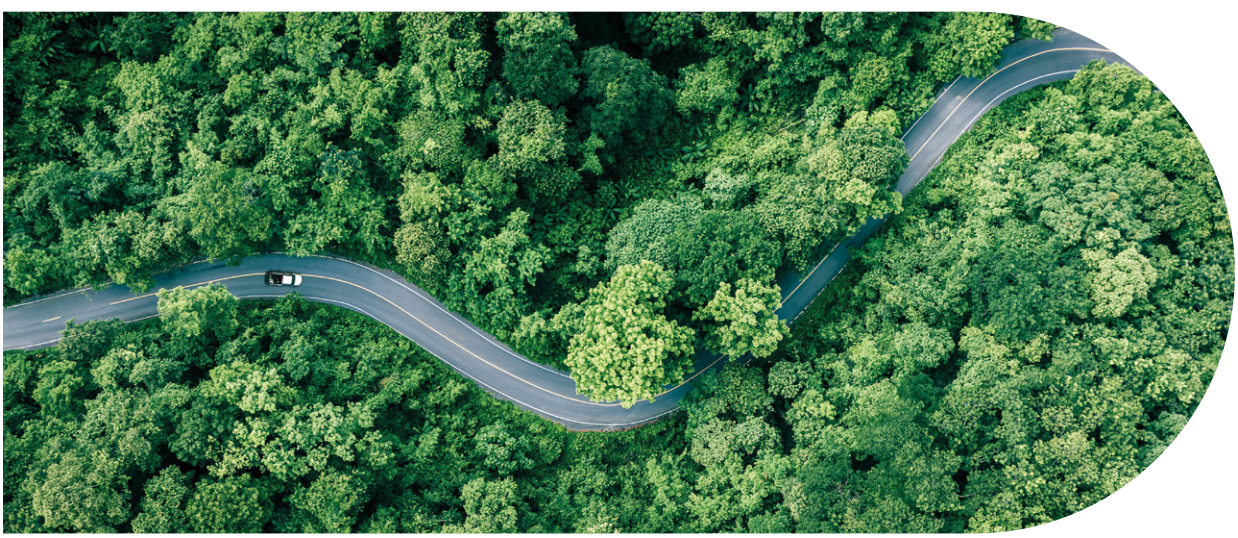
Sustainability Report 2025



elesa®

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Monza, July 2026



Dear Stakeholders,

For the second consecutive year, I am very proud to present the Sustainability Report of Elesa S.p.A. This report covers 2025 and provides all our customers, partners, suppliers, collaborators, institutions and local communities with information about sustainability.

Amid ongoing geopolitical volatility in today's manufacturing sector and the headwinds affecting the industrial sector, Elesa remains steadfast in its commitment to transparency and integrity. The company continues its transition to the latest Global Reporting Initiative (GRI) standards as a strategic response to current threats.

In 2025, Elesa continued to pursue its technical and manufacturing mission of supplying a constantly expanding range of the highest quality and most reliable industrial components. This has enabled us to face the current challenges of the global market with resilience and determination. We have chosen to continue the multi-year investment programme that had formerly been established, which will ensure continuity in the company's development.

In this report, you will find an overview of our environmental, social and governance activities, reflecting our ongoing commitment to building a resilient, responsible and sustainable future for Elesa.

Our long-term business strategy focuses on a rigorous, customer-centred approach; swift decision-making; confidence in our professional capabilities; and recognising that our motivated and enthusiastic staff are a vital resource. We are convinced that it is only through combining all these factors that the company has achieved its results so far and will continue to do so in the future.

We support the well-being of our employees, suppliers and partners by driving environmental stewardship and integrating sustainable practices into our operations to benefit our surrounding communities and ecosystems.

We respect the entire supply chain, recognising that excellent relationships and fair dealings, underpinned by prompt payments, are the best way to value those involved in our production process both downstream and upstream. This creates a virtuous cycle of mutual excellence, generating increasingly satisfactory products and services that meet the ever-increasing industry standards to which we all adhere.

On behalf of the Board of Directors of Elesa S.p.A., I would like to thank all Elesa collaborators for their continued dedication to our high standards of corporate sustainability this year.

Finally, once again, I would like to thank our stakeholders for their continued trust and partnership, which drive our market leadership and shared commitment to sustainable growth.

Carlo Bertani

Managing Director & Board Member
Elesa S.p.A.

Highlights

ENVIRONMENTAL HIGHLIGHTS

10,456 MWh
Energy consumption

100%
Purchased electricity from renewable sources

2,315 tCO_2 eq
Scope 1 and 2 GHG emissions (location-based)

1,095 tCO_2 eq
Scope 1 and 2 GHG emissions (market-based)

406.6 t
Waste generated

-34%
% reduction in hazardous waste

2,358 t
Materials used

96.4%
Waste diverted from disposal (including thermal recovery)

SOCIAL HIGHLIGHTS

371
Total workers

10
Internships/work placement programmes

51%
Female workers

23
Number of new employees hired

+109%
Increase in % of new employees hired

28
Average hours of training provided

+39%
% increase in average hours of training provided

8,371
Hours of training provided

GOVERNANCE HIGHLIGHTS

300+
Registered patents and designs

58
Awards for industrial design

60+
Distribution countries with a diversified customer portfolio in multiple industries

80,000+
Products available in the range

over 42 million
Parts sold

88%
Suppliers based in Italy

€ 84.8 million
Revenues from sales

€ 85.5 million
Economic value generated

€ 73.4 million
Economic value distributed among the main stakeholder categories

86%
Percentage of economic value distributed to economic value generated

€ 5.3 million
Capital expenditure

General basis for preparation

With the publication of its second **Sustainability Report, Elesa S.p.A.** ("Elesa" or the "Company") provides a clear and comprehensive presentation of its environmental, social and governance performance in 2025, along with its future commitments and objectives.

This report has been prepared with reference to the **GRI (Global Reporting Initiative)** standards, according to the most recent update which became effective on 1 January 2023. These internationally recognised standards provide a methodological framework for reporting ESG information. The Company has adopted a "with reference to" approach to ensure consistency with the expected indications and the most recent regulatory developments.

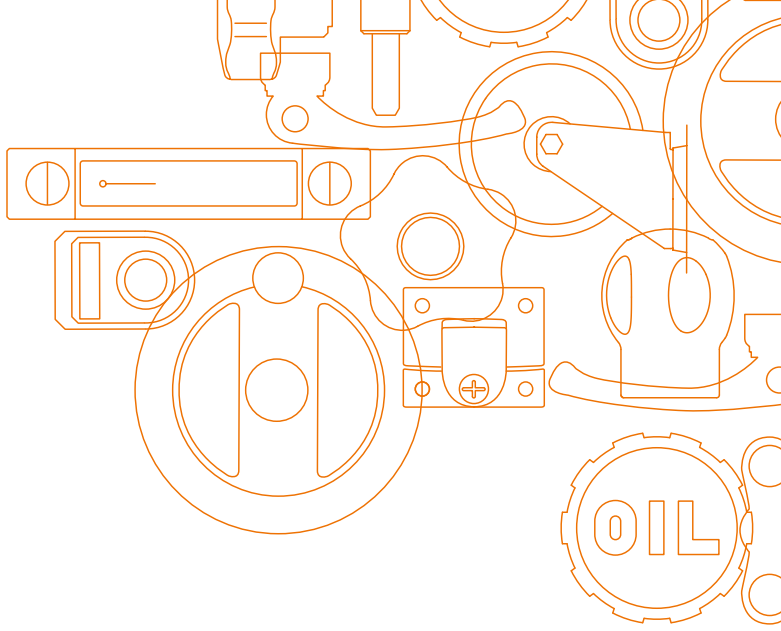
In accordance with the principles of accuracy and comparability required by the GRI standards, some data relating to 2023 and 2024 have been restated compared to those published in the previous Sustainability Report. These adjustments were necessary following the update to the calculation methodology to ensure full comparability with the 2025 data.

The Report includes references to the **United Nations 2030 Agenda** and **the 17 Sustainable Development Goals (SDGs)** that form its core. Indeed, the Agenda remains a core global framework. It guides companies to align their business practices to the sustainable development goals.

The information and data in this document relate to the year ended 31 December 2025. They were collected and validated through a structured process of identifying and analysing topics that were deemed to be the most relevant to the Company and its stakeholders. This Sustainability Report has been prepared after the Statutory Financial Statements and covers only Elesa S.p.A., which is registered at Via Pompei 29, 20900 Monza, Italy.

The document is also available in digital format on the Company's institutional website, where it can be viewed and downloaded. The GRI Content Index, which is the reconciliation table that allows readers to precisely identify the GRI indicators covered by the Report, is included at the end.





01.

Elesa's identity between design and innovation

300+
Registered patents and designs

58
Awards for industrial design

60+
Distribution countries (with a diversified customer portfolio in multiple industries)

80,000+
Products available in the range

over 42 million
Parts sold

01.1

Company history and development

Established in 1941, Elesa is the international reference for standard components for the mechanical engineering machinery, industrial equipment and automation sectors.



1941 - FOUNDATION

Elesa was founded in Monza by Carlo Bertani Senior. The post-war industrial development created high demand for machine tools. Accordingly, the production of the Elesa range began, based on its own original drawings.

1960S - STANDARDISATION

Elesa was the first company to **standardise** products in this sector. Thanks to this brilliant idea, its prestige increased and certain parameters were set to which all manufacturers and users of elements for manual manoeuvring and adjustment controls for machines would subsequently refer.

1970S - ELESA ENTERS THE GLOBAL MARKETS

Elesa enters the global markets by attending Europe's main machine tool fairs. After laying the groundwork for foreign market entry, the more recent efforts have led to the first partnerships with some prominent qualified distributors of industrial components.

1980S - DEVELOPMENT

The globalisation period, characterised by an expansion in the Company's export share and by the opening of increasingly distant markets, led to the development of strategic partnerships worldwide and to the opening of branches in Europe.

1990S - SPECIALISATION

The Ergostyle® by ELESA line is launched, receiving awards from the most prestigious international industrial design juries. The growing and increasingly sophisticated needs of reference markets urge, on the one hand, to expand the range of standard products, and, on the other, to launch new technical solutions thanks to relentless R&D activities, the study of new materials and the application of new production technologies. The first High Performing lines were developed during this period, offering a selection of standard Elesa components made of plastics and metals with innovative characteristics in order to meet the needs of specific sectors.

1995 - ELESA+GANTER

ELESA enters into a joint venture with GANTER. This commercial joint venture collaboration between two world leaders led to the establishment of foreign branches and to the widest range of industrial components in technical polymers and metals.

2016 - 75 YEARS OF ELESA

The ELESA Group celebrates its 75th anniversary with the following structure: 11 foreign branches and global distribution in over 60 countries. This is based on a single goal: creating a range of innovative products, with ergonomic shapes, a unique design and high quality standards, to be exported worldwide.

2021 - 80 YEARS OF ELESA

In 2021, Elesa celebrated its eightieth anniversary: 80 years of history made of tradition, innovation, technology, ergonomics and design.

Elesa celebrated its eightieth anniversary, a milestone marking over eight decades of history founded on tradition and innovation, with constant investment in technology, ergonomics, and design.

2021-22 - NEW BRANCHES JOIN THE GROUP

New branches are established in the Netherlands, Switzerland and Canada. 44 awards for industrial design received over the last 40 years. ELESA is awarded the "Italian Historic Brand" status.

2024

MOZAIR SA, an Elesa company which joined the Group in 2021, changed its name to Elesa Switzerland SA in April 2024. The name change marks the final stage of integrating and adding value to the historic company acquired.

In October, Elesa announced that it had signed an agreement to acquire 100% of FM S.r.l. This company specialises in the engineering and injection moulding of technical products made from thermoplastic materials.

As a result of this transaction, the company will be renamed FM Partec® S.p.A.

At the end of November, the Group announced another strategic transaction: the acquisition of a majority stake of 60% in Tellure Rôta S.p.A., an Italian company specialising in the design and production of industrial wheels and castors.

The year ended with the launch of the new Elesa Mx branch which was established with the aim of strengthening the Group's presence in the Mexican market, as well as supporting the local distributor network in developing marketing initiatives. This will ensure that customers receive an increasingly efficient and timely service.

2025

In 2025, a year of extraordinary symbolic value marking the centenary of our President - the son of the Founder who still embodies our corporate values - Elesa has decided to refine the graphics of its historic logo. This is not a revolution, but a measured evolution. The subtle changes have been designed to preserve the brand's identity and ensure it remains easily recognisable. The main goal is to optimise performance in digital channels and on a small scale. The new version guarantees impeccable readability and clarity at any size. Thus, tradition and the future continue to travel together.



INFO BOX

QUALITY, INNOVATION AND FOCUS ON CUSTOMERS

More than 80 years after its foundation, Elesa continues to stand out for its natural focus on **reliable performance**, **quality design** and **ergonomic research**. These are pillars of a corporate culture focused on product excellence, which has always characterised this brand. Today, Elesa looks to the future, aware that **products and services** go hand in hand. The focus has shifted from a product-only approach to an **integrated mix between products and services** in which the Company expertly blends **functionality**, **ergonomics** and **handling** thanks to the skilful application of the design concept, with **fast**, **efficient and perfectly integrated** services.

Elesa is focused on the continuous improvement of its performance and is a reliable partner for future needs.

Alberto Bertani: the engineering approach that transformed components into design

The story of Elesa's President Alberto Bertani is inextricably linked to the development of industrial components. Engineering, intuition and a keen eye for design are the guiding principles that have enabled him to transform the family business—founded in 1941 by his father Carlo—into an international benchmark.

Having graduated in Engineering from the Polytechnic University of Milan in 1949, shortly before Nobel Prize winner Giulio Natta developed the first polypropylene in the same laboratories, the young Alberto joined the company and, together with his father, immediately recognised the revolutionary potential of plastics. In a market dominated by metal, he sensed a new opportunity: to produce plastic components according to his own standardised measurements and, in doing so, introduce standardisation to the market that would subsequently be adopted by everyone. Elesa's first operating and clamping handwheels were produced in 1955, marking the beginning of a philosophy that combined technical rigour and aesthetics.

In the 1960s, under Alberto's leadership, the Company expanded its range and achieved iconic successes, becoming internationally famous for its formal elegance.

Between the 1970s and 1980s, Elesa began to look beyond national borders, setting up foreign subsidiaries - of which there are currently 15. Furthermore, the Company established a global distribution network spanning over 60 countries and offering a catalogue of more than 80,000 products.

During this period, Alberto oversaw the launch of the Ergostyle® line, which was designed in collaboration with architect Giorgio Decursu. This line won some of the most prestigious international awards in the sector, including the ADI Compasso d'Oro.

2025 marks an exceptional milestone: Alberto Bertani celebrated his 100th birthday. This centenary celebrates not only his longevity, but also his extraordinary life, which was spent largely at the helm of the Company for over 80 years. This important anniversary pays tribute to a man who guided generations of workers with a clear vision and constant focus on the future. He demonstrated how a passion for design and technological innovation can transform a simple mechanical component into a globally recognised icon of industrial design.



The evolution of Elesa's visual identity: from the 2025 restyling back to the origins of the brand

In 2025, Elesa updated its logo with a simple and subtle redesign. This targeted action responded to the need for readability in modern digital contexts and on small formats. It confirms the Company's consistent commitment to innovation without ever altering its visual DNA.

1943



1952



1977



2026



Indeed, the history of the Elesa logo is not simply a succession of aesthetic choices; it tells the story of the evolution of an industrial culture that has transformed mechanical components into a platform for expressing design and ergonomics.

The Company was founded in 1941 by engineer Carlo Bertani Senior under the name Elettra, in tribute to the world of science and electricity. As economic growth and foreign markets opened up, the need for distinctive, easily registered global trademarks quickly emerged. This is how the name Elesa came to be: a short, phonetically neutral and effective synthesis. From the 1950s onwards, the Company underwent a conceptual revolution with the arrival of engineer Alberto Bertani, moving beyond pure functionality: form became an integral part of technical performance. The philosophy of "beautiful and well-made" was born, elevating human-machine interaction through perceptual quality and attention to ergonomics.

Over the decades, the logo's graphics have reflected major trends in industrial design:

- 1950s: the brand has a predominantly explanatory function and includes references to the founder to communicate solidity and reliability.
- 1960s: experimentation with geometric and rational typography, which was designed for printing catalogues and labelling small components.
- 1977: the definitive synthesis is achieved through the transformation into a company limited by shares (S.p.A.). The logo features essential shapes with soft lines and curves that evoke the ergonomic design of the products.

At the same time, colour also plays a decisive role in establishing a visual identity. We move on from the original black Bakelite to green, which was chosen in the post-war period to reduce visual fatigue in work environments. However, the real turning point came with the introduction of Elesa orange. This courageous choice broke the sector's neutrality and became the symbol of the energy, visibility and innovative drive that still distinguish the Company worldwide today.

From the turning point in 1977 to the most recent update in 2025, Elesa's image shows that a brand's strength lies in its ability to adapt to new technologies and the times while remaining true to its history.

01.2

Mission, vision and values

INFO BOX

MISSION

At Elesa, our mission is to create standard components for industrial machinery and equipment covering a multitude of different sectors. Our **extensive range** not only meets technical requirements but also provides **quality** and a **distinctive design**, able to guarantee **performance**, both in terms of **ergonomics** and **durability**, beyond pure **functionality**.

Our ambition is to set new industry standards by enriching customers' experience with a **seamless service**.

Our advanced production and logistics assets combined with our **glocal philosophy** and **worldwide presence** ensure product availability and proximity to customers, no matter the location.

In Elesa, we work to be synonymous with **quality** and innovation while upholding **sustainability**, shaping the future of **functionality** and **aesthetics** in every product we create and deliver.

VISION

At Elesa, our vision is to pioneer a transformative approach to the industrial components market, not only designing and manufacturing **high-quality products** but rather delivering **innovative solutions** that tangibly elevate user experiences across industries and foster **sustainability**.

Rooted in a foundation of **reliability** and **precision**, we constantly evolve to set new industry standards, integrating a **full-service approach** to the traditional manufacturer dimension, allowing for a **single source supplier** of exceptional quality products, delivered with **high efficiency** worldwide.

