

SUSTAINABILITY REPORT 2024



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LETTER TO OUR STAKEHOLDERS

Dear Stakeholders,

The global context is rapidly changing, driven by technological, environmental and social transformations that are profoundly reshaping markets and businesses.

In this scenario, the transition to a sustainable business model is no longer an option, but a necessity.

This is why we have chosen to take up this challenge, integrating the principles of sustainability into every aspect of our business, and this Impact Report, our first, is the starting point on a sustainable growth path, shared with all our stakeholders.

With this letter, we give you the results of our first Impact Report, which has been prepared on a voluntary basis and covers the year 2024, with the aim of ensuring a clear representation to all stakeholders through accurate, transparent and comprehensive reporting on our Environmental, Social & Governance (ESG) performances.

We strongly believe that achieving growth is only possible with solid and concrete foundation, and therefore relying not only on results and financial strength, but also on people's commitment to social, environmental and consequently economic sustainability.

Indeed, for us, the path we started on towards a sustainable business model is inescapably characterised by governance based on values of ethics and transparency, active protection of the environment and the creation of shared value with the communities that actively participate in the company's business.

Growth in the social sphere is the necessary context for the production cycle of a company so deeply rooted in the regions where it has been operating since 1950.

On the basis of the values that R. Bardi has always held as core and in compliance with its Code of Ethics, sustainability is regarded as a fundamental driver for the creation of value over time, with the same constant commitment to doing business while taking into full account the economic and social interests of its stakeholders, in the awareness that shared value is created through dialogue and the sharing of goals.

Specifically, sustainability is an integral part of the services offered by R. Bardi, rooted in the company's vision and daily efforts to benefit our stakeholders, through principles of:

- 1) Respect for people*
- 2) Ethics and transparency*
- 3) Respect for the environment and resources*
- 4) Creating value for stakeholders*

Over the years, we have made ethics and transparency the cornerstones of our entrepreneurial values, even when not required or expected under any legislation or regulatory frameworks specifically built to protect the market and civil society.

Our goal to be a healthy company and a key player, first and foremost for the region where it was set up, could not be pursued without giving it a governance structure that would guarantee long-term stability and sustainable effectiveness.

The focus on people was the natural consequence: the creation of a trust relationship with straightforward and transparent evidence given by the imperceptibly significant turnover rates.

In recent years, the rate of hiring has grown with an increase in employment.

Last but not least, again having regard to people, the big commitment to giving incentives to the community and to employees, which continues on a trend that has beneficial effects on individual performances and on the Company's one and, consequently, on the business as a whole.

We have continued to work on reducing consumption and emissions, despite our growth and increased energy needs: we could do that thanks to constant work on replacing fossil fuels with renewable energy.

The quality of our services is only the final aspect whereby we strive to protect our people as much as possible, following a process by which we try to put them - employees, customers and suppliers - at the centre of our idea of value creation, basing investments, decisions and initiatives on the characteristics and interests they legitimately have in our business.

Today, this approach is also grounded in the principles and values enshrined in the UN's 2030 Agenda, through the Sustainable Development Goals (SDGs), which provide organisations with a common language for communicating their idea of sustainability to companies, institutions and any category of stakeholders.

This first Sustainability Report is part of our path to long-term sustainable growth and enables reporting, monitoring and commitments for the future in terms of sustainability, which has always been an integral part of our business strategy.

This path sees innovation and technological development at the centre, as enabling factors and decisive elements we can rely on to address, in an ever-changing context, the challenges of the present and the future in order to seize opportunities and forestall risks.

Sharing our passion for sustainability with you, we thank you for your cooperation.

Together, we can build a more sustainable future, step by step.

This first Sustainability Report is only the beginning of a long journey that will see us striving for constant improvement.

*Thank you for your unfaltering support,
The Managing Director*



COMPANY PROFILE

HISTORY

About us: a tradition of mechanical innovation

The history of **R. Bardi S.r.l.** began in **1950**, when **Rino Bardi**, together with 1 friend and partner, started to handcraft the first bottle washers and filling machines for the dairy industry. Since then, the Company has steadily evolved, expanding its scope to the **wine, water, beer, soft-drink and juice** sectors, becoming an international benchmark in the field of **glass bottle washing intended for recycling**.

Since the late 1990s, drawing on more than half a century of experience, R. Bardi has been able to extend its know-how to the **Home and Office Delivery (HOD)** market, dedicated to the filling of **5-litre to 5-gallon** containers.

After 15 years of continuous innovation, the company ranks as a **world leader** in turnkey supplies for this segment, standing out for its **advanced technical development** and the **high health and hygienic standards** of its solutions.

For 75 years, our Company has combined **craftsmanship and technological innovation**, with a strong focus on quality and service.

Today we have **more than 50** highly skilled **employees** and a fully paid-in share capital of **Euro 1,000,000.00**, which gives evidence of our profitability and equity strength.

Production takes place at the Fidenza headquarters, in a modern and technologically equipped facility, where the different phases of the production cycle are developed: from project engineering, to mechanical construction, to installation, testing and after-sale service.

Corporate **governance** is entrusted to a three-member **Board of Directors**, supported by a Board of Auditors, to ensure transparency and control of operations.

The fact that the Company is a family business ensures balance between strategic vision, territorial roots and openness to foreign markets.

R. Bardi S.r.l. stands out for its focus on human capital, promoting a working environment based on mutual respect, professional growth and safety.

The centrality of people is one of the pillars of our development, along with continuous innovation and constant dialogue with customers, suppliers and partners.

The foundations of our 2024 Impact Report

This first Impact Report is part of an evolutionary path that aims at firmly establishing a **long-term sustainable strategy**, in which the value generated by the company is not only economic, but also social and environmental.

The main **goals of this Report** are:

- Reporting our ESG actions and disclosing the impacts we generate;
- Mapping progress and problems in pursuing our sustainability commitments;
- Improving internal processes and stakeholder engagement;
- Strengthen our Company's reputation and trust in our brand;

The Report is divided into the three main areas (ESG):

Environment

- Analysis of energy sources and their evolution
- Reducing consumption and emissions
- Waste management and recycling
- Investment in green technologies

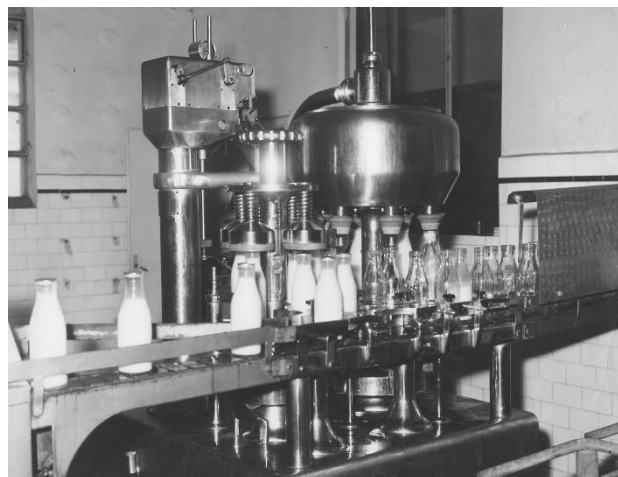
Social

- Welfare policies and organisational well-being
- Inclusion, gender equality and continuous training
- Dialogue with the regions and initiatives in favor of the community
- Enhancing internal skills

Governance

- Organisational structure and risk management
- Ethics, integrity and code of conduct
- Anti-corruption and transparency
- Stakeholder engagement in decision-making processes

Through this reporting, **R. Bardi is committed to setting continuous improvement targets**, monitoring results and communicating openly with all stakeholders, convinced that sustainability is not a goal, but a path consisting of constant commitment, brave choices and shared vision.

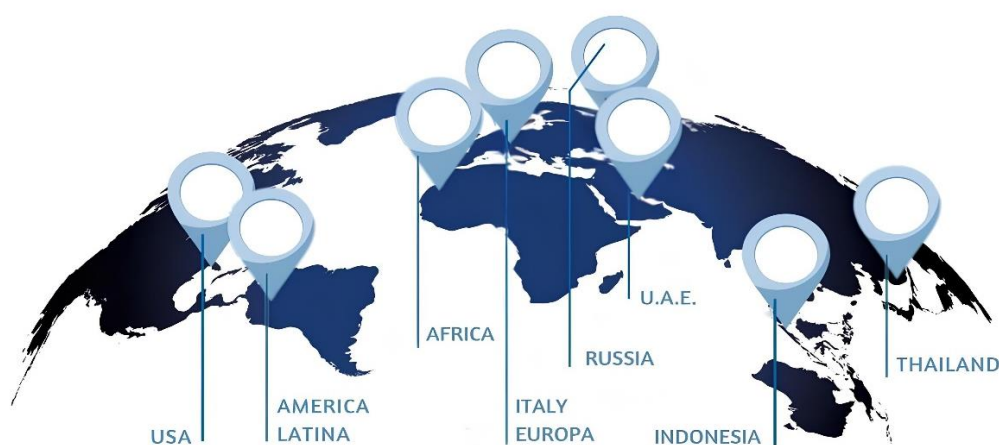


TARGET MARKET

Today, R. Bardi operates with a product range consisting of three main lines, plus the related spare parts:

- Returnable glass bottleswasher ;
- Complete lines for large formats from 5L to 5G recovery;
- Filling-capping monoblock machines for disposable PET bottles (5-19 litres).

The Company operates in all major world markets: **United States, Latin America, the Middle East, Europe, Africa and the Far East**, with exports accounting for **95% of total revenue**.



INFORMATION ON THE COMPANY

Founded 75 years ago, R. Bardi S.r.l. is today a highly specialised player in the sector of washing, filling and packaging of water and beverage containers, made of both glass and PET.

The experience gained over time, combined with strong technical know-how and high propensity for innovation, has made the Company an international benchmark for highly efficient, reliable and safe solutions.



Identity and global operations

INDICATOR	FIGURE
Years in operations	75 years of experience
Headquarters	Fidenza (PR), Italy
Total number of employees	53 (as at the end of 2024)
Annual revenue	€ 25,000,000
Export weight	95% of output
Markets served	Over 60 countries on 5 continents
Customers	Bottlers, multinationals, distributors and local utilities

At present, R. Bardi offers a highly specialised product range consisting of three macro-lines:

- **Complete washing and filling lines SLT / 5G;**
- **Filling blocks for one-way PET bottles 5-19 litres;**
- **Glass bottle washers (single- and double-end), among the best performing in the world in terms of efficiency and hygiene.**



R. Bardi's international positioning can be measured through a firmly-established network of customers, agents and partners in over **60 countries**, and is reflected in a significant and growing volume of installations, which testifies to the strength of its logistics and production organisation.

In **2024**, **552 international shipments** were made, broken down as follows:

CATEGORY	NUMBER OF SHIPMENTS
Spare parts	531
Glass bottle washer	5
HOD lines (5 litres / 5 gallons)	19
One-way PET lines (5-19 litres)	1
Be Big Lines	2

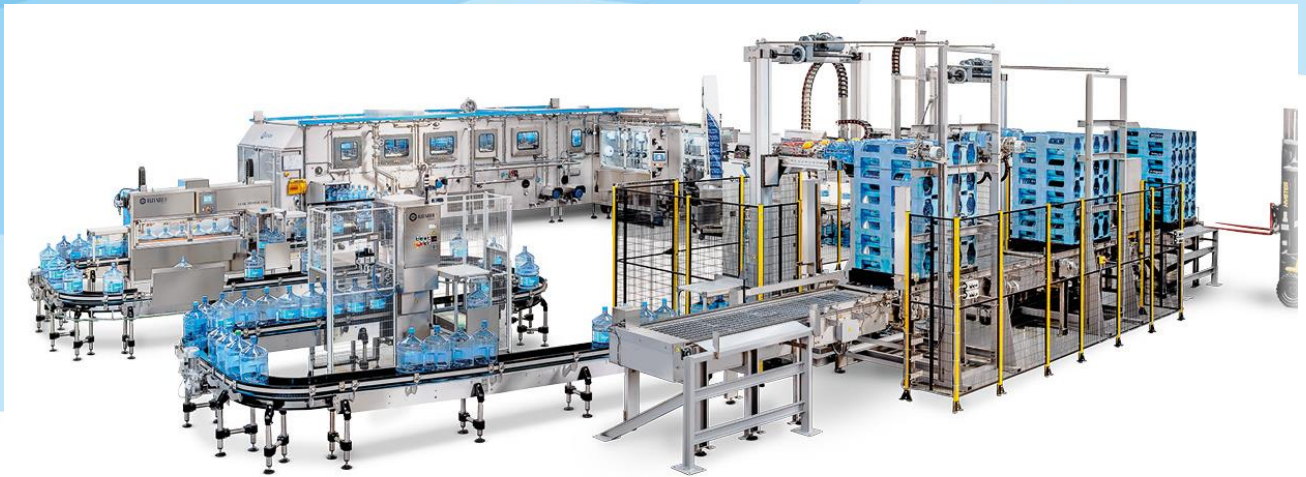
Overall, the Company's track record is:

- **Over 450 HOD lines** installed worldwide;
- **More than 2,000 glass bottle washers** operating on 5 continents.

