with the Board of Directors reports on the activities carried out and the critical issues that have emerged, collaborating in the implementation of the identified recommendations.

The Body is also responsible for the reports received from the recipients of the 231 Model, who are asked to cooperate on an ongoing basis in reporting any anomalies or violations found, including through the whistleblowing system.

## 3.6 Privacy and data protection

In 2018, the General Data Protection Regulation (GDPR), a European regulation in the area of personal data protection, came into force. To comply with the requirements of the legislation, Mario Frigerio S.p.A. formalized and disseminated its Policy in the area of personal data protection.

In compliance with the principle of accountability, the Company has implemented Cyber Security procedures, Whistleblowing Reporting Mechanisms and 231 Model to ensure the utmost confidentiality of all data handled.

**During the reporting year, the Company has not received any substantiated complaints regarding breaches of customer privacy or loss of such data.**

## 3.7 The Management Systems implemented

### GRI 3-3

In Mario Frigerio S.p.A., quality, respect for the environment and protection of people are not just requirements to be certified, but **operating principles** that guide every daily choice. The decision to adopt an **Integrated Management System** according to **ISO 9001, ISO 14001 and ISO 45001** stems from the desire to structure an organization that is robust in its processes, responsive to change and transparent to stakeholders.

The **Italian headquarters** is certified according to these three international standards to ensure management reliability, attention to the environment and protection of workers' health and safety.

The **Spanish branch**, although currently certified only to ISO 9001, adopts the same shared procedures in the areas of **environment and safety**, and undergoes **second-party audits** to verify and ensure regulatory compliance and organizational coherence.

In 2009, the Company obtained its first **ISO 9001 certification**, beginning a journey of continuous improvement that still today represents one of the organization's distinctive features. Quality is present at every stage: from design to after-sales service, through customer dialogue, performance measurement and attention to traceability. In Spain, too, this culture is shared and translated into a **Quality Policy** aligned with the Group's standards.



#### Target 2025

In 2025, the Company commits to obtaining the Legal Compliance Rating to demonstrate its dedication to adhering to regulations and ethical principles.

An Environmental Management System has also been integrated into the Quality and Health and Safety System, validated by **ISO 14001** certification, first obtained in **2018** and subsequently renewed. The adoption of an Environmental Management System helps the Company minimize negative environmental impacts resulting from production activities, and also ensures compliance with current environmental regulations.

In **2015**, Mario Frigerio S.p.A. obtained **ISO 45001** certification, related to the Occupational Health and Safety Management System, subsequently maintained and renewed regularly. The adoption of a certified Management System enables Mario Frigerio S.p.A. to undertake all measures to prevent accidents and occupational diseases, promoting a culture of health and safety to the entire Company population.



The three Policies related to management systems have been combined into a single Company Policy shared with its stakeholders through publication on the Company website. The document summarizes all the main guidelines for pursuing quality, environmental and safety objectives and is reviewed and updated periodically in order to continue to be a point of reference for the Company. The last review was conducted in August 2024.



**Social**



**4**

The value of a Company is also measured in the quality of the relationships it builds: with its employees, with partners in the value chain and with the communities in which it operates. For Mario Frigerio S.p.A., the social dimension represents a fundamental pillar of its sustainability strategy, with the aim of generating a positive and lasting impact on people and local communities.

During 2024, the Company consolidated its commitment to ensuring a safe, inclusive and welfare-oriented work environment through the adoption of an **ISO 45001-certified Health and Safety Management System**, voluntary investments in safer technologies and additional training courses. The focus on safety goes hand in hand with a desire to foster professional growth and employment stability, with strong use of permanent contracts and skills development initiatives.

Mario Frigerio S.p.A. also promotes a corporate culture based on dialogue, respect for workers' rights and fair working conditions, also adopting specific tools to prevent and counteract phenomena of harassment or violence in the workplace.

Social commitment extends along the supply chain, through collaboration with partners who share the same values in sustainability, and is reflected in active support for local communities, with initiatives in favor of the local economy, cultural and sports projects, and partnerships with school and university entities.

This chapter brings together the main actions and results achieved in the social sphere and represents a starting point to further strengthen the Company's positive contribution in relation to the people and territories in which it operates.

## 4.1 The people of Mario Frigerio S.p.A.

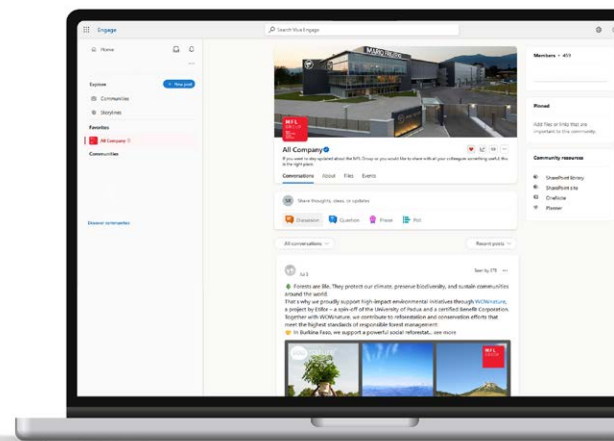
### GRI 2.7, 2.8, 2-30; VSME B8, B9, C5

Mario Frigerio S.p.A. is committed to creating a safe, stimulating working environment that is attentive to the needs of its employees and collaborators, where everyone can feel valued. A positive and inclusive work environment is the basis on which the Company has always founded its business, also to allow each person to contribute positively to the Company's growth.

#### 4.1.1 Internal environment analysis

Worker communication and involvement within the Company takes place in a flexible and targeted manner, whenever the need arises, through various channels such as e-mail, Company bulletin board, corporate social network and quarterly newsletters. These tools ensure that staff is constantly updated on new hires, industry fairs, new projects and customers, Company results, innovations and other relevant developments.

In 2023, to monitor the internal climate and promote an increasingly participatory work environment, the Company conducted a satisfaction survey among employees at both the Italian headquarters and the Spanish branch. The collected data were carefully analyzed, shared with staff, and discussed with department managers to identify and address the main issues raised.



For both locations, the satisfaction level was positive, while also highlighting some concrete areas for improvement. Mario Frigerio S.p.A. has chosen to strengthen this active listening approach by planning to administer the survey every two years.

#### 4.1.2 Employment, contracts and staff distribution

At the end of 2024, Mario Frigerio S.p.A. had 229 employees, showing an increase of 3% compared to the previous year. This positive performance reflects a steady and sustained growth in the workforce, consistent with the Company's strategies for developing and consolidating human capital and growing turnover.

At the same time, the Spanish branch recorded an even more significant growth, with a 12% increase in staff compared to 2023. In addition to the 86 permanent employees, three temporary workers are added, employed through external firms specialized in "work activities" to support specific operational needs.

Relations between Mario Frigerio S.p.A. and employees are regulated by two National Collective Labor Agreements (Contratti Collettivi Nazionali del Lavoro – CCNL):

- **CCNL Metalmeccanici (Metalworking) API** applicable for white-collar employees, blue-collar workers and managers
- **CCNL Dirigenti (executives) API** applicable for executives.

On 31 December 2024, **97%** of the employees at the Italian headquarters, corresponding to 223 people, were employed on **permanent contracts**. Similarly, the Spanish branch has achieved full employment stability, with **100% of employees employed on permanent contracts**. This demonstrates the Company's concrete commitment to providing security and continuity to its employees, which are fundamental for promoting a motivating and sustainable working environment.

Both locations ensure compliance with the local wage regulations. In Italy, where no legal minimum wage is established, the site fully applies the economic conditions set forth by the applicable National Collective Labor Agreements (CCNL). In Spain, a salary level compliant with national legislation is guaranteed, with wages above the minimum wage defined by Spanish law.

Only five employees across the Italian head office and the Spanish branch have a part-time contract, as shown in Table 9.

	UoM	Italy			Spain		
		Men	Women	Total	Men	Women	Total
<b>Employees</b>	n	205	24	<b>229</b>	73	13	<b>86</b>
<b>Permanent</b>	n	199	24	<b>223</b>	73	13	<b>86</b>
<b>Fixed-term</b>	n	6	0	<b>6</b>	-	-	-
<b>Part-time</b>	n	2	1	<b>3</b>	1	1	<b>2</b>
<b>Full-time</b>	n	203	23	<b>226</b>	72	12	<b>84</b>

Table 9 - Employees in force broken down by permanent/temporary contract and gender

Among the fixed-term contracts for the Italian headquarters, there are also three male employees with intermittent work contracts, who hold the position of white-collar workers.

### 4.1.3 Contractual changes and promotions

In 2024, Mario Frigerio S.p.A. continued to invest in the stability and valorization of its human capital, completing several contractual transformations that reflect its commitment to more stable and inclusive working conditions:

- In Italy, one employee had their fixed-term contract converted into a permanent one.
- In Spain, two female and two male employees transitioned from part-time to full-time contracts.

