SUSTAINABILITY REPORT 2025

01 Jan 2025 > 31 Dec 2025

CONCETTI
EMBRACING YOUR IDEA

EMBRACING OUR FUTURE

safety efficiency sustainability

SUSTAINABILITY REPORT 2025

01 Jan 2025 > 31 Dec 2025

CONCETTI

EMBRACING YOUR IDEA

Published in August 2026

© Concetti SpA - All rights reserved

PAGE LAYOUT AND GRAPHIC DESIGN: CREATIVI.BIZ

TABLE OF CONTENTS

Letter to Stakeholders 5

1. Our 2025 Report 7

1.1 Purpose of the report 9
1.2 Structure of the report 10
1.3 Material topics (Materiality) 11

2. Concetti S.p.A. 13

2.1 A global company with local roots 15
2.2 Our story: a century of passion and innovation 16
2.3 Our systems 17
2.4 Our values 20

3. Sustainability strategy 23

3.1 A forward-looking outlook 25
3.2 Overview of the sustainability agenda and goals 26
3.3 Goals of the Sustainability Committee 27
3.4 A strategy based on dialogue 28

4. Governance and responsible growth 33

4.1 Leadership looking to the future 35
4.2 Ethics, integrity and transparency in the conduct of business 40
4.3 Quality and innovation: the Concetti brand 43
4.4 Our governance goals to 2028 47

5. Value creation 49

5.1 A shared growth model 51
5.2 Economic value generated and distributed 51

6. Human capital 55

6.1 People, skills and the future 57
6.2 Composition and characteristics 58
6.3 Health and safety 61
6.4 Training and development of our people 63
6.5 Our social goals to 2028 64

7. Concetti and the local area 67

7.1 A bond that generates value 69
7.2 Initiatives in support of local communities 69
7.3 Local presence and dialogue with the industrial ecosystem 72
7.4 Our goals for the territory and communities to 2028 73

8. Environmental sustainability 77

8.1 The resources used in our production process 79
8.2 Greenhouse Gas Emissions (Scope 1 and 2) 83
8.3 Environmental goals to 2028 88

9. Appendix 91

9.1 Abbreviations and acronyms used in the report 93
9.2 Terms related to environmental and GHG reporting 94

GRI Content Index 95

EMBRACING OUR FUTURE

safety
efficiency
sustainability

Letter to Stakeholders

Dear Stakeholders,
it is with a great sense of responsibility that we present Concetti S.p.A.'s second Sustainability Report, relating to the year 2025. With this new edition, we confirm our commitment to transparent and consistent reporting, capable of telling not only the results achieved, but also the direction we intend to pursue over time.

This second Report represents a concrete proof of our commitment to sustainability and the creation of shared value. If the first Report marked the start of a structured path, this new edition opens a new era for Concetti: a more mature phase, in which sustainability becomes an integral part of corporate strategy, operational decisions and our way of approaching corporate responsibility.

For over fifty years, we have been operating in the industrial packaging sector, designing and manufacturing customised automatic systems for customers around the world. Quality, reliability, innovation and attention to people have always been central elements of our identity. Today, these values take on an even broader meaning: they guide us in the responsibility we feel towards the people who work with us, towards the planet and towards the communities and territories with which we engage.

During 2025 we shaped our Strategy and Sustainability Plan 2026–2028: a three-year concrete commitment, born from the desire to transform our values into measurable actions, shared and able to accompany Concetti's industrial evolution. We did so in the spirit that guides the "Embracing Our Future" project: embracing the future not as a distant prospect, but as a responsibility to be built every day, together with our people, customers, suppliers and the territory. The Plan guides our commitment along clear guidelines: sustainability, safety and efficiency, strengthening the role of sustainability as a lever for industrial and cultural development, in support of people, the environment, innovation and the responsible supply chain.

In a constantly evolving industrial and international context, integrating ESG issues means strengthening the resilience of the company, meeting the expectations of customers and partners, improving processes and contributing to the development of increasingly efficient, safe and durable technological solutions.

This reporting is also voluntary and developed in continuity with the main international references, taking into account the evolution of the European framework, including the Corporate Sustainability Reporting Directive (CSRD). This approach enables us to progressively strengthen data quality, monitor our impacts, and consciously prepare for future challenges.
We know that building a solid sustainability path requires method, listening and collaboration. For this reason, we intend to continue to involve our stakeholders, employees, customers, suppliers, local communities, institutions, trade associations and international partners, in an increasingly open and constructive dialogue.

We sincerely thank all of you for the contribution you make to the growth of Concetti on a daily basis. Strengthened by our history and the values that have guided us over time, we will continue to improve ourselves with concreteness and determination, maintaining innovation and quality at the center of our way of doing business, with the goal of building lasting, shared and responsible value.

The Chairman
Teodoro Concetti

Our 2025 Report

1.1 Purpose of the report

The 2025 Sustainability Report represents an important step in Concetti's journey towards increasing environmental, social and governance (ESG) responsibility. Now in its second edition, this document builds on the foundations laid with the first publication, highlighting the progress made and the evolution of our sustainability strategy. More than simply a regulatory or reputational exercise, this report is a tool of accountability and transparency.

It allows us to monitor progress, identify areas of impact and share our ambitions with employees, customers, suppliers, partners, local communities and stakeholders. Based on solid data, the report illustrates the environmental, economic and social performance recorded in 2025, comparing it, where possible, with the 2024 data, in order to show the trajectory undertaken and the areas for improvement. This edition also presents the updated analysis of our carbon footprint (Scope 1 and 2) in line with the GHG Protocol. For Concetti, sustainability is an integral part of every operation: from energy efficiency to responsible management of resources and circularity, from the enhancement of people to health and safety, up to the relationship with the territory and the community and the development of increasingly efficient and durable production solutions.

We are aware of the role that the industrial packaging sector plays within the global production chains and the responsibility that this entails. We believe that the packaging machinery industry can, and should, contribute positively to building a more sustainable future, through innovation, efficiency, responsibility and circularity principles, generating lasting value for the people, territories and markets in which we operate.

This Sustainability Report refers to the activities of the manufacturing company Concetti S.p.A., based in Italy, in Bastia Umbra (PG) for the period from 1 January to 31 December 2025, following the principle of operational control. In these financial statements, the Group's foreign companies, i.e. subsidiaries in the United States, Brazil and Australia, were excluded from the reporting scope.

With greater awareness, a deeper sense of responsibility and renewed ambition, we continue our sustainability journey by progressively integrating ESG principles, industrial efficiency and responsible innovation into the company's processes, decisions and long-term vision, with the aim of generating lasting value and contributing concretely to more sustainable development.

Concetti S.p.A.'s first 2025 Sustainability Report is not subject to certification by the body in charge of the statutory audit of the accounts, nor to certification by third parties, and is drafted annually.

1.2 Structure of the report

This Sustainability Report has been prepared in compliance with the GRI Standards (Global Reporting Initiative), with the aim of providing a transparent and structured representation of the activities, impacts and sustainability journey of Concetti S.p.A.

The document represents the continuation of the reporting process initiated with the first 2024 Sustainability Report and is part of a broader phase of development, characterised by the progressive integration of the guidelines defined in the 2026–2028 Sustainability Strategy and Plan. In this framework, the Budget strengthens the link between reporting, ESG governance, industrial innovation, responsibility towards people and attention to environmental impacts.

The Report opens with the "Letter to Stakeholders" and with an introductory section dedicated to the purpose of the document, the reporting scope and the ESG priorities considered relevant for Concetti. The chapters dedicated to the company identity, history, values and industrial model of the company follow, with particular attention to territorial roots, domestic production and international presence.

The following sections delve into Concetti's new sustainability strategy, governance and responsible growth, value creation for stakeholders, human capital, relationship with the community and the territory, environmental sustainability and the reporting criteria adopted. The main sections of the Report are structured as follows:

- **Our 2025 Sustainability Report**
- **Concetti S.p.A.**
- **Sustainability strategy**
- **Governance and responsible growth**
- **Value creation for stakeholders**
- **People and corporate culture**
- **Community, territory and supply chain**
- **Environmental sustainability**
- **Reporting criteria and GRI indicators**

The section dedicated to governance delves into the organisational structure, ethical principles, transparency safeguards and the path to strengthen ESG governance, including through the role of the Sustainability Committee. The social section focuses on people, training, health and safety, organisational well-being and dialogue with the territory and stakeholders. The environmental section, on the other hand, addresses issues related to energy efficiency, resource management, the reduction of environmental impacts and the development of increasingly efficient, durable and solutions oriented to circular production.

The Financial Statements close with the GRI Content Index, used as a methodological reference for the collection, organisation and reporting of non-financial information.

1.3 Material topics (Materiality)

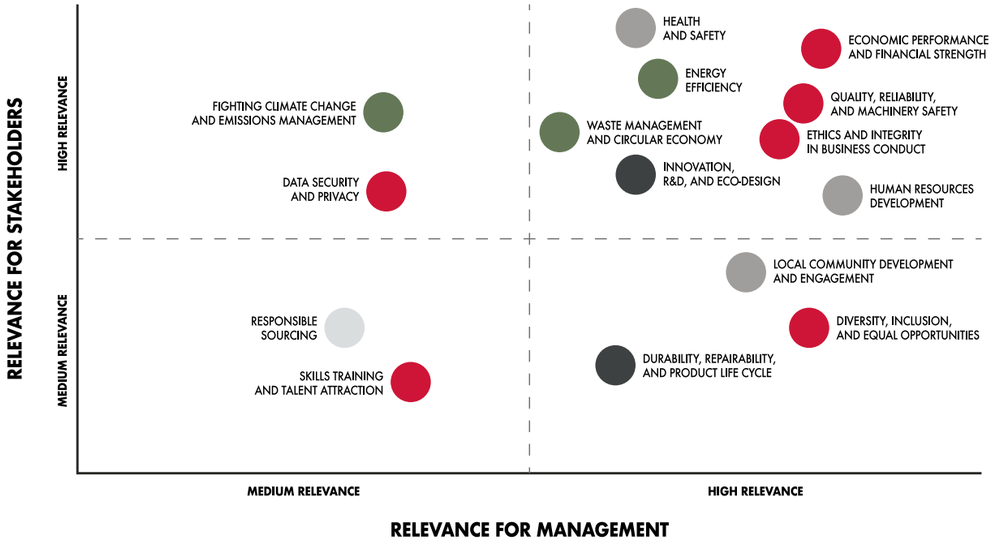
In line with the GRI Standards (published on 5 October 2021), material topics represent the most relevant environmental, social and economic aspects for Concetti S.p.A. and its stakeholders, in relation to the impacts generated by the company and their strategic relevance for the business.

The 2025 Financial Statements maintain continuity with the analysis and assessment process started in the previous reporting period, referring to the material topics identified in 2024 through a process developed with the involvement of company management and based on the analysis of the context, the reference sector and the ESG priorities relevant to Concetti.

The analysis made it possible to identify the issues considered priorities for the company, taking into account both the impacts related to manufacturing and industrial activities, as well as regulatory and market evolutions and stakeholder expectations. In particular, the topics considered most relevant concern sustainable innovation, energy efficiency, product quality and safety, the development of people, health and safety at work, responsible governance, the reduction of environmental impacts and the development of circular economy principles.

During 2025, Concetti also continued its ESG evolution path through the definition of a 2026–2028 Sustainability Strategy and Plan, which helped to strengthen the integration of ESG issues in business planning as well as long-term vision of the Company.

Looking ahead, the company intends to further consolidate the dialogue with its stakeholders and develop an increasingly structured approach to the assessment of ESG priorities, in line with the evolution of the European regulatory environment and the principles of dual materiality provided for by the ESRS of the Corporate Sustainability Reporting Directive (CSRD).



- Concetti 2024-2025 Materiality Matrix -

2.

Concetti S.p.A.

2.1 A global company with local roots

Concetti S.p.A. ("Concetti") is an Italian company and a leading designer and manufacturer of **automatic systems for weighing, bagging, palletising bulk products, and complete lines for packaging**.

Our headquarters are located in **Bastia Umbra**, Italy, in the heart of Umbria, and for fifty years we have been offering **advanced, customised solutions for industrial packaging**.

Thanks to our constant pursuit of excellence, we are today an international benchmark for the quality and reliability of our machines. We build bespoke systems for **diverse industrial sectors**, including agri-food, chemistry, feed, building materials and many more. Our systems are designed to guarantee efficiency, precision and durability, allowing companies to optimise their production processes and improve their competitiveness in the market.

One of our strengths is the fact that all the design, development and manufacturing phases are carried out in-house, in our plant in Italy. This allows us **to control every aspect of quality** and to offer **tailor-made and customised solutions**.

Thanks to **a highly qualified team of engineers, technicians, and specialised operators**, we can develop complete systems that integrate the most modern automation, robotics, and artificial intelligence technologies, to make packaging processes increasingly efficient and safe.

We operate in about 60 countries: in addition to the plant in Italy, we have subsidiaries in the USA, Brazil and Australia, and more than 50 agencies worldwide with highly qualified **service centres and technicians**. Thanks to our subsidiaries in the United States and Brazil and a widespread network of partners and distributors, we are able to offer **assistance and technical support globally**, guaranteeing our customers an efficient and timely service, at all times.

Despite our international growth, we have remained **faithful to our roots and our bond** with the Italian and Umbrian territory, which we consider an important identity value, a guarantee of excellence and seriousness. Our headquarters in Bastia Umbra, in fact, is the beating heart of our business, a place where tradition, craftsmanship and innovation meet to create cutting-edge technological solutions.



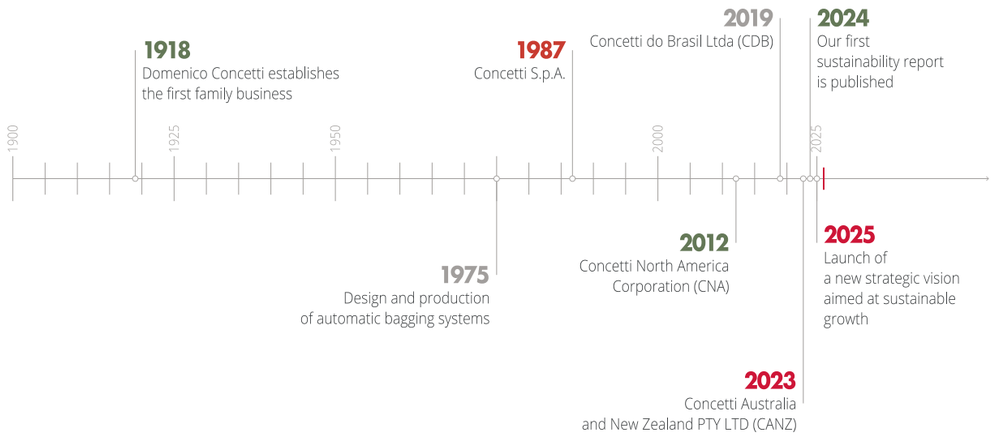
2.2 Our story:
a century of passion and innovation

Our roots go back to 1918, when our founder, Domenico Concetti, started a small business dedicated to building agricultural equipment in Bastia Umbra. Over time, our business has evolved, adapting to the needs of an ever-changing industry.