These numbers reflect not only a high **production** and logistics **capacity**, but also a **firmly-established reputation** with international customers, including large multinational bottlers, regional distributors and utilities in the mineral water and beverage sector.

R. Bardi's entire production chain is designed to deliver **products that are tailor-made to meet customer needs**, and relies on **certified quality** and **consumption optimisation**. The adopted engineering solutions facilitate energy efficiency, traceability and easy maintenance.

These aspects are **the technical and cultural** basis underlying the sustainability path described in the following sections of this Report.



CORPORATE ORGANISATION

R. Bardi has adopted a **sound and transparent organisational structure**, based on a governance model that integrates **day-to-day management** with a formal system of **control and oversight**.

CORPORATE STRUCTURE

The Company is a ***Società a responsabilità limitata*** or S.r.l. (Italian private limited liability company), on the Business Register, and with its registered office in Fidenza (PR), Italy, and fully paid-in share capital of **€ 1,000,000**.

The governance model is based on a **Board of Directors**, which is vested with **all powers for managing continuing operations and extraordinary transactions**, except those that are reserved by law to the General Meeting of Shareholders.

The **Board of Directors** consists of **three members, two of whom are women and one man**, ensuring a significant representation of women at the top of the Company:

OFFICE	FIRST NAME AND LAST NAME
Chairperson	Silvana Bardi
Managing Director	Roberta Bardi
Managing Director	Filippo Pizzi Bardi

All the members of BoD are vested with the **power to sign on behalf of the Company freely and with their separate signature**, for the exercise of management functions, with specific delegated powers in the operational, financial, contractual and commercial spheres, in accordance with the Company's Articles of Association.

The **Board of Auditors**, the body in charge of accounting and corporate control, is currently composed of:

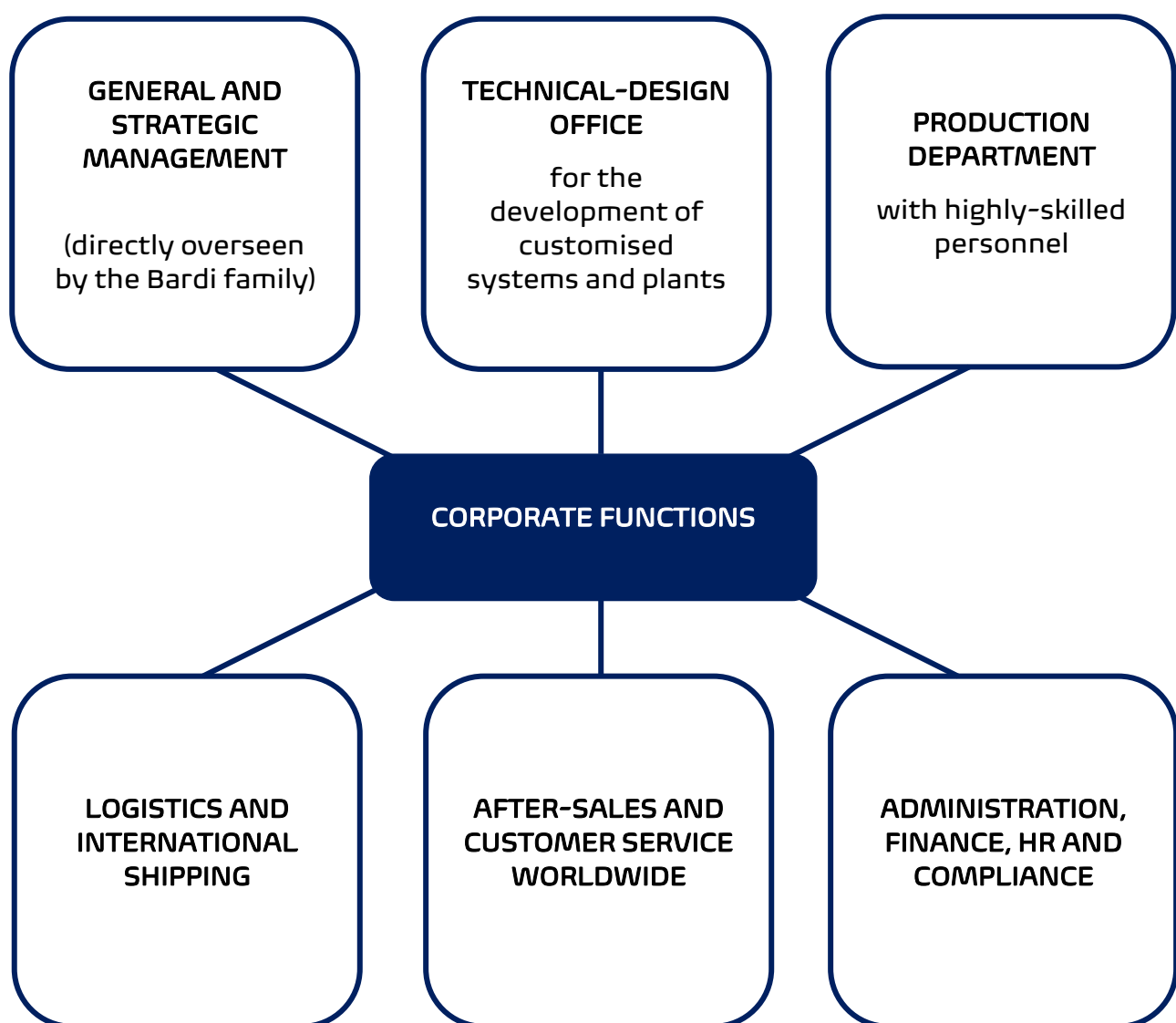
- **3 standing auditors:**
 - *Chairman:* Pier Luigi Pernis
 - *Auditor:* Davide Delsante
 - *Auditor:* Alberto Verderi
- **1 alternate auditor:**
 - *Maria Paini*

All the members of the Board of Auditors are on the **Register of Statutory Auditors** and the Board ensures **transparency, fairness and compliance with the applicable legislation and regulations**, also accounting ones, verifying proper keeping of records and accounts, financial reporting and compliance with the obligations laid down by the Company's Articles of Association.

Operational functions and internal structure

The internal organisation is **functionally** structured, with clear separation and allocation of responsibilities and a **direct decision-making chain**.

The main corporate functions include:

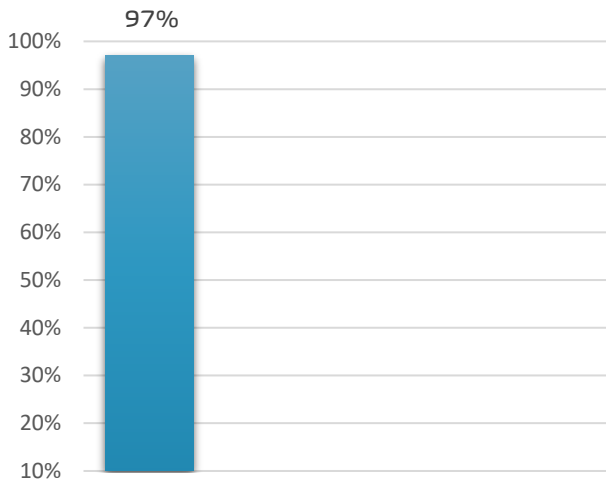


The Company has no external local units, as it operates from a **single integrated site in Fidenza, Italy**, which houses the headquarters, workshop, warehouse and offices.

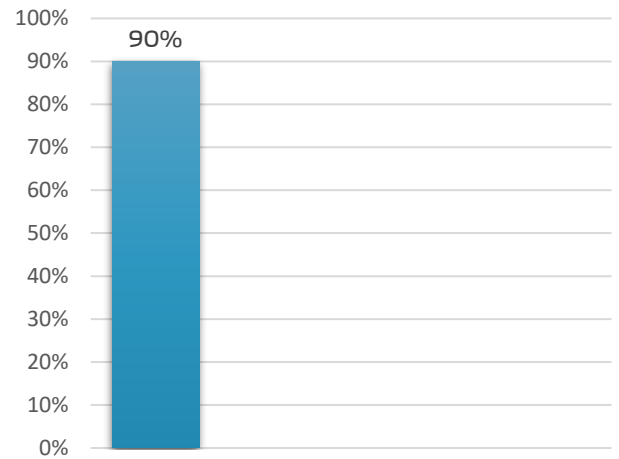
There are currently **53 employees**, with a stable organisation and low turnover.

WORKERS

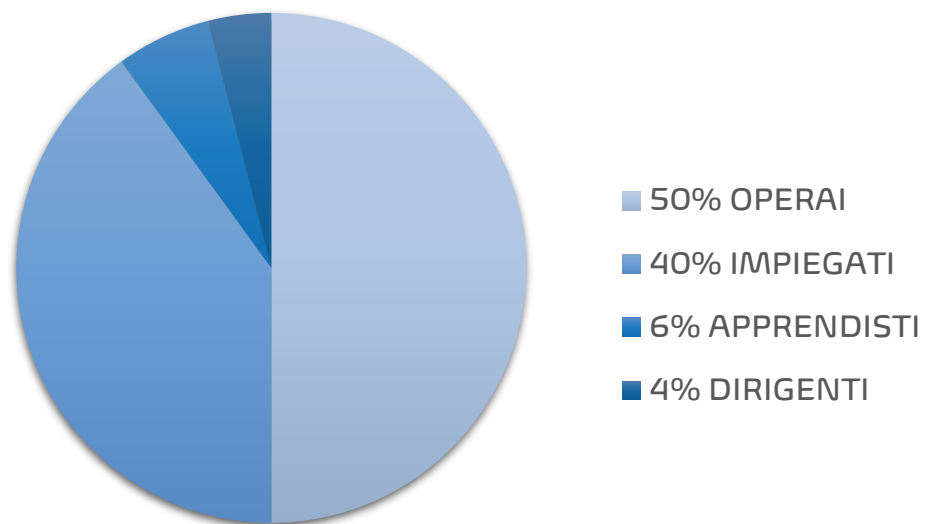
OPEN-ENDED CONTRACTS



FULL TIME



The personnel breakdown by position is as follows:



These data confirm a **balance between operational and management skills**, and a professional approach oriented towards stability and internal enhancement. Our structure is characterised by **compactness, decision-making clarity and active engagement of the owner family in governance**, all elements that contribute to the Company's strategic coherence and to the quality of internal relations. The current model makes it possible to combine entrepreneurial vision, technical oversight and management control in an effective and transparent way.

GEOGRAPHIES



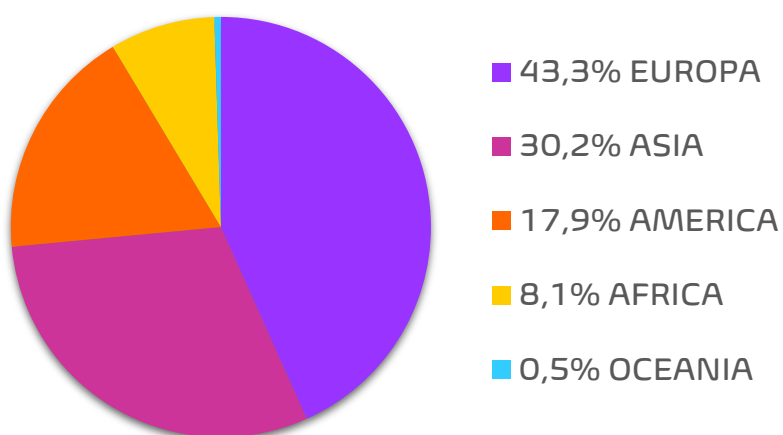
Global footprint and international roots

In 2024, operating in more than **60 Countries on five continents**, the Company reasserted its global **profile as a reliable and flexible technology partner** able to adapt to the most diverse economic, cultural and regulatory contexts.

Breakdown of the 2024 revenue by geographies

The **revenue breakdown by geographic area** gives evidence of the export-oriented profile of the Company, which has always been focused on promptly meeting the needs of heterogeneous and constantly evolving markets.

The figures, expressed as a percentage of total annual revenue, are broken down as follows:



Europe proved again the **main target geography**, with a weight of **43.3%**. In Europe, **Italy accounted for around 25% of the European total**, testifying to the long-standing trust of the domestic market and the strong bond with the Company's home region.

The remaining 75% came from an international customer base spread across the major countries of the European Union and Eastern Europe, where R. BARDI operates through contract projects and local partnerships.

Asia is the second strategic axis, accounting for **30.2%** of the total.

In this geography, the Company has strengthened its footprint thanks to the growing demand for drinking water systems in highly developed countries such as **Saudi Arabia, the United Arab Emirates, Pakistan, Vietnam and the Philippines**.

