

SUSTAINABILITY REPORT 2025



WHERE IDEAS
BECOME THE FUTURE.



TABLE OF CONTENTS

LETTER TO STAKEHOLDERS	4
ZCS GROUP - ZUCCHETTI CENTRO SISTEMI	6
HISTORY	10
DIVISIONS AND MARKETS SERVED	12
OFFICES AND GOVERNANCE	14
PRIVACY AND INFORMATION SECURITY	18
INSTITUTIONAL COMMITMENT AND DIALOGUE WITH THE LOCAL AREA	19
SUSTAINABILITY STRATEGY	20
MATERIALITY ANALYSIS	22
ENVIRONMENTAL RESPONSIBILITY	24
ENERGY AND ITS USES	24
CO2 EMISSIONS	26
WATER RESOURCES	29
WASTE MANAGEMENT	30
MONITORING OF WASTE FLOWS	30
TRACEABILITY AND REGULATORY COMPLIANCE	31
FUTURE COMMITMENTS	31
PRODUCT LCA	32
RESULTS OF LCA STUDIES	33
ENVIRONMENTAL IMPROVEMENT PLAN	33
MADE IN EUROPE	33
SOCIAL RESPONSIBILITY	34
HUMAN CAPITAL	34
PROFESSIONAL DEVELOPMENT AND PERSONAL WELL-BEING	37
TRAINING	37
ZCS PEOPLE HR ACADEMY	37
PROTECTION AND WELL-BEING OF PEOPLE	38
ZCS SKILLATO	38
HEALTH AND SAFETY	39
LOCAL COMMUNITY	41
SUPPLIER ESG ASSESSMENTS	42
METHODOLOGICAL NOTE	44
GRI CONTENT INDEX	45



LETTER TO STAKEHOLDERS

Dear Stakeholders,
we are pleased to present our third Sustainability Report in a context of unprecedented technological acceleration, in which **Artificial Intelligence** is profoundly transforming society and the business world.

In this scenario, one conviction guides our journey: **innovation, sustainability and human capital** are inseparable dimensions that together form the foundations of the Group's future. On these pillars, Zucchetti Centro Sistemi has built its development over more than 40 years of activity, facing change with **vision, curiosity, passion** and **pragmatism**. Today ZCS is a multidisciplinary Group and a leading player in technological innovation in Italy and Europe, comprising 19 companies with offices in Italy and abroad and more than 850 people, operating in the fields of business and healthcare digitalisation, industrial automation and logistics, professional robotics and renewable energy.

During 2025 we continued our path of corporate development and consolidation, strengthening our presence in strategic sectors through major investments in technical and managerial skills, infrastructure, technological innovation and international industrial partnerships. These include the construction of the new **Building of the Future** (Palazzo del Futuro), covering almost 5,000 m² in the Valdarno area, the expansion of our research and development laboratories, entry into new market segments such as collaborative robotics and industrial logistics, and the launch of the production line for large-scale inverters.

The acquisitions made in the HR management software sector are generating significant results and will be developed further with the establishment, in 2027, of **ZCS People S.p.A.** Important synergies are also developing in **digital healthcare**, through new technological and commercial integrations.

The **Laboratory of Crazyness** (Laboratorio della Follia) is also playing an increasingly strategic role, providing the Group's various business areas with dedicated expertise in Artificial Intelligence and in the testing of new technologies.

Sustainability is also at the heart of our strategy. For us, it means evaluating every choice according to its ability to generate value over time, combining economic and financial solidity, environmental protection, quality of work, inclusion, safety and attention to communities. It also means stepping up investment in the energy transition and in technologies capable of making businesses and local areas more efficient and sustainable. For us, **Made in Europe** is not only a production choice, but also the expression of an industrial model focused on quality, safety, data protection and the enhancement of European expertise.

No technology and no strategy can build the future without **people**. Trust in human capital and in each individual's ideas is one of the values on which ZCS was built. We want every person to feel an integral part of the company's growth and to contribute with autonomy, experience and new perspectives.

We continue to invest in **young people**, in talent and in training, including through the establishment of an internal Academy and collaboration with schools, universities and ITS Academies, fostering continuous generational renewal and the growth of new skills capable of supporting the technological and industrial transformations of the coming years.

Our bond with the **local area** remains an integral part of our identity. ZCS has grown together with the community in which it was born, and we believe that a company is truly strong when it is also able to generate value for the economic and social ecosystem around it. I would like to thank all the Group's employees, customers, partners, suppliers, institutions and communities who share this journey with us every day.

We continue to look ahead, together, to build lasting and shared value for people, businesses and communities.

With esteem and gratitude,
PRESIDENT
CAV. LAV. FABRIZIO BERNINI



ZCS GROUP ZUCCHETTI CENTRO SISTEMI

Zucchetti Centro Sistemi SpA (ZCS) was founded in 1985 from an entrepreneurial initiative of Cav. Lav. Fabrizio Bernini, today shareholder and Chairman of the company. The entrepreneur's remarkable ability to anticipate changes in market needs has enabled ZCS over the years to evolve from a small family-run software business into a multi-business management company (software for industry and healthcare, automation, robotics and renewable energy) with a presence on international markets. In 2000 the company became part of the Zucchetti SpA group, a leader in the field of ICT (Information and Communication Technologies) in Italy and one of the top companies in Europe.

ZCS is a technology company headquartered in Valdarno Aretino, with an operational structure organised at national and international level. Its network includes regional offices in Tuscany's Tyrrhenian area (province of Pisa), Emilia-Romagna (Parma), Piedmont (Turin), Sardinia (Sassari, Nuoro and Cagliari) and Umbria (Perugia), along with affiliated companies in Piedmont, Lombardy, Veneto, Campania, Lazio, Puglia, Basilicata, Spain, Denmark, Austria and Poland, to which two further offices were added in 2025 in Terni and Monopoli, following the acquisition of two new companies, Afea S.r.l. and Dec Centro Sistemi S.r.l.

The organisation is structured into 5 Business Units: Software, Healthcare, Automation, Robotics and Green Innovation. Each unit develops high-tech solutions designed to meet the needs of its respective markets effectively. All activities are guided by a vision centred on sustainable innovation and efficiency. The solutions offered help reduce costs and processing times while respecting the health and safety of people and the environment. The Group adopts an industrial and organisational model based on the integration of hardware and software technology, sustainability and social responsibility, with the aim of generating long-term value for all stakeholders and promoting a positive impact on the economic, social and environmental fabric of the territories in which it operates.

Zucchetti Centro Sistemi's vision is based on three pillars: Innovation – Sustainability – Human Capital. The combination of these three elements forms the basis of ZCS's actions and corporate ethics.



VISION

INNOVATING TO CREATE
VALUE.

MISSION

IMPROVING QUALITY OF
LIFE AND SUPPORTING THE
DEVELOPMENT OF BUSINESSES
THROUGH THE SMART USE
OF TECHNOLOGY, COMBINING
CREATIVITY, INNOVATION
AND RESPECT FOR THE
ENVIRONMENT.





INNOVATION

Innovation is understood as a culture, which translates into the courage to design and create products that did not exist before, capable of offering concrete solutions for the future. These innovations represent a significant improvement in quality of life, both for end customers and for businesses, helping to meet their needs effectively and sustainably.



SUSTAINABILITY

Sustainability lies at the heart of the company's actions, also thanks to a dedicated division that works every day to promote the energy transition towards the mass adoption of renewable energy.



HUMAN CAPITAL

Human capital is the true driving force of the company: creativity, passion, responsibility for one's work and respect for people are just some of the corporate values shared by ZCS employees.



The ZCS Group has received a total of **19 national and international awards** and recognitions.

Over the years the company has received numerous awards for innovation in Italy and abroad in the various sectors in which it operates.

The most prestigious is the **Prize of Prizes for Innovation**, established by the Presidency of the Council of Ministers, which the company received twice: in **2010** “for the innovation of its products” and in **2014** for “the approach and commitment of its Management to innovation and social responsibility”.

In 2017, Fabrizio Bernini, Chairman of the company, was named **Cavaliere del Lavoro** (Knight of Labour) by the President of the Italian Republic, Sergio Mattarella, on the recommendation of the Ministry of Economic Development.

The excellent economic, financial and management results achieved in the **2016–2019** period were recognised by the prestigious German Institute for Quality and Finance, which included Zucchetti Centro Sistemi among Italy's “**Champions of Growth**”.

In **2022** the company also received the **Industria Felix Award – Blue Seal of Quality**, a tangible recognition of the competitiveness and quality of its work, based on indicators of competitiveness, financial reliability and operational management.

In **2023** the book “**Qualsiasi cosa accada**” (Whatever Happens) by Filippo Boni was published, recounting the personal and professional story of the Chairman, Cav. Lav. Fabrizio Bernini.

HISTORY



AZZURRO
ZCS

EVOLUTION
2015



2014



Award for **INNOVATION**
AND **SOCIAL RESPONSIBILITY**.



Fabrizio Bernini named
CAVALIERE DEL LAVORO.

2017

2017-22

ACCELERATION



Building of Innovation



Logistic Hub



ZCS PEOPLE

Plan of **STRATEGIC**
ACQUISITIONS

CONSOLIDATION

2023-25

2023

EXPLORATION

LABORATORY
OF FOLLIA
(CRAZINESS)



2026

Building of the Future

2025

INTEGRATION



Fabrizio Bernini with his daughter Chiara



DIVISIONS AND MARKETS SERVED



SOFTWARE



HEALTHCARE



AUTOMATION

SOFTWARE

ZCS Software supports businesses in their end-to-end digitalisation: the **Teseo7** and **AD Hoc** lines for horizontal and vertical ERP processes; **Cassiopea** for CRM, BPM, maintenance and Sales Force Automation; **Smarty** for micro and small businesses. Sector specialisation – manufacturing, dairy, fashion, olive oil and other industries – makes it possible to translate software into the company's real processes.

With Follia, **ZCS's proprietary Artificial Intelligence platform**, the division integrates AI, automation and natural access to data into management processes; with **Sostenibile.cloud** it extends digitalisation to **ESG pathways**. The goal is to build connected ecosystems in which data, applications and people can work in a simpler, more consistent and integrated way.

HEALTHCARE

ZCS Healthcare's mission is to promote **smarter and more sustainable healthcare**, committed to improving its efficiency, traceability and safety, with the aim of making healthcare services more accessible and secure. With 40 years of experience, ZCS Healthcare has developed in-depth expertise in managing healthcare processes and in the **eHealth sector**, with particular attention to digitalisation and the optimisation of operational workflows. Its offering is aimed at hospitals, nursing homes, private and public clinics and analysis laboratories.

In 2025 **Afea**, a healthcare software house, joined the ZCS Group, expanding the **ZCS Healthcare** ecosystem.

AUTOMATION

ZCS Automation identifies, tracks and distributes all types of products through complete systems comprising dispensing and collection machines of various types, **UHF RFID tags** and **management software**.

The offering is completed by cloud services that increase control over installations and overcome any limitations linked to local infrastructure. ZCS Automation operates worldwide, both directly and through its network of international partners.