In parallel, four internal promotions were carried out during the year, all awarded to male employees, with particular reference to two employees promoted to the fifth level. Although it represents a recognition of merit and competence, in the coming years the company aims to significantly increase the presence of women in top positions through a concrete strengthening of its diversity and inclusion policies.

## 4.2 Diversity and inclusion

**GRI 405-1, 405-2, 406-1; VSME B8, B9, C6, C7**

The workforce of the Italian and Spanish locations is predominantly composed of men, a fact in line with the industrial sector in which the Company operates, traditionally characterized by a greater male presence. In the Italian headquarters, women account for 11% of the total, whereas in the Spanish branch it is 15%. Although the percentage of women is still low, there is a positive trend: in both locations, in fact, the number of female employees has increased by two units compared to the previous year.



**Italy**

2024	UoM	Men				Women				Total
		< 30	30-50	> 50	Total	< 30	30-50	> 50	Total	
Executives	n	-	1	7	8	-	-	-	-	8
Managers	n	-	6	4	10	-	1	-	1	11
White-collar workers	n	14	67	30	111	3	14	6	23	134
Blue-collar workers	n	9	35	32	76	-	-	-	-	76

**Spain**

Executives	n	-	-	1	1	-	-	-	-	1
Managers	n	-	12	5	17	-	2	-	2	19
White-collar workers	n	6	12	14	32	-	7	4	11	43
Blue-collar workers	n	1	2	20	23	-	-	-	-	23

Table 10 - Division of staff by age and category

The generational distribution within the Company population shows some differences between the two locations. In Italy, the predominant age group is between 30 and 50, while in Spain the majority of employees are over 50, as shown in Figure 11 and Figure 12.



11% Under 30    54% 30-50 years  
35% Over 50

Figure 11 - Division by age groups – Italian headquarters



8% Under 30    41% 30-50 years  
51% Over 50

Figure 12 - Division by age groups – Spanish branch

In Italy, 11% of the staff is recruited under Law 104. This group comprises 22 men and 3 women, active in a variety of business functions, including administrative, operational, and managerial roles.

#### 4.2.1 Incidents of discrimination and management of harassment and violence

On the occasion of the Company's contract renewal in 2018, the Italian headquarters adopted a specific agreement aimed at preventing and combating harassment and violence in the workplace. Through this agreement, the Company specifically committed to:

- Promote **training and information initiatives** within the Company in the area of harassment and violence with the aim of raising awareness and preventing such situations;
- Identify and publicize the **support services** or **resources** available to victims of harassment or violence;
- Establish a **monitoring committee** tasked with developing a plan for awareness and training activities.

At the Spanish branch, the commitment to promoting a respectful and inclusive working environment is implemented through the adoption of a **Protocol for the prevention of psychological, sexual harassment due to gender and all other forms of discrimination**. This protocol complies with the provisions set out in Organic Law 3/2007 on effective equality between women and men and serves as a fundamental document for raising awareness across the workforce, promoting an appropriate and responsible attitude.

In addition to defining employees' rights and duties and outlining the different types of harassment, the Protocol sets out **the procedure to follow** in the event of reports and indicates all the legal references at State and autonomous community level. The Company also ensures adequate information and training for staff, the appointment of a qualified contact person, and permanent access to the Protocol via the Company server, promptly informing employees of any updates. In compliance with this Protocol, **the branch has appointed six contact people** across various departments and functions to ensure the proper and efficient handling of reports.

In 2024, the Spanish branch recorded one incident involving verbal harassment between employees and followed the procedure outlined in the "Protocol for the prevention of psychological, sexual harassment due to gender and all other forms of discrimination." Although no formal complaint was filed, the matter was addressed in a dedicated meeting, after which all relevant contact persons involved in the case, as well as the Company's Management, were informed.

#### 4.2.2 Pay gap

In line with the principles of fairness and non-discrimination, Mario Frigerio S.p.A. has analyzed average salaries by gender across its Italian organizational structure. The analysis revealed pay differences largely linked to job classifications that do not always reflect actual responsibilities or the level of professional experience.

The Company has set a goal for 2026 to clarify and improve transparency around these aspects.

#### 4.2.3 Parental leave

In terms of maternity and paternity leave, during 2024 the Company registered the use of a compulsory parental leave by a male employee at the Spanish branch, as well as two compulsory maternity leave at the Italian headquarters.

Data on low parental leave take-up mainly reflects the demographic context characterized by a reduction of birth rates in both countries, rather than a lack of corporate policies to support parenting and work-life balance.

#### 4.2.4 Benefits for workers

Mario Frigerio S.p.A. recognizes the importance of the well-being of its contributors as an element to promote motivation, performance and retention. In Italy, in line with the CCNL Metalmeccanici, a set of benefits is offered to support individual well-being, including supplementary health insurance, membership of the bilateral EBM body, administration of the flu vaccine, fuel card and the contribution to the supplementary pension fund Fondapi, in support of supplementary pensions.

The Spanish branch, on the other hand, has implemented flexible working time policies, recognizing the importance of an effective work-life balance, a key element in creating an inclusive and sustainable working environment.

## 4.3 Analysis of turnover

### GRI 401-1; VSME B8

In 2024, the Company confirmed its commitment to strengthen the workforce through **new recruitments**, focusing mainly on clerical roles, both at the Italian and Spanish locations. This choice reflects the need to support key administrative and operational functions, ensuring adequate turnover and the ability to meet evolving business needs. In both cases, the distribution by gender shows a clear prevalence of male admissions as shown in Table 11.

<b>Italy</b>		
	<b>Recruitments</b>	<b>Terminations</b>
Men	16	11
Women	5	3
<b>Total</b>	<b>21</b>	<b>14</b>
<b>Spain</b>		
	<b>Recruitments</b>	<b>Terminations</b>
Men	10	9
Women	2	2
<b>Total</b>	<b>12</b>	<b>11</b>

Table 11 - Analysis of turnover 2024

The analysis of **turnover** in 2023-2024 shows different dynamics between the two locations. In Italy, the turnover rate remained substantially stable, with a slight decrease from 16% in 2023 to 15% in 2024, sign of an effective balance in personnel management and a good ability of the Company to retain its employees. In contrast, the Spanish branch showed a more significant increase, from 21% to 27%, indicative of greater staff mobility partly related to the higher average age of employees and a generational change.

Considering **turnover by gender**, a higher incidence among women in both locations is observed. In Italy, the turnover rate of women is 35%, compared to 13% for men, while in Spain the difference is less marked, with 33% for women and 27% for men. Although the gap identified at the Italian site is significant, it is important to highlight that, out of the three total female terminations recorded, only one was due to a resignation.

The **compensation rate**, or the ratio between recruitments and terminations, is positive for both locations, confirming the Company's ability to effectively replace outgoing staff and maintain business continuity.

Finally, the **average Company retention rate for the Italian headquarters is 12.4 years**, an indicator that denotes stability and a working environment that favors the long-term permanence of employees.

#### 4.3.1 Personnel placement procedure

The procedures for hiring new personnel are aligned with the Quality Management System adopted by the Company, ensuring a structured, transparent, and excellence-oriented process. The opening of new positions follows a formalized workflow that begins with the consultation of the internal résumé database; if no suitable profiles are found, external channels are activated based on the required professional level, ensuring targeted and qualified recruitment.

The manager of the relevant department conducts the selection interviews, supported, when necessary, by specific technical tests aimed at verifying competencies in relation to actual operational needs. The final decision is shared with the Human Resources office, which manages the formalization and integration of the new hire into the Company.

The Company prioritizes permanent employment contracts, as evidenced by the high percentages recorded at its Italian and Spanish sites. In the case of fixed-term or temporary contracts, the objective is always the progressive and stable integration of the employee, in line with the Company's policies on human capital development and retention.

Upon joining the Company, each new employee receives a copy of the Code of Ethics and attends a mandatory four-hour training session on the 231 Model. This approach is designed to convey the Company's values, expected standards of conduct, and commitment to ethical principles and legal compliance. At the same time, the HSE Manager presents the current health and safety procedures, ensuring that each employee is properly informed and prepared to work in a safe and compliant environment.

## 4.4 Personnel training

### GRI 404-1, 404-2; VSME B10

Training is a key element for the sustainable development of the Company, as it allows for the enhancement of human capital, the strengthening of skills, and the promotion of continuous innovation. Through targeted and ongoing training programs, the Company addresses not only operational and regulatory needs but also fosters the professional growth of its employees, contributing to the creation of a stimulating and inclusive work environment.

During 2024, employees at the Italian headquarters received a total of 1,892.3 training hours. Of these, 35.51% (672 hours) were dedicated to safety courses, while the remaining hours were distributed across various types of training, as detailed in Table 13. The training plan included both mandatory courses, such as the one required by the Organizational Model under Legislative Decree 231, and optional courses, such as the program on generative Artificial Intelligence tools. This latter course involved several departments, with an hourly breakdown of 32 hours for Administration and Purchasing, 28 hours for the IT Department, and 16 hours each for Technical Documentation, Spare Parts, and Logistics.