In 1975, with the entry of the third generation of the Concetti family, we started a fundamental strategic shift: we specialised in the design and production of automatic bagging systems, with a strong focus on international expansion. This change has allowed us to grow rapidly and establish ourselves as one of the leading players in the sector. In 1987, Concetti S.p.A. was officially founded.

In 2012, we decided to be present with a branch in America, in Braselton, Georgia, founding the **Concetti North America Corporation** (CNA). In 2019, we founded **Concetti do Brasil Ltda** (CDB), strengthening our presence in South America, and in 2023 we also expanded to Australia with **Concetti Australia and New Zealand PTY LTD** (CANZ). Finally, in the short term the Group plans to further strengthen its presence in the Australian dynamic and growing market.

In 2024, we further strengthened our sustainability path with the publication of the first Sustainability Report and the launch of a new ESG strategy, giving a more structured form for a commitment that has long been part of Concetti's vision and way of operating. This step represents the beginning of a new phase of responsible growth, aimed at increasingly consciously integrating sustainability, innovation and value creation in the long term.



With decades of experience and a highly qualified team, we can manage complex projects on a global scale, offering complete support, from the initial design phase to the after-sales maintenance of our machinery.

Today, **after almost 50 years** of experience in automatic packaging and with over a century of tradition in mechanics, we have established a consolidated presence in **over 60 countries around the world**, with more than **5,000 machines** installed. Our growth has been possible thanks to a constant commitment to innovation and the search for increasingly high-performance, reliable and sustainable solutions, while keeping alive the spirit of a family business, attentive to people, the territory and the creation of long-term value.

We are pleased to continue this journey with our second Sustainability Report in 2025 and with a new strategic vision for the years to come, aimed at further strengthening the role of sustainability as a lever for development, competitiveness and shared responsibility.

2.3 Our systems

NO. OF SYSTEMS INSTALLED*
77
* This figure refers to the number of complete standalone systems consisting of several machines

NO. OF TOTAL CUSTOMERS
1573

NO. OF NEW CUSTOMERS
23

Our systems, entirely manufactured in Italy, are installed all over the world and are recognised for their reliability, performance and ability to respond to complex production requirements. A Concetti system can consist of several machines, all designed and manufactured in-house, ensuring direct control over quality and continuity between design, manufacture and after-sales service.

Each system comes from a close collaboration with the customer and from a careful analysis of the product, the production process, the layout of the plant and the regulatory standards applicable in the different markets. This approach allows us to develop precise and durable solutions, even for complex materials and highly specific industrial requirements.

In particular, we provide customised designs for:

- **Bag forming machines**
- **Robotic palletisers**
- **Packaging systems**
- **Palletisers from below and above**
- **Weighing systems**

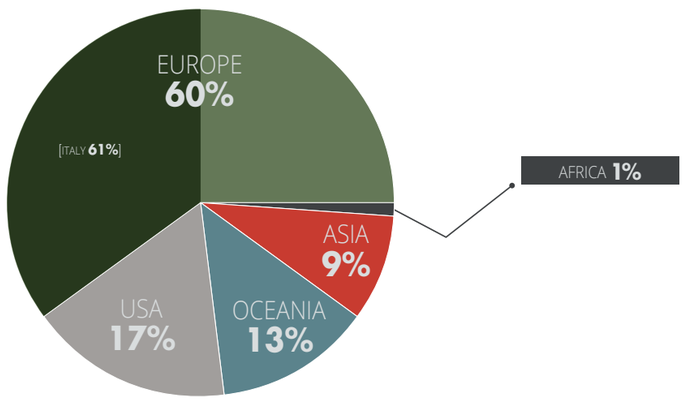
We also manufacture bagging machines, big-bag systems for bags up to 1,000 kg and complete turnkey lines. In line with the evolution of the global market and the increasing digitalisation of industrial processes, all our machines are ready for Industry 4.0.

Our systems feature:

- **Advanced technology:** we employ state-of-the-art automation systems to guarantee precision, speed and continuity in the packaging processes.
- **Flexibility:** we design tailor-made solutions, adaptable to different industrial sectors, product types and production configurations.
- **Reliability:** we manufacture machinery built with high-quality materials, designed to ensure long life and reduced maintenance needs.
- **Sustainability:** we are committed to reducing the environmental impact of our systems by developing efficient, low-energy solutions.

These features allow Concetti to serve customers of all sizes and to operate in global markets with different production, application and regulatory requirements.

In 2025, **about 60% of our turnover was generated in Europe**. Of this, **about 61% refers to Italy**. **Approximately 17% of total turnover comes from the United States** (USA), **13% from Oceania**, and **9% in Asia**, with the remaining 1% coming from Africa. The most significant growth in the various markets was recorded in Oceania, going **from 1% of turnover in 2024 to 13% in 2025**.



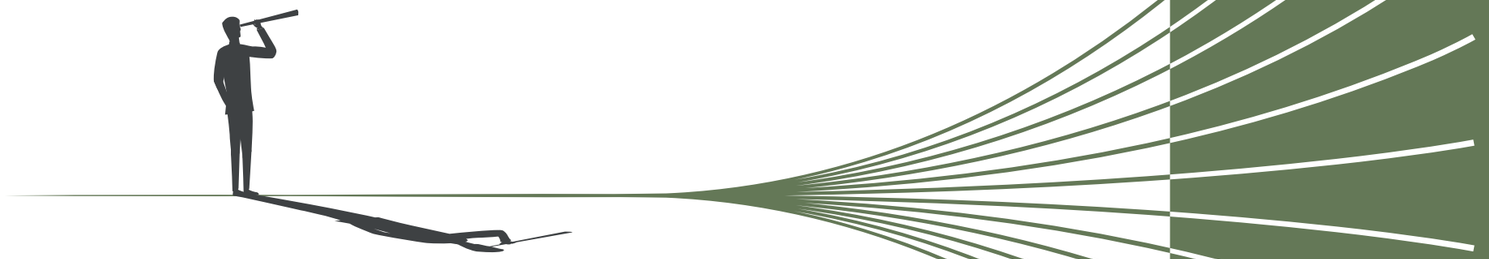
- Concetti Revenue by Continent as at 31.12.2025 -



2.4 Our values

Concetti's values are born from a family and industrial history of over a century, which began in **1918** in the Umbrian countryside with the artisan workshop established by Domenico Concetti and continued, since 1975, with the development of tailor-made automatic solutions for **industrial packaging**. Since then, our way of doing business has been based on a distinctive combination of technical knowledge, passion, focus on our customers and the ability to innovate, remaining faithful to our Italian and Umbrian roots.

To us, being a family business means building responsibly, keeping a long-term perspective and maintaining a direct relationship with **people, the product and the local territory**. Each Concetti machine is born from this culture and from an entirely Italian production, in which design, development and manufacture meet in our Bastia Umbra facility.



Our vision is to transform customer challenges into technological and sustainable solutions for packaging. This is why we create **high-quality systems** for weighing, bagging and palletising solid bulk products, designing machinery and complete customised lines that are technologically advanced, reliable and built to last.
Our values guide the way we work every day and are the starting point of our sustainability journey.

RELIABILITY AND EXCELLENCE

Reliability is one of Concetti's defining characteristics. We design machines meant to **last over time, ensure operational continuity** and accompany customers in their daily production challenges.
Excellence comes from the **direct control** of all the design, development and manufacturing phases, carried out internally at our headquarters in Italy. This allows us to oversee every aspect of quality and to offer tailor-made, personalised and long-lasting solutions.

LISTENING AND CARE

Our clients' ideas and challenges are the starting point of our work. Each solution is born from **listening to production needs** and the ability to transform them into customised, flexible and high-performance systems.
Care is expressed in **tailored design**, after-sales service and global presence that allows us to support customers wherever they are located.

TAILORED INNOVATION

Innovation is part of our industrial identity. We were born from craftsmanship, but we have grown by **constantly looking to the future**, developing advanced technologies for an increasingly competitive international market.
For Concetti, innovating means designing more **efficient, safe, adaptable and sustainable** machines, integrating **automation, robotics and digitalisation** into solutions built on the specific needs of each customer.

ETHICS AND RESPONSIBILITY

We operate according to principles of **lawfulness, fairness, transparency and integrity**. These principles guide relationships with employees, customers, suppliers, collaborators, institutions and communities.
For us, responsibility concerns how we make decisions, manage relationships and build value over time, preserving the trust of those who work with us and those who rely on our solutions.

PEOPLE AND THE TERRITORY

People are at the heart of Concetti's growth. The quality of our products and the ability to innovate depend on the skills, passion and daily contribution of those who work in the company.
We are deeply connected to **the Umbria region**, where our headquarters and the heart of our production activity are located. From here, we bring to the world an industrial model based on competence, seriousness and strong local roots.

SUSTAINABILITY

For Concetti, sustainability means **combining advanced technology, quality and longevity without compromising the reliability** that has always distinguished our machines.
It is a commitment that concerns our product, processes, people and the way we look to the future. With the publication of our first **Sustainability Report** and the new **Sustainability Strategy**, this path has been further strengthened and made increasingly structured, measurable and integrated into company decisions.

3.

Sustainability strategy

3.1 A forward-looking outlook

Concetti has always based its way of doing business on the quality, efficiency and durability of its machinery. Our focus on **bespoke design**, system reliability and continuous process improvement **represents a solid foundation on which we strengthen our sustainability journey today, integrating environmental, social and governance responsibility into the company's long-term vision in an increasingly structured manner**.

In 2024, with the publication of our first **Sustainability Report**, we started a new phase of reporting, awareness and formalisation of our ESG commitment.

With this second Report, Concetti enters a **new phase of its sustainability path**: the measurement of results and the initiatives already carried out are accompanied by a clear, integrated and future-oriented strategy.

In fact, the 2026–2028 Sustainability Strategy and Plan marks the beginning of a new phase for Concetti, in which **sustainability is progressively integrated into decision-making processes, operational activities, governance, the value chain and the very way in which the company innovates and competes** on international markets. This path does not represent a discontinuity with respect to our identity, but the natural evolution of an industrial model based on quality, responsibility, territorial roots and a long-term vision.

To support this evolution, Concetti has strengthened its sustainability governance through the creation of a **Sustainability Committee** and the involvement of internal and external expertise. We are proud to be able to benefit from the collaboration of **Professor Paolo Taticchi**, Co-Director of the UCL Centre for Sustainable Business at University College London and an international expert on strategy and sustainability, who contributes to guiding our path and strengthening the **integration of ESG principles into corporate strategy**.

Our approach focuses on building **a concrete sustainability, measurable and consistent with Concetti's identity**: a family-owned, industrial and international business, rooted in the Umbrian territory but projected towards global markets. For this reason, the strategy places particular emphasis to energy efficiency, **the reduction of environmental impacts** and the eco-design of machinery, but also to **the development of people**, the strengthening of **company welfare**, continuous training and the promotion **of a safe, inclusive and diversity-friendly working environment**. These areas are complemented by the involvement of the supply chain, **transparency and the strengthening of governance**.

In the coming years, training, ESG data monitoring, stakeholder dialogue and transparent communication will be central to turning goals into concrete results. Sustainability is not a separate function for Concetti, but a shared path that accompanies the way we design, produce, innovate and grow, with the aim of **generating lasting value for the company, people**, the **territory** and the **markets** in which we operate.

3.2 Overview of the sustainability agenda and goals

For Concetti, sustainability is not an isolated function, but a shared commitment that guides the way we design, produce, innovate and grow. Our agenda is based on an integrated **ESG** approach, which combines **environmental responsibility, people enhancement, sound governance, industrial innovation and value creation along the entire value chain**.

The 2026–2028 Sustainability Strategy and Plan open a new phase of development, balancing short-term priorities, such as reporting, strengthening ESG governance, data collection and internal engagement, with medium- to long-term **transformative initiatives, aimed at strengthening resilience, competitiveness and positive impact**.

Developed in line with company values and the evolution of international standards, the strategy reflects both the identity of Concetti and the growing expectations of the market, customers, people and stakeholders. The aim is **to progressively integrate sustainability into decision-making processes, operational activities, machinery design , supply chain management and corporate communication**.

The main areas of intervention are to strengthen sustainability planning and governance; develop more structured systems for collecting and monitoring ESG data; integrate sustainability into the brand, communication and industrial positioning; promote a more responsible supply chain; invest in people through training, ESG culture, corporate welfare and inclusion initiatives; and consolidate strategic partnerships with the territory, the industrial sector and the training system.

Environmental priorities include **improving energy efficiency**, reducing electricity and gas consumption, **enhancing waste management**, defining a decarbonisation path and **developing eco-design solutions**. In this area, particular attention will be paid to the design of machinery that is increasingly efficient, durable, modular and aimed at reducing impacts throughout the life cycle.

These commitments will be supported by a series of internal tools for monitoring, ESG data management, periodic updates of the plan, adherence to international standards and an increasingly structured involvement of company departments. The Sustainability Committee will play a central role in coordinating initiatives, monitoring their progress and promoting alignment between strategy, operational goals and long-term vision.

Although our agenda will evolve over time, our goal remains clear: **to make sustainability a shared value and integrated into the Concetti business model**, capable of strengthening innovation, the quality of our plants, international competitiveness and the creation of lasting value for the company, people, the territory and the markets in which we operate.

3.3 Goals of the Sustainability Committee

As part of strengthening its ESG governance, Concetti has established a **Sustainability Committee** with the task of guiding and monitoring the **integration of environmental, social and governance issues** into the company's decision-making, organisational and operational processes.

The Committee is chaired by Professor **Paolo Taticchi**, an international expert in strategy and sustainability, and was created with the aim of supporting Concetti in the development **of an increasingly structured sustainability roadmap, consistent with the company's vision and aimed at achieving progressively more ambitious goals**.

The Committee acts as a steering, coordination and monitoring body, with the task of supervising:

- **the integration of ESG principles in the various company functions;**
- **the monitoring of sustainability goals and initiatives;**
- **the coordination of ESG data collection for the Sustainability Report;**
- **the evolution of company policies from an environmental, social and governance perspective;**
- **the strengthening of regulatory compliance and monitoring of ESG risks;**
- **internal and external communication of sustainability initiatives;**
- **dialogue with stakeholders relevant to the company's sustainable growth path.**

Through the Sustainability Committee, Concetti intends to consolidate a governance model capable of transforming **ESG commitments into concrete actions, measurable and consistent** with its industrial identity: a family business, rooted in its territory, oriented to innovation and active on international markets.

3.4 A strategy based on dialogue

Our sustainability strategy is based on an open and progressive dialogue with **internal and external stakeholders**, who are considered **key counterparts to understand the expectations** that emerge along the value chain and guide our path of sustainable growth.
While maintaining a strong **roots in the Umbrian territory** and an entirely Italian production, Concetti **operates in an international context**, serving customers and markets around the world. This dual identity, both local and global, makes our engagement with **stakeholders, industrial partners, communities and institutions** a central element of our way of doing business.

