FREZZA

Sustainability Report **2025**

DESIGN FOR EVOLUTION

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Letter to our stakeholders

Dear readers,

we are pleased to share with you Frezza's fourth Sustainability Report, a document that marks a further step forward in an evolving journey that continues to grow in scope and awareness over time.

"Design for Evolution" remains the common thread of this journey.

An expression that, over time, has taken on increasingly deeper meaning: our ambition is to design change in all its dimensions.

In the early years, we chose to begin with design.

We focused on the very origin of our products, incorporating eco-design principles and developing solutions that respond more consciously to the needs of both people and the environment.

In 2025, we felt the need to broaden our vision, complementing our work on design with an increasingly concrete and structured commitment to processes, organization and the relationships that define our industrial system.

We have invested in the innovation of our production processes, leveraging Industry 4.0 and 5.0 technologies to enhance efficiency, control and our ability to measure our impacts.

We have also embarked on a gradual path toward the internalization of certain strategic production phases, with the aim of strengthening direct oversight of our operations, improving quality and reducing logistics-related emissions.

We have reimagined our workspaces, recognizing that people's well-being is an essential condition for the company's growth and evolution.

At the same time, we have strengthened dialogue and collaboration with our stakeholders, both upstream and downstream in the value chain, with the firm belief that sustainability is a shared responsibility to be built together.

Our commitment is directed toward an increasingly integrated approach, in which design, production, organization and relationships are all part of a single, cohesive system.

We extend our heartfelt thank you to all the people, employees, collaborators, customers and partners who share this vision and commitment with us, enabling us to evolve together towards an increasingly sustainable model.

With gratitude and determination

Cristian Faggiani
General Manager for Frezza Srl

1. Frezza's widespread sustainability

For Frezza, evolving means progressively broadening its perspective, continuously renewing its commitments and ambitions and embracing the challenge of sustainable development with increasing consistency, recognising its deeply systemic nature.

For many years, Frezza has pursued its sustainability journey, choosing to begin with the design of its products.

This is a logical starting point, as the design phase is where a product's technical and environmental characteristics - and its performance across the entire life cycle - are defined. As the European Commission highlights, more than 80% of a product's impacts are determined at this stage.

Frezza's approach to Eco-design has guided choices, materials and solutions for several years, steering development toward products that are more durable, repairable and recyclable. A commitment that has been further consolidated and strengthened in 2025.

However, evolving also means going beyond.

In 2025, Frezza broadened its approach by considering its industrial system as a whole, assessing the continuous interaction between design, production, organization and engagement across the upstream and downstream value chain.

It is within this integrated vision that Frezza's concept of widespread sustainability takes shape.

Improving efficiency and enhancing human capital
The first strategic direction concerns the production core.
Throughout 2025, Frezza has strengthened its industrial innovation journey through smart factory investments aimed at integrating advanced digital technologies.
The aim is twofold: on one hand, to improve both production and energy efficiency; on the other, to enhance the human factor through collaboration between people and machines in tasks that require creativity, complex decision-making and emotional intelligence.

Reducing distances to mitigate impacts
The second strategic direction involves the gradual internalization of certain stages of production, with the aim of strengthening quality control while simultaneously reducing emissions from production and transport.
In a complex global context, this choice contributes to making the production model more resilient, efficient and sustainable.

Designing for people's wellbeing
The third strategic direction focuses on reorganizing workspaces to foster collaboration, comfort and safety.
In 2025, the company launched a project to reorganize its ground-floor spaces, while continuing to implement a range of improvement initiatives, including the introduction of height-adjustable desks in the new technical and purchasing offices.
Planned measures for 2026 include the installation of sound-absorbing panels to enhance comfort and privacy, as well as the opening of a company canteen.

Sharing to grow together
Widespread sustainability is expressed above all through relationships with stakeholders.
Throughout 2025, Frezza strengthened dialogue and synergies both upstream and downstream of the value chain, engaging suppliers, partners, clients and designers in a shared journey.
The company initiated a new, prestigious collaboration with designer Monica Armani.
It reinforced its commercial relationships with a network of qualified international partners and distributors who contribute to the brand's value proposition for end consumers.
It collaborated with the Politecnico di Milano on the theme of ECOliving.
Frezza also entered into an agreement with the Municipality of Vidor for the expansion of its facilities and the construction of a covered parking area for employees, generating positive economic returns for the local economy.
In addition, it launched a social project with REDO Upcycling focused on recycling textile offcuts.

A system in continuous evolution
What emerges is an increasingly integrated model: one where design sets the direction, processes ensure delivery, people make it possible and relationships amplify impact.
"Design for Evolution" continues to capture the essence of this journey. While in the past the focus was on the leaves, today the company is also shaping the branches and the trunk, while remaining firmly grounded in the same roots. Roots defined by quality, responsibility, care and vision. Because evolving means growing and expanding, while never losing sight of one's direction.

2. *The company*

2.1. History

2.2. Mission, vision and strategic positioning

2.3. Quality, environment and safety policies

2.4. Sustainability and certifications

2.5. Frezza's intangible values

2.6. Sharing through communication

2.1. History

Frezza was founded in 1954 in Vidor, near Treviso, as a business rooted in the local area and in Italy's manufacturing tradition, gradually developing a growth path based on quality, innovation and a strong focus on design.

From its earliest stages, Frezza's production vocation has been oriented toward furnishing solutions for workspaces, anticipating the evolution of professional environments. Starting in the 1970s, Frezza office furniture began to gain increasingly significant market share, standing out for its balance between design originality and accessibility, meeting the needs of a broad and diverse audience.

A key milestone in the company's growth came in 1992, when Frezza, by then well-established internationally, was acquired by the Doimo family. This marked the beginning of a new phase of development, characterized by a targeted investment strategy aimed at strengthening the company's core assets, with particular emphasis on technological innovation and ergonomic research.

During the same period, the acquisition of Emmegi, a company specializing in office seating, was also completed. Emmegi became part of Frezza's system, helping to expand and integrate its offering. The synergy between the two companies made it possible to develop an increasingly comprehensive and coherent approach to workspace design.

Today, Frezza is part of the WE.DO Group, the holding company established by the heirs of Ettore Doimo, with whom it shares a strategic vision focused on growth and development, both in the domestic market and internationally. This journey is built on the enhancement of expertise, collaboration among the group's different entities and a forward-looking perspective of continuous evolution.

2.2. *Mission, vision and strategic positioning*

Over the years, the company has successfully evolved its business model, integrating new expertise in design and technology with vision and practicality. This journey, shaped through close collaborations with clients, designers and partners, has enabled Frezza to establish itself as a leading interpreter of contemporary spaces, capable of combining aesthetics, functionality and quality.

It is within this context that the concept of **Design for Evolution** takes shape: a way of approaching design as an open, dynamic process, able to adapt, improve and generate new possibilities over time. This perspective acknowledges that every product, space and solution is part of a broader system in constant transformation.

Frezza's **mission** is aligned with this vision: to design and create furnishing solutions that enhance the quality of both spaces and people's experiences, while interpreting and supporting the ongoing changes in the workplace and in society with care, responsibility and expertise.

The company's **vision** looks beyond the present, towards a development model in which design, innovation and sustainability increasingly converge. A model capable of generating lasting value, reducing environmental impacts, unlocking human potential and contributing to the creation of more mindful, efficient and inclusive environments.

Within this framework, the sustainability journey represents a natural extension of the company's identity: not a separate domain, but a core element that guides both strategic and operational decisions. The ability to evolve, while remaining coherence to its values, forms the foundation upon which Frezza builds its positioning and future growth.

2.3. *Quality, environment and safety policies*

Frezza's quality, environmental and health & safety policies are embedded within a single integrated management system, certified to UNI EN ISO 9001, ISO 14001 and ISO 45001 standards and supported by clearly defined procedures, controls and responsibilities.

Quality

The company's quality policy is aimed at ensuring high standards in both products and services through:

- *The promotion of a quality culture across all organisational levels, with a strong focus on stakeholder satisfaction (customers, shareholders, employees and suppliers);*
- *The continuous improvement of products and services;*
- *Ongoing investments in research and development;*
- *Enhancing the effectiveness and efficiency of its organisational processes;*
- *A strong focus on customer needs and perceived quality.*

This approach ensures alignment between design, production and the final outcome, strengthening the company's competitiveness and reputation.

Environment

Frezza's environmental policy is founded on minimising the impact of its operations and promoting the responsible use of natural resources. In particular, the company is committed to:

- *Protecting the environment in which it operates throughout its production activities and service delivery;*
- *Continuously improving environmental performance to prevent and reduce pollution, with particular attention to the protection of water, air and soil;*
- *Fully complying with all applicable environmental regulations;*
- *Promoting an internal culture of sustainability, focused on waste reduction and responsible waste management;*
- *Continuously improving its environmental management system to enhance performance;*
- *Meeting the needs and expectations of stakeholders while maintaining transparent and ongoing communication;*
- *Identifying and monitoring internal and external factors relevant to the environmental management system, including local and regional conditions;*
- *Ensuring alignment with other organisational policies;*
- *Assessing actual and potential environmental impacts, including those arising from external conditions or events.*

This approach is aligned with sustainability principles, evolving regulatory frameworks, and the company's commitment to eco-design and industrial innovation.

Health and safety at work

Frezza regards the protection of workers' health and safety as a top priority and a fundamental aspect of its social responsibility. The company's policy in this area is based on:

- *Ensuring full compliance with applicable legislation and voluntarily adopted standards relating to occupational health and safety;*
- *Preventing work-related injuries and occupational illnesses through proactive risk management;*
- *Continuously improving company performance in health and safety;*
- *Minimising the risk of penalties and legal action by ensuring strict adherence to regulatory requirements.*

The overarching objective is to provide safe, suitable, and well-managed working environments, while fostering a strong culture of prevention and awareness at every level of the organisation.

2.4. Sustainability and certifications

Frezza distinguishes itself through an organisational model designed to ensure full compliance with ethical principles and legal requirements, while actively preventing all forms of corruption. This model is supported by a management system focused on the continuous improvement of quality, environmental protection and health and safety performance.

Awareness of the environmental impact of its business activities plays a central role in Frezza's design approach, driving the company to adopt increasingly sustainable practices and to select suppliers who share the same values.
This commitment is demonstrated by the numerous product certifications awarded by internationally recognised bodies, attesting to the traceability of materials and compliance with the most stringent safety and quality standards.

ORGANISATION CERTIFICATIONS

ISO 9001:2015 Certification
Quality Management System compliance certified by IMQ (first issue 20.09.2000, validity date 19.09.2024, expiry date 19.09.2027)

ISO 14001:2015 Certification
Environmental Management System compliance certified by IMQ (first issue 14.06.2002, validity date 20.06.2023, expiry date 13.06.2026)

ISO 45001:2018/ UNI EN ISO 45001:2023 Certification
Occupational Health and Safety Management System compliance certified by IMQ (first issue 11.12.2009, validity date 22.11.2024, expiry date 10.12.2027)

Organisational, Management and Control Model 231
(pursuant to Legislative Decree No. 231/01)

Legality Rating

In 2025, Frezza renewed its legality rating in accordance with Article 2, paragraph 1 of the regulation adopted by the Italian Competition Authority, achieving a score of ★★++

PRODUCT CERTIFICATIONS AND CONFORMITY

Membership Certificate in the Ecological Panel Consortium®
Certification for panels made from 100% post-consumer wood
(certificate renewed for 2026)

CQA Formaldehyde Product Certification n. 36.
Urea-based, moisture-resistant, fire-retardant, EPF-S raw particleboards comply with the CATAS QUALITY AWARD FORMALDEHYDE requirements regarding low formaldehyde emission characteristics (first issue 01.05.2001, current issue 01.01.2024, expiry date 31.12.2027)

ICILA chain of custody management certificate in compliance with FSC-STD-40-004 v3.1 standards
Purchase of melamine-faced chipboard panels, MDF panels, furniture components FSC 100%, FSC Mix and FSC Recycled, FSC 100% plugs, FSC 100% and FSC Mixed veneers. Production of FSC 100% Mixed office furniture (first issue 02.07.2020, validity date 02.07.2025, expiry date 01.07.2030)

Leed® Compliance
Green Compliant Product Certification - Green Top contributing to credits MRC3, MRC5, EQC2, EQC4 (IT02-23112705) for the following products: BE.1 (CMR project), K82 (partition walls), POP AD (office furniture), POP ACE (office furniture), POP EASY (office furniture), POP SQUARE (office furniture), POP TEE (office furniture), POP PANEL (office furniture), FIOR DI LOTO (hospitality seating)

US EPA TSCA and CARB P2
The wood-based panels used by the company are manufactured in compliance with the "US EPA TSCA Title VI" and "CARB P2" requirements, which are international regulations that regulate formaldehyde emissions in wood-based materials intended for indoor environments.

2.5. *Frezza's Intangible Values*

Intangible values represent the set of non-material resources that enable the company to generate value over time. They are divided into three main macro-categories:

- ***Human Capital:*** *knowledge, skills, corporate culture, sense of belonging, ethics, behaviours;*
- ***Organisational Capital:*** *organisational model, management systems, processes, procedures and instructions, certifications, communication channels;*
- ***Relational Capital:*** *established partnerships, resilient supply chain, shared strategy, customer loyalty, end-user satisfaction, brand and reputation.*

In Frezza's development journey, intangible assets represent a fundamental pillar in the execution of its sustainability strategy and in the creation of long-term value.

Skills, organisational models, management systems and relationships across the value chain are, in fact, the key enablers that translate strategic direction into concrete actions and measurable outcomes.

In 2025, the company's main development drivers played a crucial role in activating and strengthening these dimensions in a targeted way:

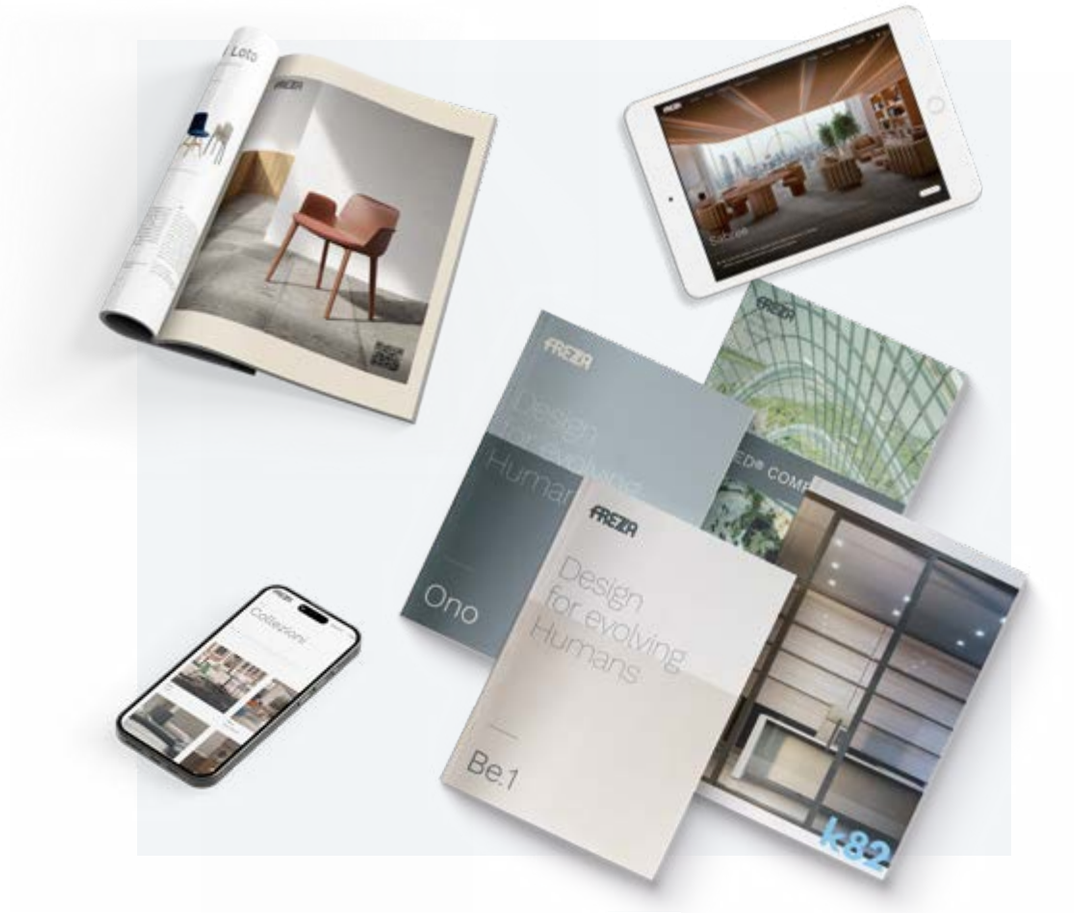
- ***Production process innovation (Industry 4.0 e 5.0)***
  Strengthening organisational capital, with enhanced capacity to monitor performance, optimise processes and manage consumption and emissions;
- ***Internalisation of strategic production phases***
  Consolidation of organisational capital and operational control, with greater traceability, improved quality and increased ability to address environmental impacts;
- ***Workplace reorganisation***
  Development of human capital through improved working conditions, wellbeing and employee engagement;
- ***Strengthening synergies along the value chain***
  Development of relational capital, supported by growing engagement with international stakeholders and the sharing of sustainable objectives and practices.

Actions, intangibles and ESG impacts

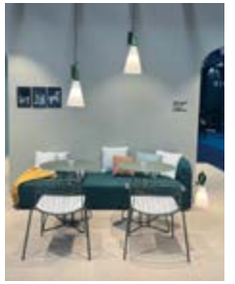
2025 actions	Activated intangible values	Generated ESG impact
Industry 4.0 and 5.0 investments	Organisational capital	Improved operational efficiency, reduction in consumption and emissions (E), enhanced monitoring and control capabilities (G)
Production internalisation	Organisational capital and operational control	Reduced transport emissions (E), greater process quality and traceability (G)
Workplace reorganisation	Human capital	Improved worker wellbeing and safety, greater engagement (S)
Strengthening of supply chain synergies	Relational capital	Dissemination of sustainable practices along the value chain, communication and sharing of values and strategies (E, S, G)

2.6. *Sharing through communication*

For Frezza, communication is a powerful tool for sharing corporate values and strategies with stakeholders, fostering influence and mutual exchange for the sustainable development of the entire value chain.

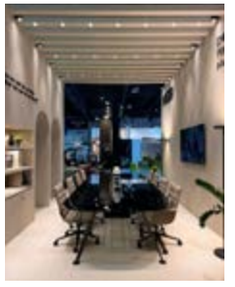


IN 2025, FREZZA PARTICIPATED IN THREE OF THE MOST PRESTIGIOUS INTERNATIONAL TRADE FAIRS:



Workspace Paris (25-27 March 2025)
Within a 70 sqm stand, Frezza interpreted the contemporary evolution of the workplace through the concept of “hybrid spaces,” creating a fluid and welcoming environment capable of adapting to different uses throughout the day. The stand was organized into three distinct yet seamlessly connected areas: Work Café, where work alternates naturally with breaks; Lounge Area, a space designed to slow down, encourage concentration or host informal meetings; Outdoor Area, which brings work into an open and informal setting.