ROBOTICS

Since 2000, ZCS Robotics has been designing, manufacturing and distributing **Ambrogio Robot**, the autonomous robotic lawnmower Made in Italy. The Ambrogio Professional range, designed for the **professional green-care market**, reflects the division's evolution: redesigned black styling, artificial intelligence, **cloud-based RTK satellite navigation**, an **integrated camera (Vision module)** to work at night as well and stay on course in weak-signal areas, and advanced remote control for the efficient management of large green areas.

High performance – travel and charging speed, wide coverage capacity, better lawn quality – is combined with a GDPR-compliant data infrastructure: management, monitoring and storage take place entirely in Europe, on ZCS proprietary infrastructure.

Since 2025 the division has also included **ZCS Amico Robot**, the range of collaborative robots for food service, hospitality, healthcare and logistics.



GREEN INNOVATION

Distributes innovative energy-saving solutions for individuals and businesses: **photovoltaic inverters, smart storage systems**, electric vehicle charging stations and monitoring systems to maximise energy independence in **residential, commercial and industrial settings**. ZCS Azzurro solutions for the residential, commercial and industrial sectors enable constant control of the system, optimising performance to achieve energy efficiency with a focus on sustainability. ZCS Azzurro also offers a **complete consultancy and support service** in both the design and after-sales phases, ensuring a high and consistent level of performance and accompanying users on their new **energy transition** journey.

LABORATORY OF IDEAS, CRAZINESS AND CREATIVITY

The beating heart of ZCS is its Research & Development area, IDEALABS, home to over 60 technicians and engineers who incubate ideas, experiment and design new solutions ready for increasingly specialised and demanding markets. Alongside the LABORATORY OF IDEAS, founded in 2005 and now mainly focused on the robotics sector (Ambrogio the robotic lawnmower), the following have been created: the LABORATORY OF CRAZINESS (since 2023), dedicated to managing and developing “crazy and risky” solutions in the field of artificial intelligence. The Laboratory team, consisting of 10 engineers, developed “Follia – ZCS AI Platform”, the company's new proprietary Artificial Intelligence platform: a modular system, integrated into ZCS management solutions, designed to enhance business decisions, automate processes and enable a truly “data-driven” business experience. The LABORATORY OF CREATIVITY (since 2024) combines creativity and know-how to develop functional projects for the company divisions.



13

AMICO ROBOT

In 2025 ZCS Amico Robot was launched: the new professional line of **collaborative robots** developed through the synergy between Zucchetti Centro Sistemi and Keenon Robotics. The project aims to combine Italian and international technological excellence to respond concretely and innovatively to the increasingly complex needs of the **food service, hospitality, healthcare and logistics sectors**.



OFFICES AND GOVERNANCE

Located at Via Lungarno 305 in the municipality of **Terranuova Bracciolini**, Arezzo, Zucchetti Centro Sistemi S.p.A. has grown significantly over time, opening new offices and branches throughout Italy. The company's main headquarters in Terranuova Bracciolini comprises **five different buildings, a Green Innovation repair and support centre and a testing ground for the robots of the Robotics division**. The branches are located across Italy to ensure greater coverage and proximity to customers.

HEADQUARTERS

Valdarno Headquarters, 52028, Terranuova Bracciolini (AR)

BRANCHES

Toscana Tirrenica Branch, 56012, Calcinai (PI)

Perugia Branch, 06135, Ponte San Giovanni (PG)

Cagliari Branch, 09122 Cagliari (CA)

Sassari Branch, 07100, Sassari (SS)

Nuoro Branch, 08100, Nuoro (NU)

Turin Branch, 10135, Torino (TO)

SUBSIDIARIES

Zucchetti Centro Sistemi S.p.A. (ZCS) is owned in equal shares by Z Holding S.p.A. and Mabe Group S.r.l. In 2024–2025 the Group strengthened its governance and its ecosystem through a programme of **investments and acquisitions** aimed at consolidating its presence in the strategic sectors of human resources, digital healthcare, robotics and renewable energy.

These transactions represent genuine industrial alliances, aimed at creating **centres of excellence and highly specialised innovative hubs** with broad managerial autonomy. In the HR field, ZCS acquired a majority stake in Terasoft S.r.l. of Rome, a company specialising in IT solutions for human resources management. Terasoft thus became part of ZCS People, an intercompany entity that also includes HRZ S.p.A., Alpha Sistemi

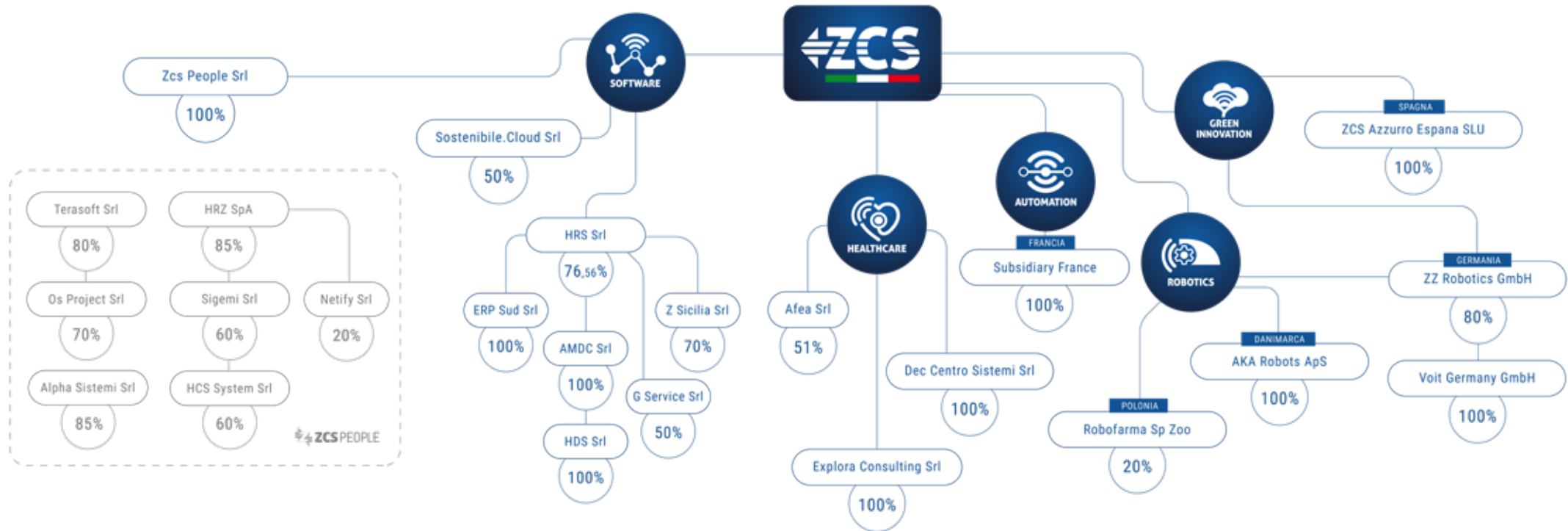


S.r.l. and the HR Unit of ZCS's Software Division, which is set to become a new company in 2027. In the healthcare sector, the Group acquired Afea S.r.l. of Terni, a leading provider of integrated information systems for hospitals, nursing homes, rehabilitation centres and outpatient clinics, and the Apulian company DEC Centro Sistemi, subsequently merged into ZCS. These transactions have further **expanded the Group's technological expertise in healthcare digitalisation**, consolidating the role of the Healthcare Division as a point of reference and technology partner for facilities accredited by the National Health Service. Investments in robotics and renewable energy respond instead to the **international expansion strategy** and to strengthening the competitiveness of the respective Business Units.

These include the acquisition of ZZ Robotics GmbH, aimed at fostering penetration of the DACH markets, and the establishment of ZCS Azzurro España SLU, dedicated to developing the renewable energy sector in the Spanish market.

In addition to its direct branches, the Group's main scope includes HRZ S.p.A. — which controls Sigemi S.r.l. — Alpha Sistemi S.r.l., HRS S.r.l. — which holds a stake in Z Sicilia — Terasoft S.r.l. — which controls OS Project — Explora Consulting S.r.l., ZZ Robotics GmbH, ZCS Azzurro España SLU and Afea S.r.l., as well as the activities of DEC Centro Sistemi merged into ZCS. This Sustainability Report focuses on this scope, analysing the Group's environmental, social and governance performance.

ZCS also holds **minority stakes** in AKA Robots ApS, Robopharma and Sostenibile.cloud S.r.l.; due to the smaller size of these shareholdings, these companies are not included in the reporting scope of this document.





The Board of Directors is composed of the founder Fabrizio Bernini, who serves as Chairman, Anna Burzagli and Chiara Bernini. The members of the Board are appointed by the Ordinary Shareholders' Meeting, which also has the power to appoint the Chairman. The Board has full authority over the ordinary and extraordinary management of the company. It is important to note that within the highest governance body, namely the Board of Directors of Zucchetti Centro Sistemi S.p.A., women represent the majority of members, at 66%. This composition is very rare, especially in the technology sector, and demonstrates the company's commitment to social issues such as gender equality.

The Board of Statutory Auditors, i.e. the supervisory body, is chaired by Federico Susini and comprises 3 standing auditors and 2 alternate auditors. In addition to the Chairman, the members of the Board of Statutory Auditors are Emilio Mantovani and Roberto Parigini, with Paolo Billi and Marco Vento as alternate auditors. The company's independent auditor is Deloitte & Touche S.p.A.

DIVERSITY OF GOVERNANCE BODIES						
	2024			2025		
	< 30	30-50	>50	< 30	30-50	>50
Men			33%			33%
Women		33%	33%		33%	33%

For the management of ESG issues, the company has opted for a widespread organisational model, creating a sustainability team composed of various professionals. The main roles in the team come from the maintenance, legal, administration and finance, management control, marketing, human resources, quality and environment functions. There are currently no formal delegations for sustainability issues within the Board of Directors and, consequently, no directors' remuneration is yet linked to ESG objectives.

COMPLIANCE AND RISK MANAGEMENT

During 2025 Zucchetti Centro Sistemi S.p.A. continued to strengthen its governance and internal control system, consolidating its compliance, risk management and corporate integrity safeguards. Activities included the implementation of the Organisation, Management and Control Model pursuant to Legislative Decree 231/2001, the monitoring of the main business processes by the Supervisory Body and the continuous improvement of privacy and IT security management systems.



OFFICES AND GOVERNANCE

ORGANISATION, MANAGEMENT AND CONTROL MODEL PURSUANT TO LEGISLATIVE DECREE 231/2001

Following the start of the adoption process of the Organisation, Management and Control Model in 2024, during 2025 the Company continued implementing and consolidating the compliance system required by Legislative Decree 231/2001.

The Supervisory Body (SB) monitored the progress of the Action Plan defined for the Company's gradual alignment with the Model, verifying the implementation of corrective actions and setting intervention priorities aimed at strengthening the internal control system and improving the efficiency of business processes.

This monitoring made it possible to assess the progress of the planned initiatives and to plan the next implementation phases of the Model, with a view to continuously improving governance and risk management safeguards.