Our key stakeholders fall into the following categories:

INTERNAL STAKEHOLDERS

- Shareholders
- Employees and Collaborators
- Board of Directors
- Supervisory Body

EXTERNAL STAKEHOLDERS

- Customers
- Suppliers of raw materials
- Public bodies (Municipality, Region, State)
- Trade fairs and industry events
- International community
- Service providers (including logistics and transport)
- Financial community (banks and credit institutions)
- Trade associations
- Local communities of reference

Dialogue with stakeholders is not limited to the identification of the main stakeholder categories, but translates into concrete opportunities for **listening, engagement and collaboration**. Among these, direct contact with industrial customers and participation in trade fairs, events and sector networks are particularly important, tools that allow Concetti to gather new market insights, communicate the progress of its ESG path and guide its sustainability strategy.

Transparency and openness: Open Day at the Company

In June 2025, the Bastia Umbra facility hosted an **Open Day event dedicated to customers and potential customers** in the milling and food sector. The initiative was a concrete opportunity to present **the latest technological innovations** developed by Concetti and strengthen the direct engagement with the market.

Participants were able to see **complete high-performance automatic lines** for the packaging and palletising of flours and special mixtures in operation, gaining first-hand experience of integrated, efficient and highly flexible solutions. The dialogue with the technical and sales team fostered a constructive **discussion** on the application needs of customers, confirming the role of these moments as tools for listening, sharing and promoting innovation.

The event also confirmed the Concetti's commitment to **promote quality, reliability and technological development**, focusing on the relationship with customers and the ability to respond in a concrete way to the needs of an evolving market.

Listening and collaboration for sustainability: Laviosa

As part of the stakeholder engagement process, Concetti initiated a dialogue with **Laviosa, a leading company in the field of bentonites** and industrial minerals with high added value, and a **pioneering company** for its concrete commitment to sustainability, responsible innovation and environmental management.

This dialogue clearly showed **Laviosa's strong focus on lower-impact packaging materials, circular economy solutions** and initiatives aimed at reducing the environmental footprint of its products. This orientation testifies how Laviosa does not limit itself to responding to the challenges of the ecological transition, but addresses them with **a strategic vision and a proactive approach**, positioning itself as a point of reference within its sector.

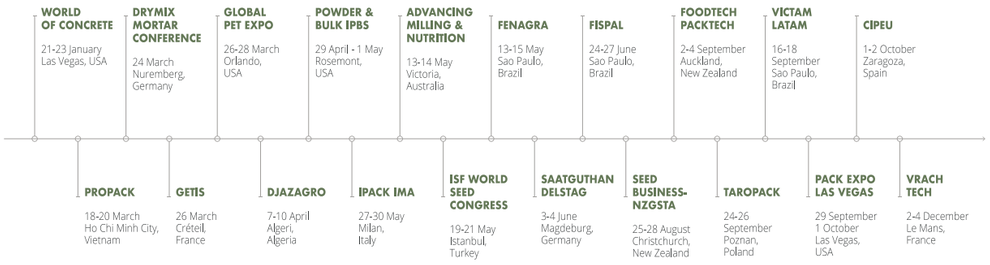
For Concetti, this dialogue represented a concrete opportunity to better understand the needs of customers who are more focused on sustainability and **to enhance their role in the development of flexible, efficient machinery** that is compatible with new materials, formats and environmental requirements.

The Laviosa case confirms the importance of building **collaborative relationships with customers and industrial partners**: an engagement model in which both realities can grow together, identifying opportunities for shared innovation and continuous improvement.

Trade fairs and events as a tool for dialogue

Participation in trade fairs, events and conferences represents an important opportunity for Concetti to compare with its reference ecosystem. These moments allow us to **strengthen dialogue with customers, suppliers, technology partners, trade associations and other operators in the supply chain**, favouring the exchange of knowledge and the identification of new opportunities for collaboration.

Trade fairs are also a tool to communicate the journey undertaken by Concetti, share the progress made in the field of **innovation, quality and sustainability**, and enhance the solutions developed to meet the needs of a constantly evolving market. At the same time, they represent a **privileged observatory to gather insights**, understand stakeholder expectations and guide the development of machinery that is increasingly efficient, reliable and attentive to the needs of the value chain.



Dialogue with the industrial ecosystem

As part of its stakeholder engagement strategy, Concetti recognises **trade associations and industrial networks** as a privileged channel for discussion with companies, institutions, industry partners and other stakeholders in the supply chain. Active participation in these contexts allows the company to **contribute to the industrial debate, monitor regulatory and market developments, share skills and good practices, and strengthen its position** on the issues of innovation, competitiveness and sustainability.

CONFINDUSTRIA UMBRIA

Concetti has been associated with Confindustria Umbria since 2003. The organisation provides services and guidelines to associated companies on relevant issues such as internationalisation, business economics, legal, corporate and regulatory affairs, as well as promoting training and discussion. Within Confindustria Umbria, Concetti, in the person of Riccardo Concetti, Managing Director and Commercial Director of the company, sits on the board of directors of the territorial section of Perugia.

In 2024 we were among the founding partners and promoters of the "TURN - Urban Regeneration Terni/Narni" project, promoted by Confindustria Umbria with the support of the Fondazione Cassa di Risparmio Terni Narni. The project was born with the aim of creating a community of companies that recognize sustainability as an engine of growth and represents an opportunity for the exchange of good practices, training and development of shared projects on environmental, social and territorial issues.

UCIMA

Since 2018, Concetti has been part of the UCIMA (Italian Packaging Machinery Manufacturers Association), which offers professional and specialised services for the sector, with the aim of supporting member companies and representing their interests at national and international bodies and institutions.

Participation in UCIMA allows Concetti to actively contribute to the debate and development of a strategic industrial sector for Made in Italy, strengthening the debate on innovation, competitiveness, internationalisation and sustainability applied to the sector of automatic packaging machines.

CONFINDUSTRIA ASSAFRICA AND MEDITERRANEO

Since 2025, Concetti has been a member of Assafrica & Mediterraneo, the international representation of Confindustria specialised in supporting Italian companies on development and internationalisation activities in Africa, the Mediterranean and the Middle East. As an Italian company overlooking the Mediterranean, for Concetti this affiliation represents a further channel of comparison with companies, institutions and partners operating in strategic areas for industrial development. Through this collaboration, the company follows a responsible internationalisation model, based on reliable relationships, knowledge of local contexts and cooperation with industrial and institutional partners.

UMBRIA EXPORT

Concetti also contributes to the local business system through Umbria Export, a company that serves as a reference point for Umbrian companies interested in innovating and strengthening their position on foreign markets. From 2020 to the end of 2024 Riccardo Concetti held the position of President of Umbria Export, and today he is a member of the Board of Directors, contributing to the promotion of the internationalisation paths of Umbrian SMEs.

Membership to Umbria Export also offers significant opportunities in terms of training, participation in trade fairs and events and development of international projects, strengthening the role of Concetti as a company rooted in the territory but oriented to global markets.

Overall, participation in trade associations and industrial networks confirms Concetti's commitment to maintaining an open and continuous dialogue with its reference ecosystem. These relationships help to strengthen the dialogue with qualified stakeholders, enhance local and national skills, anticipate industry evolutions and promote a growth model based on collaboration, innovation and responsibility.

In the coming years, we intend to gradually strengthen this dialogue, making it increasingly structured and useful for defining ESG priorities, continuously improving our sustainability path and creating shared value for the company, people, the territory and the markets in which we operate.

4.

Governance and responsible growth

4.1 Leadership looking to the future

The governance of Concetti reflects the **family-owned nature of the company** and the desire to ensure continuity, responsibility and long-term vision. The direct involvement of the family in the management of the company represents a distinctive element of the Concetti model, based on product expertise, proximity to people and the territory with a strong orientation towards quality, innovation and sustainable growth.

Consistent with our history and with the family nature of the company, Concetti S.p.A. is owned by **Concetti Teodoro, Concetti Francesco, Concetti Riccardo, Concetti Giuseppe and Concetti Emanuele**, members of the Concetti family and direct heirs of the entrepreneurial path started over a century ago.

As at 31 December 2025, the Board of Directors, the body responsible for defining the company's strategic choices, remains unchanged compared to 2024, composed of **5 members**, all men, with an average age of 63 years. This composition reflects the current ownership and family structure of the company, characterised by the direct presence of the members of the Concetti family in the leadership of the Company.

At the date of updating this document, in 2026, the composition of the Board is confirmed in its members. However, there has been an **evolution in the positions** attributed to some members of the new family generation: **Riccardo Concetti**, who as of 31 December 2025 held the position of Managing Director, assumes the position of **Chief Executive Officer**; similarly, **Emanuele Concetti** moves from the role of Managing Director to that of **Chief Executive Officer**. At the same time, Giuseppe Concetti moves from the role of Chief Executive Officer to Managing Director. These steps testify to a progressive **generational continuity in company leadership** and a strengthening of the operational and strategic involvement of the new family generation in the management of the Company.

MEMBERS OF THE BOARD OF DIRECTORS	OFFICE as of 31/12/2025	OFFICE to date (2026)	AGE RANGE
Concetti Teodoro	Chairman	Chairman	> 50
Concetti Giuseppe	Chief Executive Officer	Managing Director	> 50
Concetti Riccardo	Managing Director and "Sales" Director	Chief Executive Officer and "Sales" Director	30 - 50
Concetti Francesco	Managing Director and Director of "Operations"	Director and Director of "Operations"	30 - 50
Concetti Emanuele	Managing Director and "Technical Director"	Managing Director and "Technical Director"	30 - 50

- Members of the Board of Directors of Concetti S.p.A. -

The **Board of Statutory Auditors**, composed of 5 members, is responsible for supervising the management of the Company, checking compliance with regulations and policies, verifying proper administration and the internal control system, as well as reporting any irregularities to the competent bodies.

Supporting the Board of Directors is a structured organisational framework, designed to oversee the main strategic and management areas of the company. The Board of Directors is directly responsible for the following functions, all located in Italy:

- General Management
- Research & Development;
- Organisation and Processes;
- After-Sales Management;
- Budgeting and Management Control.

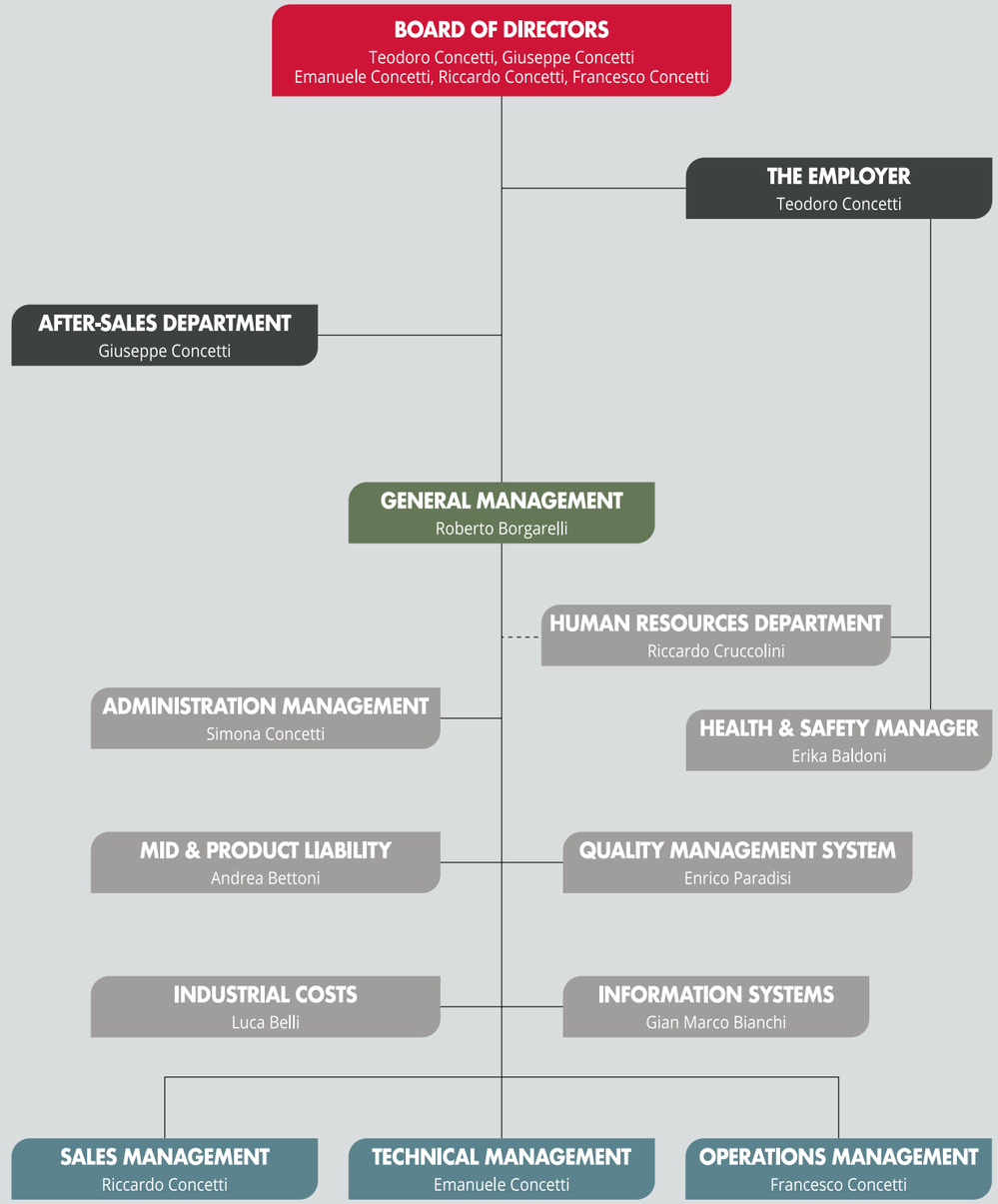
The General Manager plays a central role in the overall management of the Company and in translating the strategic lines into operational goals. They are responsible for the managers, also located in Italy, of the main company functional areas:

- Administration;
- Human Resources;
- MID and Product Liability;
- Quality Management System;
- Industrial costs;
- Information Systems;
- Sales Management;
- Technical Management;
- Operations Management.

This structure allows Concetti to maintain direct control over decision-making and operational processes, favouring coordination, responsibility and continuity between the strategic vision, industrial development and day-to-day management of the company.

However, Concetti remains constantly committed to identifying opportunities for improvement and updating its processes in line with the evolution of the company and its responsible growth goals.

In this perspective, we have initiated a process of updating our governance, aimed at further strengthening its effectiveness and accompanying business development in an increasingly structured and forward-looking approach.





4.2 Ethics, integrity and transparency in the conduct of business

Concetti's responsible growth is based on the ability **to build solid and lasting relationships with all stakeholders**. For a family-owned business with a strong international presence, operating with integrity means not only complying with current regulations, but also preserving the **trust of employees, customers, suppliers, partners, institutions and local communities** over time. Ethics, transparency and responsibility are therefore essential elements of our way of doing business and accompany the company's evolution towards an increasingly structured, conscious and long-term oriented model.

Code of Ethics

The Code of Ethics (updated in 2022) represents the formal reference of the principles that guide the relationships between Concetti and its stakeholders. The document defines rights, duties and responsibilities towards employees, collaborators, customers, suppliers, institutions and communities, helping to strengthen a corporate culture based on legality, fairness, transparency, impartiality and respect for the individual.