VALUES

The following ethical values also underpin Elesa's operations and govern the behaviour of each company member and stakeholder relationships:

EXPERTISE AND RELIABILITY

Elesa's history is an example of consistency that has made the company reliable over time, continuously providing the highest standards, both in product performance and customer service worldwide.

INNOVATION, TECHNOLOGY AND DESIGN

Leveraging its engineering know-how, Elesa embraces transformative approaches in designing and producing industrial components, harnessing technological innovation to make its products highperforming and provided with an original and distinctive design that enable to meet, or even anticipate, customers' expectations.

QUALITY AND SERVICE

Elesa is constantly committed to providing quality. Attention to details and the focus to customers' requirements ensure a seamless service aiming at setting new industrial standards.

ETHICS AND RESPONSIBILITY

Elesa is a family-owned company that focuses on ethical principles at the centre of its business. It always acts with transparency and trustworthiness, with a focus on listening to people, whether they are employees, business partners or customers. Furthermore, it adopts a sustainable and forward-looking management, becoming an active participant and driver of development in the territories in which it operates.



ELESA AND TRADE ASSOCIATIONS

Elesa actively participates in numerous trade associations, including:

Assolombarda
This is the main local association within the Confindustria system, representing companies in the Milan, Monza e Brianza, Lodi and Pavia areas. It serves member companies by providing representation, consultancy and operational support services.

UCIMU - Sistemi per Produrre
(Italian machine tool, robots, automation systems and ancillary products manufacturers' association)
The Italian association for manufacturers of machine tools, robots and automation systems. It promotes the sector at the national and international level and offers information and training services to member companies.

UCIMA - Unione Costruttori Italiani Macchine Automatiche per il Confezionamento e l'Imballaggio
(Italian Packaging Machinery Manufacturers' Association)
This is the national trade association that represents Italy's packaging machinery manufacturers. It promotes internationalisation, training and technological innovation in the sector.

AIDAF - Associazione Italiana delle Aziende Familiari
(Italian Association of Family Businesses)
It represents and supports Italian family businesses by promoting generational continuity and managerial growth while upholding founding values.

PROPLAST
A consortium that brings together companies, universities and research centres operating in the plastics sector. It promotes technological innovation, technical training and applied research.

INFO BOX

UNI - Ente Italiano di Normazione
Italian Standards Body. It develops voluntary technical standards to promote quality, safety and innovation across various industrial sectors.

AIPPI - Associazione Internazionale per la Protezione della Proprietà Intellettuale
(International Association for the Protection of Intellectual Property)
This association promotes the protection and the development of intellectual property worldwide, encouraging the exchange of experience among its members.

ADACI - Associazione Italiana Acquisti e Supply Management
(Professional Body for the Procurement and Supply Chain Management)
The Italian association for purchasing, logistics and supply chain management professionals. It organises training, networking opportunities and technical updating for its members.

TMP - Tecnici Materie Plastiche
Italy's technical association that promotes the knowledge and correct use of plastic materials. It organises training events and provides technical assistance to its members.

AHK - Italian-German Chamber of Commerce
It promotes trade relations between Italy and Germany. It offers support to companies in internationalisation processes, networking events, and consulting services.

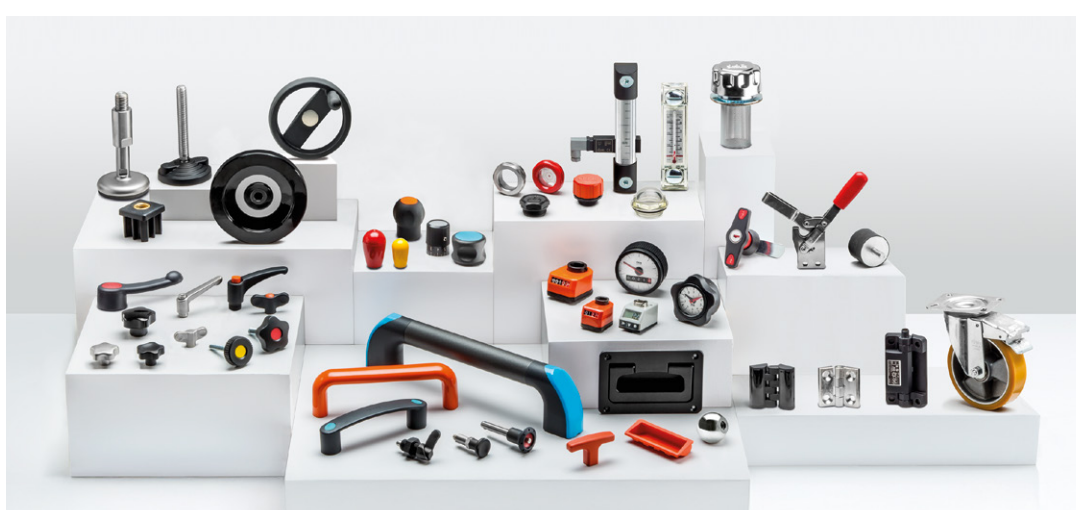
01.3

Products, sectors and applications

Over the years, the synergy of technology and design has led to diversified production, reflecting the constant commitment to following market developments, evolving production technologies and ensuring increasingly high-performance solutions. A corporate culture system strongly focused on product quality and the inherent sensitivity to design and ergonomic research have led to unique products, with a distinctive design recognisable worldwide.

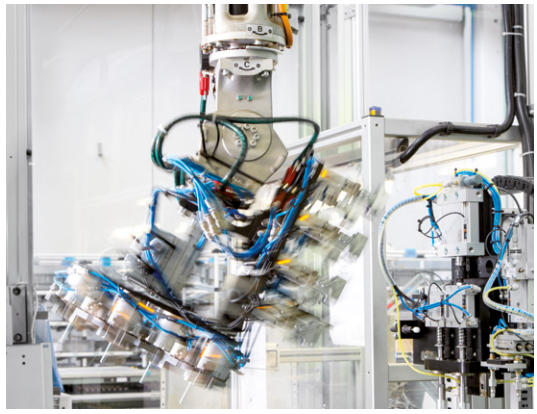
Since the 1950s, Elesa has been actively involved in the cultural movement to rethink machine-tool aesthetics, by innovating the design of accessories and components for the industry. Elesa has followed this path over the decades, culminating in the design of award-winning products: it received 58 industrial design awards in over 40 years. Design also contributes to increasing the perceived value and quality of the machines and equipment in which they are incorporated.

The most prestigious industrial design juries that awarded Elesa products:





Monza headquarters



Advanced production technologies



Automated logistics

STANDARD PARTS

Designed to Perform

WE USE ELECTRICAL ENERGY
100% GREEN
FROM RENEWABLE SOURCES

Environmentally Conscious Manufacturing

For further information, visit elesa.com

The Company's product portfolio is notable for its breadth and strong brand identity. Design and production activities mainly take place at the Monza headquarters and factories: a cutting-edge industrial facility that uses the most advanced automated production technologies.

At the logistics facility, over 80,000 products are managed in accordance with a fully automated procedure, with shipments to domestic customers and the global sales network, in over 60 countries.



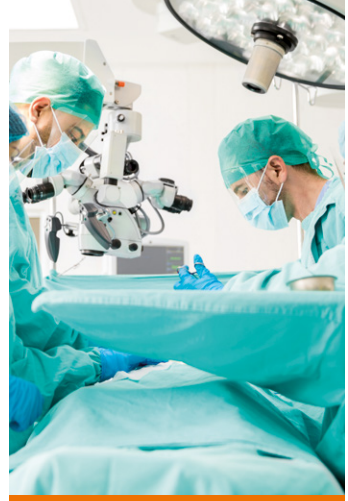
PACKAGING



CONSTRUCTION AND MATERIAL HANDLING MACHINES



CATERING AND FOOD INDUSTRY MACHINES



MEDICAL

In addition to working with a broad and diverse customer base across multiple industrial sectors, Elesa is a key partner in several strategic sectors, including furniture and office supplies, printing machinery, construction materials processing systems, rubber and plastic moulding machinery, agricultural and gardening equipment, woodworking technologies and renewable energy.

Packaging
Accessories and components for packaging, bottling and labelling machines and equipment for several sectors, including those subject to legal provisions.

Construction and material handling machines
Standard components for the construction industry which operate under particularly unfavourable conditions.

Catering and food industry
Standard components in thermoplastic, thermosetting and metal material, intended for catering and food preparation equipment also at the industrial level.

Medical
Components for medical equipment, precision instruments, rehab and disability aids for medical equipment.

Machine tools
Standard components for use on machines and equipment for mechanical workshops for metalworking.

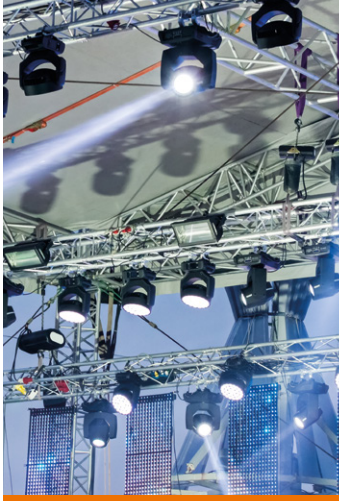
Textile machines and equipment
Components to perform manoeuvring, clamping and locking operations on part of machinery or equipment.

Lighting and electronic equipment
Clamping knobs, adjustable handles and self-locking pins for clamping operations in the field of photography, lighting and electronic equipment.

Nautical and marine
Components for manoeuvring, clamping and locking operations on equipment, including sports equipment and furniture in the nautical sector.



MACHINE TOOLS



LIGHTING AND ELECTRONIC EQUIPMENT



TEXTILE MACHINES AND EQUIPMENT



NAUTICAL AND MARINE

Elesa high performing lines

To meet the needs of specific market sectors, such as food, chemicals, pharmaceuticals, medicine, ESD-protected areas and explosive environments (ATEX), Elesa has developed standard product lines made from various technical plastics and metals with innovative properties.

SOFT-TOUCH

CHROMIUM

CLEAN

PROFILE COMPATIBLE

HYGIENIC DESIGN

SUPER-TECHNOPOLYMER

AE-V0

INOX-STAINLESS STEEL

VISUALLY DETECTABLE

METAL DETECTABLE

ESD

ATEX

SAN-ANTIMICROBIAL

ERGONOMICS AND DESIGN

Quick replies and customised solutions

- PRODUCT CUSTOMISATION
- SPECIAL COLOURS
- SURFACE TREATMENTS
- SPECIAL MATERIALS AND SHAPES

Elesa is aware that each sector has specific needs and requires specific expertise in order to identify the most suitable solutions. Thanks to a team of experts, the Company can provide its customers with highly specialised technical support in order to meet the most challenging demands. Consequently, Elesa products are designed to meet a wide range of applications in different industrial sectors.









INFO BOX

QUALITY AND COMPETENCE FOR CUSTOMERS

Elesa has always invested in **research and development**, in particular in **innovating its technologies**, in order to create new products or further improve the performance and reliability of existing ones.

To this end, it has set up an **in-house test lab**, boasting the most advanced measuring equipment and instruments, which studies new plastic materials in order to extend their use for increasingly high-performance products and new applications. Elesa conducts mechanical, physical, chemical, electronic and durability tests on all its products to provide data on stress resistance in their data sheets, ensuring customers can correctly select the appropriate components for their needs.

Elesa's laboratory provides testing services to customers for simulating specific or particularly demanding conditions of use.

Finally, Elesa catalogues provide comprehensive technical data for designers to ensure transparency and completeness of information for their customers. They include information on production materials, specifications for mechanical, thermal, flame and chemical resistance, compliance with international standards, conversion tables, machining, tolerances and thread types. Guidelines for product selection and application are also available to designers so that they can always make the best choices.









INFO BOX

SMARTER LOGISTICS

In 2025, Elesa strengthened its logistics by commissioning a **second automated logistics system** at its headquarters in Monza. This system was designed to provide customers with a faster, more precise and more flexible service. The warehouse is dedicated to the management of **semi-finished products** and has a significant size: it has an initial storage capacity of **29,000 boxes**, which can be expanded to over **43,000**.

The new system is equipped with advanced automation technologies, including **3 picking stations** (expandable to 4) and **6 sorters** integrated into the production processes. This reduces **machine downtime** and improves **operational efficiency**. Material flows are coordinated with the assembly departments to allow for automatic component picking and kit preparation. **Safety** is also a key focus of design. Smoke detection and fire prevention systems protect both goods and personnel.

The new warehouse complements the existing one used for finished goods. Together, they enable standard orders placed with the Elesa online shop before 2 pm to be shipped out **on the same day**, or **within 24 hours**. This reduces waiting times for customers while limiting extraordinary logistics handling operations.

With this new system, Elesa confirms its commitment to **technological innovation** and **customer centricity**, with the aim of offering an increasingly **efficient**, **flexible** and **personalised** service.

01.4

Elesa international

Elesa's products are sold globally through **15 subsidiaries** and a network of qualified distributors in the most important industrial markets.
These are constantly in direct contact with the parent company in Italy, ensuring efficient and timely service and guaranteeing all support services and professional technical advice.



EUROPE
Albania, Austria, Bosnia and Herzegovina, Bulgaria, Cyprus, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Ireland, Iceland, Latvia, Lithuania, Luxembourg, North Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye, Ukraine, United Kingdom

AFRICA
Algeria, Egypt, Morocco, South Africa, Tunisia

ASIA
Bahrain, China, South Korea, Philippines, Japan, India, Indonesia, Israel, Kazakhstan, Malaysia, Qatar, Singapore, Taiwan, Thailand, Turkmenistan, UAE, Uzbekistan, Vietnam

AMERICAS
Argentina, Brazil, Canada, Chile, Mexico, United States of America

OCEANIA
Australia, New Zealand

60+
COUNTRIES

15
SUBSIDIARIES



Elesa France SAS



Elesa (UK) Ltd



Elesa USA Corporation



Elesa Scandinavia AB



Elesa Switzerland SA



Elesa Canada Ltd.



Elesa MX (Mexico)

For over 50 years, Elesa has been cooperating with Otto Ganter GmbH & Co. KG (Germany), a qualified manufacturer of standard components according to its own GN standards and the German DIN standards, which identify the relevant products, offering the most complete range of components for industrial machines and equipment.

Elesa+GANTER is the 50:50 joint-venture of the two world leaders in the production of industrial components. This brand is present in over 70 countries through a network of branches and qualified distributors.



Elesa+Ganter Austria GmbH



Elesa-Ganter Iberica S.L.



Elesa+Ganter Polska Sp. zo.o.



Elesa+Ganter China Ltd.



Elesa+Ganter CZ s.r.o.



Elesa and Ganter India PVT LTD



Elesa+Ganter Türkiye



Elesa+Ganter B.V. (NL)

ELESA GIGAFACTORY

Work on the construction of the **Elesa Gigafactory**, an industrial facility designed to meet the growing global demand for high-performance components, continued during 2025.

Once completed, the new site will feature **automated systems** to feed the production lines, as well as spaces designed for the comfort of workers. These will include areas with **innovative cooling systems and green terraces** for breaks. Alongside the expansion of the production area, the project includes the **redevelopment of** the surrounding **green spaces** with new trees, shrubs and plants to promote **biodiversity**, as well as improvements to **local traffic**, including a new section of **cycle path**.

Designed by one of Italy's leading architecture, design and engineering firms, the new Gigafactory represents a concrete step for Elesa towards a more **sustainable** future.
It is in line with the company's mission of continuous **innovation** and attention to **people** and the **local area**.

INFO BOX



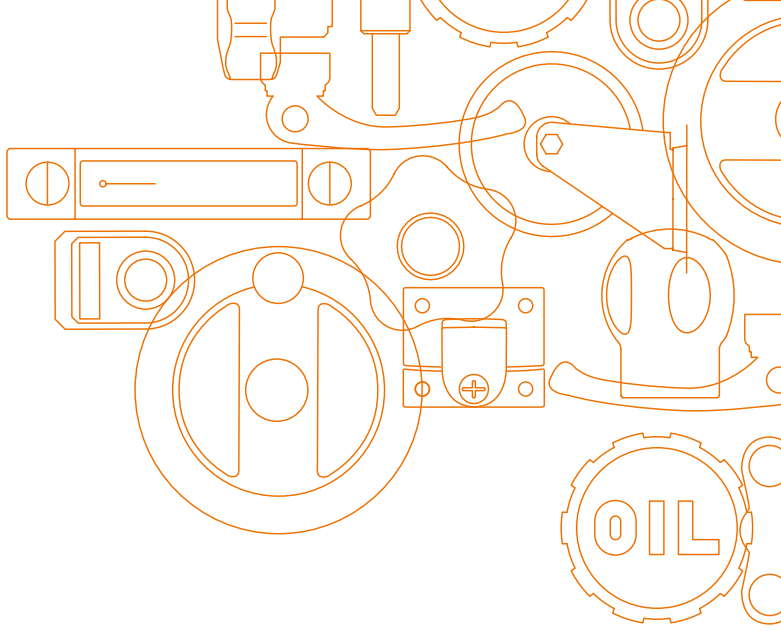



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02.

Sustainability as a strategic lever

In 2024, Elesa embarked on a structured sustainability journey by developing its first Strategic Sustainability Plan and publishing its 2024 Sustainability Report. In 2025, the Company prepared its **second Sustainability Report** and **monitored the Strategic Plan**, thereby renewing and consolidating its commitment to ESG issues and continuing the process of integrating sustainability into corporate strategies.

02.1

Materiality assessment and stakeholder engagement

To define its ESG priorities, Elesa conducted a materiality assessment in accordance with the 2021 GRI Standards in 2024. The aim was to identify the most relevant issues for the Company. The Company also conducted a preliminary study on a voluntary basis to assess the financial materiality of ESG issues.

This study enabled it to analyse the relationship between environmental and social impacts, as well as the potential risks and opportunities that could affect strategic decisions, the value chain and its economic and financial performance.