During the year, the Supervisory Body carried out specific follow-up activities on the main actions envisaged in the alignment plan, with particular reference to:

- review of the system of corporate delegations and powers of attorney;
- progressive formalisation of purchasing processes and related authorisation flows, including through the introduction of a dedicated IT system for managing Purchase Requests (PRs);

- strengthening of supplier management safeguards, through the definition of procurement procedures, the use of framework agreements, the regulation of any exceptions through appropriate authorisation levels and the implementation of traceability systems;
- formalisation of procedures for awarding consultancy assignments and for managing entertainment expenses and business travel.

At the same time, the SB also carried out supervisory activities on environmental matters, verifying compliance with the requirements of current legislation and monitoring how relations with the competent Authorities are managed. The checks covered, in particular, documentation relating to ongoing administrative proceedings, communications with public bodies and the fulfilment of obligations under applicable environmental legislation.



PRIVACY AND INFORMATION SECURITY

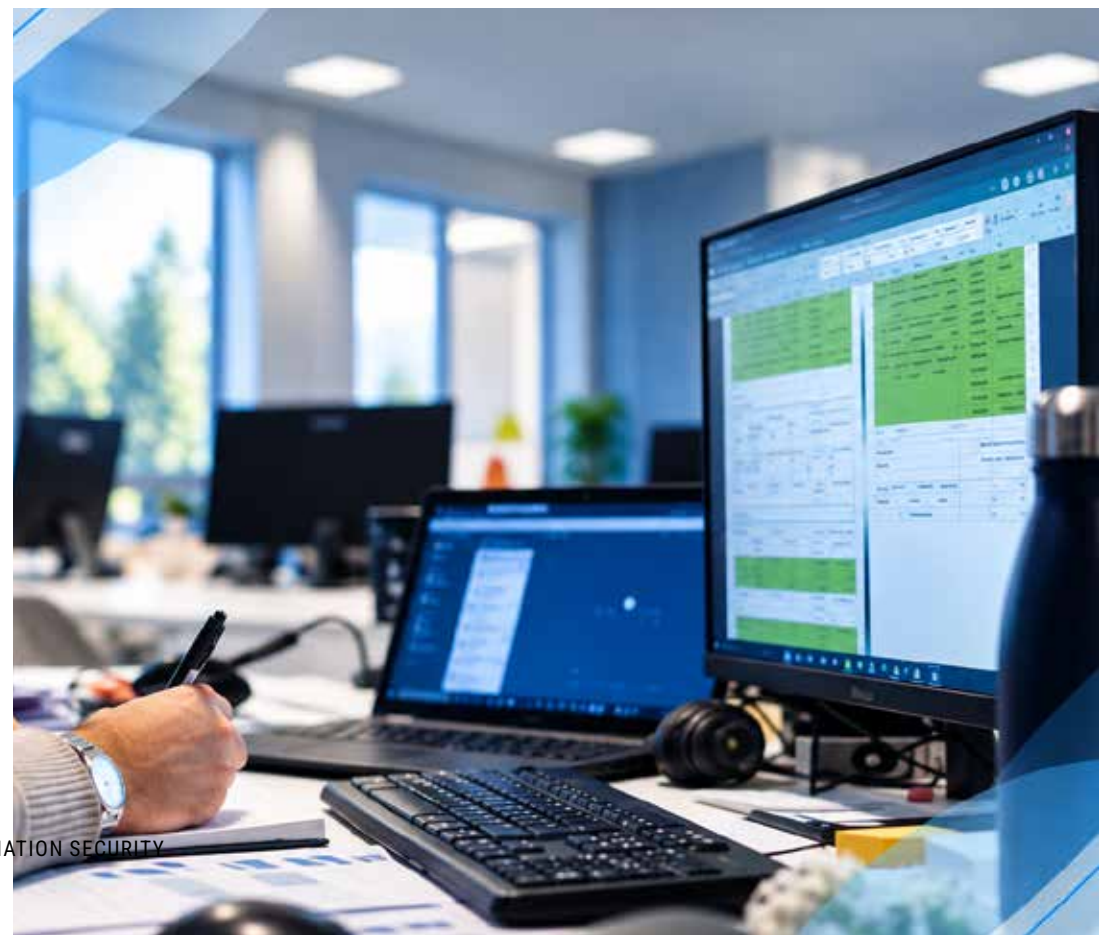
The protection of personal data and information security are fundamental elements of the Group's governance system. During 2025 Zucchetti Centro Sistemi continued to strengthen its **privacy and cybersecurity management system**, identifying dedicated individuals to oversee these areas and continuing to update the data management flows relevant to Regulation (EU) 2016/679 (GDPR).

During the year, the documentation supporting privacy compliance was further updated, also in response to the specific needs that emerged from the various company Divisions in managing relations with customers, suppliers and business partners. These activities made it possible to progressively consolidate the personal data management system and improve its alignment with the organisation's operational processes.

The **privacy compliance** project is continuing with a continuous improvement approach and has produced positive results in strengthening organisational and documentary safeguards. However, the completion of the analysis of the processing carried out by the central IT department is still planned; this activity has been rescheduled in view of the alignment process with the **NIS2 Directive**, whose application will require specific audit activities and further consolidation of IT security measures. In the next financial year, Zucchetti Centro Sistemi will continue consolidating its governance and internal control system, completing the activities planned for the implementation of the **Organisation, Management and Control Model pursuant to Legislative Decree 231/2001** and further strengthening compliance safeguards in its main business processes. At the same time, the Group will continue to invest in the evolution of its privacy and IT security management systems, with particular attention to meeting the requirements introduced by the NIS2 Directive, strengthening cybersecurity measures and continuously improving personal data management processes.

The aim is to consolidate an increasingly effective, transparent and prevention-oriented governance system, helping to strengthen stakeholder trust and support responsible and lasting growth.

As already highlighted in the previous financial year, the Company is currently involved in a dispute concerning an alleged patent infringement. At the end of the financial year, five debt collection procedures and one proceeding relating to an injunction order were also pending, all attributable to the ordinary course of business.



INSTITUTIONAL COMMITMENT AND DIALOGUE WITH THE LOCAL AREA

Zucchetti Centro Sistemi S.p.A. continues to strengthen its presence in the national economic and business fabric, actively participating in the main territorial representative associations, including Confindustria Toscana Sud and Confindustria Toscana, and in trade associations, including Anitec-Assinform. The Chairman, Fabrizio Bernini, is also Vice-President of the Tuscan Group of the Cavalieri del Lavoro and a Board Member of the National Federation.

This associative involvement enables the Group to contribute to the debate on strategic issues for the development of the Italian production system, fostering the spread of innovation, sustainability and digital transformation. Confirming this commitment, in 2026 Cav. Lav. Bernini was elected **President of Confindustria Toscana**, taking on a leading role in representing and promoting Tuscan businesses.

In this role, the President has reaffirmed his intention to promote constant dialogue with institutions and with the regional production system, addressing strategic issues such as the energy transition, technological innovation,

skills development and the strengthening of industrial competitiveness. In this context, sustainability is a cross-cutting element and a key lever for supporting business growth and fostering the long-term economic development of the area. The Group's institutional commitment reflects its desire to contribute actively not only to the growth of its own organisation, but also to the development of an increasingly resilient, innovative and sustainable economic system, through dialogue with stakeholders and participation in the main policy and representative forums. The company maintains high standards of quality and sustainability, as attested by its **UNI ISO 9001** and **UNI ISO 14001** certifications (for the Building of Innovation), as well as various product certifications.

In addition, Zucchetti Centro Sistemi S.p.A. holds **EA37 certification**, qualifying it as an Authorised Training Organisation 4.0, confirming its commitment to training and technological innovation.



For a detailed analysis of the financial data, please refer to the relevant notes to the financial statements.



SUSTAINABILITY STRATEGY

MAIN STAKEHOLDERS

Stakeholder engagement is essential to the success of an effective corporate strategy capable of considering and monitoring its impacts on the social and environmental context in which it operates.

Stakeholders are individuals or organisations that influence, or may be influenced by, the decisions of Zucchetti Centro Sistemi S.p.A. Although

there are many of them, some play a particularly significant role. Through this Sustainability Report, the company therefore aims to communicate its activities to these stakeholders in a clear and transparent way.

The main stakeholder expectations and the ways in which ZCS engages with them are set out below.

STAKEHOLDERS	Engagement method	Daily	Monthly	Half-yearly	Yearly
SUPPLIERS	Website - Initiatives and events - Direct request for information				
PUBLIC ADMINISTRATION	Website - Reports and financial statements - Direct request for information				
FINANCIAL INSTITUTIONS	Website - Reports and financial statements				
CUSTOMERS	Website - Direct request for information - Events - Commercial communications				
EMPLOYEES	Website - Training courses - Collective bargaining - Initiatives and events - Company notice board				
TRADE ASSOCIATIONS	Events and initiatives				
SCHOOLS AND UNIVERSITIES	Training courses - Internships				
LOCAL COMMUNITY	Website - Event sponsorships				



MATERIALITY ANALYSIS

The materiality analysis makes it possible to identify and represent the main sustainability topics that characterise the activities of Zucchetti Centro Sistemi S.p.A. and that are most relevant to the Group and its stakeholders. The analysis was updated taking into account the evolution of the business context, the activities carried out during 2025, the Group's strategic priorities and the main economic, environmental, social and governance impacts associated with its activities and business relationships.

The following table shows, for each material topic, the main associated impacts and the Group's involvement in them, distinguishing between impacts directly generated by business activities and those linked to the value chain and to relationships with suppliers, customers and other stakeholders.

¹ Caused by the Group: the impact is generated directly by business activities. Related to the Group's business relationships: the impact derives from the value chain.

TOPICS	IMPACTS	INVOLVEMENT ¹
Employee well-being	• Employee well-being and protection • Training and skills development • Attraction and enhancement of talent • Talent Review and growth paths • Diversity, equity and inclusion	Caused by the Group
Occupational health and safety	• Worker health and safety • Accident prevention • Mandatory training • Management of suppliers and contractors	Caused by the Group
Climate change	• Greenhouse gas (GHG) emissions • Energy consumption • Atmospheric emissions • Adaptation to climate change	Caused by the Group and related to business relationships
Local communities	• Value creation in the local area • Collaborations with organisations and associations • Development of local communities	Caused by the Group
Recycling, waste and scrap	• Waste generation • WEEE management • Recovery and recycling of materials • Product regeneration through the Repair Centre	Caused by the Group
Circular economy	• Life Cycle Assessment (LCA) • EPD certifications • Eco-design • Reduction of products' environmental impacts	Caused by the Group and related to the value chain
Procurement practices	• Labour exploitation in the supply chain • Child labour in the supply chain • Social and environmental assessment of suppliers • Supply chain traceability	Related to the Group's business relationships
Business ethics	• 231 Model • Regulatory compliance • Corporate transparency and integrity • Risk management	Caused by the Group
Responsible use of technologies	• Data protection • Development of sustainable solutions • Process digitalisation	Caused by the Group



The aim of the study undertaken is to assess and quantify the environmental impact of products throughout their entire life cycle, from the purchase of raw materials to production, transport, use, disposal and recycling at end of life. ZCS is the first manufacturer of inverters and batteries in the photovoltaic sector to have obtained this prestigious recognition. **EPD certification** is a valuable tool for developing innovative products that contribute to a fair and sustainable energy transition. This study is also essential for understanding how to achieve the important goals we have set ourselves in terms of production quality and sustainability. Having such a comprehensive analysis tool enables us to develop strategies to reduce the consumption and CO2 emissions of our products. The company is committed to building a virtuous supply chain in terms of product and service quality. In early 2024 the **new ZCS Azzurro analysis and repair centre** was inaugurated, representing an innovative strategy in this direction.