The Code of Ethics operates alongside the Organisation, Management and Control Model, updated at the beginning of 2025, a tool to support the internal control system and the prevention of the risks provided for by Legislative Decree 231/2001. In line with the regulatory and organisational development, Concetti continues to **strengthen its governance safeguards**, also through periodic evaluations aimed at keeping the Model updated and consistent with business needs.

The Code of Ethics describes the **guidelines and rules of conduct that guide relations with the main stakeholders of Concetti**, including employees, customers, suppliers and collaborators. The document also regulates aspects such as compliance with internal procedures, the protection of the health and safety of workers, the management of conflicts of interest and the confidentiality of information. In line with our sustainability path, the Code of Ethics recognises the environment as a primary value to be safeguarded, promoting a balance between economic initiatives and environmental protection needs and committing the company to limit the impact of its activities.

The principles contained in the Code of Ethics guide the behaviour of the company and the people who are part of it, translating the values of Concetti into concrete standards of conduct.

GENERAL PRINCIPLES

COMPLIANCE WITH LAWS AND REGULATIONS

CONCETTI operates in full compliance with the laws of the countries in which it operates, in compliance with the principles envisaged in the Code of Ethics
Recipients are therefore required, within their respective competences, to know and comply with the laws and regulations in force. The relations of the recipients with the authorities and public institutions must be based on the utmost fairness, transparency and collaboration, in full compliance with the laws and regulations and their institutional functions.

IMPARTIALITY AND NON-DISCRIMINATION

In decisions that affect relations with its stakeholders (relations with customers, relations with shareholders, personnel management or work organisation, management of suppliers and partners, relations with the surrounding community and Institutions that represent it), CONCETTI avoids any discrimination based on gender, age, disability, nationality, sexual orientation, ethnicity, religion, opinions, policies and any other form of diversity.

VALUE AND INTEGRITY OF THE INDIVIDUAL

CONCETTI focuses on its people as a key enabling factor to thrive in the current economic and social context. For this reason, CONCETTI protects and enhances the value of the people who work in the company by promoting continuous learning and professional development.
In particular, CONCETTI ensures that its activities are not detrimental to the dignity and autonomy of people, and that work organisation choices safeguard the value of individuals.
CONCETTI guarantees the physical and moral integrity of its people, working conditions that respect personal dignity and individual specificities, and safe and healthy work environments.
In addition, it ensures that no episodes of harassment, intimidation, mobbing or stalking occur in the workplace.

ABSENCE CONFLICTS OF INTEREST

In the conduct of any activity, situations must be avoided where the subjects involved in the transactions are, or may even appear, in conflict of interest.
By this we mean both the real or apparent situation in which the secondary interest (economic, financial, family or other nature) of the CONCETTI person interferes or tends to interfere with the ability to impartially make decisions in the best interest of the company and to fulfil the functions and responsibilities covered both in the case in which the representatives of customers, suppliers or public institutions, behave in their relations with CONCETTI in contrast with the fiduciary duties linked to their position.

DISSEMINATION AND COMPLIANCE WITH THE CODE OF ETHICS

CONCETTI promotes awareness of and compliance with the Code of Ethics among all Recipients, requiring compliance and providing, in the event of non-compliance, appropriate disciplinary or contractual sanctions. Recipients are therefore required to know the content of the Code of Ethics, comply with it and contribute to its implementation, reporting any deficiencies and violations (or attempted violations) of which they have become aware.
To this end, CONCETTI include specific training/information programmes for employees, developed according to the different needs and responsibilities of the various users.

Whistleblowing

The whistleblowing system is an important tool to strengthen a culture of **integrity, transparency and accountability** within Concetti. Through this monitoring, the company intends to foster an environment in which any **illegal, unethical or non-compliant conduct** can be reported in a **safe, confidential and structured manner**.

Concetti has adopted a **Whistleblowing Policy** and a dedicated platform, accessible from the **company website**, aimed at allowing the reporting, even anonymously, of any form of illegal activity, including accounting, civil or criminal offences, as well as violations of the Code of Ethics, the Organisation, Management and Control Model provided for by Legislative Decree 231/2001 or other internal procedures adopted by the Company.

The process for managing reports is governed by the provisions of Legislative Decree 24/2023 and aims to guarantee **confidentiality, protection of the whistleblower** and correct analysis of the cases received. The reports are reviewed by the competent bodies, so that each situation can be heard and managed with seriousness, confidentiality and responsibility, respecting the people and values that guide Concetti.

During the 2025 financial year, the Supervisory Body received **7 whistleblowing reports**, all of which were analysed and closed.

For each report, a dedicated investigative activity was carried out, at the end of which the verifications were completed without identifying any issues requiring further investigation or the adoption of specific corrective measures.

4.3 Quality and innovation: the Concetti brand

Quality and innovation represent two distinguishing features of the Concetti brand and concretely show the values that guide our way of doing business: **reliability, attentiveness, care, technical expertise and the ability to design** tailor-made solutions. Each plant is developed with the aim of transforming customer challenges into technological and sustainable solutions for packaging, capable of improving productivity, efficiency and operational continuity.

Our industrial excellence is based on the direct control of the entire process: from design to development, from manufacturing to testing. The internal management of these phases, carried out in our plant in Italy, allows us **to monitor quality in every detail** and to create **customised, reliable and long-lasting machinery**.

Since our foundation, we have oriented our development towards the **continuous improvement of products and processes**, investing in research, development, automation and digitisation. For Concetti, innovating means designing machinery that is increasingly high-performing, safe and sustainable, able to respond to the needs of an evolving international market and to contribute to the **reduction of waste** and the efficiency of production processes.

Applied innovation and intellectual property

Innovation is a key driver of the Concetti model and arises from the ability to transform technical skills, attentiveness to customers and knowledge of production processes into concrete solutions. For us, innovating means improving the **performance, safety, efficiency** and durability of our systems, responding to the needs of an industrial market increasingly oriented towards automation, digitisation and sustainability.

This approach translates into **continuous investments in research and development**, in the integration of advanced technologies and in the design of machinery prepared for **Industry 4.0**. Innovation is also increasingly connected to product sustainability: more efficient, durable, adaptable and easily integrated machines contribute to reducing waste, consumption and inefficiencies along the customers' production process.

In 2025, Concetti continued its investment in research, development and technological innovation, strengthening its internal focus on solutions aimed at the continuous improvement of machinery and industrial processes. Innovation activities focused in particular on the development of new solutions **for Big Bag systems**, on the **evolution of automation software and logic**, on the **optimisation of palletising and gripping systems**, and on the improvement of solutions applied to product filling, handling and unloading processes. These activities confirm the role of **R&D** as a **strategic element** to support company competitiveness, anticipate market needs and offer customers increasingly high-performance, reliable and customised systems.

The **protection of intellectual property** is a further element to support this path. **Concetti holds 9 patents, the first of which dates back to 2014, and 2 were formally granted in 2024**. In 2025, in line with the goals of innovation and strengthening the protection of company know-how, **6 new patent applications** were filed, which are currently being granted. This confirms Concetti' desire to enhance **its technical asset** and consolidate the role of innovation as a lever for growth, quality and industrial sustainability.

Policy for corporate quality

For Concetti, quality is not only a technical requirement, but a central element of the relationship with the customer and the company's competitiveness. We recognise that our industrial success is linked to the ability **to satisfy customers in a lasting way**, through reliable products and services, compliant with applicable standards and oriented towards continuous improvement.

Our quality policy guides the way we design, build and improve our plants, with the aim of ensuring **high performance, operational continuity and full compliance with market needs**. This approach is supported by compliance with the main applicable standards and regulatory references, including ISO 9001, Directive 2014/32/EU, Legislative Decree 231/2001 and Legislative Decree 81/08.

In particular, we are committed to:

- **provide customers with a product promising the greatest reliability;**
- **provide an extremely high level of service;**
- **implement a process of continuous improvement across processes and products;**
- **ensure compliance with the law and the regulations in force;**
- **constantly maintain the highest operational efficiency of processes.**

In order to guarantee the highest quality standards, we take care of the entire process within our facilities, from the product analysis and testing phase to installation and testing at the customer's premises, through design, customisation, in-house manufacturing and Factory Acceptance Testing.

THE MAIN STAGES

01

MACHINERY ANALYSIS AND TESTING

The process starts with an accurate analysis of the customer's needs, aimed at defining technical and functional specifications. Feasibility tests are carried out during this stage to ensure that the system is adaptable to the required production requirements.

02

DESIGN AND CUSTOMISATION

The technical department develops a customised project, adapting the design of the machinery to the specific needs of the customer.
Through advanced modelling software, our engineers and technicians design tailor-made solutions, ensuring integration into production processes.

03

IN-HOUSE MANUFACTURING

Once the final design has been approved, production takes place entirely within Concetti's facilities. Each component is manufactured and assembled under strict quality controls, ensuring precision, reliability and compliance with the customer's regulatory and business standards.

04

FACTORY ACCEPTANCE TEST - F.A.T.

Prior to shipment, the machinery undergoes a rigorous factory acceptance test. During this stage, the correct use and operation of the system is simulated, carrying out complete tests with the client's products and bags, in order to verify that all the specifications are complied with.

05

INSTALLATION AND TESTING

At the customer's premises, Concetti technicians carry out final checks together with the customer, ensuring the full operation of the system and the correct integration into the production process.
The personnel also provides adequate training to the managers for optimal use of the machine.

Certifications and management systems

For Concetti, certifications, patents and management systems are fundamental tools to **consolidate product quality, protect technical know-how and strengthen the company's competitiveness** in international markets. In a sector where precision, reliability and safety are essential elements, these systems help to guarantee customers parameters that comply with the applicable standards and are consistent with the technological and regulatory evolution of industrial packaging.

Concetti machines are equipped with the **MID 2014/32/EU** marking, *Measuring Instruments Directive*, which provides for a **certification of conformity** aimed at guaranteeing precision and reliability in measurements. They are also manufactured in compliance with Directive 2006/42/EC, a mandatory marking requirement for machines marketed within the European Union.

During 2025 we continued our certification process, seeking to adhere to and adopt the international standards of **ISO 14001**, which defines the requirements for an environmental management system, and **ISO 45001**, concerning the management system for health and safety. The works were started in 2024 and in **May 2026 Concetti was certified**.

This milestone represents an important step in **the progressive strengthening of the management of environmental impacts**, through the identification and monitoring of the most significant aspects, such as energy consumption in the workplace, greenhouse gas emissions into the atmosphere and waste management, as well as **concrete progress in the management of workers' health and safety** during daily activities.

Through the adoption of structured management systems, Concetti intends to make the monitoring of its performance increasingly systematic, define improvement goals and integrate environmental protection into business processes. This approach contributes to strengthening the company's sustainability path, progressively improving the ability to respond to the expectations of customers, markets and stakeholders.

4.4 Our governance goals to 2028

Within the framework of the **2026–2028 Sustainability Strategy and Plan**, Concetti intends to progressively strengthen its ESG governance model, making it increasingly structured, measurable and integrated into corporate decision-making processes.

The path started with the establishment of the **Sustainability Committee** represents an important basis for coordinating initiatives, monitoring progress and promoting greater alignment between strategy, operational goals and corporate responsibility. In this perspective, the strengthening of certifications, management systems and organisational safeguards is a fundamental tool **to make company practices more solid, traceable and verifiable**.

In the coming years, Concetti's commitment will be aimed at **consolidating roles, tools and processes** capable of transforming **sustainability goals into concrete actions, measurable and consistent** with the evolution of the company and the regulatory environment.

GOVERNANCE		
GOALS	ACTIONS	PROGRESS
Definition of the Sustainability Committee	Establishment of the Committee Definition of internal roles Definition of operating procedures	In progress: the Sustainability Committee was established with Chairman Professor Paolo Taticchi
UNGC membership	Formal adherence to the 10 principles of the Global Compact relating to human rights, labour, the environment and anti-corruption.	In progress
Obtaining of ISO certifications	Achievement of ISO 14001 for environmental management system and ISO 45001 for Occupational Health and Safety Management System	Completed: Obtained in May 2026
Annual renewal of the sustainability report	Annual sustainability report publication detailing the company's actions, KPIs and sustainability goals	In progress: Publication of the 2024 and 2025 Financial Statements
Integration of DEI principles into company culture and recruitment processes	Promotion of parameters related to DEI (Diversity, Equity and Inclusion) in company culture and recruitment procedures.	In progress: Integration of elements related to DEI in recruiting practices
Strengthening of stakeholder engagement in support of the ESG path	Strengthening of the dialogue with stakeholders to support the evolution of the ESG path, as a new materiality analysis.	In progress
Creation and periodic renewal of the corporate sustainability strategy	Creation and periodic renewal of a strategy outlining sustainability goals: such as environmental, social and governance in the short and long term.	In progress: Establishment of the first formalised strategy 2026-2028 with Professor Paolo Taticchi
Updating of internal policies	Strengthening of the main company policies in support of ethics, quality, safety and sustainability	The Integrated Management System policy, the OMCM and the RDA were updated in 2025.
Strengthening of monitoring tools	Implementation and strengthening of monitoring tools for KPIs related to corporate sustainability	Scheduled
Responsible supply chain	Progressive strengthening of supply chain ESG monitoring.	Scheduled
Redefine the new Board of Directors	Strengthening of the governance structure to support responsible growth	Completed: Change of the Board of Directors made in 2026

5.

Value creation

5.1 A shared growth model

For Concetti, the **creation of value** arises from the ability to combine **economic solidity, industrial culture and responsibility towards its stakeholders**. The value generated by operational activities represents a fundamental lever to guarantee continuity to the business model, invest in **people and innovation**, strengthen the **quality of the solutions offered and consolidate the link with customers, suppliers, territory and community**. In this perspective, economic performance is not considered an isolated outcome, but the expression of a way of doing business based on technical competence, reliability, long-term relationships and consideration to future generations.

5.2 Economic value generated and distributed

Since its foundation, Concetti has built its ability **to generate value on the quality of the solutions offered, on technological innovation and on the direct management of the main design and production phases**. The efficiency, reliability and durability of the plants are central elements of the business model and contribute to customer satisfaction, the continuity of business relationships and the strengthening of the Company's competitive positioning in international markets.

Concetti operates in the Italian packaging technology sector, a sector that confirms its role of technological excellence and leading Italian manufacturing exports. According to the preliminary estimates prepared by the MECS – UCIMA Study Centre, in 2025 the **sector** recorded a **total turnover of Euro 10.2 billion, a slight increase** compared to 10 billion in 2024 (+2.1%). Export remains the main driver of the market, with a value of 8.1 billion euros and an impact of about 78–80% on total turnover, while the domestic market stands at Euro 2.1 billion[2].

In an international context still characterised by uncertainty, geopolitical tensions, pressures on supply chains and greater caution in investments, the ability to innovate, adapt to customer needs and maintain high quality standards represents an essential factor for Concetti's competitiveness and value creation. In this scenario, the Company continues to orient its choices towards **resilience, efficiency, continuous improvement and sustainability** of its industrial model. The results of the year confirm the solidity of the path undertaken and Concetti' ability to grow, generate value and strengthen its positioning even in a complex market context.