Frezza Vibes during Milan Design Week (10th April 2025)
On the occasion of Milan Design Week 2025, Frezza hosted Frezza Vibes, an evening event created to celebrate design, innovation and the relationships built over time with partners, retailers and architects. The event took place at The Mall, one of Milan’s most iconic and frequented venues. At the heart of the evening was the presentation of new Frezza collections, developed with a sustainability-oriented approach based on principles such as removable covers, recyclability and the use of recycled materials. The setup was curated by architect Genny Canton.



Index Workspace Dubai (27th – 29th May 2025)
Frezza took part in one of the most important international events dedicated to design and the evolution of workplaces, presenting an exhibition concept focused on the executive office, interpreted not only as an operational space, but also as a strategic environment for management, representation and relationships.

FREZZA ALSO STRENGTHENED RELATIONSHIPS WITH AGENTS AND PARTNERS THROUGH FOUR KEY EVENTS:

Italian Agents Meeting (16th May 2025)
A key event dedicated to the company's national sales network, organized for the launch of the new furniture collection price list. This event provided an important opportunity for both training and strategic alignment. Agents and company representatives engaged in open dialogue, exchanging views on vision, objectives and future prospects, reinforcing team spirit and alignment with brand values. Particular interest was generated by the presentation of the new production facilities, highlighting Frezza's ongoing commitment to innovation, efficiency and quality.

3daysofdesign Copenhagen (18th – 20th June 2025)
In Copenhagen, Frezza presented the Radar collection, designed by Claesson Koivisto Rune, at the showroom of its partner Momentum Mobles. During the event, titled Design Talk, the designers themselves shared insights into the creative process behind the collection. Interior designers and industry professionals had the opportunity to appreciate the sustainability values of Radar, expressed through a carefully managed and responsible industrialization process.

Open House Bruxelles (22nd September- 2nd October 2025)
Michelle Giot's villa - owner of Frezza's commercial agency in Belgium and a key figure in the brand's development in the local market - was transformed into an exclusive open house fully furnished with Frezza collections. This immersive experience offered a valuable opportunity for exchange and training. During the meetings, new collections were presented, emerging trends were explored and the evolving needs of the Belgian market were discussed. It was a strategic moment to strengthen relationships, share visions and reinforce Frezza's international presence.

Foreign agents meeting (5th December 2025)
Held at Frezza's headquarters, this meeting brought together the international sales network to align strategies, objectives and commercial approaches, strengthening the brand's presence across global markets. It also provided an important networking opportunity: an informal yet meaningful moment to build connections, share experiences and reinforce the strong team spirit that defines the Frezza community.

IN 2025, FREZZA ALSO RECEIVED THREE PRESTIGIOUS INTERNATIONAL DESIGN AWARDS, REINFORCING ITS COMMITMENT TO QUALITY, SUSTAINABILITY AND ETHICAL BUSINESS PRACTICES:

iF Design Award
One of the most renowned international design awards, established in 1954 and awarded annually by iF International Forum Design GmbH. It honours projects that stand out for quality, innovation, and functionality, representing a globally recognized mark of excellence. Frezza received this award for the Yo Metal chair and the Mux70 collection.

Good Design Award
Among the oldest and most prestigious international design awards, founded in 1950 and promoted by the Chicago Athenaeum. It recognizes projects distinguished by innovation, formal quality and functionality and represents a significant benchmark in the contemporary global design landscape. Frezza received this award for the Mux70 collection.

Ethical Award - Plana Association
An award recognizing companies that demonstrate responsible and sustainable behaviours, integrating ethical principles into their business practices and promoting attention to the environment, people and quality of relationships.
In this context, Frezza received a special mention for the Yo collection, as a testament to its commitment to combining design, innovation and responsibility.

Interviews

Widespread sustainability means sharing not only visions and values with stakeholders, but also concrete commitments and clear, measurable objectives. This approach begins first and foremost with internal stakeholders – employees - and extends to external ones, including designers, customers, suppliers and partners. In 2025, Frezza strengthened a network of valuable collaborations to pursue a systematic approach to sustainable development, as illustrated in the interviews that follow.

Monica Armani

Designer and architect

DESIGNING FOR THE “TIMELESS”

Meeting Monica Armani means immersing yourself in an aesthetic where architectural rigour is in constant dialogue with emotional softness. In her most recent collaboration with Frezza, the designer transforms the workplace into a fluid ecosystem, capable of embracing the needs of the contemporary office without ever abandoning a warm, domestic spirit. Through the skilful use of wood, fabric and advanced technologies, Monica Armani presents for Frezza a vision of the workplace that inhabits space with quiet discretion, inviting us to rediscover a deeper, more human rhythm.

Both Lash and Sabree are described as collections that move seamlessly across the boundaries between home, office and hospitality. From a sustainability perspective, how important is it to design objects that don’t follow fleeting trends, but instead aspire to a “discreet” and timeless presence, in order to reduce the impact of disposable consumption?

I firmly believe that sustainability isn’t an added layer to a project, but its very essence. Lash and Sabree embody this vision: when an object can move across different contexts without losing its meaning, it naturally reduces the need for replacement. Sustainability also lies in this: creating quiet presences that endure over time without becoming tiresome.
Designing for the “timeless” means moving beyond the logic of the ephemeral; it’s an ethical choice before an aesthetic one. With Frezza, we have translated technological complexity into clean, essential forms. Lash and Sabree aren’t merely pieces of furniture, but versatile elements that engage with any environment, transitioning effortlessly from the rigour of the office to the warmth of the home. When a product evolves alongside the space it inhabits, it becomes a lasting value, no longer something to be replaced, but a presence that endures, continually finding new expressions.

In Lash, the structure combines solid, carefully crafted wood with upholstered seating. How do you choose materials for Frezza so that their "warmth" goes beyond aesthetics, also respecting environmental cycles and allowing for easy recycling or disposal at the end of the product's life?

To me, material is never simply a component, but the very essence of form.
In Lash, solid wood is chosen not only for its aesthetic qualities, but also for what it represents in terms of traceability and durability.
Together with Frezza, we adopted a rigorous approach, selecting materials that can be easily separated and identified at the end of their life. The construction is designed to be simple and clear: wood and textiles are combined without being permanently bonded, making disposal and recycling easier and more responsible.
In this way, "material warmth" becomes more than just something you feel - it also reflects where a material comes from and what happens to it later. Sustainable design also means this: creating objects that last over time, but can also be easily taken apart when their life comes to an end.

For the Sabree collection, you refer to the use of advanced technologies to create forms that evoke balance and lightness. How does Frezza's technical innovation allow you to optimise the use of raw materials, reducing production waste without sacrificing the sinuous lines inspired by desert winds?

Frezza's innovation made it possible to translate the poetic imagery of the Sabree dunes into a conscious industrial process.
Working with Frezza means having access to cutting-edge technologies thanks to its advanced production and supply chain system. Throughout the process, we worked in constant dialogue, seeking the best balance between design and sustainability and progressively adopting technical solutions aligned with this goal.
The sculptural forms of the collection, inspired by the movement of sand, were achieved using technologies that ensure both aesthetic quality and sustainability.
For upholstered elements, we used layered systems designed for separation at the end of their lifecycle. For table bases, we chose rotational moulding, which offers an optimal balance between energy consumption and material efficiency.
For wooden tops, we used a vacuum membrane pressing technique that applies a thin veneer of real wood, delivering rich texture while minimising the use of valuable raw material.

You describe Lash as an "invitation to breathe" and to rediscover a "more human rhythm." Do you think the sustainability of a piece of furniture also lies in its ability to support posture and provide physical and mental well-being over time?

Absolutely. For me, sustainability is a holistic concept: it concerns not only environmental impact, but also people's quality of life.
When I describe Lash as an "invitation to breathe," I am referring to its ability to release tension. The backrest is a continuous, enveloping element that supports the body naturally, offering precise yet flexible postural comfort.
The upholstered components enhance this sensation, creating a sense of welcome that encourages slowing down. In an increasingly fast-paced work environment, introducing furniture that restores a more human dimension is essential. An object that supports the body and improves physical and mental well-being over time is, in every sense, a sustainable design.

Your collaboration with Frezza has led to collections such as Lash and Sabree. If you had to summarise the essence of this relationship in a single image or feeling, what would be the "common thread" connecting your design vision with Frezza's industrial expertise?

If I had to describe this collaboration through an image, I would speak of a balance between precision and emotion. The common thread is a deep harmony: a pursuit of elegance that is never self-serving, but always rooted in a genuine sense of welcome.
In Frezza, I have found a rare ability: the capacity to transform detail, which is always essential to me, into industrial products of the highest quality. The result, evident in collections such as Sabree and Lash, is a refined synthesis of architectural rigour and comfort.
When these elements come together with such precision, design moves beyond being a mere object and becomes an experience. It shows that when design vision and industrial expertise align, the result is a complete and enduring expression.

Emanuele Mazzon
Supply Chain Manager - Furniture and Partition Walls
Frezza

AN INTERCONNECTED, MEASURABLE AND RESPONSIBLE SUPPLY CHAIN

How has the implementation of IoT technologies changed Frezza's ability to monitor environmental impact along the supply chain in real time?

Before the introduction of IoT technologies, environmental impact assessments were primarily carried out retrospectively, based on invoices and average consumption parameters (for example: "we used X square metres of panel, so the estimated impact is Y"). This approach offered a static and delayed snapshot of production realities.
Today, IoT enables a shift from an estimative to a measurable and dynamic approach: data is collected in real time across the entire production chain, making it possible to identify inefficiencies as they occur and to take prompt corrective action. In addition, bringing certain production stages in-house has reduced the need for transfers between different sites, directly lowering logistics-related emissions. This approach makes the overall system more controllable, responsive, and sustainable.

Has the adoption of the new business plan led to the introduction of new sustainability KPIs for supplier assessment?

The new business plan is driving a fundamental shift in how suppliers are evaluated. Instead of focusing almost exclusively on economic and financial reliability, the company is adopting a more balanced approach that also integrates transparency and environmental performance as core criteria.
Suppliers are no longer seen as external entities, but as integral parts of a highly efficient production network. Their sustainability performance directly contributes and enhances the overall value of the finished product.
This reflects a systemic approach: the ethical and environmental quality of Frezza's products is the result of an interconnected, measurable and responsible supply chain.

Can new machinery and process optimisation reduce lead time and, consequently, the carbon footprint associated with logistics and storage?

The introduction of new equipment and the optimisation of production processes have already delivered significant productivity gains in several departments, in some cases even doubling output.
Shorter lead times bring not only economic advantages but also clear environmental benefits: the less time a product remains within the production system, the lower the associated energy consumption.
Faster production helps concentrate energy use and reduces waste linked to managing spaces and supporting activities such as lighting, internal handling and storage. In this way, improved operational efficiency directly translates into greater environmental sustainability.

Do new technologies make it easier to track the life cycle of chairs and furniture components? Does this facilitate material recovery at the end of their life?

New technologies enable a much higher level of traceability throughout the entire product lifecycle, representing a key step towards tangible circular economy models.
A traceable product is no longer destined to become waste at the end of its life, but instead becomes a potential resource. Knowing the exact composition of each component makes it possible to provide precise instructions for recovery, reuse or recycling.
Technology therefore not only improves production efficiency, but also serves as an enabling tool to extend the product's value beyond its initial lifecycle.

Flavio Graziadei

Engineering Manager
Sirio Automation

A TECHNOLOGY-DRIVEN COMPANY IS A TRANSPARENT COMPANY

For over thirty years, SIRIO has been a leading provider of industrial automation solutions for the wood sector, developing products designed and manufactured to meet specific customer requirements. Its production organization is supported by a highly specialized technical department, responsible for the research, engineering and design of machinery, which is then manufactured in dedicated fabrication and machining units. In the assembly phase, each machine is completed with integrated electrical systems and control software, and undergoes thorough testing prior to installation at the customer's site. In 2025, Sirio Automation played a key role in the development of Frezza's smart factory.

What was the main challenge in integrating IoT systems into a long-established production environment such as Frezza?

The primary challenge hasn't been, and won't be, technological, but rather cultural and structural. For a well-established company like Frezza, integrating IoT means effectively adding a "digital brain" to an organization that already operates with its own rhythms and strong artisanal expertise.
A key aspect was enabling systems of different generations and technologies to coexist and communicate seamlessly. In such a mature production environment, cutting edge machinery operates alongside older, yet still highly effective, equipment. The goal, therefore, was not simply to introduce new technologies, but to establish a shared language and a unified operational framework capable of integrating innovation with tradition in a balanced and coherent way.
In long-standing organizations, efficiency often depends on the experience of supervisors and their intuitive ability to assess whether a production line is performing well. The challenge lies in demonstrating that data isn't a tool for control, but a means of support, shifting from subjective impressions such as "we may be wasting material" to objective insights like "the system has detected a waste of X% on line 3."
The most critical element was training: evolving the role of the craftsman into that of a "4.0 operator," who uses data as a precision tool, just as naturally as a measuring tape or a square.
Ultimately, Frezza's greatest achievement was achieving true integration, using technology not to override tradition, but to enhance and give visibility to existing processes. The Smart Factory hasn't replaced the company's longstanding know-how; instead, it has made it measurable, transparent and, for the first time, shareable in real time across the entire supply chain.

Which energy and production parameters are monitored in real time through your sensors?

At Frezza, each machine is treated as an independent centre of cost and environmental impact. The focus is no longer on measuring total production plant consumption, but on determining the energy used by each individual stage of the production process.
Through advanced sensors, Frezza can accurately calculate the energy required to edge and process a single panel. If a machine consumes more than the expected average for the same operation, the system immediately flags the anomaly, potentially indicating wear, inefficiency, or malfunction and thereby helping to prevent both energy waste and production scrap.
Additionally, one of the most significant sources of inefficiency in traditional manufacturing environments is the energy consumed during periods of inactivity. Sensors monitor how long machines remain unnecessarily powered on between production batches. This insight enables the optimization of shift schedules and start-up sequences, effectively eliminating "parasitic consumption", which means energy usage that adds no value to the product while increasing both costs and environmental impact.
"*Our sensors function like an electrocardiogram for the factory: they reveal not only how much energy is consumed, but how it is used.*"

During the initial implementation phase, did you identify any "hidden" inefficiencies that the system was able to correct immediately?

Yes, for example, compressed air is one of the most expensive energy sources, but leaks are often imperceptible to the human ear. IoT monitoring has likely detected abnormal electricity consumption by compressors during lunch breaks or when machinery is shut down. This has made it possible to identify micro-leaks in circuits or valves that have been left open, immediately reducing the plant's 'baseline' energy consumption without affecting production.
Another finding: sometimes material builds up between processing stages because one machine is slightly faster than the next. Traceability revealed that semi-finished products 'linger' too long in certain areas, taking up space and requiring extra handling (involving forklift trucks and the associated fuel consumption). Efforts are therefore being made to rebalance the machines' operating rhythms. Paradoxically, slowing down a fast machine to synchronise it with the next one has reduced the total Lead Time and the waste of space/energy.

In your experience, how much does the technological factor influence a company's ESG (Environmental, Social, Governance) rating in the office furniture sector?

An ESG rating supported by real-time IoT data is significantly stronger, as it eliminates the risk of greenwashing and provides clear, verifiable evidence to investors and customers that every kilogram of declared CO_2 has been accurately measured.
Internally, the adoption of Smart Factory technologies also contributes to improved workplace conditions by reducing the risk of accidents and easing the most physically demanding tasks, thereby enhancing key metrics related to workforce management.
Ultimately, a technology-driven company is a transparent company: the higher the level of process digitalization, the more robust and credible the ESG rating becomes, as it turns ethical commitment into a measurable and certifiable asset.

Mario Dias

General Manager
Fluxograma

QUALITY, ETHICS AND TRANSPARENCY

Founded in Lisbon in 1977, Fluxograma specializes in the design and delivery of people-centred workspaces. With over 45 years of experience and offices in Lisbon, Porto, Maputo and Luanda, the company manages projects end-to-end, from initial concept to final execution. By optimizing spatial design, where aesthetics and comfort are key elements, and by carefully selecting partners and suppliers, Fluxograma consistently delivers results of exceptional quality.

Fluxograma and Frezza have been collaborating since the 1990s. Over more than three decades of partnership, how has your clients' approach to sustainability evolved, and how has Frezza's philosophy helped you respond to the changing demands of both the Portuguese and African markets?

Over the past thirty years, we have witnessed a significant shift in clients' sensitivity toward sustainability. While in the 1990s this aspect played a secondary role, today it has become a defining factor in project decision-making. Our partnership with Frezza has enabled us to stay ahead of these changes, thanks to a shared commitment to quality, durability and responsible innovation. This alignment has allowed us to address the needs of diverse markets such as Portugal and Africa, where sustainability is increasingly regarded as a strategic priority.

Durability is a cornerstone of circular economy. In your experience working with major companies such as Siemens and Schneider Electric, how does the build quality of Frezza products contribute to reducing environmental impact across the furniture lifecycle?

Build quality plays a crucial role in minimizing environmental impact throughout the lifecycle of furniture. In our work with international clients like Siemens and Schneider Electric, Frezza products stand out for their durability and long-term reliability. This leads to fewer replacements, reduced waste and a more efficient use of resources. From a circular economy perspective, investing in quality is both a responsible and forward-looking choice.

Your corporate philosophy focuses on creating environments that promote wellbeing and creativity. How does Frezza's ergonomic and sustainable design fit in with Fluxograma's mission to improve the daily lives of workers in contexts as varied as Lisbon, Porto, Luanda and Maputo?

Fluxograma's mission is to design environments that improve both well-being and productivity. Frezza's ergonomic and sustainable approach integrates seamlessly with this vision, offering solutions that balance comfort, aesthetics and environmental responsibility. This is particularly significant in varied contexts such as Lisbon, Porto, Luanda and Maputo, where cultural and operational needs may differ, yet the well-being of people remains a constant priority.

Frezza's Sustainability Report examines the entire value chain. How does the company's transparency - from raw material traceability to environmental certifications - support your consulting and design process, enabling you to provide clients with concrete and measurable guarantees regarding the impact of their workspaces?

Transparency across the value chain is fundamental to our consulting work. Frezza's commitment to material traceability and environmental certifications allows us to offer clients clear, verifiable data. This not only simplifies decision-making but also strengthens trust, enabling us to design workspaces that meet not only aesthetic and functional requirements, but also rigorous and measurable environmental standards.

Fluxograma's governance reflects a long-standing collaboration between the founding families and the Doimo family. In a world increasingly shaped by the need for social responsibility, how important is it for you to represent a brand that delivers not only products, but also a certified and transparent ethical commitment?

The partnership between Fluxograma's founding families and the Doimo family is a strong example of stable, long-term governance. In today's context, where social responsibility is increasingly central, it is essential to represent a brand that embodies quality, ethics and transparency. For us, this means going beyond products, promoting a genuine and measurable commitment to sustainable practices and shared values.