These innovation-driven markets demand high-efficiency solutions, construction quality and environmental sustainability - all strengths of R. BARDI.

With a **17.9%** weight, **America** also plays an important role.

The Company operates both in **North America** (United States and Canada), where it has established stable business relationships with customers in the Home and Office Delivery (HOD) sector, and in **Central and South America**, with projects implemented in Chile, the Dominican Republic, Panama and Mexico.

Africa, which contributes **8.1%** of the global revenue, is an evolving market.

In recent years, the Company has implemented a gradual penetration strategy, focusing on strategic countries such as **Zambia, Angola, Tanzania, Mauritius and South Africa**, which require robust, versatile and easy-to-operate plants.

Lastly, albeit having a marginal weight of **0.5%**, **Oceania** is important as the symbol of the Company's footprint extending even to the most distant markets, and offers interesting growth margins in the medium to long term.

A global company with strong roots

R. Bardi's strong bond with local communities is the expression of a mindful and long-term strategy, resting on **production flexibility, the ability to adapt and a listening culture**.

The Company can operate in over 60 countries thanks to:

A LEAN AND CUSTOMER-
ORIENTED INTERNAL
ORGANISATION

A WIDESPREAD AND SKILLED
SALES AND SERVICE
NETWORK

THE ABILITY TO CUSTOMISE
ITS PLANTS AND SYSTEMS TO
THE REGULATIONS,
STANDARDS AND TECHNICAL
REQUIREMENTS APPLICABLE
IN DIFFERENT MARKETS

With this model R. BARDI succeeds in **creating value locally**, generating positive impacts on communities, supply chains and water systems in the countries where it operates.

The business developed by R. BARDI has high inherent sustainability content as it ensures the recovery and reuse of large quantities of containers that would otherwise be destroyed or, in the worst case, littered.

MISSION

Our mission is to provide technologically advanced, efficient and hygienically safe solutions for bottling

This is why we work with an approach that integrates industrial innovation, environmental sustainability and care for public health.

The Company is committed on a daily basis to developing high-performance plants, designed to **optimise customers' production processes**, reduce waste and ensure the highest quality standard, especially in the large-format water sector (Home and Office Delivery - HOD).

Our goal is translated into a clear and shared vision:

"To contribute to the dissemination of efficient and responsible industrial technologies that improve our customers' production processes while respecting people and the environment."

This statement reflects the Company's will to be **not only a supplier of mechanical solutions, but a strategic partner** for the sustainable development of the global food and beverage industry.

We stand out in the international industrial arena for our **unparalleled ability to combine tradition and innovation**.

With ~~over~~ 75 years of experience, the Company has been able to evolve constantly, holding to the original values of the founding family and transferring them into a state-of-the-art technological approach.

Thanks to this synergy between **craftsmanship heritage and technological vision**, the Company can supply fully **customised** solutions, developed based on the accurate analysis of each customer's needs.

The high degree of **flexibility, reliability and technical skills** makes R. BARDI a partner of choice for the world's most renowned bottlers, as they hold the brand as a synonym for excellence, safety and orientation to results.

Furthermore, the focus on sustainability is reflected in every stage of the product life cycle: from design to installation, from after-sales service to continuous technological upgrading aimed at reducing consumption, emissions and environmental impacts.

Customers, people and the environment are at the centre of our corporate culture: for R. BARDI, **technology only has value if it serves collective welfare and corporate responsibility**.

STRATEGY

R. Bardi has defined a strategic plan for sustainable development with a time horizon to 2030, based on five main guidelines:

1

DIGITALIZATION OF PROCESSES:

Implementation of 5.0 technologies to increase efficiency and traceability

2

SUSTAINABLE PRODUCT DEVELOPMENT:

Design of lines with low environmental impact and reduced energy consumption

3

CONTINUOUS TRAINING OF PERSONNEL:

Enhancement of human capital, safety and organisational well-being.

4

ATTRACTIVENESS FOR YOUNG JOB SEEKERS:

Sustainable development goes through the necessary input of resources that are attracted to and share the values of the Company

5

CIRCULAR ECONOMY AND RECYCLING:

Promotion of material re-use solutions and optimised industrial waste management

The aim is to **strengthen competitive positioning** through a path that combines business performance, environmental responsibility and social inclusion.

APPROACH TO SUSTAINABILITY

METHODOLOGICAL PREAMBLE

R. Bardi 's commitment to sustainable development is not just a strategic choice, but is the expression of a **mindful and responsible business vision**, gained over time and today fully integrated in the corporate culture.

In a global context featuring profound environmental, economic and social changes, the adoption of **sustainable practices** is not only an ethical duty for the Company, but also an opportunity to generate long-lasting value, further strengthen its reputation and its competitiveness in the long term.

This **first Sustainability Report**, presented on a voluntary basis and having 2024 as the reporting period, is intended as a **transparency and reporting tool**, with the aim of offering all stakeholders a clear, complete and accessible view of the organisation's non-financial performances.

It is also a starting point to set future goals in a structured manner, to measure progress and to build a strategy oriented towards corporate responsibility.

To ensure methodological consistency and international comparability, the report is based on the **Global Reporting Initiative (GTI) Standards**, the global reference framework for sustainability reporting.

The decision to adopt the **GRI Guidelines** - currently the most widely used protocol at international level and, consequently, indispensable for those operating in many non-European countries - reflects the will to operate in accordance the highest standards of transparency and accountability, in line with the expectations of the market, civil society and institutions.

The approach adopted to prepare this document is **structured and progressive**, and intends to evolve over time towards increasingly integrated forms of reporting, in line with new national and European regulatory requirements.

This first exercise is an important opportunity to **systematise our Environmental, Social & Governance (ESG) commitment** and to initiate an ongoing and open dialogue with all stakeholders, being aware that sustainability is a shared responsibility, as well as a fundamental driver of growth.



The reference framework: GRI Standards

The GRI Standards provide a universal language to measure and disclose organisations' environmental, social and economic impacts, facilitating dialogue with stakeholders and ensuring consistency and comparability between undertakings.

Specifically, our report was prepared in accordance with the updated version of the GRI Standards 2021, divided into two main categories:

- **GRI Universal Standards (GRI 1, 2, 3)**
they are used to describe the organisation's profile, governance, strategy and sustainability practices.
- **GRI Topic standards (Environmental, Social and Economic)**
They cover specific topics and are adopted based on the materiality of the topics for the organisation.

The choice of the standards and indicators to be included in this report was made following an internal process that involved the Top Management and the holders of the main corporate functions.

The standards and indicators to be included in the report were determined with a participative and cross-cutting approach, which involved the Company's Top Management and the holders of the main operational, HR, administrative and technical functions. The path followed comprised several stages:

1. Analysis of our business operations and value chain

Our core business operations were comprehensively analysed, along the entire value chain - from design to production, installation and after-sales - to identify the areas where the company generates the most significant impacts.

2. Preliminary stakeholder mapping

We identified and classified material stakeholders (internal and external), including: employees, customers, suppliers, public authorities, local communities, regulators and technology partners. For each of them, expectations, existing relationships and active channels of dialogue were considered.

3. Identification of material topics

Through internal workshops and discussions with the Top Management, the topics deemed to be material, i.e. those that are the most material for both the Company and its stakeholders, were selected. A double materiality approach was adopted, considering both the impact of the Company on the environment and society, and the impacts that external factors may have on the Company.

4. Alignment with the Sustainable Development Goals (SDGs)

The selected material topics and indicators were connected to the Sustainable Development Goals of the UN 2030 Agenda, to ensure consistency with a global framework, and to contribute to achieving international priorities in terms of climate, inclusion, innovation and sustainable growth.

STAKEHOLDER ENGAGEMENT

For R. Bardi S.r.l., stakeholder engagement is a strategic driver to set the Company's ESG priorities, contributing to the construction of strong and long-lasting relationships, based on transparency, listening and the creation of shared value. The company adopts a structured approach to identify, understand and respond proactively to the needs and expectations of its stakeholders, thereby strengthening its role as a responsible player in the markets where it operates. In the stakeholder engagement process, R. Bardi has identified and classified stakeholder groups on the basis of the materiality and intensity of relationships.

The priority groups include:

EMPLOYEES

at the centre of the Company's strategy, recipients of an advanced welfare system

CUSTOMERS

Largely international, with whom direct and bespoke relationships are kept

SUPPLIERS

selected with transparency and sustainability criteria

INSTITUTIONS

Relationships based on legality and transparency

FINANCIAL STAKEHOLDERS

Banks and partners receiving a clear and comprehensive ESG reporting document

LOCAL COMMUNITIES

supported through sponsorships and donations

R. Bardi has also undertaken a formal commitment, with its Code of Ethics, approved by the Board of Directors, which precisely defines the principles of fairness, inclusiveness, responsibility and transparency in the relationships with all its stakeholders. Its whistleblowing arrangement, which is active and promoted internally, testifies to the commitment to ensuring a working environment based on trust and widespread responsibility and accountability.

The dialogue with stakeholders also feeds into the materiality assessment process, whereby the Company can precisely define the priority topics on which to base its sustainability strategy.

STAKEHOLDERS	FUNCTIONS INVOLVED	EXPECTATIONS	ACTIVITIES	ENGAGEMENT TOOLS	RESPONSE
Employees and trade union representatives	Human Resources	Sharing values, well-being, safety, employment security	Meetings and activities, regular interaction with the Unitary Workplace Union Structure	Meetings, training on safety, refreshment points, internal surveys, observatory, birth vouchers, leave policies, ergonomic desks	Trade union agreements, benefits, corporate welfare
Customers	Sales area	Higher mutual understanding, reliability and quality of service	Continuous contacts, regular meetings, technical support and project customisation	Customer satisfaction, technical reporting, newsletters, environmental audits at customers' premises, after-sales service meetings	Presentation of survey results and ongoing support
Suppliers of goods and providers of services	Purchasing	Continuity of supply, contractual fairness, technical cooperation	Annual selection, documentation update, meetings	Exchange of documents, conformity-related audits, on-site audits, master agreements	Transparent agreements and contracts
Institutions	General Management	Regulatory compliance, safety, contribution to local development	Institutional interactions, participation in calls for tenders, compliance and supervision	Formal relationships, financial statements, environmental and safety reports, audits	Financial statements, compliance reports, participation in events
Banks and lenders	Top Management and CFO	Financial stability, transparency, ESG performance	Targeted meetings, preparing documents for access to credit	Exchange of documentation, financial analyses, inclusion in ESG platforms	Financial agreements, bank ratings, access to funds
Local communities and society	Communication and PR	Enhancement of the regions, positive social impact	Participation in events, sponsorships, projects with schools	Donations to local authorities, participation in trade fairs, communication campaigns, school meetings, public events	Open events, social initiatives, school internships

MATERIALITY ASSESSMENT

The Materiality Assessment is a fundamental step on the sustainability path undertaken by R. Bardi.

Thanks to the materiality assessment, the environmental, social and governance (ESG) topics that are the most material for the Company and its stakeholders can be identified, laying the foundations for reporting that is consistent with the actual strategic and operational priorities.

The process adopted

The assessment was conducted in accordance with the GRI Standards, specifically GRI 3 (Material Topics), following a four-step structured approach:

1. Identification of the material topics: 16 ESG topics were selected and subdivided into the Environmental, Social and Governance spheres, consistent with the industry R. Bardi operates in and compliant with the main international standards.
2. Assessment of materiality for the organisation: the Top Management assigned a score from 1 to 10 to each topic, in accordance with its potential impact on the Company's strategies, operations and reputation.
3. Assessment of materiality for stakeholders: an internal comparison, supported by preliminary mapping, was conducted to estimate the priorities perceived by employees, customers, suppliers, local authorities and communities.
4. Calculation of the materiality rating: the scores were added together (materiality for the Company + materiality for stakeholders), generating an index from 1 to 10, then classified as follows:

RATING	MEANING
1 – 2	Very low impact
3 – 4	Low/medium impact
5 – 7	Material impact
8 – 10	Very material impact

Once the materiality scores for each issue had been assigned from both the organisation's and the stakeholders' perspective, the collected data were processed to build the materiality matrix, an essential visual tool to represent the company's ESG priorities in a clear and immediate way.

The materiality matrix is a two-axis graph that positions the 18 selected topics in accordance with their perceived materiality for the Company (X-axis) and for its stakeholders (Y-axis).

Thanks to this model, the most strategic topics can be clearly distinguished from those with secondary impact, facilitating the definition of areas on which to focus sustainability actions, corporate policies and future reporting activities.