Economic value generated is represented by the revenues deriving from the characteristic management of the company, as well as by other revenues and income of an extraordinary nature, and allows us to understand the Company's ability **to create value over time**. The economic value distributed, on the other hand, given by the sum of operating costs, salaries and benefits to employees, payments to capital suppliers and payments to the Public Administration, allows the assessment of Concetti's contribution to its stakeholders, the territory and the economic system in which it operates.

[2] UCIMA 2025

ECONOMIC VALUE	2025
GENERATED	**64.489.010 €**
DISTRIBUTED	**56.594.151 €**
OPERATING COSTS	35.114.405 €
Wages and employee benefits	18.354.445 €
Payments to capital providers and other financial charges	119.252 €
Payments to the Public Administration	3.006.049 €
RETAINED	**7.894.859 €**

Specifically, the economic value generated by Concetti S.p.A. between 1 January 2025 and 31 December 2025 amounted to approximately Euro 64 million, up compared to the previous year.

The same trend is recorded for the distributed economic value, equal to Euro 56 million, with a 15% change compared to 2024. More precisely:

- **Operating costs: Euro 35 million;**
- **Wages and employee benefits: Euro 18 million;**
- **Payments to capital suppliers and other financial charges: Euro 119 thousand;**
- **Payments to the Public Administration: Euro 3 million;**

The 2025 trend must be considered in the light of a market context still characterised by uncertainty, but also by a progressive stabilisation of the Italian packaging technology sector. In this scenario, Concetti confirmed the solidity of its industrial model, registering a significant growth in the value generated and continuing to orient its choices towards resilience, quality, technological innovation and enhancement of internal expertise.

With particular reference to the initiatives related to the protection of the health and safety of workers, during 2025 Concetti confirmed its concrete commitment to guaranteeing a healthy, safe and attentive working environment for the well-being of people.

In this context, the Company incurred costs for visits and medical examinations of employees amounting to **Euro 15,033.30**, as evidence of the attention dedicated to prevention, monitoring of the health status of personnel and constant verification of the suitability of workers to carry out their duties.

These activities represent an essential monitoring of the company's health and safety system and are part of a broader approach aimed at protecting people, regulatory compliance and strengthening an internal culture based on responsibility, prevention and care of human capital.

The Company has also continued to invest in the **relational dimension** and in the **corporate climate**, allocating resources to specific recreational initiatives for employees and to expenses related to improving the quality of working life. These initiatives represent a tangible signal of attention to the social well-being of workers and the strengthening of the sense of belonging to the organisation.

These interventions, as a whole, confirm an approach oriented towards **social responsibility and the enhancement of human capital**, in the belief that a positive, safe and stimulating work environment is essential to support the continuity, resilience and competitiveness of the company in the long term.

In continuity with its commitment to people, Concetti interprets investments as a fundamental lever to generate lasting value, not only for the company, but also for customers, the territory and the stakeholders with which it operates. The growth of the company is in fact closely linked to the **ability to reinvest in quality, innovation, technical skills and continuous improvement**, keeping the reliability and durability of its machinery at the centre of its activities.

In 2025, this philosophy was also translated into concrete support for the **local community**, through contributions and initiatives, confirming the historical link of Concetti with the Umbrian territory and with the social, cultural and educational realities that are part of it. This commitment reflects the Company's willingness to contribute to the development of the context in which it operates, strengthening its role as a locally rooted company but projected towards international markets.

Concurrently, Concetti has continued to invest in **technological innovation and the improvement of its plants**, with the aim of developing increasingly **high-performance, efficient and consistent** solutions with the needs of an evolving market. Attention to tailor-made design, component quality, automation and reduction of inefficiencies is a distinctive element of the business model and contributes to strengthening the competitiveness of customers throughout their production process.

Looking to the future, Concetti intends to continue on this path, progressively orienting its investments towards **quality, innovation and sustainable development**. In particular, the integration of eco-design principles, the efficiency of machinery, the durability of products and the optimisation of the use of resources are central guidelines to accompany the evolution of the business and contribute to an **increasingly responsible, competitive and long-term-oriented industrial model**. This commitment will proceed in parallel with the continuous investment in people and their well-being, recognised as essential elements to support the growth, innovation and resilience of the Company over time.

6.

Human capital

6.1 People, skills and the future

People are an essential element of the Concetti model. The quality of our systems, the ability to innovate and the reliability recognised by customers are born every day from the technical skills, experience and responsibility of those who work in the company.

In an industrial context characterised by increasing automation, technological evolution and new expectations in terms of sustainability, **valuing people means creating the conditions to continue growing in a solid and lasting way**. For this reason, Concetti pays attention to the composition of the company's population, occupational stability, health and safety, training, organisational well-being and skills development.

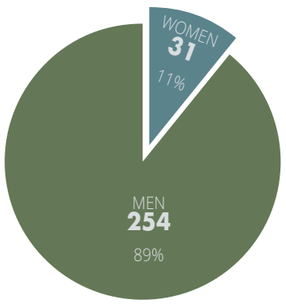
In this perspective, the company intends to continue to strengthen a work environment based on **responsibility, collaboration and professional growth**, capable of enhancing the contribution of each one and accompanying the evolution of the organisation over time. Looking to the coming years, Concetti will continue to work to **develop skills, encourage the involvement of people and promote an increasingly open, aware and continuous improvement-oriented corporate culture**.



6.2 Composition and characteristics

At 31 December 2025, Concetti employed a total of **285 people**, an increase compared to the 276 employees registered at 31 December 2024. The company population is predominantly male, with **254 men**, equal to about 89% of the total, and **31 women**, equal to about 11%.

Compared to 2024, the total number of employees increased by 9 people. The male component increased from 247 to 254 employees, while the female component has increased from 29 to 31 employees. Women in the company continue to hold predominantly clerical positions.



	MEN		WOMEN		TOTAL	
YEAR	2024	**2025**	2024	**2025**	2024	**2025**
< 30	34 (12%)	**37 (13%)**	4 (1%)	**4 (1%)**	38	**41**
30-50	124 (45%)	**125 (44%)**	15 (5%)	**16 (6%)**	139	**141**
> 50	89 (32%)	**92 (32%)**	10 (4%)	**11 (4%)**	99	**103**
TOTAL	247	**254**	29	**31**	**276**	**285**

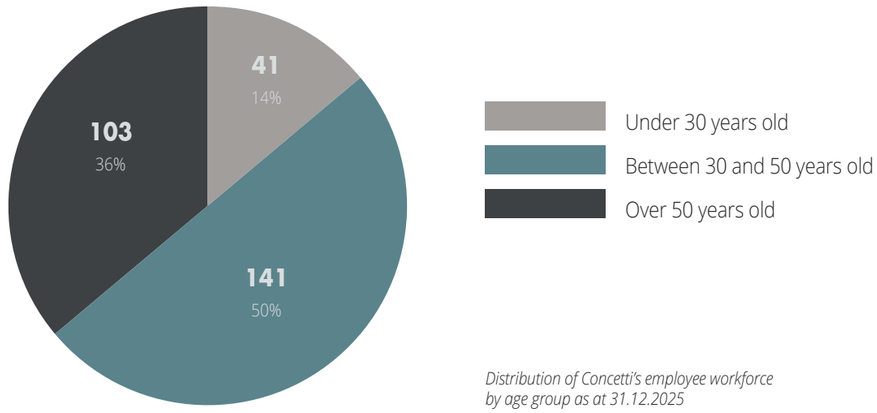
Distribution of Concetti's employee workforce by gender and age as at 31.12.2025

	EXECUTIVES		MIDDLE MANAGERS		EMPLOYEES		WORKERS		TOTAL	
	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**	2024	**2025**
MEN	7 (100%)	**6 (100%)**	8 (100%)	**12 (100%)**	102 (78%)	**104 (77%)**	130 (100%)	**132 (100%)**	247	**254**
WOMEN	0	**0**	0	**0**	29 (22%)	**31 (23%)**	0	**0**	29	**31**
TOTAL	7	**6**	8	**12**	131	**135**	130	**132**	**276**	**285**

Composition of Concetti's workforce by role as at 31.12.2025

Half of the workforce, representing about 50% of the total, is **between the ages of 30 and 50**. Compared to 2024, the distribution by age groups remained substantially stable, with an increase in the number of employees in all categories. The most significant growth concerns employees over 50, which increased by 4 units, followed by employees under 30, which increased by 3 units, and the 30-50 age group, which increased by 2 units.

We continue to promote a work culture, annually involving **students from professional institutes and universities** to bring them closer and raise their awareness of the roles and skills useful for working in the company. In 2025, the company welcomed **4 interns**, all of whom were male.



Distribution of Concetti's employee workforce by age group as at 31.12.2025

Among the employees, in the role of white-collar and blue-collar workers, 17 subjects fall within the targeted placement of **people with disabilities** pursuant to art. 1 of Law 68/99: 6 women all employed and 11 men, of whom 7 in the role of workers and 4 in the category employed. In addition, the company has taken on 1 protected-category worker pursuant to art. 18 of Law 68/99, one man in the category of employees.

98% of employees are covered by collective bargaining agreements. The executives, equal to 6 in 2025, are covered by the CCNL **Industry Executives**, while the remaining employees are covered by the National Collective Labour Agreement for the Metalworking Industry.

In contractual terms, almost all employees are employed on permanent contracts. In 2025, there were **272** employees on permanent contracts, equal to **95%** of the total, while there were **13** employees on fixed-term contracts (12 of whom were men), equal to 5%.

	MEN		WOMEN		TOTAL	
	2024	**2025**	2024	**2025**	2024	**2025**
Permanent contract	244 (99%)	**242 (95%)**	27 (93%)	**30 (97%)**	271 (98%)	**272 (95%)**
Of which Full time	239 (97%)	**237**	26 (90%)	**29**	265 (96%)	**266 (98%)**
Of which Part time	5 (2%)	**5**	1 (3%)	**1**	6 (2%)	**6 (2%)**
Fixed-term contract	3 (1%)	**12 (5%)**	2 (7%)	**1 (3%)**	5 (2%)	**13 (5%)**
Of which Full time	-	**12**	-	**1**	-	**13 (100%)**
Of which Part time	-	**-**	-	**-**	-	**-**
TOTAL	247	**254**	29	**31**	**276**	**285**

Concetti Employees by type of contract as at 31.12.2025

In addition, during the reporting period, the company employed 39 temporary workers.

The turnover of personnel, so-called turnover, is a useful indicator to observe the evolution of the company population, considering both new entrances and exits. In 2025, overall turnover was 16%, up from 12% in 2024. During the year, **28 new resources** entered the company, compared to 19 in 2024. The negative turnover rate also increased slightly, standing at around 6% in 2025.

The evolution of turnover must also be read in the light of the growth of the workforce and the need to strengthen internal skills. Concetti continues to consider **employment stability**, the **involvement of people** and **professional development** as important elements to support the continuity and quality of its industrial model.

In 2025, Concetti introduced and formalised, through the signing and filing of a company agreement valid for the period January-December 2025, the **Result Award** linked to the achievement of measurable company goals. The initiative is part of the process of enhancing people and strengthening internal involvement, helping to promote a culture oriented towards participation, responsibility and continuous improvement.

We continue to base our approach to organisational wellbeing on **listening to employees and understanding their needs**. In this direction, in 2022, Concetti launched an anonymous **internal survey** dedicated to topics such as training needs, work-life balance, teamwork and welfare. The results emerged represented a useful basis for guiding targeted initiatives and actions in the following years. Since 2023, the company has also made an **occupational psychologist** available to employees for one-on-one meetings, with the aim of supporting our employees' well-being and the effectiveness of the organisation.

6.3 Health and safety

Health and safety are a priority for Concetti in **the responsible management of the protection of its employees** and its activities throughout the value chain. This is possible starting from the constant achievement of compliance with the **Consolidated Law on Safety** (Legislative Decree 81/2008 as amended), through an organisational chart of dedicated personnel, trained, involved and engaged in the disclosure of company procedures and constant prevention activities.

We guarantee compliance with regulations on **health and safety in the workplace**, in order to ensure healthy, safe and respectful of personal dignity. As required by the Consolidated Law on Safety, referred to in Legislative Decree 81/2008 and subsequent amendments, we are equipped with the **Head of the Prevention and Protection Service** (RSPP) and an Officer of the Prevention and Protection Service (ASPP), a support figure with specific skills in the field of occupational health and safety.

Aware of the importance and centrality of employees' health in our sector, in 2025 we updated our Group **"Health and Safety"** Policy, subsequently published on our website in 2026, which defines the responsibilities of the company and workers in terms of risk management, prevention and protection. The policy also reaffirms the importance of information, training and continuously awareness-raising on compliance with company procedures, so that all workers can carry out their duties in the safest and most informed way possible.

All employees are involved in the training courses provided for by the legislation, as well as in meetings and annual meetings with **the Workers' Safety Representative** (RLS), with the aim of encouraging discussion and ensuring constant updating on the subject. During 2025, we provided **1,229 hours of training** and involved more than **226 workers** in general training courses, specific training and updates related to risk prevention, the safe use of equipment and the roles required by law.

In 2025 we also began updating the **Risk Assessment Document (RDA)** – a document that identifies the main risks associated with company activities, assesses their probability and severity and defines the prevention and protection measures adopted – in accordance with the regulatory requirements and the dynamism of the company, which requires reviewing the processes under this magnifying glass to best protect each individual worker based on their task. We have also updated specific assessments, such as that relating to **chemical risk**, precisely to review and update individual risk mitigation solutions. In our production context, in fact, exposure to dust often occurs during the testing phases of customers' products on our production machines, as well as other risks related to the carpentry and painting processing phases, in addition to work at height, load handling, mechanical hazards. For each of these areas, we adopt **preventive and corrective measures** aimed at protecting the health and safety of workers and constantly monitoring their physical and psychological well-being.

Annually, the occupational physician prepares and reviews the **Health Surveillance Protocol**, in which the health activities and clinical visits necessary for the different professional tasks are indicated, with the relative periodicity of performance. The goal is to constantly verify employees' fitness for their duties and monitor their state of health over time, with the aim of preventing the onset of possible harmful health events connected with the activity carried out by them.

During 2025, as in 2024, there were no fatal accidents or accidents that resulted in permanent disability of workers. 6 accidents with a prognosis of more than 3 days were recorded, which occurred mainly during the handling of parts and equipment or while travelling. During the year near misses, were also monitored in the context of prevention and continuous improvement activities.

In order to further consolidate our occupational health and safety management system, in 2024 we started the path to obtain **ISO 45001**, which ended in May 2026 with the obtaining of certification. This journey led us to redesign the boundaries of health and safety in the workplace, pushing us beyond compliance with the **Consolidated Law on Safety** (Legislative Decree 81/2008), towards the systemic vision of the company, the adoption of new procedures and the implementation of good practices that allow us to be compliant not only in Italy, but also at an international level.

6.4 Training and development of our people

Throughout the year, we provide training sessions dedicated both to cross-functional issues and to more specific skills per task, depending on the company's needs and the development paths of the different collaborators. For us, training is an important tool to accompany the technical, digital and organisational evolution of the company, strengthening internal skills and the ability to respond to a constantly changing environment.