The Centre, covering an area of 3,600 square metres with a capacity of 20,000 units per year, ensures efficient management of requests, handling 2,000–2,500 calls and around one thousand tickets every week. It is therefore a state-of-the-art facility with the added value of being equipped with the same testing equipment used on the production lines, and can thus **optimise service and quality**, achieving more accurate fault diagnosis and analysis and the implementation of corrective actions in the production process.

The new repair centre improves service, as repairs are completed in shorter times; moreover, the company is also able to manage product end-of-life effectively, actively contributing to the recovery of materials and the recycling of raw materials and drastically reducing the CO2 emissions linked to the product life cycle. Each product that arrives at the analysis and repair centre follows a rigorous process designed to ensure quality, precision and speed. On arrival, products undergo an accurate initial analysis to identify anomalies and the necessary interventions. Specialised technicians then carry out the repair, performing thorough tests with dedicated tools and machinery to ensure the device works perfectly. Finally, once the repair is completed and quality checks have been passed, the product is ready to be shipped back to the customer, thus restoring the full functionality of the system.

ENVIRONMENTAL RESPONSIBILITY

ENERGY AND ITS USES

Zucchetti Centro Sistemi S.p.A. is constantly committed to **reducing the environmental impact** of its activities, promoting the efficient use of energy resources and the progressive reduction of greenhouse gas emissions. This commitment is also reflected in the development of innovative solutions through the Green Innovation Business Unit, dedicated to designing technologies for renewable energy and energy saving. When interpreting the data in this chapter, it should be borne in mind that the Group's scope of consolidation expanded during 2025 following the acquisition of new companies. Changes compared with previous years therefore reflect both the evolution of energy performance and the inclusion of the consumption of the new entities that joined the Group. The company's business does not involve energy-intensive production processes, as the Group operates mainly through offices, research laboratories and warehouses. Consequently, energy consumption is mainly attributable to company buildings and fleet mobility. To limit the energy needs of its buildings, the company has invested in the **construction of buildings with high sustainability standards**. The main solutions adopted include green solar screens, consisting of vegetated walls that help improve thermal insulation, promote rainwater absorption and improve the quality of the surrounding air. The buildings at the Terranuova Bracciolini headquarters are also equipped with **photovoltaic systems** with a total installed capacity of 305 kW, while most of the buildings use electric heat pumps, which eliminate natural gas consumption for heating and also provide cooling during the summer. The main energy source used by the organisation is electricity. In 2025 **total consumption amounted to 843,087.84 kWh**. Part of the requirement was covered by self-generation from photovoltaic systems, amounting to 179,205.95 kWh. This figure is the same as that recorded in 2024, as it was not possible to obtain new measurements during 2025 due to anomalies in the photovoltaic system meters. The purchased energy also includes a share from **renewable sources**, although it is not yet fully certified as such.

The second most significant energy source is fuel for the company fleet. Consumption is mainly attributable to technical support, the sales network and application consultants, whose work requires frequent travel to customers throughout Italy. The use of natural gas, by contrast, has been progressively reduced and is mainly limited to buildings not yet fully electrified and, to a residual extent, to some natural-gas-powered vehicles. In 2025 the Group's **total energy consumption**, including electricity, natural gas, diesel and petrol, amounted to **15,267.00 GJ**, a modest increase (+1.1%) compared with 15,107.43 GJ in 2024.

The increase in consumption is mainly attributable to the expansion of the corporate scope following the acquisitions made during the year, which led to the inclusion of new operating sites and their energy requirements.

At the same time, the Group is continuing the **renewal of its company fleet**, progressively replacing diesel-only vehicles with lower-impact models such as hybrid and electric cars. This initiative is one of the priority actions of the company's decarbonisation strategy and aims to progressively reduce the CO₂ emissions generated by travel, while improving the energy efficiency of company mobility.

After the end of the financial year, during 2026, the renewal plan continued with the acquisition of 18 company cars, including 5 owned petrol hybrid vehicles and 1 leased petrol plug-in hybrid, confirming the Group's commitment to continuing the transition towards increasingly sustainable company mobility.

The conversion to GJ is based on the table of standard parameters published by ISPRA. However, DEFRA conversion factors were used to convert litres of diesel and petrol into tonnes. To allow energy efficiency to be assessed independently of the organisation's economic size, the energy intensity indicator relative to turnover is also calculated, considering the organisation's total energy consumption, including both fuels and purchased electricity.





GIGAJOULE (GJ)			
	2023	2024	2025
Total energy consumption (GJ)	14.271	15.107	15.267
Natural gas	1.094	1.030	1.254
Diesel	8.737	8.918	2.701
Petrol	1.068	2.029	7.882
Electricity	3.372	3.045	3.428

Over the 2023–2025 period, total energy consumption remained broadly stable, against a significant contraction in turnover and, consequently, a substantial change in energy intensity indicators. Total energy consumption rose from 14,271 GJ in 2023 to 15,107.43 GJ in 2024 and 15,267.00 GJ in 2025, a moderate increase over the period (approximately +7% overall). This trend is mainly attributable to the expansion of the operating scope and to the acquisitions made during 2025, which increased overall energy requirements. At the same time, turnover fell significantly, from approximately €496.8 million in 2023 to €280.7 million in 2024 and €220.4 million in 2025. This contraction is mainly attributable to the Parent Company, which saw a decline in demand in the renewable energy sector after the exceptional growth recorded in the previous two years, supported by government incentives (Ecobonus and Superbonus 110%). Overall, the indicator shows a greater incidence of energy relative to the economic value generated, driven by exogenous market factors and changes in the scope of consolidation rather than by a deterioration in operational energy efficiency. Although the increase in energy intensity in 2025 is mainly attributable to the reduction in turnover and the expansion of the scope of consolidation, the Group confirms its commitment to progressively improving the energy efficiency of its activities. In the coming years, consumption monitoring will be strengthened, data collection methodologies will be harmonised across Group companies and energy efficiency measures will be identified, with the aim of progressively decoupling consumption growth from business developments and reducing energy intensity in the long term.

	Unit of measurement	2023	2024	2025
Total energy consumption	GJ	14.271	15.107,43	15.267
Turnover	Euro	496.751.445,00	280.656.000,00	220.390.000,00
Energy intensity on turnover	GJ/Euro	0.000028728	0.0000538289	0,00006927265



CO₂ EMISSIONS

Quantifying greenhouse gas emissions is one of the tools through which the Group monitors its climate impact and assesses the effectiveness of the reduction actions undertaken. Emissions are reported according to the classification of the GHG Protocol, distinguishing between **direct emissions (Scope 1)** and **indirect emissions from purchased electricity (Scope 2)**.

For this indicator too, changes compared with previous years should be interpreted in light of the expansion of the scope of consolidation in 2025, which led to the inclusion of emissions generated by the acquired companies.

In 2025, direct emissions (Scope 1) amounted to **782 tonnes of CO₂**, down from 870 tonnes in 2024 (-10.11%). This result is particularly significant in light of the expansion of the Group's scope. Despite the inclusion of new companies, direct emissions actually decreased slightly, confirming the effectiveness of energy efficiency initiatives and the progressive renewal of the company fleet.

In detail:

- **Natural gas:** emissions increased from 58 to 68 tonnes of CO₂ (+17.24%), mainly due to greater heating requirements caused by weather conditions and the inclusion of new operating sites in the reporting scope.
- **Diesel:** emissions decreased from 659 to 557 tonnes of CO₂ (-15.48%). The reduction reflects the progressive renewal of the company fleet and the replacement of diesel-only vehicles with hybrid and electric models, as well as better optimisation of travel.
- **Petrol:** emissions increased from 151 to 157 tonnes of CO₂ (+3.97%), a modest increase compared with the more marked reduction in diesel consumption, within an overall reduction in emissions from non-renewable fuels.

Overall, the reduction in Scope 1 emissions shows how the efficiency measures adopted have offset the effects of the Group's expansion and of the different composition of energy consumption.

	Unit of measurement	2023	2024	2025
Emissions from non-renewable fuels	Tonnes di CO ₂	786	870	782
Natural gas	Tonnes di CO ₂	62	58	68
Diesel	Tonnes di CO ₂	646	659	557
Petrol	Tonnes di CO ₂	78	151	157

In 2025, indirect emissions calculated using the **market-based** approach increased from 189 to 356 tonnes of CO₂ (+88.36%), due to the different electricity supply mix in 2025.

Emissions calculated using the **location-based** method, by contrast, decreased slightly from 148 to 146 tonnes of CO₂ (-1.35%), substantially stable compared with the previous year.

		Emissions location-based		Emissions market-based	
	Unit of measurement	2024	2025	2024	2025
Emissions from purchased electricity	Tonnes di CO ₂	148	146	189	356

Total emissions (Scope 1 + Scope 2) calculated using the location-based method fell **from 1,018 to 927 tonnes of CO₂ (-8.94%)**, a decrease driven mainly by the reduction in direct Scope 1 emissions. Using the market-based method, by contrast, total emissions increased **from 1,059 to 1,137 tonnes of CO₂ (+7.37%)**, due to the increase in market-based Scope 2 emissions. Reading the two approaches together confirms the importance of the dual

reporting required by the GHG Protocol, which makes it possible to represent both the impact associated with the national energy mix and that influenced by the organisation's energy choices.

The emission factors published by ISPRA in the Table of Standard Parameters were used to calculate greenhouse gas emissions. According to this calculation method, emissions are expressed in tonnes of CO₂, thus excluding emissions from other greenhouse gases such as nitrous oxide and methane, whose impact on greenhouse gas emissions (CO₂ equivalent) is in any case negligible. The coefficients published by ISPRA were used for the location-based method, while the source of the emission factors for market-based calculations is AIB.

	Unit of measurement	2023	2024	2025
Total emissions (scope 1 + scope 2 location-based)	Tonnes di CO ₂	996	1.018	927
Total emissions (scope 1 + scope 2 market-based)	Tonnes di CO ₂	970	1.059	1.137

In 2024, Zucchetti Centro Sistemi S.p.A. took an important step towards environmental transparency by calculating its Scope 3 emissions for the first time, which amount to 253,546 tonnes of CO₂ equivalent. This figure, relating to indirect emissions along the entire value chain, represents a significant component of the company's carbon footprint.



Please note that the 2024 Scope 3 figure reported above is a restatement of the figure published in the previous edition of the Sustainability Report (463,308.30 tonnes of CO₂ equivalent). The update concerned in particular the “Use of products sold” category, whose calculation was refined to consider only the actual electricity consumption of the products marketed by Zucchetti Centro Sistemi, rather than that of accessory materials as well, thus avoiding double counting.

In 2025 **Scope 3 emissions amounted to 186,749 tonnes of CO₂ equivalent**, down 26.35% compared with the restated 2024 figure. To ensure the reliability and relevance of the data, the calculation followed the principles of the GHG Protocol, identifying the most significant Scope 3 categories, using a “hybrid” approach (supplier-specific data where available, with gaps filled using industry averages) and applying updated emission factors consistent with IPCC standards.