INFO BOX

STAKEHOLDER ENGAGEMENT

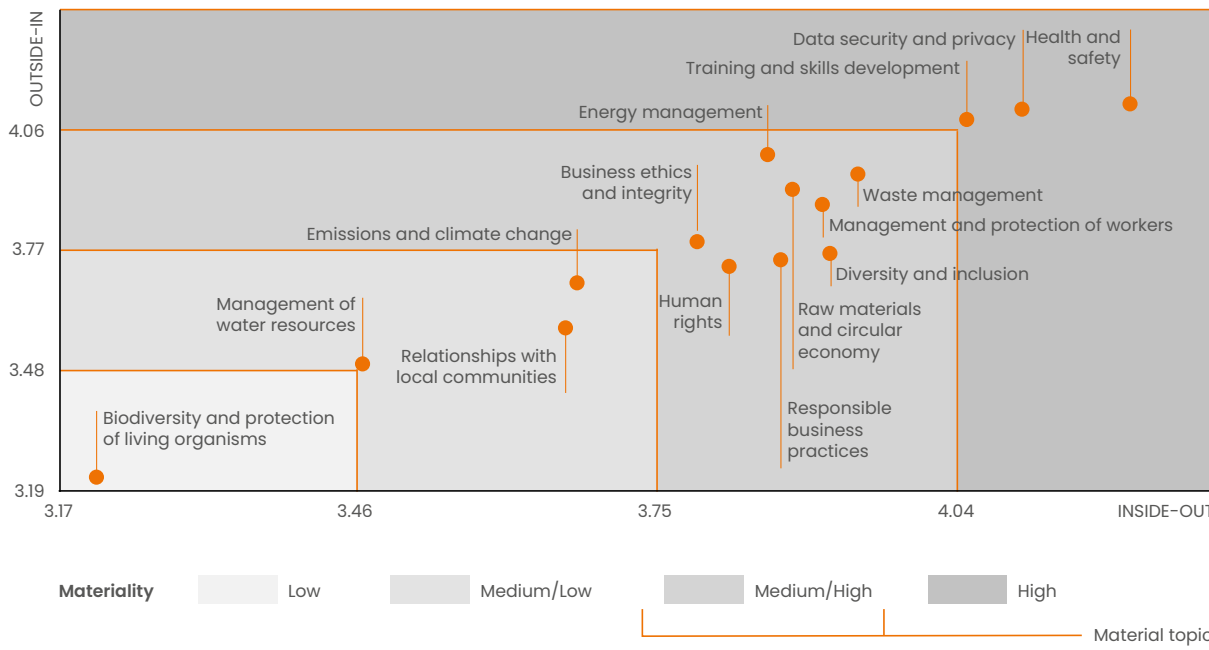
To rigorously and transparently identify its ESG priorities, Elesa has developed a materiality assessment process involving extensive stakeholder engagement. The consultation scope therefore included management, employees and a qualified group of external stakeholders deemed to be the most representative.

In a corporate context, stakeholders are defined as individuals - whether internal or external - who can influence, or be influenced by, a company's decisions and performance in economic, environmental and social terms. Accordingly, the following can be distinguished:

- **internal stakeholders** who are linked to governance and the organisational structure and who have a direct role in decision-making processes;
- **external stakeholders**, i.e. all those who, although not part of the Company's organisational structure, are affected by its operations. This is because they are impacted by them and, at the same time, influence the operations through expectations, demands or market dynamics.

These parties have been actively and structurally involved in the assessment of material topics through stakeholder engagement activities. This step is a vital part of the materiality assessment because it enables us to consider different perspectives and develop a robust and practical representation of Elesa's key areas of focus.

THE MATERIALITY MATRIX



The material topics were identified by directly engaging company management through individual interviews and the completion of an online survey.
Employees and external stakeholders also actively participated in the materiality assessment by completing specific questionnaires. The aim of the survey completed by both company management and external stakeholders was to analyse the respondents' views on the impacts, risks and opportunities related to 15 ESG issues.

Overall, **194** people responded to the survey. These included 10 members of the Company's senior management team, 49 employees and 135 external stakeholders, including suppliers, customers and sector specialists, as well as bodies and institutions, banks, media and the press.

The materiality assessment process enabled the Company to identify and prioritise the most important topics and to create a priority order based on the scores assigned to the **11 topics identified as material**.

In line with its business model, Elesa prioritises topics related to the health and safety of customers and employees, the protection of personal data, the development of internal skills and the enhancement of corporate expertise. In terms of the environment, the key topics were responsible waste management, the use of raw materials and energy consumption. Significant roles are also played by protecting human rights, promoting the well-being of people within the Company, adopting fair business practices and upholding ethics and integrity in business conduct.

INFO BOX

IMPACTS, RISKS AND OPPORTUNITIES

After identifying the Company's and its stakeholders' priority ESG topics, Elesa conducted an IRO analysis to examine the impacts, risks and opportunities associated with its operations and business model.

- **Impacts**: the effect the Company has or could have on the environment and people,
- **Risks**: threats that may arise from environmental, social and governance matters that may negatively affect the Company's financial performance;
- **Opportunities**: opportunities for improvement or innovation arising from the management of corporate resources and practices in a sustainable manner.

Impacts, risks and opportunities were categorised based on the following parameters:

- **Type;**
- **Probability of occurrence;**
- **Time horizon;**
- **Scale;**
- **Scope (for impacts);**
- **Irremediable character (of the impacts).**

The IRO analysis enabled us to combine the inside-out perspective, which is typical of impact materiality, with the outside-in approach, which is typical of financial materiality. Elesa examined the risks and opportunities associated with the ESG topics that could affect its business model and corporate performance through the latter.

The risk matrix resulting from the IRO analysis is shown below. It classifies and prioritises the main business risks based on their probability of occurrence and potential impact.

RISK MATRIX

Likelihood				
Very likely	0	0	1	0
Probable	0	1	8	1
Unlikely	0	9	31	0
Very unlikely	3	1	0	1
	Negligible	Low	Medium/High	Very high



In line with the characteristics of the business model and the sector in which it operates, the risks that are a **priority for** Elesa, as indicated by the dark grey area of the matrix, relate to both environmental and social topics.

From an **environmental** perspective, the risks associated with volatile energy costs, possible tightening of the regulatory framework regarding emissions and other pollutants, and challenges related to designing products in accordance with circular principles are particularly significant.

In the **social** dimension, the areas that receive the most attention include worker health and safety, personal data protection and safeguarding and promoting internal know-how.

Significant risks relating to the management and monitoring of the value chain and to consumer protection should also be noted. These aspects could impact the Company's reputation and business continuity.

02.2

The Strategic Sustainability Plan

With the aim of monitoring and strengthening its ESG performance over time, Elesa defined a **three-year Strategic Sustainability Plan** in 2024, which is intended to guide the company's actions up to 2027.

Throughout 2025, the Company monitored its progress, thereby confirming its central role in directing and coordinating environmental, social and governance initiatives.

In its first Strategic Plan, Elesa set out a comprehensive set of objectives and specific actions designed to generate positive environmental and social impacts, and to strengthen transparency and accountability in corporate governance.

The Plan stems from the materiality assessment described in the previous paragraph. The 11 topics that were identified as priorities during discussions with internal and external stakeholders now form the backbone of the document. Similar to the materiality assessment process, the Plan was defined through an engagement process which allowed us to gather and integrate the requests of various stakeholders, translating them into structured commitments and measurable improvement initiatives.

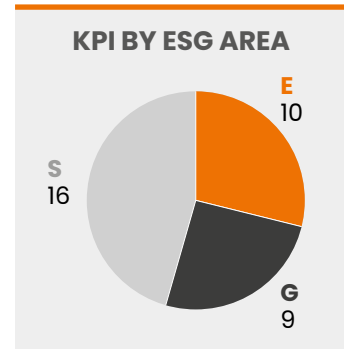
The document is structured as follows:

3
Areas of action
Environmental
Social
Governance

7
Pillars
Climate change
Affected communities
Business conduct
Circular economy
Own workforce
Reporting requirements
General requirements

35
KPIs
related to the relevant SDGs

The Strategic Plan was developed in line with the 17 Sustainable Development Goals (SDGs) set out in the United Nations' 2030 Agenda. As shown in the graph below, the planned initiatives contribute directly or indirectly to the achievement of one or more of the Sustainable Development Goals.



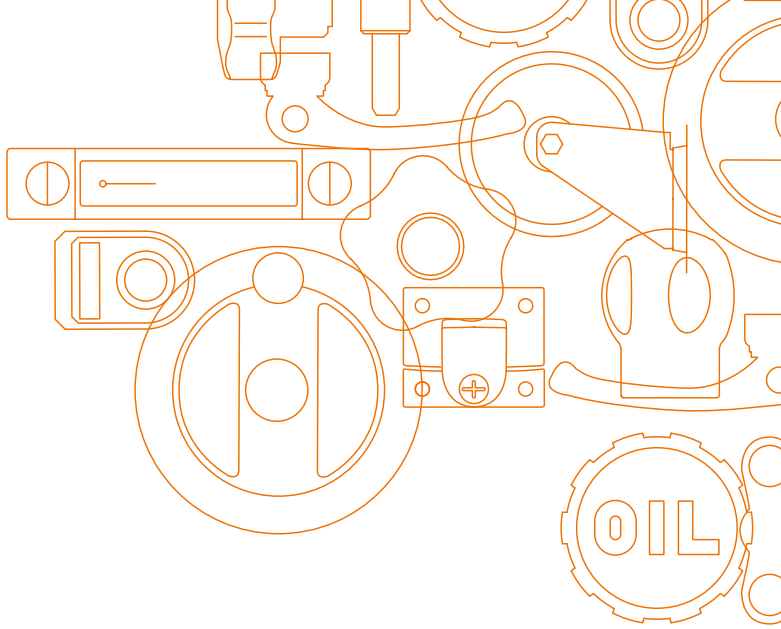
SDG-RELATED KPIs



In 2025, Elesa launched and completed the following activities:

	COMPLETED ACTIVITY	ACTIVITY IN PROGRESS	CONTINUOUS ACTIVITY
ENVIRONMENTAL			
Product Life Cycle Analysis (LCA)	X		
% of self-generated energy from renewable sources		X	
t CO_2 eq Scope 1			X
t CO_2 eq Scope 2			X
SOCIAL			
Resources obtained through partnerships and relationships with technical institutes and universities (Elesa Academy)			X
Third-sector entities supported by the Company			X
Hours of training for management on ESG topics		X	
Employee performance evaluation system (hard and soft skills)		X	
Implementation of a plan to externally communicate the Company's commitment to ESG topics		X	
GOVERNANCE			
Stakeholder engagement			X
Adoption of a Supplier Code of Conduct		X	
Adoption of a Sustainable Purchasing Policy		X	
Preparation of the Sustainability Report			X
Joining the UN Global Compact		X	
Preparation of the Modern Slavery Statement	X		

Over the next two years, Elesa intends to achieve the objectives set out for each material topic, with the aim of significantly improving its ESG performance. At the end of the three-year period, new and even more challenging objectives and targets will be identified.



03.

Governance, corporate ethics and value generated

In line with the Strategic Plan, Elesa has adopted and promotes a governance structure that is transparent and based on the principles of fairness, integrity and information sharing with all stakeholders. This approach aims to ensure that decision-making processes are fair, accountable and traceable, thereby reducing the risk of non-compliance and preventing potential conflicts of interest.

€ 84.8 million
Revenues from sales

€ 85.5 million
Economic value generated

€ 73.4 million
Economic value distributed

86%
percentage of economic value distributed to economic value generated

€ 5.3 million
Capital expenditure

03.1

Corporate governance

The corporate governance model of Elesa S.p.A. is structured around three main bodies: the Shareholders' Meeting, the Board of Directors (BoD) and the Board of Statutory Auditors. The latter is supported by an independent audit company that is responsible for the audit of the financial statements.

In order to strengthen its internal control structure and governance mechanisms, the Company has introduced additional safeguards. These include the Supervisory Body (SB), specific Committees and a structured system of powers and proxies. The aim is to ensure the clear allocation of responsibilities and management powers.

The **Shareholders' Meeting** is the deliberative body of the Company where the shareholders form the Company's will which is subsequently implemented by the administrative body.

The **Board of Directors**, with four members, holds all powers for the Company's ordinary and extraordinary management, including, among other things, setting the Company's economic strategies and approving actions related to environmental, health and safety issues.

Name	Position
Alberto Bertani	Chairman
Carlo Bertani	CEO
Andrea Bertani	Managing director
Giorgio Ossoli	Director

The **Board of Statutory Auditors** supervises the adequacy of the organisational, administrative and accounting structure adopted by the directors and its proper functioning. It has three standing and two alternate auditors.

Name	Position
Elenio Bidoggia	Chairman of the Board of Statutory Auditors
Paolo Lazzati	Standing auditor
Carlo Tagliabue	Standing auditor
Salvatore Cascitti	Alternate auditor
Luca Bassani	Alternate auditor

The **Supervisory Body**, with three members, has autonomous powers of initiative and control and is responsible for overseeing the implementation of and compliance with the Organisation, management and control model adopted by the Company pursuant to Legislative Decree no. 231/2001, as well as for promoting its updating.

Name	Position
Elenio Bidoggia	Chairman
Mario Introzzi	Member
Federico Bigoni	Member

The Board of Directors carries out ongoing supervision by reviewing the Integrated Management System. This is a structured and periodic process that aims to verify the system's effectiveness, adequacy and consistency with the defined objectives and the relevant regulatory framework.

The structure of the committees dedicated to the Integrated Management System has been updated in 2025. The **Quality and Environment Committee**, the **Health and Safety Committee** and the **Information Security Committee** now oversee the supervisory activities, each with individual and complementary responsibilities in governing their respective areas. The review involves management and process owners and the managers from the various company functions, who are organised into respective committees.

The Committees report regularly to the **highest governing bodies**, the Board of Directors and the Employer. This ensures that sustainability, safety and quality issues are brought to the attention of top management with the necessary frequency and completeness.

Any significant critical issues identified within the management systems during the review are brought to the attention of the highest governing body. Any minor issues that do not require discussion within the committee are managed through separate formal channels of communication (e.g. email). Two complementary channels are used to communicate critical issues to the highest governing body. Significant HR issues are reported directly via formal email, while critical issues arising within the Quality, Environment, Health and Safety, and Information Security management systems are brought to the attention of management and the competent bodies during periodic system reviews. No **significant critical** issues were identified in 2025.

To support the governance structure, Elesa has also implemented an **internal system of delegations** and appointments to ensure the **clear assignment of responsibilities**, in line with the company organisation and defined objectives. In 2025, this system was updated to reflect the Company's evolution. The main responsibilities remain as follows: delegation of responsibility for environment, health and safety to the Manufacturing & HSE Director; sub-delegation of this responsibility to the Facility Manager, who is also responsible for facility and security management (including information security); appointment of the Cyber Security Infrastructure & BI Analytics Manager as head of information security; appointment of the HR Director as the internal contact for privacy; appointment of the QHSE Manager as head of the information security management system.

INFO BOX

PREVENTING CONFLICTS OF INTEREST

The prevention and management of conflicts of interest are regulated by the **Organisation Model pursuant to Legislative Decree no. 231/2001 and the Code of Ethics**, both of which were updated in 2025. The Model provides specific safeguards, including the clear identification of tasks in sensitive activities, the **traceability and ex-post** verifiability of relevant transactions and the existence of formalised delegations that are consistent with organisational responsibilities. Conflicts of interest are regulated as a principle of conduct in sensitive areas. A disciplinary system is also in place to address violations by members of the highest governing body.

Elesa operates in full compliance with current anti-corruption legislation, adopting transparent and responsible management practices. The Company also promotes a solid culture of integrity, aimed at preventing any form of illicit behaviour and spreading shared ethical standards throughout the Company.

In the 2023-2025 three-year period, there were no incidents of corruption or legal actions for anti-competitive behaviour, antitrust and monopolistic practices.

GRI 205-2 | Communication and training about anti-corruption policies and procedures	2023	2024	2025
Members of the Board of Directors who have been informed about anti-corruption policies and procedures	4	4	4
Members of the Board of Directors that have received training on anti-corruption	4	4	4
Total members of the Board of Directors	4	4	4
Percentage of members of the Board of Directors who have been informed about anti-corruption policies and procedures	100%	100%	100%
Percentage of members of the Board of Directors that have received training on anti-corruption policies and procedures	100%	100%	100%

Furthermore, in 2025, anti-corruption policies and procedures were communicated to all executives, managers, white collars and blue collars.

03.2

231 Model, Code of Ethics and Whistleblowing system

For Elesa, **ethics and social responsibility** are the fundamental principles that underpin all corporate action. Accordingly, the Company has adopted and constantly updates a structured set of tools and procedures aimed at ensuring **transparency**, **legality** and **correctness** in all activities.

The main safeguards include the **Organisation, Management and Control Model pursuant to Legislative decree no. 231/2001** (the 231 Model). This was first adopted in 2012 and has since been subject to periodic revisions in line with the evolution of the regulatory framework and the Company's organisational structure. On 24 March 2025, the Board of Directors of Elesa S.p.A. adopted the latest revision of its Organisation, Management and Control Model. This is to ensure that it is continuously updated in line with regulatory developments and changes to the Company's organisational structure. The Model is an organic system comprising principles, rules, procedures, organisational structures and responsibilities, which are aimed at regulating and monitoring activities deemed sensitive under the Decree. Its purpose is to ensure the proper management of its operations and prevent predicate crimes relevant to the Company, whether attempted or not, through a structured system of controls and audits.

Policy commitments are integrated into corporate management at multiple levels. At an organisational level, people specifically delegated to Environment, Health and Safety issues coordinate the relevant functions, manage critical matters and develop corrective actions. They report periodically to the relevant Committee. With respect to procedures, a structured system of operating procedures defines the methods for monitoring and measuring environmental and safety aspects, the criteria for risk assessment according to the severity/probability matrix and the resulting improvement actions. Business partners, including customers, suppliers, branches and distributors, are engaged through a **Code of Ethics** and periodic selection and evaluation procedures that include environmental, health and safety criteria. With respect to training, the effectiveness of both mandatory and voluntary training and refresher courses delivered by internal or external personnel is tracked and verified, and certificates are issued and documentation is retained.

The Code of Ethics is an integral part of the Model and is made accessible to all employees and stakeholders by being published on the Company's website. To ensure its alignment with corporate values and the relevant regulatory and operational context, it is also subject to periodic updates, the last of which was carried out in 2025.

