

Road to 100

2030 Ariston Group ESG Plan



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April 2025 update

Find out more at www.aristongroup.com

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Letter on Road to 100

Ariston Group's ESG plan to 2030



Paolo Merloni
Executive chairman

Dear all – our people, our customers, our partners, our suppliers, and stakeholders and shareholders

As the Executive Chairman of a global group founded 95 years ago by my grandfather Aristide in Fabriano, a small village in central Italy dating back to Middle-Age, and approaching its 100th anniversary, I have been reflecting upon the pillars to orient, drive and sustain Ariston Group's pathway to 2030.

Certain to speak also on behalf of all Ariston Group's management and people, I have personally always felt a strong sense of responsibility towards society at large; hence, I do look at this upcoming remarkable milestone – 100 years of Ariston Group – as the opportunity to reaffirm the role we want to play in shaping the economic, social and environmental future ecosystems we operate in.

Aristide Merloni, as far back as in 1967, affirmed that *there is no value in the economic success of any industrial initiative unless it is accompanied by a commitment to social progress*. Such a visionary commitment towards our people and all the communities of our stakeholders duly accompanied us over our history. Nowadays, due to the tremendous impact that buildings' decarbonization will have on global emissions reduction, the thermal comfort industry is at the center of the energy transition; it becomes therefore ever more evident that delivering a better world to the future generations is a task that Ariston Group must master.

This is an ambitious goal, and we decided to address it systematically by linking the five Corporate Values that have accompanied us over last 15 years – Believe in Sustainability; Inspire through Excellence; Start from Customers; People come First; Act with Integrity – into specific, measurable ESG commitments that are deeply rooted in our Corporate Strategy.

Mitigating our impact on the environment is a challenge that we first of all start tackling from our **Solutions**, which account for the vast majority of our environmental footprint: our key commitment is to continue developing and bringing to the households of our customers renewable and high efficiency products and systems that leverage the most innovative technologies and are equipped with advanced connectivity features. In parallel, we are working to enhance resources productivity and to implement circularity into our **Operations**, also engaging responsibly with our supply chain.

The reduction of our emissions in Scopes 1, 2 and 3 remains at the core of our effort: by 2030 we commit to reducing Scope 1 and Scope 2 emissions by 42% in respect to 2021 and we set for ourselves the ambition to reduce by more than 50% our Scope 3 emissions from use of sold products per million euro of value added compared to 2021 baseline. In addition, we have stretched our ambitions to achieve the ultimate objective

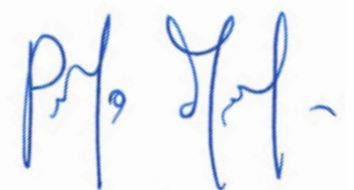
of 100 million tons of CO₂e emissions avoided by 2030 thanks to the type of products we sell in the regions we operate.

Our pledge to sustainability will go nonetheless much further than Solutions and Operations. Helping **People** to thrive, a customary commitment throughout Ariston Group's history, will be part of our ESG plan, extending it beyond our teams of colleagues worldwide to the local communities we are active in. In addition, we are determined to continue to excel in our mission to anticipate and exceed our **Customers'** needs by improving proximity and by delivering best-in-class quality.

To pursuing such extensive yet essential objectives urges to establish, nurture and defend a solid **Governance** framework. We have always considered transparency as a prerequisite value: our first Social Responsibility Report dates back to 1979. Since 2004 (17 years before our IPO in 2021) we established and progressively improved a governance that mirrored the best practices of listed companies and since 2018 we have been consolidating and reporting our non-financial performances, besides fiscal results. In 2020, we set-up an ESG Committee at Board of Directors' level as well as an ESG Council operating at the Group's Executive level to further increase our ESG focus and sharpen our capability to address the sustainability challenges. It is hence as a proud member of Ariston Group's ESG Committee, and once again speaking as well on behalf of my fellow Executive colleagues, that I can seal my letter to you affirming that sustainability, in its broadest sense, is one of the Ariston Group's founding pillars: it permeates our culture at all levels and roots in the way we do business, being inextricably linked with our capability to perform and succeed.

As our ESG commitment will continue to drive Ariston Group's future development, **Road to 100** is intended to be our **strategic manifesto**, renewing our ambitions and projecting bridges to our future.

Sincerely,

A handwritten signature in blue ink, likely belonging to Paolo Merloni, the Executive Chairman.

Ariston Group's ESG History

How we got here and the path towards our Centenary

The history of Ariston Group began in **1930**, when Aristide Merloni founded in the Marche region, in central Italy, Industrie Merloni, a factory that produced weighting scales. Over the years, the Company has grown considerably through the organic opening of new markets and industrial sites across Eastern Europe, Asia, Africa and the Middle East, as well as through a strong inorganic expansion that has made the Group one of the largest consolidating players in the sector. It has a track record of 18 acquisitions including Atag and Heat Tech Geysers (2014) in Europe; NTI (2016), HTP (2017) and Calorex (2019), which led to the consolidation of the business in the North American region; Chromagen (2021) focused on renewable water heating solutions with a leading position in Israel and a solid foothold in Australia; and CENTROTEC Climate System (2022), in Germany, a pioneer in natural refrigerant heat pumps. In 2024, Ariston Group strengthened its international industrial footprint with the acquisition of a new production site in Egypt, consolidating its leadership in the hot water sector in North Africa and the Middle East. Along its internationalisation process, in November 2021, the Company was listed on the Euronext Milan stock exchange, closing the biggest IPO over three years. Rebranded as Ariston Group since 2021, the Company is one of the **global leaders in the sustainable thermal comfort sector, present in 40 countries with 28 production sites and 28 R&D centers across 5 continents***. This leadership position has always been accompanied by a far-sighted **sustainability commitment**, already deeply rooted in the philosophy of its founder:



*There is no value in the economic success of any industrial initiative, unless it is accompanied by a commitment to **social progress**.*

This vision represents the engine of Aristide's **socially focused** decision to structure the Company's production sites in the region with the following aims: ensuring proximity between the workplace and workers' homes, enriching less fortunate communities through industrial development and the densification of urban conglomerates and enhancing human engagement by limiting the number of employees per production facility. The commitment to guarantee a strong connection between Ariston Group and its local communities is further testified by the **Aristide Merloni Foundation**, originally established in 1963 and still in operation today to support emerging businesses in fostering employment and entrepreneurship, ultimately leading to economic and social development. Indeed, it is **social progress** that has, ever since, guided the Company's strategy and growth. Immediately acknowledged, such commitment brought the Company to receiving the **"Social Responsibility" award** in 1974, sponsored by the Vision magazine and the PA consulting firm, a prize intended for businesses that could anticipate and contribute to communities' needs, foster initiatives towards a progressive industrial ecosystem and improve relations with the surrounding environment.

Another fundamental milestone in the Group's sustainable growth path dates back to January 25, 1979, when the Merloni Finanziaria S.p.A. (the initial name of the Company) became the first Italian company to disclose a **Social Report**. This publication marks a pivotal moment as, for the first time, non-financial assets were also taken into consideration when assessing the value of a company. Since then, Ariston Group has set the course for non-financial reporting in Italy, whilst being at the forefront of this fast-evolving area of sustainability in Europe. The document included the reports for **1975, 1976 and 1977** and was focused **on both internal and external social aspects**. Already ahead of its time, it addressed topics which, today, play an increasingly more important role in terms of **ESG reporting**. In fact, in addition to the typical financial indicators, the Report included some rather innovative social and environmental indicators that are listed below**.

Financial indicators

- Value-added and its breakdown
- Number of employees
- Foreign trade
- Relationship with suppliers
- Technology balance sheet
- Productivity

Innovative Social and Environmental Indicators

- Tax contribution
- Territorial improvement
- Regional development
- Employment dynamics
- Employee characteristics
- Training initiatives
- Safety and comfort (e.g. housing, canteen)
- Environment (e.g. water consumption)
- Applied research

* 2024 data.

** Chapters of the Ariston Sustainability Report as published by the Battelle Institute in 1979.

The Report was based on the **Battelle's Institute standards structure**, whose goal was to assess a company's social and sustainability performance towards its employees, consumers, local communities, shareholders and other economic partners. By following these standards, Merloni Finanziaria S.p.A. was already measuring the number of **employee training hours** and accounting for the total number of **hours spent by employees on apprenticeships**. It was also reporting on the consumption of non-renewable raw materials, establishing an indicator which measured the **proportion of recycled materials** in its total raw material consumption. The *Battelle Centre de Recherche de Geneve*, the Institute which published Industrie Merloni's Sustainability Report, selected the Company precisely because of its **original industrial philosophy**, a commitment for corporate social responsibility that has accompanied Ariston Group in its growth over the years, becoming a **core element of its corporate identity**. Today, the very **core values** it relies upon are still deeply rooted in the cultural and industrial heritage of its founder: the Group firmly believes in sustainable development and strives to constantly improve itself through **innovation, education, teamwork and integrity**.

This ultimately led to the definition of Ariston Group's purpose: "Sustainable Comfort for Everyone". A purpose that translates into the commitment to **provide everyone, across the globe, with high-quality heating and hot water solutions, while preserving the environment**. The Group is focused on ensuring the greatest comfort at the lowest energy cost, providing worldwide access to the most efficient technologies. To strengthen and renew its commitment, in 2018 the Group defined its strategy and goals that would lead the Company **to incorporate sustainability into its core strategy by 2022**. As a result, it laid out specific targets closely monitored each year, including establishing a sustainability governance framework.

In 2021, after launching an Initial Public Offering and getting **listed on the Euronext Milan stock exchange**, the Group defined a new **ESG vision**, which was further developed in greater detail in 2022.

The vision, which marks the path towards the Group's **Centenary**, is focused on three key topics: sustainable comfort, social progress and our planet's wellbeing.

It is also the starting point of the **ESG Strategic Plan to 2030**, which strengthens the Company's commitments, embedded in its DNA since its very foundation. A **new phase** has hence begun: the Group has embarked on a new journey and is thrilled to share these commitments with its stakeholders.

HOW DID WE GET HERE?

2022 marks the end of the first phase of Ariston Group's sustainable journey. A **new vision** has therefore been developed with the key purpose of leading the Company towards **2030** through a clear roadmap, pivotal in supporting Ariston Group in the achievement of its strategic ESG objectives. As a leading actor of sustainable development, the Company is aware that sustainability means a long-term vision and objectives, which can be achieved only through a solid path of actions and initiatives. This is the reason why the Group's 2030 ESG roadmap sets out a detailed and structured plan built on short- and medium-term targets, which will eventually lead the Company to the achievement of its ultimate 2030 targets.

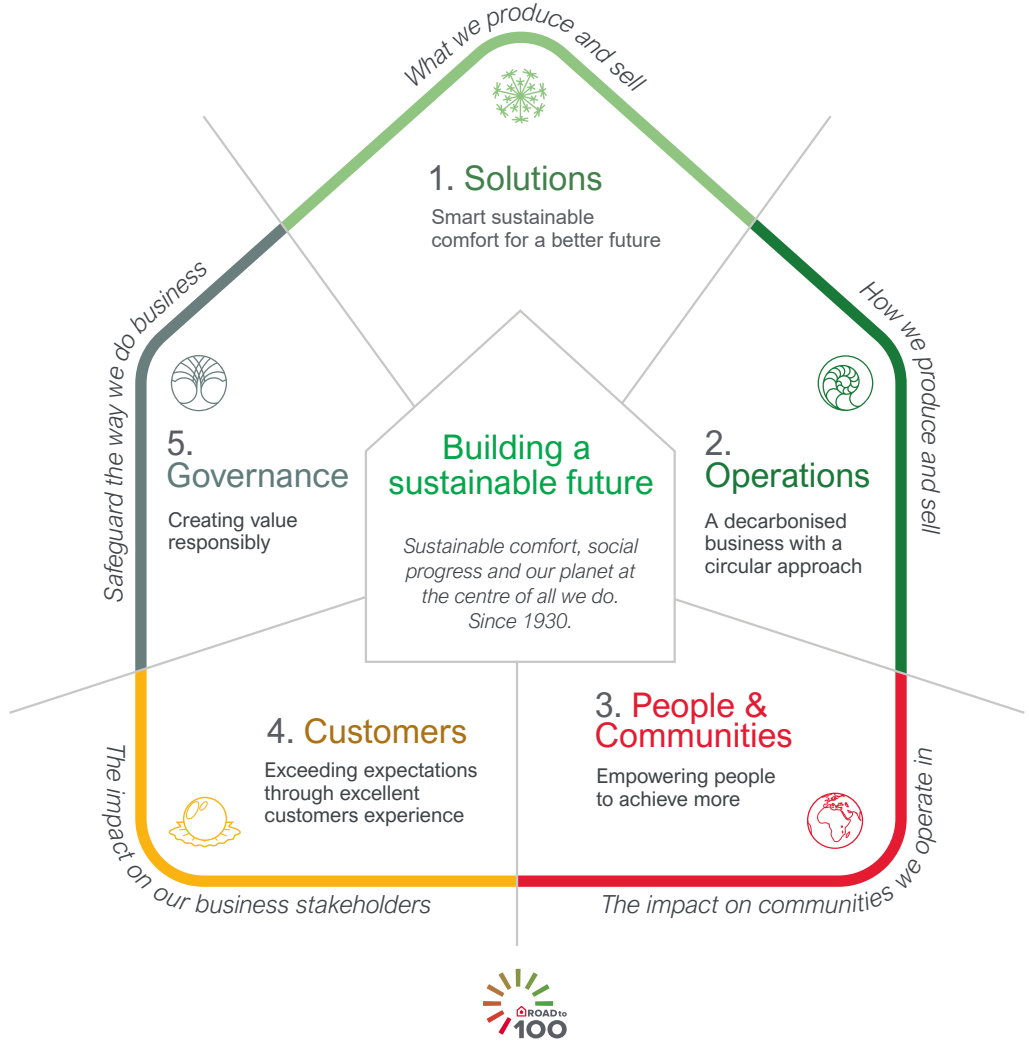
This vision was made possible through an **engagement process operating on three different levels**. **First, the Group's key stakeholders** were engaged to help renew the Company's materiality analysis, a process underway since 2017. From the identification of potentially relevant topics, following a thorough context analysis, a **shortlist of 9 material topics**, considered as most relevant to the business and its stakeholders, was defined, carefully assessed based on their **economic, environmental and social impacts**.