In 2025, Zucchetti Centro Sistemi S.p.A. confirmed a clear and transparent picture of its greenhouse gas emissions across the three categories recognised by the GHG Protocol. This data aggregate illustrates the company's environmental footprint: the significant size of Scope 3 supply chain emissions confirms the need to focus not only on the company's direct emissions, but on the entire ecosystem of production and use.

Emission category	Quantity	Unit of measurement
Scope 1	782	tCO ₂ -eq
Scope 2 Location-Based Approach	146	tCO ₂ -eq
Scope 2 Market-Based Approach	356	tCO ₂ -eq
Scope 3	186.749	tCO ₂ -eq

The integrated presentation of all scopes has given the company a more complete and consistent view of its environmental profile, creating a solid basis for defining effective reduction targets and strategies and enabling the development of a realistic and tangible decarbonisation plan.

WATER RESOURCES

The protection of water resources is an increasingly important issue in environmental sustainability, even for organisations whose activities do not involve water-intensive production processes. Although it operates mainly in office settings, Zucchetti Centro Sistemi S.p.A. recognises the importance of **responsible water management**, especially in view of the growing effects of climate change and the increase in water stress affecting many areas.

The Group's activities do not involve industrial processes requiring intensive water use. Water withdrawals are in fact mainly intended for civil and sanitary uses in company buildings, as well as for irrigating green areas and the test fields used to develop and test the Robotics Division's solutions. The absence of production processes also means that no industrial effluents or discharges containing hazardous substances are generated.

Water withdrawal data were collected mainly through the analysis of bills issued by water service providers and, where available, measurements of well withdrawals.

Water discharges were determined using an estimation methodology which assumes, in the absence of production processes and significant losses, that the volumes of water withdrawn substantially correspond to those subsequently discharged into the sewerage system.

For some sites it was not possible to obtain specific data, as the cost of the water service is included in condominium service charges. In such cases, estimates were made based on historical consumption and site characteristics, in order to ensure reporting that is as complete and representative as possible.

		Total		Water-stressed	
	Unit	2024	2025	2024	2025
Withdrawal from third-party water well	ML	14,51	6,99	14,51	6,99
Withdrawal from third-party aqueduct	ML	6,42	9,40	7,27	7,2
Total withdrawals	ML	20,93	16,39	21,78	14,19
Water discharge into sewerage system	ML	8,53	9,40	7,27	7,20
Water consumption	ML	12,4	6,99	14,51	6,99

During 2025 the Group **withdrew a total of 16.39 ML of water**, from both the public water network and third-party wells. Water discharges amounted to 9.40 ML and are entirely conveyed into the public sewerage system, where they are subsequently treated by local treatment plants in compliance with current legislation.

Compared with 2024, total water withdrawals **decreased by approximately 22%, from 20.93 ML to 16.39 ML**. This trend is mainly attributable to the significant reduction in well withdrawals, used for irrigation, which more than offset the increase in volumes drawn from the water network for the operational needs of company sites. Well water is used exclusively for non-potable purposes, in particular for irrigating the green walls of company buildings and the experimental fields used by the Robotics Division to test its products. This choice limits the use of drinking water for purposes that do not require high-quality water, contributing to more efficient management of the resource.

The water risk analysis, carried out using the Aqueduct tool developed by the **World Resources Institute (WRI)**, shows that most of the Group's sites are located in areas classified as having high water stress. The exceptions are the sites of HRZ S.r.l., including Sigemi, and ZZ Robotics GmbH, which are located in areas not subject to particular water stress.

This confirms the need for an increasingly careful approach to resource management, even with consumption that is relatively low compared with manufacturing companies.

Aware of this context, the Group is developing a structured water management pathway as part of its Sustainability Plan. The main areas of action include improving consumption monitoring, reducing waste, assessing water recovery and reuse systems and analysing possible solutions for collecting and using rainwater to support activities that do not require drinking water.

WASTE MANAGEMENT

Waste management is one of the key elements of the environmental strategy of Zucchetti Centro Sistemi S.p.A., which promotes the efficient use of resources and the adoption of models inspired by circular economy principles. The Group's commitment is not limited to the correct management of the waste it produces, but extends to preventing its generation, to the **recovery of materials and the enhancement of secondary raw materials**, thereby helping to reduce environmental impact throughout the product life cycle.

When interpreting the data, it should be borne in mind that the Group's scope of consolidation expanded during 2025 following the acquisition of new companies. Changes compared with previous years therefore reflect both the evolution of environmental performance and the inclusion of the new entities in the reporting process.

The company distinguishes between urban and special waste. Urban waste, generated mainly by office activities, is handled through the public collection service and is not reported in detail, as it is classified as similar to municipal waste. Special waste, on the other hand, is managed in full compliance with current legislation and according to the procedures of the Environmental Management System certified to UNI EN ISO 14001, adopted at the Building of Innovation.

Waste is collected in dedicated, equipped areas, where the different types are separated and temporarily stored before being handed over to authorised operators for recovery or disposal.

In 2025 the Group produced a total of **53.40 tonnes of special waste**, down from 96.96 tonnes in 2024 (-44.9%) and 156 tonnes in 2023 (-65.8%).

The significant reduction in quantities produced confirms the effectiveness of the improvement initiatives introduced in recent years and is attributable to increasingly efficient resource management, the consolidation of separate waste collection, the optimisation of internal processes and waste prevention activities.

A particularly important contribution came from the Repair Centre of the Green Innovation Division, inaugurated in 2024 and fully operational during 2025. The facility makes it possible to prioritise the repair of equipment over its replacement, extending its life cycle and reducing the quantity of products destined to become waste.

In addition to the environmental benefits, the **Repair Centre** has improved after-sales service, making support activities faster and more efficient and promoting the recovery of components that are still reusable. This approach is fully in line with the Group's circular economy strategy, aimed at maximising resource reuse, recovering raw materials and progressively reducing the environmental impact associated with its products.

MONITORING OF WASTE FLOWS

End-of-life equipment continues to be the main category of waste produced by the Group, but recorded a significant decrease, **from 48.13 tonnes in 2024 to 21.90 tonnes in 2025 (-54.5%)**. This reduction is mainly attributable to the increase in product repair and recovery activities, which extend their useful life and limit their disposal.

Mixed material packaging also showed a significant decrease, from 25.88 to 16.31 tonnes (-37.0%). This result reflects greater rationalisation of the packaging used and increasing attention to the optimisation of logistics flows.

Wood waste fell from 6.51 to 1.68 tonnes (-74.2%), while metals went from 6.36 to 4.42 tonnes (-30.5%). Both trends reflect an improvement in the management of materials from business activities and greater efficiency in recovery operations.

Plastics remained at low levels and recorded a slight decrease, from 0.52 to 0.49 tonnes (-6.1%). Although their contribution to total waste is limited, the Group will continue to monitor their trend as part of initiatives aimed at reducing plastic use.

Paper recorded a slight increase, from 1.51 to 1.67 tonnes (+11.1%). This change is mainly attributable to improved separate collection and classification of waste flows, rather than an actual increase in consumption. The **Other waste category** also showed a modest increase, from 3.30 to 3.79 tonnes (+14.8%), mainly due to more precise classification of certain types of waste previously included in residual categories.

As regards **batteries and storage systems**, the total quantity decreased from 4.74 to 1.17 tonnes (-75.2%). This reduction reflects more efficient management of this waste and a progressive improvement in recovery and enhancement activities.

	UdM	Non-haz.		Non-haz.		Total	
Type of waste		2024	2025	2024	2025	2024	2025
Total waste		96,96	53,40			96,96	
Plastic	t	0,51884	0,487			0,51884	
End-of-life equipment	t	48,125	21,9			48,125	
Motors and electronic boards	t	0,019	0,10			0,019	
Other batteries and storage systems	t	4,29	1,956	0,45	1,174	4,74	
Mixed material packaging	t	25,88	16,31			25,88	
Metals	t	6,36	4,42			6,36	
Paper	t	1,50568	1,673			1,50568	
Other waste	t	3,3	3,79			3,3	
Wood	t	6,512	1,68			6,512	

TRACEABILITY AND REGULATORY COMPLIANCE

The Group ensures full traceability of the waste it produces through the annual submission of the Single Environmental Declaration Model (MUD), a fundamental tool both for regulatory compliance and for monitoring its environmental performance.

In 2025, implementation of the **National Electronic Register for Waste Traceability (RENTRI)** also continued; this system was introduced by national legislation to digitalise and standardise waste documentation. Its adoption represents a further step towards increasingly transparent and efficient waste management, compliant with the principles of the digital transition and the circular economy.

FUTURE COMMITMENTS

The Group intends to continue improving its waste management, strengthening **waste prevention initiatives**, increasing materials recovery and progressively reducing the use of disposal.

At the same time, the activities of the Repair Centre will be further developed, promoting the reparability, reuse and recovery of products and components, with the aim of extending their life cycle and fostering ever greater resource circularity. These initiatives will help reduce raw material consumption, limit waste production and improve the Group's overall environmental performance.

Overall, the results achieved confirm the effectiveness of the initiatives undertaken by the Group in waste prevention and in strengthening circular economy principles, contributing to increasingly sustainable resource management and to reducing the environmental impact of its activities.

The Group will also continue to promote **awareness-raising initiatives** for its employees, fostering greater awareness of efficient resource use, correct waste separation and the importance of materials recovery. Spreading a corporate culture focused on sustainability is in fact essential to consolidate the results achieved over time and to support the pursuit of the Group's environmental objectives.





PRODUCT LCA

ASSESSMENT OF THE ENVIRONMENTAL IMPACT OF PRODUCTS

For a company with a strong industrial focus such as Zucchetti Centro Sistemi S.p.A., a significant share of its environmental impact is associated with the products it designs, develops and markets. To measure these impacts objectively, scientifically and transparently, the Group adopts the **Life Cycle Assessment (LCA) methodology**, internationally recognised as the reference tool for assessing the environmental impacts of a product throughout its entire life cycle, from the sourcing of raw materials to end of life.

The LCA approach makes it possible to **identify the main sources of environmental impact** and provides important support for design and development activities, encouraging the adoption of lower-impact technological solutions, materials and components from the earliest stages of product development.

During 2024 the Green Innovation Division developed a **proprietary LCA Tool**, capable of calculating in an automated and standardised way the environmental impacts of the entire range of products marketed, including inverters, storage systems and charging stations. Developing the tool required extensive data collection, made possible by the direct involvement of the supply chain and, in particular, of the main suppliers, from whom the information needed to model production processes was obtained.

The project is a first in the industry, as the system developed by Zucchetti Centro Sistemi was the first LCA Tool certified by a European Programme Operator, EPD Italy, for the automated generation of Environmental Product Declarations (EPDs).

After obtaining the first certifications in 2024, the environmental certification of ZCS Azzurro products continued decisively during 2025, consolidating the Green Innovation Division's commitment to ever greater transparency of the environmental performance of its products.