THE ETHICAL PRINCIPLES THAT DRIVE ELESA'S ACTIONS

Elesa's business is based on a structured set of **ethical values** that drive all corporate decisions and the behaviour of everyone who has signed the Code of Ethics. These principles provide a constant point of reference when carrying out operations and dealing with internal and external stakeholders.

Lawfulness

The Company operates in full compliance with all applicable laws, regulations and internal policies, including the provisions of the National Collective Bargaining Agreement. Information and training tools have been made available to ensure the correct application of the rules. Taking advantage of any legislative gaps is strictly forbidden.

Freedom of association and trade union rights

Elesa protects workers' freedom of association and guarantees the full respect of trade union rights. The Company prohibits any form of retaliation or discriminatory treatment against individuals who exercise these rights.

Fairness, Honesty and Loyalty

We build relationships with customers, suppliers, collaborators and partners based on integrity, loyalty and mutual respect, and we recognise the rights of everyone involved in the activities of our Company.

Transparency

All corporate communications and decisions are based on truthfulness, clarity, completeness and timeliness. The traceability of decision-making processes and the audit trail are guaranteed.

Efficiency and Professional commitment

Activities are carried out through the efficient use of resources and based on professional excellence, in accordance with the most advanced industry standards. The Company promotes skills development and values responsibility, teamwork and active participation.

Confidentiality

Information is managed in accordance with the current legislation on the protection of personal data to ensure the confidentiality of all information processed.

Anticorruption

The Company condemns all corrupt practices, illegitimate favours and collusive behaviour, as well as the direct or indirect solicitation of personal advantages.

INFO BOX

Competition
Compliance is ensured with all laws and regulations on competition, fair competition and antitrust in force in the European Union and in the countries where the Company operates.

Occupational health and safety protection
The Company is committed to ensuring that all work environments are safe and healthy, in compliance with current regulations. Furthermore, it promotes a culture of risk prevention and awareness.

Environmental protection
The Company operates in compliance with environmental regulations, with the aim of promoting a culture that prioritises environmental and land protection.

Respect for people
The Company recognises and values the essential contribution of all its people. It is aware that its success and achievement of its objectives depend on each individual's commitment and dedication. Mutual respect, collaboration and opportunities for professional development are key principles that underpin the creation of an inclusive work environment based on equal opportunities and merit recognition.

Inclusion and non-discrimination
Elesa is committed to equal opportunities and combatting discrimination at every stage, from personnel recruitment and selection to creating an inclusive and respectful work environment. All decisions relating to employees are based exclusively on objective criteria, such as merit, skills, abilities and results achieved. Any form of discrimination or harassment based on gender, age, religion, sexual orientation, political opinion, nationality, trade union membership or any other personal characteristic is prohibited.

Prohibition of child and forced labour
In accordance with national and international legislation, including the Conventions of the International Labour Organization (ILO), the use of child or forced labour is expressly prohibited. The Company does not maintain relationships with organisations that violate these principles.

Respect for the public and local communities
Elesa recognises the impact of its operations on the economic and social context. Consequently, it is committed to sustainable development, respecting local communities and collective well-being.

All **company employees participate in specific training activities** aimed at ensuring they have a thorough understanding of, and can correctly apply, the Company's principles and provisions set out in the 231 Model and the Code of Ethics when carrying out their work.

The commitments described in the Code of Ethics are disseminated through a **structured**, **multi-channel system** which includes: individual delivery to all new hires during onboarding, with receipt; publication on the company intranet and the StudioWeb virtual noticeboard; delivery to the workplace union representation (RSU) and the health and safety representative (RLS) for widespread dissemination to all personnel; posting on the Company's physical noticeboards; publication on the institutional website. In the event of an update, the revised version will be sent to all recipients via the same channels. Anyone who has dealings with the Company can download the Code of Ethics and the general part of the 231 Model for free from the company website.

Furthermore, specific **reporting channels** are active that allow anyone who becomes aware of possible violations of the Code of Ethics to communicate them **freely**, **directly** and **confidentially**, in compliance with the provided protections.

Elesa has developed an internal information and cross-functional collaboration network to manage complaints and reports of non-compliant behaviour. Reports, both paper and digital, concerning situations that are considered to be at risk or the subject of a complaint, are collected and analysed by an Operations Committee. This committee is made up of top managers who work together to define and implement the most appropriate solutions. If the Company shows non-compliant behaviour, new procedures are developed or the existing ones are updated as a remedial measure. The effectiveness of the actions taken is verified by monitoring subsequent events and ensuring there is a paper and electronic record of the outcomes.



INFO BOX

THE WHISTLEBLOWING SYSTEM

In line with current whistleblowing legislation, Elesa has adopted a structured reporting system that enables employees, collaborators, and other eligible parties to report any behaviour, acts, or omissions that may constitute a violation of the law, internal regulations, the Code of Ethics, the 231 Model, or otherwise harm public interest or company integrity, either anonymously or otherwise.

The system is designed to ensure the utmost confidentiality of the whistleblower's identity and protect them from any form of retaliation, in compliance with applicable regulatory provisions.

The Whistleblowing Policy, published on the Company's website and freely available, comprehensively regulates the reporting procedures, their scope of application and the protections provided, to ensure transparency and accessibility of information.
Reports can be submitted in various ways, depending on legal provisions:

- an **internal channel**, which can be activated in writing (by post or via a dedicated online platform) or verbally by requesting a face-to-face meeting;
- an **external channel**, managed by ANAC (national anti-corruption authority);
- **public disclosure**, where permitted by law;
- **reporting to the judicial or accounting authority**, as provided for by the provisions in force.

A wide range of individuals have access to the whistleblowing system, including employees (such as temporary and probationary workers, as well as former employees), candidates undergoing selection, self-employed workers and collaborators, suppliers of goods and services, freelancers and consultants, and interns and trainees involved in training programmes. Shareholders and individuals with administrative, management, control or representation roles also have access thereto. Reports can be made by name or anonymously. The HR Director has been appointed as the whistleblowing Report Manager, a role in which they are assisted by a dedicated support group.

03.3

Awards and certificates

Elesa is aware of the importance of proper performance monitoring. Consequently, for years, it has committed to adhering to the most renowned industry standards, following guidelines and practices shared among the most virtuous companies at international level and expanding the number of certifications achieved.

The first milestone in this area was achieved in 1993 with the attainment of **ISO** 9001 certification. This is the international reference standard for quality management systems and is aimed at improving the effectiveness and efficiency of internal processes, as well as increasing customer satisfaction and loyalty. This certification was updated in 2025.

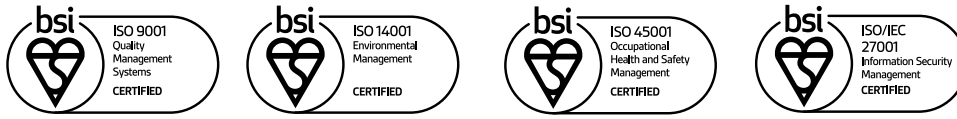
Since 2007, the Company has also had its environmental management system certified according to the **ISO 14001** standard. This attests to the Company's commitment to continuously improving its environmental performance and reducing the impact of its production activities. This certification was also updated in 2025.

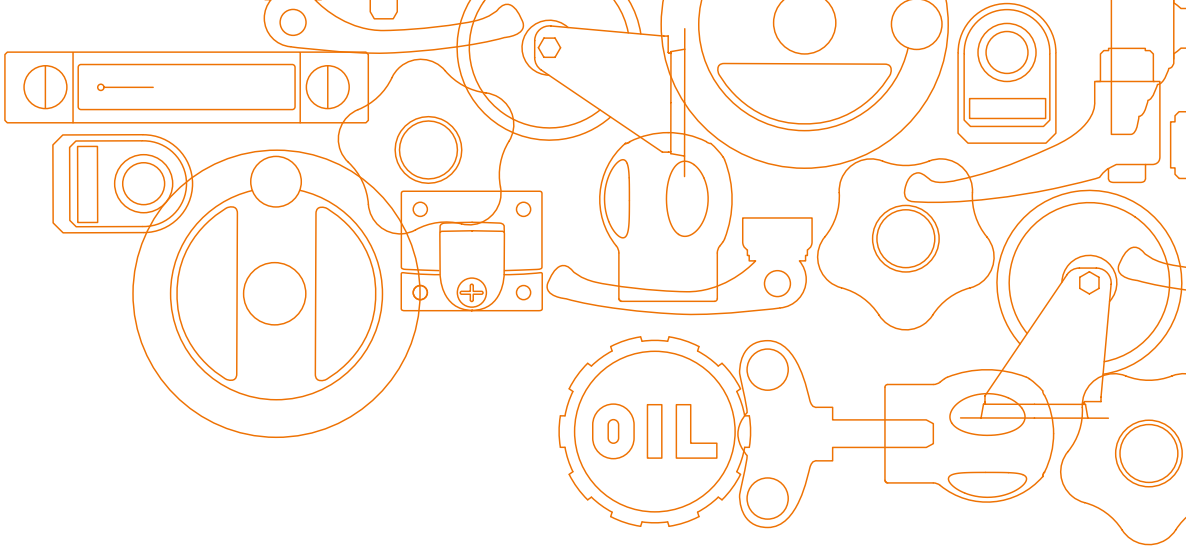
In 2012, Elesa achieved **ISO 45001** certification, which supports the strengthening of workplace health and safety measures and the protection of workers' well-being. The most recent update was carried out in 2025.

In 2024, the Company also obtained **ISO 27001** certification, confirming its adoption of a structured system for managing and protecting sensitive data and information.

Elesa has recently received several significant awards in recognition of its commercial reliability, including the **CRIBIS Prime Company** award from CRIBIS D&B (CRIF Group).

Quality - Environment - Health & Safety - Security





To ensure effective coordination between quality, environmental, health and safety and information security management, Elesa has implemented an **Integrated Management System** aimed at continuous improvement and the systematic achievement of corporate objectives.

The Company's guidelines and commitments are formalised in the Quality, Environment, Occupational Health and Safety and Information Security Policy. This Policy was adopted in 2017 and updated in 2024, after the Company achieved ISO 27001 certification. The Policy sets out the objectives that Management has defined relating to product and service quality, environmental protection, health and safety promotion and information security. These objectives are integrated into the Company's overall strategy and are used as a reference for operational decisions. The Policy is subject to periodic review in light of evolving risks and related treatment plans. It is disseminated to all company personnel and individuals working on the Company's behalf to ensure that its principles are applied effectively every day.

In 2025, Elesa found no significant incidents of non-compliance with laws and regulations, thereby confirming the adequacy of its business processes and safeguards.

With respect to customs compliance, in 2014, Elesa became an Authorised Economic Operator (AEO). This certification was issued by the European Customs Agency, confirming its full compliance with Community standards for reliability, supply chain security and simplified customs procedures.

03.4

Economic value generated and distributed

The generation and distribution of economic value are a tangible measure of the Company's contribution to fair and sustainable development. For Elesa, this translates into the ability to generate value through its operations and to re-distribute it responsibly to key stakeholders, contributing to the growth of the economic and social areas in which it operates.

over € 85.5 million

Economic value generated in 2025

86%

Distributed to stakeholders

(€/000)	2023	2024	2025
Economic value generated	**79,147**	**80,341**	**85,534**
Revenues from sales and services	78,125	79,542	84,817
Other net revenues and income	888	509	594
Financial income	134	290	123
Economic value distributed	**70,784**	**70,600**	**73,442**
% on direct economic value generated	89%	88%	86%
Operating costs	47,848	47,106	48,441
Employee wages and benefits	21,259	21,450	22,829
Payments to providers of capital	100	326	382
Taxes and fees / Payments to government	1,479	1,626	1,679
Community investments	97	92	110
Economic value not distributed	**8,363**	**9,741**	**12,093**
% on direct economic value generated	11%	12%	14%

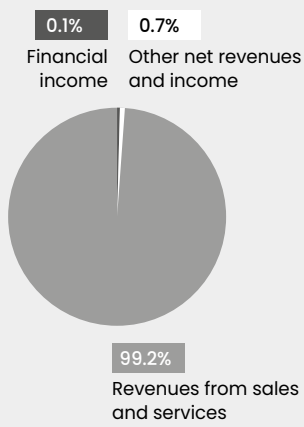




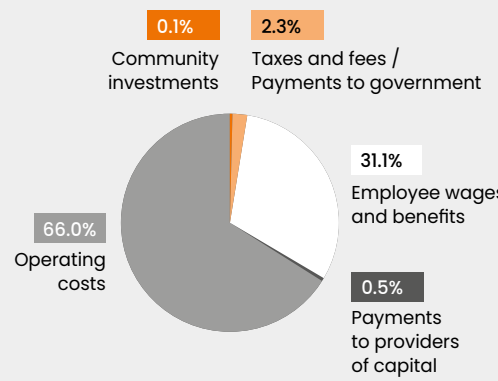
In 2025, the portion of economic value withheld increased compared to the previous year and was entirely reinvested as follows:

- construction of the Gigafactory, which is scheduled for completion in 2026;
- investments in machinery, moulds and equipment to support existing production, confirming the Company's commitment to future growth and operational efficiency.

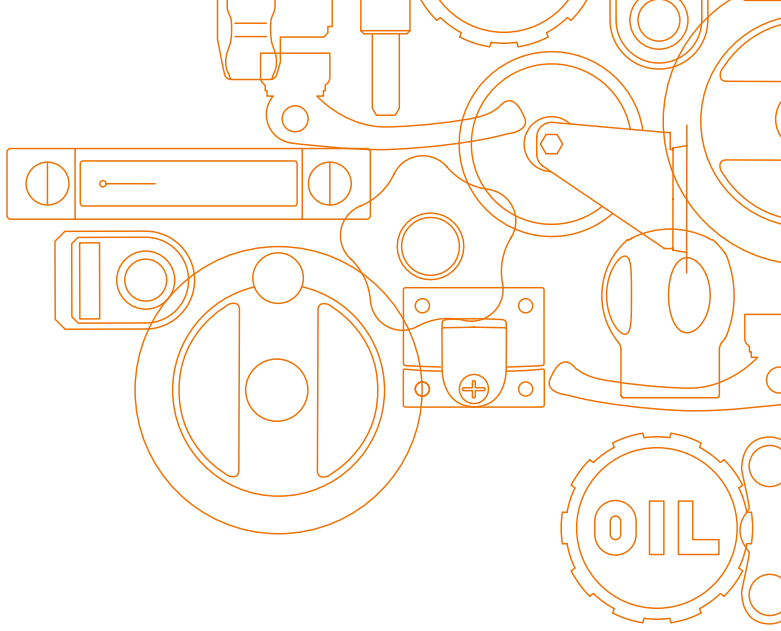
COMPOSITION OF THE ECONOMIC VALUE GENERATED



COMPOSITION OF THE ECONOMIC VALUE DISTRIBUTED







04.

Talent retention, well-being and professional growth

371 Total workers	**10** Internships/ work placement programmes	**51%** Female workers	**23** New employees hired
+109% Increase in % of new employees hired	**28** Average hours of training provided	**+39%** % increase in average hours of training provided	**8,371** Hours of training provided

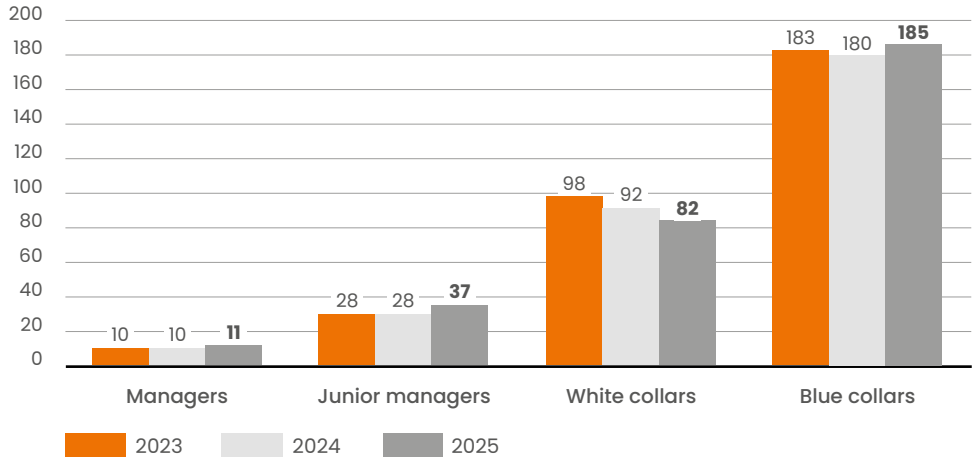
04.1

Human capital, equity and inclusion

People's well-being is at the heart of Elesa's identity, influencing all organisational decisions. Creating an **inclusive, stimulating and respectful work environment** means providing workers with the opportunity to develop their skills and embark on a professional growth journey that aligns with their ambitions.

This approach is also formalised in the Strategic Sustainability Plan, which identifies the improvement of quality of life within the Company as a priority. This will be achieved through initiatives that promote a sustainable work-life balance.

EMPLOYEES BY POSITION



The total number of employees in 2025 remained substantially stable compared to the previous year, with a slight increase of 2%. As in previous years and in line with the Company's business characteristics, the largest proportion of the workforce continues to be made up of blue collars, followed by white collars, junior managers and managers.

As shown in the table, almost all employees are hired on permanent contracts, with only two resources on fixed-term contracts. This confirms an approach focused on **employment stability** and the long-term enhancement of **human capital**. Furthermore, 88% of the workforce is employed on a full-time basis. The Company also offers part-time contracts, which are a useful tool for promoting **work-life balance** and are particularly popular among working mothers.

GRI 2-7 | Employees	2023	2024	2025
Total employees	**319**	**310**	**315**
- female	155	148	151
- male	164	162	164
Permanent employees	**318**	**309**	**313**
- female	154	147	150
- male	164	162	163
Temporary employees	**1**	**1**	**2**
- female	1	1	1
- male	-	-	1
Non-guaranteed hours employees (e.g. on-call, occasional)	**-**	**-**	**-**
- female	-	-	-
- male	-	-	-
Total full time + part time employees	**319**	**310**	**315**
Full time employees	**277**	**274**	**279**
- female	118	117	119
- male	159	157	160
Part time employees	**42**	**36**	**36**
- female	37	31	32
- male	5	5	4

GRI 2-30 | Collective bargaining agreements	2023	2024	2025
Employees covered by collective bargaining agreements	**319**	**310**	**315**
Total employees	319	310	315
% of employees covered by collective bargaining agreements	100%	100%	100%

All employees are covered by national collective bargaining agreements, which ensure uniform protections and clear contractual conditions for the entire company workforce. In addition to the provisions of the national collective bargaining agreement, a second-level trade union agreement is in place which, inter alia, provides for the payment of performance bonuses. These bonuses are calculated based on parameters primarily related to production quality and customer service, which translate into significant financial rewards for workers.