Next, on the basis of the material topics, the definition of a **forward-looking and strategic ESG plan** started to take shape. The process began with an in-depth market benchmarking and analysis of ESG pressures arising from relevant policies and trends, which enabled the identification of key challenges and opportunities on each material topic. Once these were outlined, the Group's **top management**, who serves on the ESG Council, embarked upon an **envisioning** phase to draw out the key engagement areas that the Company could focus its business strategy on. These engagements eventually mirrored the **key challenges** the Company

intended to tackle in the near and longer-term. As a result, **5 engagement areas** were defined. Finally, managers were subsequently engaged to help define – through **SWOT analyses and a path of progressive convergence** – clear-cut objectives and supporting initiatives corresponding to 9 material topics. The process involved **all Corporate as well as several local business functions**, giving voice to more than 50 individuals. The Group's ESG plan thus came into existence thanks to a **360-degrees engagement of internal and external stakeholders**, making it possible to align the business' goals and ambitions to the specific contextual challenges.

The 5 engagement areas that define the key pillars on which Ariston Group has set its ESG strategical direction involve **solutions, operations, customers, people & communities** and **sustainable governance**. These areas are, in turn, divided into the **9 material topics**.

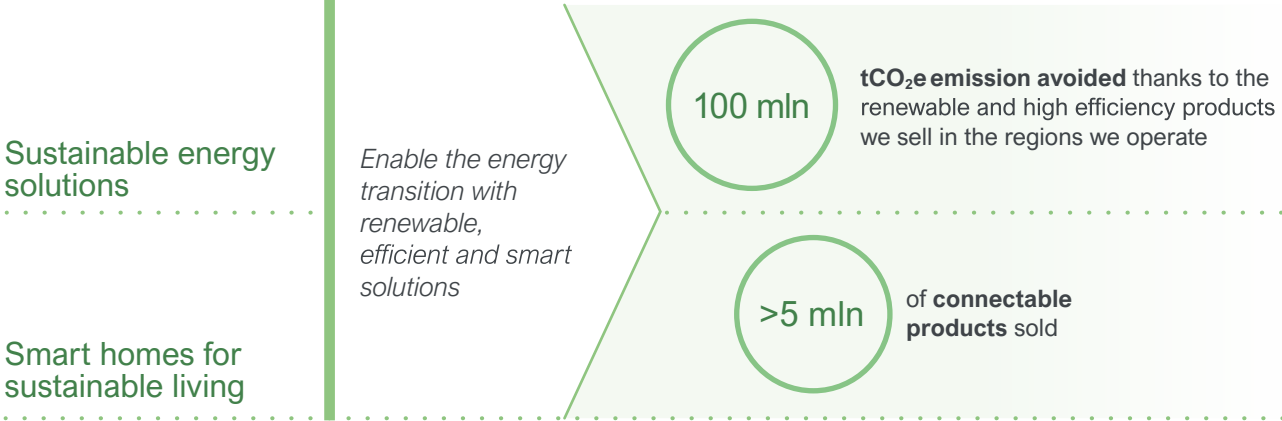
Following the entry into force of the CSRD, the exercise has been revised according to the methodological approach outlined by the directive (Double Materiality Assessment). The new methodology, which also aligns with the content and approach of ERM, has enabled the company to confirm most of the topics identified in 2022 while also allowing room for further exploration in areas the Group has voluntarily chosen to pursue, such as water and communities and for the addition of more specific targets in areas already identified as material.



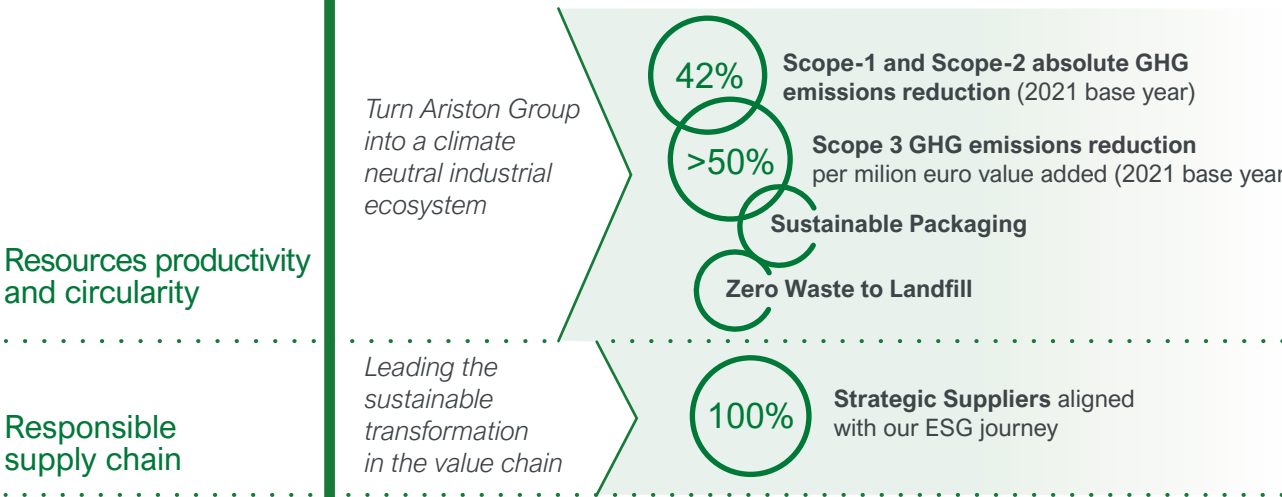
Road to 100

Main 2030 objectives

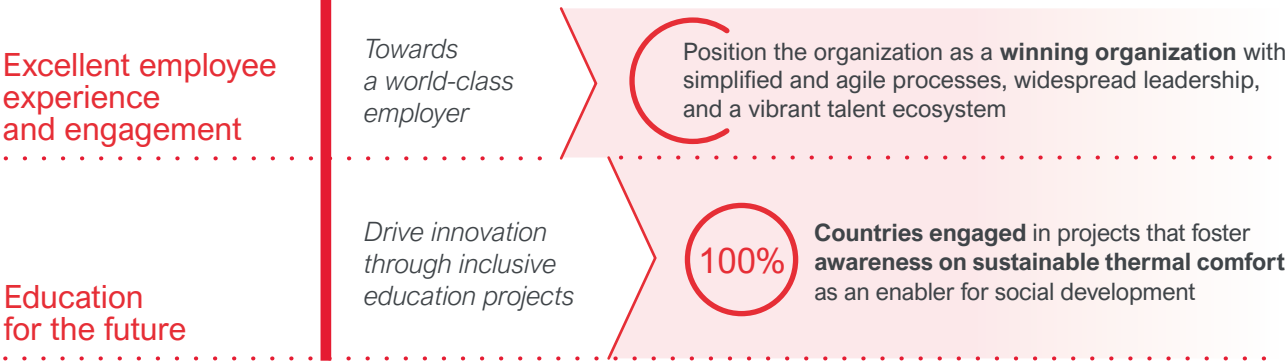
1.Solutions



2.Operations



3.People & Communities



4.Customers



5.Governance



1. Solutions



*Smart sustainable comfort
for a better future*



7 AFFORDABLE AND
CLEAN ENERGY



9 INDUSTRY, INNOVATION
AND INFRASTRUCTURE



11 SUSTAINABLE CITIES
AND COMMUNITIES



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



13 CLIMATE
ACTION

Discussing Solutions with key opinion leaders



Rector of Politecnico di Milano

Donatella Sciuto

The UN Climate Change Conference COP28 held in Dubai marked an important moment in the global commitment to transition away from fossil fuels.

Such a commitment will have a clear impact on the thermal comfort sector, as buildings largely contribute to CO₂ emissions. The clean energy transition is key to addressing climate change but also unlocks substantial opportunities in terms of market creation and employment growth. According to the International Energy Agency (IEA), major industrial value chains anchored in non-fossil technologies are expected to reach USD 650 billion by 2030.

Despite the market potential, transitioning from fossil fuels has its challenges.

The geographic concentration of the production of clean technologies alongside that of the critical raw materials needed for their functioning poses significant difficulties. In fact, at least 70% of the production capacity for technologies such as heat pumps, batteries and solar panels is concentrated in three major manufacturing countries, with China holding the largest share. Moreover, the extraction and refining of critical raw materials such as lithium and cobalt takes place in a few regions only, leaving Europe highly dependent on imports. This aspect is currently being addressed by policy-makers and legislators particularly in light of the recent supply chain vulnerabilities that have left countries exposed to price fluctuations and shortages.

The very same technologies that are needed to unlock the transition and reduce costs in the long term, also require significant initial investments.

Public funds no longer suffice, and it is necessary to attract private investors. In parallel, companies need to be careful to avoid costs being shifted to consumers who are not able to bear this burden. From a socio-economic standpoint, a new model of wealth redistribution will have to be found in order to strengthen global consensus around the transformation needed to combat climate change. The upcoming decade will thus be decisive: electrification and the progressive shift from fossil fuels will guide our cities, industries and transportation.

Having set ambitious targets and increased its legislative efforts, the EU plays a leading role. With the Green Deal, the EU Commission has committed to becoming the first carbon-neutral continent by 2050. As a significant move towards carbon emissions reduction for

European buildings, the Energy Performance of Buildings Directive (EPBD) will soon come into force. Major objectives of this legislation piece include a 16% reduction in the average primary energy consumption of residential buildings by 2030 and a more ambitious 20-22% reduction by 2035. Importantly, at least 55% of said reduction plan is earmarked for restructuring the least efficient buildings.

In this scenario, it is clear that **thermal comfort sector players will need to implement a significant technological shift in coming years, particularly with regards to building infrastructure.** Electrification and heat pumps have a crucial role: the IEA predicts that the number of heat pumps installed globally will rise from 180 million in 2020 to around 600 million in 2030, with the EU market growing up to 50 million per year. Considering that to date buildings have relied mainly on gas heating, major opportunities will be unlocked for companies active in the thermal comfort sector. Yet, it is imperative for EU manufacturers to accelerate the transition from gas heating and reinforce their production capacity for heat pumps. Only a collaborative approach and a shared policy that fosters cooperation in terms of production, R&D and supply chain efforts will enable European industrial actors to maintain a leadership position vis-à-vis external competition. Thermal comfort represents a sector in which coordinated action could for example also help consolidate production capacity of key components such as compressors – nowadays mainly manufactured in Asia – lowering the risk of volatile supply chains.

Europe should focus on collective action aimed at creating a new technological paradigm with a new generation of highly efficient, circular and digitally enabled heat pumps.

The link between digitalisation and decarbonisation is clear: in the near future it will be increasingly important to create a digital interface between local renewable energy production systems and buildings' energy use, ultimately improving demand flexibility. As we move forward, thanks to advanced digital technologies our buildings will increasingly interact with the electricity grid, ultimately leading to significant energy savings, reduction in peaks in demand and maximisation of renewables use.

Lastly, it should not be forgotten that the energy transition must not overlook people and communities.

Achieving a decarbonised economy undoubtedly implies a societal transformation: only through the adoption of people-centric models will we be able to achieve climate goals while guaranteeing higher levels of well-being.

Scenario

A decarbonised pathway for the future

In February 2025, the European Commission launched the **Clean Industrial Deal** to reinforce Europe's industrial sovereignty and support large-scale decarbonisation¹. The plan aims to scale up clean technologies and reduce dependencies on fossil fuels and critical raw materials, with an estimated **€800 billion per year** in additional investments needed across the EU². The building sector, responsible for nearly one-third of global final energy demand³, is a key lever for the energy transition.

In Europe, **over 75% of residential energy consumption** comes from space and water heating⁴. High-efficiency, hybrid and renewable solutions offer scalable alternatives to fossil fuels. Today, heat pumps cover only **10% of global building heating needs**⁵, but their deployment must **double by 2030** to stay on track for net-zero, requiring up to **\$160 billion per year in global investment**⁶.

Digitalisation is a key enabler for making energy systems smarter, more efficient, and more resilient. In buildings, smart automation and real-time monitoring can cut energy use by **10–30%**, while enhancing comfort and indoor air quality. **Building Automation and Control Systems (BACS)** alone can reduce energy consumption by up to **50%**, with an average payback of just three years⁷.



Commitments

Sustainable energy solutions

100 million tons of CO₂e emissions avoided thanks to the renewable and high efficiency products we sell in the regions we operate.⁸

2030 TARGET
AND AMBITION

In the context of decarbonisation, we are moving fast towards **anticipating structural changes** driven by regulations and the market. Our goal is to continue **designing and offering highly energy efficient solutions**, which increasingly rely on renewable sources of energy, **while improving the efficiency of the installed park**. To achieve this across all our product lines, we are channelling investments in R&D, production capacity and the necessary skills and resources needed to contribute to the transition, which will lead to a significant avoidance of CO₂ emissions. This effort will also contribute to the **reduction of Scope 3 emissions**, whose greatest impact is generated by the use of sold products. Following significant contextual changes, particularly regulatory ones, the Group has decided to revise certain targets in terms of both timeline and ambition. This has resulted in a new configuration that maintains a strong focus on the transition while adapting its scale and pace.