During 2025, a total of **3,061 hours of training** were provided, compared to 1,764 hours in 2024, for an average of **10.74 hours of training per worker**. The training hours involved the different professional categories, with 59 hours for managers, 196 hours for middle managers, 1,366 hours for administrative personnel and 1,440 hours for blue-collar workers.

Excluding the courses on health and safety, described in the previous section, the training activities mainly concerned the **development of technical and operational skills**, the digitisation of processes, the use of IT tools, artificial intelligence applied to work, project management, communication and relationships in the workplace. There were also courses related to technical manuals, mechanical production, company organisation, the English language, the new Organisation, Management and Control Model and the ISO 14001 environmental management system.

In 2025, we also started courses dedicated to **psycho-physical well-being, with mindfulness** activities aimed at some business areas. Through these initiatives, we confirm our commitment to promoting continuous professional growth, while supporting the involvement, updating and well-being of our people.

	MALE		FEMALE		
	Total Hours	Average	Total Hours	Average	Total
Total hours of training	2,581	10.2	480	15.5	3,061
Category of Managers	59	9.8		0.0	59
Category of Middle Managers	196	16.3		0.0	196
Category of Employees	886	8.5	480	15.5	1,366
Category of Workers	1,440	10.9		0	1,440

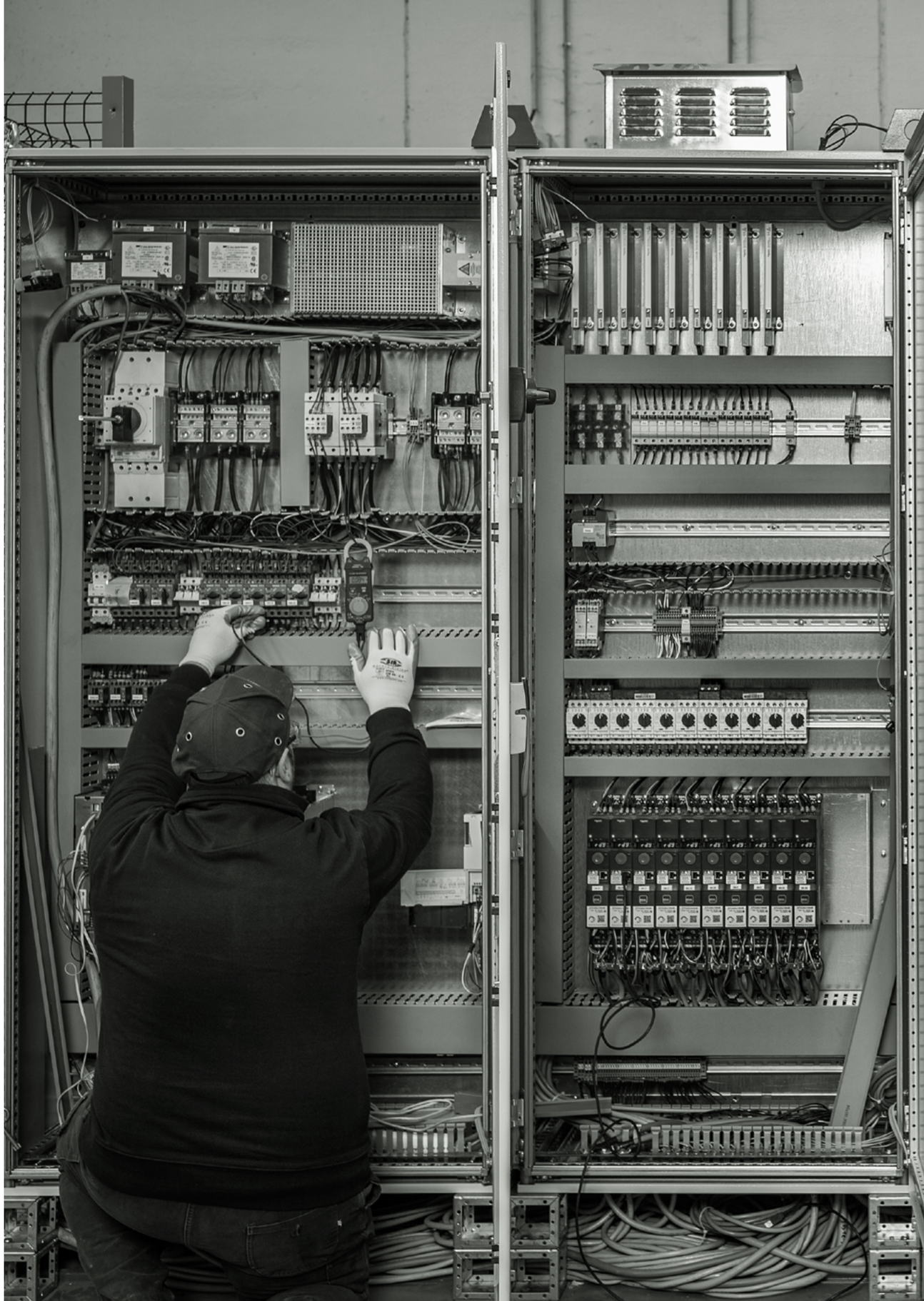
Concetti Employee training hours by gender and role as of 31.12.2025

6.5 Our social goals to 2028

Within the framework of the 2026–2028 Sustainability Strategy and Plan, Concetti intends to strengthen its **commitment to people, recognising skills, safety, well-being and participation as central elements** for the responsible growth of the company.

The initiatives already launched in the field of **training, health and safety, welfare and internal involvement** represent an important basis on which to build a more structured path, oriented towards the enhancement of human capital and the creation of an increasingly safe, inclusive and capable working environment to accompany Concetti's industrial development.

SOCIAL		
GOALS	ACTIONS	PROGRESS
Training and skills	Strengthen employee training programmes, including training with a focus on diversity, equity and inclusion.	Initiated: in 2025, technical, operational, digital, linguistic, ESG and managerial training courses were carried out; DEI training initiatives are currently under evaluation
Corporate welfare initiatives	Promote corporate welfare initiatives for employees	Initiated: Training available for physical and mental well-being.
Diversity and inclusion	Progressively promote a more inclusive corporate culture	Scheduled
Health and safety	Create a safe environment for our human capital	Initiated: the Risk Assessment Document (RDA) and Integrated Management System Policy were updated. ISO 45001 certification was obtained, and multiple safety training programmes as well as access to an occupational psychologist were made available.
Employee recognition and engagement	Introduce recognition tools linked to the achievement of measurable business goals	Initiated: In 2025, Concetti introduced and formalised the Result Premium, through the signing and filing of a company agreement valid for the period January-December 2025.
Talent attraction and development	Strengthen the ability to attract and retain qualified talent	Initiated: In 2025, Concetti employed 4 interns
Definition of roles	Define and develop internal responsibilities for social issues	Initiated: Sustainability Committee established
ESG culture	Strengthen the ESG culture and involve internal resources and stakeholders for initiatives with social value	In progress



7.

Concetti and the local area

7.1 A bond that generates value

The **connection with the local territory** represents a **historical and strategic element** of Concetti's way of doing business. From its industrial roots in Umbria to the choice to maintain the main design and production phases internally, the company has built over time a **solid relationship with the local community** and the production system that surrounds it.

This local presence is not only part of our identity, but also a **source of value**: it strengthens the quality of our solutions, supports local skills and supply chains and feeds a c**ontinuous dialogue with communities, suppliers, associations and local stakeholders**. In this perspective, Concetti intends to continue contributing to the development of its reference ecosystem, with an approach based on collaboration, **responsibility and shared growth**.

7.2 Initiatives in support of local communities

Practical and theoretical training course for technical experts

Concetti invests in **young people** by promoting the acquisition of **skills in industrial automation** and encouraging a **generational change** in the company with the inclusion of new talent.

Also in 2025, in collaboration with Umana Forma, the Training Company of the Umana Group, we reported the **practical and theoretical training course for technical experts**, dedicated to workers in the **assembly, installation, testing and maintenance** of industrial facilities in the packaging sector.

The training course is divided into **250 hours of theoretical and practical training**, with the support of internal and external teachers. The participants, from the provincial territory and recently graduated in **mechanical, electronic and electrical engineering** from institutes in the area, had the opportunity to gain **concrete experience in the field**, working alongside expert technicians.

The main goals of the project are:

- provide young people with the skills demanded by companies in the industrial automation sector;
- strengthen the knowledge of workers' rights and duties and raise awareness of occupational health and safety issues.

The theoretical contents have delved into technical topics such as mechanical design, wiring diagram, hydraulics, torque measurement and technical English. The practical part also includes about **50 hours of passive coaching**, during which participants can observe workers and technicians who are experts in assembly and pre-assembly activities, concretely consolidating the skills developed during the theoretical training.

In 2025, out of **10 participants in the course, 9 were subsequently hired**. The project therefore represents an important opportunity both for the company, which can attract and train new qualified professionals, and for local young people, who are offered the opportunity to start a career in an internationalised company active in the industrial automation sector.

Support for local initiatives

As a company with a long industrial history rooted in Umbria, Concetti recognises its connection with the local territory as an **identity and strategic element of its way of doing business**. Our growth, from a local reality to a group active on international markets, has always remained connected to the **community of Bastia Umbra** and to the economic, social and cultural system that surrounds us.

For this reason, our relationship with the community is not limited to the productive presence in the territory, but translates into a concrete commitment to support initiatives capable of generating social, educational, cultural and relational value. Participating in the life of the territory means contributing to its growth, strengthening relationships with local stakeholders and supporting projects consistent with the values of **inclusion, participation, solidarity, well-being and enhancement of skills**.

In 2025, we continued this commitment by supporting various local, cultural, sports and training initiatives:

INPALIO – "Mettiamoci IN gioco": Concetti supported the third edition of the initiative promoted by Ente Palio San Michele and sponsored by the Municipality of Bastia Umbra. The event, dedicated to inclusion, participation and community, involved citizens and local associations through conferences, inclusive activities and gathering moments. The proceeds were allocated to the renovation of the "Colomba Antonietti" Middle School, contributing to the improvement of educational facilities.

Bastia Umbra "Città a Impatto Positivo": Concetti confirmed its contribution to this project, now in its second year, which promotes social inclusion, environmental sustainability and a culture of shared well-being. Through initiatives such as the purchase of a vehicle equipped for vulnerable people, awareness-raising activities for students of the ISS "Polo Bonghi" Institute in Bastia and the creation of new green areas named after Tina Anselmi, the project contributes to the construction of a more inclusive, aware and sustainable community.

Rugby Perugia Junior: Concetti supports the territory also through sport, sponsoring Rugby Perugia Junior and promoting initiatives dedicated to young people. Among these, the "School Commitment" recognition enhances high school athletes who stand out for their school commitment, sports dedication and discipline, strengthening the link between training, sport and the community.

Lotus Cup Italy: Concetti supports the Lotus Cup Italy automotive competition through the sponsorship of an entirely Umbrian team, contributing to the enhancement of the territory and local skills. The initiative also promotes moments of sharing between colleagues linked to the sporting experience, strengthening the sense of belonging and internal cohesion.

Automatica.it 2025: Concetti supported the scientific conference "Automatica.it 2025", organised by SIDRA and hosted in Perugia, dedicated to the topics of automatic control and its applications. Through this sponsorship, the company contributes to the dialogue between research, universities and industry, promoting the dissemination of knowledge, networking and the enhancement of local academic expertise.

Overall, these initiatives confirm the will of Concetti to continue to be an active and responsible player in the Umbrian territory, contributing to the growth of the local community and strengthening a business model capable of creating value not only economically, but also socially, culturally and humanly.





7.3 Local presence and dialogue with the industrial ecosystem

The link between Concetti and the Umbrian territory represents an identity element of our history and, at the same time, a strategic lever for the growth of the company. Despite operating in an international market, we continue to recognise in the **local and national production system a wealth of skills, relationships and industrial capacity** that is fundamental for the quality of our activities and for the resilience of our value chain.

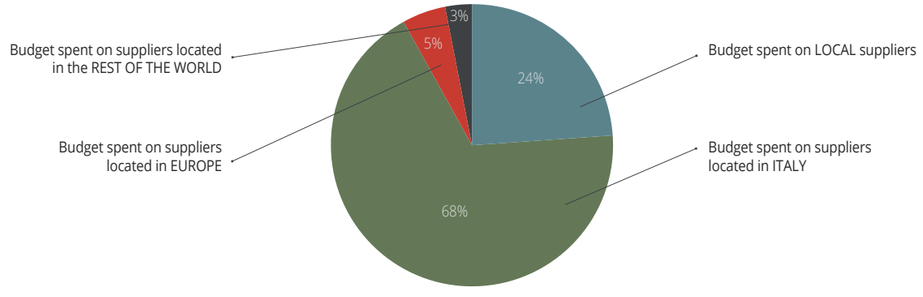
This local presence is expressed both through our procurement choices, oriented where possible to the **enhancement of local and Italian suppliers**, and through **active participation in associations, industrial networks and sector initiatives** that promote comparison, innovation, internationalisation and the dissemination of sustainable practices.

Our suppliers

Concetti's commitment to the community and the local territory is also reflected in our procurement practices. In line with our business culture and with the desire to maintain visibility and control over our operations along the supply chain, we are committed, where possible, **to favouring local suppliers**. When sourcing from local sources is not possible, we still try **to promote suppliers based in Italy**, thus supporting the national production system and the country's industrial skills.

In 2025, **92% of the total supplier expenditure** was allocated to **suppliers based in Italy**, including a share of **24%** referring to **local suppliers**, identified as suppliers with registered offices in the provinces of Perugia and Terni. Of the remaining 8%, 5% concerns suppliers located in the European continent, excluding Italy, while 3% refers to suppliers located in countries outside the European continent.

The significant share of expenditure towards Italian suppliers confirms the **deep-rooted nature of Concetti within the national industrial system** and represents a strategic element for operational continuity, the quality of supplies and the resilience of the value chain.
Where possible, prioritising local and national suppliers also contributes to the sustainability of the supply chain, **reducing logistical complexity, supporting economies of proximity and enhancing more stable and transparent relationships**. In this sense, monitoring the origin of suppliers is an important basis for progressively strengthening responsible procurement management.



Supplier expenditure by geography 2025

7.4 Our goals for the territory and communities to 2028

Within the framework of the Sustainability Strategy and Plan, Concetti intends to strengthen its role within the territory and the reference industrial ecosystem, enhancing the link with the local community, the training system, suppliers and trade associations.

The initiatives already launched in support of the territory, young talents, the local supply chain and dialogue with the industrial system represent an important basis for building an **increasingly structured path, oriented towards the creation of shared value** and responsible growth of the value chain.

TERRITORY AND COMMUNITY		
GOALS	ACTIONS	PROGRESS
Local community	Continue supporting social, educational, sports and cultural initiatives in the area	Initiated: in 2025 Concetti supported several local initiatives consistent with inclusion, training, sport, culture and community well-being
Young people and technical skills	Strengthen the relationship with schools, technical institutes and training institutions in the area	Initiated: In 2025, Concetti employed 4 interns
Responsible supply chain	Progressively strengthen the monitoring of its suppliers	Scheduled
Local and strategic partnerships	Develop collaborations capable of generating social, educational and industrial value	In progress: Concetti collaborates with various industrial and local associations such as Umbria Export and Confindustria Umbra (with a role within its governing bodies).