Paolo Plotegher

Working Partner
Cooperative ALPI

REDO Upcycling or REDOING: is a sustainable fashion accessories brand owned by Cooperativa ALPI of Trento. It follows a production process that is mindful of both the environment and people. Every REDO product is made from reclaimed materials, secondary raw materials and surplus stock. In particular, it works with upholstery fabrics and padding, advertising banners and footwear components. REDO manufactures everything in Trentino, enhancing the skills, creativity and desire for redemption of vulnerable workers.

DESIGN AS A "SECOND CHANCE"

What is REDO Upcycling's philosophy?

Design goes beyond a purely aesthetic exercise to become a genuine second chance. We transform potential waste into unique, one-of-a-kind pieces. This philosophy challenges the idea of mass-produced perfection, instead celebrating the individuality of every reclaimed material. Working with recovered resources also means constantly finding the right balance between product, design, customer and - above all - the worker, who remains at the heart of this process.

How does the project work?

At its core lies the recovery of materials that industry discards due to excess perfectionism or warehouse dynamics. REDO gives new life to truck tarpaulins, PVC, high-quality upholstery fabrics and leftover leathers from fashion samples. These "noble" materials may have lost their original function, but not their durability. They are reimagined as backpacks, bags and accessories that embody the values of a company committed not to waste, but to creating new value.

How do social and environmental sustainability intertwine in your project?

Environmental sustainability is deeply rooted in strong social impact. REDO Upcycling is a brand of Cooperativa A.L.P.I., which for over 30 years has been dedicated to inclusive employment. This commitment translates into investments

in the circular economy and in upcycling as a key driver of sustainability, significantly reducing waste production and lowering energy consumption compared to traditional recycling, as materials are reused in their existing form and elevated in value. In this way, work becomes a tool for inclusion for people facing vulnerability, demonstrating that a truly healthy economy can repair not only materials, but social connections as well.

On what is the buyer's trust based?

Customer trust is grounded in a supply chain built on transparency and traceability. In a market that is often opaque, REDO responds with closeness and accountability: materials come from Italian industrial and artisanal surpluses, warehouse stock and samples, creating a virtuous, near zero-kilometre system. Knowing who made your product and where its materials come from isn't a minor detail, but a guarantee of an ethical process that remains fully visible. All of this contributes to a clear vision of conscious consumption. We are no longer passive consumers; the future belongs not to disposable products, but to items designed to last and to convey a sense of responsibility. Choosing REDO means embracing a model where purchasing becomes an act of awareness: a deliberate choice in favour of a production system that places the well-being of both community and environment at the heart of every stitch.

3. Frezza' sustainability strategy

3.1. Context analysis

3.2. Frezza's stakeholders

3.3. The concept of relevance or materiality

3.4. The dual materiality analysis process

3.5. Impacts, risks and opportunities assessment

3.6. Materiality matrix for sustainable topics

3.7. Road to 2029

3.1. *Context Analysis*

The Italian wood-furniture industry continued to represent, in 2025, one of the pillars of the national manufacturing system and a benchmark at European level.

As highlighted by data from FederlegnoArredo (April 2026), the overall value of the **wood–furniture supply chain** exceeded **€52 billion** in 2025, encompassing not only furniture manufacturing but also upstream activities (wood processing, semi-finished products, components) and downstream operations. These figures underscore the deeply **integrated and systemic** nature of the sector, characterized by a complex network of companies, industrial districts, and expertise distributed along the entire value chain.

According to the study “Furniture and Design Made in Italy: Challenges and Opportunities in an Ever-Evolving Market” by the Intesa Sanpaolo Research Department (April 2026), the **furniture and design segment** - defined as the set of firms focused on the production of finished furnishings - reached revenues of approximately **€26.7 billion** in 2025, consolidating Italy’s European leadership and demonstrating significant resilience in a complex macroeconomic environment.

The year 2025 marks a phase of **stabilization following the strong post-pandemic growth**, with positive dynamics supported both by the domestic market and by the sector’s ability to maintain a strong presence in international markets. Exports continue to serve as a strategic driver, supported by the quality of Italian design and competitiveness in the mid-to-high and high-end segments.
In this context, two key transformation drivers are emerging with increasing clarity, reshaping the sector: **sustainability** and **digitalization**, which are becoming ever more interconnected within a **twin transition** framework.

On the one hand, growing regulatory and market pressure is pushing companies toward more sustainable production models based on resource efficiency, emissions reduction, circular economy principles and supply chain transparency. On the other hand, the adoption of digital technologies, from automation and advanced monitoring systems to artificial intelligence, already implemented by a growing share of companies, enables better process control and performance measurement.

The sector’s competitiveness therefore increasingly depends on the ability to integrate these two dimensions: **technological innovation** and **environmental and social sustainability**.
It is within this context that Frezza’s path is positioned, aimed at strengthening its competitiveness through a systemic approach to sustainability, in line with ongoing sector transformations and the opportunities offered by the twin transition.offerte dalla twin transition.

3.2. *Frezza's stakeholders*

Within such a complex supply chain, as described in the previous section, Frezza considers it essential to establish strong relationships with the various players along the value chain, with whom it shares interests in different ways.

Frezza periodically assesses the expectations of its stakeholders, as also required by its ISO 9001-compliant quality management system, and is committed to sharing objectives and fostering collaboration in support of the sustainable development of the entire supply chain.

Below is a summary of the topics and engagement methods through which Frezza interacts and builds relationships with its stakeholders.

Stakeholder type	Stakeholder group	Interests and opinions	Forms of involvement
Internal stakeholders	Board members and Executives	Business continuity; corporate reputation, ethics and compliance; quality of working life and employee well-being; sustainable development	Shareholders' meeting; investor meetings; ongoing contact with management; sustainability report
	Employees	Quality of working conditions; work-life balance; equal opportunities; training and skills development; ethics and compliance	Regular one-on-one skills assessment meetings; company meetings; "on the job"; training; sharing of the Code of Ethics; whistleblowing channel; social media channels; website; sustainability report
External stakeholders	Design studios and project partners	Collaboration for innovation and development; sharing of eco-design strategies and practices; responsible sourcing; compliance with laws and regulations	Periodic meetings; joint working group; sharing of the Code of Ethics; whistleblowing channel; social media channels; website; sustainability report
	Clients and dealers	High-quality customer service and training; integrity in business relationships; sustainable product offering; responsiveness to consumer well-being needs and social trends; sharing of eco-design strategies and sustainable product development	Training session; sales meeting; industry trade fairs; events; sharing of the Code of Ethics; whistleblowing channel; social media channels; website; sustainability report
	Suppliers	Responsible sourcing; integrity and compliance with laws and regulations	Company visits; supplier qualification processes; sharing of the Code of Ethics; whistleblowing channel; social media channels; website; sustainability report
	Industrial symbiosis partners	Sharing of sustainability strategies; ethics and integrity	Joint working groups; sharing of the Code of Ethics; whistleblowing channel; social media channels; website; sustainability report
	Local community	Support for the local economy; minimisation of the environmental impacts associated with production and transport; sponsorships and philanthropy	Collaborations with charitable organisations; relations with local public authorities; social media channels; website
	Banks	Sustainable development and ESG risk management; business continuity; transparency and verifiability of sustainability reporting; compliance with laws and regulations	Periodic meetings; rating and assessments; sharing of the Code of Ethics; whistleblowing channel; sustainability report

3.3. *The concept of relevance or materiality*

In the context of sustainability reporting, the term "materiality" refers to the relevance of a sustainability topic. A topic is considered material, or relevant, if the information related to it could influence stakeholders' decisions: for example, by encouraging a customer to enter into a business agreement, an end consumer to purchase a product or an employee to remain with or leave the Company.

With the introduction of **double materiality**, now a core concept in European standards, materiality is considered from two complementary perspectives:

- ***impact materiality:*** *the significance of the organisation's positive or negative, actual or potential, impacts on people and the environment (for example, CO_2 emissions, resource use, working conditions and impacts on local communities).*
- ***financial materiality:*** *the significance of sustainability-related risks and opportunities for the organisation (for example, in terms of energy costs, costs associated with compliance with environmental regulations, reputation and market access).*

The Corporate Sustainability Reporting Directive (CSRD) requires organisations to disclose in their sustainability reports those topics that are considered material from an impact perspective, a financial perspective, or both.

Although Frezza is not subject to the CSRD sustainability reporting requirements, as part of its commitment to a more comprehensive and informed approach, the Company has chosen to adopt the principle of double materiality, engaging its stakeholders to identify the topics to be reported.

For the purposes of preparing this report, Frezza has therefore implemented a double materiality assessment process, as described below.

3.4. *The dual materiality analysis process*

Frezza's double materiality assessment process consisted of four phases:

1. The **first phase** involved an analysis of the macroeconomic context and sector trends, as described in Section 3.1.

2. The **second phase** consisted in the identification and assessment of impacts, risks and opportunities, carried out by the Company with the guidance of SustainMe Hub's sustainability consultants. Specifically, for each identified impact, risk or opportunity, the Company assigned a score from 1 to 3, considering both the severity or magnitude of the impact, risk or opportunity and its likelihood of occurrence.

3. The **third phase** consisted in **engaging a representative group of stakeholders** (approximately 60 participants), who, through an online questionnaire, assessed the identified impacts by assigning a score from 1 to 3, considering both the severity or magnitude of each impact and its likelihood of occurrence.

4. In the **fourth phase**, the results of the two assessments (the Company's assessment and the stakeholders' assessment) were combined to produce the "**Assessment of Impacts**, **Risks and Opportunities**" table presented in Section 3.5. **All sustainability topics** associated with at least one impact, risk or opportunity that received a score above 2 **were considered material/relevant** and were therefore included in this report.

The entire process ultimately resulted in the "**materiality matrix**" presented in Section 3.6, which provides an immediate and intuitive overview of the priorities of the reported sustainability topics.

3.5. Impacts, risks and opportunities assessment

The assessment process described in the previous section covered **34 impacts** *(actual or potential, positive or negative) and* **23 risks and opportunities** *associated with* **19 sustainability topics**.

The assessment of impacts, risks and opportunities on a scale from 1 to 3 (where **1 = low relevance**; **2 = moderate relevance**; and **3 = high relevance**) showed that:

- ***31 of the 34 impacts*** *received a score above 2 (moderately or highly relevant);*
- ***20 of the 23 risks and opportunities*** *received a score above 2 (moderately or highly relevant).*

Sustainability topic	IMPACT ASSESSMENT	Frezza and stakeholder	RISK ASSESSMENT	Frezza	OPPORTUNITY ASSESSMENT	Frezza
E1 - CLIMATE CHANGE						
Climate change contribution/ mitigation	GHG emissions from production and transport contribute to climate change and extreme weather events (floods, landslides, etc.) **(-, R)**	2,0	Extreme weather events in different parts of the world (landslides, floods, etc.) could cause operational disruptions, including supply chain disruptions and store closures.	3		
			The transition to a low-carbon economy could entail regulatory policies, carbon taxes or more stringent environmental regulations. Compliance with such regulations could require significant investments in the adoption of new low-carbon technologies and increase production costs (raw materials, energy and transport). At the same time, consumer demand for responsible products could lead to higher product design and manufacturing costs	3		
	The internalisation of logistics reduces transport-related emissions **(+, R)**	2,6				
	The expansion of the Vidor production site and the internalisation of the Seating production line could reduce transport-related emissions and allow greater control over production-related emissions **(+, P)**	2,6				
	Measuring the organisation's GHG emissions through certified studies (ISO 14064 Organisation Carbon Footprint) could improve awareness and enable the adoption of targeted strategies to reduce emissions **(+, P)**	2,7				
Energy	Digitalisation and automation through IoT(Industry 4.0) contribute to reducing the energy intensity of operations **(+, R)**	2,7			Industry 4.0 initiatives improve efficiency and productivity.	3
					Opportunity to access subsidised finance	3
	Measures such as replacing photocopiers with energy-efficient models and installing LED lighting contribute to reducing energy consumption **(+, R)**	2,1				
	The use of self-generated renewable energy (photovoltaic systems) could significantly reduce GHG emissions **(+, P)**	2,7	Financial risks associated with the payback period of investments in photovoltaic systems	3	Opportunity to improve Frezza's banking rating and access subsidised finance	2

Sustainability topic	IMPACT ASSESSMENT	Frezza and stakeholder	RISK ASSESSMENT	Frezza	OPPORTUNITY ASSESSMENT	Frezza
E5 - CIRCULAR ECONOMY						
Resource inflows and use	The use of the key resource (wood) contributes to deforestation **(-, R)**	2,2	Growing global demand for key resources (such as wood) could lead to increased scarcity, resulting in higher costs and more complex procurement processes. In addition, the evolution of environmental regulations aimed at protecting ecosystems has introduced more stringent supplier selection requirements, potentially creating supply chain disruptions	1	Research into the use of recycled, recyclable and bio materials could reduce dependence on traditional resources and support Frezza's positioning as a leader in sustainable innovation. This development could also align with the growing consumer demand for more sustainable products. Failure of products made from alternative materials to meet the expected performance requirements (in terms of aesthetics, durability, etc.) could result in reputational damage, leading to loss of market share and reduced revenues	3
	Designing products in accordance with eco-design principles (taking into account durability, reparability, the use of low-impact, recycled, recyclable and bio-based materials) reduces the environmental footprint of Frezza's products **(+, R)**	2,7			Obtaining CAM, LEED and LEVEL product certifications could result in a competitive advantage and increased sales	2
					Obtaining CAM, LEED and LEVEL product certifications could improve Frezza's sustainability rating, leading to more favourable bank financing conditions	1
Waste	Waste generation, including oily wastewater, could contribute to soil pollution **(-, P)**	2,2				
	Improved packaging and the use of recycled plastic reduce waste generation **(+, R)**	2,7				
Industrial symbiosis	The use of fabric offcuts as secondary raw materials reduces waste generation **(+, R)**	2,2				

Sustainability topic	IMPACT ASSESSMENT	Frezza and stakeholder	RISK ASSESSMENT	Frezza	OPPORTUNITY ASSESSMENT	Frezza
S1 - OWN WORKFORCE						
Full and stable employment	Providing secure employment, adequate wages, social protection and satisfactory working conditions creates a positive impact on workers' quality of life and well-being **(+, R)**	2,7			Employee satisfaction could lead to higher productivity, greater employee retention, lower turnover related costs and reputational benefits	3
	The internalisation of the Seating production line could increase stable employment **(+, P)**	2,7				
Healt and safety	Exposure to workplace accidents could have a negative impact on workers' health. In addition, potential exposure to risks could negatively affect workers' morale and job satisfaction **(-, P)**	2,7	Exposure to occupational health and safety risks could result in negative financial effects (fines, penalties and employee absenteeism).	3		
	The installation of new systems equipped with GSE detectors contributes to reducing occupational health and safety risks **(+, R)**	2,2				
Working condition	Investments in Industry 5.0 (human-machine integration) contribute to improving the quality of work **(+, R)**	2,7			Employee satisfaction could lead to higher productivity, greater employee retention, lower turnover related costs and reputational benefits.	3
	The design of new workspaces and measures such as height-adjustable desks and sound-absorbing panels contribute significantly to improving the quality of work **(+, R)**	2,2				
Training	Continuous "on the job" training and refresher courses improve employees' satisfaction and professional development **(+, R)**	2,6			Employee satisfaction could lead to higher productivity, greater employee retention, lower turnover related costs and reputational benefits.	3
Gender equality	The continuous improvement of gender equality, also aiming at the achievement of UNI PdR 125 certification, could promote equity, fairness and people's well-being **(+, P)**	2,6			Gender equality could lead to higher productivity, greater employee retention, lower turnover-related costs and reputational benefits.	3

Sustainability topic	IMPACT ASSESSMENT	Frezza and stakeholder	RISK ASSESSMENT	Frezza	OPPORTUNITY ASSESSMENT	Frezza
S2 - WORKERS IN THE VALUE CHAIN						
Secure employement and workers well-being	Inadequate working conditions, including inadequate safety measures, unequal treatment and inadequate wages, could have negative impacts on workers **(-, P)**	2,7	Potential misalignment of suppliers with Frezza's ethical principles and standards could cause supply chain interruption, resulting in costs associated with identifying new suppliers. It could also cause reputational damage to Frezza.	3		
	Frezza's oversight of the value chain (through the adoption of the Code of Ethics, contractual clauses and supplier qualification processes) could positively influence the working conditions applied by suppliers, with positive impacts on workers **(+, P)**	2,6				
S3 - AFFECTED COMMUNITIES						
	The internalisation of logistics has negative social and environmental impacts in terms of increased traffic, noise and pollution **(-, R)**	1,6				
Economic and social rights of communities	The internalisation of production and the expansion of the Vidor production site could generate positive economic impacts through increased sourcing from local suppliers **(+, P)**	1,6			The creation of jobs and the development of the local economy could generate reputational benefits, resulting in greater attractiveness to employees and customers and stronger loyalty	3
	The internalisation of production and the expansion of the Vidor production site could have negative social and environmental impacts in terms of increased traffic, noise and pollution **(-, P)**	1,6			The internalisation of part of the activities allows greater operational control	3
Support for social initiatives	Donations and sponsorships supporting local organisations strengthen social cohesion **(+, R)**	2,5				

Sustainability topic	IMPACT ASSESSMENT	Frezza and stakeholder	RISK ASSESSMENT	Frezza	OPPORTUNITY ASSESSMENT	Frezza
S4 - CONSUMERS AND END-USERS						
Health and safety of consumers and end users	The development of safe furniture products and innovation towards increasingly ergonomic solutions (e.g. height-adjustable desks) could have a positive impact on the health and safety of consumers and end-users **(+, R)**	2,7				
Social inclusion	The creation of modular working environments suitable for open spaces offices could have a positive impact on the inclusion and collaboration of consumers and end-users **(+, R)**	2,2				
Training and information for end consumers	Providing accurate and detailed information on the proper maintenance, reparability and end-of-life disposal of products could positively influence end consumers' awareness, promoting the development of a sustainability culture **(+, P)**	2,6			Increasing consumers' awareness of the environmental sustainability aspects of Frezza's products could represent an opportunity in terms of customer loyalty and reputation	3

Sustainability topic	IMPACT ASSESSMENT	Frezza and stakeholder	RISK ASSESSMENT	Frezza	OPPORTUNITY ASSESSMENT	Frezza
G1 - BUSINESS CONDUCT						
Etichcs and compliance	Ethical conduct, demonstrated through the maintenance of the Legality Rating, generates positive impacts in terms of stakeholder trust **(+, R)**	2,7			Ethical conduct, demonstrated through the maintenance of the Legality Rating, creates opportunities to strengthen business relationships and enhance reputation	3
	Possible involvement in unethical business practices, breaches of whistleblower protection, failure to uphold high ethical standards could have negative impacts on business partners and end consumers **(-, P)**	2,7			The adoption of integrity and anti-corruption tools, such as the Code of Ethics and the Model 231, could represent an opportunity to build trust, strengthen business relationships and reinforce corporate reputation	3
Supplier relationship managment	Proper supplier management and sound business practices create positive impacts in terms of the sustainable economic development of the supply chain **(+, P)**	2,7				
	The adoption of ESG criteria for supplier selection could have positive impacts in terms of the sustainable economic development of the supply chain **(+, P)**	2,7	Selecting suppliers according to ESG criteria could lead to higher procurement costs.	3	Selecting suppliers according to ESG criteria could enhance Frezza's reputational value and contribute to improving its banking rating.	1
Corporate culture	Participation in and promotion of meetings and events for agents and customers contributes to promoting the Company's values and fostering a sustainability culture throughout the supply chain **(+, R)**	2,6				

LEGEND

– negative impact
+ positive impact
R real impact
P potential impact

3.6. Materiality matrix for sustainable topics

All 19 sustainability topics were found to be associated with at least one impact, risk or opportunity assessed as moderately or highly relevant and were therefore included in this sustainability report.