Supporting initiatives

>90%

Heating gas condensing technologies' revenues from **hydrogen-ready*** solutions in Europe by 2025 (restated)⁹

>60%

Revenues in Europe generated by **renewable technologies** vs <40% from **fossil fuel products** by 2030 (restated)¹⁰

Launch of a **first Home Energy Management – ready product** on electric storage water heaters, heat pump water heaters and heating heat pumps by 2025

Confirm effort to **shift heat pump water heaters to lower GWP refrigerants** by 2025

*Certified to be 20% H₂ ready.

HOW WE WILL GET THERE

EXPLORING MORE EFFICIENT AND LESS IMPACTFUL SOLUTIONS

The Group is aware of the climate urgency and the need to reach a decarbonised economy by 2050. Therefore, it has strong ambitions and is continuing to invest to optimise the energy efficiency of its products, focusing on **electrification** and **renewable sourcing**.

The overarching goal is to minimise the environmental impact of its solutions, enabling the lowering of greenhouse gas emissions, boosting the replacement of old solutions with more efficient technologies. Investments focus on improving the **technological know-how** including R&D, resources and necessary skills to stay abreast of the rapid evolution of the industry 4.0 realm. These also involve **production capacity** to meet the needs of the market, as well as **pre- and post-sales management**, to handle integration and installation challenges.

Different solutions are at different development stages and the Group is continuing to explore **lower-impact alternatives** to the combustion of natural gas, such as **biofuels** and **hydrogen**, whether pure or blended. Since the Company believes that the transition to a sustainable future cannot be achieved without the adoption of a **multi-technological approach**, external requests and technological solutions are being evaluated with the aim of improving the product range: from heat pumps to domestic ventilation, the enabling technology for nearly Zero-Emission Building (nZEB), through hybrid solutions and solar thermal. As a result, the Group is looking to maintain its alignment with market changes, while continuing to play an important

role in **key associations** at the global, European and national level, to contribute to shape agendas. These include the **European Heating Industry (EHI)**, where the Group's Executive Chairman Paolo Merloni is a member of the Executive Council, and **APPLiA**, the European Home Appliances association, or the **European Heat Pumps Association**. In line with its leading role in the thermal comfort sector, the Group also shares its expertise participating in the drafting of reports and position papers promoted by the EHI or the **International Energy Agency (IEA)**, collaborating with other players in the search for lower-impact solutions.

HEAT PUMP TECHNOLOGIES AS KEY LEVERS IN THE ENERGY TRANSITION

Climate action is a cornerstone of Ariston Group's strategy, driving its commitment to significantly reduce value chain emissions. This is achieved by offering **high-efficiency and renewable technology-based solutions globally**. **Heat pumps** remain a leading technology for the future, despite the recent slowdown in government incentive schemes in markets such as Italy, France and Germany. After the acquisition of CENTROTEC Climate Systems GmbH, the Group has further extended its presence in this field. The

*The Group is continuing to invest to optimise the energy efficiency of its products, focusing on **electrification and renewable sourcing**.*

acquired Group is a pioneer in the development of new-generation heat pumps with natural refrigerants such as **propane** (R290). This demonstrates the company's focus on strengthening the replacement of currently **used refrigerant gases** with natural ones that have a much lower **Global Warming Potential (GWP)**.

As regards **hybrid heat pumps**, which combine an electric heat pump and a condensing boiler with a **smart control** to switch between the two heat generators, the Group is working on integrating H₂-ready boilers within hybrid systems.

The Group effort in boosting highly efficient products and solutions that rely on renewable technology will also contribute to the reduction of Scope 3 emissions, whose greatest impact is generated by the use of sold products. The use of sold products contributes in fact to **almost 99% of total Scope 3 emissions**, representing the biggest challenge of the Group in the decarbonisation strategy.

DEVELOPING HOME ENERGY MANAGEMENT AND DEMAND-RESPONSE SYSTEMS

While working on developing low impact solutions and moving towards heat pumps technologies designed to reduce carbon emissions, Ariston Group aims to **support the flexibility of electricity systems and help its customers to save on their energy bills**. With this purpose in mind, the Group is carrying out initiatives to implement Home Energy Management (HEM) and Demand Response (DR) systems. A HEM system autonomously **monitors, controls and optimises energy flows** within customers' homes, in order to minimise energy costs while meeting their preferences and habits (such as comfort, EV use, carbon emission, etc.). HEM systems unlock **self-consumption** when a home is run on solar power, enable consumption management of electric-based appliances to ensure certain thresholds are not reached thanks to adequate **peak management** and, finally, enable a shift in the consumption patterns when the **time of use** allows for cheaper electricity through fixed or dynamic electricity tariffs.

In parallel, and with the aim of leading the energy transition providing flexibility and therefore stability to the national grid, Ariston Group is focusing on **Demand Response (DR)**, a service offered to the grid based on increases or reductions of the energy consumption of multiple assets such as **water heaters**, in response to peaks in energy supply or demand. Grid requirements, along with the shift from fossil to renewable sourcing and the increase in energy demand are three key factors that make products equipped with such technology powerful tools to ensure higher levels of grid stability.

Smart homes for sustainable living

Over 5 million
of connectable products sold

2030 TARGET
AND AMBITION

We strongly believe that sustainable living can be enabled through smart homes. **Connectivity Solutions represent a key instrument** to better comprehend our customers' needs and offer increasingly better tailored solutions, serving as a tool to help users easily and remotely monitor and reduce their energy consumption. We therefore **strive towards a continuous improvement** of our Connectivity Solutions, also made possible by our Ariston Net app, Ariston Net PRO remote assistance platform and Ariston Net OPEN interoperability service to engage our key stakeholders.

HOW WE WILL
GET THERE

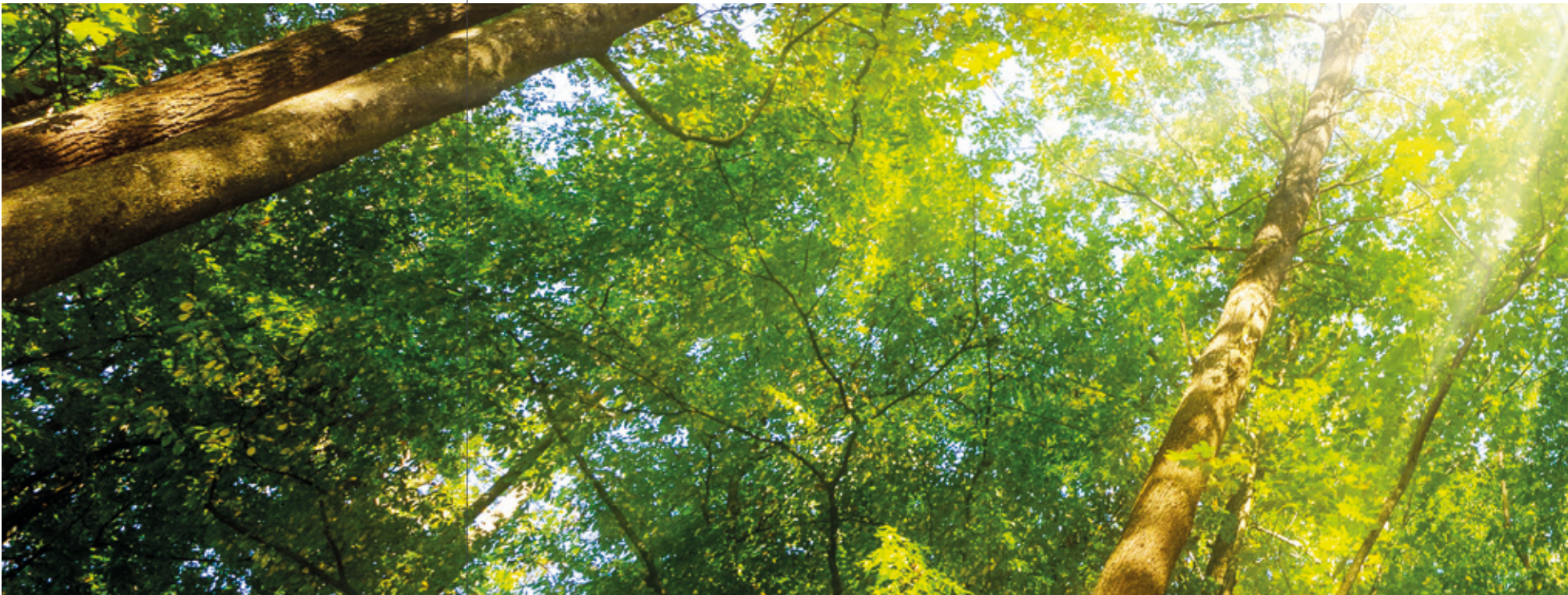
EXPLORING THE EVOLUTION OF CONNECTABLE PRODUCTS

Ariston Group is investing to expand the number of **"ready to connect"** solutions and to increase their **connected customer base**. Building on edge technologies such a Data Science and Artificial Intelligence, Connectivity Solutions have the power to generate extra benefits to both business stakeholders and end-customers. This value translates into the possibility for **smart products** to enable users to **save energy**, while making more **sustainable choices** and reducing environmental impacts, equally enhancing **customer proximity**. Moreover, an ongoing process of **dialogue** between tools and technologies allows the Group to understand the evolving needs of its stakeholders, to integrate more effectively within broader ecosystems and to consequently offer **more tailored products**.

Supporting initiative

>2 mln

of connectable
products sold
by 2025





*Building on edge technologies such as Data Science and Artificial Intelligence, **Connectivity Solutions have the power to generate extra benefits** to both business stakeholders and end-customers.*

The Group's objective is to continue working on improving the innovative services offered through its B2C, B2B and interoperability apps and tools, ultimately creating enhanced Connectivity Solutions that rely on advanced analytics and AI. More specifically, the Group is ready to dedicate its efforts towards testing and delivering various **value creation initiatives**, including:



Strengthening our Energy Saving capabilities

The Group will continue to leverage tools and services to influence **the behaviour of users** by increasing **consumers' awareness**, through the continuous improvement of smart functionalities, which optimise product performance and energy savings. The Company is looking to further expand its base of connected users by offering **enhanced and customised services** through the Ariston Net App, such as monthly **energy reports**, which provide end-customers with insights on their energy consumption and tips to improve an efficient use of the product. The simple adjustment of product settings makes it possible to achieve the perfect balance between savings, sustainability and comfort. All functions are always at the customers' fingertips through **smart scheduling**, **geo-fencing** features, which enables temperature adjustment based on the users' location, and **optimum start** services that recognise home thermal characteristics, preheating it based on individual preferences.



Scaling our prompt assistance service and easy-control features

Through the Ariston Net PRO webApp, designed for professionals, the Group allows service centres to provide excellent assistance in the shortest time possible, even remotely. The aim is to leverage on connectivity and AI to improve the features of the current tools available to professionals, which range from **active care** and the **ability to anticipate** potential faults, to tele-diagnosis and **remote assistance services**, which make it possible to find quick solutions and deliver real time adjustment of system parameters. With the rapid evolution of connectivity, **operational efficiency** and **customer proximity** can be increased, while reducing the need for physical intervention and, consequently, service costs and the carbon footprint.

2. Operations



*A decarbonised business
with a circular approach*



Discussing Operations with key opinion leaders



Strategy VP EMEA Energy and Sustainability Services at Schneider Electric Sustainability Business

Raquel Espada Martin

The recent health and energy crises have caused and will keep causing deep shocks to economies and societies, whose inflationary and volatile systems now, more than ever, require long-term stability and resiliency. Integrating sustainability into political and business strategies and transitioning to low-carbon economies represent a powerful tool to face the consequences of actual and future changes, and therefore a great **opportunity to increase resiliency while reducing costs**. To lead in the climate crisis means factoring climate risk into business strategy and actively identifying opportunities to drive change and accelerate new business models.

Companies that are not able to take this opportunity will face higher costs in the future, or even be forced to shut down their business, also as they will face higher interest rates when accessing capital, since financing is flowing, more and more, into sustainable activities. While the energy crisis has made future business needs clear in terms of cost reduction and resiliency, which can be achieved through **energy efficiency** strategies, resource scarcity and volatile prices are weakening and making supply chains fragile, whose disruptions have shown the urgency to integrate **risk diversification** strategies and to increase the **circularity of products and materials**.

Although the latest Climate Change Conference held in Egypt (COP27) had a strong focus on adaptation strategies, it is clear that mitigation, intended as reduction of CO₂ emissions, should still be the primary focus for countries and businesses, especially in light of the UE's **carbon neutrality goals** set by 2050. While countries reiterated their commitments to ensure that global temperatures would not go **beyond 1.5 °C**, as agreed in COP26 and in the Paris Agreement, only a few are fulfilling these commitments. However, to achieve these targets, companies also need to become **crucial actors** given the pivotal role they play in the energy transition.

To decarbonise operations, companies should first **define success, aligning on vision and strategy and build a strong business case** for climate action (Step 1), aligning corporate ambitions with the realities of current business operations (i.e. teleworking, supply chain disruptions, etc.). Step 2 will be the adoption of top-down and bottom-up analyses to **identify goals, define and communicate strong targets** and, finally, **prioritize actions to develop a carbon roadmap**. Step 3 will be to **deploy a program** with a practice programmatic approach. It is also key to sustain results (step 4) and be able to report on the KPIs selected to disclose the success of the decarbonisation program.

Nowadays, companies should start focusing on **electrification projects and energy efficiency measures** to achieve **Scope 1 emission** reduction targets within their production entities.

*“To lead in the climate crisis means factoring **climate risk into business strategy** and actively identifying opportunities to drive change and accelerate **new business models**.”*

Furthermore, it is important for businesses to diversify their **energy procurement strategies**, making it possible to increasingly integrate renewables by means of **Power Purchase Agreements (PPAs)** or **self-consumption**, which support companies in reducing their **Scope 2 emissions**. Since both categories of emissions are within an organisations' direct control and therefore easier to manage, these should be the starting point of a business strategy, which will have to go hand in hand with high impact actions such as **broad awareness and stakeholder alignment**.