To date, 15 Environmental Product Declarations (EPDs) have been published, covering most of the Green Innovation range, including photovoltaic inverters, hybrid and storage systems and charging stations. Of these, 10 certifications were issued during 2025, while the most recent, relating to the Azzurro HV Smart 5K storage system, was published in March 2026.

Environmental Product Declarations are prepared according to the

international standards ISO 14025 and EN 50693 and validated by EPD Italy, ensuring verified and comparable data on environmental impacts throughout the product life cycle.

The significant increase in the number of certified products confirms the effectiveness of the path undertaken and the company's intention to progressively integrate the LCA methodology into its design and development processes, providing customers and stakeholders with increasingly transparent and verifiable environmental information.

A further update of the LCA Tool is also planned during 2026, aimed at incorporating the new Product Category Rules (PCR) published by EPD Italy and extending its scope to hybrid inverters. The path will continue with the publication of new Environmental Product Declarations, confirming the Group's strategy of continuously improving the environmental performance of its products.

The creation of the LCA Tool and the progressive extension of EPD certifications are a fundamental step towards the company's decarbonisation, making it possible to assess environmental impacts from the earliest design stages and to steer design choices towards solutions with a lower environmental footprint.

RESULTS OF LCA STUDIES

The LCA analyses conducted on Green Innovation Division products show that the direct contribution to greenhouse gas emissions, expressed in CO₂ equivalent, is limited, especially when compared with the environmental benefits generated during the use phase of the products, which make a concrete contribution to the spread of renewable energy and to the energy transition.

The assessments also showed that the most significant environmental impact concerns the potential pollution of water resources, mainly attributable to the production of electrical and electronic components.

This impact is mainly determined by the use of metals and the energy consumption associated with suppliers' production processes, some of which are located in geographical areas with an energy mix still heavily dependent on fossil fuels. The results of the LCA studies therefore make it possible to identify priority areas for action more precisely and to guide future eco-design and materials selection strategies.

ENVIRONMENTAL IMPROVEMENT PLAN

In line with the results of the LCA studies and the objectives of its sustainability journey, Zucchetti Centro Sistemi has defined an **improvement plan** aimed at progressively reducing the environmental impacts associated with its products.

The main lines of action are:

- **progressive extension of the use of the LCA Tool and EPD certification** to an increasing number of products in the Green Innovation range;
- **increased use of recycled materials and metals** in production processes, encouraging more efficient use of resources;
- **improved management of product end-of-life** through initiatives based on circular economy principles.

In this context, the Green Innovation Division's Repair Centre, operational since 2024, plays a strategic role, enabling the regeneration of devices, the reintroduction of reconditioned products to the market and more effective separation and enhancement of materials destined for recycling.

Through these initiatives, Zucchetti Centro Sistemi intends to consolidate a design model increasingly focused on eco-design principles, helping to reduce environmental impacts throughout the product life cycle and contributing concretely to decarbonisation and circular economy objectives.

MADE IN EUROPE

For ZCS Azzurro, "Made IN" is not just a label but a concrete commitment: more control, more quality and more continuity over time. For this reason, some product lines are manufactured in-house, with direct management of processes and market standards. In a rapidly changing sector, investing in a nearby supply chain means guaranteeing support, availability and a partner that is there for the long term.



SOCIAL RESPONSIBILITY

HUMAN CAPITAL

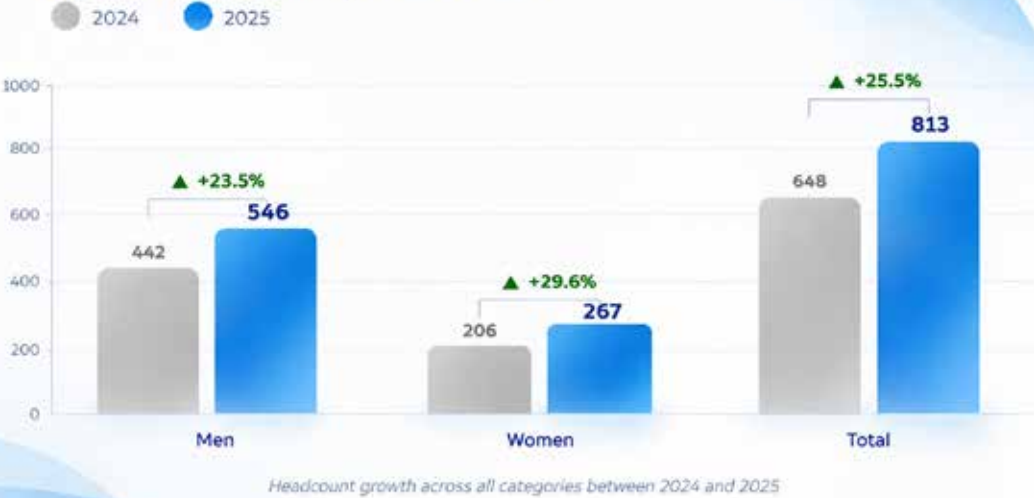
For Zucchetti Centro Sistemi S.p.A., people are the main driver of success and innovation. The skills, professionalism and daily contribution of each employee are in fact essential to the Group's sustainable growth and to long-term value creation.

For this reason, the company promotes a working environment based on **respect**, the **enhancement of diversity, equal opportunities** and **organisational well-being**, fostering the professional and personal development of its employees through policies focused on inclusion, safety and active participation.

When interpreting the data in this chapter, it should be borne in mind that the Group's scope of consolidation expanded during 2025 following the acquisition of new companies. Changes compared with the previous year therefore reflect both the organisation's organic growth and the inclusion of the new entities in the reporting scope. As at **31 December 2025** the Group employed **813 people**, compared with 648 the previous year, an increase of 25.5%. The growth in headcount is mainly attributable to the expansion of the Group's scope and reflects the organisation's development path. Employment stability is one of the distinctive elements of Zucchetti Centro Sistemi's personnel policy. In 2025, 800 employees, approximately 98.4% of the workforce, were employed on **permanent contracts**, confirming the Group's commitment to investing in long-term employment relationships and in the development of skills. Part-time work involves 123 employees (15.1% of the workforce), up from 2024. This organisational arrangement is an important tool for work-life balance and is mainly adopted by the female workforce.

In 2025 **women accounted for 33% of the total workforce**, up slightly from 31.8% in 2024. Although men continue to be the majority, this figure shows a progressive move towards greater gender diversity, also supported by the Group's expansion.

Workforce — change 2024–2025



	Men		Women		Total	
	2024	2025	2024	2025	2024	2025
Total	442	546	206	267	648	813
Permanent	439	539	203	261	612	800
Fixed-term	3	7	3	6	6	13

	Men		Women		Total	
	2024	2025	2024	2025	2024	2025
Total	442	546	206	267	648	813
Full-time	435	483	167	228	602	690
Part-time	7	63	39	39	46	123

The composition of the workforce shows a balanced generational structure. The **30–50 age group** represents the core of the organisation (55%), followed by employees under 30 (26%) and over 50 (20%). This distribution allows the Group to combine consolidated skills and professional experience with the contribution of new generations, fostering knowledge transfer and organisational continuity. In terms of job category, white-collar workers are the most represented category (760 employees, 93% of the workforce), consistent with the nature of the Group's activities, which are mainly focused on design, research and development, technology services and support functions. In 2025 there was also an increase **in the number of middle managers**, from 20 to 32, a sign of the strengthening of the organisational and managerial structure following the Group's growth. During 2025, **130 new hires** were made, confirming the Group's ability to attract new talent to support its growth.

At the same time, turnover remained low and substantially balanced between men and women (8% for men and 10% for women), demonstrating a good level of staff retention.

Departures were mainly concentrated in the under-30 age group, a phenomenon attributable to the natural professional mobility typical of the early stages of a career. Overall, these indicators confirm the organisation's ability to attract new skills while maintaining a high level of employment stability.

For Zucchetti Centro Sistemi, inclusion is a founding value of its corporate culture. Promoting an inclusive working environment means guaranteeing every person equal opportunities for growth, valuing their skills, experience and uniqueness, regardless of gender, age, personal circumstances or background.

To facilitate the onboarding of new hires and help them get to know the company, the **HR & Marketing departments**

organised meetings called **ZCS Tour**, in which divisional and functional representatives presented and shared the mission, values and daily activities of their respective areas, giving new colleagues an overview of the organisation and of ongoing projects. The **ZCS Tours** were a valuable opportunity to foster the integration of new hires, strengthen their sense of belonging to the Group and promote a corporate culture based on dialogue and collaboration between functions.

In this perspective, the Group pays particular attention to the employment of people belonging to **protected categories**, recognising the value of diversity as an enrichment for the organisation and for work teams.

In support of this commitment, Zucchetti Centro Sistemi works on an ongoing basis with the Targeted Employment Service (Collocamento Mirato), periodically activating pre-selection procedures to identify candidates belonging to protected categories, both under Law 68/1999 (people with disabilities) and under Article 18 of the same law. Once applications have been received, the company holds selection interviews to identify the most suitable professionals and facilitate their integration into the Group's various companies, ensuring an integration process consistent with people's skills and with organisational needs. In 2025 the number of employees belonging to protected categories **increased from 25 to 35**, reaching 4.3% of the workforce.

The Group's commitment goes beyond compliance with legal obligations and reflects its desire to build an increasingly inclusive working environment, capable of valuing each person's contribution and promoting a corporate culture based on respect, fairness and equal opportunities.



130
new hires
in 2025

Employee distribution by age group — 2024 vs 2025

The share of under-30s and over-50s grew slightly in 2025



Zucchetti Centro Sistemi's goal is to create a working environment in which skills, merit and potential are the main criteria for valuing people, fostering an inclusive environment in which every employee can fully express their abilities and actively contribute to the sustainable growth of the organisation. The Group will continue to invest in the development of its human capital, promoting initiatives focused on professional growth, talent enhancement, organisational well-being and the spread of an inclusive corporate culture. Particular attention will be paid to strengthening **Diversity & Inclusion** policies, attracting new skills and creating professional development paths that foster internal growth and generational renewal. At the same time, Zucchetti Centro Sistemi will continue to promote flexible working arrangements and initiatives aimed at improving work-life balance, in the belief that people's well-being is essential to the Group's competitiveness, innovation and sustainability.

	Men	Women
New hires	78	52
Terminations	23	15
Average	281	156
Incoming turnover	28%	33%
Outgoing turnover	8%	10%

	2024	2025
Employees from protected categories	25	35
Percentage of employees belonging to protected categories	4%	4,3%

	<30		30-50		>50		Totale	
	2024	2025	2024	2025	2024	2025	2024	2025
Total employees	165	208	369	444	114	161	648	813
Executives	0	0	6	1	6	11	14	12
Middle managers	2	1	6	10	14	21	20	32
White-collar workers	161	206	351	428	91	126	603	760
Blue-collar workers	2	1	6	5	3	3	11	9
Percentage of employees	25%	26%	57%	55%	18%	20%	100%	100%
Executives	0%	0%	1%	0%	1%	1%	2%	1%
Middle managers	0%	0%	1%	1%	2%	3%	3%	4%
White-collar workers	25%	25%	54%	53%	14%	15%	93%	93%
Blue-collar workers	0%	0%	1%	1%	0%	0%	2%	1%

	Men		Women		Total	
	2024	2025	2024	2025	2024	2025
Total employees	442	546	206	267	648	813
Executives	11	9	3	3	14	12
Middle managers	15	23	5	9	20	32
White-collar workers	405	505	198	255	603	760
Blue-collar workers	11	9	0	0	11	9
Percentage of employees	68%	67%	31,8%	33%	100%	100%
Executives	2%	1%	0%	0%	2%	1%
Middle managers	2%	3%	1%	1%	3%	4%
White-collar workers	63%	62%	31%	31%	93%	93%
Blue-collar workers	2%	1%	0%	0%	2%	1%

PROFESSIONAL DEVELOPMENT AND PERSONAL WELL-BEING



TRAINING

Zucchetti Centro Sistemi S.p.A. attaches strategic value to its people, recognising them as the main driver of the Group's innovation, growth and competitiveness. It therefore promotes a structured training and professional development system aimed at fostering the acquisition of new skills, individual growth and the enhancement of its people's potential.