In addition to payroll employees, Elesa has 56 workers who were not payroll employees in 2025 (unchanged from the previous year). These comprise agency workers (40 women and 16 men), mainly operating in the Production and Support functions departments.

INFO BOX

DIVERSITY AND EQUAL OPPORTUNITY

In line with the principles set out in the Code of Ethics, Elesa guarantees that all employees are treated fairly, impartially and with mutual respect, whether in their relationships with management or with colleagues. The company promotes an **equal opportunities policy**, combatting **all forms of discrimination**.

The decisions relating to employees are based exclusively on objective criteria, such as merit, expertise, professional skills and results achieved. No distinction may be made on the basis of gender, age, religion, political orientation, nationality or any other factor.
Discriminatory behaviour or harassment, whether physical or verbal, including mobbing and other forms of abuse or intimidation, is also expressly prohibited.

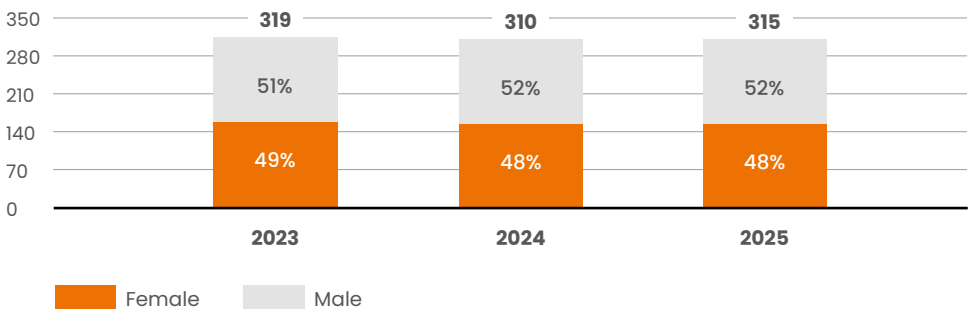
Developing human capital is a priority for Elesa. The Company is committed to placing each employee in a position that aligns with their skills and aspirations. Elesa promotes a work environment based on respect, fairness and responsibility. At the same time, the Company encourages continuous professional development. This is essential for maintaining adequate skill levels and supporting organisational growth over time.

The selection process is both structured and progressive. Initially, Elesa relies on external recruitment agencies for support. This is followed by a direct comparison of the candidates deemed most suitable for the position. The selection process usually involves an initial interview, a technical assessment and, for operational and administrative roles, a practical test. A preliminary assessment of the candidate's generic skills is also carried out during the process.

In the table and the graph below, junior managers, white collars and blue collars are broken down by gender, covering the three-year period 2023-2025.

GRI 405-1 | Employees divided by category and gender	2023	2024	2025
Total employees	**319**	**310**	**315**
- female	155	148	151
- male	164	162	164
Managers	**10**	**10**	**11**
- female	2	2	2
- male	8	8	9
Junior managers	**28**	**28**	**37**
- female	3	3	8
- male	25	25	29
White collars	**98**	**92**	**82**
- female	50	47	42
- male	48	45	40
Blue collars	**183**	**180**	**185**
- female	100	96	99
- male	83	84	86

EMPLOYEES BY GENDER



With respect to gender composition, the Company's workforce shows a **substantial balance between female and male employees**, with a near-even gender split. In particular, as already noted in previous years' reports and confirmed for 2025, in the blue collar category, women outnumber men. This reflects a corporate culture that values and promotes the inclusion of women, even in roles typically associated with production.

GRI 405-1 | Employees divided by age group and gender	2023	2024	2025
Total employees	**319**	**310**	**315**
- female	155	148	151
- male	164	162	164
under 30 years old	**41**	**31**	**29**
- female	13	9	7
- male	28	22	22
30-50 years old	**158**	**159**	**160**
- female	77	75	73
- male	81	84	87
over 50 years old	**120**	**120**	**126**
- female	65	64	71
- male	55	56	55

The distribution by age group confirms a predominantly mature workforce. The 30-50 age group is the largest (160 employees), followed by the over-50s, with the highest number of employees over the three-year period (126). Conversely, the under-30 age group continues to shrink, falling from 41 employees in 2023 to 29 in 2025.

In 2025, the total number of workers belonging to protected categories of workers under Italian law is equal to 20 (11 women and 9 men), up on 16 in 2024. The number of female employees increased significantly, rising from 6 to 11, which confirms the Company's growing commitment to **including the most vulnerable groups in the workplace**. In addition to the mandatory number of vulnerable workers, Elesa periodically organises internships for people with disabilities or at risk of social exclusion, in collaboration with the Social Services of the Municipality of Monza.

GRI 405-1 | Vulnerable workers	2023	2024	2025
- female	8	6	11
- male	10	10	9

04.2

Employee turnover and parental leave

In 2025, the **new hire rate rose to 7%**, recovering from the low of 4% recorded in 2024, with 23 new hires. The age group most affected by new hires is 30–50 (14 units), while the reduction in new hires under 30 has been confirmed, in line with an earlier identified trend. Hiring in the over-50 age group rose (5 in 2025 compared to 0 in 2023), which indicates a **willingness to embrace senior talent**.

The employee turnover rate has remained stable at 6%. In 2025, 18 employees left, an improvement on the 20 who left in 2024 and the 24 who left in 2023.

GRI 401-1 | New employee hires by age group and gender	2023	2024	2025
New employee hires by age group and gender	**19**	**11**	**23**
- female	7	3	10
- male	12	8	13
under 30 years old	**7**	**5**	**4**
- female	3	1	2
- male	4	4	2
30-50 years old	**12**	**5**	**14**
- female	4	2	7
- male	8	3	7
over 50 years old	**-**	**1**	**5**
- female	-	-	1
- male	-	1	4

GRI 401-1 | Employee turnover by age group and gender	2023	2024	2025
Total employee turnover	**24**	**20**	**18**
- female	6	10	7
- male	18	10	11
under 30 years old	**5**	**3**	**4**
- female	-	2	1
- male	5	1	3
30-50 years old	**11**	**8**	**4**
- female	3	2	2
- male	8	6	2
over 50 years old	**8**	**9**	**10**
- female	3	6	4
- male	5	3	6

GRI 401-1 | Total rate of new employee hires and employee turnover by age group and gender	2023	2024	2025
Rate of new employee hires	**6%**	**4%**	**7%**
- female	5%	2%	7%
- male	7%	5%	8%
Rate of employee turnover	**8%**	**6%**	**6%**
- female	4%	7%	5%
- male	11%	6%	7%

In terms of parenting support mechanisms, 3 female employees took parental leave in 2025, down from 5 in 2024.

04.3

Workers' safety and well-being

For Elesa, occupational health and safety protection is a **strategic priority** and a structured commitment that is integrated into its organisational and management processes. For this reason, the Company has adopted an **Occupational Health and Safety Management System certified according to the ISO 45001 standard**. This certification was obtained on a voluntary basis through an accredited body (BSI) and applies to all employees, sites and processes identified in the Risk Assessment Document (DVR).

The DVR is the primary source of information for identifying and analysing risks, and for defining prevention and protection measures. The formalised assessments provide the basis for targeted improvement actions, enabling the Company to strengthen the effectiveness of its controls progressively and ensure increasingly safe working conditions.

Risk management is supported by the systematic identification of compliance obligations and the definition of specific risk mitigation objectives, together with action plans and continuous performance monitoring through periodic measurements, analyses and audits.

The Company's health and safety policy sets out clear principles and commitments, including developing the skills of employees through hiring qualified personnel and providing dedicated training programmes, promoting individual responsibility and ensuring strict compliance with current legislation and other commitments made by Management. Health and safety issues are also considered during the design phase of new processes, products and initiatives, according to an approach of **prevention and early protection**.

INFO BOX

OCCUPATIONAL HEALTH AND SAFETY OBJECTIVES

Elesa has set tangible targets for reducing employee health and safety risks:

- **>800** Hours of safety training
- **>10** Safety improvement actions launched during the year
- **0** Complaints to personnel for safety reasons
- **<1.1** Injury severity index
- **0** Serious injuries (> 40 days), excluding commuting incidents
- **<4.2** Average injury-leave index
- **0** Occupational diseases recorded in the year
- **>30** Near-miss reports



A distinctive element of the management system is the **active involvement of workers**. Elesa promotes a participatory model supported by training activities, awareness campaigns and internal communication tools. Employees are encouraged to report potentially dangerous situations or near misses via dedicated channels, such as specific forms and an email address for the Supervisory Body. This ensures that reports are handled confidentially.

With respect to operations, the Company plans and controls production processes, adopts procedures for managing accidents and near misses and ensures proactive safety planning. The system is complemented by an internal audit programme designed to verify the effectiveness of the implemented measures. The results are submitted to Management as part of the periodic review, which facilitates the identification of further remedial or improvement actions.

A **structured health surveillance** system is in place to support the above system. This is overseen by a competent doctor who evaluates workers' suitability for their tasks and promotes well-being within the Company. In accordance with current legislation, periodic safety meetings are held involving the employee safety representative (RLS) and the company doctor. These meetings are aimed at analysing operating conditions and updating safety measures.

Training, both mandatory and supplementary, is another pillar of the system. It is planned by the Human Resources Office based on risk profiles and organisational needs. It is fully tracked and recorded to ensure compliance with regulatory obligations and continuous skills development.

GRI 403-9 | Work-related injuries concerning employees and workers who are not employees	2023	2024	2025
Total number of recordable work-related injuries	**9**	**4**	**10**
employees	7	2	10
workers who are not employees	2	2	-

GRI 403-9 | Hours worked (ordinary hours + overtime + working hours bank)	2023	2024	2025
Total number of hours worked	**639,313**	**599,867**	**596,368**
employees	510,770	505,717	500,612
workers who are not employees	128,543	94,150	95,756

GRI 403-9 | Rate of work-related injuries[1]	2023	2024	2025
Rate of work-related injuries	**14.0**	**6.7**	**16.7**
employees	13.7	3.9	19.9
workers who are not employees	15.5	21.2	-

A total of 10 work-related injuries involving employees were recorded in 2025, while no work-related injuries involving workers who are not employees were recorded. Six of the 10 injuries which involved employees were classified as commuting incidents, while 4 were classified as work-related. The rate of work-related injuries among employees is 19.9, up from 3.9 in 2024. The overall rate, which includes hours worked by both categories, has risen to 16.7.

The increase on the previous year must be read bearing in mind that most events are due to commuting accidents, in which the Company's ability to intervene directly is limited by nature. The company is continuing to monitor work-related injuries closely and is strengthening its occupational health and safety initiatives.

In line with the previous two-year period, no occupational diseases were recorded in 2025.

1. The rate of recordable work-related injuries is calculated as the ratio of: (number of recordable work-related injuries/number of hours worked) * 1,000,000.

INFO BOX

TOOLS TO SUPPORT INDIVIDUAL WELL-BEING

Since its incorporation, Elesa has invested in initiatives that improve the quality of life of its employees, going beyond contractual obligations. Accordingly, a comprehensive and constantly evolving **corporate welfare system** has been developed.

One of the most significant measures is the Company's fully funded supplementary health insurance policy with Unisalute. This policy guarantees all employees access to a wide range of medical and healthcare services at preferential rates. To support personal and family needs, a welfare portal is available offering numerous services and discounts.

Employee well-being is also supported through benefits that promote work-life balance. Where applicable, the Company provides tools such as mobile phones and company cars. There is also an internal canteen, which is managed by an external supplier and provides a daily service for workers.

The most popular initiatives include approximately 30 part-time contracts for working mothers, particularly in the Production Departments, a "light" night shift that finishes at 1:30 am on Saturday mornings, and a second-level company bargaining agreement that has been in place since 1995. This agreement includes shared parameters of efficiency, quality, service and attendance and results in a significant performance bonus for all workers.

With respect to prevention and health care, the Company offers free flu vaccinations and annual cancer screenings, both of which are conveniently carried out in the workplace. To complement its system of measures that promote organisational flexibility, Elesa has introduced a remote working policy. This policy governs the methods and conditions for accessing remote work mechanisms and contributes to achieving a more sustainable balance between professional and personal life.

04.4

Continuous training and skills development

For Elesa, people growth is a **strategic lever for organisational development**. The Company invests in targeted training courses designed according to the professional skills of its employees. The aim is to support workers in **improving** and **strengthening their skills continuously.**

This training commitment aims to support the development of individuals' skills and generate value for the business by encouraging them to acquire new technical and cross-functional skills. The Human Resources Department is responsible for identifying the most suitable training paths. It defines the annual training plan based on a structured needs analysis that takes into account both company needs and individual development paths. This process is governed by a specific operating procedure for "Personnel Training and Education".

Training activities can take many different forms, including:

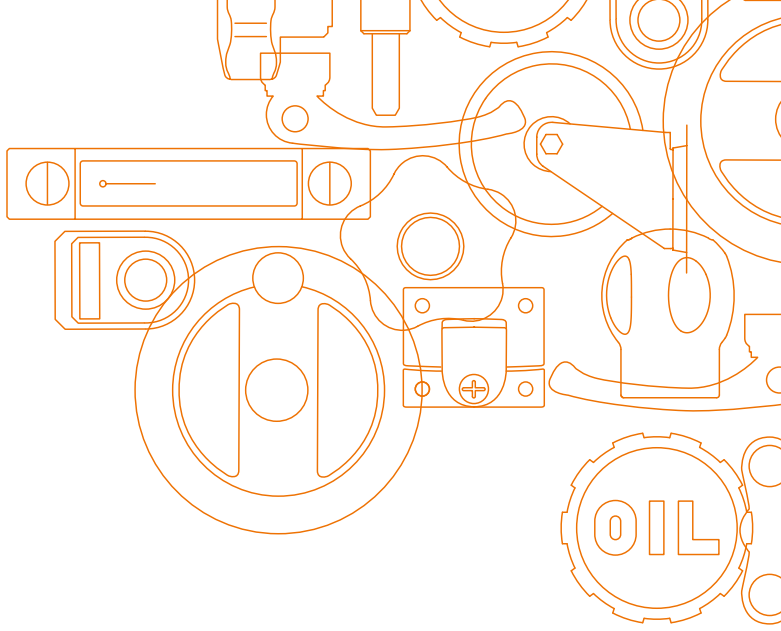
- **external training**, involving participation in courses and seminars organised by specialised bodies and institutes;
- **internal training**, including on-the-job training, practical exercises, training sessions, deep-dive meetings and operational support;
- **dissemination of technical and regulatory documentation** in areas such as quality and safety;
- **participation in trade fairs, open houses and showrooms**, as opportunities for professional development and discussion.



An annual individual performance evaluation process is carried out to verify the degree to which the assigned objectives have been achieved and to monitor the effectiveness of the training courses undertaken, in line with the defined professional development goals.

GRI 404-1 | Average hours of training per year per employee (h)	2023	2024	2025
Managers	**14**	**14**	**15**
- female	40	24	15
- male	7	12	15
Junior managers	**13**	**14**	**22**
- female	6	7	7
- male	14	15	26
White collars	**28**	**35**	**26**
- female	20	28	20
- male	36	42	31
Blue collars	**16**	**14**	**31**
- female	5	9	16
- male	30	21	48
Total	**19**	**20**	**28**

In 2025, the average number of training hours per employee varied based on the relevant category. There was significant growth in the number of blue-collar hours, rising from an average of 14 to 31 hours. This indicates a substantial investment in training to support production activities. The number of training hours for junior managers also grew, with an average of 22 hours per capita. The number of training hours for managers remained largely unchanged at 15 hours, while white collars received an average of 26 hours of training, which is slightly less than the 35 hours received in 2024.



05.

Managing environmental impacts

10,456 MWh
Energy consumption

100%
Purchased electricity from renewable sources

2,315 tCO_2eq
Scope 1 and 2 GHG emissions (location-based)

1,095 tCO_2eq
Scope 1 and 2 GHG emissions (market-based)

406.6 t
Waste generated

-34%
% reduction in hazardous waste

2,358 t
Materials used

96.4%
Waste diverted from disposal (including thermal recovery)

05.1

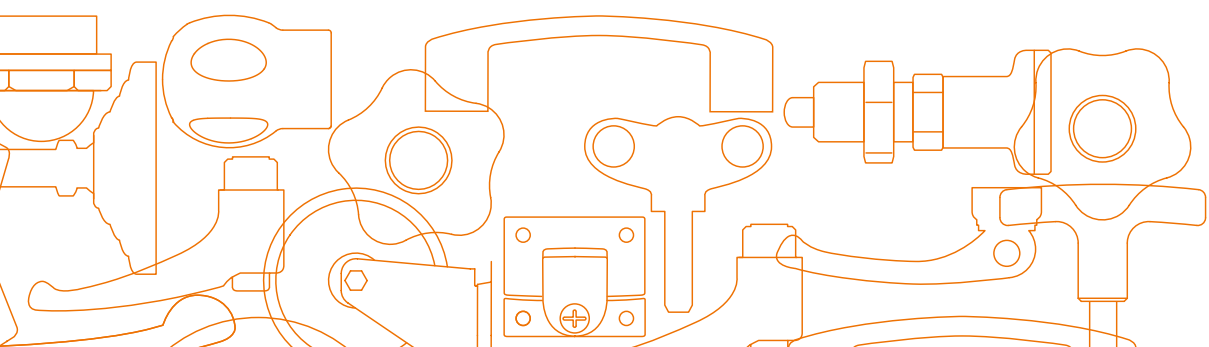
Energy and efficiency

Elesa takes a **structured approach to managing energy resources**, with the aim of continuously improving its environmental performance and monitoring consumption. After identifying the main sources of energy consumption, the Company has implemented a **monitoring system based on periodic measurements and internal audits**. This allows for the timely analysis of data and the implementation of targeted efficiency measures.