The main objective for businesses should be always to reduce emissions but, along with establishing net zero trajectories, companies are also using offsetting practices as a lever to accelerate the journey.



Reducing **Scope 3 emissions**, instead, represents the hardest challenge for companies, as these refer to value chain emissions, which are significantly harder to manage as they are not directly under companies' control. To embrace the challenge and decarbonise the supply chain, businesses need to start to define a clear baseline and then proceed by building effective **governance and data management strategies**, especially when relying on a large network of suppliers and collecting a large amount of new data with new purposes in mind. This is precisely why **communication and engagement** should be considered as key levers to closely engage the supplier base and support it in achieving a reduction of its emissions. Clear communication through **training and the definition of targets**, along with the **provision of helpful tools**, will be key to support partners in this process, especially for small-medium enterprises, which might not have the capacity to make the transition on their own.

At the same time, digitalisation goes along with electrification, with **investments in digitisation and innovation** becoming crucial for the management of an increasingly complex, integrated and distributed electricity system. But also, digitalisation goes hand in hand with Sustainability due to the need of new reporting requirements and to the fact that more and more stakeholders worldwide are demanding **transparency** around corporate ESG risks and opportunities. It is important to centralize global data tracking and management in a system backed by technology like artificial intelligence and/or machine learning for all resources, including energy, water and waste.

For many companies, the transition will be more challenging and, as sustainability is cross-functional, the need to integrate sustainability features right from the product design stage becomes crucial. In these cases, **innovation, along with new commercial strategies**, represent fundamental levers to make strategic decisions, such as procurement and sales strategies, considering new evolving drivers. In our case, Sustainability is hardwired into our business strategy and is about creating system value. In 2021, we accelerated at every stage: eco-design of our products, sourcing of green materials and packaging, differentiation with innovation and innovation with circular business models. For example, one of 2025 commitments has been that 80% of our product revenues will be covered by Green premium™.

Moreover, **collaborating with the broader ecosystem** can also help businesses in navigating the sustainability transition more easily, accelerating their innovation journey thanks to the fact that they can count on a larger business network.

Finally, to successfully deploy a sustainability strategy, a fundamental shift in **mind-set** is required. A **holistic** approach to sustainability allows to mitigate risks and brings tangible value added through a greater attractivity to **customers, new talents and investors**, while boosting innovation. However, to start the journey, companies need to focus on Scope 1 and Scope 2 emission reduction strategies and risk diversification, along with educating Top Management on the sustainability vision, in order to enable the **renewal of the business model** and make the Scope 3 challenge more easily achievable. As indicated before is time to implement actions and our learnings from past years to define the journey could be summarized in:



Scenario

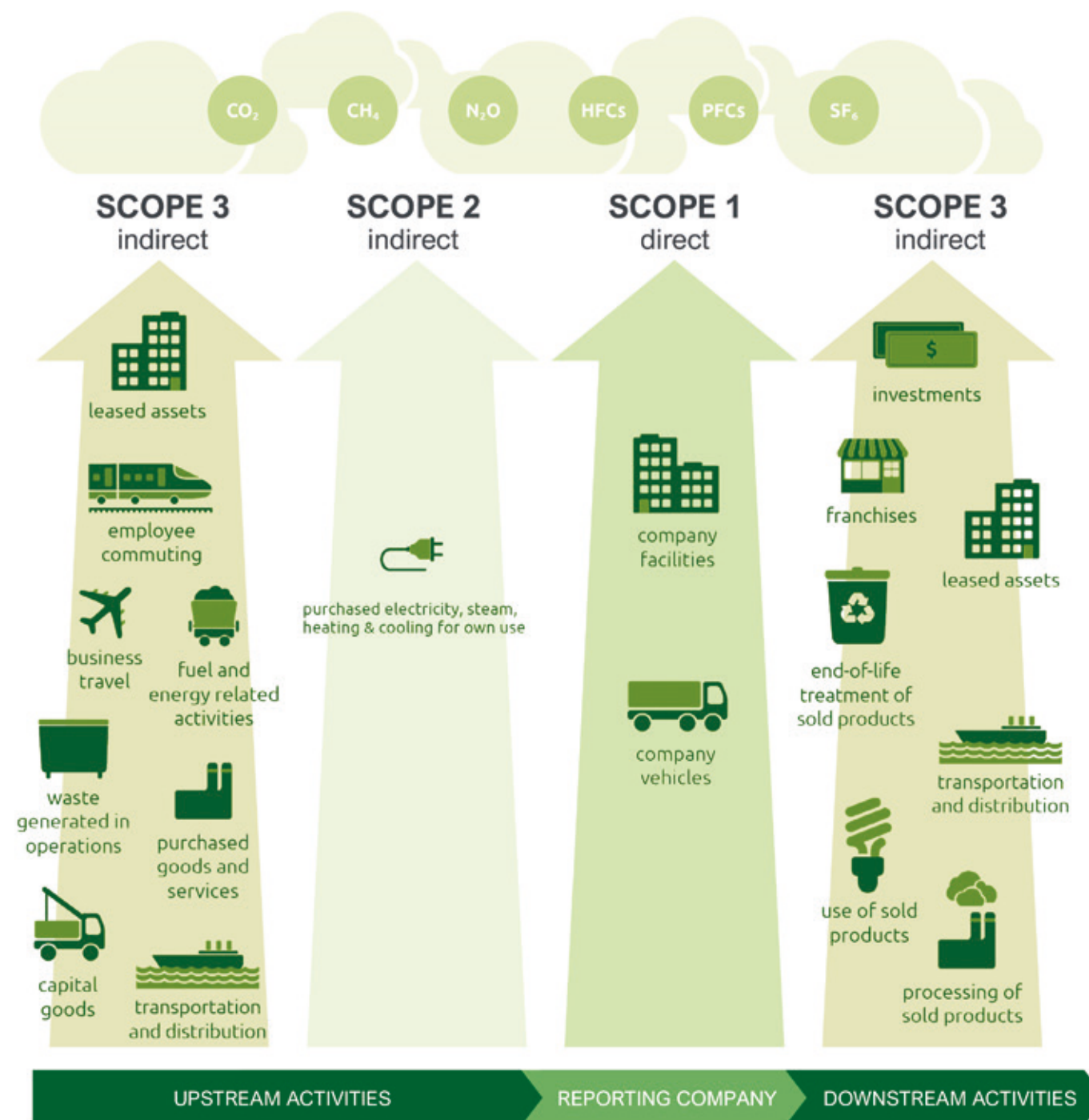
Decarbonisation, circularity and sustainability across the value chain

Industrial activity accounts for roughly **20% of global greenhouse gas emissions** and **over 50% of global energy use**¹¹. As pressure grows to align with international climate goals, companies are expected to accelerate the decarbonisation of their operations - particularly through process electrification, energy efficiency and low-carbon heat technologies. According to the IEA, industrial CO₂ emissions must fall by **about 25% by 2030** to stay on track for net zero¹².

New sustainability disclosure requirements - the **European Sustainability Reporting Standards (ESRS)** - are raising expectations around **value chain transparency**. Companies must now report on environmental and social impacts and risks across their entire upstream and downstream chain, pushing businesses to establish systems that trace, measure and reduce risks beyond their immediate operations¹³.

The shift to a **circular economy** offers a path to reduce both emissions and resource dependency. The European Commission estimates that circular measures - like product redesign, reuse, and recycled content - could **reduce raw material use by 23–32% by 2030**¹⁴. In parallel, circularity could cut industrial emissions by up to **56% in some sectors**¹⁵, while supporting supply chain resilience and compliance with sustainable product regulations.

Corporate emission inventory



Commitments

Resources productivity and circularity

42% Scope 1 and Scope 2 absolute GHG emissions reduction by 2030 (2021 base year)

>50% Scope 3 GHG emissions reduction per milion euro value added by 2030* (2021 base year)

Sustainable packaging by 2030:

1. Use of packaging only if unavoidable
2. Removal of smaller packaging likely to be littered
3. Adapted to size and volume of the product
4. 100% recyclable
5. Avoid plastic when possible with >35% recycled plastic
6. Contains no hazardous substances
7. Contains information on its material content

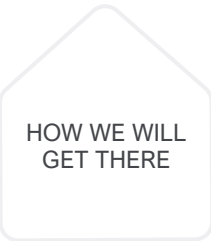
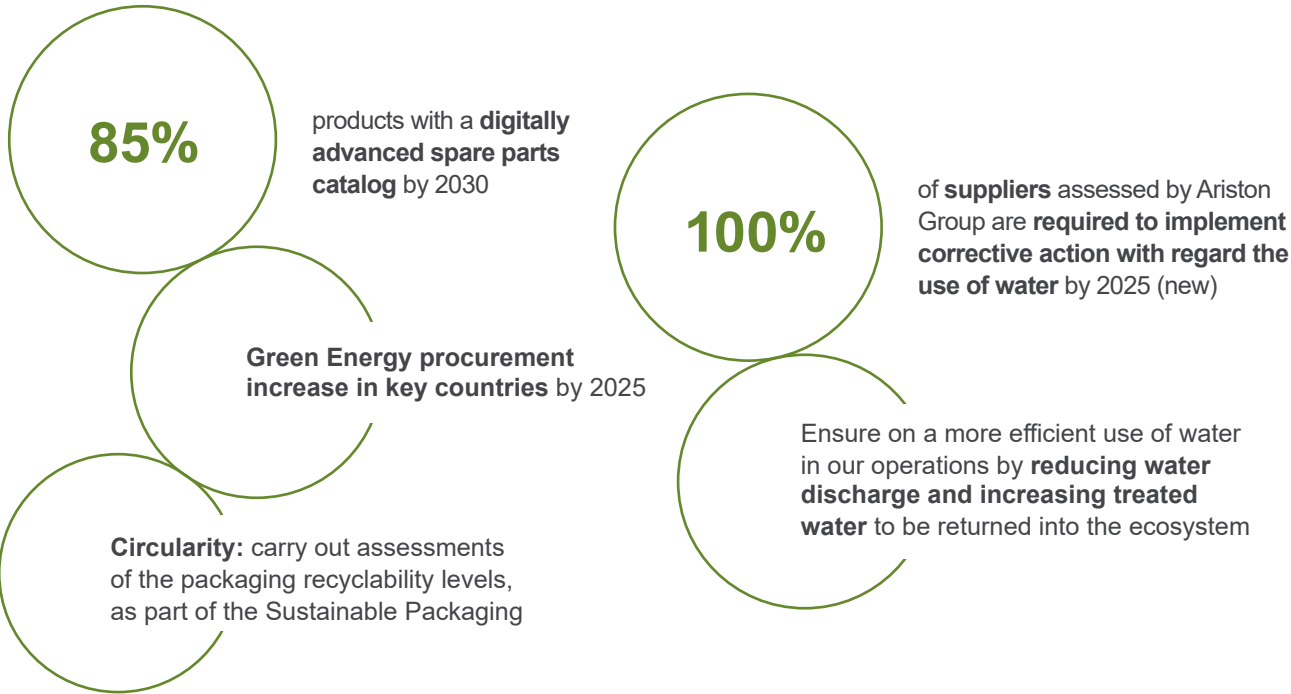
Zero waste to landfill by 2030¹⁶

* Economic intensity. Emissions from use of sold products covering at least 67% of Scope 3 total emissions.

2030 TARGET
AND AMBITION

In light of global decarbonisation targets, we are all called upon to **drive change and mitigate our CO₂ emissions**. This does not only mean setting targets within our direct reach (Scope 1 and Scope 2), but also engaging on those factors that are particularly impactful across our value chain (Scope 3). **We firmly believe that mitigation efforts are truly possible** by setting specific, measurable and science-based targets that can guide our emission reduction strategy while monitoring our improvement journey, year after year.

Supporting initiatives



REDUCING OUR CARBON FOOTPRINT

Within the broader decarbonisation context, Ariston Group is looking to achieve lower emissions and energy consumption systems not only within the business, but also across its value chain. It has therefore launched a **decarbonisation project** in order to reduce **Scope 1, Scope 2** and **Scope 3 emissions**. For Scope 1 and Scope 2, whose emissions accounted in 2021 for 54.7 ktCO₂e and 50.7 ktCO₂e respectively, an emissions reduction strategy focused on making production processes more efficient is being deployed, increasing green energy procurement and leveraging on Energy Conservation Measures*. All the Group's plants are implementing a set of interventions including compressors replacement, revamping or management improvement, building insulation, heat recovery and heat volume reduction, temperature and lighting management enhancements, inverters, meters and data collection systems installation, together with an air leakage research and resolution plan. Moreover, the integration of new installations and machineries, the enhancement of renewable energy systems for onsite energy generation and the implementation of shut down electricity saving applications are further accelerating the decarbonisation journey. A revamping of some of the industrial assets will take place to increase the plants efficiency.

* Initiatives that aim to reduce energy consumption on the sites and reduce costs.

EXPANDING WORLD CLASS METHODOLOGY

Already in 2011, Ariston Group adopted the **World Class Manufacturing methodology** to create a structured and replicable production system that enables the achievement of its business targets through **monitoring and prevention of waste and losses**, with the goal of improving **quality, safety, costs and environmental performance**. At the same time, in 2018 Ariston Group adopted the **World Class Logistics (WCL) methodology**. In line with the WCM concepts, the WCL methodology constitutes a **shared approach** that allows processes to be standardised across the Group's warehouses at a global level, creating a replicable logistics system throughout finished goods and distributions warehouses. This methodology is now operational in some finished goods warehouses and is based on the goal of improving customer service levels, safety, cost and environmental performance, also thanks to a monitoring and waste and losses prevention procedure.