The 19 sustainability topics are attributable to 7 European Sustainability Reporting Standards (ESRS), as reported in the Methodological Note.

- **E1** - Climate change
- **E5** - Circular economy
- **S1** - Own workforce
- **S2** - Workers in the value chain
- **S3** - Affected communities
- **S4** - Consumers and end-users
- **G1** - Business conduct

The following matrix provides an intuitive representation of the strategic priorities, providing key directions and guidelines for the definition of the sustainability strategy.

DOUBLE MATERIALITY ANALYSIS

RELEVANCE OF RISKS AND OPPORTUNITIES	LOW	MEDIUM	HIGH
HIGH			**E1** - Climate change **E1** - Energy **E5** - Resource inflows and use **S1** - Full and stable employment **S1** - Health and safety **S1** - Working conditions **S1** - Training **S1** - Gender equality **S2** - Secure employment and workers well-being in the value chain **S4** - Information for end consumers **G1** - Ethics and compliance **G1** - Supplier relationship managment
MEDIUM			**S3** - Economic and social rights of communities
LOW		**E5** - Waste generation **E5** - Industrial symbiosis **S3** - Social inclusion of end consumers **S4** - Support for social initiatives	**G1** - Corporate culture **S3** - Health and safety of end consumers

RELEVANCE OF IMPACTS

3.7. Road to 2029

Frezza's sustainability roadmap represents a continuous improvement journey, formally established for the first time in the 2022 Sustainability Report and updated annually in subsequent editions.

It provides an opportunity to monitor progress against the set goals, ensuring transparency toward stakeholders. At the same time, it serves as a tool to review and renew commitments by defining new objectives based on the assessment of impacts, risks, and opportunities described in the previous sections.

In 2025, Frezza further updated its sustainability roadmap, identifying goals and actions to be pursued over the next three years. The Company also aligned its corporate goals with the United Nations 2030 Agenda Sustainable Development Goals (SDGs) that are most relevant to its activities, adding three new SDGs compared with previous editions.

SDG 3. HEALTH AND WELL-BEING (CONFIRMED GOAL)

- ***Reorganisation of workspaces***
  In 2025, Frezza began reorganising its new ground-floor offices. Further improvements are planned for 2026, including the creation of a staff canteen, the introduction of height-adjustable desks, and the installation of sound-absorbing panels.

SDG 4. QUALITY EDUCATION (CONFIRMED GOAL)

- ***Internal training plan and skills development***
  In 2025, alongside on-the-job training and mentoring provided by senior colleagues to junior employees, Frezza introduced AlphaCam training programmes, in addition to mandatory health and safety training, in line with the Decree of the Ministry of Labour and Social Policies of 2nd August 2022.

SDG 5. GENDER EQUALITY (NEW GOAL)

- ***Achievement of UNI/PdR 125 Gender Equality Certification***
  In 2025, Frezza initiated discussions with specialised consultants to strengthen its gender equality policies, with the goal of obtaining UNI/PdR 125 Gender Equality Certification by 2026.

SDG 8. DECENT WORK AND ECONOMIC GROWTH (CONFIRMED GOAL)

- ***Production internalisation and business continuity***
  The internalisation of chair assembly and packaging, initially planned for 2025, has been postponed to 2026. It remains a strategic objective to ensure greater control over all stages of the production cycle, improve the management of environmental aspects throughout the product life cycle and support business continuity.
- ***International business development***
  In 2025, Frezza completed the acquisition of a company in Dubai (Frezza Middle East), enabling the expansion of its commercial activities in the region.
- ***Strengthening brand equity and brand reputation***
  In 2025, Frezza continued initiatives to enhance brand recognition and reputation, including participation in leading international trade fairs and the opening of a new showroom in Milan. The Company also began a collaboration with Monica Armani, its first female designer. During the year, Frezza received several prestigious awards, including the iF Design Award for Yo Metal and Mux70, the Good Design Award for Mux70, the German Design Award for Mux70, and an Ethical Award mention for the Yo collection. The Company confirms its commitment to further strengthening these initiatives over the next three years.

SDG 9. INDUSTRY, INNOVATION AND INFRASTRUCTURE (NEW GOAL)

- ***Development of Industry 4.0 and 5.0***
  Among the most significant developments in 2025 were investments in Industry 4.0 and Industry 5.0 (smart factory), aimed at improving operational efficiency and flexibility, supporting the energy transition and placing people at the centre of the production process by enhancing safety through human-machine interaction. Further investments are planned over the next three years.

SDG 11. SUSTAINABLE CITIES AND COMMUNITIES (NEW GOAL)

- ***Support for the local community***
  In 2025, Frezza increased sponsorships and donations to non-profit organisations and local volunteer associations, with the aim of supporting the social fabric of the local area in which it operates.

SDG 12. RESPONSIBLE CONSUMPTION AND PRODUCTION (CONFIRMED GOAL)

- ***Packaging improvements***
  Frezza continues its commitment to reducing packaging and plastic use, as well as to progressively introducing recycled plastic materials.
- ***Product compliance with CAM and Level certifications and Leed credits***
  The Company remains committed to extending CAM and LEVEL certifications and LEED credits to a growing number of products. Currently, 13 collections are certified in accordance with sector regulations and UNI and ISO testing standards; 9 collections have obtained CAM certification; and 9 collections contribute to achieving LEED credits.
- ***Product impact assessments (Life Cycle Assessment)***
  In 2025, Frezza conducted LCA studies on the Pop Easy Desk (160 × 80 cm) and the Passepartout Cabinet (90 × 194.5 × 46 cm). The analyses were carried out by QualityNet (in collaboration with EcamRicert Srl) in accordance with UNI EN ISO 14040:2021 and UNI EN ISO 14044:2021. Although the studies were not certified and were intended for internal use, they contribute to improving understanding of environmental impacts and enhancing the quality of the data used. In line with a continuous improvement approach, these analyses strengthen environmental monitoring capabilities and will enable future LCA studies to more accurately reflect operational reality.
- ***Progressive expansion of eco-design strategies***
  In 2025, Frezza further developed its eco-design approach, focusing on efficient material use, the adoption of lower-impact, recycled and recyclable materials, improvements in product durability, reconfigurability and reparability and enhanced end-of-life management. The Company also initiated a collaboration with REDO Upcycling for the recycling of fabric offcuts.

SDG 13. CLIMATE ACTION (CONFIRMED GOAL)

- ***Purchase of energy-efficient machinery***
  In addition to investments related to Industry 4.0 and 5.0, in 2025 Frezza replaced all photocopiers (12 multifunction devices and 7 printers) with more energy-efficient models that are also healthier, as they do not use toner powder.
- ***LED relamping***
  In line with the roadmap, Frezza confirms its objective of continuing the gradual replacement of lighting systems with LED technology in its offices during 2026.
- ***Installation of photovoltaic system***
  The installation of a photovoltaic system, identified as a medium-term objective in previous editions, progressed in 2025 following approval of a proposal to expand the industrial building by 11,000 m².

SDG 17. PARTNERSHIP FOR THE GOALS (CONFIRMED GOAL)

- ***Upstream and downstream supply chain collaborations***
  Frezza continues to strengthen collaborations across its value chain, including partnerships with designer Monica Armani for product development, with REDO Upcycling for recycling production offcuts, and with the Politecnico di Milano for research activities on eco-living.

Road to 2029

			New objectives			
Related sdg objective	**Policy or action**	**Implementation status 2025**	**2026**	**2027**	**2028**	**2029**
SDG 3 health and well-being	Improvement of the ergonomics of workstations to preserve long-term health		Progressive introduction of height-adjustable desks and sound-absorbing panels.			
	Reorganisation of workspaces	Start of works	Completion of the ground floor refurbishment. Opening of the staff canteen			
SDG 4 quality education	Internal training plan and skills development	On the job training and AlphaCam training	Progressive expansion of employee training. Improved monitoring of training activities.			
SDG 5 gender equality (new)	Gender equality certification	Engagement with specialised consultants to stregthen gender equality policies	Achievement of Uni Pdr 125 certification			
SDG 8 decent work and economic growth	Internalisation of production and business continuity		Internalisation of chair assembly and packaging			
	International business development	Acquisition of the Dubai company (Frezza Middle East)	Development of business activities in the Middle East			
	Strengthening brand equity and brand reputation	Participation in international trade fairs, opening of a new showroom in Milan, new collaborations with designers, design awards	Continuation and expansion of activities to strenghthen brand recognition and reputation			
SDG 9 industry, innovation and infrastructure (new)	Development of Industry 4.0 and 5.0		Development of "Smart Factory"	Further measures to improve operational efficency and support the green transition		
SDG 11 sustainable city and community (new)	Donations and sponsorships	Support for non-profit organisations and local voluntary associations	Continuation and progressive expansion of support for the local area			
SDG 12 responsible consuption and production	Improvement of packaging, both in terms of material selection and the volume of disassembled products	Gradual reduction of packaging and plastic use	Continuous improvement and gradual increase in the % of recycled plastic			
	Product adaptation to achieve CAM and LEVEL certifications and Leed credits	Achievement of 13 collections certified according to UNI and ISO standards, 9 CAM certified collections and 9 collections contributing to Leed credits	Progressive extension of certifications to an increasing number of products			
	Progressive expansion of eco-design strategies	Gradual introduction of an integrated eco-design approach. Collaboration with REDO Upcycling for the recycling of fabric offcuts	Progressive expansion of eco-design strategies			
	Product impact assessments	LCA for 2 products	Progressive extension of the number of products subject to LCA			
	Organisation impact assessment		ISO 14064-1 certified organisation Carbon Footprint			
SDG13 climate action	Purchase of new energy-efficient machinery	In addition to investments in Industry 4.0 and Industry 5.0 machinery, replacement of all photocopiers with new energy-efficient models	Continuous monitoring and progressive replacement of machinery with energy-efficient models			
	Led relamping		Progressive introduction of Led relamping in the Technical and Purchasing Departments			
	Installation of a photovoltaic system		Installation of a photovoltaic system following the expansion of the industrial building			
SDG 17 partneships for goals	Upstream and downstream supply chain collaborations	Collaboration with the new designer Monica Armani for product design, with REDO Upcycling for the recycling of fabric offcuts, with the Politecnico di Milano for research on eco-living	Strengthening collaborations and relationships			

4. Environment

4.1. Frezza's path towards the twin transition

4.2. The centrality of the environment, from design to production to end of life

4.3. Eco-design and project development

4.4. Smart Factory

4.5. Energy and emissions

4.6. Use of resources and circular economy

4.7. Waste

4.1. *Frezza's path towards the twin transition*

In the early stages of its ESG journey, Frezza developed interdisciplinary expertise across key sustainability domains. Today, as this journey has become more established and mature, two transformative forces are emerging with increasing clarity, reshaping the sector: environmental ***sustainability*** *and* ***digitalization****, which are progressively converging within a* ***twin transition*** *framework.*

On the one hand, growing regulatory and market pressures are driving companies toward more sustainable production models, grounded in resource efficiency, emissions reduction, circular economy principles and enhanced transparency throughout the supply chain.

On the other hand, the adoption of digital technologies, from automation and advanced monitoring systems to artificial intelligence, now implemented by an expanding number of companies, enables improved process control and more accurate performance measurement.

In 2025, Frezza's environmental strategy is positioned at the intersection of these dynamics, seeking to fully harness the opportunities offered by digitalization to optimize the management of energy and material flows, while maintaining a balanced and integrated relationship with human work.

At the same time, the company continues to place strong emphasis on the environmental innovation pathways initiated in previous years, particularly through a deeper focus on eco design and increasingly direct control over production processes. While this approach entails higher direct consumption, it allows for significantly greater awareness and more effective management of operational dynamics.

4.2. *The centrality of the environment, from design to production to end of life*

For Frezza, the environment isn't a variable to be managed, but a foundational dimension of doing business. This conviction does not arise from regulatory urgency or market pressure; rather, it's rooted in seventy years of manufacturing history, consistently combining quality, aesthetics and a sense of responsibility toward the local area and future generations.

Today, this vision takes shape in a systemic approach that spans the entire life cycle of every product: from the selection of materials in the earliest design stages, through increasingly efficient and closely controlled in-house manufacturing processes, to guidance on proper maintenance, repair and responsible end-of-life disposal.

Frezza embraces a closed-loop logic: every product is conceived with its future already in mind, every by-product is potentially a resource and every inefficiency is an opportunity for improvement. From this perspective, environmental sustainability does not slow down the business; rather, it directs it toward more durable and resilient value creation. Frezza has fully embraced this awareness, continuously investing in research and the development of eco design solutions, and extending this vision across its supply chain through ongoing dialogue with suppliers, designers and project partners.

The path undertaken is both ambitious and concrete: a roadmap aimed at establishing a comprehensive emissions baseline by 2027 and at achieving carbon neutrality by 2030.

4.3. *Eco-design and project design*

The sustainability of a product is determined even before production begins. Frezza has fully embraced this principle and applies it systematically in its research and development activities, collaborating with internationally renowned designers and architectural firms that share the same commitment to reducing the environmental impact of design.

Eco-design is neither an aesthetic constraint nor a concession to the “green” market; rather, it’s a method that challenges every design choice - materials, form, component connections and ease of disassembly - through a fundamental question: can this product have a longer lifespan, use fewer resources, be repaired or reconfigured and ultimately recovered?

Since 2022, when the first dedicated eco design training programme was introduced, Frezza has explored, year after year, the practical implications of this approach. This initial awareness has progressively translated into more direct control over production processes, complemented by in-depth studies on both product design and process efficiency, an evolution reflected in the Smart Factory project described in Section 4.3.

With regard to products, in 2025 this vision was further enriched by renewed creative energy. The collaboration with designer Monica Armani brought a fresh perspective to Frezza’s collection, confirming that the integration of formal quality and manufacturing integrity isn’t a compromise, but a starting point.

At the same time, the research conducted in collaboration with the Politecnico di Milano on the theme of ECOliving opened up new design perspectives, fostering dialogue between academia, design and industrial manufacturing on emerging topics.endo in dialogo accademia, design e produzione industriale su temi di frontiera.

THE ECO-DESIGN STRATEGIES CONSOLIDATED AND EXPANDED IN 2025 ARE STRUCTURED AROUND THREE MAIN DIRECTIONS:

Lower-impact materials

Frezza maintains and continues to strengthen a comprehensive chain of custody certification system which, as of 2025, covers the entire range of **wood-based materials** used in production.

The melamine-faced particleboards - urea-based, moisture-resistant, fire-retardant and EPF-S (manufactured by Mauro Saviola Group) - are certified **CQA Formaldehyde No. 36** (**CAST Quality Award rev.4, 2019**) by CATAS laboratories, ensuring extremely low formaldehyde emissions in compliance with the applicable limits (Annex A: Ministerial Decree 10.10.2008 and Annex B: BAnz AT 26.11.2018 B2).

The **FSC** chain of custody certification guarantees full traceability of melamine-faced chipboard panels, MDF and furniture components, in FSC 100%, FSC Mix and FSC Recycled variants.

Furthermore, since 2021, Frezza has been a member of the Ecological Panel Consortium and therefore uses materials certified under its protocol, meaning they are made from 100% post-consumer wood. Established in 1999 by the Saviola Group, the Consortium represents an innovative model that ensures an already circular upstream supply chain, based on secondary raw materials.

All textiles used in seating are also selected for enhanced environmental performance. In this case, materials certified with the **OEKO-TEX** label are chosen, ensuring the absence of substances harmful to end users' health.

Finally, the policy aimed at reducing certain **packaging materials** continues, particularly polystyrene, which has been replaced with paper and cardboard. Since 2021, its use has steadily declined, reaching a reduction of 97.6% in the number of pieces purchased over five years.

Product certifications for sustainable construction

In 2025, the range of collections featuring attributes that contribute to international green building protocols was further expanded.

Many Frezza products contribute to achieving **LEED** credits in new construction and interior design projects worldwide. These certifications enable designers and clients to integrate Frezza products into projects pursuing LEED certification, recognizing the environmental quality of the products as added value for the building as a whole.

		Collection	Credits to which it contributes
	OFFICE FURNITURE	BE.1	
	OFFICE FURNITURE	POP ACE, POP EASY, POP SQUARE, POP TEE, POP PANEL	
	OFFICE FURNITURE	POP AD	
	PARTITION WALLS	K82	
	SEATING	FIOR DI LOTO in Fabric, Baydur and Plastic versions	

Low-emission shipping

In 2025, Frezza adopted the **DHL GoGreen Plus** service for air transport, based on the use of Sustainable Aviation Fuel (SAF) produced exclusively from feedstocks that do not compete with the food chain - primarily using cooking oil (UCO) - and certified according to ISCC EU and ISCC CORSIA standards.

For the period January–December 2025, air transport emissions were reduced from 7.66 to 5.35 tCO_2e, with a declared reduction by the logistics partner of **2.31 tCO_2e** (**-30.12%**) compared to the standard service.

The share of SAF used in aviation - i.e., fuels with lower greenhouse gas emissions due to the inclusion of renewable sources - reached **32.98%** of the energy mix for Frezza flights, with carbon intensity reduced to 565.68 gCO_2e/tkm compared to the 809.49 gCO_2e/tkm of the standard reference.

This represents a tangible sign of how the commitment to emissions reduction extends to every stage of the product lifecycle, including distribution to international markets.

Sustainability without data is nothing more than good intent, and in Frezza's evolution it's even more essential to quantitatively support the implemented assumptions and projects, in order to give the journey real substance.

In 2025, Frezza took a decisive qualitative leap in this direction, launching a structured program for the **digital transformation of its production processes**, fundamentally changing the way the company observes, measures and improves its operations.

Thanks to European funding provided by the Ministry of Enterprises and Made in Italy, linked to the 5.0 transition initiative, Frezza was able to implement a program that includes the replacement of machinery (including cutting systems) and the installation of detailed energy monitoring systems down to the level of individual machines.

At the heart of this transformation is the adoption of IoT (Internet of Things) technologies integrated into production equipment, enabling a shift from estimates to precise data and from perceived efficiency to measurable performance. Each machine is becoming an autonomous centre of cost and environmental impact. Rather than measuring only the plant's total consumption, it is now essential to track the energy used at each individual stage of production. In many cases, energy efficiency is achieved through fine-tuning parameters and by making small, targeted adjustments.

This level of granularity generates a new awareness. Operators can see in real time the performance of the machines they manage, the number of defects produced, downtime and consumption levels. Data becomes a shared tool for accountability: not a control mechanism, but a common language for continuous improvement.