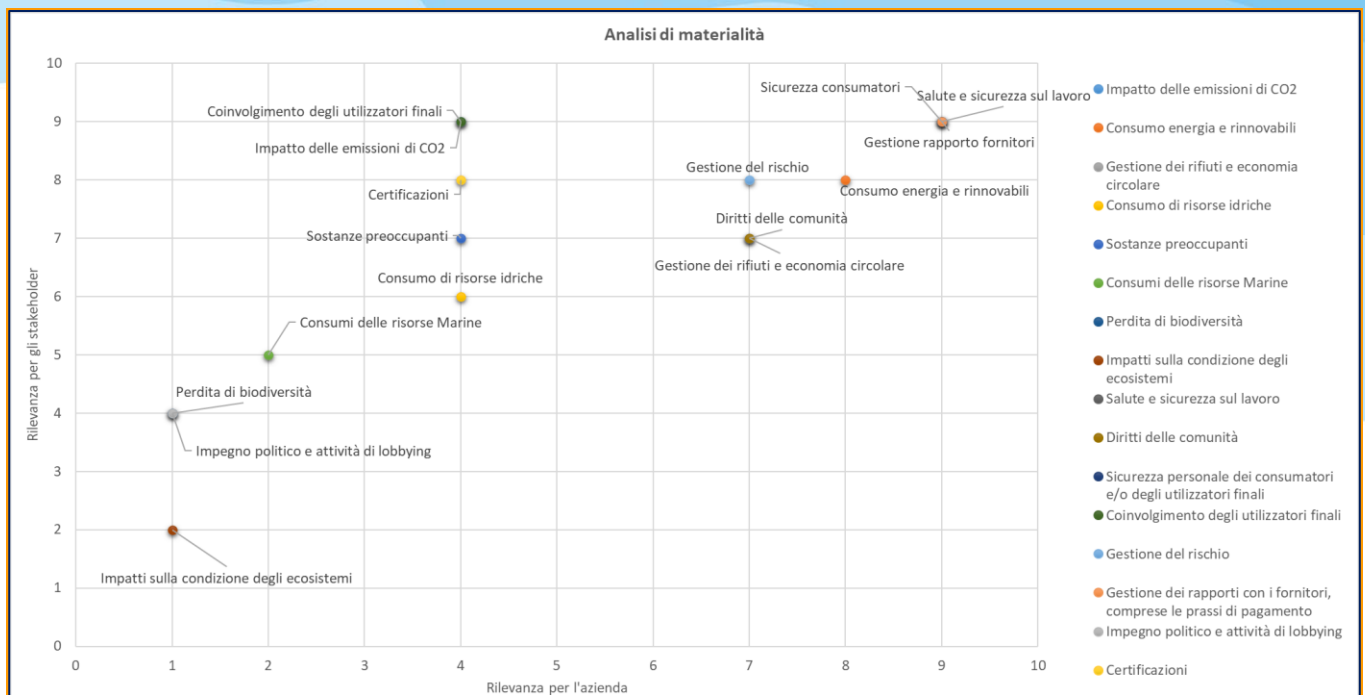
Specifically:

The upper-right quadrant ($X > 5$ and $Y > 5$) identifies topics classified as having **HIGH MATERIALITY**, i.e. those considered a priority from both perspectives. These are the topics on which R. Bardi has decided to focus his strategic efforts, as they represent the greatest levers of impact and improvement.

The topics placed in the other two side quadrants (with only one dimension greater than 5) are classified as being of **MEDIUM MATERIALITY**: they are important, but require further assessment or investigation over time.

The lower left quadrant ($X \leq 5$ and $Y \leq 5$) brings together topics having **LOW MATERIALITY**, which are currently perceived as less material for the business context, but which may evolve as a result of regulatory, technological or societal changes.

The resulting map, shown in the chart below, visually represents the results of this assessment, providing an objective basis for R. Bardi's ESG strategic planning, oriented towards the creation of long-term sustainable value.



Thanks to the materiality assessment made by R. Bardi S.r.l., the ESG topics that are the most material for the Company and for its stakeholders could be identified and graphically represented, mapping the main environmental, social and economic impacts.

The assessment was based on a scoring system from 1 to 10 and considered two axes of analysis:

The materiality for the organisation (in strategic, operational and reputational terms)

The materiality for its stakeholders (understood as perception, sensitivity and expectations of stakeholders).

The result has been represented in the materiality matrix, which highlights the 'most material' topics, i.e. those with the highest combined impact, in the top right-hand corner.

Below is the interpretation of the main evidence that emerged.

HIGH MATERIALITY

(Both coordinates >5 - 4th quadrant)

These topics are the **strategic priorities** for R. BARDI: they are considered highly material for both the organisation and its stakeholders.

- Occupational Health and Safety (9.9)
- Personal safety of consumers and/or end users (9.9)
- Management of relationships with suppliers, including payment practices (9.9)
- Energy consumption and renewable sources (8.8)
- Risk management (7.8)
- Waste management and circular economy (7.7)

MEDIUM MATERIALITY

(One coordinate >5, the other ≤5 - 2nd and 3rd quadrant)

Topics that are material for only one of the two dimensions (stakeholders or company): they deserve attention and constant monitoring.

- End-user engagement (4.9)
- Impact of CO2 emissions (4.9)
- Certifications (4.8)
- Substances of Concern (4.7)
- Consumption of water resources (4.6)

LOW MATERIALITY

(Both coordinates ≤5 - 1st quadrant)

Topics currently perceived as less strategic for the Company and its stakeholders. They may be revisited over time.

- Consumption of Marine Resources (2.5)
- Loss of biodiversity (1.4)
- Political engagement and lobbying (1.4)
- Impacts on the condition of ecosystems (1.2)
- Consumption of water resources (4.6)

Visual synthesis:

MATERIALITY	CLASSIFICATION CRITERION	MAIN TOPICS
HIGH	$X > 5$ and $Y > 5$	Consumer and worker safety, consumed energy, relationships with suppliers, risk management, waste management and circular economy, rights of communities
MEDIUM	$X > 5$ or $Y > 5$ (but not both)	Customer engagement, use of substances of concern, CO2 emissions, certifications, consumption of water and marine resources, lobbying
LOW	$X \leq 5$ and $Y \leq 5$	Biodiversity, ecosystems

The results of the conducted materiality assessment provide **strategic guidance for the entire reporting process and for setting the Company's ESG priorities**.

The clear identification of the topics in accordance with their materiality for the organisation and its stakeholders enables efforts and resources to be directed towards the highest impact and shared value areas.

Consistently with the **GRI 2021 Standards 2021** and the criterion of **proportionality and materiality of impacts**, R. Bardi decided to adopt a **differentiated level of reporting** based on the positioning of topics in the materiality matrix:

- **HIGH MATERIALITY topics** (located in the upper right quadrant) will be subject to **in-depth and structured reporting**, including quantitative data, the related GRI indicators, improvement targets and qualitative analysis.
- **MEDIUM MATERIALITY topics** will be **monitored and reported in summary form**, favouring a descriptive and functional approach, also with a view to progressive improvement and alignment with stakeholders' emerging needs.
- **LOW MATERIALITY topics** will be **minimally reported or not reported at all**, as they are currently considered non-strategic for the Company's core business and for the direct impacts generated by R. Bardi. Nonetheless, these issues will continue to be **kept under observation and reassessed periodically**, consistently with the dynamic matrix principle.

This approach ensures **transparency, consistency and proportionality** in non-financial performance reporting and enables the Company to focus on the areas having higher significance and impact, without dissipating the informative effectiveness of the sustainability report.

The materiality assessment will be updated on a regular basis to reflect any evolutions in the applicable legislation and regulations, in the industry and in the socio-environmental context, and to ensure that ESG reporting always remains aligned with legitimate stakeholder expectations and R. Bardi's strategic priorities.

The protection of **occupational health and safety** is a core and non-negotiable value for R. Bardi S.r.l.

The Company sees the work environment as a space where people should feel protected, respected and valued, and therefore constantly invests in **preventive measures, protective tools, safety culture and physical and mental well-being**.

Within the conducted materiality assessment, the topic was identified as one of the **most material** ones (score 9/9), giving evidence of strong consistency between the Company's strategic priorities and the expectations of its employees and internal stakeholders.

OCCUPATIONAL HEALTH AND SAFETY

Policies and tools adopted

In accordance with GRI standard 403, the Company has adopted an **integrated safety management system**, which includes:

- Periodic risk assessment in all departments and updating of the Risk Assessment Document (Italian acronym DVR);
- Mandatory training and regular updates for all workers on **safety procedures, use of PPE, emergency management** and first aid;
- Presence of competent professional figures (Head of the Prevention and Protection Service, competent physician, Workers' Representative for Safety);
- Systems for constant monitoring of sick leaves, days lost due to injuries and medical leave, aimed at deploying targeted corrective measures.

KPIs and 2024 employment data - GRI 401

TOTAL NUMBER OF EMPLOYEES

53

AVERAGE AGE

43.9 YEARS

AVERAGE LENGTH OF SERVICE

9.5 YEARS

EMPLOYEES UNDER OPEN-ENDED
CONTRACTS

51

EMPLOYEES UNDER FIXED-TERM
CONTRACTS

2

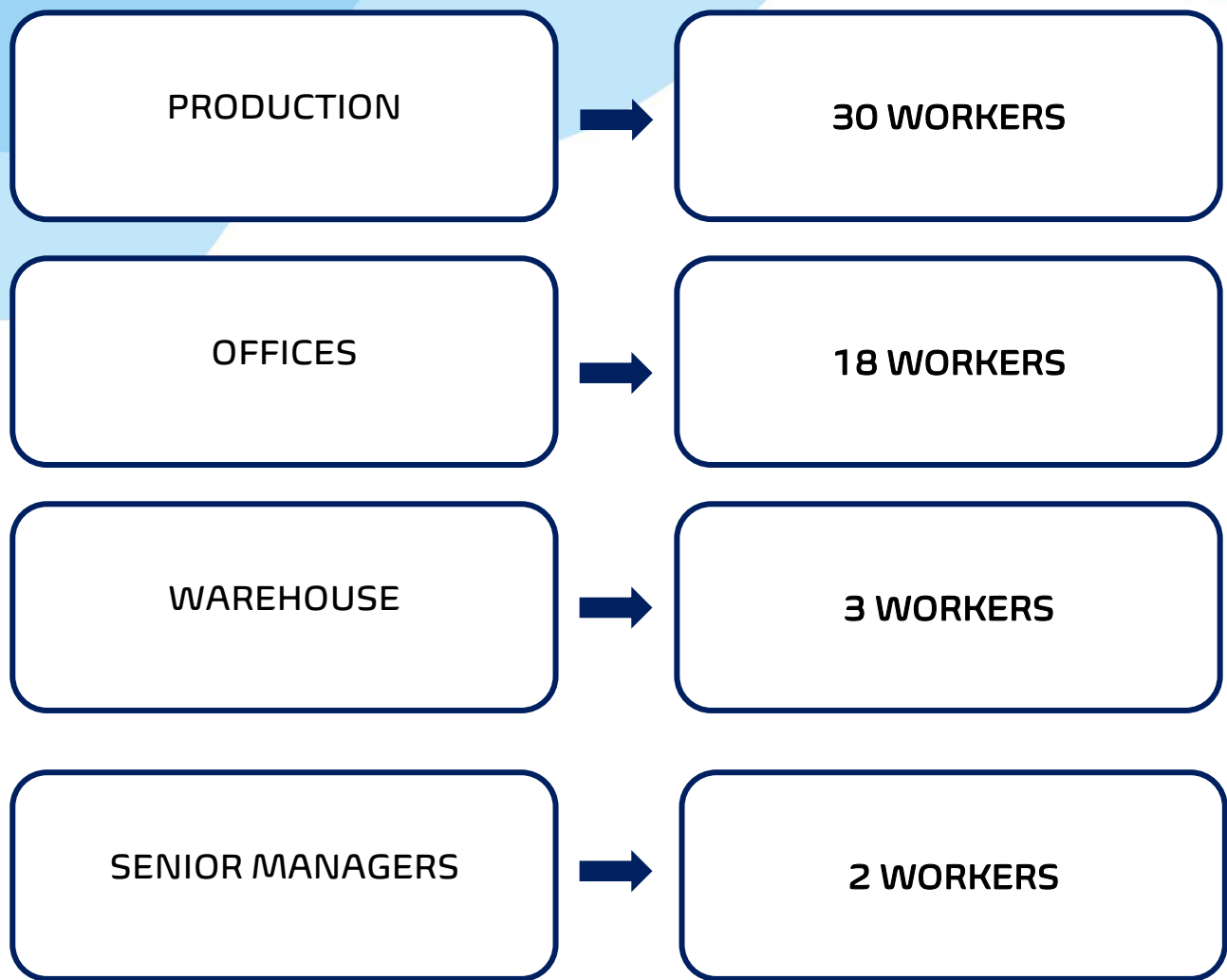
BREAKDOWN BY CONTRACT TYPE

BLUE-COLLAR WORKERS

→ 27

WHITE-COLLAR WORKERS

Breakdown by department



In 2024, the Company closely monitored **absences for sick leave**, using a daily tracking system. The **summary report** showed the key indicators given below:

- **Total hours of sick leave recorded:** 1,382.50 hours
- **Employees involved:** 29 (out of a total of 53, i.e. about 55%)
- **Average hours of sick leave per employee involved:** about 47 hours/year
- **Days of absence for family leave and social protection:** 1 additional day granted for paternity, as per the Company agreement
- **Internal information/training days:** 8 hours per employee based on substantiated cases (e.g. June 2024)
Safety training accounted for the vast majority of total training hours.