OPTIMISING WATER AND WASTE RESOURCE MANAGEMENT

Aware of the essential role played by productive resources, the Group is committed to **measuring and monitoring their flows**, to continue improving its efficiency in terms of water and waste management. As regards to **water**, the attention lies on *how* and *where* it is withdrawn, consumed and discharged, together with the related impacts. The focus on **waste** includes actions to prevent its generation within plants and the value chain. An improved and more qualified **global data collection** process on water and waste-related indicators was key to **building a baseline** that is not only aligned with the ESRS standards, but that also makes it possible to evaluate an **overarching view** on their impact on a global level. In order to work towards a coordinated improvement journey around these topics, Ariston Group is in fact developing a structured process to **collect, analyse and monitor detailed data** that will help eliminate **any inefficiencies and unnecessary resource losses**, also in line with the World Class Manufacturing programme.

99,9% of total Group emissions are related to Scope 3 perimeter, which in 2021 accounted for 102.122.546 tCO₂e. **The emissions coming from the use of sold products contributes to approximately 99% of total Scope 3 emissions**, representing the biggest challenge in the Group decarbonisation strategy. As mentioned in the Solutions chapter, different levers will be activated to tackle these emissions: a stronger focus on renewable and H₂-ready solutions, the use of refrigerants with lower environmental impacts and the increase of connectable products to contribute to the energy consumption optimization. Nevertheless, the Group is also planning to tackle the reduction of the emissions coming from: 1) the **production of purchased goods and services** by engaging with the supply chain; 2) the **upstream and downstream transport and distribution**; 3) the **disposal of products** by evaluating new circular opportunities.

EXPLORING CIRCULAR OPPORTUNITIES

Ariston Group is aware of the importance of a **circular approach** as an enabler towards reducing its environmental footprint. The current workstream is focused on assessing the current situation, launching feasibility studies and setting quantitative metrics, in order to identify the most effective solutions to be implemented in the future. The Group is looking to develop feasible ways to **rethink the system**, towards broader and simpler recycling, repair, reuse and remanufacturing practices. To do so, the Company is constantly examining impending regulations, analysing customer expectations and market trends and evaluating supplier collaborations to **stay abreast of significant changes**. While in 2022 a dedicated stream about components remanufacturing has been launched, in 2023 and 2024 a wider assessment to enhance products Eco-design and sustainable packaging was developed. Further steps will be taken through the implementation of specific tools that enable the Group to collect and analyze data, which will then be used to drive improvements in resource management.

EXTENDING THE NEWLY LAUNCHED PRODUCT LIFECYCLE MANAGEMENT (PLM)

In 2020, the Group started developing a strategy for product lifecycle management (PLM) to **ensure best practices** throughout the **whole product lifecycle**. PLM is a **business process and IT tool** that integrates functions, data, processes and business systems, to guarantee that the entire lifecycle of a system or of a product is being managed correctly: from design, manufacturing, sales and marketing, to after-sales services and obsolescence. Key elements in the digital transformation of the business are **PLM software** solutions, which offer various **tools**, based on a complex and state-of-art IT infrastructure, aimed at improving the customer experience, accelerating innovation, improving efficiencies and reducing costs. After a first phase of testing the **SaaS readiness**, the project has now entered the **implementation phase** which has continued in 2023 prior its full launch in 2024. Ultimately, PLM clearly outlines the **roles and responsibilities** of the project team, while ensuring open communication channels, an agile project management and a high-quality data collection and control.

LEVERAGING LIFE CYCLE ASSESSMENT (LCA) RESULTS

An example of LCA implementation can be seen in France where, already in 2017, Ariston Group started working towards the achievement of the **PEP ecopassport**, an environmental declaration that meets the **ISO 14025 standard** on environmental labels and declaration. This is a voluntary initiative, based on the **LCA methodology**, which quantifies the environmental impacts deriving from heating and cooling products. Whilst such environmental certifications have so far been **obtained for a selected range of products**, the Group is now looking to **extend such approach** to more markets and solutions, not only to respond to customer requests, but also to better map the **environmental impacts of products** and therefore continue developing **more efficient solutions**. To **integrate circularity principles into product design** and address both customer expectations and environmental impact reduction goals, the Group has recently adopted a specialized international software solution for the building sector.

FOSTERING TRACEABILITY AND TRANSPARENCY

Assessments and **data availability** are considered essential by the Group to implement actions aimed at continuous improvement. For this reason, a process is underway to **implement software and tools that enable the collection, analysis, and in-depth examination of specific information** related to material usage. The availability of the data is enabling the Company to **identify circular opportunities** and **raise awareness in terms of resource consumption**, with a potential to be further implemented into different areas of the business. As a matter of fact, the Group is broadening its comprehension of the materials of products sold and distributed in its markets. Further deep dives on **material traceability** extend to other substances as well (e.g. substances of very high concern) as the Group is compliant with the REACH, ROHS and POP directives. This process, which the Company is currently looking to expand, enhances transparency and helps improve the traceability of raw materials especially in the supply chain. In fact, obtaining increasingly detailed information from suppliers about the use of specific materials and resources is essential to raising awareness from both a social and environmental standpoint.

TOWARDS A SUSTAINABLE PACKAGING INITIATIVE

Driven by the constantly evolving regulatory landscape¹⁷, by increased customer demands and by the ambition to decrease the impact of its packaging, Ariston Group is actively researching **alternative solutions** that represent more sustainable procurement choices. This becomes evident from the release of the **Sustainable Packaging Definition**.

In order to achieve this, the Company has launched a **project aimed at monitoring and tracking its packaging-related data to set a performance baseline**. This baseline involved an analysis of the different packaging types (such as carton boxes, packaging fittings, labels, manuals, expanded polystyrene, etc.) deployed per product family across a number of production facilities.

As a result of this assessment, the Group is currently in the process of **defining various initiatives to improve the recyclability of packaging in general, increase the share of recyclable packaging and recycled plastic, remove smaller packaging and minimise the use of plastic or avoid it where possible**. The initial assessments of the recyclability levels of the Group's packaging will take place in the near future, with the aim of **outlining a more responsible use of materials that facilitates waste reduction**, while ensuring compliance with the recyclability definition of the Packaging and Packaging Waste Regulation, which is still under development. The most pressing issue that the Group is currently addressing is the **replacement of EPS with recyclable materials**: the postponement of this material ban in France, which was decided to harmonize regulations at the EU level under the Packaging and Packaging Waste Regulation (PPWR) framework is providing the Company with more time to **continue testing alternative solutions** to this material which, although not recyclable in all markets, ensures a very high level of product protection during storage and transport.

At the same time, other best practices have already been implemented within the Group. For example, Thermowatt is implementing a forward-looking initiative centred around the **development of**

plastic-free packaging across its European plants. The project is focused on **eliminating polystyrene** from the packaging of thermostats and resistors and the introduction of sustainable solutions to progressively **replace bubble wrap and adhesive tapes with paper-based solutions**. Other initiatives are currently under evaluation, such as potentially **adopting extensible film with a percentage of recycled material and PLA** (bioplastics) or paper bags to replace plastic ones. Following an initial phase of research and testing for the creation of the first prototypes, the Company is currently conducting **production trials and transport tests** to assess the effectiveness of these solutions, which will drastically reduce the use of plastic in packaging materials.

In a parallel effort, Wolf has initiated a shift in the **plastic bags** used for the maintenance sets of boilers. In fact, by reducing the thickness by one third of these components and incorporating 95% recycled material, the Company anticipates significant waste reduction. The Company has also **introduced a stretched film which is thinner and with 50% recycled content**, a strategic move which is projected to yield substantial CO₂e savings.

Moreover, Wolf is **addressing the environmental impact of its EPS packaging** by investigating alternative packaging technologies such as **moulded paper pulp**, as well as the recycled EPS for specific products. One example is the CHA-16 heat pump's packaging part, which is made entirely from recycled EPS.



Responsible supply chain

2030 TARGET
AND AMBITION

*100% of our strategic suppliers
aligned with our ESG journey*

In line with our ambitions and the rapid regulatory evolution, we are **committed to focusing on and engaging our supplier base** on ESG-related aspects. We are aware that as part of our ESG efforts, we must take into consideration the environmental and social performance of our supply chain. For this reason, we are developing multiple tools and plans to **foster a relationship management driven by sustainability**. These include assessments, improvement and monitoring plans aimed at engaging and supporting our suppliers' base in our ESG journey.

Supporting initiatives



HOW WE WILL
GET THERE

RESHORING OPERATIONS

Ariston Group is working towards further implementing its **reshoring plan** in order to **reduce both the risks** of potential **supply chain disruptions** and the **carbon footprint** stemming from its global operations. The plan ensures **proximity** between **production units, supplier base and the end-market**. Alongside best-in-class and energy efficient projects for production plants, this approach will help reduce the costs and impacts of logistics by shortening the supply chain and selecting local suppliers, contributing towards an overall reduction of the Group's Scope 3 emission.



ENGAGING SUPPLIERS ON ESG CHALLENGES

Ariston Group has defined its **strategy** for a responsible management of the supply chain, renewing **supplier relationship management processes** to confirm its position as responsible business. The Company has started to look at its suppliers through the ESG lens, with the aim of **minimising impacts** and improving synergy in delivering environmental and social high-impact outcomes. In order to change the way the Group does business with its suppliers, the Company will define targets to be included in purchasing contracts, driving strategic suppliers to align to sustainability parameters. The plan will provide the Company with an assessment of **strategic suppliers** in order to develop a solid evaluation architecture and outline specific **improvement strategies** and **action plans**, subject to **continuous monitoring** in the years ahead. This initiative, combined with the **human rights due diligence** process will foster ESG awareness, engaging suppliers through even more innovative and strategic relationships.

DIGITALISING THE SUPPLY CHAIN

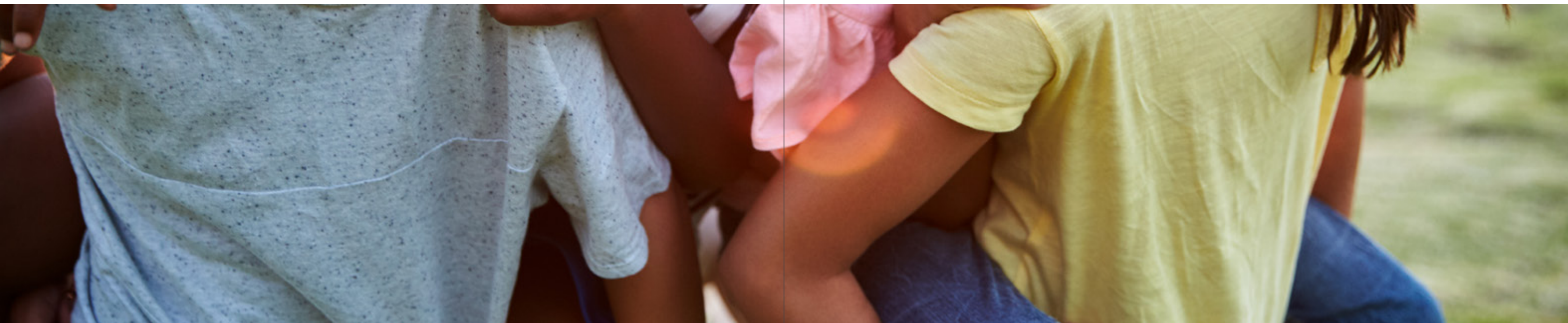
Ariston Group has defined a long-term vision for its **Digital Supply Chain (DSC) project**, defining and configuring the processes and the platform that will enable the Company to manage and integrate the supply chain in the upcoming years across **demand, Sales & Operations (S&OP), master planning and order management processes**. This also involve the **Sourcing & Procurement (S&P) model**, which necessitates a deep rethinking of roles, responsibilities, processes and support technologies to respond more and more efficiently to the strategic role of **digital procurement**. This transformation will enable the Group to work and manage suppliers in a "smarter" way, ranging from **paperless processes** to increased **transparency, data centralisation** and therefore **enhanced reporting**, with – of course – a better user experience.



3. People & Communities



*Empowering people
to achieve more*



Discussing People & Communities with key opinion leaders



Managing Partner, People & Purpose –
Deloitte North & South Europe

Will Smith

Looking for meaningful work in a purpose-led company is of increasing importance in the talent market. Authentic purpose definition is hence becoming essential for companies that are increasingly called upon to embed a purpose-led approach in their operations. Equally, employees are also seeking personalised work experiences, valuing the ability to shape their own career paths. In particular, they look for the opportunity to grow within a business they value and need support in aligning their circumstances with their professional aspirations.

In this context, an “always on” active listening engagement strategy plays a key role in addressing such needs, thus representing a powerful attraction and retention tool. More specifically, engaging in frequent dialogue at all organisational levels and embedding employees’ feedback into decision-making processes is critical. Adopting flexible approaches is equally important for organisations to cope with a dynamic and ever-changing talent market. For example, when it comes to managing a multigenerational workforce, companies should be receptive to the different needs and offer flexibility according to employees’ changing circumstances. To grasp the potential of new talent bubbles, it is important to provide the appropriate tools to create the personalised experience they need.

Training and development constitute other key levers for attracting and retaining talent. It is increasingly observed that employees select companies based on learning opportunities, with development almost constituting a currency in the talent market. To raise their attractiveness, employers should ultimately enable workers to acquire the skills they need to thrive in their current and future career.

Successful training and development strategies build on tailored programmes that focus on building multiple skillsets. Alongside technical capabilities that are sector-specific and vary across industries, companies should foster the development of transversal skills. The latter are sector-agnostic and consist of managerial and leadership competencies that each worker should acquire to thrive in an increasingly complex world. More specifically, they involve flexibility and adaptability – i.e. the capacity to address the challenges posed by the unexpected – as well as problem-solving and collaboration. In promoting such a development culture, a shift from the idea of “in-class training” to continuous on the job learning is required, where learning opportunities are not limited to formal training but encompass day-to-day experiences.