Additionally, the Company chose to dedicate a course on environmental sustainability, totaling 200 hours, distributed across the different departments to ensure widespread awareness of the topic.

<b>Italy</b>	
<b>Category</b>	<b>Average hours</b>
<b>Average training hours for men</b>	<b>7,72</b>
Executives	14,50
Managers	16,74
White-collar Employees	8,54
Blue-collar Employees	5,05
<b>Average training hours for women</b>	<b>12,93</b>
Managers	11
White-collar Employees	10,49

Table 12 - Average training hours provided in Italy

<b>Italy</b>	
<b>Course</b>	<b>Hours</b>
Legislative Decree 231/01 Training	496
Accelerating the Future of Manufacturing	20
Generative AI tools Training Course	140
Legislative Decree of March 2, 2024 – Procurement Management	4,3
Mandatory Documents in International Operations	20
New Fully Digital Customs Declarations	6,6
RENTRI - New Waste Management System	5,2
Environmental Sustainability in Production	220
Cybersecurity in Automation Course	48
Internal Sales Contract Course	4,6
Various Types of Rotating Machinery Course	51,6
Salesforce Field Service	6,3
Cables and Installations for Production Course	28
Trust at Work	1,3
ICC Incoterms® 2020 and International Trade	6
Webinar FAQ on Internationalization	21
How to Protect Products and Services Internationally	4
International Trade – Contractual Clauses	4,6
International Bank Guarantees	6
Innovation Breakfast Finance & Legal	9,9
Letter of Credit and Bank Guarantees	4,9
Safeguarding Corporate Intelligence	4
MFL X – EMMA presentation	103

Table 13 - Training courses at the Italian headquarters

The Spanish branch delivered a total of 1,456.6 training hours in 2024, recording a significant increase from the 905.5 hours recorded in 2023. This growth reflects the Company's commitment to continuous improvement and professional development of its workforce. The courses carried out covered various thematic areas, as illustrated in Table 15.

<b>Spain</b>	
<b>Category</b>	<b>2024</b>
<b>Average training hours for men</b>	<b>23,9</b>
Executives	3
Managers	51,3
White-collar Employees	27,6
Blue-collar Employees	16,6
<b>Average training hours for women</b>	<b>12,9</b>
Executives	-
Managers	44,3
White-collar Employees	4
Blue-collar Employees	-

Table 14 - Average training hours provided in Spain

<b>Spain</b>	
<b>Course</b>	<b>Hours</b>
Health, Safety, and Risk Prevention	580,5
Whistleblowing	2
VAT Exemption on International Sales	12
Internal Training – Sales Department	488
Advanced Incoterms 2020	15,3
Advanced Programming – UNIFIED Monitor	8,5
Warehouse and Stock Management	24

**Spain**

Course	Hours
Creating a Training Pathway	6
Logistics, Sustainability, and Talent	2,3
Accounting, Tax, and Financial Rreview	40
Management Skills Program	72
English	183
HT FullTest3 Tools	14
Risks in Internationa Trade	5
Barcode Readers	4

Table 15 - Training Courses at the Spanish branch

**Target 2025**

Next year, the Company has set the objective of increasing the number of non-mandatory training courses for its employees in the areas of cybersecurity, foreign languages, and problem solving.

## 4.5 Occupational health and safety

**GRI 403-1, 403-2, 403-4, 403-5, 403-8, 403-9; VSME B9**

### 4.5.1 Health and safety system for the Italian headquarters

The protection of employees' health and safety represents a deeply rooted commitment for *Mario Frigerio S.p.A.*, going well beyond mere compliance with Legislative Decree 81/2008. The Company adopts a forward-looking and structured approach based on continuous training, strategic planning, and accountability at all levels.

To translate this philosophy into tangible results, the Company has implemented a UNI EN ISO 45001-certified Occupational Health and Safety Management System, which applies to all personnel. This system serves as a constant guide in operational decisions, promoting a safe and healthy work environment focused on collective well-being, which includes:

- Identification of **responsibilities, procedures, and processes** for the effective management of the Safety Management System, including designation of key safety roles, including RSPP, RLS, and personnel responsible for first aid and emergency response;
- Annual updates of the **Risk Assessment Document (RAD)**;
- **Health surveillance** for all personnel, guaranteed by the Occupational Health Physician;
- Implementation of Personal Protective Equipment (PPE) and related training provided to all employees;
- The possibility to **report hazards and dangerous situations** in the workplace through the whistleblowing portal.

The Management System and RAD enable the identification of roles and each one's responsibilities and allow monitoring of the schedule of regular internal audits to verify the need for updates.

**Risk assessments** are carried out using a structured method based on the "synthetic relevance risk judgment", as outlined in the document addressed by the Local Health Authorities (ASL) and the Health Directorate of the Lombardy Region in 2004. This process is the result of collaboration among the RSPP, RLS, and employees, involving site inspections and regular meetings aimed at promptly identifying any critical issues.

The Company has established a specific procedure, as required by ISO 45001, for **communication, consultation, and participation activities** regarding preventive measures, included periodic training and update sessions, such as semiannual safety break with employees.

In addition to mandatory health and safety training, newly hired employees are offered **an inspection of the Company's facilities** to help them immediately understand existing risks and hazards.

Moreover, every two years an occupational stress risk analysis is performed to evaluate potential improvement plans.

### 4.5.2 Health and safety system for the Spanish branch

Although the Spanish branch is not included in the Occupational Health and Safety Management System adopted by the Italian headquarters, it follows the Company's main procedures on the matter. The management of the matter is entrusted to an external specialized service provider, "SP Activa", responsible for risk assessment and health surveillance through the provision of occupational medical services.

All current activities comply with the applicable Spanish law, Legislation 31/1995 on the Prevention of Occupational Risks (LPRL), which defines the rights and duties of the workers and the employer, obligations for risk assessment, the prevention plan, and requirements for training and monitoring.

**Registered workplace accidents** are managed through a structured process that includes interviews with the individuals directly involved and any witnesses. This way, it is possible to assess the severity and propose any corrective measures.

**Employee participation** is ensured through quarterly meetings of the Health and Safety Committee (HSC), which includes representation from workers' unions (RSA/RSU). In addition, all employees receive mandatory health and safety training, integrated by specific modules for the equipment used and annual supplementary training sessions.

### 4.5.3 Health and safety training

The protection of workers' health and safety is a fundamental value and a core responsibility for the Company, to be pursued through a structured, systematic, and proactive approach. In this context, **training represents one of the key preventive tools**—essential for fostering a shared safety culture, promoting conscious behavior, and ensuring the correct application of current regulations.

In 2024, the training plan for the Italian headquarters included a total of **672 hours** of courses dedicated to these topics, encompassing both periodic refresher courses and specific training on the safe use of **machinery and equipment**, always followed by a final learning assessment.

These activities are supplemented by a **dedicated training program for employees on assignment abroad**, focused on behavioral guidelines to follow during their stay in foreign countries. This training pathway also involves the **Occupational Health Physician**, ensuring full compliance with any vaccination requirements applicable in the destination countries.

Regarding the **Spanish branch**, in 2024, a total of **580.5 hours of training** in health and safety were delivered, confirming the Company's commitment, also internationally, to promoting safe working environments and **spreading a prevention culture** rooted in knowledge, accountability, and awareness.

### 4.5.4 Workplace accidents

In 2024, the **Italian headquarters** recorded only one workplace accident, consistent with the figure reported in 2023, despite an overall increase in hours worked. The accident **frequency rate** stood at **0.459**, showing a slight decrease from 0.470 in the previous year, confirming the stability of workplace safety conditions.

The trend observed in the **Spanish branch** is the opposite: the number of workplace incidents has risen, going from three in 2023 to eight in 2024. In this case, the increase also occurred in a context of higher total working hours. The frequency rate rose from 5.85 to **14.42**, underlining the need to strengthen preventive measures and the specific safety training.

## 4.6 Community and local engagement

### GRI 202-2, VSME C1

Mario Frigerio S.p.A. has consistently demonstrated strong commitment to the local areas in which it operates, maintaining a solid and long-standing relationship with local communities, particularly in the regions where its business activities first began. From its origins, the Company has chosen to express this connection in tangible ways through sponsorships, and purchases in support of local institutions, associations, and organizations, contributing to the social and economic well-being of the surrounding communities.

#### MFL STEM Academy

Mario Frigerio S.p.A. has established several important collaborations with Politecnico di Milano. Among these, the **MFL STEM Academy** stands out—an educational project that enables the organization of yearly activities aimed at raising awareness among primary school children about STEM subjects (Science, Technology, Engineering, Mathematics). With over 300 children involved and the launch of the third edition, the project engages fifth-grade students from the Molteno Comprehensive Institute and aims to encourage students to explore scientific concepts thanks to hands-on workshops focused on technical and scientific topics such as: space, water, electricity, and motion. The project also aims to contribute to the development of logical thinking and problem-solving skills, leveraging their curiosity and creativity.