These data were also analysed with the support of the Unitary Workplace Union Structures (Italian acronym RSU), as stipulated in the **Report of Agreement of 14 April 2023**, whereby the shared commitment to continuous improvement in working conditions was reasserted.

Supplementary agreements and protection

In the year, some **individual welfare and protection measures** were strengthened, including:

- **Severance pay advance in case of illness** (up to 50%), to financially support workers with serious health problems, on a voluntary basis;
- **Saturday overtime pay**: to incentivise overtime work on bank holidays with an additional allowance;
- **Time off and working hours flexibility (ROL)**: possibility to use the hours also in groups of 8, or to accumulate over the next two years;
- **Active paternity**: awarding of an **additional paid day** upon birth/adoption, to be used within one month.
- **Supplementary healthcare cover through the Metasalute Fund**, given to all employees, which provides additional healthcare services, specialist examinations, diagnostic tests and cover for extraordinary events.
- **Agreement with the 'Atto Primo' restaurant in Fidenza**, which provides a **10% discount on the à la carte menu**, valid every day of the week for lunches and dinners, reserved for the Company's employees having our badges.

These initiatives testify to a **proactive and participative** approach, where safety is not just a regulatory obligation, but a **cultural and management element that is core** to R. BARDI's identity.

Future Commitments

To establish its health and safety culture even further, R. Bardi is committed to:

- Integrating H&S performance indicators into the ESG corporate management system in compliance with GRI 403 standards
- Strengthening employee engagement in monitoring and proposing improvement measures;
- Adopting digital tools for immediate reporting of near-misses or anomalies in operational processes.

The focus on occupational health and safety does not end with regulatory compliance, but, for R. Bardi, it is a true **driver of sustainability, quality and competitiveness**.

The continuous dialogue with workers, the commitment to training and the adoption of welfare tools give evidence of an integrated and forward-looking vision, consistent with the **Company's values** and the **Sustainable Development Goals** (specifically SDG 3 - Good health and well-being and SDG 8 - Decent work and economic growth).

PERSONAL SAFETY OF CONSUMERS AND/OR END USERS

For R.BARDI, protecting the **safety of consumers and end users** is a core and essential principle and an integral part of corporate responsibility.

The company operates in a high-tech manufacturing industry - as it manufactures equipment for washing water and beverage containers and bottling thereof - where the reliability and hygiene of the provided solutions directly affect **public health and food safety**.

In this context, the Company adopts an approach based on **prevention, quality and continuous control**, consistently with the requirements of **GRI 416**, which calls for organizations to identify and manage potential impacts on the health and safety of customers throughout the life cycle of their products and services.

Systems and measures to protect health and safety

The technologies developed by R. Bardi are designed to ensure the achievement of the **highest standards of sanitisation, sterilisation and hygiene**, through innovative solutions such as:

- **High-temperature washing cycles**, calibrated to eliminate all organic residues and contaminants;
- **Controlled rinsing and chemical disinfection modules** (compliant with the national and international beverage and food-grade regulations and standards);
- **Certified components of food-contact**, corrosion-resistant and detergent-friendly materials;
- **Production traceability** systems and in-house testing to ensure technical and functional conformity before shipment;
- Procedures for **validating the effectiveness of hygiene treatments**, shared with the end customers.

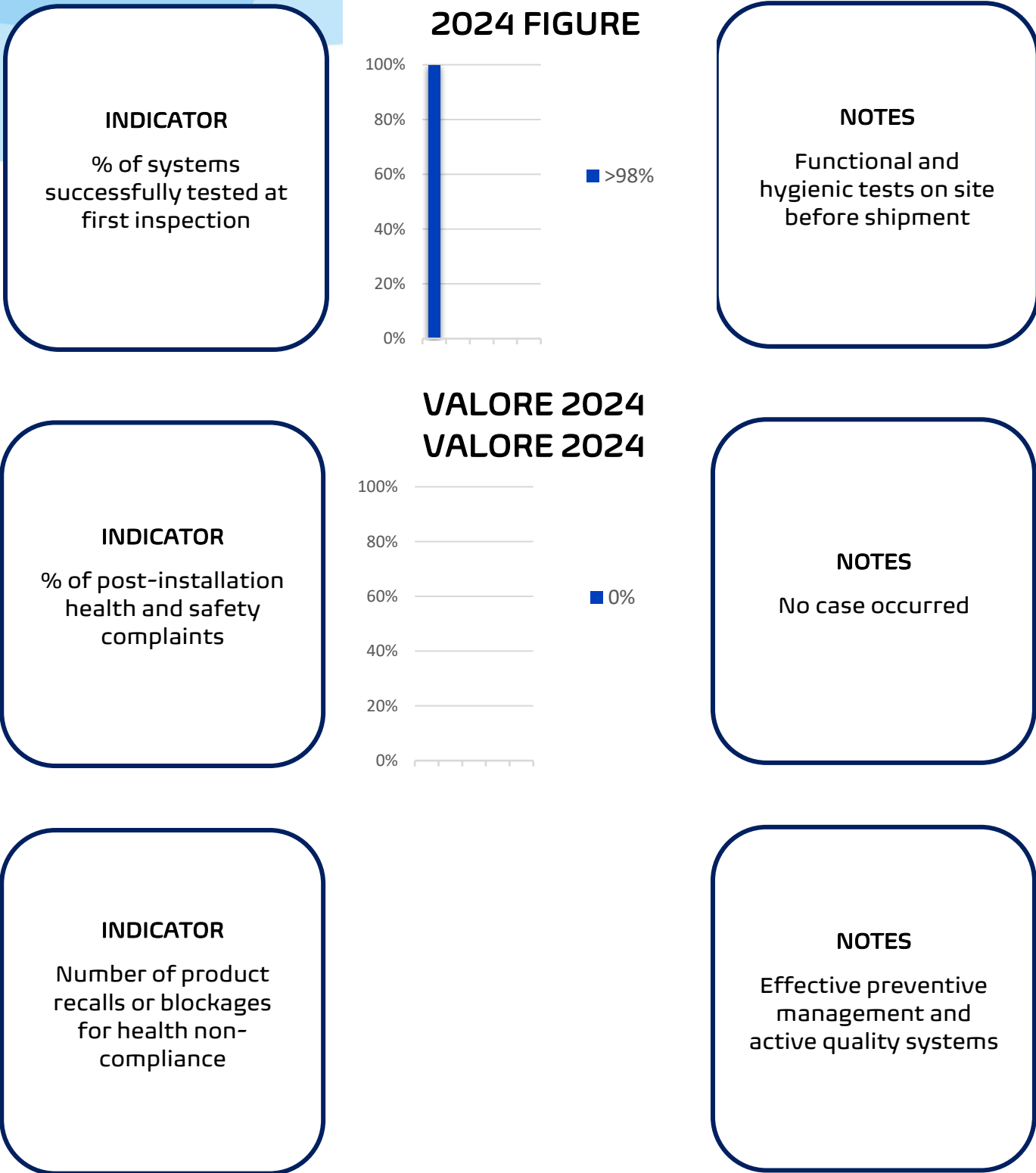
Leadership built on trust

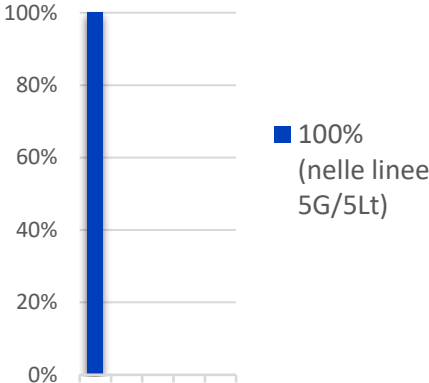
With **75 years of experience** and more than **2,000 glass bottle washers** and **450 HOD (5 Litre/5 Gallon) lines** installed worldwide, R. Bardi is today a global benchmark for companies that demand **the highest standards of quality, safety and hygiene**.

Every unit shipped undergoes **rigorous quality and safety checks**, with special attention paid to compliance with technical and regulatory specifications in the various target markets (USA, Latin America, Middle East, Europe, Africa and Asia).

KPIs and risk management

Some Key Performance Indicators used for monitoring customer safety include:



INDICATOR Number of voluntary technical reviews on installed systems	6	NOTES Improvement initiatives promoted by R. BARDI
INDICATOR % of traceable critical components	VALORE 2024  <p>A bar chart titled 'VALORE 2024' with a vertical axis from 0% to 100% in 20% increments. A single blue bar reaches the 100% mark. A legend indicates '100% (nelle linee 5G/5Lt)'.</p>	NOTES Complete traceability system for the main functional modules
INDICATOR Total shipments in 2024	558	NOTES Of which: 531 spare parts, 5 bottle washers, 19 HOD lines, 1 one-way line, 2 Be Big lines
INDICATOR Technical audits of components and machinery	Expected at every stage of production	NOTES Including health-hygiene inspections on the modules in contact with the fluid

The Company's policy requires that, in the event of even **the slightest risk to the safety of end users**, extraordinary procedures for assessment, reporting to the customer and corrective action, even remotely, be triggered.

R. Bardi holds the **safety of its customers and end users** not only as a technical requirement, but as an **ethical value** guiding every stage of the work: from design to after-sales.

Ensuring safe products means building **relationships of trust**, strengthening corporate reputation and actively contributing to **collective well-being**, in line with the Sustainable Development Goals (SDG 3 - Good health and well-being, SDG 12 - Responsible consumption and production).

For this reason, safety will be **monitored continuously and transparently in the next reports**, in order to maintain an internationally recognised level of technical and human excellence.

Future Commitments

In the wake of what has already been achieved and with the aim of **maintaining and improving safety standards for consumers and end users**, in the coming years R. BARDI is going to:

- **Strengthen internal health and hygiene testing and validation protocols**, with the go-live of automated monitoring tools and digitalization of quality controls on each line;
- **Extend the system for traceability of critical components** throughout its supply chain in order to prevent any possible safety-related issue;
- **Increase internal training** for technical and design personnel on regulations, technologies and innovations in product safety;
- **Improve its dialogue channels with customers**, through the structured collection of post-installation feedback and the creation of an active surveillance system on the machinery use;
- **Develop a new generation of 'safety-driven' plants**, designed in accordance with the latest hygiene, ergonomics and automated risk management criteria, integrating the specific requirements of more highly regulated markets (e.g. USA, Canada, EU).

Through these commitments, R. Bardi intends to strengthen its reputation even further as a **reliable and proactive partner in public health protection**, contributing to the development of increasingly safe, transparent and sustainable manufacturing supply chains.

MANAGEMENT OF RELATIONSHIPS WITH SUPPLIERS, INCLUDING PAYMENT PRACTICES

For R. Bardi, supply chain management is a strategic scope for sustainability, combining operational efficiency, social responsibility and respect for the environment.

The Company is aware of the importance of building **long-term relationships with reliable partners**, sharing the same ethical, quality and environmental values.

The adopted approach is based on:

- **Transparent criteria for the selection and qualification of suppliers;**
- **Periodic controls on the quality and technical conformity of purchased materials;**
- **Responsible payment terms**, which are consistent with the Company's liquidity and do not transfer financial imbalances along the value chain.

Supplier profile and procurement strategy

R. BARDI procures from a network of suppliers selected **exclusively in Italy and Europe**, to ensure continuity, traceability and high-quality standards.

Strategic suppliers operate in the sectors of precision mechanics, industrial electronics, certified food contact materials, automation and packaging.

Payment Practices and business fairness

R. Bardi applies payment policies **aimed at ensuring fairness and compliance with the terms agreed on** with each supplier, favouring especially SMEs and more technology-intensive partners.

The agreements lay down:

- Clear and defined payment terms (typically 30/60/90 days);
- **Payments on account for specialised or customised work ;**
- Timely monitoring of invoice status through ERP systems.

There are no open complaints lodged or pending disputes started by suppliers for systemic delays in payment.