At the same time, the Company ensures constant updating with respect to the current regulatory framework, as well as verification of compliance with applicable requirements. **Specific consumption reduction objectives** are defined based on the evidence collected, and dedicated projects are planned. These projects are periodically reviewed based on the results achieved.

The energy strategy also incorporates cultural and participatory elements. Through targeted training initiatives, Elesa raises awareness of the responsible use of resources and the part each employee can play in reducing the environmental impact.

This approach is consistent with the company policy, which incorporates the principles of optimising resources, containing production times and costs, and **preventing pollution** from the design or review phases of products and processes. Accordingly, the focus on efficiency has also been extended to the supply chain, which is included in environmental awareness activities with the aim of consolidating an increasingly sustainable production model.



INFO BOX

ENERGY EFFICIENCY AND CONSUMPTION REDUCTION: ACTIONS TAKEN AND FUTURE OBJECTIVES

In order to optimise consumption, Elesa has launched a series of specific activities that include:

- replacing the mould cooling system with a high-efficiency system;
- activating an electronic management system for lighting and heating in work environments;
- introducing gas consumption meters;
- replacing the heating system of the SOUTH Block with condensing boilers;
- systematically and gradually renewing moulding machines with high efficiency systems;
- managing the air conditioning system on a centralised and optimised basis;
- renewing copiers/large printers with high efficiency devices, including energy saving settings;
- constantly monitoring total energy consumption to detect and resolve any irregularity;
- keeping under control the impact of company vehicles and carriers on their energy consumption from a product life cycle perspective;
- introducing the BUS system for the remote management of business users connected to the electricity grid.

Replacement of the canteen's air conditioning system with a high-efficiency system was completed in 2025.
The following objectives should be noted:

< 10 000 TOE	total annual energy consumption
< 4 500 L	annual consumption of moulding machine oil
> 20 hours/FTE	hours of training on environmental issues, including the reduction of energy consumption

The table shows the energy consumption for the three-year period under analysis (2023–2025). From this Sustainability Report, energy consumption is expressed in MWh rather than GJ, as was the case in previous editions of this document. This decision reflects the requirements of the new GRI 103 – Energy, which was introduced in 2025[2], as well as the prevailing practice in the manufacturing sector. Furthermore, it facilitates the reading of data and makes it more comparable with market benchmarks.

GRI 103-2 | Energy consumption and self-generation within the organization [3]	u.m.	2023	2024	2025
Total fuel consumption from non-renewable sources	**MWh**	**4,410.17**	**4,731.41**	**5,269.66**
from stationary sources - Natural Gas	MWh	3,833.68	4,137.53	4,647.08
from mobile sources - Diesel	MWh	305.90	295.84	280.15
from mobile sources - Petrol	MWh	270.59	298.04	342.43
Total fuel consumption from renewable sources	**MWh**	**-**	**-**	**-**
Total energy purchased and consumed from non-renewable sources	**MWh**	**-**	**-**	**-**
Electricity	MWh	-	-	-
Total energy purchased and consumed from renewable sources	**MWh**	**5,295.14**	**5,288.89**	**5,186.00**
Electricity	MWh	5,295.14	5,288.89	5,186.00
Total energy consumption within the organization	**MWh**	**9,705.31**	**10,020.3**	**10,455.66**

GRI 103-4 | Energy intensity of internal consumption[4]	u.m.	2023	2024	2025
Total energy consumption	MWh	9,705	10,020	10,456
Revenue	€	78,124,545	79,541,938	84,816,773
Energy intensity	**kWh/€**	**0.12**	**0.12**	**0.12**

Compared to 2024, Elesa's total energy consumption increased by around 4% in 2025, up from 10,020 to 10,456 MWh. Overall, consumption by the Company's car fleet remains stable, with a 5% reduction in diesel being partially offset by a 15% increase in petrol.

2. From the 2025 Sustainability Report, Elesa has decided to adopt the new GRI 103 – Energy 2025 standard for reporting on energy performance. This standard will become mandatory in January 2027.

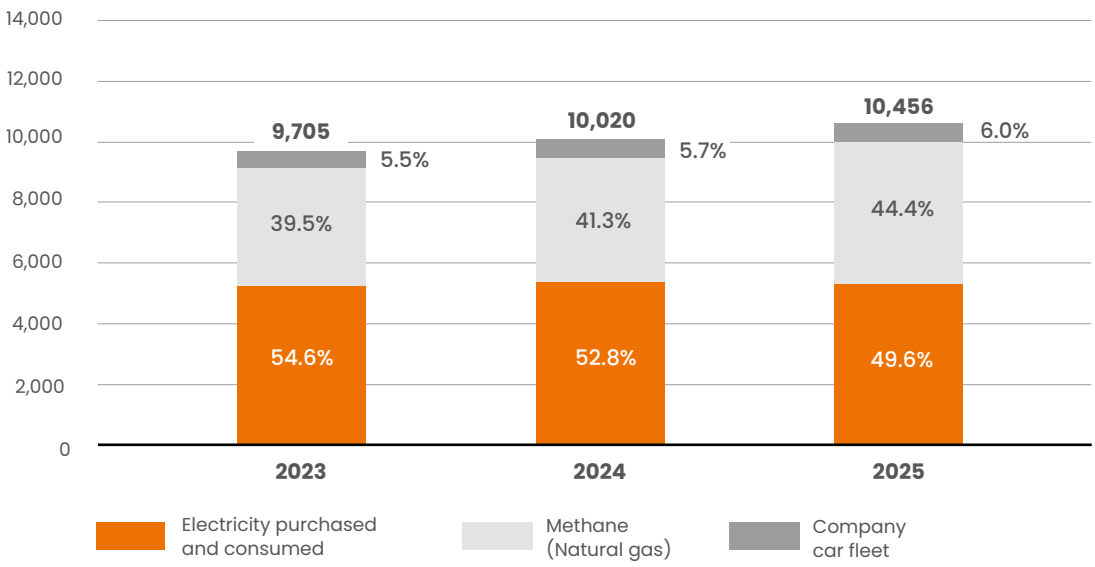
3. The reported values have been calculated by applying the latest available DEFRA conversion factors for each relevant year. The data relating to the two-year period from 2023 to 2024 has been revised compared to that published in the 2024 Sustainability Report, in order to reflect the updated factors.

4. The energy intensity ratio is calculated by dividing the Company's total energy consumption (expressed in kWh) by its revenues from sales and services (expressed in euros) for the reporting year. Using revenues from sales and services as the denominator is consistent with the guidance provided by GRI 302-3. This standard includes monetary units, such as revenue or turnover, among the company-specific parameters that can be used to calculate the energy intensity ratio.

With respect to the 2023-2025 three-year period, energy consumption is growing, mainly due to an increase in natural gas consumption (up 21.2%), while electricity consumption is falling slightly (down 2.1%). All the electricity purchased came from renewable sources in all three reporting years.

The energy intensity index remained stable over the three-year period, in relation to revenues from sales and services.

ENERGY CONSUMPTION **MWh**



INFO BOX

ELESA'S CAR POLICY

Elesa's Car Policy outlines the Company's management guidelines for company vehicles, with a specific focus on how vehicles are assigned, the criteria for using them and other aspects related to environmental sustainability. In this respect, a gradual shift to vehicles with a lower environmental impact is envisaged, favouring the adoption of hybrid engines (full hybrid or plug-in hybrid).

The policy promotes vehicles that meet specific environmental, safety and comfort standards, contributing to improving management efficiency and aligning with organisational and corporate image needs.

In 2025, the process of adapting the vehicle fleet continued in the same direction, consolidating solutions that have a reduced environmental impact and confirming the Company's commitment to more responsible mobility.

05.2

GHG emissions

INFO BOX

CLIMATE-CHANGING EMISSIONS: ACTIONS TAKEN AND FUTURE OBJECTIVES

Elesa takes a systematic approach to the management of atmospheric emissions. This includes identifying activities that generate greenhouse gas (GHG) emissions, periodically assessing compliance with applicable requirements, setting reduction targets and planning related actions. These actions are regularly reviewed based on monitoring results. To support this process, the Company provides workers with training to increase their environmental awareness, implements operational controls and conducts an internal audit programme. The results of these audits are presented to Management as part of the periodic review of the management system.

The Company's environmental policy formalises its commitments, which are broken down into the following strategic areas: reducing costs and production cycle times through the effective and efficient use of resources; optimising the use of non-renewable resources; preventing pollution from the design stage or modification of products and processes; training and motivating personnel on environmental issues; engaging the supply chain in achieving the Company's environmental objectives.

The main actions taken to control and reduce atmospheric emissions are as follows:

- replacing the canteen's air conditioning system with a high-efficiency system that uses eco-sustainable gases;
- replacing the heating system of the SOUTH Block with condensing boilers;
- renewing the press fume extraction system;
- continuous monitoring of atmospheric emissions to promptly identify and manage any irregularities;
- the progressive transitioning of the Company's vehicle fleet towards hybrid and electric solutions, in addition to the installation of internal charging stations.

With respect to training, ensuring that employees are continuously updated on environmental issues remains a priority, with a focus on strategies for reducing atmospheric emissions.

Since 2024, Elesa has implemented a structured process to measure its climate-altering emissions, with the goal of minimising its impact on climate change.

The Company has carried out the first calculation of direct (Scope 1) and indirect (Scope 2) emissions, adopting the Greenhouse Gas Protocol (GHG Protocol) as an international methodological reference to ensure data rigour and comparability. Direct emissions derive from owned or controlled sources, while indirect emissions derive from purchased energy.

The annual update of the Company's carbon footprint is a key tool for identifying the main sources of emissions and for defining specific reduction strategies and targets.

Scope 1 and 2 emissions can be defined as follows:

SCOPE 1

includes emissions generated directly by the Company, such as those from stationary combustion systems (e.g. boilers), the company fleet and refrigerant gas leaks. Fugitive emissions from refrigerant leaks in air conditioning systems are also considered Scope 1 emissions.

SCOPE 2

includes the indirect emissions associated with the production of the electricity, heat or steam purchased and consumed by Elesa. These emissions are calculated through two different approaches: **the market-based** approach, which uses the emission factors associated with the electricity supplied by the selected suppliers (residual mix), and the **location-based** approach, which uses the emission factors of the national energy mix (production mix).

At Elesa, managing climate-altering emissions involves setting and continuously monitoring reduction targets and conducting internal audits to evaluate the effectiveness of the adopted measures. The results are brought to the attention of Management during periodic reviews, ensuring a structured improvement cycle. With respect to training, specific activities are carried out to raise workers' awareness of how their activities impact atmospheric emissions.

GRI 305 | Emissions [5]	u.m.	2023	2024	2025
GRI 305-1 Direct (Scope 1) GHG emissions				
Diesel	tCO_2 eq	77.72	76.79	72.71
Petrol	tCO_2 eq	62.89	69.09	79.38
Natural gas for production processes and heating	tCO_2 eq	777.26	839.09	942.42
Total Scope 1	**tCO_2 eq**	**918**	**985**	1,095
GRI 305-2 Energy indirect (Scope 2) GHG emissions				
From purchased electricity – location-based	tCO_2 eq	1,448.91	1,244.17	1,219.97
From purchased electricity – market-based	tCO_2 eq	0	0	0
Total Location-based Scope 1 + Scope 2	**tCO_2 eq**	**2,367**	**2,229**	**2,315**
Total Market-based Scope 1 + Scope 2	**tCO_2 eq**	**918**	**985**	**1,095**
GRI 305-4 GHG emissions intensity [6]				
Revenue from sales and services	€	78,124,545	79,541,938	84,816,773
Emission intensity - Location-based	**$gCO_2eq/€$**	**30.30**	**28.02**	**27.29**
Emission intensity - Market-based	**$gCO_2eq/€$**	**11.75**	**12.38**	**12.91**

Compared to 2024, direct (Scope 1) GHG emissions increased by 11%, from 985 tCO_2eq to 1,095 tCO_2eq in 2025. This is mainly due to the rise in natural gas consumption for the production process and heating, as previously discussed in the energy consumption analysis and the increased use of petrol by the company fleet.

5. For Scope 1 purposes, the reported values have been calculated using the latest DEFRA emission factors available for each relevant year. The calculation for Scope 2 emissions was carried out by applying the emission factors relating to the production and residual mixes of the Association of Issuing Bodies (AIB). The data relating to the two-year period from 2023 to 2024 has been revised compared to that published in the 2024 Sustainability Report, in order to reflect the updated factors.

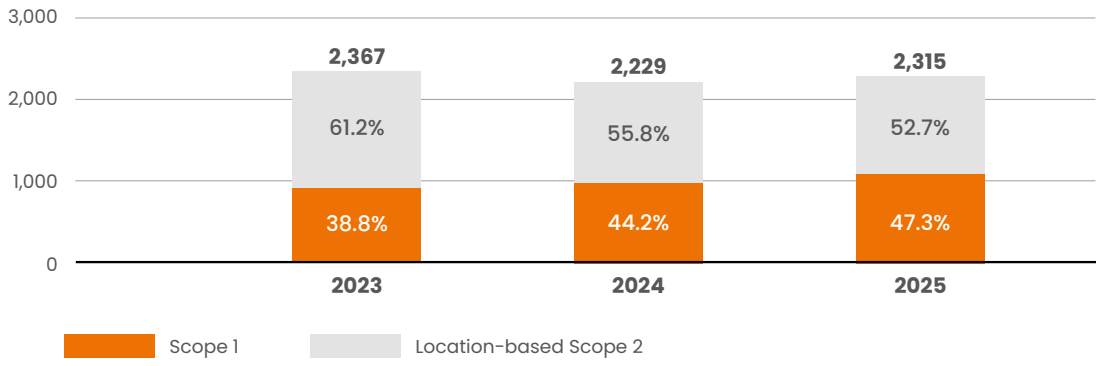
6. The emission intensity ratio is calculated by dividing the Company's Scope 1 and Scope 2 emissions (expressed in gCO_2 eq) by its revenues from sales and services (expressed in euros) for the reporting year. Using revenues from sales and services as the denominator is consistent with the guidance provided by GRI 302-3. This standard includes monetary units, such as revenue or turnover, among the company-specific parameters that can be used to calculate the energy intensity ratio.

Thanks to the progressive improvement of the national electricity mix, Scope 2 indirect emissions, calculated using the location-based method, decreased slightly (-2%) in the two-year period (from 1,244 $_{tCO2}$ eq to 1,220 $_{tCO2}$ eq). The market-based value is zero for all three years, which confirms that all purchased electricity is covered by renewable energy certificates.

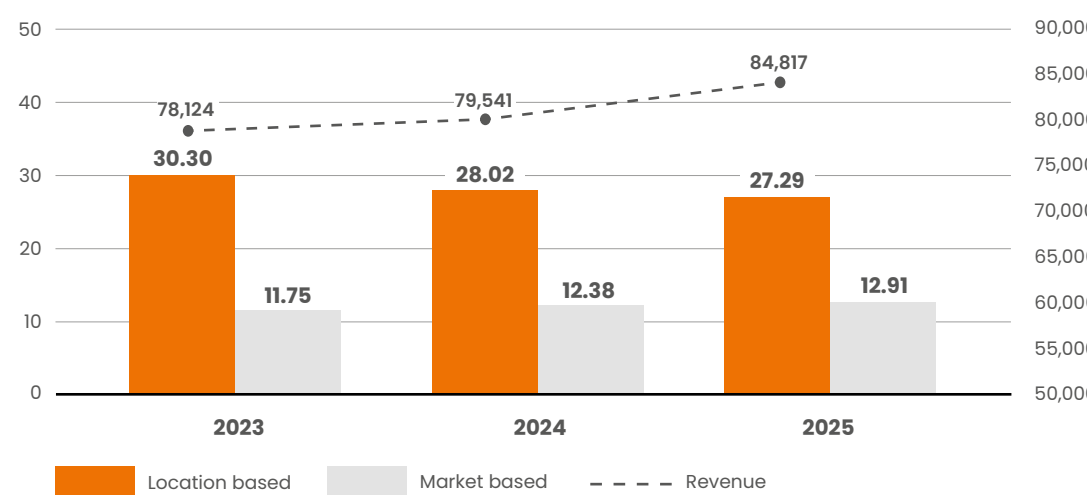
Depending on the calculation approach, emission intensity shows divergent trends during the two-year period 2024-2025.

According to the location-based method, there was an improvement in the indicator, with emissions falling from 28.02 to 27.29 $gCO_2eq/€$ (-2.6%), driven by revenue growth against essentially stable emissions. However, the market-based data shows a slight increase from 12.38 to 12.91 $gCO_2eq/€$ (+4.3%), which is due to the increase in Scope 1 emissions calculated using this methodology that has not been offset by growth in revenue.

LOCATION-BASED CLIMATE-CHANGING EMISSIONS **TCO_2 EQ**



EMISSION INTENSITY (COMPARED TO REVENUE) **$GCO_2EQ/M€$ REVENUE**



INFO BOX

LIFE CYCLE ASSESSMENT – ANALYSIS OF THE ENVIRONMENTAL IMPACT OF ELESA PRODUCTS

In 2024, Elesa launched a Life Cycle Assessment (LCA) project with the support of a specialised external company. LCA is an internationally recognised methodology that enables the structured analysis of the environmental impacts associated with products throughout the main phases of their life cycle. The analysis considered the entire cradle-to-gate process, from the procurement of raw materials and transportation to production processes and the finished product leaving the plant.

The adoption of the LCA methodology has made it possible to quantify the environmental profile of products and identify the phases with the greatest impact in terms of resource consumption, emissions and waste generation. This provides an objective basis for guiding design and production decisions.

The project was completed in 2025 with the development and implementation of a systematic calculation model integrated into company systems. The model has been updated in line with the latest available data and structured in accordance with the UNI EN ISO 14044:2021 standard.

As part of the maintenance of the tool, the model undergoes annual checks and updates to ensure that it remains aligned with the most current and representative methodologies and factors for the reference period.