THE KEY IMPLEMENTATIONS OF THE SMART FACTORY PROJECT FOR 2025 INCLUDE:

Advanced energy monitoring.
The system makes it possible to precisely identify where energy losses occur and to intervene in a targeted way, enabling the creation of an accurate, data-driven energy model rather than an estimated one. It also allows the calculation of Energy Performance Indicators (EnPIs). The focus is no longer only on total plant consumption, but on the energy used at each individual production stage.

Predictive maintenance.
Sensors detect anomalies in real time - potential faults or signs of wear - before they result in machine downtime or production waste, also preventing energy waste caused, for example, by improper machine strain. This approach reduces energy waste, extends equipment life, and improves output quality, generating savings of **6.77 TOE/year**, equal to 36.7% less than the 2023 consumption for the affected processes.

Compressed air optimization.
Improvements to the compressed air system, one of the largest energy consumers in manufacturing processes, have generated savings of **1.13 TOE/year**, corresponding to a 52.93% reduction compared to 2023. This is the most significant result in terms of reduction intensity, highlighting the efficiency potential hidden within seemingly mature systems.

Rebalancing production rates.
Synchronizing speeds across sequential machines (for example, slightly slowing a faster machine to align it with the next one) has reduced bottlenecks and total lead time, cutting idle time and optimizing space utilization. This resulted in energy savings of **0.65 TOE/year**, equal to 5% less than in 2023.

Overall, these three efficiency measures are expected to generate total savings of **8.55 TOE/year** in the coming years, a tangible result demonstrating that factory digitalization is not technology for its own sake, but a direct lever for reducing environmental impact and operating costs.

All of this is already delivering, and will continue to deliver, growing benefits in terms of awareness, fostering greater attention, accountability and a sense of ownership among operators on issues such as scrap rates, energy consumption by production phase and daily performance. Employees are working with more efficient and safer equipment, enhanced by automation that improves both environmental performance and human well-being.

The Smart Factory represents our tangible commitment to a future in which industry operates in full harmony with the environment. Data generated by the factory becomes a tool for engaging with suppliers, measuring the impact of the entire value chain and building relationships based on shared environmental goals.

Frezza's technological innovation is an "intangible asset" made available to the entire ecosystem in which it operates. Being a leader in office furniture also means charting the technological course: building a digital ecosystem where every node in the value chain becomes more efficient, more transparent and more sustainable.

4.5. *Energy and emissions*

In a manufacturing context such as office furniture, the management of energy and climate-altering emissions - namely, a company's climate footprint - is becoming increasingly central, not only in terms of environmental responsibility, but also as a strategic lever for competitiveness and resilience.

The evolution of the European regulatory framework (for example, the forthcoming introduction of the Digital Product Passport, which will make products' environmental impacts transparent to customers and end users), along with technical standards (such as the new edition of ISO 14001 to be published in 2026, which will require greater effort and control in this area) and rising stakeholder expectations, calls for a structured, measurable approach focused on the continuous improvement of environmental performance, particularly with regard to fossil energy sources, and its translation into concrete climate accountability.

In this context, Frezza is strengthening its commitment through the systematic monitoring of energy consumption and by consolidating a (still internal and partial) calculation of greenhouse gas emissions, recognizing the direct link between operational efficiency, resource use and climate impacts.

Quantifying the GHG emissions inventory is a key tool for understanding and monitoring the main impact drivers across company activities. At the same time, the company continues to reinforce its energy policies, promoting, especially for certain energy carriers such as electricity, solutions with lower emission intensity, including the initiatives developed within the Smart Factory project (see Section 4.3).

METHODOLOGICAL PRINCIPLES

The greenhouse gas (GHG) emission inventory for full categories 1 and 2, and partial category 3, was developed according to the methodological criteria set forth in the ISO 14064-1:2018 standard for the considered emission categories.

The calculation methodology is based on the following relationship:
Global Warming Potential Emissions (GWP) = Activity Data × Emission Factor
The activity data used are derived from primary company sources, including energy bills, internal records, administrative documentation and company mobility data.

The adopted emission factors refer to the DEFRA 2025 and ecoinvent 3.11 databases, which are internationally recognized for accounting for greenhouse gas emissions.

The reporting scope includes the company headquarters and the reporting period covers the financial year from January 1st to December 31st 2025.

The quantified emission sources were classified according to the categories established by the ISO 14064-1:2018 standard:

- ***Category 1 (Scope 1):***
  direct emissions from the combustion of fossil fuels for stationary and mobile uses;
- ***Category 2 (Scope 2):***
  indirect emissions associated with purchased and consumed electricity;
- ***Category 3 (Scope 3):***
  other indirect emissions generated along the value chain. for this edition, the following sources were counted: employee commuting, business travel, waste transportation, upstream fuel emissions and electricity grid losses.

IN 2025, QUANTIFIED CLIMATE-ALTERING EMISSIONS AMOUNT TO 1.335,61 TCO_2E, SLIGHTLY HIGHER IF COMPARED TO THE SAME CATEGORIES MEASURED IN 2024 (+18%).

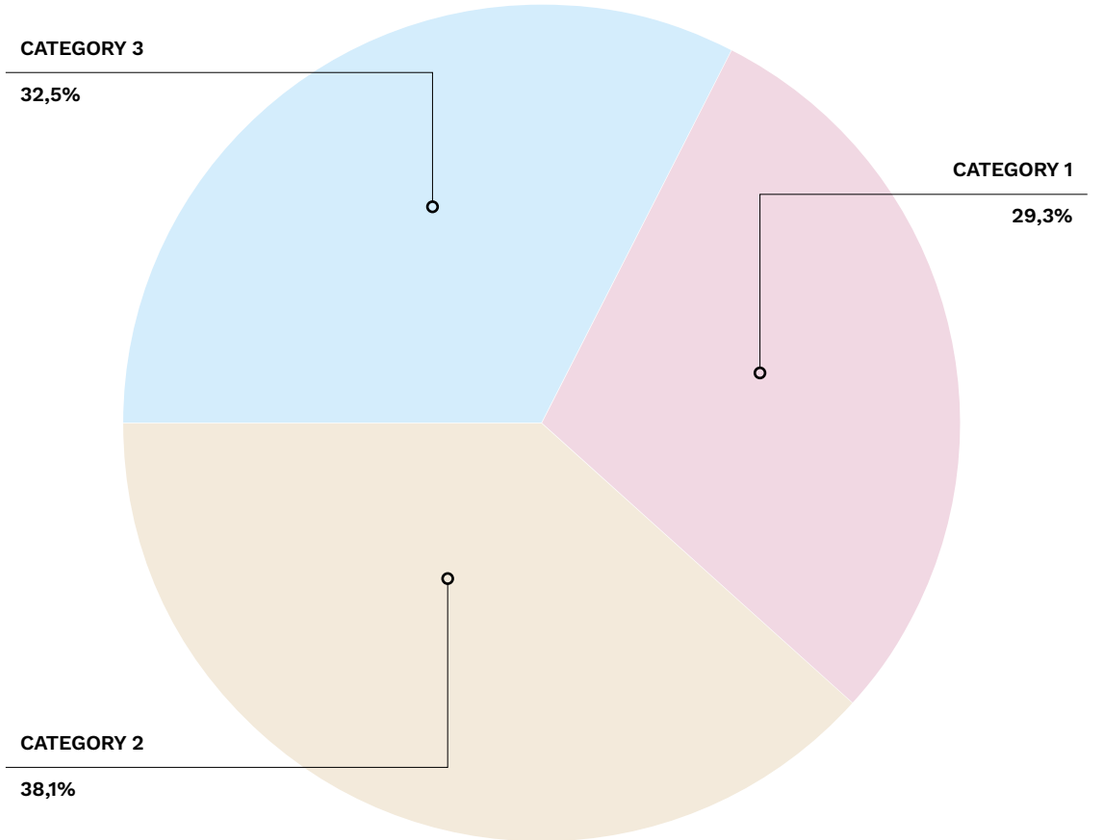
Emission category	tCO_2e	Fonte del fattore di emissione
Category 1: Direct GHG emissions		
Direct emissions from stationary combustion (methane gas)	**260,57**	DEFRA, sheet "Fuels", dataset "Natural Gas", $KgCO_2e$/smc, 2025
Direct emissions from mobile combustion (diesel fuel)	**131,38**	DEFRA, sheet "Fuels" dataset "Diesel, 100% mineral, litres", 2025
Category 2: Indirect emissions from purchased energy consumption		
Indirect emissions from imported electricity (on site)	**509,03**	ecoinvent 3.11, Electricity Emission Factors Scope 2 and 3 - Sheet Scope 2 all GHGs - dataset "IT electricity, low voltage, residual mix"
Category 3: Indirect emissions from transportation		
Emissions from employee commuting	**167,28**	DEFRA, Sheet "Passenger Vehicles" dataset "Medium car, petrol / diesel / LPG / CNG / plug-in hybrid / Bus / Motorbike, $KgCO_2e$/km", 2025
Emissions from waste transportation	**6,95**	DEFRA, Sheet "Freighting goods" dataset "HGV-all diesel, Rigid (>3.5-7.5t), 100% laden, $KgCO_2e$/km", 2025
Emissions from transportation - business travel	**23,12**	DEFRA, Sheet "Business travel-air" dataset "International, economy class, $KgCO_2e$/km", 2025
Upstream emissions from fuel generation and transportation/distribution (WTT) - Diesel	**30,80**	DEFRA, Sheet "WTT- fuels" dataset "Diesel (100% mineral diesel)" liters, 2025
Upstream emissions from fuel generation and transportation/distribution (WTT) - Gas	**42,44**	DEFRA, Sheet "WTT- fuels" dataset "Natural gas" cubic meters, 2025
Upstream emissions from the transportation/ distribution of purchased energy and grid losses	**164,05**	ecoinvent 3.11, Electricity Emission Factors Scope 2 and 3 - Sheet Scope 3 all GHGs - dataset "IT electricity, low voltage, residual mix"
Total	**1.335,61**	

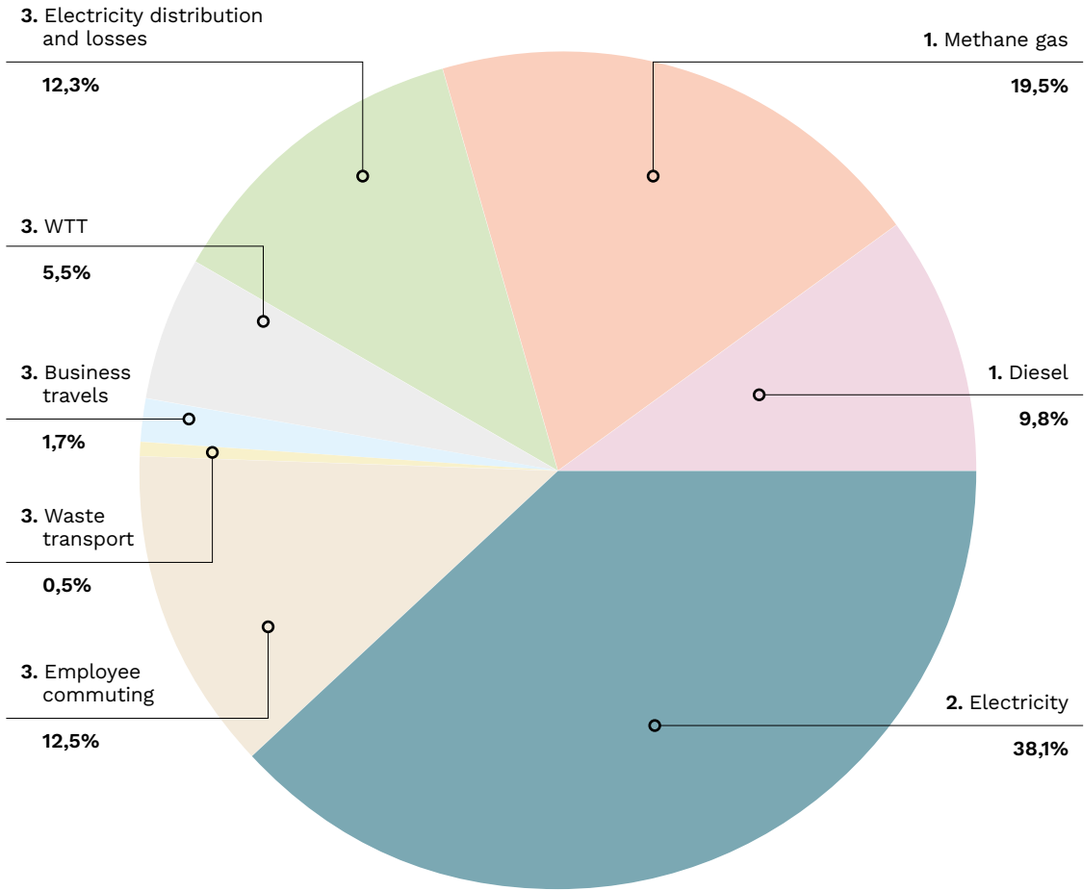
The most significant component is the consumption of purchased electricity (Category 2), amounting to 509.03 tCO_2e and representing 38.11% of the total emissions inventory.

Direct emissions (Category 1) account for 29.35% and mainly stem from gas consumption for heating and civil uses (260.57 tCO_2e), as well as from diesel used for company mobility (131.38 tCO_2e).

Indirect emissions (Category 3) represent 32.54% of the total and primarily include employee commuting (167.28 tCO_2e) and emissions associated with electricity transmission and distribution losses (164.05 tCO_2e).

The analysis confirms that the organization's main emission drivers are related to energy consumption and mobility, based on the categories assessed. In this context, Frezza continues its monitoring and evaluation activities to identify opportunities for energy efficiency, optimize consumption and progressively reduce the company's carbon footprint.





Compared to 2024 (1,135 tCO_2e), total emissions increased by approximately 17.7%. This variation should be interpreted with caution, as it is largely driven by changes in production processes during the year and, more broadly, over the three-year period. These changes are progressively being internalized and are therefore increasingly reflected in energy-related categories.

The three main sources of emissions remain electricity purchased from the grid (38,1%), methane gas (19,5%) and electricity distribution losses (12,3%), in addition to employee commuting (12,5%). In particular, **the growth in electricity consumption** (509,03 tCO_2e, +13% compared to 2024) is linked to the internalization of production processes previously outsourced.

Relating total emissions to the year's turnover, the emission intensity amounts to 36.43 $kgCO_2e$ per thousand euros of revenue, marking an increase compared to 2024 (33%). This variation is primarily due to fluctuations in turnover and the factors outlined above.

A noteworthy achievement concerns **international shipping**: thanks to the adoption of the DHL GoGreen Plus service - based on sustainable aviation fuel (SAF) produced from ISCC-certified used cooking oil - Well-to-Wheel (WtW) emissions from air transport have been reduced from 7.66 to **5.35 tCO_2e**. This corresponds to an SGS-verified reduction of **2.31 tCO_2e** (-30.12%) compared to the standard service. The share of SAF has reached 32.98% of the energy mix for Frezza's flights, demonstrating that decarbonization efforts extend across the entire logistics chain, not only production.

THE PATH TOWARD THE STATED OBJECTIVES CONTINUES WITH DETERMINATION:

- *Complete the baseline of significant emissions by 2026, with **external verification** in accordance with ISO 14064-1:2018, including currently assessed upstream and downstream flows, to provide a comprehensive overview of climate responsibility.*
- *Achieve **carbon neutrality by 2030** through progressive reduction plans (energy efficiency, production internalization, Smart Factory, transition to renewable energy with photovoltaic systems, additional material replacement and other abatement actions) and subsequent offsetting of residual emissions.*

Energy carriers, as confirmed in previous editions, remain the primary source of emissions and consumption among the categories analysed. Their use is closely linked to company activities, particularly production processes.

Compared to 2024, energy consumption shows a significant increase over the reporting period, both in terms of intensity relative to turnover and consumption per quantity of products sold (in tonnes). Total consumption reached 345.8 toe in 2025, representing an overall increase of 11% (311.6 toe in 2024).

This apparent rise should be interpreted within the context of an operational reorganization initiated several years ago, which included the internalization of processes previously outsourced. As a result, these figures reflect a transition toward greater operational control, and consequently higher direct energy consumption. A more robust and representative baseline is thus being established, enabling Frezza to take full responsibility for its operations and related consumption.

Over a three-year horizon, the increase tends to stabilize, while diesel consumption continues to show an overall downward trend.

		2023				2024				2025				Variation 2024-2025		Variation over the three-year period 2023-2025	
	UoM	Quantity	Intensity / 1000 euro	Intensity / ton	Toe	Quantity	Intensity / 1000 euro	Intensity / ton	Toe	Quantity	Intensity / 1000 euro	Intensity / ton	Toe	Intensity / 1000 euro	Intensity / ton	Intensity / 1000 euro	Intensity / ton
Gas	m³	92.578	2,46	12,81	77,40	97.057	2,35	11,94	81,14	126.077	3,44	18,88	105,40	46,63%	58,16%	39,67%	47,40%
Electricity	kWh	944.612	25,12	130,71	176,64	996.360	24,08	122,56	186,32	1.060.940	28,94	158,89	198,40	20,20%	29,65%	15,19%	21,56%
Diesel	l	58.302	1,55	8,07	44,44	49.520	1,20	6,09	42,18	49.355	1,35	7,39	42,04	12,50%	21,35%	-13,18%	-8,37%
Oil	l	0	0,00	0,00	0,00	2.000	0,05	0,25	1,96	0	0,00	0,00	0,00	NA	NA	NA	NA

4.6. *Use of resources and circular economy*

In 2025, Frezza sold a total of 6,677 tonnes of products, representing an 18% decrease compared to 2024.

This annual fluctuation is linked to the internalisation of production flows and processes, which led to an increase in the volume of incoming raw materials, despite a reduction in overall production. However, when analysed over a longer time horizon, the data present a solid and consistent trend. Supported by eco-design initiatives, production optimisation and the Smart Factory approach, the past four years - since Frezza formally embarked on its ESG journey - show a clear reduction in the intensity of use for several material categories.

The overall picture for the 2022–2025 period is particularly meaningful. Compared to 2022, Frezza has significantly reduced its use of materials with the highest environmental impact: polystyrene (-90,81%), aluminium (-51,10%), cut panels (-46,30%), chipboard (-26,28%), glass (-27,22%) and plastic (-13,04%)

At the same time, the use of recycled cardboard, which is progressively replacing polystyrene packaging, has increased by 147.94%, reflecting a deliberate strategy to adopt lower-impact materials sourced from certified supply chains.

		2023	2024	2025	Variation 2024-2025	Variation 2022-2025
MDF	**Mc**	16,8	17,30	17,1	-1,16%	+7,55%
Laminated panels	**Mc**	5.813	5.638	5.988	+6,21%	-21,59%
Chipboard panels	**Mq**	2.100	2.037	2.222	+9,08%	-26,28%
Polystyrene	**Pz**	19.155	18.197	12.891	-29,16%	-90,81%
Cardboard	**Pz**	911.763	939.115	926.270	-1,37%	+147,94%
Glues	**Kg**	885	912	962	+5,53%	-10,68%
Plastic	**Pz**	16.997	16.487	15.238	-7,58%	-13,04%
Aluminium	**Pz**	56.696	45.260	43.140	-4,68%	-51,10%
Glass	**Pz**	12.157	11.792	9.413	-20,17%	-27,22%
Cut panels	**Mq**	8.965	7.696	8.323	+8,15%	-46,30%

Comparing the data for 2025 and 2024, several significant trends emerge that require a contextualized interpretation.