To support this path, the company adopts a skills development model that integrates training activities, performance evaluation processes and **Talent Review** tools, aimed at identifying and enhancing distinctive skills and people's growth potential, consistent with the Group's values and strategic objectives.

In a context of constant technological evolution and accelerating digitalisation, Zucchetti Centro Sistemi continues to invest in training as a key lever for supporting innovation and accompanying the organisation's growth.

During 2025 the Group delivered a total of **22,779.50 hours of training**, corresponding to an average of approximately **28 hours per employee**. The training offer covered a wide range of cross-functional and specialist skills, including courses on effective communication, digital and programming languages, Data Analysis, Digital Marketing, Web Application development and Artificial Intelligence, as well as specialist IT and language courses.



ZCS PEOPLE HR ACADEMY

Among the most significant initiatives of the year was the completion of the **ZCS People HR Academy**, in collaboration with the subsidiary HRZ S.p.A., a project created to train new professionals specialising in the role of HR Application & Digital Consultant and to facilitate their subsequent integration within the Group.

The Academy involved 20 participants, offering a **training programme of approximately 500 hours**, consisting of an initial phase of classroom-based theoretical training followed by practical experience directly within the company. During this latter phase, participants had the opportunity to engage with day-to-day operational activities, supported by qualified tutors who guided their learning and professional development.

The initiative was designed to **respond to the growing demand for skills** in the digitalisation of Human Resources processes, training young professionals able to support companies in implementing innovative human capital management solutions.

The completion of the ZCS People HR Academy confirms Zucchetti Centro Sistemi's commitment to skills development, the enhancement of young talent and the creation of training paths that foster effective entry into the world of work. Through initiatives such as this, the Group contributes to the growth of **highly qualified professionals**, able to support the digital transformation of organisations and the evolution of its business.



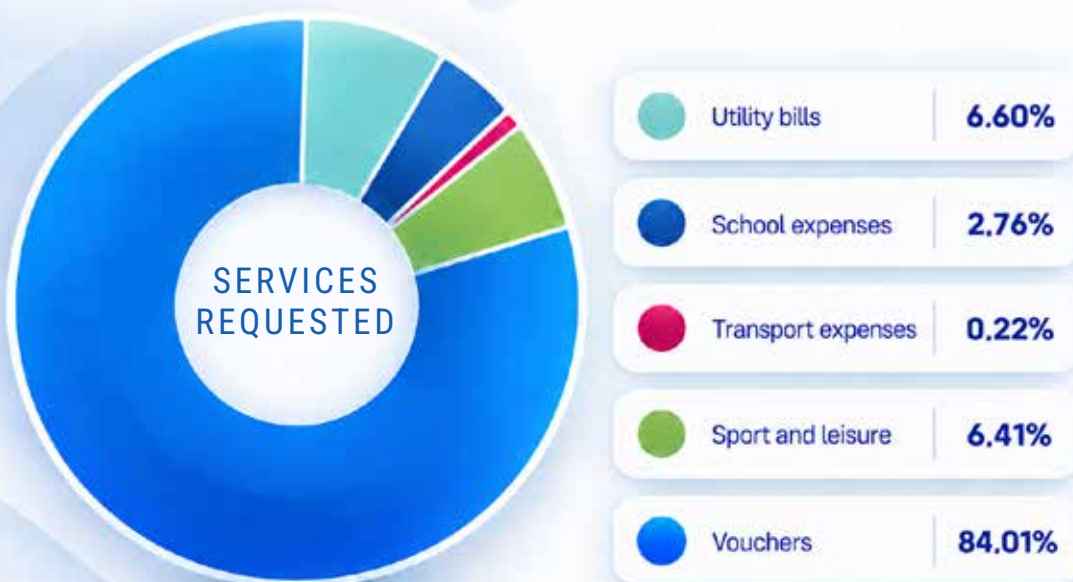
PROTECTION AND WELL-BEING OF PEOPLE

Aware of the importance of employees' physical and mental well-being, the Group offers a structured welfare system, including an additional allowance which, since 2022, has been made available to employees through the AON platform for the purchase of goods and services aimed at improving their quality of life. The company plan is designed to meet employees' needs and to ensure a balanced work-life lifestyle.

The **welfare plan**, exempt from tax and social security contributions, is designed to respond concretely and flexibly to the individual and family needs of employees. Available benefits include reimbursements for education and healthcare expenses, travel packages, sports club memberships, medical check-ups, fuel vouchers, shopping vouchers and vouchers for the purchase of goods and services.

Analysis of usage data provided by AON revealed a peak in usage in May 2024, coinciding with the disbursement of the annual welfare allowance. In the following months, usage remained steady, confirming regular and informed use by employees.

The most widely used service was vouchers, followed by household utility expenses, showing how well the offering matches people's real needs.



During 2025 Zucchetti Centro Sistemi launched a human capital development project through the introduction of a new **Performance Management** system based on the **Management by Objectives (MBO)** model. The initiative aims to promote people's professional development, reward merit and strengthen the alignment between individual objectives and corporate strategies.

The system, which will become fully operational from 2026 within the **Parent Company's HCM platform**, provides for the definition of individual and team objectives, associated with specific performance indicators, and an evaluation model based both on the achievement of assigned objectives and on the enhancement of the technical (**hard skills**) and cross-functional (**soft skills**) competencies identified for each role.

The process consists of regular discussions between employee and manager: an initial phase of sharing objectives, monitoring during the year and a final evaluation at the end of the financial year, aimed at analysing the results achieved, identifying any areas for improvement and defining the incentive systems provided by the company.

The entire process will be managed through the HCM platform, which will give each employee a dedicated personal area where they can consult their assigned objectives, evaluation results and professional growth path, fostering greater transparency and participation.

ZCS SKILLATO

The objectives for 2026 also include the activation of the ZCS Skillato platform, designed to strengthen the digitalisation of personnel management processes and to simplify access to the main employee services.

At the same time, the In Dossier system of the **Zucchetti HR Suite** is being implemented, through which the main documents relating to employees' professional careers will be progressively digitalised and made available, including training certificates, medical fitness certificates, smart working agreements, salary changes and other administrative documentation.

The introduction of these tools will help improve the efficiency of HR processes, fostering increasingly digital, integrated and people-focused management.

The Performance Management system and the digital tools described will initially be applied to the Parent Company Zucchetti Centro Sistemi S.p.A. This choice reflects the Group's current organisational model, in which each subsidiary retains managerial and organisational autonomy while sharing the principles and strategic guidelines defined at Group level.

HEALTH AND SAFETY

During 2025 Zucchetti Centro Sistemi consolidated its health and safety management system by updating the **Risk Assessment Document (DVR)**, a fundamental tool for identifying workplace risks and defining prevention and protection measures.

Safety management is supported by **Prevention and Protection Service Managers (RSPP)**, both internal and external, who work with Management and with the other roles required by law to ensure constant risk oversight and the continuous improvement of working conditions. For all the Group's Italian companies, the management system is developed in compliance with Legislative Decree 81/2008, the reference legislation on occupational health and safety.

The main new features introduced in 2025 also include the implementation of the new **"Contracts" module**, developed to digitalise and standardise the documentation management of suppliers and contractors. The platform allows each Division of the Group to register its suppliers and store in a single system all documentation relating to occupational health and safety, including the Single Document for the Assessment of Interference Risks (DUVRI), the appointment of emergency officers and the other documents required by current legislation. The introduction of this tool strengthens document control, improves the traceability of information and ensures more effective management of the risks associated with activities entrusted to external companies, helping to ensure high safety standards throughout the operational chain.





Training is one of the main tools through which the Group promotes a culture of prevention. From the moment they join the company, every employee attends the mandatory training required by current legislation, which is subsequently updated when due or when new legal provisions are introduced. During 2025, **more than 286 workers** took part in specific health and safety training covering, among other topics, first aid, fire prevention, training for supervisors and other subjects related to the specific risks of the activities carried out.

Training is delivered in accordance with the State-Regions Agreements of 2011 and 2016 and Legislative Decree 81/2008, with the relevant certification issued. Alongside prevention activities, Zucchetti Centro Sistemi promotes initiatives focused on the well-being of its people, providing specific corporate welfare tools, including supplementary healthcare for eligible employees, as a further element of health protection. During 2025, 3 workplace accidents were recorded, compared with 2 in 2024.

The **recordable accident rate** rose from 0.37 to 0.47, nevertheless remaining at low levels.

Analysis of the events shows that the recorded accidents were mainly due to accidental behavioural causes, such as trips and falls, without any structural or plant-related issues being involved.

Overall, the results confirm the effectiveness of the prevention measures adopted and demonstrate the Group's constant commitment to ensuring safe working environments, through the spread of a culture of prevention, the involvement of people and the continuous updating of safety procedures.

The Group will continue to invest in **strengthening its health and safety culture**, promoting ongoing training, awareness-raising initiatives and constant monitoring of workplace risks.

Particular attention will be paid to spreading safe behaviours, actively involving workers in prevention processes and consolidating safety management measures in the companies that have recently joined the Group.

At the same time, the integration of the acquired companies will represent an important opportunity to progressively align health and safety standards within the Group, encouraging the sharing of best practices, the harmonisation of procedures and the spread of a common culture of prevention across all companies.

The aim is to maintain high standards of health protection, further reduce the risk of accidents and consolidate an increasingly safe, responsible and well-being-oriented working environment.

	2024	2025
Number of hours worked	1.079.024	1.288.839
Number of recordable work-related accidents	2	3
Rate of recordable work-related accidents	0,37	0,47

*The accident rate was calculated using a multiplier of 200,000 in accordance with the GRI Standard guidelines.

LOCAL COMMUNITY

Zucchetti Centro Sistemi S.p.A. pays great attention to the community in which it operates, working with determination to promote its development and to contribute actively to its progress. The company strongly supports the local community in the social, cultural and sports fields through donations to or sponsorships of organisations, associations and specific local events, as well as initiatives dedicated in particular to young people and to the various forms of inclusion and solidarity.

This commitment has translated into a steadily growing investment: **donations made by ZCS amounted to €56,340.00, while sponsorships totalled €153,437.70, an overall increase of 47% compared with 2024**, confirming a commitment that the Group continues to expand.