BENEFITS GENERATED BY THE PROJECT

- **Greater ability to respond to market demands**

Thanks to the availability of an internal model, Elesa can quickly provide structured data on the environmental impact of its products. This enables the Company to respond promptly to information requests from customers, partners and stakeholders, who are increasingly orienting their purchasing decisions towards ESG criteria.

- **Integrating life cycle thinking into decision-making processes**

This approach can form the basis of an analysis method that can be applied to a broader set of parameters. These parameters could include aspects related to product safety, critical strategic raw materials and the management of potentially polluting substances. This allows for a more thorough evaluation of the risks and opportunities within the value chain.

- **Operational autonomy and continuous improvement**

Internalising the model and integrating it into its systems enables the Company to use the tool directly and continuously. This enables periodic updates to analyses, monitoring of performance developments and the provision of structured support for future eco-design and product innovation decisions.

05.3

Raw materials and waste

The main impacts related to waste originate from the following inputs:

- **plastic raw material,**
- **associated process materials such as oils, metal components,**
- **wooden, cardboard, plastic and mixed material packaging, paper.**

These impacts are generated by the following activities: thermoplastic injection moulding, thermoset moulding, mechanical processing, assembly, maintenance of plant and equipment and office activities.

Examples of outputs that constitute waste include non-compliant products and components that have been discarded, processing waste, substances that have been used up in the process, end-of-life packaging and obsolete documentation. In line with the principles of the circular economy, Elesa separates waste for collection and regrinds plastic scraps and waste for reuse in other production chains.

At Elesa, materials management is based on a structured, long-term approach. This approach is founded on a governance system that carefully monitors the procurement of all materials, including plastics and metals.

The Compliance Specialist verifies that materials comply with the main applicable regulations (RoHS, REACH and SVHC), and blocks any items that do not meet the relevant requirements.

The focus is on prevention. If a material raises concerns, even if it is technically within legal limits, discussions are held with the Purchasing and Production departments to identify safer, more consistent solutions.

In 2024, the Company launched an initiative to phase out "disposable" cardboard boxes in favour of reusable plastic boxes in order to save over 15 tonnes of cardboard each year.

GRI 301-1 | Materials used by weight (t)	2023			2024			2025		
	Renewable materials	Non-renewable materials	Tot.	Renewable materials	Non-renewable materials	Tot.	Renewable materials	Non-renewable materials	Tot.
Raw materials	**-**	**1,364**	**1,364**	**-**	**1,196**	**1,196**	**-**	**1,187**	**1,187**
Steel	-	429	429	-	376	376	-	388	388
Aluminium	-	18	18	-	19	19	-	16	16
Brass	-	54	54	-	55	55	-	59	59
Thermosetting	-	132	132	-	111	111	-	75	75
Thermoplastic	-	731	731	-	635	635	-	649	649
Associated process materials	**-**	**1.5**	**1.5**	**-**	**2.3**	**2.3**	**-**	**0.74**	**0.74**
Hydraulic oil for presses	-	1.5	1.5	-	2.3	2.3	-	0.74	0.74
Semi-finished products or parts	**-**	**772**	**772**	**-**	**824**	**824**	**-**	**848**	**848**
Marketed	-	735	735	-	793	793	-	815	815
Rubber	-	18	18	-	15	15	-	17	17
Other	-	19	19	-	16	16	-	16	16
Packaging materials	**207**	**149**	**356**	**244**	**144**	**388**	**214**	**108**	**322**
Cardboard	207	-	207	244	-	244	214	-	214
Plastic boxes	-	7	7	-	19	19	-	7	7
Plastic film	-	142	142	-	125	125	-	101	101
Total	**207**	**2,286.5**	**2,493.5**	**244**	**2,166.3**	**2,410.3**	**214**	**2,143.7**	**2,357.7**

Total material consumption reached 2,357.7 tonnes in 2025, slightly down from 2,410.3 tonnes in 2024 (-2%).

Raw materials remain substantially stable, with only minor variations in individual items:

A slight increase in steel (388 tonnes vs 376 tonnes), while thermosetting and aluminium have decreased. Although these are marginal quantities, the reduction in process materials is significant (0.74 tonnes vs 2.3 tonnes). Semi-finished products and parts increased slightly (from 824 tonnes to 848 tonnes, up 2.9%), primarily due to the rise in marketed components (from 793 tonnes to 815 tonnes). Packaging materials decreased by 17% (from 388 tonnes to 322 tonnes), due to a reduction in the use of cardboard (from 244 tonnes to 214 tonnes) and plastic film (from 125 tonnes to 101 tonnes).

Overall, material purchasing shows a downward trend during the three-year period from 2023 to 2025, driven mainly by the decrease in packaging and raw materials. Conversely, semi-finished products have shown constant growth over the three-year period.

All Elesa's purchased materials are of virgin origin.

INFO BOX

WASTE MANAGEMENT AND USE

Elesa's waste management strategy relies on three pillars: preventing waste at source, increasing recovery and strengthening internal capabilities. At management level, the Company has defined a structured approach that includes mapping generating activities, periodically assessing regulatory compliance, planning reduction objectives and implementing operational controls, internal audits and periodic management reviews.

The company formalises these commitments through its policy, which sets out concrete guidelines for reducing waste generation and increasing waste recovery, preventing pollution from product and process design, ensuring compliance with current regulations, training and motivating personnel and engaging the supply chain in achieving environmental goals.

The main operational actions undertaken include increasing waste separation, optimising press maintenance, installing an oil filtration unit to reduce waste oil production, managing waste generated by maintenance activities and progressively replacing thermosetting resins with thermoplastic resins in new products.

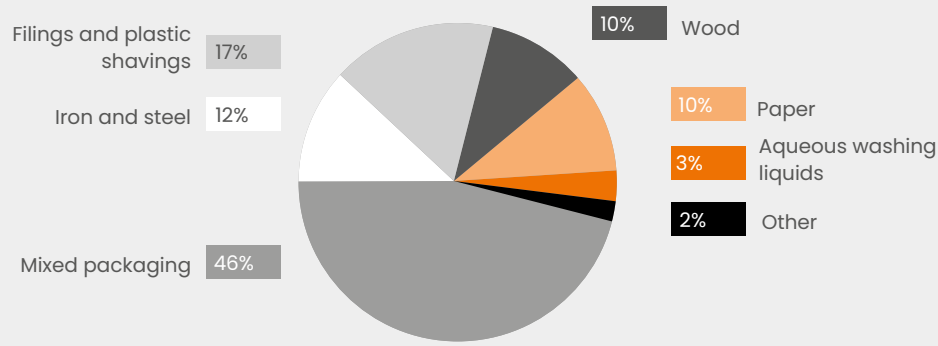
The Company also manages specific categories of hazardous waste, including solid waste such as used batteries, WEEE, lamps and hydraulic components, as well as liquid waste such as used oils, oil emulsions and industrial washing solutions. It ensures the proper disposal or recovery of this waste through accurate controls, from the selection of operators to the verification of documentation and the systematic tracking of quantities by type.

Elesa has also defined the following measurable objectives:

- **the share of waste diverted from disposal** (including thermal recovery) exceeds 93.6% of the total generated;
- **production of oil waste** (EER 13 02 05) less than **2,200 kg;**
- **impact of waste from mixed and generic packaging** (EER 15 01 06) lower than **48.2% of the total;**
- **oil consumption for presses** less than **4,500 litres;**
- percentage of **scrap pieces in moulding** not exceeding **3.5%** and **in finishing** not exceeding **0.7%;**
- provision of at least **20 hours** of **environmental training.**

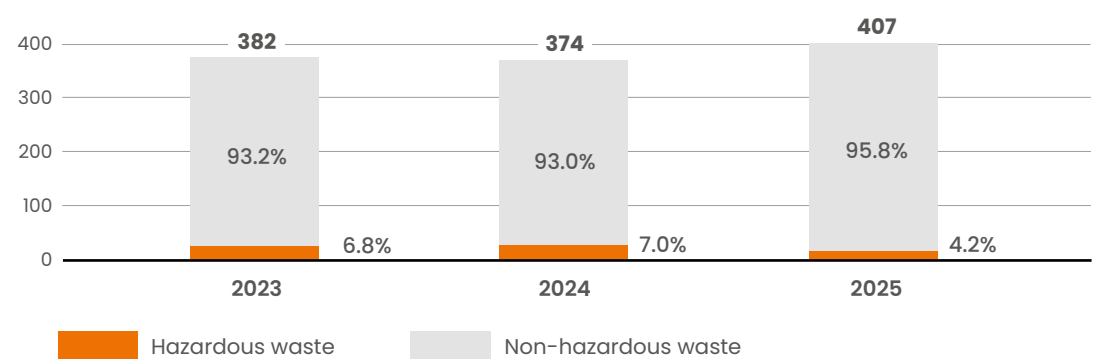
Total waste production increased by 8.9% from 373.50 tonnes in 2024 to 406.56 tonnes in 2025. The increase is entirely due to the non-hazardous component, which rose by 12.1% (from 347.35 tonnes to 389.31 tonnes). On the other hand, hazardous waste recorded a significant reduction, down 34.0% from 26.15 tonnes to 17.25 tonnes, confirming an overall decrease in the hazardous nature of the waste generated.

MAIN CATEGORIES OF WASTE GENERATED - 2025



GRI 306-3 | Waste by composition	u.m.	2023	2024	2025
Hazardous waste	t	25.77	26.15	17.25
Non-hazardous waste	t	355.80	347.35	389.31
Total	**t**	**381.57**	**373.50**	**406.56**

WASTE BY COMPOSITION T

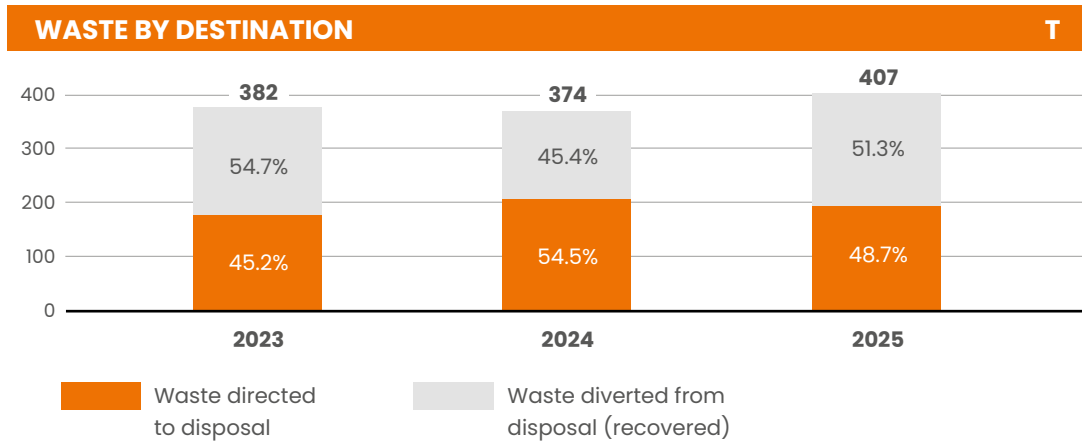


In line with the GRI, waste is divided into two macro-categories based on its final destination:

- **Waste directed to disposal:** materials that cannot be recovered and have reached the end of their life cycle. These materials are destined for final disposal;
- **Waste diverted from disposal:** materials, components or products that are no longer usable for their original function, but which are subjected to reuse, recycling or other recovery processes. This helps to reduce the need for new resources.

GRI 306-4 | Waste diverted from disposal	u.m.	2023	2024	2025
Hazardous waste	**t**	**3.45**	**4.89**	**3.45**
Preparation for reuse	t	3.45	4.89	3.45
Recycling	t	-	-	-
Other recovery operations	t	-	-	-
Non-hazardous waste	**t**	**205.54**	**164.73**	**205.15**
Preparation for reuse	t	205.54	164.73	205.15
Recycling	t	-	-	-
Other recovery operations	t	-	-	-
Total	**t**	**208.99**	**169.61**	**208.60**

GRI 306-5 | Waste directed to disposal	u.m.	2023	2024	2025
Hazardous waste	**t**	**22.32**	**21.26**	**13.80**
Preparation for disposal	t	22.32	21.26	13.80
Incineration with energy recovery	t	-	-	-
Incineration without energy recovery	t	-	-	-
Landfilling	t	-	-	-
Other disposal operations	t	-	-	-
Non-hazardous waste	**t**	**150.26**	**182.62**	**184.16**
Preparation for disposal	t	2.56	2.56	0.94
Incineration with energy recovery	t	147.70	180.06	183.22
Incineration without energy recovery	t	-	-	-
Landfilling	t	-	-	-
Other disposal operations	t	-	-	-
Total	**t**	**172.58**	**203.88**	**197.96**



In 2025, total waste production amounted to 406.56 tonnes, up from 373.49 tonnes in 2024 (+8.8%). This increase has led to a positive evolution in waste management practices. The percentage of waste diverted from disposal has risen from 45% to 51% of the total, which has consequently reduced the percentage directed to disposal. This confirms a progressive improvement in waste management.

06.

Elesa's extended global impact



06.1

Supporting the community and the local area

Elesa's identity is rooted in its commitment to the community. Indeed, the Company recognises the direct and indirect impact of its operations on the local area and the local community and economy. More generally, it is aware of its impact on the quality of life of the local community.

Consequently, the Company is committed to giving back some of the value it has created through initiatives that are consistent with its role as a responsible company. Elesa's Corporate Social Responsibility (CSR) strategy is mainly divided into three streams.

SUPPORTING THIRD SECTOR ENTITIES AND PROMOTING SOCIAL WELLBEING

In line with the values that drive its operations, Elesa supports organisations committed to areas such as health, inclusion and solidarity.

Its relationship with the **Italian League for the Fight against Cancer (LILT) in Milan Monza Brianza** is an example. This collaboration began over forty years ago, rooted in a shared sense of belonging to the local area and a shared set of social goals. In 2025, Elesa renewed its support for the association by launching initiatives dedicated to cancer prevention and care, thereby confirming its ongoing commitment to the community.

In June, the Company was the **main sponsor** of the 45th edition of the "**Marcia Formula Uno**", in which 232 of its employees also took part. This highlights the importance of personal commitment to activities that combine sport and solidarity. The goal is to support **Casa LILT**, the largest centre for cancer prevention and care. This centre offers innovative treatments thanks to cutting-edge technologies and highly specialised professionals. It is a point of reference for the community, capable of responding to everyone's needs, whether for **prevention**, health care or support following an **oncological diagnosis**. **Marcia Formula Uno** is part of a series of joint initiatives with LILT that have been in place for **over 40 years**, such as the **Elesa Health Day** held on 19 May at Elesa headquarters in Monza. The day, led by a LILT specialist, saw enthusiastic employee participation in three information sessions on the **12 principles for a long and healthy life**, showcasing the Company's ongoing commitment to the health and well-being of its people.

Through these initiatives, Elesa reaffirms its **commitment** to promoting a healthy lifestyle and supporting the community in its efforts to create a safer and more informed future.

Furthermore, in October, the Company promoted and supported the "**Nastro Rosa**", campaign organised by LILT, which is dedicated to preventing female cancers. On 5 October, Elesa and the LILT doctors organised a public health day in Piazza San Paolo in Monza. The LILT mobile clinic offered free breast screenings, including mammography and ultrasound examinations. No appointment was necessary. During this event, Elesa had its own stand where qualified staff offered information and support to visitors.

The LILT mobile clinic also stopped at the Elesa headquarters in Monza on 10 and 24 October, offering visits and tests to all employees. This initiative was designed to ensure direct access to preventative care, strengthening the Company's commitment to promoting women's health and wellbeing. In November, the company contributed to the "**Nastro Blu**" campaign, which focuses on raising awareness of male cancers. This was followed by the latest campaign to prevent dermatological cancers.

In addition to its long-standing partnership with LILT, Elesa supports organisations involved in scientific research, social and healthcare assistance and humanitarian intervention. This expands its commitment to healthcare and to helping those most in need.

- **FONDAZIONE AIRC PER LA RICERCA SUL CANCRO**: the Company contributes to funding cancer research by supporting scientific projects that aim to advance treatments and promote prevention.
- **VIDAS**: Elesa supports home care for people with terminal illnesses, with the aim of ensuring dignity and support for patients and their families.
- **FONDAZIONE OPERA SAN FRANCESCO PER I POVERI**: support to distribute basic services and meals to people experiencing economic and social hardship.
- **MEDICI SENZA FRONTIERE**: through this collaboration, Elesa participates in medical relief initiatives during times of emergency and humanitarian crisis, thereby contributing to the protection of global public health.

These initiatives demonstrate the Company's commitment to combining industrial growth with a concrete focus on the collective wellbeing of local and international communities.

PROMOTING EDUCATIONAL AND CULTURAL GROWTH AND SUPPORTING YOUTH INNOVATION

Elesa believes that supporting new generations is a strategic investment for the future, and actively promotes educational, cultural and training initiatives. It fosters the growth of young talent through targeted contributions, encouraging the development of skills, creativity and an innovative mindset.

The main organisations that it supports include:

- **FONDAZIONE DELLA COMUNITÀ DI MONZA E BRIANZA**: a philanthropic organisation committed to supporting local development projects, to which Elesa contributes in order to strengthen the socio-cultural fabric of the local community.
- **MUSEO DEL MARCHIO ITALIANO (MUMIT)**: the Company supports the promotion of Italian industrial heritage and design, recognising the importance of historical memory and manufacturing identity in driving economic and cultural growth.
- **BIENNALE DI MONZA**: the eleventh edition of the Biennale, promoted by the municipality of Monza and the Rotary Club Monza, was held at the splendid Belvedere of the Villa Reale from 14 November 2025 to 6 January 2026.
- **FONDAZIONE ORCHESTRA SINFONICA E CORO SINFONICO DI MILANO "GIUSEPPE VERDI"**: through this contribution, Elesa is promoting access to musical culture and supporting the dissemination of high-quality artistic initiatives.