In parallel with engagement and development, new approaches to diversity, equity and inclusion in the workplace remain critical. So far, companies have focused on developing the diversity aspects of their DE&I strategy, yet it is becoming increasingly important to strengthen the focus on inclusion also. While diversity highlights the presence of a mix of individuals with different backgrounds and perspectives, inclusion is about creating a culture and environment where every individual, regardless of their differences, feels respected and can fully participate. Such an inclusion-based approach is pivotal, particularly when dealing with the intergenerational aspect: in managing diverse teams, leaders should focus on recognising the unique contributions each generation brings.

To address the emerging trends in the talent market, companies should pursue the overarching objective of supporting and empowering employees to manage and maximise their own well-being. This entails providing them with the appropriate level of support as well as the necessary tools to manage their personal and professional lives. Offering services such as counselling for employees and leaders is essential in facilitating this process.

Scenario

An ever-changing professional world

Only **35% of the global workforce** currently considers themselves to be thriving, while **56% report struggling**, indicating a global well-being crisis¹⁸. Organizations that invest in well-being - through flexibility, mental health support, and career development - report improvements in productivity, retention, and employee engagement.

According to the **Global Gender Gap Report 2024**, the world has closed **68.5% of the gender gap**, but at the current pace, **full parity is still 134 years away**¹⁹. This highlights the urgency for companies to go beyond compliance and embed diversity, equity, and inclusion (DEI) in leadership pipelines and workplace culture.

Each year, an estimated **395 million non-fatal occupational injuries** occur globally²⁰. At the same time, poor mental health is among the leading causes of lost productivity. Embedding physical and psychological safety in the workplace has become a strategic priority for building resilient, high-performing organizations²¹.

Employee and community engagement are proven levers for long-term business success. Globally, companies with highly engaged workforces report up to **21% higher profitability**²². At the same time, **74% of employees** say they're more fulfilled when they can positively impact their local communities through corporate initiatives²³.

Shared value and Sustainability Awareness for the social development

Shared Value²⁴ approach which reconnects a company's success to social progress in the communities it operates within

Behavioural changes play an important role in the journey towards decarbonisation and the active participation of citizens is crucial in this regard. The IEA predicts estimated **8% of emission reductions that derives from behavioural changes** aimed at diminishing energy demand²⁵



Commitments

Excellent employee experience and engagement

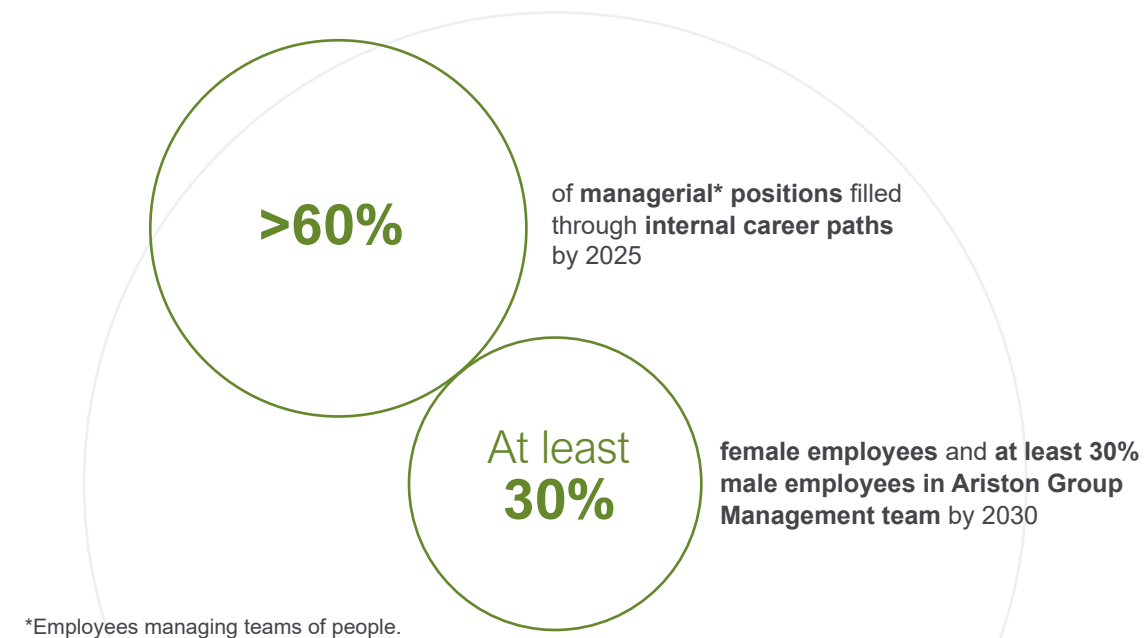
*Position the organization as **a winning organization** with simplified and agile processes, widespread leadership, and a vibrant talent ecosystem (restated)*

2030 TARGET
AND AMBITION

For us at Ariston Group, "**people come first**". Our goal is, first and foremost, that of developing a meaningful and comprehensive people experience, in order to foster a sense of belonging to the Group and **increase the engagement as one Team**. We want our employees to feel that they are valued and cared for. That is why we are working on a set of initiatives that will enable us to become a certified world class employer, where our employees can thrive.



Supporting initiatives





HOW WE WILL
GET THERE

THE HR ROADMAP

Ariston Group has always considered people as the main driver of its success – a staple in its industrial culture, throughout the Company’s history of sustainable growth. In particular, significant operational changes took place due to the company’s **listing** and the **latest acquisition** of the CENTROTEC Climate Systems company, the largest ever for the Group.

The continuous redefinition of the workforce that came as a result of these and other key changes adopted recently has required the Group to evolve its approach to resources management. The integration of different cultures, backgrounds and skills has always represented a great opportunity to enhance its wealth of human capital. Over the next years and as part of its **ambition to improve and to grow**, Ariston Group will focus on further implementing its HR Roadmap, focused on four key macro-areas: **branding and engagement**, **people and talent development**, **digitalisation of HR-related processes**, as well as **diversity and inclusion**. Implementing these pillars will enable the Company to fully focus on providing an **excellent people experience**, proving to be a **world class employer**.

Branding and engagement

Ariston Group is working towards sharpening its **brand positioning**, in order to keep attracting **new and diverse talent** and to maximise its recruitment process at global, regional and local levels. In parallel, the Company is committed to leveraging on **internal communication** to voice its culture across the entire organisation, therefore further consolidating its identity. Effective communication represents a powerful tool for disseminating the Group’s values, fostering a strong sense of community through **inclusive, engaging and coherent messages**, with the ultimate objective of supporting the deployment of the business strategy and of driving results. A consistently shared corporate culture is, in fact, a critical business enabler.

People and talent development

Strongly convinced of the importance of its people, Ariston Group will focus on continuing to increase and enhance their **development opportunities**, since the future is fully focused on dealing with change. Managing change successfully starts in fact with offering career development and learning activities to managers and employees that trigger the much-needed **cultural transformation** within their behaviours and the Company itself. Mentoring and coaching activities, along with upskilling initiatives also aimed at implementing the new skills required by the latest technological innovation, are all key pillars of the Group’s people’s career development and learning paths. Resources development will be maximised by leveraging instructive learning platforms boosting strong succession planning for key positions and internal mobility opportunities.

*The integration of different **cultures, backgrounds and skills** has always represented a **great opportunity** to enhance the Group’s wealth of human capital.*

Digital roadmap

Enhancing the **digitalisation of HR processes** will be crucial for Ariston Group to ensure an excellent people experience and management. The Company is diligently working hard to streamline its core processes at the digital level, in order to increase integration and data quality and control. This effort not only serves reporting purposes but also enables the analysis of trends and generational shifts, ultimately allowing the Company to anticipate and meet the evolving needs of the workforce.

Diversity and Inclusion

As part of the cultural transformation currently taking place, Ariston Group is committed to promoting equal opportunities and diversity. Dedicated activities will be held in order to spread awareness in the workforce, mitigate unconscious bias and share strategies to increase and manage more effectively diversity within the group. As a subsequent step, more **concrete and specific targets** linked, for example, to management compensation or the % of diversity in the selection process will be set.

Education for the future

100% Countries* engaged in projects that foster **awareness on sustainable thermal comfort** as an enabler for **social development**

*Countries Ariston Group operates in.

2030 TARGET
AND AMBITION

The **bond with local communities** constitutes one of our founding values. Contributing to the social development of the communities we operate in is part of founder Aristide Merloni's industrial culture and rooted in our vision "sustainable comfort for everyone". In parallel to **providing energy efficient solution** where it is needed the most, **educational activities** to foster awareness on sustainable comfort are at the center of our conferences and partnerships, along with sustainability contents accessible to everyone thanks to the digital platforms we rely on.



HOW WE WILL
GET THERE

CONTINUOUS COMMUNITY ORIENTATION

The Group's continuous community orientation has always been part of Ariston Group's DNA, as stated in Aristide Merloni's saying according to which *there is no value in the economic success of any industrial initiative unless it is accompanied by a **commitment to social progress***. This long journey, which has been shaped in different ways across time and countries, has the common goal to put people wellbeing at the centre of what Ariston Group does for the communities it operates in.

In line with the company vision "Sustainable Comfort for Everyone", Ariston Group is committed to **provide energy efficient solutions to people in need**, by collaborating with NGO and supporting community shelters in different countries. In order to match the social impacts with the environmental protection, the Group has also and will continue to have an educational role around energy efficiency topics. For example, through the **Aristide Merloni Foundation**, the Company will keep on strengthening its **social engagement** with local communities, organizing **conferences, educational initiatives** and establishing **partnerships** with schools, as well as with training centres. In addition and in continuity with initiatives held at the local level in select countries over time, the Group's aim is to further expand its programmes worldwide, focussing in particular on raising **energy efficiency awareness** among end-users, including younger generations.

The Group is also planning to develop tools aimed at better **communicating its journey** towards a more sustainable future, centred on the development of energy efficient solutions with the aim of encouraging sustainable consumption. As **digitalisation** is one of

*There is no value in the economic success of any industrial initiative unless it is accompanied by a **commitment to social progress**.*
Aristide Merloni

the most important enablers to disseminate energy efficiency awareness, the Group will continue to leverage its **websites and social media channels** to raise awareness amongst end-customers and the broader community. Whilst the Sustainability Report and the Road to 100 Report can be used as powerful tools to deepen the Company's sustainability-related efforts and goals, the Group is looking for new ways to continue to **effectively engage and educate its stakeholders on energy efficiency topics**. Country-specific blog selections, tailored articles, tips, energy reports, product pages and the Smart Home hub will be further improved and enriched to reach **an ever-broader audience**.

To offer more in depth contents on sustainability topics, the Group is planning to provide wider explanations relating to products' characteristics, such as efficiency, durability and performance in order to better explain technical specifications, such as consumption and materials, and to compare different product models. All this in order to provide the external stakeholders with a complete set of tools that allows them to better value and exploit the available sustainability features.

4. Customers



*Exceeding expectations through
excellent customer experience*



Discussing Customers with a Key Opinion Leader



Senior Managing Director of Sustainability and Institutional Relations (former Group Marketing Director), Roca Group

Carlos Velazquez

As part of a broader commitment to transparency and stakeholder engagement, leading companies continuously explore the role of **customer relationships** in their strategies. Customers are no longer just recipients of products and services; they are **active participants in shaping the direction of businesses**. Their preferences, expectations, and feedback drive innovation, influence supply chain decisions, and push businesses toward higher environmental and social responsibility standards. Building a strong, trust-based relationship with customers allows companies to anticipate market trends, foster brand loyalty, and create long-term value. In this context, customer engagement is not just a priority – it is a cornerstone of corporate sustainability efforts.

For companies operating in both B2B and B2C markets, customer engagement plays a pivotal role in corporate sustainability strategies. A "B2B2C" model enables businesses to maintain direct communication with both intermediaries, installers and end consumers.

Overall, **customer feedback is a powerful tool in shaping corporate sustainability roadmaps**. For B2B interactions, companies use advanced **Customer Relationship Management (CRM)** tools to address key needs such as **product innovation, service quality, and sustainability**. On the consumer side, direct communication channels—such as **websites, chat functions, whistleblower platforms, and social media**—enhance transparency, build trust, and facilitate real-time feedback. More broadly, companies rely on structured mechanisms like **focus groups, large-scale brand perception surveys, and product field tests** to integrate external stakeholder insights into their initiatives.

Customer expectations are increasingly centered on **sustainability**. Corporate clients seek **suppliers with strong environmental credentials**, making certifications and performance indicators crucial for partnerships. Meanwhile, both B2B and B2C input drives a "design-for-sustainability" approach, integrating evolving **expectations into product development**. Water conservation and circularity, especially in drought-prone regions, are key concerns influencing purchasing decisions, particularly in the

bathroom sector. Younger generations prioritize **sustainable lifecycles**, pushing businesses to strengthen reverse logistics solutions.

Beyond sustainability, customers continue to demand **convenience** and **reliability**. While product priorities have evolved – expanding from quality to functionality, installability, aesthetics, integration, sustainability, and digitalization - the fundamental expectation remains seamless, user-friendly solutions.

Digitalization is transforming customer engagement by enabling greater transparency and efficiency. Companies are increasingly developing digital platforms that allow users to **monitor resource consumption** and **detect inefficiencies** such as leaks or excessive energy use. These initiatives support environmental responsibility while providing customers with valuable insights to optimize their resource consumption.

Additionally, **education** has become a key strategic lever. Many businesses invest in training programs not only for employees but also for **installers** and **industry professionals**, ensuring proper product installation, enhanced functionality, and improved customer satisfaction.

Despite the growing emphasis on sustainability and digitalization, quality remains a non-negotiable foundation of brand reputation and market competitiveness. B2B customers often focus on pricing and delivery times, while B2C customers prioritize service efficiency and product reliability. The quality of installation is crucial, as improper work can compromise performance. Strong partnerships with skilled professionals are essential to maintaining a company's reputation.