#### The 2024 MFL STEM Academy workshops focused on:

- **The law of universal gravitation** – A workshop about the main characteristics of one of the most fascinating physical laws in the Universe
- **Leonardo da Vinci revealed through virtual reality** – A virtual reality workshop
- **The hidden shapes of Nature** – A workshop to discover the forms of Nature
- **Leonardo da Vinci and robots** – A robotics workshop
- **Cables around the world and electricity** (Electricity) – A workshop on cable production and electricity (held at the Mario Frigerio S.p.A. premises).

### FES Bike

Besides, in 2024 Mario Frigerio S.p.A. sponsored Politecnico di Milano in their FES Bike (*Functional Electrical Stimulation bike*) project, aimed at **pushing the boundaries of assistive technology**. Through this initiative, riders with complete paraplegia participate in races using a passive trike and an electrical muscle stimulator. This device delivers coordinated impulses through surface electrodes, inducing muscle contractions that enable movement.



### School-to-work alternation

Supporting the local area also means contributing to the growth and education of new generations. For this reason, a collaboration regarding school-to-work alternation has been initiated with some high schools near Molteno. Additionally, in recent years, the opportunity to get a closer look at the reality of Mario Frigerio has also been extended to university students through curricular internships.

### Local suppliers

Supplier selection prioritizes territorial proximity; in fact, in 2024, 94% [LR30.1] of Mario Frigerio S.p.A.'s main suppliers were based in Italy. This choice has a positive impact on local economic development, supporting the growth of related industries and strengthening relationships with the national manufacturing network.

### Local leadership

At Mario Frigerio S.p.A., 100% of the senior management operating at the Italian headquarters has been recruited from the local community. "Senior management" refers to executives with strategic decision-making responsibilities, while "local community" refers to the Lombardy region, where the Italian headquarters is located.

## 4.7 Collaboration with suppliers

### GRI 204-1

In 2024, the Company reaffirmed its commitment to a responsible sourcing strategy, giving preference to local suppliers and thereby strengthening its connection with the national economy. As shown in Figure 11, **94% of purchases were made from Italian suppliers**, demonstrating a clear preference for the domestic market. Additionally, 98% of expenditures were related to the procurement of materials, while the share of service-related expenses was almost negligible.

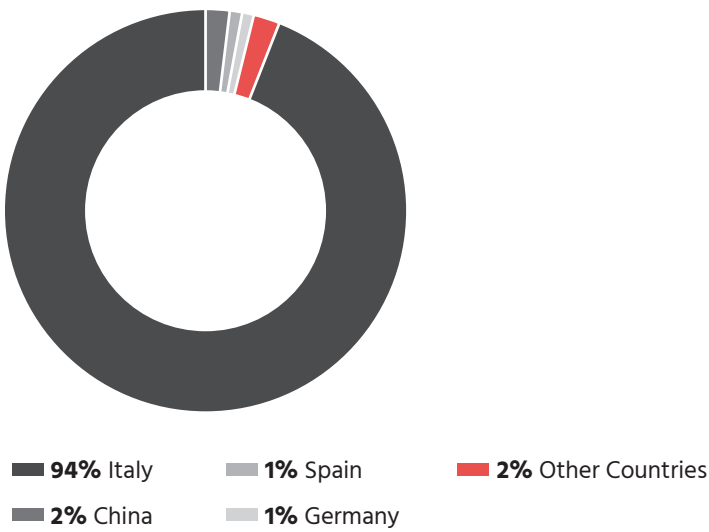


Figure 13 - Percentage of turnover by supplier geographical origin

In 2018, the Company organized a dedicated meeting with its suppliers to share best practices in sustainability and safety, with a specific focus on proper waste management. As part of a continuous improvement approach, since 2022 a questionnaire has been sent annually to all suppliers to assess their commitment to environmental protection and occupational health and safety.

# Environment



5

Mario Frigerio S.p.A. has long integrated environmental sustainability into its industrial strategy, fully aware of the challenges posed by climate change and the importance of reducing the impact of its processes and products.

This commitment starts at the production facilities, where targeted interventions have been implemented to improve energy efficiency and reduce consumption. The Molteno headquarters, built according to eco-design principles, is classified as an energy **class A building** and equipped with advanced systems for consumption monitoring and heat recovery. In support of the energy transition, Mario Frigerio S.p.A. has invested in the installation of a **photovoltaic system** capable of covering up to 80% of the electrical energy demand for fixed consumption, excluding high-energy processes such as testing. Complementing this commitment, **electric vehicle charging stations** have been installed, thereby supporting the shift towards a more sustainable corporate mobility.

### **A new facility for the Spanish branch**

Construction has begun on the new headquarters of Mario Frigerio S.p.A.'s Spanish branch. This marks a significant development that will allow the branch to incorporate environmental and energy-related improvements, including the installation of a photovoltaic system that will make the facility energy self-sufficient.

In parallel, initiatives have been undertaken to reduce environmental impact across the production cycle: digitalization of processes, replacement of hazardous substances, efficient management of natural resources and waste, and the protection of biodiversity through enhancement of Company's green spaces.

All these initiatives are coordinated through an Environmental Management System certified according to **UNI EN ISO 14001**, supported by personnel training activities. Although the Spanish branch is not certified, it is overseen by an HSE Manager who ensures the proper management of environmental and safety issues.

To complete this approach, the Company has begun measuring its environmental impact by quantifying **Scope 1 and 2 greenhouse gas emissions** and has initiated a Life Cycle Assessment (LCA) study on a first line to analyze the impact across various life cycle stages and identify potential areas for improvement.

This way, Mario Frigerio S.p.A. reaffirms its real commitment to a more sustainable, efficient, and forward-looking industrial model.

### **Increasingly efficient machinery**

Mario Frigerio S.p.A. pursues with determination the objective of making its machinery increasingly sustainable by integrating, from the design phase, solutions that reduce environmental impact and enhance operational efficiency. Each machine is developed following a thorough analysis of the customer's needs and operating conditions, allowing materials, components, and control systems to be tailored to the specific application. For example, the adoption of motorized brakes allows part of the kinetic energy to be recovered, reducing power requirements and overall resource consumption. Similarly, the use of low-impact synthetic oils and greases ensures high performance without compromising sustainability.

Despite operating in a traditionally energy-intensive sector, our machines comply with the strictest motor energy efficiency standards, thanks to the integration of intelligent management systems. A specific example is the cooling control algorithm used during wire drawing, designed internally to optimize operating cycles: this intervention not only reduces electricity consumption, but also limits water usage, contributing to a more responsible water resource management.

Finally, to support a truly circular supply chain, each machine is delivered with a comprehensive information package: instructions for safe transport and handling, maintenance guidelines to extend the product's service life, and directions for the proper disposal of packaging materials. Hence, Mario Frigerio S.p.A. ensures that its customers receive high-performance, sustainable equipment that meets regulatory requirements and exceeds expectations in terms of efficiency and environmental responsibility.

### Target 2025

For 2025, Mario Frigerio S.p.A. aims to complete the Environmental Product Declaration (EPD) for a copper wire drawing line consisting of: pay-off, rod breakdown machine, annealer, and coiler. The primary function of this line is to reduce the wire diameter from 8 mm to 1.04 mm. Additionally, once processed, the wire is wound onto spools by the coiler. This objective stems from the company's commitment to improving transparency regarding the environmental impact of its products throughout their entire life cycle.

Finally, to support a truly circular supply chain, each machine is delivered with a comprehensive information package: instructions for safe transport and handling, maintenance guidelines to extend the product's service life, and directions for the proper disposal of packaging materials. Hence, Mario Frigerio S.p.A. ensures that its customers receive high-performance, sustainable equipment that meets regulatory requirements and exceeds expectations in terms of efficiency and environmental responsibility.

## 5.1 Energy and consumption management

### GRI 302-1, 302-3; VSME B3

Although Mario Frigerio S.p.A. is not formally classified as an energy-intensive Company, energy efficiency has long been a management priority. The Company has adopted a proactive approach based on constant monitoring of energy consumption and implementation of targeted actions to reduce waste and greenhouse gas emissions. Monthly consumption data control has allowed the identification of areas for improvement and timely intervention with corrective measures, both technical and managerial.

A central aspect of the energy strategy is the progressive transition to renewable energy sources. In 2024, **42% of the electricity purchased came from renewable sources**, demonstrating a clear commitment to reducing dependence on fossil fuels. To support this goal, a **500 kW** (440 kW + 60 kW) **photovoltaic facility** was installed at the Italian headquarters, which generated an annual production of 78,232 kWh, thereby contributing concretely to the site's self-production and energy autonomy.