CONCETTI

8

Environmental sustainability

8.1 The resources used in our production process

The use of materials represents an important aspect of **environmental responsibility** for manufacturing companies such as Concetti, since the choice and management of the resources used affect the **efficiency of production processes, the quality of the solutions** implemented and the environmental footprint throughout the **life cycle** of the products.

Our production activity is based on the integration of components of different kinds, selected to guarantee **efficiency, reliability and durability** over time. In a context characterised by highly customised solutions, the use of materials therefore plays a central role both in terms of **technical performance** and **environmental responsibility**. The main materials used, as can be seen from the table below, include mechanical components, electronic equipment and parts assembled or purchased externally.

Materials and components	UoM	Quantity in 2025
Sealing rings	n. m	3,582 20
Nuts, bolts, screws, etc.	n. m	70,885 2,058
Electrical and electronic material	n. m	703,565 42,762
Gearboxes	n. m	7,173 3,454
Tyres	n. m	16,908 532
Fastenings	n. m	7,042 188
Springs	n.	16,090
Semi-finished products	n. sqm	20,348 4,906

Materials and components	UoM	Quantity in 2025
Packaging	n.	6,690
Externally purchased items and spare parts	n. m	1,830 1,662
Iron	kg sqm m n.	245,238 15 726 3,576
Rubber and plastics	kg sqm m n.	1,174 187 18,311 2,018
Lubricants	kg l n.	262 592 391
Paints	kg l n.	5,171 433 815

Materials and components used by weight or volume in 2025

In the process of strengthening **environmental reporting**, the collection of data on materials is still an area for improvement, also due to the variability of the units of measurement used in the different departments and processes. For this reason, we are committed to continuing the standardisation of data collection, adopting more uniform criteria to ensure increasingly accurate, transparent and comparable data over time.

The selection of materials used depends to a large extent on the technical and functional specifications required by customers. Although we operate in a highly personalised context, we are committed to limiting our environmental impact through practices aimed at the efficient use of resources, the **optimisation of processes** and the **reduction of waste**.

In particular, to **reduce sheet metal scrap** we use a nesting programme, a computer-assisted production CAM software that allows us to prepare the geometric shapes of the pieces to be cut and create optimised cutting patterns. This allows to make the most of the surface of the sheet metal. To reduce the waste resulting from the cutting of electrical cables, we have also implemented the **"cut to size"** process, defined according to the specific length required by their application in the system. Where possible, we integrate more **energy-efficient** electrical components into our machinery.

A further solution adopted to reduce the amount of paints used concerns **powder coating**, in which the powder is applied electrostatically to the surface. This technique allows better management of quantities, reducing time and material waste and improving the quality of the result. At the same time, it helps to limit the use of paints with a greater environmental impact.

Concetti's **water consumption** is overall limited. The Company undertakes to monitor the use of the resource and to promote, where possible, initiatives aimed at reducing consumption and responsible water management.

The different phases of our production process involve the generation of different types of waste, the management of which represents an important aspect of our path of environmental responsibility. In 2025 we generated a total of **297 tonnes of waste**, registering a slightly higher quantity than the previous year due to an operational growth of **16%** compared to 2024. Of these, **285 tonnes**, or **96%**, were classified as non-hazardous waste.

The main activities responsible for generating waste include:

- metalworking;
- painting and sandblasting, which generate waste and packaging contaminated by these substances, often identified as hazardous;
- the use of washing water;
- the use of filter materials in dust treatment plants;
- the assembly and testing of equipment, from which waste, such as electrical cables, plastic, and various packaging and containers, derive.

Although not directly attributable to internal processing, a portion of the waste produced derives from the materials used to test the machinery. These materials, generally provided by customers for testing purposes, may require internal management at the end of the test. For this reason, since 2023 Concetti has been promoting greater involvement of customers in post-test management, encouraging them to take charge of the collection or disposal of the materials supplied. This choice makes it possible to reduce the environmental impact associated with waste management, optimise warehouse spaces and reinforce a logic of shared responsibility throughout customer relationships.

Waste is monitored through traceability tools compliant with current legislation, including classification by EWC code, mandatory forms and registers, supplemented by internal files used to annually consolidate the quantities produced and the related management costs.

	Waste (level I EWC codes)	EWC Code Description	Quantity in 2024 (t)	Quantity in 2025 (t)	Var 25/24	
NON-HAZARDOUS	2	Wastes from agriculture, horticulture, aquaculture, forestry, hunting and fishing, food preparation, and processing	4	1	-68%	285
	8	Wastes from the manufacture, formulation, supply, and use (MFSU) of coatings (paints, varnishes and vitreous enamels), adhesives, sealants, and printing inks	4	6	+43%	
	11	Wastes from thermal processes	7	10	+41%	
	12	Wastes from chemical surface treatment and coating of metals and other materials; non-ferrous hydro-metallurgy	98	150	+53%	
	15	Waste packaging; absorbents, wiping cloths, filter materials and protective clothing not otherwise specified	62	74	+20%	
	16	Wastes not otherwise specified in the list	46	26	-44%	
	17	Construction and demolition wastes (including excavated soil from contaminated sites)	23	18	-23%	
			244	285	+17%	
HAZARDOUS	8	Wastes produced from the manufacture, formulation, supply and use of coatings (paints, varnishes and enamels), adhesives, sealants, and printing inks.	0	≈1		12
	8	Wastes from thermal processes	4	3	-20%	
	12	Wastes from chemical surface treatment and coating of metals and other materials; non-ferrous hydro-metallurgy	1	1	+38%	
	15	Waste packaging; absorbents, wiping cloths, filter materials and protective clothing not otherwise specified	1	2	+68%	
	16	Wastes not otherwise specified in the list	5	5	-8%	
	17	Construction and demolition wastes (including excavated soil from contaminated sites)	1	≈1	+16%	
			12	12	+2%	

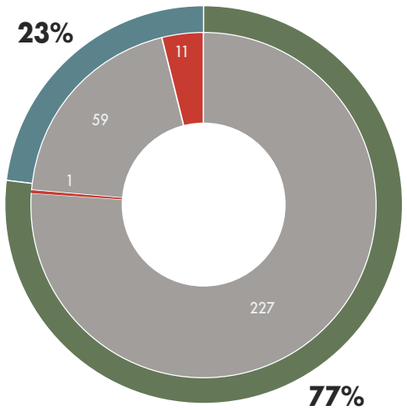
Waste generated by Concetti S.p.A. in 2025 and 2024 in tonnes (rounded)

Waste is transferred exclusively to authorised operators for recovery or disposal activities, selected on the basis of the applicable regulatory requirements and, where applicable, registered in the competent registers. This system allows Concetti to guarantee a controlled, transparent and progressively oriented management to improve its environmental performance.

In 2025, **77% of the waste produced**, equal to **228 tonnes**, was destined for recovery, a slight increase compared to **216 tonnes** in 2024. Of these, **227 tonnes** correspond to non-hazardous waste, equal to 99.6% of waste sent for recovery. Despite less than 2024 in proportion of waste recovered, this result confirms the maintenance of a significant share of waste recovered.

Despite the overall growth in waste, due to operational growth, the production of hazardous waste remains constant with a slight increase of 2%. This trend highlights and confirms the attention of Concetti towards the careful use of fractions with greater environmental impact.

As can be seen from the graph and table below, a part of the waste destined for disposal also consists of non-hazardous waste, equal to **59 tonnes**. The decision of not subjecting them to recovery depends on the possible presence of "inseparable" chemicals, therefore not reusable in production processes even after treatment, or high concentrations of contaminants. This choice may also be linked to high recovery costs or to a quality of the material unsuitable for such treatment.



Waste generated and destination of Concetti S.p.A. in 2025

Waste	2024 (t)	2025 (t)	Var 25-24
Recovery (77%)	**216**	**228**	**+6%**
Non-hazardous	212	227	+7%
Hazardous	4	1	-61%
Disposal (23%)	**40**	**≈69**	**+72%**
Non-hazardous	32	≈59	+84%
Hazardous	8	≈11	+38%
TOTAL	**256**	**297**	**+16%**

Waste not sent for disposal and waste sent for disposal by Concetti S.p.A.

Over the years, we have developed an approach aimed at **optimising the purchase of raw materials**, with the aim of **reducing waste generation upstream of production activities**. The planning of requirements and the purchase of the quantities strictly necessary for production make it possible to contain waste, limit waste and improve efficiency in the use of resources, favouring the **reuse of residual raw materials** wherever possible.

This approach contributes not only to reducing the environmental impact associated with waste management, but also to strengthening operational efficiency, containing the costs related to the disposal and purchase of excess materials. In this perspective, the reduction of waste represents for Concetti an area in which environmental responsibility, production quality and efficient process management mutually reinforce each other.

Reducing waste is a challenge that we also face through technical and innovative solutions. These include powder coating, already integrated into the production cycle, which, compared to traditional painting, guarantees greater precision, durability and better management of the materials used. This methodology also helps to limit the use of solvents and chemicals, thereby reducing the potential environmental impact of the process.

8.2 Greenhouse Gas Emissions (Scope 1 and 2)

By the Green Innovation engineering company - Dott.ssa Ing. Federica Lunghi

Consistent with Concetti's values and with the guidelines defined in the new Sustainability Strategy, **monitoring environmental performance** is an essential element to strengthen our ability to measure, understand and improve our impacts over time. Our ambition is to progressively reduce the environmental impact of business operations, while continuing to offer customers high-quality, reliable, efficient and durable machinery.

For Concetti, reducing environmental impacts is not only a commitment consistent with its way of doing business, but also a **lever of efficiency, innovation and competitiveness**. In fact, monitoring emissions allows us to identify opportunities for improving energy consumption, reducing costs, optimising processes and developing increasingly efficient solutions. In this direction, **renewable energy** generation is also included through the **photovoltaic systems** installed at the Bastia Umbra facility, which contributes to reducing the need for energy purchased from the grid, with both environmental and economic benefits. At the same time, the ability to monitor and reduce direct and indirect emissions responds to the growing expectations of stakeholders, customers and industrial partners, who are increasingly focused on transparency and climate responsibility of companies along the value chain.

In this context, also in 2025 Concetti chose to analyse and report its **Scope 1 and Scope 2 emissions**, in continuity with the inventory carried out for the year 2024. The approach adopted maintains parameters consistent with the previous year, in order to ensure an adequate level of comparability between the two years, with the updating of the emission factors applicable to the reporting year.

The reporting scope considered is consistent with that adopted in this Sustainability Report and refers to the activities of Concetti S.p.A. at the headquarters of Ospedalicchio, in the municipality of Bastia Umbra (PG), for the calendar year 2025. The result of the calculation is expressed in tonnes of CO_2 equivalent (tCO_2e), both in absolute

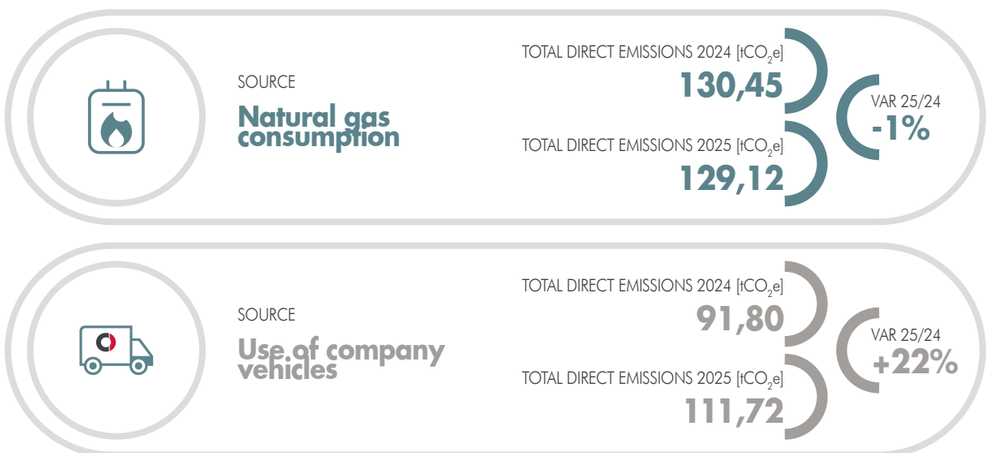
total value and with a distinction between direct Scope 1 and indirect Scope 2 emissions. Details of the reporting criteria adopted are provided in the introductory section of this Sustainability Report.

Our direct emissions: Scope 1

Scope 1 emissions include direct emissions generated from sources owned or controlled by the organisation, such as plants, energy systems and company vehicles. According to Concetti, in 2025, these emissions are attributable to the consumption of natural gas and trips made by company vehicles. The available technical reports did not reveal any refrigerant leaks from the air conditioning systems.

In **2025**, Scope 1 direct emissions amounted to **240.84 tCO_2e**. Of these, 54% (129.12 tCO□e) derived from the consumption of natural gas and the remaining 46% (111.72 tCO□e) from trips made by company vehicles.

Compared to 2024, Scope 1 emissions recorded an increase (8%), mainly due to higher emissions associated with the use of company vehicles, while emissions related to the consumption of natural gas are substantially stable and slightly decreasing. This data confirms the importance of continuing to monitor direct emission sources, also in view of future initiatives to reduce energy consumption and progressive decarbonisation efforts.



Scope 1 GHG emissions by source in 2024 and 2025 of Concetti S.p.A.

Our indirect emissions: Scope 2

Scope 2 emissions refer to indirect emissions associated with the consumption of electricity purchased from the grid and used to carry out business activities. In 2025, the total consumption of electricity taken from the grid amounted to **563,624 kWh**. The relative emissions were calculated according to the location-based approach, using the emission factor related to the Italian electricity mix, and according to the market-based approach, in line with the updated 2023 GRI Standards.

In 2025, **Scope 2** emissions were equal to **112.10 tCO_2e** according to the location-based approach and **248.67 tCO_2e** according to the market-based approach. Compared to 2024, Scope 2 emissions calculated using the location-based method are decreasing, despite a slight increase in electricity consumption taken from the grid, reflecting the evolution of the emission factor used for the national electricity mix. Also according to the market-based approach, a reduction compared with the previous year was also recorded.