Integration of ESG criteria in supplier selection

In accordance with GRI 308 and 414, in 2024 R. Bardi started a process to **integrate environmental and social criteria** in the assessment and rating of suppliers, through:

- Request for **voluntary environmental disclosures** or being certified in accordance with the ISO 14001/ISO 45001 standards;
- Preference for partners having **substantiated ethical practices**, health and safety, worker protection;
- Pilot projects with suppliers adopting **recyclable or environmentally friendly materials**.
- Accurate assessment of suppliers' **financial soundness**, to ensure supply continuity

KPIs - Relationships with suppliers (2024)

INDICATOR	2024 FIGURE
% of long-term suppliers (>3 years)	70%
% of Italian suppliers	85%
Strategic suppliers monitored with technical/quality audits	100%
% of invoices paid on time	>99%
Complaints lodged/disputes started by suppliers over payments	0

Future Commitments

R. BARDI intends to strengthen its **sustainable supply chain management** even further through:

- Adoption of a **supplier code of ethics**, to be shared and signed at the start of the business relationship;
- Adoption of an **internal ESG rating system** to assess the environmental and social performance of key suppliers;
- Training of procurement personnel on **sustainable procurement and supply chain impact assessments**;

ENERGY CONSUMPTION AND RENEWABLE SOURCES

Sustainable energy management is a strategic axis in our ecological transition.

The topic was ranked as having high materiality (score 8.8/10) in the double materiality assessment, showing strong alignment between corporate goals and the expectations of stakeholders, international customers and institutional partners.

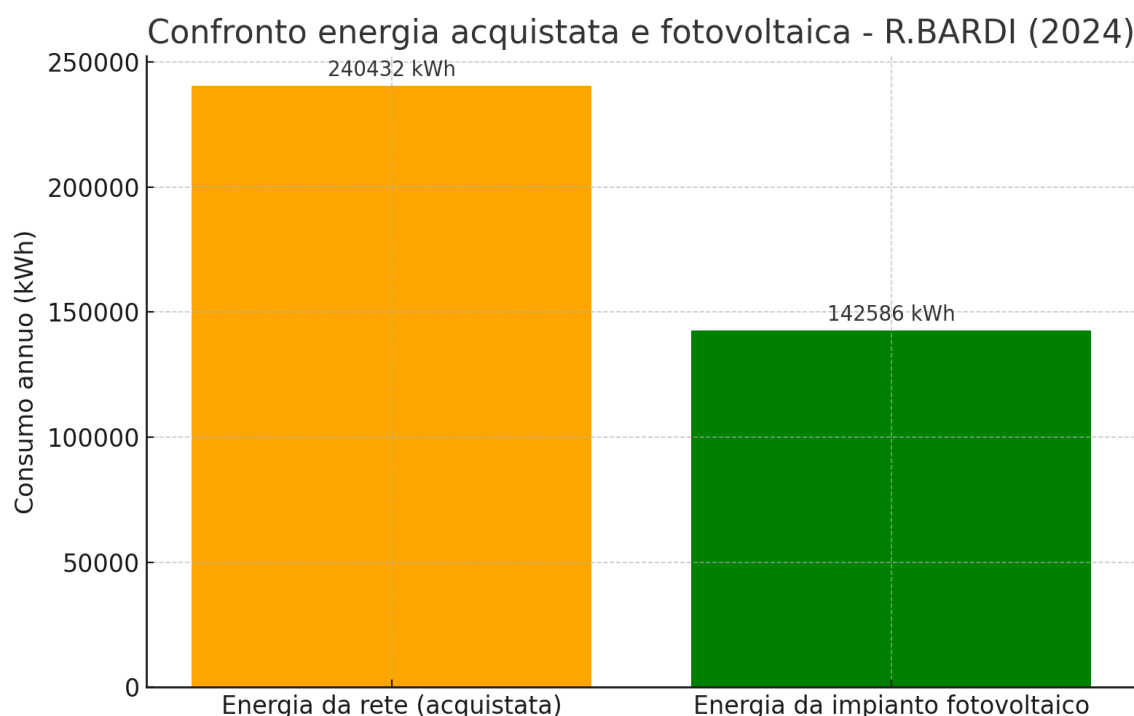
Overview and implemented initiatives

In 2024, R. Bardi strengthened its environmental commitment even further through:

- The go-live of the **Company's photovoltaic system**, with a nominal power of 198.38 kWp, installed on the roof of the factory in Fidenza (PR);
- The progressive optimisation of energy loads and the use of high-efficiency machinery (making use of the benefits of the **Industry 5.0** transition plan);
- **Monthly monitoring** of energy consumption and costs, based on monthly bills breaking them down (source: Gas Sales Energy);
- The exclusive use of electricity from the grid with certification of origin.

2024 data - Comparative Analysis

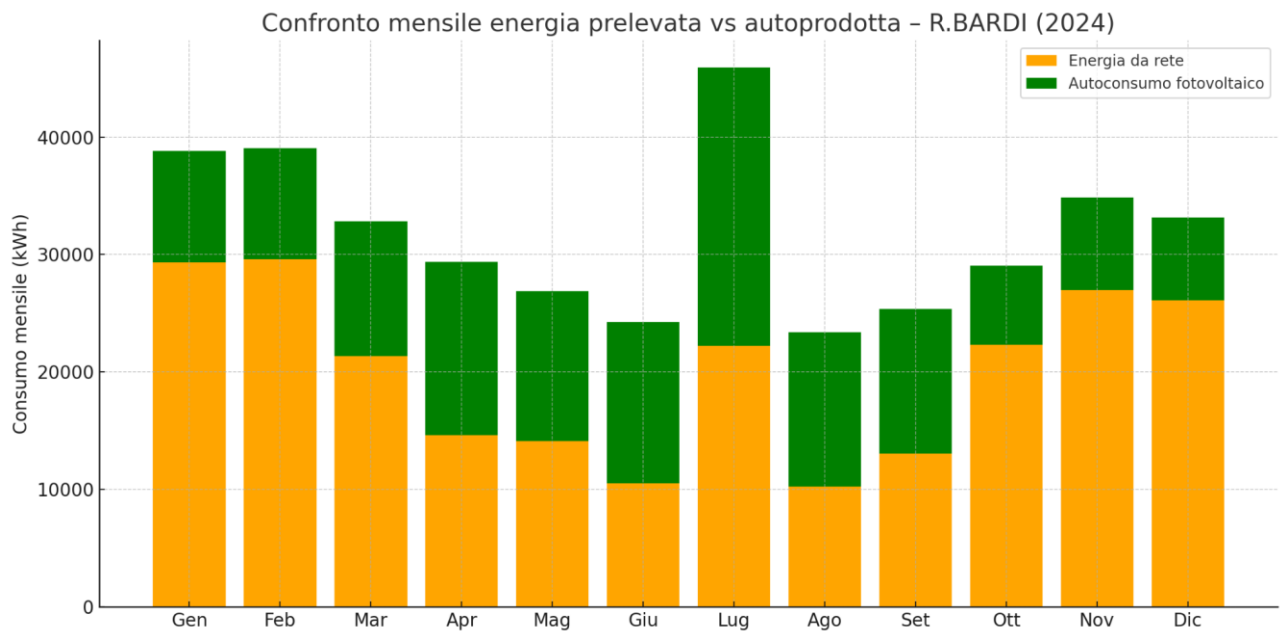
The Company posted an annual energy consumption of 240,432 kWh from the grid, and photovoltaic production, estimated at 142,586 kWh, resulted in direct cost savings and in a significant reduction in emissions.



The coefficient issued by the Italian Institute for Environmental Protection and Research (Istituto Superiore per la Protezione e la Ricerca Ambientale or ISPRA) WAS used to calculate emissions and came to **0.296 kg CO₂/kWh** for the year 2023. The energy mix reported by supplier Gas Sales (2022) shows a 42% portion from renewable sources, while the fossil component (natural gas + coal) accounts for about 51% of the total, with other sources accounting for 7%

SOURCE	ANNUAL CONSUMPTION (KWH)	CO EMISSIONS ₂ (T) - LOCATION BASED
Energy from the grid (purchased)	240432	71.17
Energy from photovoltaic system	142,586	0.00 (CO ₂ avoided)

Using the energy generated by its photovoltaic system, the Company avoided the emission of CO₂ equal to 42.21 t CO₂eq



The comparative monthly electricity chart for R. Bardi S.r.l. in 2024 clearly and effectively shows the balance between energy drawn from the grid and self-consumed as generated by its own photovoltaic system.

A commented breakdown of the main trends is given below:

- **Spring and summer (April-August)** show a marked increase in photovoltaic energy self-consumption: monthly figures ranged between 13,000 and 24,000 kWh, with July accounting for the highest peak (23,712 kWh).

This trend is consistent with the intensity of solar radiation in the central months of the year, which maximises the system's output.

- **In the winter and autumn months (January, November, December),** the portion of energy from the grid increases, with peaks exceeding 26,000-29,000 kWh.

This reflects lower solar production and higher heat demand, typical of the cold months.

- **Maximum efficiency of the hybrid system in July**

July is the month with the highest photovoltaic coverage: self-consumption almost equals withdrawal from the grid (23,712 kWh vs 22,236 kWh), contributing to the monthly record of autonomous production.

- **Balanced energy mix**

In 2024, R. Bardi's energy system achieved an interesting balance: more than 37% of the total consumed energy was self-produced, improving independence from the grid and reducing emissions.

Future Commitments

To improve energy efficiency and environmental sustainability even further, in the coming years R. Bardi S.r.l. is going to:

- **Expand its installed photovoltaic capacity**, with the goal of exceeding 50% of its electricity need covered by 2026;
- **Monitor its carbon footprint** (Scope 1, 2 and 3), in line with the GRI standards and stakeholder expectations;
- **Actively engage employees** in energy-saving awareness campaigns;

RISK MANAGEMENT

The risk governance system is an integral part of the ESG strategy and is based on a solid internal control architecture, geared towards the prevention of damaging events and the monitoring of working conditions.

Safety-related risks

The implemented model is inspired by the best practices set out by Italian Legislative Decree 81/08 and the GRI Standards, specifically GRI Standard 403 - Occupational Health and Safety, and provides for:

- Periodic risk assessment in each production department;
- The preparation and updating of the Risk Assessment Document (Italian acronym DVR);
- The identification of responsibilities and roles through qualified figures (Head of the Prevention and Protection Service, competent physician, Workers' representative for safety);
- Mandatory and specialist training for all personnel, with constant updates;
- A digital system for recording absences and critical events, also used for preventive analyses and synthetic indicators;
- Active involvement of trade union representatives and of the Safety Committee in strategic decisions.

The adopted approach is based on criteria of shared responsibility and widespread participation: safety is considered not only a regulatory obligation, but a core organisational value and an integral part of the corporate culture.

Control measures are not limited to compliance with minimum legal thresholds, but aim at building a resilient, safe and sustainable work environment.

Consistently with these principles, R. Bardi adopts an integrated vision of risk governance, based on:

- Strict compliance with the applicable legislation and regulations, relying also on a system of continuous updating;
- A conservative assessment of business risks, including at the design and marketing stage.
- Credit risk insurance cover
- Decisions being always traceable and accompanied with supporting evidence, as a guarantee of internal accountability; backup of sensitive data.
- The adoption of disciplinary procedures to manage any breaches in terms of conduct or operations, based on proportionality and impartiality criteria;
- The protection of the Company's reputation as a strategic asset to be safeguarded by fair, loyal and socially ethical conducts.

The internal control system as a whole is geared towards structural prevention of adverse events, as we are aware that long-term sustainability depends on the company's ability to detect early, assess and manage its vulnerabilities.

From this perspective, risk culture is an integral part of our corporate culture and permeates all corporate functions: from the top management to operational lines, from accounting systems to interactions with suppliers and external stakeholders. As also reasserted in the institutional profile, *'R. Bardi continues to manage the Company with special attention to the professional growth, health and safety of each employee, without ever forgetting the protection of the environment'*

Risks associated with customer portfolio variability

In the risk governance scope, increasing attention is being paid to **revenue concentration and the geographical and sectoral variability of our customers**, recognising these dynamics as a structural component of business risk.

The Company operates in over **60 foreign markets**, with a commercial footprint spanning **Europe, the Middle East, Asia, Africa and the Americas**, and a customer portfolio consisting of both public and private companies, operating mainly in the beverage and bottling industry.

The analysis of the 2024 data reveals **some important facts**:

- **High concentration of revenue on few large customers**: specifically, the top 10 customers account for over **40% of the total sales value**, with significant peaks in countries such as **Saudi Arabia, Mexico, Belgium, Italy and Indonesia**.
- Some foreign customers show **cyclicity related to complex project orders**, which can generate **inter-annual variability in revenues** and consequent financial, logistical and currency exposure.
- The presence of **significant credit notes** on some large customers is evidence of a need to strengthen contract management.

This multi-level exposure means that the company needs to:

- **Monitor concentration risk systematically**, including through tools such as stress tests and cash flow forecast scenarios;
- **Diversify its customer portfolio and target countries**, and strengthen its operations in secondary markets with greater regulatory and credit stability;
- **Strengthen contractual guarantees** for high-risk customers with instruments such as letters of credit, export credit insurance or prepayment;
- Adopt **commercial risk assessment** indicators, such as internal customer ratings, analysis of the order-delivery-payment cycle, examination of historical data about time to collection.