Furthermore, attention to sustainable mobility has resulted in the installation of **three electric vehicle charging stations**: one of 20 kW and two with dual 22 kW outlets.

In 2024, the Italian facility recorded an overall increase in energy consumption, as shown in Table 16. Such increase is mainly attributable to the intensification of the testing activities for the manufactured machinery, a phase that requires

significant energy absorption, particularly for full-load machine operation tests. Although this is a typical dynamic for a highly specialized manufacturing Company, Mario Frigerio has initiated a series of technical analyses to optimize testing processes and mitigate their energy impact.

In Italy, energy demand increased from 2,405 MWh to 2,609.74 MWh, a 9% rise mainly due to a higher natural gas usage. This figure has been carefully analyzed by the Company, which has already launched a corrective action plan aimed at optimizing systems and progressively replacing the most energy-intensive equipment.

In the Spanish branch, consumption remained stable, with a slight increase of 0.88%, from 215.16 MWh in 2023 to 217.06 MWh in 2024.

<b>Italy</b>	<b>2023</b>		<b>2024</b>		<b>Variation</b>
	<b>MWh/smc</b>	<b>GJ</b>	<b>MWh/smc</b>	<b>GJ</b>	
Electrical energy (MWh)	<b>1.466,89</b>	<b>5.280,79</b>	<b>1.496,21</b>	<b>5.386,35</b>	<b>+2%</b>
Of which from renewable sources	557,42	2.006,70	567,19	2.041,89	<b>+2%</b>
Of which self-produced	-	-	78,23	281,64	
Of which from non-renewable sources	909,47	3.274,09	850,79	3.062,83	<b>-6%</b>
Natural gas (smc)	95.254,00	3.377,42	113.058,00	4.008,70	<b>+19%</b>
<b>Total energy consumed</b>	<b>2.405,06</b>	<b>8.658,21</b>	<b>2.609,74</b>	<b>5.793,36</b>	<b>+9%</b>
<b>Spain</b>					
Electrical energy	<b>215,16</b>	<b>774,57</b>	<b>217,06</b>	<b>781,42</b>	<b>+0,88%</b>
Of which from renewable sources	71,00	255,6	71,63	257,87	
Of which from non-renewable sources	144,16	518,98	145,43	523,55	

Table 16 - Annual energy consumption divided by sources

The objective of reducing energy consumption is not limited to internal processes but also extends to the use of machinery once installed at customer premises. With this in mind, Mario Frigerio S.p.A. has initiated specific tests on some of the most complex machines to optimize their startup and production phases. Reducing the time required to reach ideal operating conditions not only cuts energy consumption during the initial usage phase, but also generates economic savings for the customer, improving the overall system efficiency.



■ **25%** Renewable energy  
 ■ **75%** Non-renewable energy

Figure 14 - Energy consumption in Molteno's headquarters



■ **33%** Renewable energy  
 ■ **67%** Non-renewable energy

Figure 15 - Energy consumption in the Spanish branch

	Italy	Spain
Energy intensity per employee	11.396,22	2.524,00
Energy intensity per turnover	0,02	0,013

Table 17 - Energy Intensity<sup>1</sup>

**Actions to reduce energy impact**

The commitment to reducing energy impact begins with the design of the Molteno headquarters, built according to high-efficiency criteria. The building, classified as class A, was conceived to minimize energy demand through an integrated set of architectural and system measures: automatic solar shading that activates based on external light intensity, low-consumption lighting systems managed intelligently, and process heat recovery systems.

These solutions significantly reduce electricity use for lighting and climate control, while also improving workplace comfort. In particular, automated indoor lighting—adjusted according to personnel presence—helps eliminate waste, while timed outdoor lighting systems ensure a coherent usage aligned with effective operational needs.

The adopted approach reflects an integrated vision of energy efficiency, which considers not only the facilities, but also the interaction between the building, people, and environmental conditions.

<sup>1</sup> Energy intensity calculated based on the number of employees as of 31/12/2024-2023 and the turnover for 2024 and 2023. The numerator refers to the energy consumption from purchased and self-produced electricity, and natural gas for heating.

## 5.2 Emissions management

### GRI 305-1, 305-2, 305-4; VSME B3, B4

In 2024, Mario Frigerio S.p.A. initiated, for the first time, the calculation of its greenhouse gas emissions under Scope 1 and Scope 2, in accordance with the GHG Protocol guidelines. This first exercise represents a key step in building a structured system for monitoring and reporting climate-altering emissions, with the aim of defining specific and measurable improvement actions over time.

For the Italian headquarters, Scope 2 values, both location and market-based, showed a decrease of 18% and 15% respectively compared to 2023 values. Such reduction is largely attributable to the self-generated energy from the photovoltaic facility installed at the Molteno headquarters, which enabled the Company to self-consume 78,232 kWh.

Scope	Emissions' source	Data 2024	UDM	Emission 2024 [T CO2-eq]	T CO2-eq	%
<b>SCOPE 1</b>	Natural gas combustion	113.058,00	sm3	231,25	467,82	30,75%
	Vehicles' gasoline combustion	980,50	Liters	2,04		0,27%
	Vehicle's diesel combustion	61.938,00	Liters	155,64		20,69%
	Refrigerant gases (R410-A)	41,00	Kg	78,88		10,49%
<b>SCOPE 2 (location based)</b>	Electrical energy consumption	1.417.976,00	kWh	284,30	284,30	37,80%
<b>SCOPE 2 (market based)</b>	Electrical energy consumption	1.417.976,00	kWh	625,60	284,30	-

Table 18 - GHG emission in Italy

The analysis of emissions from the Spanish branch showed a certain stability with regard to Scope 2 emissions.

Scope	Emissions' source	Data 2024	UDM	Emission 2024 [T CO2-eq]	T CO2-eq	%
<b>SCOPE 1</b>	Vehicles' gasoline combustion	12.888,02	Liters	26,86	81,65	24,35%
	Vehicles' diesel combustion	5.358,24	Liters	13,46		12,20%
	Diesel combustion for heating	15.000,00	Liters	41,33	37,47%	
<b>SCOPE 2 (location based)</b>	Electrical energy consumption	217.064,00	kWh	28,65	28,65	25,98%
<b>SCOPE 2 (market based)</b>	Electrical energy consumption	217.064,00	kWh	63,43	63,43	

Table 19 - GHG emissions in Spain

	Italy	Spain
Emissions intensity per employee	3,28	1,28
Emissions intensity per turnover	0,000006	0,0000049

Table 20 - Emissions intensity<sup>2</sup>

### Actions to reduce emissions impact

Aware of the role that corporate mobility can play in its overall environmental footprint, Mario Frigerio S.p.A. has initiated a **fleet renewal** process aimed at reducing emissions and adopting more sustainable solutions. In particular, Euro 4 vehicles have been progressively phased out and replaced with new-generation ones characterized by lower environmental impacts in terms of pollutant emissions and consumption.

This initiative has been complemented by the introduction of electric vehicles into the Company fleet, primarily intended for short-distance travel.

#### Target 2025

To reduce emissions from spare parts transportation, the company has decided to launch a collaboration with DHL in 2025 for the use of Sustainable Aviation Fuel (SAF) in spare parts shipments. Using aviation fuel produced from alternative raw materials helps lower greenhouse gas emissions, in exchange for a higher transportation service cost.

<sup>2</sup> The emission intensity was calculated using the number of employees as of 12/31/2024 and the 2024 revenue as the denominator; the numerator included the values of Scope 1 and Scope 2 (market-based).

## 5.3 Waste management

### GRI 306-1, 306-3, 306-4, 306-5; VSME B7

In 2024, the Italian headquarters and Spanish branch of Mario Frigerio S.p.A. generated a total of **387.27 tonnes of waste**, marking an increase from **259.46 tonnes in 2023**. Despite the rise in total volume, a qualitative analysis shows **significant improvements in waste management**, particularly regarding **hazard classification and final destination**.

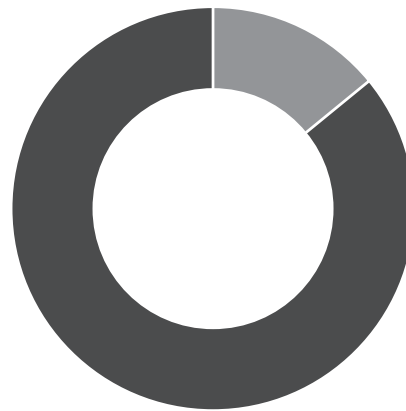
Most of the waste produced in both years was classified as **non-hazardous**, based on the corresponding EWC (European Waste Catalogue) codes. A key achievement was the **sharp reduction in hazardous waste**, which fell from **13.83% of total waste in 2023 to just 2.87% in 2024** — reflecting the effectiveness of initiatives aimed at minimizing the use of high-impact substances.

