



# UNOX ESG Report 2025

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01 Introduction



# 01. Introduction

# Letter to stakeholders

Building a sustainable future means choosing how to grow. For Unox, growth is not only a matter of scale: it is a matter of vision, responsibility and long-term impact.

We are proud to present the 2025 ESG Report of the Unox Group, which reflects a pivotal year in our journey. In September 2025, the inauguration of Unox City crowned a long-term path of organic growth built through continuous investment in our territory, our people, our technologies and our industrial capabilities.

Located in Cadoneghe, in the heart of the Padua industrial area, Unox City brings together production, logistics and innovation in a single industrial ecosystem. It represents our choice to continue growing from the place where our history began, strengthening local expertise, creating value for the community and building an industrial model that combines efficiency, innovation and sustainability.

During the year, we also continued to invest in improving the energy and environmental performance of our operations. In our existing plants, gas-based systems were replaced with electric heat pumps capable of providing both winter heating and summer cooling. This transition reduced CO<sub>2</sub> emissions through the use of green electricity, either self-produced through photovoltaic systems or sourced from certified renewable energy, while also improving comfort and wellbeing for our operators.

In November 2025, the acquisition of Roboqbo opened a new chapter for Unox. By integrating Roboqbo's advanced food processing technologies, we extend our vision beyond the oven and strengthen our ability to support professional kitchens across processes that require different technologies from traditional oven cooking. This acquisition brings us closer to our idea of the kitchen of the future: a more integrated, efficient and automated environment, where different technologies work together to simplify operations, improve consistency and optimize the use of resources.

As the acquisition was completed in November 2025, Roboqbo's ESG performance data is not included within the reporting scope of this document and will be progressively integrated starting from the 2026 reporting cycle.

Our responsibility does not end within our production sites. As a company operating in the foodservice equipment industry, we are aware of the environmental impact generated by professional kitchens and by the products that make them work. For this reason, we continue to invest in technologies that help our customers improve energy efficiency, optimize processes, reduce waste and use resources more responsibly.

Unox is a global Group, strengthened by the diversity of cultures, skills and experiences of our people. As we continue to grow, our commitment remains clear: to ensure that innovation, sustainability, industrial development and human development move forward together.

Thank you,  
*Enrico Franzolin, Chiara Franzolin, Nicola Michelin*  
 The Board of Directors






# Unox Today

Unox is a technology-driven manufacturer of high-performance commercial ovens based in Padua, Italy. More than 30 years of R&D awarded us as number one among the world's manufacturers in terms of units sold and ENERGY STAR® certified ovens, Unox designs, produces and offers smart solutions which meet every foodservice and bakery need.

Always focused on developing ground-breaking solutions that save energy and environmental resources and driven by the taste of building success, our Group is active worldwide with 42 branches. We want every customer worldwide to enjoy the same experience and level of service.

The company is a real know-how factory which follows an in-house production process that allows us to have maximum control over the quality of products. We strive for a collaborative and growing work environment for the success and fulfilment of every employee and project worldwide. This approach has earned the company several prizes and awards such as the Great Place to Work certification.

Unox offers state-of-the-art services and experiences merging the most interesting trends in the high-tech world with the foodservice industry needs. We boast the widest commercial oven range in the market which includes convection, speed, and combi ovens.



***We are driven by the  
taste of building  
success around us.  
For our customers, our  
sales partners and our  
suppliers, and for each  
person of Unox***



Also, we offer revolutionary solutions for hot food preservation.

All of these translate into a range of commercial ovens that meets all cooking, technological and space requirements.

Following the sales process directly with our global team we guarantee unparalleled technical and cooking assistance to let customers take full advantage of our solutions and adapt them to the business needs.

Success can be measured in various ways, some intangible and more ephemeral, others tangible and demonstrable.

Unox success translates into achieving the goals we set for ourselves, and the numbers speak for themselves: ours is a net and steady growth.

In short: Unox creates intelligent technology and applies it to professional cooking processes to support people and businesses who face the challenge of building their everyday success in the food service world.

We are a real know-how factory that designs, manufactures and markets professional ovens for the catering, retail, pastry and bakery sectors.



## Our story

Unox was born with a disruptive idea: to challenge conventional cooking standards through innovation and engineering. Its first oven introduced a significant leap forward – a multi-fan system that enabled a new level of evenness in cooking. This was made possible by AIR.Maxi™, a patented technology that intelligently manages airflow inside the chamber, ensuring uniform heat distribution in every corner.

This innovation quickly positioned Unox as a leader in the professional oven market. Yet, what truly defined the company was its vision: while many competitors in the 1990s were outsourcing and relocating production, Unox made the bold decision to invest locally. It established a vertically integrated manufacturing system in the province of Padua, Italy, where 100% of its ovens are designed and built to this day.

This tight integration of production and innovation enabled Unox to move faster than the market, guaranteeing quality, flexibility and a steady stream of technological advancements. But innovation was not limited to products. In 2008, Unox introduced the Individual Cooking Experience (ICE) – a new, customer-first business model where chefs could test Unox ovens in their own kitchens. Conducted by Active Marketing Chefs (AMCs) – a hybrid figure combining culinary expertise and commercial know-how – these one-to-one demonstrations allowed clients to cook their own recipes with their own ingredients, ensuring full transparency and informed decisions.

ICE quickly became a cornerstone of the Unox approach and provided the company with a continuous flow of direct user feedback. These insights have helped shape every product Unox has launched since.

## Gastronomy Ovens

In 2015, Unox introduced CHEFTOP MIND.Map<sup>™</sup>, a new generation of combi ovens developed specifically for professional kitchens in the foodservice world. It was a major step forward.