Polystyrene recorded a further decline of 29.16%, bringing the overall reduction since 2022 to nearly 91%. This represents the most emblematic outcome of the packaging transition: a material that, just three years ago, was the industry standard has now become a marginal presence, set to disappear gradually even in the last sectors where it is still used. Its replacement with recycled cardboard is now complete in the furniture segment and well advanced in the seating sector.

Glass consumption decreased by 20.17% compared to 2024, reflecting design choices that prioritize alternative solutions while maintaining equivalent aesthetic and functional performance.

Aluminium consumption continued its downward trajectory (-4.68%), reinforcing the overall halving trend compared to 2022 levels. This reduction is the result of profile optimization during the design phase and decreased extrusion waste.

Plastic consumption also declined further (-7.58%), resulting in a total reduction of over 13% across the three-year period, despite increased production volumes.

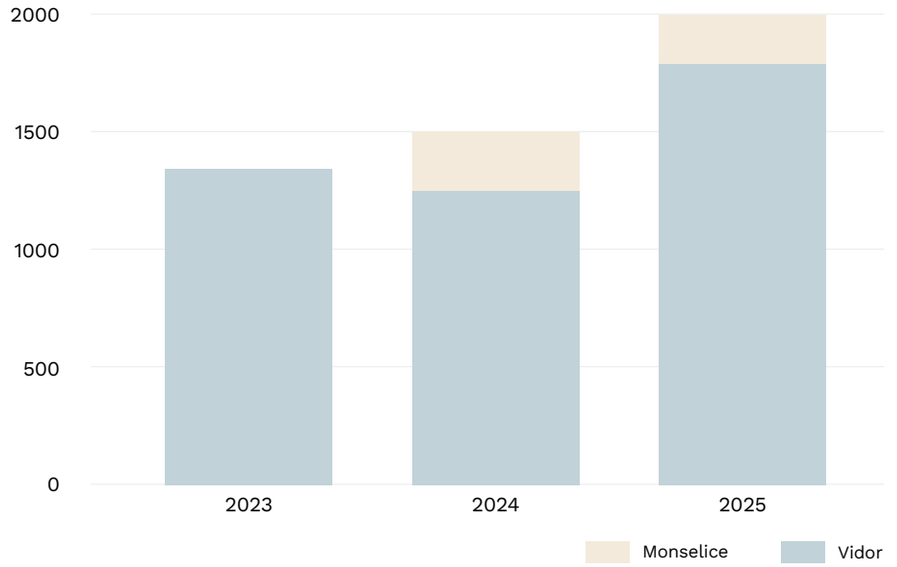
Nevertheless, some growth trends deserve careful consideration. The moderate increase in **laminated panels** (+6.21%) and **chipboard panels** (+9.08%) compared to 2024 should be interpreted in light of production volume trends and the composition of the product mix sold during the year - particularly the growth of furniture lines that incorporate these materials. Over the three-year period, both categories remain significantly below 2022 levels (-21.59% and -26.28%, respectively), confirming the underlying downward trend.

Similarly, the increase in glues (+5.53%) is linked to eco-design choices favouring assembly methods that facilitate disassembly. At the same time, the structural reduction in the use of chemical adhesives in new product design is progressing in parallel and is expected to yield increasingly significant results in the coming years. **Cut panels** increased by 8.15% compared to 2024, in line with demand for high-quality finishes, although they remain nearly halved compared to 2022 volumes (-46.30%).

Cardboard usage recorded a slight decrease (-1.37%) compared to 2024. This should not be interpreted as a reversal of the trend but rather as a reflection of packaging optimization achieved by reducing the dimensions of disassembled products: an eco-design approach that simultaneously lowers both packaging material requirements and transport-related emissions.

Regarding **water consumption**, the Vidor site recorded a 44% increase compared to 2024. This rise is partly attributable to the internalization of certain production processes and partly to a water leak that was identified and resolved during the period.

Starting from 2024, it has also become possible to report water consumption for the secondary site in Monselice, following its acquisition. However, the higher overall consumption is primarily attributable to the headquarters and main production site and reflects the broader process of internalizing production activities, with the associated increase in direct resource use.

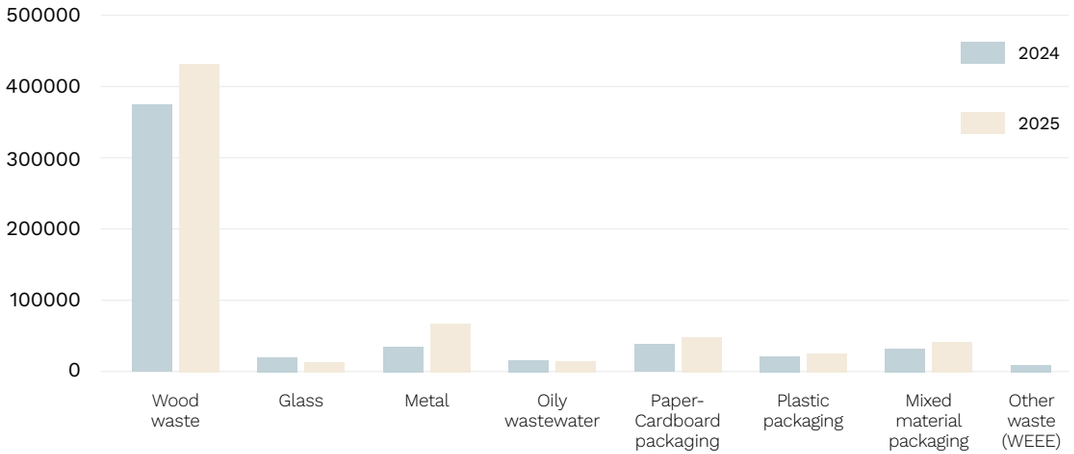


4.7. Waste

During 2025, the company continued its efforts to optimize the management of waste generated by industrial processes, prioritizing recovery over disposal.

Overall, 98.47% of the waste produced was sent for recovery, while only 1.53% was directed to disposal. This residual portion consists almost entirely of oily wastewater, which also accounts for nearly all hazardous waste, with the exception of limited specific streams such as replaced lighting tubes. These results confirm the company's commitment to enhancing residual resources and minimizing the environmental impact of its operations.

Wood waste remains the predominant waste stream, including sawdust, shavings, cutting residues and discarded wood and panels from production processes. In 2025, this amounted to over 424 tonnes, marking a 10% increase compared to the previous year. This trend reflects the central role of wood processing within the company's production system and the maintenance of high production volumes despite annual fluctuations. Other non-wood waste fractions totalled nearly 137 tonnes, representing an overall increase of 57.5% compared to 2024. However, this aggregate trend encompasses differing dynamics across individual fractions.



Several streams recorded a decrease, including glass waste (-37%), hazardous fractions related to oily wastewater (-11%) and special waste such as WEEE (-80%).

Conversely, there was a notable increase in metal waste sent for recovery, particularly ferrous (+227%) and non-ferrous (+48.5%) filings and shavings. This increase is attributable to the extraordinary disposal of a suction line during the year.

With regard to packaging, the quantities sent for recovery increased for paper and cardboard (+25.5%), plastic (+4.1%) and mixed packaging (+31.1%). This trend is consistent with the evolution of production and logistics activities. Frezza continues to promote initiatives aimed at optimizing packaging and reducing waste throughout the operational value chain.

5. *People*

5.1. Wellbeing and safety as strategic direction

5.2. Staff composition

5.3. Health and safety

5.4. Work-life balance

5.5. Wellbeing in the workplace

5.6. Training and skills development

5.7. Equal opportunities and non-discrimination

5.8. Workers in the value chain

5.9. Customer relations

5.10. Consumers and end-users

5.11. Local community

5.1. *Wellbeing and safety as strategic direction*

The well-being and safety of people represent for Frezza an ethical duty and a true strategic direction, guiding every design, organizational and production decision with determination.

Frezza promotes policies aimed at safeguarding the health and safety of its workers, ensuring high-quality work and empowering its people, integrating these principles into its business processes and organisational culture.
The year 2025 marked a significant step in this direction, thanks to a reorganization of workspaces that involved both office environments and production areas. Spaces were redesigned to improve ergonomics, comfort and environmental quality, as well as to foster collaboration, integration and overall well-being. At the same time, investments in a smart factory perspective (Industry 4.0 and 5.0) helped improve operating conditions in the production department through the introduction of advanced technologies, optimization of production flows and greater attention to safety and human–machine interaction. Frezza encourages the active involvement of employees in continuous improvement initiatives, with a particular focus on health and safety and working conditions, also through the role of the workers' safety representative. Internal dialogue is a key tool for identifying needs, preventing potential issues, and strengthening a shared culture of prevention. The safety management system, supported by clearly defined roles and responsibilities, enables effective oversight of health and safety matters. This commitment translates into concrete and measurable actions, supported by key performance indicators, including:

- *workplace injury rate and its trend over time;*
- *number of training hours provided on health and safety;*
- *percentage of workers involved in safety training activities;*
- *initiatives to improve workspaces and working conditions;*
- *monitoring of internal reports relating to safety and wellbeing.*

Overall, Frezza views well-being and safety as key enablers of an advanced organisational model, where a people-centred approach translates into work quality, efficiency and innovation capacity.

This vision extends beyond the company's boundaries: well-being and safety are guiding principles that Frezza promotes not only for its own employees, but throughout the entire value chain, including suppliers' workers, customers, end users and the local community. This broad commitment reflects the company's ambition to contribute to a more responsible, safe and sustainable system.

5.2. *Staff composition*

*In 2025, Frezza employed a total of 116 people, of whom **113 with direct employment contracts** and **3 with temporary contracts**, representing a slight increase in overall employment.*

73,5% of employees are men and 26,5% are women.
14,2% are from countries other than Italy.

	Year 2024		Year 2025	
Gender	**Number of employees**	**%**	**Number of employees**	**%**
Male	83	74,8%	83	73,5%
Female	28	25,2%	30	26,5%
Total	**111**	**100%**	**113**	**100%**

Country of origin	**Number of employees**	**%**	**Number of employees**	**%**
Italy	94	84,7%	96	85%
Morocco	5	4,5%	5	4,4%
North Macedonia	4	3,6%	4	3,5%
Switzerland	3	2,7%	3	2,7%
Albania	1	0,9%	1	0,9%
Algeria	1	0,9%	1	0,9%
Bosnia-Herzegovina	1	0,9%	1	0,9%
Kosovo	1	0,9%	1	0,9%
India	1	0,9%	1	0,9%
Total	**111**	**100%**	**113**	**100%**

97.3% of employees are hired on permanent contracts, reflecting a long-standing company strategy focused on workforce stability.

97.3% are employed full-time, while part-time employees have opted for this form of contract due to personal needs.

	Year 2025					
Type of contract	**Male**	**%**	**Female**	**%**	**Total**	**%**
Permanent contract	80	96,4%	30	100%	110	97,3%
Fixed-term contract	3	3,6%	0	0%	3	2,7%
Full time	83	100%	27	90%	110	97,3%
Part time	0	0%	3	10%	3	2,7%
Total employees	**83**	**100%**	**30**	**100%**	**113**	**100%**

Category	Year 2023				Year 2024				Year 2025			
	M	%	F	%	M	%	F	%	M	%	F	%
Production workers	43	93%	3	7%	40	93%	3	7%	43	93%	3	7%
Production apprentice workers	1	100%	0	0%	2	100%	0	0%	1	100%	0	0%
Office workers	36	59%	25	41%	36	60%	24	40%	34	56%	27	44%
Apprenti-ce office workers	0	0%	1	100%	1	50%	1	50%	1	100%	0	0%
Mid-level managers	2	100%	0	0%	3	100%	0	0%	3	100%	0	0%
Executives	1	100%	0	0%	1	100%	0	0%	1	100%	0	0%
Total	**83**	**74%**	**29**	**26%**	**83**	**75%**	**28**	**25%**	**83**	**74%**	**30**	**26%**

A comparison of employee composition by gender and job category over the past two years shows overall stability.

The turnover rate is 9%.

100% of employees are covered by the National Collective Labour Agreement (NCLA) for the Wood and Furniture Industry Sector, which ensures social protection against income loss due to major life events (such as illness, injury, parental leave and unemployment through the NASPI benefit), as well as fair wages in line with applicable standards.

Frezza has trade union representatives from the main metalworkers' confederations (FIOM-CGIL, FIM-CISL) within the company, who regularly take part in company-level consultation meetings and jointly form the RSU (Unified Trade Union Representation) and the company-level RSAs.

In 2025, Frezza has no employees with disabilities.

Age	Year 2023		Year 2024		Year 2025	
	Number	%	Number	%	Number	%
<30	14	13%	16	14%	18	16%
30<x<50	56	50%	57	52%	54	48%
>50	42	37%	38	34%	41	36%
Total	**112**	**100%**	**111**	**100%**	**113**	**100%**

Temporary contract workers

The temporary contract workforce (Interim contract) is composed as follows: 2 male production workers and 1 female office worker.

Frezza ensures that temporary contract workers also receive fair wages and legally mandated social protection.

5.3. *Health and safety*

Occupational health and safety are core priorities for Frezza, as outlined in the company's Code of Ethics, certified through the UNI ISO 45001:2018 standard of its Occupational Health and Safety Management System, which covers 100% of its employees.

Frezza's safety policies are implemented in accordance with the Risk Assessment Document, updated in July 2025. This document defines the company's safety organisational structure and the management of human resources, focusing on training, information and the direct involvement of employees in operational procedures and in assessing company strategies on workplace health and safety. It also evaluates 17 types of risk and outlines the technical and behavioural measures adopted by Frezza.

It is also worth highlighting the significant smart factory initiatives implemented in 2025, including the introduction of new systems that further enhance safety for production workers.

In 2025, Frezza recorded one workplace accident, resulting in a total of 9 days of absence. The injury rate stood at 10.86, with no reported cases of occupational illness or fatalities.

[1]The accident rate is calculated using the formula (number of cases / total number of hours worked) × 1,000,000

5.4. *Work-life balance*

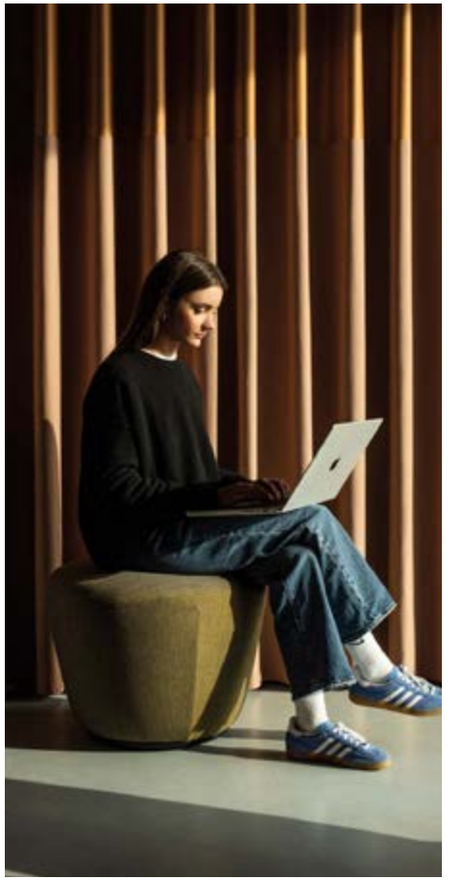
All Frezza employees are entitled to maternity, paternity, parental leave and caregiver leave.

12 employees (8 men and 4 women) have taken hours of leave for family reasons, as shown below.

Total number of hours used for family needs	
Maternity leave (mandatory)	576
Paternity leave (mandatory)	279,5
Parental leave (facultative)	600
Caregiver leave	640

5.5. *Wellbeing in the workplace*

In 2025, Frezza made significant investments to enhance the well-being of its workspaces, both in office environments and in the production department.



The headquarters was redesigned, including the creation of new open-plan spaces on the ground floor. Further improvements are planned for 2026, such as the introduction of height-adjustable desks and the installation of sound-absorbing panels in the technical and purchasing departments to improve privacy and overall comfort for staff.

In the production department, the introduction of more efficient and safer systems - featuring automation and improved ergonomic design- has enhanced both environmental performance and workplace safety, while strengthening human-machine interaction. This evolution is transforming the craftsman into a 4.0 operator. By shifting toward less physically demanding and more skilled tasks, these changes support the well-being, job satisfaction and professional growth of Frezza's employees.

5.6. *Training and skills development*

In 2025, Frezza provided 232 hours of mandatory safety training and 210 hours of non-mandatory training on the use of AlphaCAM software, amounting to 4 hours per employee.

Throughout 2025, the in-house training programme continued in line with Decree No. 142 of 2 August 2022 issued by the Ministry of Labour and Social Policies. Originally launched in June 2023, the programme was further expanded in 2025 to include production staff. Its aim is to support the introduction of innovation initiatives and digital and technological modernisation, aligning them with both individual and team competencies, as well as with the company's strategic objectives.

The project involved two complementary training formats:

Theoretical training, delivered in a classroom setting through presentations and discussions using traditional methods, supported by tools such as slides, case studies and interactive sessions;

Practical training, designed to develop and strengthen skills directly in the workplace, in line with the well-established "learning by doing" approach.

The tasks and departments concerned by the training are as follows:

- *goods acceptance department*
- *purchasing department*
- *administration department*
- *area managers*
- *IT department*
- *customer service department*
- *marketing and communication department*
- *customer-supplier quality department*
- *research & development department*
- *technical sales department*
- *production department*

The training program also included formal periodic assessments and reviews for all staff involved, to ensure measurable improvement in their skills.

5.7. *Equal opportunities and non-discrimination*

Frezza promotes respect for the rights and the physical, cultural and moral integrity of all individuals it engages with, ensuring equal opportunities and preventing any form of discrimination.

In particular, the company does not tolerate discrimination of any kind toward its stakeholders, including discrimination based on age, gender, sexual orientation, race, physical condition or health status, nationality or ethnic origin, political opinions, religion, marital status, or any other form prohibited by law.

Frezza is committed to operating in a fair and impartial manner, condemning any form of retaliation against employees or collaborators who report instances of discrimination. In 2025, no cases of discrimination or human rights violations were recorded.

5.8. Workers in the value chain

Frezza recognises its responsibility towards workers across the entire value chain and is committed, to the best of its ability, to promoting fair and safe working conditions that respect fundamental rights.

The company sets out its guiding principles in its Code of Ethics, which establishes standards of conduct applicable to suppliers and partners. These principles include compliance with applicable legislation, the protection of health and safety, the prohibition of discrimination, fair treatment and the safeguarding of workers' rights.

Frezza promotes the dissemination of its ethical principles throughout the supply chain, requiring suppliers to align with the company's values and fostering dialogue based on transparency and accountability. The company encourages behaviour consistent with these principles while respecting its role and organisational structure.