At the same time, the **percentage of waste directed to recovery or reuse increased**, especially among non-hazardous waste. In 2024, **98.22% of non-hazardous waste was recycled**, up from 97.10% in the previous year. Even for hazardous waste, the recycling rate improved, reaching **11.68% compared to 4.18% in 2023**.



■ 2,87% Hazardous  
■ 97,13% Non-hazardous

Figure 16 - Waste generated by category 2024



■ 13,83% Renewable energy  
■ 86,17% Non-renewable energy

Figure 17 - Waste generated by category 2023

In summary, despite an overall increase in volume, the Company made **significant progress toward a more responsible waste management**, by **reducing the hazardous nature of generated materials** and increasing the use of **circular economy practices**.

#### Actions taken to reduce waste generation

To reduce waste generation, Mario Frigerio S.p.A. has adopted an integrated approach involving both internal processes and the entire value chain. Internally, the Company has initiated the digitization of documents and technical drawings, reducing the use of paper and consumables. This transition has also involved suppliers, 95% of whom now share documents in digital format, contributing to more sustainable information management.

Another key area of intervention concerns packaging: it has been made more uniform to facilitate recycling, and its reuse has been promoted wherever possible. In collaboration with suppliers, the Company has also worked to identify packaging solutions with a lower environmental impact, generating both ecological and economic benefits.

The commitment continues even in the post-sales phase: the manuals provided to customers include detailed instructions on the proper disposal of packaging and components, in line with the relevant safety data sheets.

In this way, Mario Frigerio S.p.A. extends environmental responsibility throughout the entire product life cycle, promoting sustainable behaviors even at the end user level.

<b>EWC Code</b>	<b>Description</b>	<b>Waste sent for recycling or reuse (t)</b>	<b>Waste sent for disposal (t)</b>
<b>Italy</b>			
120101	Shavings and turnings of ferrous metals	80,100	
120104	Dust and particulates of non-ferrous metals	26,279	
150101	Paper and cardboard packaging	20,000	
150103	Wooden packaging	82,200	
150106	Mixed-material packaging	21,050	
160214	Discarded equipment other than those mentioned in 160209 and 160213	2,328	
161002	Aqueous liquid wastes other than those mentioned in 161001		2,300
170202	Glass	0,245	
170405	Iron and steel	79,950	
200101	Paper and cardboard	2,900	
<b>Total non-hazardous waste – Italy</b>		<b>315,052</b>	<b>2,300</b>
<b>Spain</b>			
150103	Wooden packaging	4,300	
170411	Cables other than those mentioned in 170410	1,800	
200101	Paper and cardboard	13,100	

<b>EWC Code</b>	<b>Description</b>	<b>Waste sent for recycling or reuse (t)</b>	<b>Waste sent for disposal (t)</b>
<b>Spain</b>			
200138	Wood other than that mentioned in 200137	19,000	
200139	Plastics	7,100	
200140	Metals	9,100	
200301	Mixed municipal waste		4,400
<b>Total non-hazardous waste – Spain</b>		<b>54,400</b>	<b>4,400</b>
<b>Total non-hazardous waste</b>		<b>369,452</b>	<b>6,700</b>

Table 21 - Non-hazardous waste

<b>EWC Code</b>	<b>Description</b>	<b>Waste sent for recycling or reuse (t)</b>	<b>Waste sent for disposal (t)</b>
<b>Hazardous*</b>			
<b>Italy</b>			
130105*	Non-chlorinated emulsions		
130202*	Synthetic engine, gear and lubricating oils	0,35	
130208*	Other engine, gear and lubricating oils	0,6	
150202*	Absorbents, filter materials, rags and protective clothing contaminated by hazardous substances	0,08	
160213*	Discarded equipment containing hazardous components	0,194	
160504*	Gases in pressure containers containing hazardous substances	0,075	
<b>Total non-hazardous waste – Italy</b>		<b>1,299</b>	<b>7</b>

<b>EWC Code</b>	<b>Description</b>	<b>Waste sent for recycling or reuse (t)</b>	<b>Waste sent for disposal (t)</b>
<b>Hazardous*</b>			
<b>Spain</b>			
80111*	Waste paint and varnish containing organic solvents or other hazardous substances		0,45
80318*	Spent toner cartridges other than those mentioned elsewhere		0,01
140603*	Other solvents and solvent mixtures		0,23
150110*	Packaging containing residues of or contaminated by hazardous substances		0,4
150202*	Absorbents, filter materials (including oil filters not otherwise specified), rags and protective clothing contaminated by hazardous substances		1,7
160504*	Gases in pressure containers containing hazardous substances		0,03
<b>Total hazardous waste – Spain</b>		<b>0</b>	<b>2,820</b>
<b>Total hazardous* waste</b>		<b>1,299</b>	<b>9,820</b>

Table 22 - Hazardous waste

**Objective 2025**

With a view to a more sustainable approach and greater awareness of its impacts, Mario Frigerio S.p.A. has decided to implement certain actions aimed at reducing the use of generated waste. In addition to the digitalization process, the company has decided to rent printers in 2025 from a supplier that offsets the CO2 emissions of the device for its entire five-year life cycle. In the case of Mario Frigerio S.p.A., the equivalent CO2 corresponds to one ton, offset through the purchase of carbon credits in compliance with EcoLeaf.

## 5.4 Water management

### GRI 303-1, 303-3; VSME B6

The Italian Company and its Spanish branch are committed to a responsible use of water resources in order to optimize consumption and minimize waste. Water is sourced from municipal aqueducts and used primarily for civil purposes within the Company buildings. The Company monitors water consumption annually to assess any increases and promptly take action; in 2024, water withdrawal from the aqueduct at the Italian site amounted to 4,330 m<sup>3</sup> (4.33 ML), while at the Spanish site consumption was 954 m<sup>3</sup> (0.954 ML). The wastewater generated by Company activities comes almost exclusively from sanitary facilities and is therefore comparable to domestic wastewater.

To assess the risks related to water stress, the Company used the Aqueduct Water Risk Atlas tool, developed by the World Resources Institute, which identifies risks associated with climate change. For each risk, an assessment is provided based on four categories:

- < 10% - Low
- 10%-20% - Low-medium
- 20%-40% - Medium-high
- 40%-80% - High
- >80% - Extremely high

The identification of water risks enabled the Company to assess potential actions to limit its environmental impact, as well as the possible consequences these impacts could have on the Company itself. The Italian site is located in Molteno (LC), where a low-medium water stress is recorded, while the Spanish site in Badalona, Catalonia, presents an extremely high water stress.

Thanks to the water risk analysis, five other risks emerged as being assessed medium-high, high, or extremely high.

#### Italian site

Water Risk	Description	Risk Category
Interannual variability	Measures average year-to-year variability in water availability, including renewable surface and groundwater resources.	Medium-high
Drought risk	Measures areas likely to experience drought events, exposed population and assets, and their vulnerability to adverse effects.	Medium-high
Country ESG risk index Peak RepRisk	Quantifies exposure to corporate conduct risk related to environmental, social, and governance (ESG) issues in the relevant country.	Medium-high
Coastal Eutrophication Potential (CEP)	Measures the capacity of river loads of nitrogen (N), phosphorus (P), and silica (Si) to stimulate harmful algal blooms in coastal waters.	Extremely high

**Spanish site**

Water Risk	Description	Risk Category
Coastal Eutrophication Potential (CEP)	Measures the capacity of river loads of nitrogen (N), phosphorus (P), and silica (Si) to stimulate harmful algal blooms in coastal waters.	High
Water stress	Measures the ratio of total water withdrawal to available renewable water resources.	extremely high
Drought risk	Measures areas likely to experience drought events, exposed population and assets, and their vulnerability to adverse effects.	Medium

Table 23 – Water risk analysis

**Actions to reduce water consumption**

Although Company processes do not require significant water consumption, the Company has nevertheless decided to initiate water recovery activities. Collected rainwater is used for irrigation of green areas, avoiding the use of additional water volumes. Regarding internal consumption, the Company has installed water flow reducers and sensors on taps to rationalise usage.

## 5.5 Biodiversity management

**GRI 304-1, 304-3, 304-4; VSME B5**

The Company analysed the location of the Italian site and the Spanish branch in relation to protected areas identified through the Natura 2000 network, the main European Union instrument for ensuring the conservation of natural habitats and threatened flora and fauna species. The biogeographic analysis enabled the identification of Sites of Community Importance (SCI), the distance from the Company’s sites, and the characteristics of those areas.

The Italian site in Molteno, with a total area of di 44.450 m<sup>2</sup> (0.045 km<sup>2</sup>), is located:

- 1.24 km from Lake Pusiano (IT2020006), an area of 659 hectares registered as a protected area since 1995, featuring five habitats and one protected species. Lake Pusiano is one of the most important environments for birdlife in the pre-Alpine area, serving as a key stopover and breeding area for migratory species.
- 4 km from Lake Alserio (IT2020005), a 488-hectare protected area since 1995 with six protected habitats and one protected species. The site’s high biodiversity makes it one of the most important environments for pre-Alpine birdlife; minimal human development has been maintained over time.
- 4.92 km from Lake Segrino (IT2020010), a 282-hectare protected area since 2006 with eight protected habitats. The site offers a complex vegetation landscape and presents itself as a significant eco-mosaic; it is located in a transitional and tension biogeographic context.