To remain competitive, companies must strike a balance between quality, innovation, and digitalization while also ensuring that sustainability remains at the core of their business operations. By proactively addressing customer needs and adapting to emerging market trends, businesses can enhance their environmental and social contributions while fostering long-term relationships with both B2B and B2C customers.

Scenario

Proximity and excellence for customers: the “prosumer” era

Consumers are increasingly adopting connected appliances as part of a broader shift toward smart living. Global **Smart Home penetration** is expected to rise from **16% in 2023 to over 21% by 2025**²⁶. In parallel, the EU’s **Ecodesign for Sustainable Products Regulation (ESPR)** is promoting smart, energy-efficient products by mandating features such as interoperability, energy monitoring, and software updateability²⁷.

Expectations from individual consumers are evolving toward products that not only perform but **learn and adapt**. AI-powered appliances are moving beyond premium offerings into the **mid- and high-end segments**, with brands increasingly combining physical products with digital services²⁸. These shifts support the EU’s **Circular Economy Action Plan**, which aims to extend product lifespans through reparability, durability, and upgradability²⁹.

In the B2B space, **servitization** is reshaping traditional manufacturing models. Companies are bundling maintenance, performance monitoring, and energy optimisation services alongside products. This approach can deliver service margins ranging from **20% to 50%**, while helping clients comply with emerging **EU product policies** focused on lifecycle performance and resource efficiency³⁰.



Commitments



Beyond customer proximity

Deliver **excellent, tailored solutions and services** to B2B and B2C customers and **increase the loyalty of professionals**

2030 TARGET
AND AMBITION

In line with our core values, seeking to meet our customers' needs will continue to be pivotal in the years to come. Alongside with **creating value by offering products of top-notch quality and guaranteeing an excellent service**, we strive towards further proximity to our customer base. **Proximity, however, builds upon dialogue** and it is precisely this driver that pushes us towards an active listening of end customers and professional intermediaries, enabling us to provide even better tailored services. Whilst consumers are a crucial stakeholder, so are professionals who ultimately deliver services to end-users acting as the final touchpoint.

Supporting initiatives



B2B AND B2C BRAND EQUITY

HOW WE WILL GET THERE

With the awareness that **customer proximity builds upon engagement and active listening**, Ariston Group is embarking on a journey aimed at analysing **B2C perception in selected markets of the Group's brands**.

The Brand Health measures how powerful the brand is perceived by customers in terms of **meaningfulness**, which shows the emotional affinity to the brand, **salience**, which tests how quickly a brand comes to mind in a purchase situation and, finally, **difference**, which looks at the brand's differentiation with respect to other brands. In order to fulfil Ariston Group's ambition of becoming the partner of choice for professionals such as installers, service centers, and planners, the Group monitors feedback from these stakeholders to drive continuous improvement. A key tool in supporting this vision is the Brand Equity Assessment, which is part of the Company's "Voice of Professionals" program and is carried out every two years. The primary objective of the assessment is to measure brand perception among professionals regarding Ariston Brand's strengths and weaknesses while assessing their customer experience.

*The “**Voice of Our Professionals**” initiative investigates the point of view of the professionals who install Ariston Group products, by **exploring their journey** and understanding **what the Group should be focusing on**.*

The study relies on a survey distributed to a representative panel of over 250 installers and service centers in Switzerland, which work with Ariston brands as well as other industry brands in key markets. The research scope includes several specific areas:

Brand Funnels: evaluating brand preference and usage across various product types and identifying the key factors influencing brand selection, including product features;

Customer Satisfaction and Net Promoter Score (NPS): measuring customer loyalty by calculating the difference between “promoters” and “detractors” and assessing the overall customer journey experience;

Brand Perception: determining the strengths and weaknesses of Ariston Group's brands in comparison to competitors, with a focus on relationships with sales representatives, both pre- and post-sales support, and connectivity features.

A SERVICE ROADMAP

To provide excellent services to end customers and solid support to Service Centres, especially given the continued increase in complexity of products and technologies, Ariston Group relies on people's **knowledge and skills development activities**, from technical training, to courses on how to install, repair and set up Ariston Group products range, to the provision of technical documentation and an extensive archive of informative material about the Ariston range. At the same time, to provide Service Centres with further **knowledge support**, in addition to a first level of assistance that is always at their disposal through specialised call centres, the Company is working on expanding the offer with a rich service package referred to as a “**Service Bundle**”, containing troubleshooting and technical documentation that is easily available on devices. The bundle is activated during the first set up of connected products and combines **connectivity** with **extended warranty** into a single package. The package includes the **Tutoring Service**, which provides a proactive and remote **products technical support** service, exploiting connectivity and further improving the efficiency of the assistance provided. In addition to these services, the Group keeps providing listening and meeting opportunities through online and on-site Technical Committees, designed to help improve its customers' capacity to detect and address actual and potential product issues, as well as its internal capability to understand how products are perceived by stakeholders.

In addition, the Group is working on further developing the **Over-The-Air (OTA) technology**, as a service to support product assistance by remotely enabling software updates and thus making it possible to reduce the number of product's replacements. Product readiness for this technology will be extended in the upcoming months and a **technical infrastructure** to fully integrate the OTA and Tutoring Service will also be created. Finally, the Group will build on its plan to continue monitoring the **Total Cost of Ownership (TCO)** for the end user. This activity helps the Group in identifying the main underlying of ownership costs and the relative improvement areas, to favour efficiency while also looking at sustainability-related initiatives.

In terms of mid-term objectives, the Company will work towards a further enhancement of customer proximity, to achieve an integration among the different aspects that guarantees a full support of both end-consumers and professionals. The goal is to achieve a *control room* that includes all the necessary tools to improve the **speed of service**, to increase the **First Time Right %** and, in general, to ensure that an **excellent service level** is being delivered.

CONSOLIDATING CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Building on its strategy of **managing interactions with customers even more closely**, Ariston Group has implemented its CRM tool in 2022. Whilst initially the focus has been on guaranteeing the correct adoption of the tool and an effective monitoring of the KPIs defined, the Group is now looking to further structure the data collected, sorting it through carefully designed dashboards, which can provide snapshots into specific markets and **customer segments**, country by country. The goal of these structured tools is not limited to achieving a greater customer proximity, improving processes and strategic approaches and monitoring the results of specific actions. Indeed, they will also support **decision-making processes** at all levels, **standardise** such information across the business and create as well as **share best practices** across the Group.

Trustworthy quality excellence

>85 Quality score per year in the cumulative **Group Quality Excellence Index**³¹ (GQE)

2030 TARGET AND AMBITION

“We care about customers over time as our utmost priority, providing products and systems designed to **fulfil their expectations of comfort and efficiency** with best-in-class services”. In line with our internal ambition, our Quality Mission is driven by our Vision of **gaining customers’ loyalty** and enable them to **become our best promoters**.

Supporting initiative

Follow the **Quality Roadmap** to effectively **implement improvement initiatives** in alignment with the Quality Strategy by 2027 on: (restated)

- Products and systems
- Services
- Customer care
- Data-driven decisions

HOW WE WILL GET THERE

THE GROUP’S QUALITY JOURNEY

Ariston Group **cares about customers over time as its utmost priority**, providing products and systems designed to fulfil their expectations of comfort and efficiency, with best-in-class services: this is the **Group’s Quality Mission**. In a process of continuity with past and current efforts, the Group’s Quality mission focuses on five core dimensions: Products and systems, Services, Customer care, Mindset and awareness and Drive by data.

On **products & systems**, the goal is to pursue market and customer proximity by means of a comprehensive product portfolio always designed to fit **customers’ needs**. This will pave the way to new technologies and strategic partnerships with suppliers, which will necessitate a concerted involvement of the relevant business functions. The quality of **services** will be guaranteed by the **continuous and timely support** provided by reactive and technically competent front-end services (pre-sales, sales and after sales), in collaboration with back-end functions, which will deliver maximum responsiveness to customers.

Ensuring long-term satisfaction durability is, indeed, a crucial aspect of **customer care**. In this respect, **predictive maintenance and remote support** take on a key role as connected products can be constantly monitored and managed remotely. Connected products can, in fact, be constantly monitored and managed remotely. This offers an opportunity for after-sales services to increase the efficiency of interventions, saving time for both consumers and technicians, as well as cutting down on the GHG emissions associated with transport for on-site visits. In order to build the **mindset and awareness** dimension, Ariston Group is looking to disseminate a **culture of quality across the entire organisation**, with a company-wide attitude focused on continuous improvement.

To achieve this, the Group aims to make **data-driven decisions** based on numbers and facts, aligning with efforts to strengthen its system architecture.

Today, customer centricity lies and will continue to lie at the core of the Group’s quality ambitions, guiding its future innovation and growth.



5. Governance



Creating value responsibly

5 GENDER
EQUALITY



8 DECENT WORK AND
ECONOMIC GROWTH



10 REDUCED
INEQUALITIES



Discussing Sustainable Governance with key opinion leaders



EVP, Corporate & Legal Affairs, General Counsel and Corporate Secretary at Mondelez international

Laura Stein

Sustainability governance plays a crucial role in addressing the complex challenges posed by environmental, social and governance (ESG) issues in today's corporate world. It provides a robust framework for businesses to tackle challenges, manage risks and seize emerging opportunities most effectively. Moreover, it helps guide a company's strategy, ensuring alignment with overarching purpose by setting clear goals and establishing a comprehensive roadmap for action. With sustainability reporting requirements evolving at a fast pace, strong governance becomes even more critical to enable transparency and meet high standards. Independent assurance and objective third-party validation serve as additional mechanisms to foster accountability and credibility. Furthermore, strong policies and board oversight are key. Policies support a sustainability governance framework, by providing structured processes grounded in core values and aspirations endorsed by top management. Specialized committees – such as Audit, Sustainability, People and Compensation – provide instrumental support to a board in supervising different vectors of a company's sustainability agenda as well as ensuring comprehensive oversight across the organization.

Compensation mechanisms are key in driving the implementation of ESG strategies. By integrating sustainability objectives into annual compensation plans, companies foster a wide sense of ownership and responsibility among employees, encouraging their active participation in sustainability efforts. Similarly, championing an ESG culture and fostering accountability are vital. Employees should be inspired by their company's purpose and strategy, feel like integral parts of the program and recognize their pivotal role in achieving objectives. To facilitate this, it is important that companies invest in education, capability building and innovation programs to spread a sustainability culture across all levels of an organization. Diversity, equity and inclusion are foundational to the success of strong ESG platforms. Robust policies and frameworks that underscore diversity across both talent acquisition and management are key levers in cultivating a diverse workforce. Defining forward-looking programs and KPIs to monitor a company's performance are also key to fostering an inclusive culture.

From a regulatory perspective, the EU is at the forefront of a transition to increased sustainability requirements, with progress poised to achieve important sustainability goals. While the US is also bolstering its regulatory framework, the EU's approach holds particular significance as companies are required to align with long-term goals, ensure heightened transparency through reporting and ultimately build trust among stakeholders. However, this poses a challenge for multinational corporations, as varying regulatory landscapes across countries introduce complexities in the implementation process. Not all states progress at the same pace, leading to discrepancies in agility and local requirements. Companies are hence required to navigate a delicate balance between adhering to global standards and addressing local regulatory nuances.

In this context, external collaboration is crucial. Learning from others and joining forces through open dialogue with governments as well as partnerships with suppliers and stakeholders, is key to driving progress and developing new technologies. Therefore, while internal ESG governance remains crucial, it is equally important to look outward to seek to tackle challenges collectively and advance sustainable solutions. To prevent criticalities and lower a company's risk profile, ESG leaders and teams should anticipate regulations, involve experts in discussions, enhance change management strategies, establish clear ESG roles and responsibilities, develop policies and leverage assurance mechanisms. Maintaining a learning mindset is equally important: continuous monitoring and external collaboration are key drivers for ensuring continuous improvement and informing sustainability roadmaps.

Scenario

Sustainable Governance

Corporate conduct is facing growing scrutiny under emerging regulatory frameworks. The **EU Corporate Sustainability Due Diligence Directive (CSDDD)** requires large companies to identify, prevent, and mitigate adverse human rights and environmental impacts across their operations and value chains³². This shift signals a move from voluntary commitments to enforceable governance obligations, reshaping how boards and executives approach long-term accountability.

Sustainability risks in global supply chains remain a major governance challenge. Despite increased awareness, **70% of companies** struggle to monitor environmental and social impacts beyond their Tier 1 suppliers³³. As supply chains grow more complex, companies are under pressure to develop stronger traceability systems and foster deeper supplier engagement to ensure ethical and sustainable sourcing.

Data privacy is now a critical dimension of corporate governance. Since the introduction of the **EU GDPR**, regulators have issued over **€4.4 billion in fines** across the EU. Effective data governance not only limits compliance risk—it also strengthens stakeholder trust and protects intangible corporate assets³⁴.



Commitments

Long-sighted sustainable governance

*Ongoing **yearly commitments** developed to meet **high governance standards** on ESG*

2030 TARGET
AND AMBITION

The Group's approach of strengthening its environmental, social and governance responsibilities follows the line of **continuous improvement towards an increasingly structured and solid sustainable governance**. While long-term attention will be directed to **consolidating an external stakeholder engagement strategy** and broadening its sphere of public policy influence, in the short-term, Ariston Group is committed to continuing to **develop policies, strategies and tools** related to diversity, remuneration, risk management, tax strategy and business conduct.