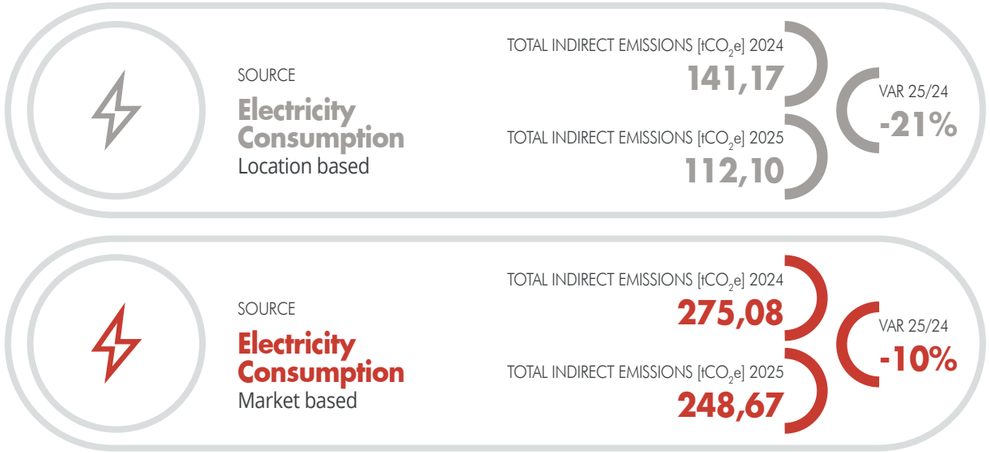
Alongside the electricity purchased from the grid, Concetti produces renewable energy through **two photovoltaic plants** installed on the roof of its plant in Bastia Umbra, with a power of **487.04 kWp** and **279.48 kWp** respectively, the latter active since July 2024. In 2025, the total self-produced electricity amounted to 1,025,023 kWh, **an increase of 28%** compared to 2024 (803,424 kWh).

Of this amount, 553,897 kWh were self-consumed within the production site, while 471,126 kWh were placed on the grid. Photovoltaic production is therefore an important element of Concetti's environmental path, helping to reduce the need for energy purchased from the grid and, at the same time, to introduce renewable energy into the electricity system.

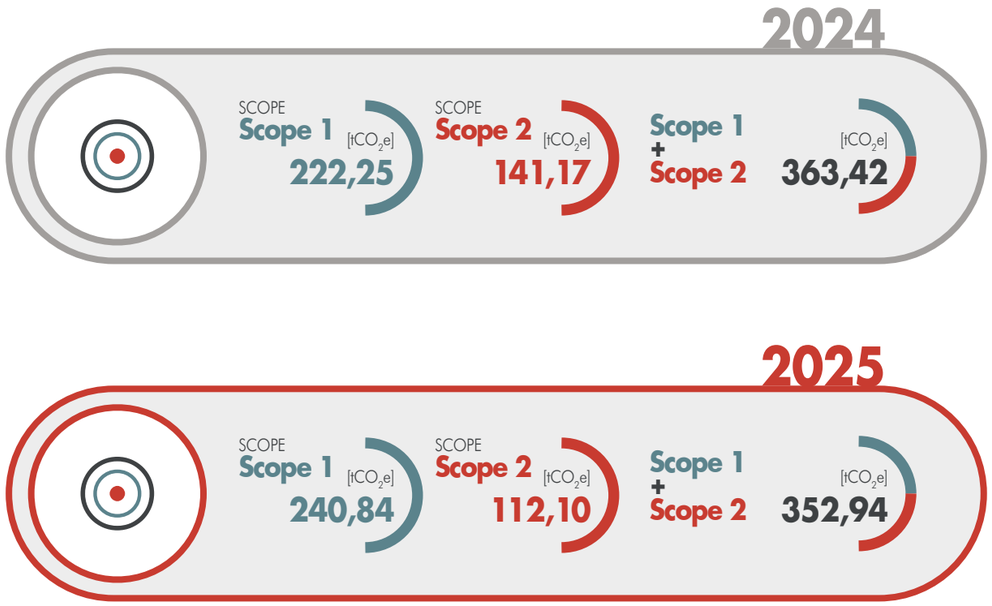
This approach generates both environmental and economic benefits: on the one hand it supports the reduction of the impact associated with the company's energy consumption, on the other it contributes to a **more efficient and autonomous management of energy**, partially reducing exposure to fluctuations in electricity prices. In this sense, photovoltaic systems reinforce Concetti's commitment to a more conscious, sustainable and resilient management of its energy consumption.

SOURCE	ELECTRICITY CONSUMPTION 2024 [KWH]	ELECTRICITY CONSUMPTION 2025 [KWH]	VAR 25/24
Purchased electricity	**550 153**	**563 624**	**+2%**
Self-produced energy	**803 424**	**1 025 023**	**+28%**
of which used	483 130	553 897	+15%
of which sold	320 294	471 126	+47%
Total energy	**1 353 577**	**1 588 647**	**+17%**

Electricity by type of source and use 2024 and 2025 from Concetti S.p.A.



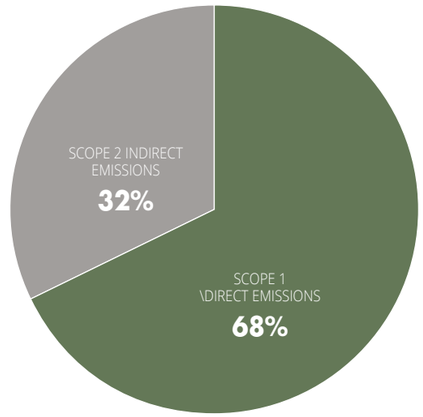
GHG Scope 2 emissions by source and methodology in 2024 and 2025 of Concetti S.p.A.



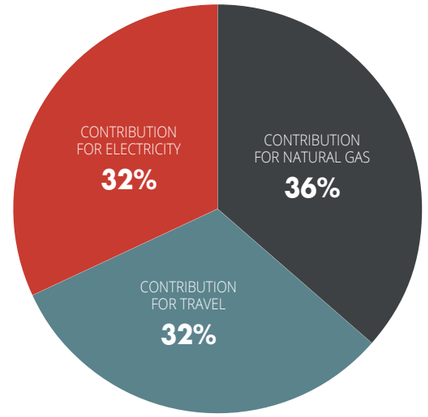
GHG Scope 2 emissions by source and methodology in 2024 and 2025 of Concetti S.p.A.

The **total emissions** generated by the activities of Concetti S.p.A. for the year 2025 referring to Scope 1 and Scope 2 are equal to **352.94 tCO_2e**, a decrease of 3% compared to 2024 when they amounted to **363.42 tCO_2e**.

As shown by the table, the greatest contribution is linked to direct emissions. However, if the market-based emission factor is used, the result is reversed and the higher emissions are those in Scope 2.



Concetti S.p.A. emissions by scope – 2025



Concetti S.p.A. emissions by source – 2025

8.3 Environmental goals to 2028

Within the framework of the 2026–2028 Sustainability Strategy and Plan, Concetti intends to **progressively strengthen the management of its environmental impacts**, with particular attention to energy efficiency, waste management, emission reduction and the integration of environmental and circular economy criteria into production and design processes.

The initiatives already launched represent an important basis for building a more structured environmental path, based on data monitoring, continuous improvement of processes and strengthening of internal management systems.

ENVIRONMENT		
GOALS	ACTIONS	PROGRESS
Integration of eco-design elements	Strengthen the integration of eco-design elements in the design of machinery and measure-related impacts	
Environmental management systems	Improve internal management systems, such as measuring waste, resources and impacts.	Completed: Concetti obtained ISO 14001 certification in May 2026
Greenhouse gas emissions	Strengthen emissions measurement and develop a carbon footprint management plan	
Energy efficiency	Continuous improvement of energy and resource efficiency in internal operations and machinery performance	
Responsible supply chain	Monitor and reduce the impact of suppliers in the supply chain	
Renewable energy	Generate renewable energy through Concetti's facilities	



9.

Appendix

9.1 Abbreviations and acronyms used in the report

CANZ	Concetti Australia and New Zealand PTY LTD
BOD	Board of Directors
CE	European Conformity
CO2	Carbon Dioxide
CO_2E	CO_2 equivalent
CSRD	Corporate Sustainability Reporting Directive
LEG. Decree	Legislative Decree
ESG	Environmental, Social and Governance factors
ESRS	European Sustainability Reporting Standards
F.A.T.	Factory Acceptance Test
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
ISO	International Standards Organisation
MID	Measuring Instruments Directive
OMCM	Organisation, Management and Control Model
R&D	Research and Development
TCO2E	Tonnes of CO2 equivalent
UCIMA	Italian Packaging Machinery Manufacturers Association

9.2 Terms related to environmental and GHG reporting

Carbon footprint	Quantification of greenhouse gas emissions associated with an organisation's activities, generally expressed in tonnes of CO_2 equivalent.
Control	This is the ability to directly affect activities. More specifically, it can be defined as both an operational control and a financial control.
Operational control	Approach whereby an organisation reports activities, impacts and emissions related to the activities over which it exercises operational control.
CO_2 equivalent	Unit that allows to compare the radiative forcing of a GHG with that of carbon dioxide.
Activity data	Quantitative measurement of activities resulting from GHG emissions or removals.
Direct GHG emissions	GHG emission from greenhouse gas sources owned or controlled by the organisation.
GHG emission	Total mass of a GHG released into the atmosphere over a specified period of time.
Emission factor	Factor correlating activity data to GHG emissions.
Greenhouse Gas (GHG)	A gaseous component of the atmosphere, both natural and of anthropogenic origin, which absorbs and emits radiation at specific wavelengths within the spectrum of infra-red radiation emitted from the earth's surface, the atmosphere, and clouds.
GHG Protocol	Published by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), it is the most widely used greenhouse gas accounting tool internationally. It can be used by companies, public bodies and project promoters and provides the counting framework for almost all other standards and programmes.
GHG Inventory	GHG sources, GHG absorbers, GHG emissions and removals of an organisation.
Location-based	Scope 2 emission calculation method based on the average emission factor of the electricity grid of the country or geographical area where the energy is consumed.
Market-based	Method of calculating Scope 2 emissions based on emission factors associated with contractual instruments for the purchase of energy, such as guarantees of origin or specific supply contracts.
Reporting scope	Set of activities, locations or companies included in the Sustainability Report and in the collection of ESG data.
Scope	This defines the operational boundaries in relation to direct and indirect GHG emissions.
Scope 1	Includes an organisation's direct GHG emissions.
Scope 2	This refers to the GHG emissions related to the generation of electricity, heating/cooling and steam purchased by an organisation.
Greenhouse gas source	The physical unit or process that releases a GHG into the atmosphere.

GRI CONTENT INDEX

GRI	DISCLOSURE DESCRIPTION	REF. PAGE	NOTES
GRI 2 GENERAL DISCLOSURES			
GRI 2-1	Organizational details	15-20	
GRI 2-2	Entities included in the organization's sustainability reporting	9	
GRI 2-3	Reporting period, frequency and contact point	9	
GRI 2-5	External assurance		*Not subject to external assurance*
GRI 2-6	Activities, value chain and other business relationships	15-20	
GRI 2-7	Employees	52-63	
GRI 2-8	Workers who are not employees	60	
GRI 2-9	Governance structure and composition	35-36	
GRI 2-11	Chair of the highest governance body	35	
GRI 2-22	Statement on sustainable development strategy	5	
GRI 2-23	Policy commitments	40-46	
GRI 2-25	Processes to remediate negative impacts	25-31; 47; 64; 73; 88	
GRI 2-26	Mechanisms for seeking advice and raising concerns	42	
GRI 2-27	Compliance with laws and regulations		*No significant instances of non-compliance with laws and regulations were identified during the reporting period*
GRI 2-28	Membership associations	30-31	
GRI 2-29	Approach to stakeholder engagement	28-31	
GRI 2-30	Collective bargaining agreements	59	
GRI 3 MATERIAL TOPICS			
GRI 3-1	Process to determine material topics	11	
GRI 3-2	List of material topics	11	*For this report, the preliminary work carried out in 2024 to build the actual materiality matrix was taken into account.*
GRI 200 CORPORATE VALUE CREATION			
GRI 201-1	Direct economic value generated and distributed	51-53	
GRI 201-4	Financial assistance received from government		*No assistance received in 2025*
GRI 204-1	Proportion of spending on local suppliers	72	
GRI 205-1	Operations assessed for risks related to corruption		*As part of the risk assessment carried out, corruption-related risks were also evaluated. The organization has adopted a structured approach to identifying, preventing and mitigating these risks, in line with applicable regulations and best practice. It has also put in place specific policies and procedures, such as the Code of Ethics and the Organization, Management and Control Model, aimed at ensuring transparency and integrity in business processes.*
GRI 205-3	Confirmed incidents of corruption and actions taken		*No incidents in 2025*
GRI 206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices		*No actions or behaviors identified in 2025*

GRI CONTENT INDEX

GRI	DISCLOSURE DESCRIPTION	REF. PAGE	NOTES
GRI 300 ENVIRONMENTAL PERFORMANCE			
GRI 301-1	Materials used by weight or volume	79	
GRI 302-1	Energy consumption within the organization	85-86	
GRI 305-1	Direct (Scope 1) GHG emissions	84; 86-87	
GRI 305-2	Energy indirect (Scope 2) GHG emissions	85-87	
GRI 306-1	Waste generation and significant waste-related impacts	80-83	
GRI 306-2	Management of significant waste-related impacts	80-83	
GRI 306-3	Waste generated	80-82	
GRI 306-4	Waste diverted from disposal	80-82	
GRI 306-5	Waste directed to disposal	80-82	
GRI 400 SOCIAL PERFORMANCE			
GRI 401-1	New employee hires and employee turnover	60	
GRI 401-2	Benefits provided to employees	52; 59-61	
GRI 403-1	Occupational health and safety management system	46; 62	*Obtained ISO 45001 certification*
GRI 403-2	Hazard identification, risk assessment, and incident investigation	42; 61-62	
GRI 403-3	Occupational health services	61	
GRI 403-4	Worker participation, consultation, and communication on occupational health and safety	61-63	
GRI 403-5	Worker training on occupational health and safety	63	
GRI 403-6	Promotion of worker health	52; 61-63	
GRI 403-9	Work-related injuries	62	
GRI 403-10	Work-related ill health		*No incidents recorded among Concetti employees*
GRI 404-1	Average hours of training per year per employee	63	
GRI 404-2	Programs for upgrading employee skills and transition assistance programs	63	
GRI 405-1	Diversity of governance bodies and employees	58-59	
GRI 413-1	Operations with local community engagement, impact assessments, and development programs	28-31; 69-72	
GRI 416-2	Incidents of non-compliance concerning the health and safety impacts of products and services		*No incidents recorded in 2025*
GRI 418-1	Substantiated complaints concerning breaches of customer privacy and loss of customer data	/	*For 2025, no cases of privacy breaches or customer data loss were recorded*

EMBRACING OUR FUTURE

safety efficiency sustainability

CONCETTI S.p.A.
Via della Comunità n.14 / Fraz. Ospedalicchio
06083 Bastia Umbra / PG / Italy
+39 075 801561 / sales@concetti.com

CONCETTI NORTH AMERICA CORP.
5450 Technology Parkway / Suite 200 / Braselton, GA 30517 / USA
+1 706-654-3000 / northamerica@concetti.com

CONCETTI DO BRASIL LTDA
Rua Avelino Silveira Franco, 149 / Sala 420
Ville Sainte Helene Campinas-SP / Brasil
+55 (19) 9 9838.2352 / marketing.brasil@concetti.com

CONCETTI AUSTRALIA & NEW ZEALAND PTY LTD
Level 12, 90 Arthur Street
North Sydney / NSW - 2060 / Australia
oceania@concetti.com

CONCETTI.COM

CONCETTI
EMBRACING YOUR IDEA