The Spanish branch in Badalona (Catalonia) is located:

- 4.48 km from the Serra de Collserola (ES5110024), a protected area of approximately 8,456 hectares containing six protected habitats and 39 protected species. The presence of well-developed Mediterranean habitats makes this area particularly important as a biological connector for the Serralada coast, for bird migration, and in scientific research.
- 3.41 km from the Serres del Litoral Septentrional (ES5110011), an area of approximately 22,161 hectares established in 1997, featuring 14 habitats and 57 protected species. The area is of great biogeographic interest due to its location between Mediterranean and Central European environments.



### **Internal actions to reduce impact on biodiversity: Tree planting on Company grounds**

At the Italian site, the Company chose to plant two areas of its land with trees managed by a specialised Company. The first area includes over 162 plants including *prunus laurocerasus* and *olea fragrans aurantiacus*, 71 linear meters of *prunus laurocerasus* hedge, 6 square meters of flower beds and 7 liquidambar trees.

The second area includes 441 trees and plants, including fruit trees, along with 40 square meters of flower beds with mixed species, 340 linear meters of *carpinus betulus* hedge, 55 linear meters of *lavandula angustifolia* hedge, and 27 linear meters of *osmanthus fragrans* hedge.

Additionally, to reduce the impact on the surrounding environment and on people living near the Italian site, Mario Frigerio S.p.A. conducted a forecast assessment of external noise and light pollution.

## 5.6 Financial implications and other risks and opportunities from climate change

### GRI 201-2; VSME C4

Climate change can have significant consequences on Mario Frigerio S.p.A.’s business activities, particularly due to the increasing frequency and intensity of extreme weather events in Northern Italy. For this reason, a climate risk assessment was conducted on four Group companies. For the Italian site in Molteno, relevant climate risks were identified according to the Operational Guide for compliance with the DNSH principle, as presented in Table 24. In particular, the following risks were identified:

- Related to the increase in average temperatures;
- Related to catastrophic events;
- Geo-hydrological;
- Related to water resources;
- Fire.

2050 scenario	Detected Sensitivity	Potential Impact Level	Risk Area	Business Risk
Increase in cooling degree days (days with an average temperature above 24°C) in both RCP4.5 and 8.5 scenarios, and a decrease in heating degree days (average temperature below 15°C). <sup>3</sup>	MEDIUM	MEDIUM	Business	Higher cost of converting energy demand into final energy consumption, due to cooling technologies compared to heating
	MEDIUM	MEDIUM-HIGH	Workplace safety	Difficulty maintaining comfortable working conditions across departments
Competition for water use with other sectors (agriculture and tourism); reduced urban water supply (irrigation, urban decor); limited access to drinking water due to scarcity and decreased quality.	LOW	LOW	Business	Increased water supply costs – Mario Frigerio S.p.A. has limited water use in production activities
Lower efficiency in energy supply – reduction and variability in water resources.	MEDIUM	NEGLIGIBLE	Business	Reduced or inconsistent access to traditional energy sources – objective of electricity self-supply (current 400 kWh plant)

2050 scenario	Detected Sensitivity	Potential Impact Level	Risk Area	Business Risk
Probability of extreme weather events in Italy has increased by 9% in the last 20 years. Greater risks of flooding and landslides due to changes in precipitation patterns, with more frequent and intense events affecting soil stability and, consequently, infrastructure and key industrial operations.	MEDIUM	LOW	Business	<p>Extreme weather events have implications for the safety and continuity of production and distribution.</p> <p>In particular, Mario Frigerio S.p.A. has previously experienced instances of window frame breakage caused by strong wind gusts.</p> <p>The building has been designed and constructed according to the most modern safety standards and in response to extreme weather events.</p>
Risk of catastrophic events may also affect key suppliers and main access roads	MEDIUM	MEDIUM	Business	90% of Mario Frigerio S.p.A. suppliers are based in Lombardy, thus exposed to similar risks that could compromise supply
Higher temperatures reduce transformer capacity, increase cable resistance and energy losses. Underground cable transport capacity is also reduced by lower soil moisture and thus vulnerable to drought.	MEDIUM	LOW	Business	Effects on electrical networks due to increased temperature and drought

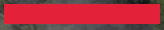
Table 24 - Climate risk analysis of the Italian site

Regarding the Spanish branch, an assessment was conducted that identified three current or potential risks: heatwaves, floods, and intense and prolonged precipitation. If not properly managed, these phenomena can destabilise operations. To mitigate impacts, the Company has adopted an approach based on monitoring weather conditions, using predictive models provided by competent authorities.

Risk	Description	Possible impacts on the Company	Risk management activities
<b>Heatwaves</b>	In recent years, increasingly intense heatwaves have been recorded, with temperatures exceeding 38–40°C. To address this risk, the branch has monitored and analysed temperatures and rainfall in the Catalonia region.	Possible consequences on worker health and safety, leading to reduced productivity and increased risk of accidents. Operationally, there may be process inefficiencies and increased energy consumption.	<ul style="list-style-type: none"> <li>• Adjustment of working hours, introducing mandatory breaks for hydration and rest;</li> <li>• Infrastructure improvements to enhance airflow circulation in work environments.</li> </ul>
<b>Flood risk</b>	The flood risk, linked to intense rainfall over short periods, has also been analysed and continuously monitored.	Potential damage to buildings and Company plants, possibly leading to higher insurance premiums and increased vulnerability.	<ul style="list-style-type: none"> <li>• Preventive and regular maintenance of structures, with particular attention to roofs, coverings, and rainwater drainage systems.</li> </ul>
<b>Intense and prolonged precipitation</b>	Intense and prolonged rainfall can negatively affect energy supply and goods transport.	Possible negative impacts on goods transport, with logistical delays and difficulties in goods handling. Potential impacts may also affect Company infrastructure, causing delays and financial losses.	<ul style="list-style-type: none"> <li>• Ongoing maintenance of infrastructure, including roofs and drainage systems;</li> <li>• Selection of suppliers with high reliability standards;</li> <li>• Diversification and strengthening of the logistics network, supported by an adequate supplier fleet.</li> </ul>

Table 25 - Climate risk analysis of the Spanish site

# Sustainability goals, strategic plan and targets for the future



## VSME B2, C2, C3

For Mario Frigerio S.p.A., sustainability is not just a current commitment but a long-term strategic trajectory. In this light, the report concludes with a forward-looking approach: a structured plan of environmental, social, and governance objectives, supported by concrete actions and a precise monitoring system.

The identified goals are the result of a careful analysis of evidence gathered during the year, the Company's strategic priorities, and the expectations expressed by stakeholders. These are measurable, progressive targets fully aligned with the main international sustainability standards, designed to guide the Company toward continuous improvement in ESG performance.

Each objective is associated with specific actions, defined timelines, and key performance indicators (KPIs) that allow their effectiveness to be evaluated over time. The monitoring plan, based on objective, updated, and verifiable data, is an essential tool to measure the results achieved, promptly identify any deviations, and dynamically and transparently adjust Company strategies.

The table below outlines the sustainability goals set for the coming years, along with the related planned actions. This plan is the result of a structured process of analysis and planning that the Company intends to strengthen over time, as confirmation of a concrete commitment to reducing environmental and social impacts and creating sustainable value for all stakeholders.