Supporting initiatives


At least
50%

female directors and **at least 50% male directors** among the **executive directors of the Board** by the end of 2028;

At least 33% female directors and **at least 33% male directors** among the **non-executive directors of the Board** by the end of 2025

100%

of employees in risk field **trained on Anti-Trust** every year



HOW WE WILL
GET THERE

STRENGTHENING OUR SUSTAINABILITY GOVERNANCE MODEL

On the basis of its vision towards building an **even more solid ESG governance**, the Group is gearing up for strengthening its current structure. So far, the path taken has led to the definition of three levels of responsibility for sustainability-related topics: an **ESG Committee** at the Board of Directors level, an **ESG Council** at the Group Management level and a dedicated **ESG Department**. The Audit Committee reports to the Board on its deliberations, findings and **considerations concerning the Company's sustainability reporting**. The **Audit Committee** prepares the Non-Executive Directors' decision-making on the supervision of the **integrity and quality of the Company's financial and sustainability reporting** and the effectiveness of the Company's internal risk management and control systems. With regards to diversity, on October 28 2021, the Group adopted a **diversity policy** to ensuring diversity in skills, experience, education, background, nationality, gender and other characteristics of directors, when selecting new candidates for the Board. These targets will be supported by a plan aimed at driving organisational engagement and enrolment, ultimately bringing about a **cultural transformation** in the business by setting practical action items. Educational activities for these governing bodies remain on the Company's agenda, covering various topics such as decarbonization, human rights, CSRD and reporting, and broader environmental, social, and governance (ESG) matters.

In line with the **rapid regulatory evolution** at the EU level, Ariston Group is and will continue working towards the close integration of current and emerging sustainability-related issues, both in terms of its conduct, as well as in relation to operations.


The Group's approach and implementation will be continuously reflected in its Policies, Code of Ethics, and Code of Business Conduct, which are defined by a strong corporate culture and solid company values. These dynamic documents, subject to periodical updates to internalise trends and rapidly evolving requirements, show the Company's desire to constantly renew itself with the **ambition to continue to improve and grow**.

ESG RISK MANAGEMENT

When developing its strategy, the Group considers both **opportunities** and **risks**, as well as the **impact** of the Company and its affiliated enterprises on sustainability, including effects on people and the environment. In compliance with the provisions of the Dutch Corporate Governance Code and as per international best practices on internal risk management and control systems, the Group deploys an **Enterprise Risk Management (ERM)** process aimed at assessing, managing and monitoring the risks that could affect the business and its operations. The ERM model **integrates Environmental, Social and Governance (ESG) risks**, which are among the most relevant risks that the Group faces. Adherence to evolving ESG regulations, thus increasing the level of requirements and market expectations, implies the engagement of a wide range of company functions in complex programs aimed to innovate products and develop new technologies, changing materials and packaging, reducing energy and resources consumption, as well as direct and indirect emissions.

AN ALL-ENCOMPASSING BUSINESS CONTINUITY PLAN (BCP)

In line with the Company's listing and regulatory context, action plans have been launched to **further strengthen Ariston Group's risk management and control systems**. More specifically, and as part of the Board of Directors' responsibilities, a Business Continuity Plan (BCP) was defined in order to identify, measure, monitor and verify, on a yearly basis, the **risks linked to the Company's business continuity** (e.g. risks arising out of extreme natural events, raw materials scarcity, cyber-attacks affecting business operations). The plan enables the definition of **procedures** that guide the Group in responding to, recovering from and restoring activities to pre-defined levels following interruptions, defining resources, services and activities required to ensure continuity of critical organisational functions. Whilst the Business Continuity Plan has already been implemented for **all key production facilities based in Italy**, Ariston Group is looking to expand it in the short-term to the **rest of its key plants at a global level**, in order to outline specific risks and identify tailored remediation plans.



*The Group's approach will be continuously reflected in the **Code of Ethics**, a dynamic document showing the Company's desire to constantly renew itself.*



HUMAN RIGHTS DUE DILIGENCE

Ariston Group recognizes the need to focus on aligning long-term business operations and governance procedures with human rights and environmental considerations. In this context, the Group is already working towards the implementation of an all-encompassing human rights due diligence. Human rights have already been recognized as a pivotal dimension for the Company, as reflected in the Code of Ethics, the Human Rights Policy, the Code of Business Conduct, and the Code of Conduct for Suppliers. This demonstrates the organization's commitment not only to addressing human rights impacts within its global operations but also to its supply chain, where assessments have already begun and will be further expanded and deepened in the coming years.

Closely linked to human rights protection, the Group has implemented the **Whistleblowing Policy and Procedure**, providing employees with secure and confidential channels to report unethical behavior and misconduct. A robust system safeguards against retaliation and discrimination, allowing employees to raise concerns about violations of the Code of Ethics, breaches of workforce-related policies, harassment, intimidation, aggression, or any discriminatory behavior.



ITC SECURITY MODEL AND 360 DIGITAL TRANSFORMATION

Ariston Group will continue to work towards an all-encompassing **digital transformation plan** that involves the **whole organisation** across its processes, activities and services. The Digital function is continuously exploring new opportunities to further **digitalise operations, support functions** across the Group (e.g. HR, supply chain, finance). Examples include the roll-out of its **Customer Relationship Management (CRM)** tool to manage interactions with customers even more closely or the **Product Lifecycle Management (PLM)**, that has been implemented to manage the entire lifecycle of a product, from design to obsolescence. Closely in line with its digital transformation journey, the Group is currently in the process of building a comprehensive model to **evolve its cybersecurity approach**, in light of newly emerging threats, to make its architecture more resilient to cyber-attacks. The Company developed a **three-year strategy** based on a **predictive approach**, analysing past events to gain insights and transforming these insights into action. The strategy follows a preventive and proactive security approach, analyzing current events to mitigate emerging threats. Empowering and training employees remains crucial, equipping them with the tools and knowledge to minimize risks. To enhance this process, the Group aims to invest in innovative solutions to strengthen cyber-attack prevention.

*Ariston Group is currently in the process of **building a comprehensive model** to evolve its **cybersecurity approach**, in light of newly emerging threats, to make its architecture **more resilient** to cyber-attacks.*

TOWARDS A COHESIVE GROUP TAX POLICY

Given the importance the business attributes to having a **clear-cut** tax strategy which fosters transparency and contributes to the Company's reputational, economic and social well-being, 2022 saw the birth of the **Group's Tax Strategy**. The strategy sets out to define the Company's approach to taxation, including purposes and principles, and its relative governance structure, in terms of management roles and responsibilities.

Sustainability reporting: summary of KPIs

1.Solutions

Target Description	To be achieved by	2024 progress
>5 mln of connectable products sold	2030	1.7 mln
>2 mln of connectable products sold	2025	1.7 mln
>90% Heating gas condensing technologies' revenues from hydrogen-ready solutions in Europe	2025	90%
>60% revenues in Europe generated by renewable technologies vs. <40% from fossil fuel products	2030	35% Renewable technologies 65% Fossil fuel products
Launch of a representative Home Energy Management – ready product on electric storage water heaters, heat pump water heaters and heating heat pumps	2025	2024: - Launch of Abyeos HOME+ (ESWH) in Belgium. - Introduction of a review for specific HHP platform (PCM4) to improve self-consumption
Confirm effort to shift heat pump water heaters to lower GWP refrigerants	2025	The Group is transitioning its entire EU range of split heat pump water heaters from R134A (GWP 1430) to R513A
100 million tons of CO ₂ e emissions avoided thanks to the renewable and high efficiency products we sell in the regions we operate	2030	32.1 mln tons of CO ₂ avoided since 2020

2.Operations

Target Description	To be achieved by	2024 progress
42% Scope-1 and Scope-2 absolute GHG emission reduction	2030	83.6 ktCO ₂ e (-21% vs 2021) Scope 1: 46.1 ktCO ₂ e (-16% vs 2021) Scope 2: 37.5 ktCO ₂ e (-26% vs 2021)
51,6% Scope-3 GHG emission reduction per million-Euro value added	2030	277 tCO ₂ e/k€ (+29% vs 2021) Absolute emissions: 56.3 ktCO ₂ e (-21% vs 2021)*
Green Energy procurement increase in key countries	2025	100% Renewable energy with Energy Attribute Certificates (EACs): - China (Thermal Comfort + Thermowatt) - Mexico
100% of suppliers assessed by AG are required to implement corrective action with regard the use of water in 2025	2025	100%
Sustainable Packaging Definition	2030	- Carton box: assessment on recycled content integration - EPS: assessment on replacement with cardboard in 11 plants - Recycled plastic: 0.4%
Zero waste to landfill by 2030	2030	95% diversion from landfill
>85% products with a digitally advanced spare parts catalog	2030	83%
100% Strategic Suppliers aligned with our ESG journey	2030	First year Ecovadis assessment completed on 65% of strategic suppliers
>75% of products and services purchased from local suppliers	2030	70%
>50% of strategic suppliers assessed on ESG performance	2025	65%
100% of strategic suppliers have accepted our Code of Conducts by 2025	2025	76%

* -21% absolute emissions in 3.11 Use of sold products, 71% coverage (56,278 mln tCO₂e).

3.People & Communities

Target Description	To be achieved by	2024 progress
Position the organization as a winning organization with simplified and agile processes, widespread leadership, and a vibrant talent ecosystem	2030	Simplification of: -STI (Short Term Incentive): foster collaboration, digital tool enhancement -Leadership model featuring a 5 streamlined behaviors framework -Talent review: focus on succession planning for key position and talent visibility
>60% of managerial positions filled through internal career paths	2025	73%
At least 30% female employees and at least 30% male employees in Ariston Group Management team by 2030	2030	21% female

4.Customers

Target Description	To be achieved by	2024 progress
At least 40% of the intervention fixed remotely thanks to the use of Telediagnosis, tutoring service and Over The Air process	2030	28%
Deliver excellent, tailored solutions and services to B2B and B2C customers	2030	Technical Committees (at international level) World Class Service (set up) Heat Pump Accademy Ariston NET Pro update Customer Satisfaction Program Ariston NET update
>85 quality score per year in the cumulative GQE index	2030	95.4
Every 2 years Quantitative Ariston Brand Equity B2C assessment	2025	Completed in 2024
Voice of Our Professionals (B2B) every 2 years	2025	Voice of Our Professionals (B2B) program planned for 2025
Follow the Quality Roadmap to effectively implement improvement initiatives in alignment with the Quality Strategy	2027	- Products and Systems: Enhancement and harmonization of validation test protocols Standardization of key manufacturing process controls Development and strengthening of the Supplier Quality Management approach - Services: Roll out of the Expert mobile App on key markets Planning of a new CRM system implementation - Customer Care: "Voice of Customer" program launched in Italy for measuring customer experience Mindset and Awareness: Continuous improvement of quality culture with a focus on lessons learned capitalization Development of quality training programs Tackling dysfunctional behaviors - Data-Driven Initiatives: Consolidation of a new Quality data platform Development of tools for analyzing the cost of poor quality
+30% organic clicks on main Group brand websites vs. 2024	2030	5.7 mln clicks in 2024 (new baseline)

5.Governance

Target Description	To be achieved by	2024 progress
Ongoing yearly commitment to meet high governance standards on sustainability	2030	- Cybersecurity strengthen - Ariston SpA request submission to join the "Cooperative Compliance" program - Integration of ESG risks into ERM and first alignment in terms of methodology took place - Whistleblowing platform enhancement
At least 50% female directors and at least 50% male directors among the executive directors of the Board by the end of 2028	2028	0% female 100% male
At least 33% female directors and at least 33% male directors among the non-executive directors of the Board	2025	33% female 67% male
100% of employees in risk field trained on Anti-Trust	Evey year (starting from 2025)	71%

Notes

Solutions

- 1 European Commission - Clean Industrial Deal, 2025.
- 2 Bruegel – Europe's green investment gap, 2024.
- 3 IEA - World Energy Outlook, 2023.
- 4 IEA, The future of Heat Pumps, 2022.
- 5 Ibid.
- 6 Heatpumps.london – Investment trends.
- 7 EU.bac – Building automation savings.
- 8 To estimate avoided emissions, the Group assumes that efficient product categories are going to gradually replace products with lower efficiency in the installed park, whose average efficiency has been internally assessed. Technological developments that lack visibility have not been considered. The emissions avoided have been calculated assuming an average expected lifetime of the products of 15 years and considering emissions across their entire lifecycle. The estimation of sales projections of the product categories in scope is based on the forecasts from the Group's Strategy Master Plan. Assumptions on average emission factors kgCO₂/kWh are kept constant until 2030 and defined specifically for macro-region and energy type.
- 9 Including Balkans, Switzerland, United Kingdom, Israel, Norway, Ukraine. Excluding Russia.
- 10 The perimeter considered refers to revenues generated in Europe (Including Balkans, Switzerland, United Kingdom, Israel, Norway, Ukraine. Excluding Russia), for both domestic and commercial heating and for water heating products. Renewable technologies refer to heating heat pumps, heat pump water heaters and solar water heaters. Fossil products includes boilers and gas water heaters (both storage and instantaneous). Electric water heaters, air conditioning, accessories and cylinders are excluded from the calculation. The KPI percentage is calculated as the weight of renewable technologies on the sum of renewable technologies and fossil products.

Operations

- 11 Normative – Reducing manufacturer carbon emissions, 2024.
- 12 IEA – Net Zero by 2050, 2023 Update.
- 13 EFRAG – European Sustainability Reporting Standard (ESRS).
- 14 European Commission – Circular Economy Action Plan, 2024.
- 15 Ellen MacArthur Foundation – Completing the picture, 2023.
- 16 The diversion rate is calculated as the proportion of landfilled and incinerated waste (without energy recovery) relative to total waste generated.
- 17 This landscape is evolving, with the Proposal for a Packaging and Packaging Waste Regulation (PPWR) which outlines stringent requirements, encompassing the composition of packaging substances, minimum recycled content in plastic packaging, overall packaging and empty-space minimisation, labelling and composition transparency, as well as defining reuse targets for transport packaging. The Regulation is expected to come into force in 2024. At the national level, France will adopt an EPS packaging ban starting from January 1, 2025.

People & Communities

- 18 Randstad – State of workplace well-being, 2024.
- 19 WEF – Global Gender Gap Report, 2024.
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Road to 100

2030 Ariston Group ESG Plan