WASTE MANAGEMENT AND CIRCULAR ECONOMY

R. Bardi S.r.l. holds proper waste management and efficient use of resources as core elements of its environmental strategy, in line with the circular economy principles and the achievement of the Sustainable Development Goals (SDG 12 - Responsible Consumption and Production).

The Company is aware of the potential environmental impact of its production activities, especially as regards packaging waste, metals, processing materials and technological components.

For this reason, it adopts a management system based on traceability, reduction and recovery of the waste it generates.

Principles and Key Actions

The model adopted by R. Bardi is based on:

- Waste sorting at source in all production departments and administration offices;
- Exclusive delivery to authorised facilities, with control over EWC codes, traceability of the Modello Unico di Dichiarazione Ambientale (MUD, environmental declaration single form) and document accuracy;
- Prevalence of recovery (R) over disposal (D), as required by the European Waste Hierarchy;
- Personnel training in proper waste sorting and reduction practices;
- Systematic monitoring via waste record and internal platforms for accounting.

ENVIRONMENTAL INDICATOR	2024 FIGURE
Total quantity of waste delivered	50,760 kg
Total number of disposal operations	13 deliveries
Average quantity per operation	3,904.6 kg
% of operations with recovery (R)	92.31%

Operational waste management was developed through **13 annual deliveries**, organised in a centralised and tracked manner.

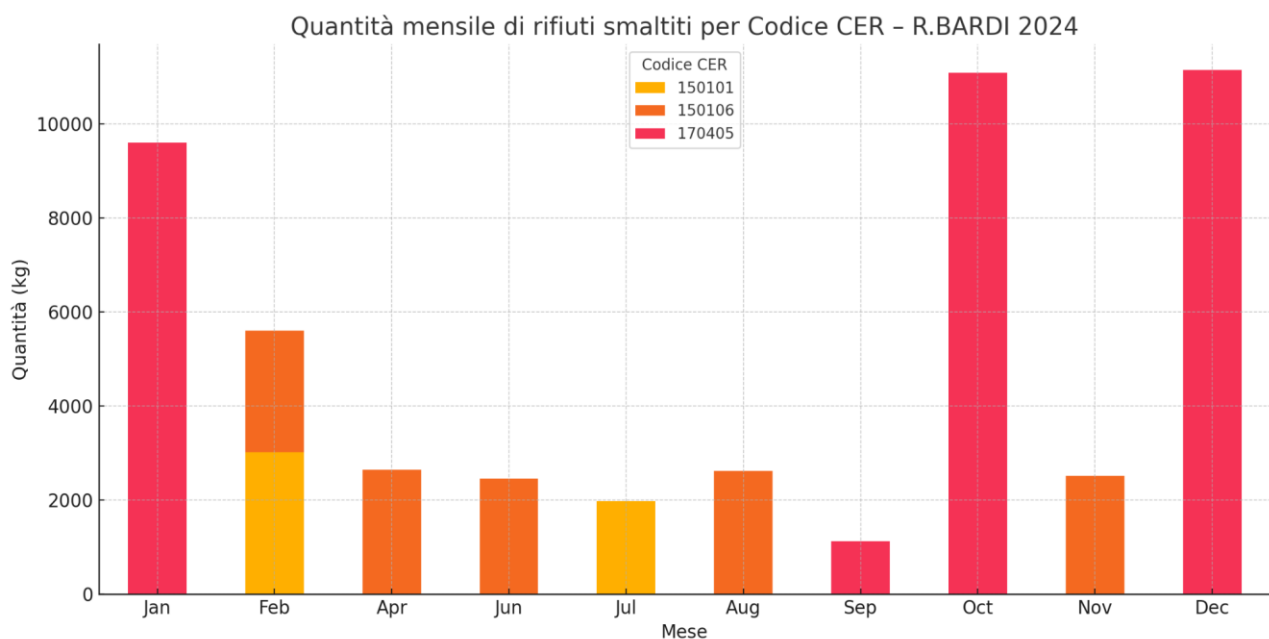
This approach mitigates the risks associated with **prolonged storage**, while ensuring **full regulatory compliance** through accurate and exhaustive documentation (loading and unloading records, forms, environmental declaration single forms).

Each operation resulted in an average of about **3,900 kg per delivery**, giving evidence of an **efficient logistics model**, which favours full loads and reduces unnecessary handling.

This type of planning optimises both management costs and the impact of transport, indirectly contributing to the reduction of climate-changing emissions.

In 2024, R. Bardi managed a total volume of **50.76 tonnes of waste**, a figure that, for a company in the manufacturing sector, remains **low** and consistent with a system based on **prevention at source** and **proper separation of production and administrative flows**.

This result gives evidence of the effectiveness of the Company's policies aimed at reducing its environmental impact right from the design and procurement stage.



RIGHTS OF THE COMMUNITIES:

Attention to employee welfare

The Company has developed a comprehensive set of measures that protect and promote the social, income and family rights of its employees, including:

- Active whistleblowing: formal and confidential channel for reporting any conduct contrary to legality and ethics;
- Stable contracts and protection of skills: preference for open-ended contracts to enhance training investments;
- Employee severance benefits and supplementary pension schemes: agreements with external managers for supplementary pension schemes (e.g. Medavita, Mediolanum);
- Minimum turnover: evidence of employee loyalty and satisfaction;
- Tangible benefits: Coop grocery and fuel vouchers amounting to € 200 on the 13th monthly pay;
- Company car and salesman insurance: assignment to two sales executives, with accident and death coverage;
- In-house canteen at a reduced cost (€ 1.80/meal), with service between 12 noon and 1 pm;
- Comfort in the workplace: air conditioning even in production departments, protected and remote-controlled parking spaces for all employees;
- Customised ergonomics: workbenches designed according to the height of each worker;
- No recourse to lay-offs, even in times of crisis: the company preferred to produce for stock rather than stop work;
- Active paternity: in 2023 all three new fathers took advantage of the extra day given voluntarily by the Company. Another birth is expected in December 2024.

Training and cooperation with schools

The commitment to the younger generation is put in practice through active cooperation with technical and vocational training institutions:

- Internships activated in 2023: 2 students from the ITIS vocational school (80 hours each) + 1 person from Forma Futura vocational training institution (2 months);
- Internships activated in 2024: 2 students from the ITIS vocational school for 3 weeks (120 hours each).

These experiences represent a bridge between school and business and promote vocational orientation and job placement in the mechanical-manufacturing sector.

Occupational health and safety

Occupational safety is held as a fundamental and inalienable right. The Company strictly applies the Italian National Collective Bargaining Agreement for the metalwork and mechanical sector, in particular with regard to:

- Training pursuant to Italian Legislative Decree 81/08;
- PPE control and verification of procedures;
- Internal accident record, updated annually (1 minor accident in 2024, data already analysed in the health and safety section).

Despite the presence of highly hazardous machinery (overhead cranes, presses, cutters, heavy carpentry), R. Bardi stands out for a very low frequency and severity rate, evidence of a safe and well-managed work environment.

Initiatives to the benefit of the community

In 2024, the Company reasserted its commitment to the Fidenza area and local social entities through substantiated contributions and sponsorships, including:

- €2440 to the Municipality of Fidenza for the sponsorship of the *Gran Fiera di San Donnino*, an annual city event;
- €500 to 'I.I.S. Berenini' upper secondary school for the 'Tenth Day of Technical and Scientific Culture';
- €2000 to the Italian Red Cross - Fidenza Volunteer Organization Committee, to support institutional activities in the health and emergency scope CRI_001;
- €192.50 to Cooperativa Arcobaleno ETS, as a contribution for social assistance and integration initiatives in favour of people with disabilities.

TAXATION AREA

Commitment and general principles

The Company is aware that taxation plays an essential role in the proper functioning of economies and the financing of public services.

In this context, the Company's approach to taxation is based on the following principles:

- Regulatory compliance: full compliance with all applicable legislation and regulations on taxation in the country where the Company operates;
- Transparency and cooperation: open and transparent cooperation with tax authorities;
- Alignment with business substance: tax transactions reflect the real business activity of the Company;
- Rejection of aggressive tax planning: no adoption of artificial structures or transactions without business substance aimed at obtaining undue tax advantages;
- Equity and social responsibility: awareness of one's role as a responsible taxpayer in the community.

Tax strategy

The Company's tax strategy is focused on adopting conducts that are fully compliant with the relevant tax legislation and regulations so as to support the creation of sustainable value in the long term.

Therefore, the management of taxation is geared towards:

- Quantifying the correct tax burden in compliance with the law;
- Mitigation of tax risks through internal control processes;
- Minimisation of tax disputes through constant and collaborative dialogue with the authorities.

Managing relations with tax authorities

The Company has always a cooperative approach to the tax authorities, based on constant dialogue and the principle of '*compliance first*'.

The relations are based on the accuracy, timeliness and completeness of the information provided.

Responsibility for tax governance

Responsibility for corporate taxation lies with the Board of Directors, which internally shares and makes all major decisions in this area.

The Company also has a Board of Auditors, which consists of three members, has also the role of statutory auditor and shall ensure that tax policies are adopted in full compliance with the law, as well as external tax advisors in charge of both seeing to periodic tax obligations and of the preparation of specific opinions in the event of particular or unclear cases.

Tax risk management and control system

The tax risk management system is based on an internal control model that provides for:

- Mapping of material tax risks;
- Standardised procedures and controls for the main risk areas (VAT, direct taxes);
- Tax compliance management via management software;
- Continuous coordination with external tax advisors for the handling of doubtful cases.

Tax decision-making processes

All decisions with a significant tax impact are assessed internally by the Chief Financial Officer and, if necessary, brought to the attention of the Management Body or the Control Body.

Very complex or very uncertain issues are submitted to external tax advisors to obtain their opinion and, where appropriate, are discussed in advance with the tax authorities.

Training and compliance culture

The Company promotes a corporate culture of tax compliance through periodic training activities for its personnel in the administration and tax area and through the dissemination of internal tax policies and guidelines.

Interaction approaches

The Company establishes and maintains a cooperative, transparent and proactive relationship with the tax authorities, consistently with the principles expressed in its tax strategy. Specifically:

- It responds promptly to and cooperates proactively on all requests for clarifications, documentation and audits by the tax authorities.
- In the presence of uncertain interpretation, the Company may apply to the competent tax authority for a tax ruling.

Frequency and nature of interactions

In the reporting year, the Company had interactions with the tax authorities in the following main scopes:

- Ordinary obligations: filing of tax returns, payments, periodic communications.
- Document checks: responses to requests for documents relating to tax returns through the Company's advisors.
- On the other hand, there were no tax assessments and no accesses nor audits by the tax authorities.

In this regard, it should be noted that, over the last twenty years, the Company has undergone two tax assessments, one initiated in 2012 in relation to the year 2009 and another initiated in 2022 in relation to the year 2019.

To that effect, it should be noted that, giving evidence of the effectiveness of the tax strategy adopted by the Company based on a prudent approach in applying tax legislation and regulations, both of the aforementioned tax audits ended without any findings by the tax authorities.

Management of disputes or litigation

The Company is committed to limiting tax litigation through preventive risk management and open discussion with the authorities.

However, in cases where it is necessary to protect its position, the Company makes use of the remedies provided for by law (verification with acceptance or composition, tax appeal, mediation, etc.).

There were no significant tax disputes pending in the reporting period.

Transparency and reporting

In accordance with the principles of accountability and transparency, the Company constantly monitors, also through its consultants, any developments in the applicable legislation and regulations and orientations in case law on tax matters, and undertakes to provide its stakeholders with clear and accurate disclosures on the tax contribution paid and any pending disputes, in compliance with the applicable legislation and regulations on confidentiality and secrecy of investigations.

Main tax payments made in the reporting year

Below is a summary breakdown of the main taxes paid by the Company in the 2024 financial year, which is also the sustainability reporting period, stating the payee authority:

TAX	AMOUNT	PAID TO
Italian corporate income tax (IRES)	2876272	Inland Revenue Agency
Italian Regional Tax on Productive Activities (IRAP)	520721	Region
Town Property Tax	55971	Inland Revenue Agency
Town Property Tax	23337	Municipality

CONSUMPTION OF WATER RESOURCES

For R. Bardi, water consumption is a topic of **medium materiality** (score 4.6/10), based on the results of the double materiality assessment made in 2024.

Although the Company's direct impact on water supply and use is limited compared with other industries, the focus on responsible use of the resource is growing, both for environmental reasons and to meet stakeholder expectations.