Frezza also adopts preventive measures in the selection and management of suppliers. In particular, before outsourcing activities to third parties, it verifies compliance with occupational health and safety regulations and requires that all supplies, including machinery and equipment, meet applicable standards. These checks are designed to prevent potential negative impacts on workers involved in supply chain activities.

The company is committed to working exclusively with suppliers that guarantee respect for fundamental rights, including the protection of children and young people, in line with international conventions. In particular, Frezza requires that goods and services, at any stage of production, are not produced using child labour, either directly or indirectly.

Overall, Frezza's approach is based on responsible selection criteria, prior verification and the promotion of ethical principles throughout the value chain, with the aim of contributing, within its sphere of influence, to decent and safe working conditions.

5.9. Customer relations

Frezza's commitment to its customers is translated into complete satisfaction and high-quality products and services.

Frezza measures and monitors customer satisfaction using two key indicators: delivery times and the handling of complaints.

With regard to **delivery times**, 3 indices have been identified, which are monitored annually.

	Year 2023	Year 2024	Year 2025
Days of difference between customer order and release date	0,73	1,26	1,35
Days of difference between release date and delivery document date (DDT)	16,16	17,44	16,94
Days of difference between expected delivery and DDT date	3,72	2,72	1,71

With regard to **complaints,** the incidence in relation to the number of shipped packages is monitored

	Year 2023			Year 2024			Year 2025		
	Nr. of complaints	Nr. shipped packages	%complaints / shipped packages	Nr. of complaints	Nr. shipped packages	%complaints / shipped packages	Nr. of complaints	Nr. shipped packages	%complaints / shipped packages
Furniture	1.166	447.207	0,25%	1.118	467.385	0,24%	1.239	428.670	0,29%
Frezza	8	5.901	0,13%	118	38.535	0,31%	6	382	1,57%
Partitions	391	39.271	0,99%	405	41.902	0,97%	319	33.417	0,95%
Seating	426	45.684	0,93%	394	50.236	0,78%	436	53.650	0,01%
Total	**1.991**	**538.063**	**0,37%**	**2.035**	**598.058**	**0,34%**	**2.000**	**516.119**	**0,38%**

Shipping complaints • **2025:** 0,38% • **2024:** 0,34% • **2023:** 0,37%

5.10. *Consumers and end-users*

Ensuring the well-being and safety of end users has always been central to Frezza's mission, which focuses on developing and producing furniture solutions that combine technical performance, aesthetic quality and a strong sense of responsibility towards users.

In this context, design plays a key role, not merely as a formal element, but as a strategic driver capable of tangibly enhancing the user experience.

The developed solutions, including those created in collaboration with renowned designers such as Monica Armani, Claesson Koivisto Rune, Giorgio Topan, Claudio Bellini, Giovanni Giacobone and Massimo Roj (CMR Project), Ramos Bassols, Stefano Boeri Interiors, d.Flux, Marco Zito, Favaretto & Partners and Luca Nichetto, interpret the workplace as an ecosystem that fosters balance, comfort and inclusion. A strong focus on ergonomics, for instance through height-adjustable desks, helps prevent the physical risks associated with sedentary work, while the design of modular and open spaces promotes collaboration, accessibility and integration.

Frezza integrates ongoing dialogue with the market and designers into its product development process, translating functional requirements and changes in working patterns into increasingly advanced and user-centred design solutions.
With regard to processes aimed at addressing potential negative impacts on end users, the company adopts a preventive approach based on strict compliance with technical standards, rigorous product testing and thorough quality control, ensuring high levels of reliability.

In recent years, Frezza has also strengthened its commitment to transparency and the completeness of information, providing detailed guidance on product maintenance, repairability and end-of-life management. This approach helps inform and empower end users, promoting more conscious and sustainable consumption behaviours.

5.11. *Local Community*

Frezza recognises the local community as a key stakeholder and regards its relationship with the local area as a central element of its social responsibility. In this context, the company operates with the aim of contributing to the social, cultural and economic development of the ecosystem in which it operates, recognising the role that the company can play in generating shared value.

The company supports cultural, social and sporting organisations and initiatives through sponsorship, financial contributions and donations. Initiatives are selected on the basis of direct knowledge of the local area and its needs, through established relationships with local associations and organisations. Although not formalised within structured processes, this approach enables the company to direct its support towards organisations that are consistent with its values and capable of generating tangible positive impacts.

During 2025, Frezza supported several initiatives, including:

- *contribution to the seventh edition of "Ars in tempore. Percorso di arte contemporanea" at the Abbey of Santa Bona in Vidor (TV), organised by the Quinta Dimensione - Oltre l'immagine Association;*
- *donation to the Telefono Rosa Anti-Violence Centre in Treviso (OdV);*
- *support for the Oltre ASD Association in Montebelluna (TV), which is committed to promoting sport for people with intellectual and relational disabilities;*
- *sponsorship of the 'Run for Children Treviso' recreational and fitness event in support of LILT;*
- *sponsorship of the amateur football team ASD Vidor QDP;*
- *donation of furniture to Vidor's (TV) "Casa di Riposo ed Opere Pie Riunite";*
- *donation of furniture to Ciano del Montello's (TV) "Monumento ai Caduti" Nursery School.*

In 2025, no significant negative impacts arising from the company's activities on local communities were identified that would require the implementation of specific remedial measures. Frezza nonetheless remains committed to continuously monitoring its operations in order to prevent any potential issues.

Overall, Frezza's approach to the communities in which it operates is characterised by a tangible commitment, proportionate to its size, aimed at generating positive and lasting impacts within its local context.

6. *Governance*

6.1. Administrative, management and control bodies

6.2. Organizational structure

6.3. Sustainability responsibility and authority

6.4. Code of Ethics and Business Conduct

6.5. Lawfulness and anti-corruption

6.6. Whistleblowing

6.7. Supplier relationship management

6.1. *Administrative, management and control bodies*

Frezza Srl is part of a holding company that includes a group of companies working in the design sector, operating in the enhancement of different specialisations.

The Company adopts a collegial governance system, with a **Board of Directors** composed of **three members** (**two women and one man**), which is exclusively entrusted with ordinary and extraordinary management powers as well as the definition of strategic guidelines. The Board may delegate part of its responsibilities to one or more directors, while ensuring an adequate level of control and oversight.

Legal representation and executive powers are vested in the **Chief Executive Officer**, who operates in alignment with the strategic guidelines defined by the Board and ensures the operational implementation of company decisions. Supporting day-to-day management, the **General Manager** is responsible for organising and coordinating ongoing business activities, including commercial operations, human resources management and relations with partners, while also contributing to the definition of strategic plans and budgets.

The governance system also provides for a clear allocation of delegated powers and responsibilities, including in specific areas such as occupational health and safety, in compliance with applicable regulations. These delegations are entrusted to individuals with appropriate technical and professional expertise and are accompanied by organisational, managerial and financial authority, as well as reporting obligations to senior management. This approach ensures effective oversight of operational and regulatory risks.

The control system is further strengthened by the presence of an **independent auditing firm** responsible for statutory audit activities, ensuring the reliability and transparency of financial information. At the same time, the adoption of certified management systems, such as the integrated UNI EN ISO 9001/45001/14001 certification, enhances process control and supports the continuous improvement of company performance.

Overall, Frezza's governance is structured as an integrated system combining strategic direction, operational responsibility and control mechanisms, in line with principles of transparency, accountability and risk management. This framework serves as an enabling factor for the implementation of the company's sustainability strategy and the creation of long-term value.

6.2. *Organizational structure*

Frezza's 2025 functional organisational chart reflects a structured model aligned with the company's ongoing strategic evolution.

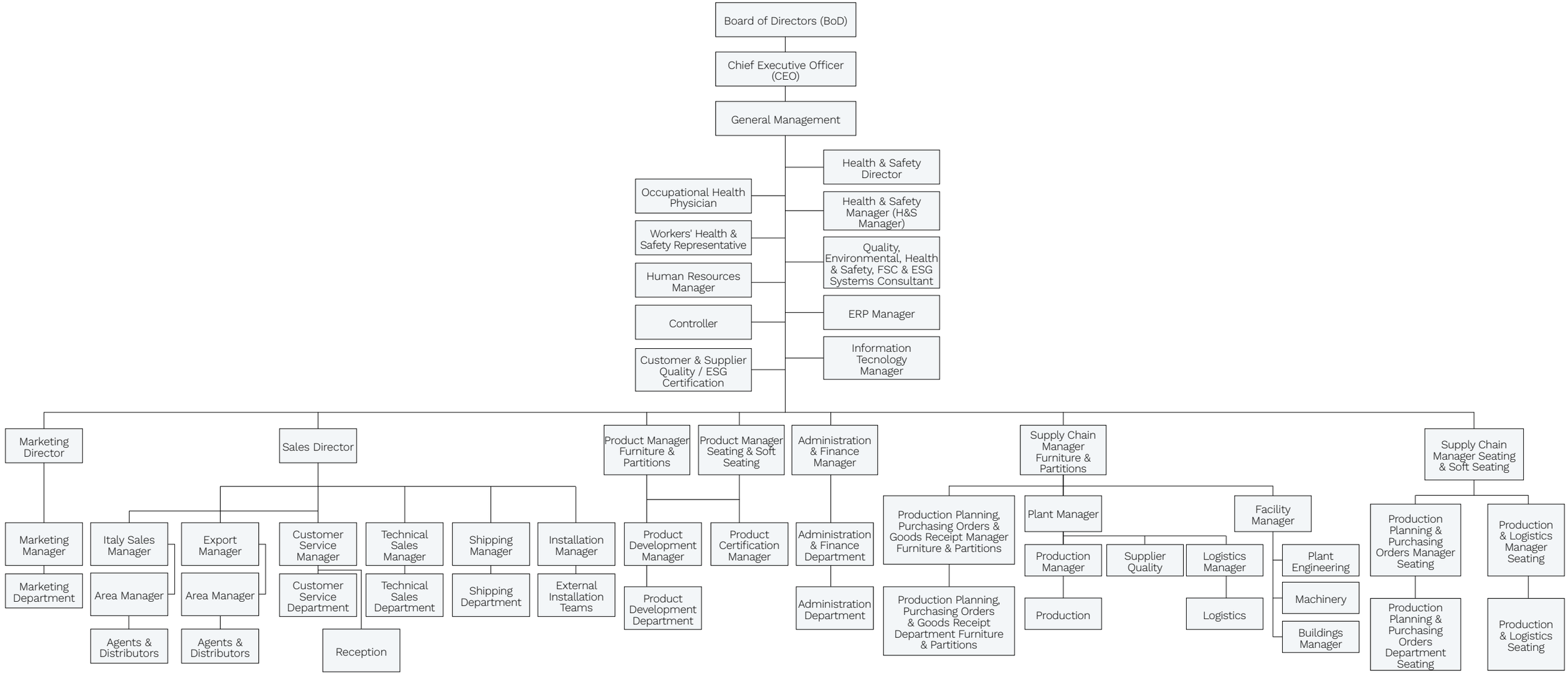
The clear central role of the **General Manager**, to whom the main departments report (Sales Department, Marketing Department, Administration and Finance Department, Supply Chain and Product Development), highlights a defined decision-making system capable of ensuring direct control over key processes and coherence with the strategic choice to internalise and closely manage operations.

Particularly noteworthy is the importance assigned to **the production area** and the **supply chain**. The articulated presence of functions dedicated to production, planning, procurement and logistics fully reflects the strategic decision to strengthen internal process control and reduce dependence on external stakeholders. In this context, the distinction between different product lines (**Furniture and Partitions and Seating and Soft Seating**) enables more specialised management and greater operational effectiveness.

At the same time, the organisational structure demonstrates strong integration between the technical function, product development and commercial teams. The close alignment between product management, technical departments and the sales network fosters continuous dialogue between design and the market—an essential driver of innovation, quality and ongoing improvement.

Another distinctive feature is the structured oversight of **quality, safety, environmental and ESG matters**. The presence of dedicated roles and clearly defined responsibilities, fully embedded within business processes, reflects a mature approach to managing impacts and risks, aligned with evolving regulatory requirements and an increasingly holistic view of sustainability.

The integration of well-defined, cross-functional responsibilities for in**formation systems, management control** and **planning**, including ERP management, further strengthens the company's ability to monitor and measure performance, a critical capability in a context increasingly driven by digitalisation and data-led sustainability. Overall, the organisational structure acts as a true enabler of widespread sustainability: an integrated model that activates key intangible assets - organisational, human and relational capital - and enables Frezza to manage the complexity of its processes and value chain relationships with growing awareness and effectiveness.


Board of Directors (BoD)
Chief Executive Officer (CEO)
General Management
Health & Safety Director
Occupational Health Physician
Health & Safety Manager (H&S Manager)
Workers' Health & Safety Representative
Quality, Environmental, Health & Safety, FSC & ESG Systems Consultant
Human Resources Manager
ERP Manager
Controller
Information Tecnology Manager
Customer & Supplier Quality / ESG Certification
Marketing Director
Sales Director
Product Manager Furniture & Partitions
Product Manager Seating & Soft Seating
Administration & Finance Manager
Supply Chain Manager Furniture & Partitions
Supply Chain Manager Seating & Soft Seating
Marketing Manager
Marketing Department
Italy Sales Manager
Area Manager
Agents & Distributors
Export Manager
Area Manager
Agents & Distributors
Customer Service Manager
Customer Service Department
Reception
Technical Sales Manager
Technical Sales Department
Shipping Manager
Shipping Department
Installation Manager
External Installation Teams
Product Development Manager
Product Development Department
Product Certification Manager
Administration & Finance Department
Administration Department
Production Planning, Purchasing Orders & Goods Receipt Manager Furniture & Partitions
Production Planning, Purchasing Orders & Goods Receipt Department Furniture & Partitions
Plant Manager
Production Manager
Production
Supplier Quality
Logistics Manager
Logistics
Facility Manager
Plant Engineering
Machinery
Buildings Manager
Production Planning & Purchasing Orders Manager Seating
Production Planning & Purchasing Orders Department Seating
Production & Logistics Manager Seating
Production & Logistics Seating

6.3. *Sustainability responsibility and authority*

*The organisation's governance framework assigns ultimate **responsibility** for sustainability matters to the **Board of Directors**.*

General Management, in collaboration with the Sales, Marketing, Administration and Finance Departments, as well as the Product and Supply Chain functions reporting directly to it, is responsible for defining strategies and policies to manage actual and potential impacts on people and the environment, identified through stakeholder engagement.

General Management, together with the Administration and Finance Department, is also responsible for defining strategies and policies for managing financial risks and opportunities, with input from the Sales and Marketing Departments and the Product and Supply Chain functions.

The Sales and Marketing Departments, along with the Product and Supply Chain functions, are responsible for developing and implementing the operational plans that support the execution of strategies and policies related to impacts, risks and opportunities.

Employee engagement and motivation are considered essential to the effective implementation of sustainability programmes.

In 2025, the Mixed Sustainability Working Group, originally established in 2023, was reaffirmed.

Coordinated by the General Manager, the group comprises:

- *1 Sales Director*
- *1 Customer/Supplier Quality Manager*
- *1 Partition/ Furniture Product Manager*
- *1 Seating Product Manager*
- *1 HR Manager*

These professionals, supported by external sustainability consultants, contribute specialised technical expertise within their respective areas of responsibility.

6.4. *Code of Ethics and Business Conduct*

For Frezza, ethics is a fundamental pillar of its governance system and a key driver in ensuring the responsible and transparent management of its business activities.

The Code of Ethics, updated in February 2024, sets out the principles and standards of conduct that guide the Company and its stakeholders, in full compliance with applicable regulations and grounded in integrity, fairness and accountability.

The Code applies to **employees, directors, supervisory bodies, contractors and business partners**, establishing clear standards of conduct in areas such as **anti-corruption, conflict of interest management, fair competition** and the **integrity of commercial relationships**. In this context, Frezza promotes behaviour based on **transparency, traceability and accountability** throughout the entire value chain.

The Company adopts a structured approach to managing risks related to corporate conduct, **integrating ethical principles into both decision-making and operational processes**. This is reflected in practices designed to ensure the reliability of information, the accuracy of accounting records and the protection of data; key elements in maintaining stakeholder trust.

Particular attention is also given to the **protection of individuals**, through **respect for fundamental rights**, the **prohibition of discrimination** and the promotion of a **safe and inclusive working environment**.
At the same time, the Company requires its suppliers and partners to adhere to ethical standards aligned with its own values, thereby encouraging the widespread adoption of principles of integrity across the supply chain.

The implementation of the Code of Ethics is supported by **internal control mechanisms and reporting channels** (**whistleblowing**), which allow any misconduct to be reported while ensuring appropriate levels of confidentiality and protection. These tools strengthen the Company's ability to prevent, detect and manage issues related to corporate conduct.

Within this framework, ethics is an integral part of Frezza's governance and control system, contributing to risk management, regulatory compliance and the creation of sustainable long-term value.

6.5. *Lawfulness and anti-corruption*

Frezza has adopted an Organisational, Management and Control Model (MOG 231, pursuant to Legislative Decree No. 231/01), a corporate governance framework designed to prevent criminal offences and ensure full compliance with applicable laws and regulations.

The 231 Model defines behavioural standards, procedures and control mechanisms aimed at:

- ***Preventing offenses*** *committed by employees or third parties;*
- ***Safeguarding the Company from administrative liability*** *for crimes committed in its interest or to its benefit;*
- ***Strengthening stakeholder trust*** *by promoting transparent and responsible management.*

The 231 Model, which is constantly updated to remain suitable for changing circumstances, includes:

- ***Risk Assessment,*** *focusing primarily on areas such as occupational health and safety, environmental protection, tax, corporate and customs compliance and anti-corruption;*
- ***Code of Ethics:*** *which sets out the principles and guidelines for all those acting on behalf of the Company (see paragraph 6.3);*
- ***Perational Procedures****: designed to regulate business activities and prevent unlawful conduct;*
- ***Supervisory Body****: an independent body responsible for monitoring the implementation of the Model;*
- ***Staff Training***

In 2025, Frezza recorded 0 convictions for breaches of the law concerning active and passive corruption.

6.6. Whistleblowing

Frezza, recognizing the importance of establishing effective reporting channels to safeguard the company's integrity and to promote legality, fairness and transparency, including in relation to third parties, has set up dedicated corporate whistleblowing channels and is promoting their widest possible use.

The following individuals operating within the company's work environment are entitled to submit reports:

- ***employees**;*
- ***freelancers and collaborators**;*
- ***professionals and consultants**;*
- ***volunteers and interns**;*
- ***individuals with roles in administration, management, control, supervision or representation***

even when the **legal relationship has not yet commenced**, such as during the **probationary period**, or **after its termination**.