As in the 2023–24 period, expenses were incurred for the purchase of an ambulance for the **Misericordia di Terranuova Bracciolini**, which responds promptly to medical emergencies, with a direct effect on the health and safety of the entire Valdarno community; support was also given to local parishes, to enable the expansion of their recreational facilities, and to **local Pro Loco associations and the Accademia Musicale Valdarnese**. In sport, there is a strong bond with the **Aquila Montevarchi 1902 football club, Aurora Società Ginnastica, Centro Minibasket Valdarno, Accademia Paolo Rossi Pablito and numerous other sports clubs in the Valdarno area**.

In the cultural sphere, emphasis was generally placed on training young local talent, supporting the **Polo Universitario Aretino**, which aims to develop professional profiles in the IT field. ZCS is also at the forefront as a Founding Member of the **ITS Academy Prodigy** (the only higher education institute in Tuscany dedicated to Information & Communication Technology) and of the HR Academy (ZCS People intercompany team).

DONATIONS		
	2024	2025
Sport	1.050,00	500,00
Culture	5.150,00	4.000,00
Social	53.482,00	51.840,00
	59.682,00	56.340,00

LOCAL COMMUNITY



SPONSORSHIPS 2025





SUPPLIER ESG ASSESSMENT

Supply chain sustainability is a strategic element for Zucchetti Centro Sistemi S.p.A., which considers its suppliers **key partners in the process of creating sustainable value**. The Group is in fact aware that environmental, social and governance impacts do not end within its own operations, but extend throughout the entire life cycle of products and services.

For this reason, Zucchetti Centro Sistemi promotes a collaborative approach aimed at spreading principles of environmental, social and ethical responsibility throughout the supply chain, fostering continuous improvement in the ESG performance of its business partners.

In support of this commitment, the Supply Chain Compliance Programme was launched in 2023 to assess the ESG maturity of strategic suppliers and to identify any areas for improvement.

The programme initially involved suppliers of materials, components, semi-finished and finished products, selected on the basis of their strategic importance and the potential environmental and social impact associated with their supplies.

A structured questionnaire of over 100 questions was developed for the assessment, divided into two macro-areas.

The first concerns environmental aspects, covering topics such as:

- regulatory compliance;
- energy management;
- greenhouse gas emissions;
- water use;
- waste management;
- environmental management systems.

The second is dedicated to social aspects, with particular attention to:

- protection of human rights;
- occupational health and safety;
- working conditions;
- prevention of forced labour and child labour;
- supply chain management.

To ensure the reliability of the information collected, suppliers were asked to attach documentation supporting their statements.

The responses were then analysed using an **ESG risk assessment model**, based on a weighted scoring system that assigns a final score normalised on a scale from 0 to 10, allowing suppliers to be classified into three risk levels:

- **High risk (0–4)**: significant issues requiring priority corrective action;
- **Medium risk (5–6)**: need to define improvement actions and periodic monitoring;
- **Low risk (above 6)**: satisfactory level of compliance and limited need for intervention.

The analyses showed that the Group's supply chain has, overall, a low social risk profile, thanks to a good level of compliance with the main requirements on worker protection, human rights and health and safety.

The main areas of concern relate instead to environmental aspects.

In particular, the issues identified are mainly attributable to two factors:

- the presence of some **strategic suppliers located in Asian countries**, characterised by a high-carbon energy mix and greater exposure to environmental risks;
- the **small size of some European companies** which, despite operating in advanced regulatory contexts, often have limited resources to develop structured environmental management and ESG reporting systems.

These results enabled the Group to focus its supplier engagement activities on the areas with the greatest potential for improvement, promoting an approach based on collaboration and shared growth rather than one based solely on control.

In 2024 the Compliance Programme evolved, focusing on a targeted selection of local suppliers that had shown the greatest room for improvement from an environmental perspective.

The aim was to support these companies on a growth path, encouraging the adoption of more sustainable practices and strengthening the resilience of the local supply chain.

This choice reflects the Group's belief that creating a sustainable supply chain requires an approach based on dialogue, skills transfer and continuous improvement, helping to develop long-term relationships founded on responsibility, transparency and shared sustainability objectives.

To ensure constant monitoring of the evolution of its supply chain's ESG performance, Zucchetti Centro Sistemi has set a five-year cycle for updating its assessments. The first analysis was completed in 2023 and **the next assessment cycle is scheduled for 2028.**

This approach makes it possible to verify over time the evolution of suppliers' risk profiles and performance, assessing the effectiveness of the improvement actions undertaken and their continued alignment with the sustainability standards required by the Group. Should significant changes emerge in the risk profile of specific suppliers, or should relevant regulatory or organisational developments occur, the Group reserves the right to bring assessment activities forward, adopting a risk-based approach focused on continuous improvement.

In the coming years Zucchetti Centro Sistemi will continue to integrate ESG criteria into supplier qualification and monitoring processes, progressively increasing the number of companies involved and strengthening verification and dialogue activities.

The aim is to **consolidate an increasingly resilient supply chain**, responsible and aligned with sustainability principles, promoting the spread of best environmental, social and governance practices throughout the supply chain and contributing to the creation of shared value for all stakeholders.

The Supply Chain Compliance Programme is a risk management and continuous improvement tool. Its aim is not only to identify any critical issues, but also to support suppliers in strengthening their ESG performance, encouraging the spread of sustainable practices throughout the supply chain and contributing to building an increasingly resilient, transparent and responsible supply chain.

METHODOLOGICAL NOTE

This document is the third edition of the Sustainability Report of Zucchetti Centro Sistemi S.p.A. and describes its environmental, social and economic sustainability performance for the 2025 financial year (1 January to 31 December). To allow data comparability over time, a comparison with data for 2024 is also provided.

The Sustainability Report will be published annually.

This Sustainability Report has been prepared in accordance with the “GRI Sustainability Reporting Standards” published by the Global Reporting Initiative (GRI), as indicated in the “GRI Content Index” table. This table shows the coverage of the GRI indicators associated with each sustainability topic reported in this document.

The scope of the economic, social and environmental data and information includes all companies controlled by the Group: HRZ S.r.l., which in turn controls Sigemi S.r.l., Alpha Sistemi S.r.l., HR SUD S.r.l., Terasoft S.r.l., which in turn controls OS Project S.r.l., Explora Consulting S.r.l., ZZ Robotics GmbH, ZCS Azzurro España SLU, Dec Sistemi S.r.l., Afea S.r.l. and ZCS People S.r.l.

Any restatements of data relating to previous years are clearly indicated as such. This document was reviewed and approved by the Chief Executive Officer and by the project team that prepared the Sustainability Report. The document has not been subject to assurance by an external auditing firm.

For information about this document, please write to:

b.boschi@zcscompany.com

GRI CONTENT INDEX

Statement of use: Zucchetti Centro Sistemi S.p.A. has reported in accordance with the GRI Standards for the period 1 January – 31 December 2025. GRI 1 used: GRI 1: Foundation 2021. Applicable GRI Sector Standard(s): N/A.

GRI Standards	Disclosure	References	Omitted		
			Requirements	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organisational details				
	2-2 Entities included in the organisation's sustainability reporting				
	2-3 Reporting period, frequency and contact point				
	2-4 Restatements of information				
	2-5 External assurance	This report is not subject to external assurance			
	2-6 Activities, value chain and other business relationships				
	2-7 Employees				
	2-8 Workers who are not employees				
	2-9 Governance structure and composition				
	2-10 Nomination and selection of the highest governance body				
	2-11 Chair of the highest governance body				
	2-12 Role of the highest governance body in overseeing the management of impacts				
	2-13 Delegation of responsibility for managing impacts				
	2-14 Role of the highest governance body in sustainability reporting				
	2-15 Conflicts of interest				
	2-16 Communication of critical concerns				
	2-17 Collective knowledge of the highest governance body				
	2-18 Evaluation of the performance of the highest governance body				
	2-19 Remuneration policies				

GRI Standards	Disclosure	References	Omitted		
			Requirements	Reason	Explanation
GRI 2: General Disclosures 2021	2-1 Organisational details				
	2-2 Entities included in the organisation's sustainability reporting				
	2-3 Reporting period, frequency and contact point				
	2-4 Restatements of information				
	2-5 External assurance	This report is not subject to external assurance			
	2-6 Activities, value chain and other business relationships				
	2-7 Employees				
	2-8 Workers who are not employees				
	2-9 Governance structure and composition				
	2-10 Nomination and selection of the highest governance body				
	2-11 Chair of the highest governance body				
	2-12 Role of the highest governance body in overseeing the management of impacts				
	2-13 Delegation of responsibility for managing impacts				
	2-14 Role of the highest governance body in sustainability reporting				
	2-15 Conflicts of interest				
	2-16 Communication of critical concerns				
	2-17 Collective knowledge of the highest governance body				
	2-18 Evaluation of the performance of the highest governance body				
	2-19 Remuneration policies				
	2-20 Process to determine remuneration				
	2-21 Annual total compensation ratio				
	2-22 Statement on sustainable development strategy				
	2-23 Policy commitments				
	2-24 Embedding policy commitments				
	2-25 Processes to remediate negative impacts				
	2-26 Mechanisms for seeking advice and raising concerns				
	2-27 Compliance with laws and regulations				
	2-28 Membership associations				
	2-29 Approach to stakeholder engagement				
	2-30 Collective bargaining agreements				

Material topics			Omitted		
GRI Standards	Disclosure	References	Requirements omitted	Reason	Explanation
GRI 3: Material Topics 2021	3-1 Process to determine material topics				
	3-2 List of material topics				
EMPLOYEE WELL-BEING					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system				
	403-2 Hazard identification, risk assessment, and incident investigation				
	403-3 Occupational health services				
	403-4 Worker participation, consultation, and communication on occupational health and safety				
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety				
	403-6 Promotion of worker health				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships				
	403-8 Workers covered by an occupational health and safety management system				
	403-9 Work-related injuries				
	403-10 Work-related ill health				
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees				
CLIMATE CHANGE					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 302: Energy 2016	302-1 Energy consumption within the organisation				
	302-3 Energy intensity				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource				
	303-2 Management of water discharge-related impacts				
	303-3 Water withdrawal				
	303-4 Water discharge				
	303-5 Water consumption				
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions				
	305-2 Energy indirect (Scope 2) GHG emissions				

Material topics			Omitted		
GRI Standards	Disclosure	References	Requirements omitted	Reason	Explanation
LOCAL COMMUNITIES					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs				
RECYCLING, WASTE AND SCRAP					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts				
	306-2 Management of significant waste-related impacts				
	306-3 Waste generated				
PROCUREMENT PRACTICES					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers				
BUSINESS ETHICS					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed				
	201-4 Financial assistance received from government				
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken				
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories				
RESPONSIBLE USE OF TECHNOLOGIES					
GRI 3: Material Topics 2021	3-3 Management of material topics				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data				





SUSTAINABILITY
REPORT
2025

Zucchetti Centro Sistemi S.p.A.

Via Lungarno, 305 - 52028 Terranuova Bracciolini - Arezzo, Italy - ph. +39 055 91971 - fax. +39 055 9197515
info@zcscompany.com - zcs@pec.it - zcscompany.com