The company uses water mainly for:

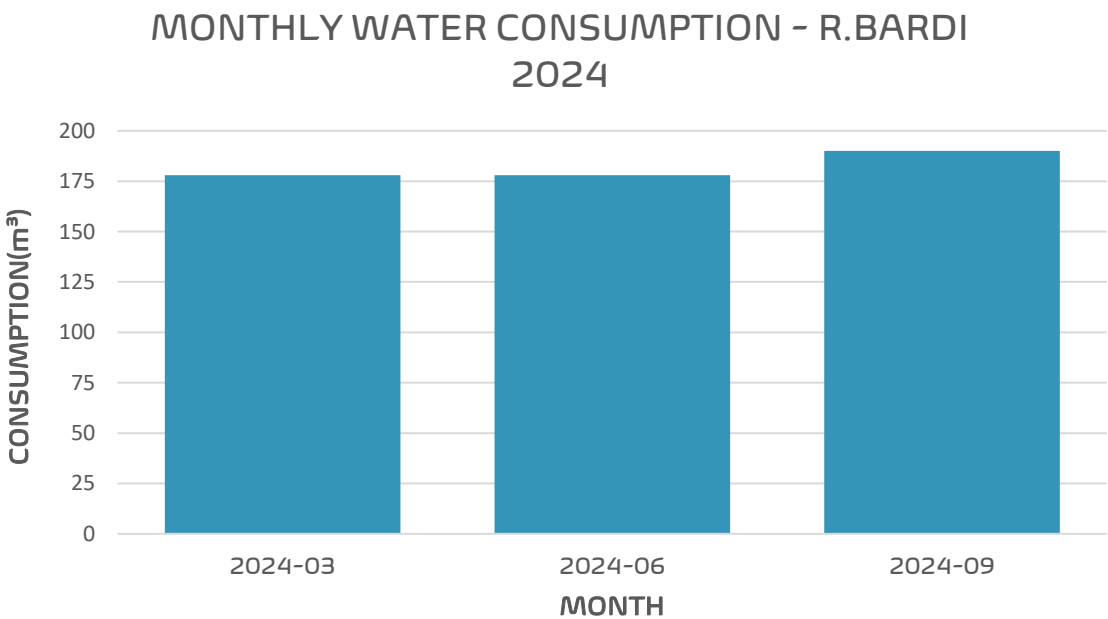
- Toilets and sanitary facilities;
- Internal and facility cleaning;
- Non-production secondary cycles.

In this case, no water is used in direct production processes (e.g. cooling, industrial washing, production), and there is no manufacturing effluent.

Nonetheless, the Company has adopted a **structured consumption measurement system**, based on:

- Periodic measurements in cooperation with the water service provider;
- Calculation of interim and daily consumption;
- Trend analysis to identify any anomalies or waste.

In 2024, total **water consumption** was low and consistent with indoor use. The monthly figures, shown in the table, give evidence of **even consumption** with no significant peaks.



The chart shows an even water use, with no abnormal peaks, consistent with limited use, only for sanitation and service purposes.

END-USER ENGAGEMENT

R. Bardi S.r.l. sees end-users - whether technical operators, plant managers or logistics managers - as a key stakeholder in its business ecosystem.

Customer centrality is a constant corporate value, which is reflected in both product quality and after-sales service.

Based on the 2024 materiality assessment, this topic ranked among those of medium materiality, with a score of 4.9/10, giving evidence of growing importance perceived by stakeholders, especially the need to strengthen channels for dialogue, listening and customization of the user experience.

The Company adopts a **proactive** and **multi-channel** approach in maintaining a structured relationship with its customers and users, through:

- **Technical audits** at installation sites to verify proper functioning of the lines and operator satisfaction;
- **Regular after-sales meetings**, focusing on maintenance, technology upgrades and feedback gathering;
- **Customer satisfaction** through spontaneous reports managed by the technical-sales department;
- **Product customization**: each machine is designed according to the set specifications, taking into account operational, ergonomic and regulatory variables of the country of destination;
- **Continuous support through technical service**, on-site or remotely, for the entire life cycle of the system;

In 2024, R. Bardi's revenue showed **strong geographical diversification**, with customers operating in more than **60 countries**, mainly in:

- **Middle East and Gulf** (e.g. Saudi Arabia, United Arab Emirates);
- **South America** (e.g. Mexico, Dominican Republic, Chile);
- **Sub-Saharan Africa** (e.g. Kenya, Ghana, Tanzania);
- **South-East Asia** (e.g. Indonesia, Vietnam, Thailand);
- **Europe** (Italy, Austria, France, Bulgaria, Germany).

IMPACT OF CO₂ EMISSIONS

The fact that our customers operate in many different geographies implies a **great deal of cultural, linguistic and regulatory heterogeneity**, which the Company addresses with a flexible organisation, adapting technical language, communication channels and user manuals to local needs.

The topic of the impact of climate-changing emissions, in particular CO₂, was classified by R. BARDI S.r.l. amongst the **topics of medium materiality** (4.9/10) within the ESG 2024 assessment.

This reflects an increasing focus by stakeholders - especially customers, industry partners and international suppliers - on the **measurement, control and reduction of indirect and direct emissions**.

Albeit it is not energy-intensive, the Company is aware that its business contributes indirectly to greenhouse gas emissions, mainly through:

- Electricity consumption for manufacturing activities and offices;
- Logistic handling (material reception, machinery shipping);
- The supply and manufacturing of mechanical components by third parties;
- Business travels for installation and technical support.

SUBSTANCES OF CONCERN

The topic of **substances of concern** has been identified as being of **medium materiality** (score 4.7/10), given that, although not central to the core business of production, this topic entails potential **reputational, regulatory and environmental** risks, especially in relation to the **composition of products installed at international customers' premises** and the increasingly stringent regulations on **industrial chemistry and sustainability of materials**.

The risk associated with the use of hazardous substances is **currently low but not negligible**. The Company:

- **Does not produce or handle chemicals in industrial form;**
- **Does not carry out galvanic, chemical-physical or surface treatments internally;**
- **Does not emit industrial gases or dust**, nor does it have permits for emissions in the atmosphere or special effluents.

Nevertheless, it operates in a sector - beverage industrial equipment - where certain **categories of potentially critical materials** are present in an indirect form, such as:

- **Paints and solvents** for the surface treatment of metal frames and structures;
- **Electronic components** with potential heavy metal content (e.g. lead, mercury);
- **Technical lubricants and industrial oils**, used for machine start-up and maintenance;
- **Batteries and accumulators**, possibly present in auxiliary or backup systems.

CERTIFICATIONS

R. Bardi S.r.l. operates with a formalised quality assurance system at all stages of machinery design, manufacturing and service.

The system ensures traceability of non-conformities, document quality and systematic training of personnel.

For the time being, there are no environmental or health and safety certifications in place, although they are being assessed for the 2025-2027 three-year period, consistently with the ESG paths the Company has started on.

Furthermore, the machines are designed to **CE conformity** standards and, for foreign markets, comply with **US, Middle East and Asia-Pacific technical regulations and standards**, including food safety requirements (e.g. contact materials).

The aim is to strengthen the certification infrastructure, extending its scope to environmental and social topics, and to set up an **integrated management system** (quality, safety, environment).

FUTURE PROJECTS AND PROSPECTS FOR SUSTAINABLE DEVELOPMENT

R. Bardi's approach to sustainability is pragmatic, consistent with the Company's organisational size, its production set-up and the international competitive arena in which it operates.

The path undertaken over the past few years has already led to significant results in the **environmental, social and governance (ESG)** scope, including: self-production of energy from renewable sources, the strengthening of corporate welfare, tracked waste management, active dialogue with the regions and the enhancement of human capital.

In line with the **Company's current size** and with the principle of **proportionality** laid down by the main standards, the intention is to proceed in the coming years with **small, progressive improvements**, giving priority to **realistic, stable actions over time and with high added value** for organisational well-being and corporate reputation.

Environmental objectives

1. Optimisation of the present photovoltaic system through:

- Constant monitoring of monthly output and self-consumption portion;
- Regular cleaning and maintenance of the modules to maximise efficiency;
- Technical-cost effectiveness assessment of a **storage module (batteries)** for indoor use in non-solar periods (without power increase).

2. Extension of environmental monitoring to water consumption, with:

- Automatic tracking with meters;
- Annual analysis of consumption by corporate facility area (offices, changing rooms, canteen);
- Inclusion of a **water intensity KPI** (e.g. m³ per employee).

3. Strengthening waste management, maintaining the current recovery (R) portion >90%, and going live with:

- Monthly reporting with breakdown by EWC code;
- Continuous updating of safety data sheets (SDS);
- Mapping of collection points to optimise internal logistics.

4. Further strengthening of the control of regulated substances, through:

- Annual REACH/RoHS compliance update for strategic suppliers;
- Preventive check on materials posing any chemical risk or subject to non-EU restrictions;
- Adoption of a **register of critical substances by technical area**.



Social objectives and internal relations

5. **Maintaining the current corporate welfare measures**, which are a distinctive strength:

- Fuel/groceries vouchers, subsidised canteen, extra paternity leave, customised ergonomic desks;
- No cuts to existing benefits, even during production slowdowns;
- Confirmation of **permanent employment** as a guideline (no seasonal shifting or unstable work).

6. **Enhancement of partnerships with local schools**, through:

- Making annual internships with ITIS and Forma Futura a recurring practice;
- Extension of internal tutoring hours;
- Considering to have an open day for local schools in 2025.

7. **Development of a participatory safety culture**, with:

- Continuous updating of training plans under Italian Legislative Decree 81/08;
- Operational discussions on occurred incidents and near-misses;
- Trial implementation of a **micro-anomaly record** in the departments.

Organisational and governance objectives

8. **Improvement of the ESG data collection system**, even without formal certification:

- Implementation of monthly dashboards for energy, absences, waste;
- Digitalization of the collection (Excel sheet shared between technical and administrative areas);
- Internal assignment of a 'sustainability responsibility' owner, also part-time

9. **Improving after-sales customer relationship**, through:

- A standard feedback form to be sent after each installation;
- Structured phone calls from the technical team 6 months after delivery;
- Regular analysis of feedback to improve the end-user experience.

10. **Strengthening external and reputational communication**, with:

- Annual update of the website with 'sustainability and code of ethics' section;
- Higher enhancement of social contributions and activities with local authorities;

- Voluntary (not mandatory) reporting of environmental and social initiatives.

R. Bardi's orientation for the coming years is clear: maintaining and strengthening what works, giving continuity to the actions already started and adding micro-improvement projects where sustainability and efficiency can converge. No forced leaps, no unrealistic promises, but slow, consistent and measurable growth.

With this in mind, our future Reports will also follow an incremental logic, giving evidence of each step forward in a transparent, credible and proportionate manner, in line with the Company's nature.

GRI INDEX

This index aims at providing **methodological transparency** and at facilitating **compliance with the GRI 2021 Standards**.

GRI STANDARD	TITLE	CONTENT PRESENT R. BARDI'S REPORT
GRI 1: Foundation 2021	Foundation	Methodological preamble and voluntary adoption of the GRI standards
GRI 2: General Disclosures 2021	General disclosures on the organisation	Company profile, corporate structure, governance, headquarters, stakeholders, values and standards of ethics
GRI 3: Material Topics 2021	Material topics	Materiality assessment: methodology, map and classification of topics into high, medium, low materiality

ENVIRONMENT

GRI STANDARD	TITLE	CONTENT PRESENT
GRI 302: Energy	Energy consumption	Data on consumption from the grid, photovoltaics, self-consumption, avoided emissions
GRI 305: Emissions	CO emissions ₂	Disclosure of location-based emissions, reduction through self-generation
GRI 306: Waste	Waste	Total quantities, % recovered, operations, EWC codes, logistical efficiency
GRI 303: Water and Effluents	Water resources	Annual and monthly consumption, no manufacturing effluent, indoor use only

SOCIAL

GRI STANDARD	TITLE	CONTENT PRESENT
GRI 401: Employment	Work and contracts	Number of employees, contract type, low turnover, benefits
GRI 403: Occupational Health and Safety	Health and Safety	Accidents, sick days, welfare, ergonomics, no lay-offs
GRI 404: Training and education	Training and Development	Partnerships with schools, internships, training hours
GRI 405: Diversity and Equal Opportunity	Governance diversity	BoD with female members, organisational balance
GRI 413: Local communities	Impacts on the communities	Donations, contributions, local fairs, projects with schools
GRI 416: Customer health and safety	Equipment safety	Controls, zero complaints, hygiene, international compliance

GOVERNANCE

GRI STANDARD	TITLE	CONTENT PRESENT
GRI 205: Anti-corruption	Ethics and Compliance	Code of Ethics, whistleblowing, internal controls
GRI 206: Anti-competitive behavior	Compliance	No sanctions, commercial fairness
GRI 207: Tax	Taxation Area	Approach to taxation, tax governance, control and management, interactions with tax authorities

The Report adopts the **GRI Standards 2021** version, specifically:

- GRI 1 for methodological **foundations** ;
- GRI 2 and 3 for the **Company's profile** and **materiality**;
- Topics selected according to materiality (high or medium materiality).

Low-materiality topics have not been included in this index, but will be monitored in the future, as stated herein.