Relevant Reports are those concerning **behaviours, acts or omissions that harm the public interest or the integrity** of the company, of which the reporting person has become aware in a work-related context, and which include:

- ***unlawful conduct relevant pursuant to Legislative Decree no. 231/2001 and violations of the 231 Model,** such as, for example, corrupt practices towards the Public Administration, violations relating to Occupational Health and Safety and breaches of environmental regulations;*
- *violations falling within the scope of European Union acts concerning the following **areas**: public procurement; financial services, products and markets and prevention of money laundering and terrorist financing; product safety and compliance; transport safety; environmental protection; consumer protection; protection of privacy and personal data and security of networks and information systems;*
- *acts or omissions affecting the **financial interests of the European Union**, such as fraud, corruption and any other illegal activity related to Union expenditure;*
- *acts or omissions relating to the **internal market**, including violations of EU rules on **competition** and **State aid,** as well as on **corporate taxation** and the **free movement of goods**, persons, services and capital;*
- *acts or conduct that **undermine the purpose or objectives** of the provisions set out in EU acts in the above-mentioned sectors. These include, for example, **abusive practices** that violate the principles of **fair competition** (such as predatory pricing, target discounts, tied sales, etc.).*

In order to allow for adequate verification activities, reports must be as **detailed** as possible so as to enable the reconstruction of the facts and the assessment of their validity.

In the case of **anonymous reports**, it's specified that they will be considered and handled as ordinary reports - using the same internal procedures provided for whistleblowing reports - only if they are sufficiently precise, detailed and supported by appropriate documentation.

Frezza establishes and maintains the following internal and external reporting channels:

Internal Reporting Channels

- ***Written via postal mail:** Frezza S.r.l., Via Ferret 11/9, 31020 Vidor (TV)*
- ***Oral:** phone line forwarded to the Channel Manager*

Frezza S.r.l., in full compliance with the Whistleblowing Decree, guarantees that the above-mentioned channels ensure the confidentiality of the **identity** of the **reporting person**, the person **involved** and any other person mentioned in the report, as well as the **content** of the report and the related documentation.

External Reporting Channel (ANAC):
see https://www.anticorruzione.it/en/-/whistleblowing

6.7. *Supplier relationship management*

Frezza relies exclusively on suppliers who operate in compliance with applicable laws and the rules set out in its Code of Ethics, which identifies as guiding principles the protection of health and safety, confidentiality of information, honesty, fairness and impartial treatment of the workforce, as well as compliance with laws and regulations, including and specifically those concerning workers' rights (see also sections 5.8 and 6.3).

Frezza's supplier selection and qualification process includes a prior assessment of a supplier's suitability to provide one or more products or services, in terms of quality and environmental management, delivery times and economic conditions. The general criteria underlying supplier selection include the existence of certified management systems, environmental programs and the presence of environmental impacts. Supplier qualification is valid for one year and therefore requires subsequent renewal.

In particular, with regard to environmental conduct, the company undertakes to disseminate its environmental policy among suppliers. Where suppliers perform services within the company's premises, they are instructed on the correct conduct to adopt in carrying out their activities. These suppliers are engaged through the distribution of operating procedures (where appropriate) and the designation of contact persons to whom they can refer to report specific requests.

With regard to service providers, waste management and the transportation of raw materials and finished products are of particular importance for environmental protection and safety. To dispose of the waste generated, authorized disposal contractors are periodically engaged, and waste production is kept under control. The company carries out periodic checks to verify that the transporters it uses comply with relevant regulations. Chemical-physical analyses are performed by Sinal-accredited laboratories, while external noise measurements are carried out by qualified acoustic technicians using compliant equipment subject to periodic calibration.

7. Economy

7.1. Generated and distributed economic value

7.2. Business continuity

7.3. Sustainability-relevant investments

7.1. Generated and distributed economic value

The generated and distributed economic value represents the total financial benefits created by Frezza for its stakeholders. In other words, it reflects the "wealth" produced and shared by the company within its territory, towards employees, suppliers, public administrations and others.

Its breakdown objectively and quantitatively highlights the company's alignment with the ethical principles and social responsibility it has committed to.

Generated and distributed economic value (year 2025)

Item	Economic value (mio €)	Percentage
Generated economic value	36,7	100%
Distributed economic value	36,7	100%
- Suppliers and credit institutions	30,3	82,7%
- Employees and directors	6,1	16,7%
- Central and peripheral public administration	0,1	0,3%
- Local community	0,1	0,3%
Valore economico trattenuto	0	0%

45% of suppliers are local, meaning they are based within the Veneto Region, accounting for 43% of the total economic value of supplies.

7.2. Business continuity

Frezza ensures Business Continuity in its operations for its stakeholders, which is a primary goal of good governance, through business conduct oriented towards:

- *Full awareness and compliance with legislative obligations*
- *Careful and prudent economic management in line with the company's capabilities*
- *Always sustainable financial investments, continuous monitoring and review of results*
- *Trust and solvency towards creditors*
- *An organizational model aimed at preventing criminal offences*
- *A quality policy focused on the continuous improvement of the company's products and services and the full satisfaction of its customers*
- *An environmental policy aimed at strict compliance with mandatory regulations and at preventing and reducing the company's environmental impact*
- *A health and safety policy aimed at strict compliance with applicable legislation and voluntarily adopted standards for the prevention of occupational diseases and workplace accidents*
- *Strong focus on people's well-being*
- *Fulfilment of commitments made to employees, financial institutions, suppliers and communities*
- *Shareholders/investors satisfaction*

7.3. *Significant investments for sustainability*

Below are the significant investments made by Frezza during 2025, which more than doubled compared to 2024, in order to pursue the goals and actions set out in its roadmap towards sustainable development. The investments relating to the transition to a smart factory are particularly significant.

Significant sustainability investments		
	Year 2024	**Year 2025**
Production process optimisation		
Purchase of machinery/softwares		2.263.921
Machinery maintenance		76.422
Car charging stations		
Energy saving monitoring meters		8.528
Subtotal	**1.041.969**	**2.348.871**
Eco-design		
R&D costs		194.596
Product certifications (CAM, Level, Leed Credits)		42.316
Subtotal	**139.353**	**236.912**
Reduction of polluting emissions		
Production plant and chimney maintenance		36.929
Vehicle maintenance and servicing		22.859
Subtotal	**9.570**	**59.788**
Employee health and safety		
Safety training, personal protective equipment and occupational health and safety expenses		9.560
Medical examinations and healthcare protocol		5.942
Fire extinguisher maintenance Fire protection system maintenance		5.316
Cleaning and sanitising		39.089
Subtotal	**58.994**	**59.907**
Employee well-being		
New desks/workstations upgrades		5.410
Bonuses, incentives and Christmas gifts		55.965
Subtotal	**54.342**	**61.375**
Equal opportunities and skills development		
Training		
Subtotal	**4.530**	**5.100**
Local community support		
Donations, sponsorships and charitable activities		
Subtotal	**16.000**	**18.000**
Organizational certifications		
Audits, renewals		11.077
Subtotal	**11.539**	**11.077**
Industrial relations		
Trade association membership		20.565
Subtotal	**19.261**	**20.565**
Legislative compliance		
Auditor		27.436
Supervisory body		3.952
Technical, administrative, health and safety and sustainability consultancy		61.520
Subtotal	**87.391**	**92.908**
TOTAL	**1.442.949**	**2.914.503**

8. *Appendix*

8.1. Methodological Note

8.2. GRI/ESRS Index

8.1. *Methodological Note*

Reporting objectives and practices

Frezza's 2025 Sustainability Report, prepared on a voluntary and individual basis, aims to communicate transparently how the company contributes, or intends to contribute, to sustainable development.

The reporting process follows the guidelines of the GRI Standards: 2021, to ensure easier comparison with performance data presented in the previous 2023 and 2022 editions.

At the same time, in view of the progressive alignment with the new principles introduced by the CSRD, the report integrates information from the new cross-cutting ESRS standards (ESRS1 and ESRS2) and thematic standards identified as "material" through the double materiality assessment (E1, E5, S1, S2, S3, S4, G1).

More specifically, information has been introduced regarding:

- *The process of identification of material issues (concept of dual materiality)*
- *The information related to strategy and business models*
- *The information related to context analysis*
- *Description of impacts, risks and opportunities*
- *Information on workers in the value chain*
- *Information related to business continuity*
- *Sustainability-related investments*

The Report does not cover the upstream value chain.

The following index provides references to both GRI and ESRS standards, in accordance with the interoperability principle agreed upon by GRI and EFRAG.

This is the fourth edition of the Report, through which Frezza reaffirms its commitment to annual public reporting of its impacts on the economy, environment and people while also integrating information on how it manages financial risks and opportunities related to sustainability topics

Reporting scope
The reporting scope is Frezza's headquarters (Via Ferret 11/9, 31020 Vidor, TV). For energy consumption, the Monselice (PD) warehouse is also included. The reporting period runs from 1st January 2025 to 31st December 2025.

Principles for Report content definition
The contents of the Report have been defined according to the following principles:

- *Analysis of the context in which the company operates*
- *Double materiality analysis: topics are dealt with according to their importance both from a financial perspective (influence on the company's activities) and from an impact perspective (influence on people and the environment)*
- *Stakeholder inclusiveness: stakeholders, with whom the company has an ongoing commitment to dialogue and exchange, have been involved in the definition of material topics.*
- *Systemic approach: the Report considers all dimensions of sustainability (economic, environmental and social).*
- *The reporting boundary of this Report has been based on the company's activities.*

Principles for ensuring the quality and appropriate presentation of the information contained
This Report has been prepared in accordance with the principles of accuracy, balance, clarity, completeness, verifiability and comparability of information with respect to the year 2024 and, in some cases, with respect to 2023.

With reference to the broader context of sustainable development, understood as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", the Sustainable Development Goals (SDG) that the company has taken into consideration in pursuing economic, social and environmental sustainability have been indicated.

With reference, finally, to the principle of timeliness: reporting began at the same time as the 2025 financial statements and was published as soon as available.

Stakeholders were informed at the time of publication through direct and indirect activities and dissemination via the website and digital channels.

The information provided in this Report is coherent with that reported in the financial statements for the same period.

8.2. *GRI / ESRS Index*

PARAGRAPH	TITLE	GRI REFERENCE	ESRS REFERENCE
	Letter to our stakeholders	2.22 (Statement on strategy and sustainable development)	2-SBM.1 (Strategy, business model and value chain)
1.	**INTRODUCTION**	2.22 (Statement on strategy and sustainable development)	2-SBM.1 (Strategy, business model and value chain)
2	**THE COMPANY**		
2.1.	History	2.1 (Organisational details), 2.6 (Activities, value chain and other business relationships)	2-SBM.1 (Strategy, business model and value chain
2.2.	Mission, vision and strategic positioning	2.22 (Statement on strategy and sustainable development)	2-SBM.1 (Strategy, business model and value chain
2.3.	Quality, environment and safety policies	2.23 (Policy commitment)	E1-4 (Policies relating to climate change mitigation and adaptation), E5-1 (Policies relating to resource use and the circular economy), S1-1 (Policies relating to the organisation's workforce), G1-1 (Policies relating to corporate culture and conduct)
2.4.	Sustainability and certifications	2.23 (Policy commitment)	E1-4 (Policies relating to climate change mitigation and adaptation), E5-1 (Policies relating to resource use and the circular economy), S1-1 (Policies relating to the company's workforce), G1-1 (Policies on corporate culture and conduct)
2.5.	Frezza's intangible values	2.22 (Statement on strategy and sustainable development)	2-SBM.1 (Strategy, business model and value chain)
2.6.	Sharing through communication	2.23 (Policy commitment) 2.22 (Statement on strategy and sustainable development)	G1-1 (Policies on corporate culture and conduct), G1-2 (Actions relating to corporate conduct)
3	**FREZZA'S SUSTAINABILITY STRATEGY**		
3.1.	Context analysis		2-IRO.1 (Description of the process for identifying and assessing impacts, risks and opportunities)
3.2.	Frezza's stakeholders	2.29 (Approach to stakeholder engagement)	1-3.1. (Stakeholders), 2-SBM.2 (Stakeholders' interests and views)
3.3.	The concept of relevance or materiality		1-3.2 (Double materiality)
3.4.	The dual materiality analysis process		2-IRO.1 (Description of the process for identifying and assessing impacts, risks and opportunities)
3.5.	Impacts, risks and opportunities assessment		2-SBM.3 (Interaction between risks and opportunities and the strategy and business model)
3.6.	Materiality matrix for sustainable topics		2_IRO-2 (Impacts, risks and opportunities and disclosure requirements included in the sustainability report)
3.7	Road to 2029	2.22 (Statement on strategy and sustainable development)	E1-4 (Policies related to climate change mitigation and adaptation), E1-5 (Actions and resources related to climate change mitigation and adaptation), E1-6 (Climate change objectives), E5-1 (Policies related to resource use and the circular economy), E5-2 (Actions related to resource use and the circular economy), E5-3 (Objectives related to resource use and the circular economy), S1-1 (Policies related to the organization's workforce), S1-3 (Actions and resources related to the organization's workforce), S1-4 (Objectives related to the organization's workforce)

PARAGRAPH	TITLE	GRI REFERENCE	ESRS REFERENCE
4.	**ENVIRONMENT**		
4.1.	Frezza's path towards the twin transition	2.22 (Statement on strategy and sustainable development)	E1-4 (Policies related to climate change mitigation and adaptation)
4.2.	The environment's central role, from design to production to end-of-life	2.22 (Statement on strategy and sustainable development)	E5-1 (Policies related to resource use and the circular economy)
2.3.	Eco-design and project development	301-2 (Recycled input materials used)	E5-1 (Policies related to resource use and the circular economy), E5-2 (Actions related to resource use and the circular economy), E5-3 (Objectives related to resource use and the circular economy), E5-4 (Resource inflows - qualitative information), E5-5 (Resource outflows - qualitative information on products and packaging)
4.4.	Smart Factory		E1-4 (Policies related to climate change mitigation and adaptation), E1-5 (Actions and resources related to climate change mitigation and adaptation)
4.5.	Energy and emissions	302.1 (Organisational energy consumption), 305.1 (Scope 1 GHG emissions), 305.2 (Scope 2 GHG emissions), 305.3 (Scope 3 GHG emissions), 305.4 (GHG emissions intensity)	E1-7 (Energy consumption and energy mix), E1-8 (Gross GHG emissions)
4.6.	Resource use and circular economy	301.1 (Materials used by weight and volume), 301.2 (Recycled input materials used), 303.5 (Water consumption)	E5-4 (Resource inflows), E3-4 (Water metrics),
4.7.	Waste	306.1 (Waste generation and significant waste-related impacts)	E5-5 (Resource outflows-*waste*)

PARAGRAPH	TITLE	GRI REFERENCE	ESRS REFERENCE
5.	**PEOPLE**		
5.1.	Wellbeing and safety as strategic direction	2.22 (Statement on strategy and sustainable development)	S1-1 (Workforce Policies), S1-2 (Workforce Involvement), S1-3 (Workforce Actions and Resources), S1-4 (Workforce Objectives)
5.2.	Staff composition	2.7 (Employees), 2.8 (Non-employee workers), 2.30 (Collective agreements), 405.1 (Diversity amongst employees)	S1-5 (Employee Characteristics), S1-6 (Non-Employee Characteristics), S1-7 (Collective Bargaining and Social Dialogue), S1-8 (Diversity Indicators), S1-9 (Adequate Wages), S1-10 (Social Protection), S1-11 (People with Disabilities)
5.3.	Health and safety	403.1 (Occupational health and safety management system), 403.2 (Hazard identification, risk assessment and accident investigations), 403.3 (Occupational health services), 403.8 (Workers covered by the occupational health and safety management system), 403.9 (Work-related injuries), 403.10 (Occupational diseases)	S1-13 (Health and Safety Parameters)
5.4.	Work-life balance	401-3 (Parental leave)	S1-14 (Work-Life Balance Parameters)
5.5.	Wellbeing in the workplace		S1-3 (Workforce Actions and Resources)
5.6.	Training and skills development	403.5 (Workers' training on health and safety at work), 404.2 (Skills development programmes)	S1-12 (Training and Skills Development Parameters)
5.7.	Equal opportunities and non-discrimination		S1-16 (Discrimination and Human Rights)
5.8.	Workers in the value chain		S2-1 (Policies Relating to Workers in the Value Chain), S2-3 (Actions and Resources Relating to Workers in the Value Chain), S2-4 (Objectives Relating to Workers in the Value Chain)
5.9.	Customer relations	416-2 (Instances of non-compliance relating to products and services)	
5.10.	Consumers and end-users		S4-1 (Consumer and End-User Policies), S4-2 (Consumer and End-User Actions and Resources), S4-4 (Consumer and End-User Objectives)
5.11.	Local community	413.1 (Operations involving the local community), 413.2 (Operations with significant actual and potential impacts on local communities)	S3-1 (Policies for Affected Communities), S3-3 (Actions and Resources for Affected Communities), S3-4 (Objectives for Affected Communities)

PARAGRAPH	TITLE	GRI REFERENCE	ESRS REFERENCE
6.	**GOVERNANCE**		
6.1.	Administrative, management and control bodies	2.9 (Governance structure and composition), 405.1 (Diversity within governance bodies)	ESRS 2 GOV-1 (Role of Administrative, Management, and Supervisory Bodies)
6.2.	Organizational structure		ESRS 2 GOV-1 (Role of Administrative, Management, and Supervisory Bodies)
6.3.	Sustainability responsibility and authority	2.12 (Role of the highest governance body in overseeing impact management), 2.13 (Delegation of responsibility for impact management)	ESRS 2 GOV-3 (Due diligence)
6.4.	Code of Ethics and Business Conduct	205-1 (Operations assessed to determine risks related to corruption)	G1-1 (Corporate Culture and Business Conduct Policies), G1-3 (Corporate Conduct Objectives)
6.5.	Legality and anti-corruption	205-3 (Confirmed incidents of corruption)	G1-1 (Corporate Culture and Business Conduct Policies), G1-4 (Anti-Corruption Parameters)
6.6.	Whistleblowing	2.26 (Mechanisms for seeking clarification and raising concerns)	G1-1 (Corporate Culture and Business Conduct Policies)
6.7.	Supplier relationship management		G1-2 (Supplier Relationship Management)
7.	**ECONOMY**		
7.1.	Generated and distributed economic value	201.1 (Economic value generated and distributed), 204.1 (Proportion of expenditure spent on local suppliers)	
7.2.	Business continuity		G1-1 (Policies related to corporate culture and business conduct)
7.3.	Sustainability-relevant investments		E1-3 (Resources related to climate change policies), E5-2 (Resources related to resource use and the circular economy); S1-3 (Resources related to the company's own workforce), S3-3 (Resources related to affected communities)
8.	**APPENDIX**		
8.1.	Methodological note	GRI 1 (Core Principles), 2.2. (Entities included in the report), 2.3 (Reporting period)	ESRS 1 (Reporting period, scope of reporting, qualitative characteristics of the information), ESRS 2-BP-1 (Basis for the preparation of the sustainability statement)

FREZZA

Statement of use

This Sustainability Report, referring
to the company Frezza Srl
for the period 01.01.2025 - 31.12.2025,
was made public on 03.08.2026
and published on the website **www.frezza.com**

Frezza Srl reported the information mentioned in the GRI
Content Index for the period 01.01.2025 - 31.12.2025
with references to GRI Standards.
Frezza Srl has notified the use of the GRI Standards
and the Declaration of Use by sending an e-mail
to **reportregistration@globalreporting.org**

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Sustainability Report 2025

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