Area	Objective	Action	Target	Timeline			Scope	
				2025	2026	2027	Italian company	Spanish branch
<b>Environment</b>	<b>Climate change mitigation</b>	Creation of KPIs related to environmental impact - Maintenance of ISO 14001	Calculation of organizational carbon footprint and baseline year definition		X	X		NA
			Publication of at least 4 EPDs by 2028	X	X	X		NA
		Reduction of paper consumption	3% annual reduction in printed copies	X	X	X		
		Container load optimization	Use of software for container load optimization	X	X	X		From 2026
<b>Decarbonization strategies</b>	Annual analysis of GHG emissions (Scope 1, 2, 3)	5% reduction in Scope 2 GHG emissions vs. 2024		X	X			
		1% reduction in Scope 1 GHG emissions vs. 2025		X	X			
	Purchase of carbon credits	3% of total Scope 1 & 2 GHG emissions offset via carbon credits			X			
	Use of eco-fuel by logistics operators	50% eco-fuel usage by selected logistics operators in Spain	X	X	X			
		50% eco-fuel usage by selected logistics operators in Italy		X	X			
	Purchase of Carbon Balance certified printers	30% certified printers (with annual increase of 10 pp)			X			
<b>Energy consumption and energy mix</b>	Purchase of green electricity	40% green electricity vs. total consumption		X	X		From 2027	
		Annual reduction of energy performance indicators: kWh/revenue, kWh/employees, kWh/work hours		X	X			

Area	Objective	Action	Target	Timeline			Scope	
				2025	2026	2027	Italian company	Spanish branch
<b>Environment</b>	<b>Energy consumption and energy mix</b>	Energy efficiency	100% monitored via meters or billing	X	X	X		
	<b>Soil pollution</b>	Monitoring of industrial activities and compliance with environmental regulations	0 non-compliances/year with local/national environmental regulations	X	X	X		
		Expansion of green areas or participation in tree-planting projects.	20% increase in the budget allocated to endorsed green initiatives.	X	X	X		
		Optimization of waste sorting	5% annual reduction in waste vs. revenue	X	X	X		
	<b>Waste management</b>		3% increase in recycled waste vs. 2024			X		
<b>Social</b>		<b>Employee working conditions</b>	Increase in employee agreements	Subscription to non-local agreement platforms	X			
	Turnover analysis	10% reduction in voluntary turnover			X			
	Career paths analysis	Analysis of level career advancements by gender	X	X	X			
	Absenteeism analysis	5% reduction in absenteeism rate (Absence days <60 / total work days)	X	X	X			
	Overtime monitoring per department	Monitoring of overtime hours / total hours and variance analysis	X	X	X			
	Vacation usage	Vacation taken / total vacation = 1	X	X	X			

Area	Objective	Action	Target	Timeline			Scope	
				2025	2026	2027	Italian company	Spanish branch
<b>Social</b>	<b>Participation and internal climate</b>	Employee dialogue improvement – surveys	1 internal climate and D&I survey every two years	X		X		
			Participation rate > 70%	X		X		
			Zero reports of mistreatment/harassment	X	X	X		
	<b>Health and safety</b>	ISO 45001 certification maintenance	Injury rate below average of previous 3 years	X	X	X		NA
			Zero medium-high severity injuries maintained	X	X	X		NA
		Voluntary training on health and safety	5% increase in average hours of non-mandatory training on emergencies, health & safety, healthy lifestyles	X	X	X		
		Workplace incident analysis	Annual increase in near miss reports vs. number of employees		X	X		
	<b>Equal treatment, diversity &amp; inclusion</b>	Gender equity	10% increase in female presence vs. 2024			X		
			Gender Pay Gap analysis		X			
		Gender equality certification	60% score achievement on UniPdr 125			X		
<b>Growth and skill development</b>	Skills and gap analysis – annual goals	5% increase in average annual training hours	X	X	X			
		Increase in average employee retention or reduction in voluntary turnover	X	X	X			
<b>Customer satisfaction</b>	Annual customer satisfaction analysis – ISO 9001 maintenance	10% reduction in complaints		X	X			
		8% reduction in returns/repairs	X	X	X			

Area	Objective	Action	Target	Timeline			Scope	
				2025	2026	2027	Italian company	Spanish branch
<b>Social</b>	<b>Customer satisfaction</b>	Customer Satisfaction monitoring	Customer satisfaction survey analysis: <ul style="list-style-type: none"> <li>• Average annual satisfaction score &gt;4%</li> <li>• Surveys received / total order confirmations &gt;10%</li> <li>• Surveys received / total completed projects &gt;10%</li> </ul>	X	X	X		
<b>Governance</b>	<b>Corporate culture</b>	Update of the Code of Ethics	Update and maintenance of the Code of Ethics	X	X	X		
		Partnerships and business networks	Maintenance of 3 strategic partnerships	X	X	X		
		Participation in trade fairs	80% participation in international trade fairs (participated / relevant fairs)	X	X	X		
		Support to the territory	Donations/sponsorships to local organizations	X	X	X		
	<b>Anti-corruption and misconduct management</b>	Continuous training	2 hours average of non-mandatory training in anti-corruption		X	X		
		Legal Rating	Achievement of Legal Rating	X				NA
	<b>Supplier relations and value chain protection</b>	Supplier Code of Conduct	80% of top 20 suppliers (excluding Group companies) evaluated on ESG criteria			X		
		Supplier audits – Selection system based on ESG criteria	80% annual audits on top 20 suppliers (excluding Group companies)			X		
		Traceability of supplier issues	100% non-compliances opened / total supplier returns			X		

Area	Objective	Action	Target	Timeline			Scope	
				2025	2026	2027	Italian company	Spanish branch
<b>Governance</b>	<b>Sustainability management</b>	ESG Policy approval including responsible roles and KPIs	Approval and maintenance of ESG Policy	X	X	X		
			Dissemination to all employees and active suppliers during the year	X	X	X		
		Sustainability Report	Annual drafting and publication of the Sustainability Report	X	X	X		
	<b>Privacy and data management</b>	Update of internal privacy policies	100% of new hires covered		X	X		
			Reduction in number of incidents/year	X	X	X		

Table 26 - Sustainability Objectives

## Statement of use

**Mario Frigerio S.p.A.** has reported in accordance with the GRI Standards for the period 01.01.2024 – 31.12.2024.

<b>GRI 1 used</b>	<b>GRI 1: Foundation 2021</b>	
<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>
<b>GRI 2: General Disclosures 2021</b>	2-1 Organizational details	6,8,9
	2-2 Entities included in the organization's sustainability reporting	5,6,8,10
	2-3 Reporting period, frequency and contact point	6
	2-6 Activities, value chain and other business relationships	18-19, 48-49
	2-7 Employees	56-59
	2-8 Workers who are not employees	56-59
	2-9 Governance structure and composition	43-45
	2-11 Chair of the highest governance body	43-45
	2-12 Role of the highest governance body in overseeing the management of impacts	43-45
	2-14 Role of the highest governance body in sustainability reporting	43-45
	2-22 Statement on sustainable development strategy	5
	2-26 Mechanisms for seeking advice and raising concerns	49-52
	2-27 Compliance with laws and regulations	49-52
	2-28 Membership associations	18-19
2-29 Approach to stakeholder engagement	23-24	
2-30 Collective bargaining agreements	57-58	
<b>GRI 3: Material Topics 2021</b>	3-1 Process to determine material topics	22-24
	3-2 List of material topics	29-31
	3-3 Management of material topics	53-54
<b>GRI 201: Economic Performance 2016</b>	201-2 Financial implications and other risks and opportunities due to climate change	41-42
	201-3 Defined benefit plan obligations and other retirement plans	86-88
<b>GRI 202: Market Presence 2016</b>	202-2 Proportion of senior management hired from the local community	69-70
<b>GRI 204: Procurement Practices 2016</b>	204-1 Proportion of spending on local suppliers	71
<b>GRI 205: Anti-corruption 2016</b>	205-2 Communication and training about anti-corruption policies and procedures	49-52
	205-3 Confirmed incidents of corruption and actions taken	49-52
<b>GRI 302: Energy 2016</b>	302-1 Energy consumption within the organization	74-76
	302-3 Energy intensity	74-76

<b>GRI 1 used</b>	<b>GRI 1: Foundation 2021</b>	
<b>GRI STANDARD</b>	<b>DISCLOSURE</b>	<b>LOCATION</b>
<b>GRI 303: Water and Effluents 2018</b>	303-1 Interactions with water as a shared resource	83-84
	303-3 Water withdrawal	83-84
<b>GRI 304: Biodiversity 2016</b>	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	84-85
	304-3 Habitats protected or restored	84-85
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	84-85
<b>GRI 305: Emissions 2016</b>	305-1 Direct (Scope 1) GHG emissions	77-78
	305-2 Energy indirect (Scope 2) GHG emissions	77-78
	305-4 GHG emissions intensity	77-78
<b>GRI 306: Effluents and Waste 2016</b>	306-1 Waste generation and significant waste-related impacts	79-82
	306-3 Waste generated	79-82
	306-4 Waste diverted from disposal	79-82
	306-5 Waste directed to disposal	79-82
<b>GRI 401: Employment 2016</b>	401-1 New employee hires and employee turnover	61-62
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	61
<b>GRI 403: Occupational Health and Safety 2018</b>	403-1 Occupational health and safety management system	67-68
	403-2 Hazard identification, risk assessment, and incident investigation	67-68
	403-4 Worker participation, consultation, and communication on occupational health and safety	67-68
	403-5 Worker training on occupational health and safety	67-68
	403-8 Workers covered by an occupational health and safety management system	67-68
	403-9 Work-related injuries	67-68
<b>GRI 404: Training and Education 2016</b>	404-1 Average hours of training per year per employee	63-66
<b>GRI 405: Diversity and Equal Opportunity 2016</b>	405-1 Diversity of governance bodies and employees	49-52; 58-60
	405-2 Ratio of basic salary and remuneration of women to men	58-60

GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	58-60
<b>GRI 418: Customer Privacy 2016</b>	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	53



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