At the same time, Elesa is strengthening the connection between academia and industry, offering students and young engineers concrete growth opportunities. These include:

- **HENSEMBERGER SCHOLARSHIP**: support for deserving students, confirming the Company's commitment to education and the promotion of local talent.
- **DYNAMIS PRC - THE RACING TEAM OF POLITECNICO DI MILANO**: support to the university team as they develop a 100% electric single-seater for the international Formula SAE competition. This project promotes innovation and practical training in engineering. The new car set to take part in the circuit races - one of the world's leading academic competitions - was unveiled on 27 June 2025.
- **POLIMI MOTORCYCLE FACTORY - RACING TEAM OF POLITECNICO DI MILANO**: the collaboration focused on researching and developing advanced solutions for two-wheeled vehicles.
- **UNIVERSITY OF BOLOGNA - MOTOSTUDENT PROJECT**: extended support to the world of university and motorcycle engineering beyond the Lombardy region.

Through these initiatives, Elesa is contributing to the cultural and social development of the area, as well as to the growth of technical and innovative skills. These initiatives are also strengthening the dialogue between businesses, schools and universities.

SUPPORTING EMPLOYMENT INCLUSION - ELESA ACADEMY

Elesa has long maintained an ongoing dialogue with local technical and vocational schools, offering to host curricular and extracurricular internships, as well as Educational Pathways for Transversal Skills and Students Orientation (PCTO) programmes. This collaboration forms part of a broader vision of education and investment in future human capital.

Every year, the Company welcomes dozens of students through the Elesa Academy, offering them direct experience in a production context. Interaction with institutions is developed through participation in training sessions at schools and through visits and activities organised at company facilities. The courses are supervised by specific internal tutors who have been trained for this purpose. Their task is to ensure consistency between educational objectives and activities carried out.

Confindustria recognised the quality of this commitment by awarding the "Alternanza di Qualità" label, which is given to companies that create valuable and structured training experiences in collaboration with secondary schools and professional training centres.

This is accompanied by scholarships for the most deserving students, which is a clear sign of the Company's commitment to training and recognising talent.

Through these initiatives, Elesa is pursuing two objectives: developing the skills of new generations and creating a pool of young professionals who could support the Company's future growth.



06.2

Transparent supply chain: from suppliers to end customers

Elesa aims to play an active role in building an increasingly transparent, responsible and sustainable supply chain, where all participants are involved in a shared journey of value creation.

For this reason, it promotes a collaborative model based on clarity, traceability and compliance with high standards. Furthermore, it is progressively integrating ESG criteria into its processes for selecting, evaluating and monitoring partners. The focus on sustainability throughout the value chain is also reflected in end customers, ensuring transparency and the provision of safe, reliable products and privacy protection.

To constantly monitor its supply chain, Elesa has defined a structured process for evaluating and monitoring suppliers, divided into the following two main phases:

QUALIFICATION OF NEW SUPPLIERS

Each potential supplier is subject to a preliminary assessment relating to quality, the environment and occupational health and safety before starting a collaboration. Furthermore, the Company ensures that all the legal, authorisation and technical requirements necessary for operating in accordance with the required standards are in place.

REGULAR MONITORING OF ACQUIRED SUPPLIERS

Periodic reviews are conducted on partners already included in the supplier base to verify their performance, reliability and consistency with company requirements. The process includes an annual performance evaluation and a review of certifications and authorisations every three years.

INFO BOX

GREEN PROCUREMENT

In line with the Strategic Sustainability Plan, Elesa further structured its approach to green procurement in 2025, establishing an internal procedure dedicated to sustainable purchasing. The initiative led to the definition of the **Supplier Code of Conduct** and the integration of a specific section aimed at regulating ESG criteria and guidelines **applicable throughout the entire supply chain within the** Company's purchasing policy. Elesa's Board of Directors will formally adopt the documents in 2026.

The Code and the new guidelines set out clear principles relating to regulatory compliance, business ethics and integrity, the protection of human rights, occupational health and safety, environmental protection and the responsible management of resources. They also set out clear expectations for business partners, thereby strengthening the transparency and traceability of supply relationships.

The Code of Conduct and sustainable purchasing criteria will be progressively shared with strategic suppliers, with the aim of encouraging gradual alignment with the required standards and promoting continuous improvement throughout the supply chain.

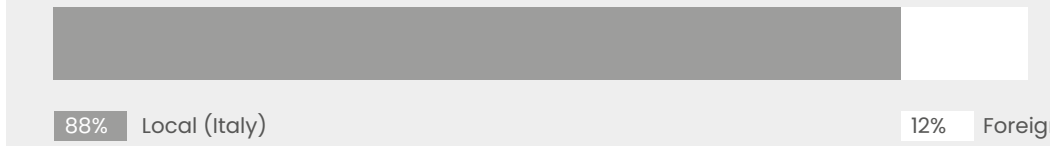
Through this evolution, Elesa aims to establish a supply chain model that aligns with its ESG values. This will encourage the adoption of responsible practices and contribute to building a more robust and resilient value chain that is focused on sustainability in the medium to long term.

The Company's main costs are divided into the following three macro-categories:

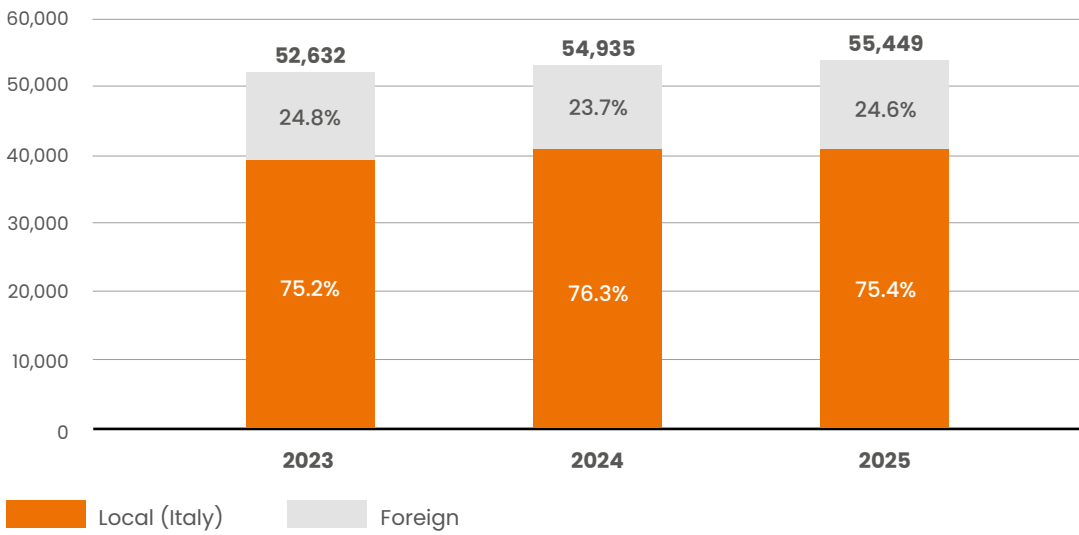
1. **Coded goods:**
   raw materials, components and finished goods intended for the development of the final product;
2. **Services;**
3. **Non-coded goods:**
   production and logistics machinery and equipment, furnishings, IT equipment, maintenance and consumables.

With respect to the supply chain, the overall spending on suppliers may be broken down as follows: 59% on coded goods (raw materials, components and finished goods); 28% on services; and 12% on non-coded goods. 76% of costs is incurred with suppliers based in Italy, 23% with European companies and the remaining 1% with non-EU suppliers.

GEOGRAPHICAL DISTRIBUTION OF SUPPLIERS IN 2025



SUPPLIER SPENDING €'000



Product quality and safety are **cross-cutting concerns throughout the entire value chain**, from design to delivery to customers. During the development phase, digital simulations are used to verify compliance with performance requirements, ensuring that safety margins are higher than those requested by customers. Raw materials and subcomponents are subject to periodic incoming checks to verify specifications and requirements. The industrialisation of the product is divided into three project reviews, which are conducted jointly by the Technical, Quality and Production Departments. Statistical quality controls are used to monitor production, and logistics ensure the integrity of the products is preserved during delivery to customers.

Customer reports are handled according to a structured process. Each complaint or request for clarification received directly or via the distribution network is analysed during regular joint meetings and responded to formally. The Quality function monitors any corrective actions until they are definitively completed and their long-term effectiveness is verified.

The following initiatives are underway to further strengthen this safeguard:

- **increased** level **of detail** in simulations of plastic items;
- **introduction of artificial vision systems with** machine learning to automatically detect production defects;
- **introduction of the Process Engineer role to** reduce defects during the production phase;
- **strengthening the Quality team** to improve customer engagement and coordinate improvements across the supply chain;
- **strengthening supplier oversight to limit** defective incoming supplies.

The priority objective for 2025 is to reduce the number of customer complaints, in line with the Company's ongoing commitment to improving the perceived quality of its products and services throughout the entire value chain. The effectiveness of the adopted quality management system is confirmed by the fact that, during the three-year period from 2023 to 2025, no cases of non-compliance with regulations and/or self-regulatory codes impacted the health and safety of the products sold. Nor did they result in fines, penalties or warnings from the relevant authorities.

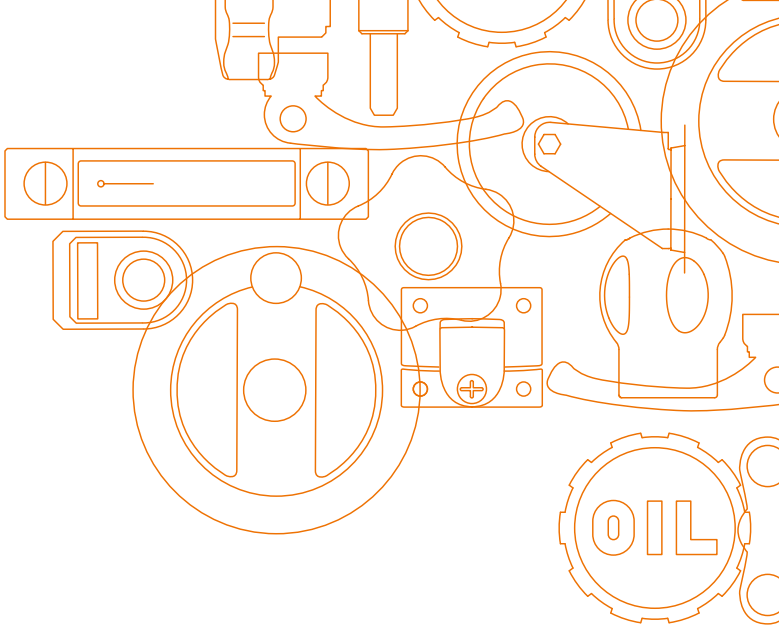
INFO BOX

PRIVACY PROTECTION

Information protection is a key part of Elesa's commitment to providing reliable and high-quality service to its customers. In order to strengthen this protection, the Company obtained ISO 27001 certification in 2024, thereby consolidating a structured information security management system.

The protection of personal data is governed by a **GDPR-compliant** policy which defines the roles, responsibilities and operating procedures of all parties processing data on behalf of the Company, including employees, collaborators, consultants, suppliers and temporary staff. The goal is to ensure the legal and transparent processing of information that respects the rights of data subjects.

As the data controller, Elesa adopts appropriate organisational and technical measures to **guarantee the confidentiality and integrity of data**. The implemented system enables the tracking of received requests, ensuring compliance with the timeframes and methods established by current legislation for exercising the rights set forth in articles 15 et seq. of the GDPR.



07.

GRI Content Index

Statement of use

Elesa S.p.A. disclosed the information provided in this GRI content index for the year from 01.01.2025 to 31.12.2025, with reference to the 2021 GRI Standards.

GRI	INDICATOR	PARAGRAPH
GRI 2 - GENERAL DISCLOSURES		
2-1	Organizational details	General basis for preparation
2-2	Entities included in the organization's sustainability reporting	General basis for preparation
2-3	Reporting period, frequency and contact point	General basis for preparation
2-4	Restatements of information	General basis for preparation 5.1 Energy and efficiency 5.2 GHG emissions
2-5	External assurance [1]	
2-6	Activities, value chain and other business relationships	1. Elesa's identity between design and innovation
2-7	Employees	4.1 Human capital, equity and inclusion
2-8	Workers who are not employees	4.1 Human capital, equity and inclusion
2-9	Governance structure and composition	3.1 Corporate governance
2-12	Role of the highest governance body in overseeing the management of impacts	3.1 Corporate governance
2-13	Delegation of responsibility for managing impacts	3.1 Corporate governance
2-14	Role of the highest governance body in sustainability reporting	3.1 Corporate governance
2-15	Conflicts of interest	3.1 Corporate governance
2-16	Communication of critical concerns	3.1 Corporate governance
2-17	Collective knowledge of the highest governance body	3.1 Corporate governance
2-22	Statement on sustainable development strategy	Letter to the Stakeholders
2-25	Processes to remediate negative impacts	2.2 The Strategic Sustainability Plan 3.2 231 Model, Code of Ethics and Whistleblowing system
2-26	Mechanisms for seeking advice and raising concerns	3.2 231 Model, Code of Ethics and Whistleblowing system
2-27	Compliance with laws and regulations	3.3 Awards and certificates
2-28	Membership associations	1.2 Mission, vision and values
2-29	Approach to stakeholder engagement	2.1 Materiality assessment and stakeholder engagement
2-30	Collective bargaining agreements	4.1 Human capital, equity and inclusion

1. This document has not been subject to external assurance.

GRI	INDICATOR	PARAGRAPH
GRI 3 - MATERIAL TOPICS		
3-1	Process to determine material topics	2.1 Materiality assessment and stakeholder engagement
3-2	List of material topics	2.1 Materiality assessment and stakeholder engagement
3-3	Management of material topics	2.1 Materiality assessment and stakeholder engagement
	BUSINESS ETHICS AND INTEGRITY	
3-3	Management of material topics	3. Governance, corporate ethics and value generated
GRI 201 - ECONOMIC PERFORMANCE (2016)		
201-1	Direct economic value generated and distributed	3. Governance, corporate ethics and value generated
GRI 205 - ANTICORRUPTION (2016)		
205-2	Communication and training about anti-corruption policies and procedures	3.1 Corporate governance
205-3	Confirmed incidents of corruption and actions taken [2]	
GRI 206 - ANTI-COMPETITIVE BEHAVIOR (2016)		
206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices [3]	
	RESPONSIBLE BUSINESS PRACTICES	
3-3	Management of material topics	6.2 A transparent supply chain: from suppliers to end customers
GRI 204 - PROCUREMENT PRACTICES (2016)		
204-1	Proportion of spending on local suppliers	6.2 A transparent supply chain: from suppliers to end customers
	RAW MATERIALS AND CIRCULAR ECONOMY	
3-3	Management of material topics	5.3 Raw materials and waste
GRI 301 - MATERIALS (2016)		
301-1	Materials used by weight or volume	5.3 Raw materials and waste
301-2	Recycled input materials used	5.3 Raw materials and waste
	ENERGY MANAGEMENT	
3-3	Management of material topics	5.1 Energy and efficiency

2. There were no confirmed incidents of corruption during the reporting period.
3. There were no legal actions for anti-competitive behaviour, antitrust and monopolistic practices.

GRI	INDICATOR	PARAGRAPH
GRI 103 - ENERGY (2025)		
103-2	Energy consumption and self-generation within the organization	5.1 Energy and efficiency
103-4	Energy intensity	5.1 Energy and efficiency
	EMISSIONS AND CLIMATE CHANGE	
3-3	Management of material topics	5.2 GHG emissions
GRI 305 - EMISSIONS (2016)		
305-1	Direct (Scope 1) GHG emissions	5.2 GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions	5.2 GHG emissions
305-4	GHG emissions intensity	5.2 GHG emissions
	WASTE MANAGEMENT	
3-3	Management of material topics	5.3 Raw materials and waste
GRI 306 - WASTE (2020)		
306-1	Waste generation and significant waste-related impacts	5.3 Raw materials and waste
306-2	Management of significant waste-related impacts	5.3 Raw materials and waste
306-3	Waste generated	5.3 Raw materials and waste
306-4	Waste diverted from disposal	5.3 Raw materials and waste
306-5	Waste directed to disposal	5.3 Raw materials and waste
	MANAGEMENT AND PROTECTION OF WORKERS	
3-3	Management of material topics	4. Talent retention, well-being and professional growth
GRI 401 - EMPLOYMENT (2016)		
401-1	New employee hires and employee turnover	4.2 Employee turnover and parental leave
401-3	Parental leave	4.2 Employee turnover and parental leave
	HEALTH AND SAFETY	
3-3	Management of material topics	4.3 Workers' safety and well-being
GRI 403 - OCCUPATIONAL HEALTH AND SAFETY (2018)		
403-1	Occupational health and safety management system	4.3 Workers' safety and well-being
403-2	Hazard identification, risk assessment, and incident investigation	4.3 Workers' safety and well-being
403-3	Occupational health services	4.3 Workers' safety and well-being
403-4	Worker participation, consultation, and communication on occupational health and safety	4.3 Workers' safety and well-being
403-5	Worker training on occupational health and safety	4.3 Workers' safety and well-being
403-6	Promotion of worker health	4.3 Workers' safety and well-being
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	4.3 Workers' safety and well-being
403-8	Workers covered by an occupational health and safety management system	4.3 Workers' safety and well-being
403-9	Work-related injuries	4.3 Workers' safety and well-being

GRI	INDICATOR	PARAGRAPH
GRI 416 - CUSTOMER HEALTH AND SAFETY (2016)		
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services [4]	
	TRAINING AND SKILLS DEVELOPMENT	
3-3	Management of material topics	4.4 Continuous training and skills development
GRI 404 - TRAINING AND EDUCATION (2016)		
404-1	Average hours of training per year per employee	4.4 Continuous training and skills development
	DIVERSITY AND INCLUSION	
3-3	Management of material topics	4.1 Human capital, equity and inclusion
GRI 405 - DIVERSITY AND EQUAL OPPORTUNITY (2016)		
405-1	Diversity of governance bodies and employees	4.1 Human capital, equity and inclusion
	DATA SECURITY AND PRIVACY	
3-3	Management of material topics	6.2 A transparent supply chain: from suppliers to end customers
	HUMAN RIGHTS	
3-3	Management of material topics	3.2 231 Model, Code of Ethics and Whistleblowing system 6.2 A transparent supply chain: from suppliers to end customers

4. During the reporting period, there were no incidents of non-compliance with regulations and/or self-regulatory codes that affected the health and safety of products sold. There were also no fines, penalties or warnings issued by the competent authorities.

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STANDARD PARTS

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