The oven was equipped with ADAPTIVE.Cooking – an intelligent system capable of automatically optimizing cooking parameters such as food quantity, door opening frequency, preheating behavior and much more.

By monitoring key variables in real time, the oven delivered perfect, repeatable results with minimal input from the operator.

This marked the beginning of Unox's transition into a data-driven technology company.





From this point forward, Unox ovens would no longer be just cooking equipment — they would become performance analysis tools, helping professionals refine their operations, optimize results and improve consistency. But Unox's innovation didn't stop at cooking technology. In 2019, the company collaborated with the University of Parma to launch EVEREO®, the first-ever hot fridge — a revolutionary concept that merged preservation and service in a completely new way. Thanks to proprietary Unox technology, EVEREO® can preserve cooked food at serving temperature for days, while keeping its organoleptic properties fully intact.

EVEREO® eliminates the need for blast chilling and reheating, streamlining operations and opening up new models of service — from faster plating to greater flexibility in food preparation. To complement this breakthrough, Unox also developed MULTI.Day Hot Vacuum, the only technology capable of vacuum-sealing food while it's still hot.

This enables chefs to portion, preserve and serve dishes with unprecedented efficiency.

In 2023, Unox took another leap forward with the introduction of CHEFTOP-X™, the most advanced combi oven it has ever produced. This new generation was developed over three years by a multidisciplinary team of engineers, physicists, chemists and chefs. Every element was rethought — from performance to sustainability to user interaction.

CHEFTOP-X™ runs on Digital.ID™, the most sophisticated operating system ever installed on a professional oven. The interface is fast, intuitive and fully customizable. Thanks to HEY.Unox, chefs can interact with the oven using voice commands, while OPTIC.Cooking, an integrated camera system, allows the oven to visually identify food items and launch the correct cooking programs automatically.





CHEFTOP-X™ also gathers user feedback after each cooking cycle, learning from preferences to continuously refine its behavior. Environmentally, it sets new standards: SMART.Energy technology optimizes power usage in real time and reduces CO<sub>2</sub> emissions even when the oven is empty. Improved insulation and advanced air management systems – such as STEAM.Maxi™, DRY.Maxi™ and airflow speeds of up to 250 km/h – ensure both performance and sustainability.

## Bakery Ovens

Alongside its gastronomy line, 2015 also marked the launch of BAKERTOP MIND.Maps™, Unox's dedicated solution for bakeries and pastry shops. Based on the same intelligent principles as CHEFTOP, BAKERTOP is tailored to the needs of baking professionals, offering precise control of humidity, airflow and temperature – all crucial for consistent results in



products such as bread, viennoiserie, and delicate desserts. Like its gastronomy counterpart, BAKERTOP quickly became a reference in the industry for those who value consistency, adaptability and innovation.

In 2023, the bakery world saw the debut of BAKERTOP-X™, the most advanced oven Unox has ever developed for pastry and baking. Built on the Digital.ID™ OS and equipped with HEY.Unox, OPTIC.Cooking and learning algorithms, it offers a completely new interaction experience.

From recipe suggestions to automatic feedback collection, it adapts to each user and their specific processes.

Just like CHEFTOP-X™, it is designed with sustainability at its core. Its intelligent energy management, improved insulation, and high-efficiency steam and drying systems allow pastry chefs and bakers to maintain quality while reducing environmental impact and energy costs.



Another important milestone is represented by the introduction, in 2025, of BAKERTOP RETAIL, the first baking station designed specifically for bakery counters and retail environments. Designed to optimise space, minimise waste, and support safer working conditions, the solution enables retailers to lower their operational footprint while maintaining high-quality production standards. The launch of BAKERTOP RETAIL highlights Unox's ongoing commitment to innovation, a defining feature of the company's strategy.

### Speed Ovens

In 2019, Unox entered the world of high-speed cooking with SPEED.Pro™, the first oven that combines convection and microwave in a single, compact, countertop unit. SPEED.Pro™ was designed for coffee shops, bakeries, snack bars and fast-service restaurants looking to deliver freshly baked and ready-to-serve food quickly, without sacrificing quality.



In convection mode, it operates as a traditional baking oven. In speed mode, it uses microwave technology to reheat or finish food in seconds. Its dual functionality, compact size and rapid operation make it ideal for locations where time and space are both critical. Two years later, in 2021, Unox launched a new flagship in the speed segment: SPEED-X™, the first self-washing combi-speed oven. It merges the full power of steam and microwaves, allowing for hyper-accelerated cooking — perfect for delivery kitchens, cloud restaurants, or high-output service environments. SPEED-X™ is also built on Digital.ID™, offering the same AI-powered experience as the X-Series ovens. It supports remote monitoring, automation, and voice control, making it one of the most advanced ovens in its class. With SPEED-X™, dishes that once took 20 minutes can now be served in under six — without any compromise in quality.





In line with its commitment to accessible, efficient and sustainable innovation, Unox is expanding its speed-cooking portfolio with the introduction, in 2025, of SPEED.Compact™ ECO, a new compact speed oven designed to optimise space, accelerate service and simplify daily operations. Developed following a year of strong company growth, the solution supports retailers and foodservice operators in improving productivity while reducing their operational footprint, thanks to its small footprint, plug-and-play installation and highly efficient performance. SPEED.Compact™ ECO enables rapid preparation of snacks, ready meals and frozen bakery items in under one minute, helping businesses reduce energy consumption per portion while maintaining consistent quality. It further supports responsible operations by improving air quality, reducing maintenance requirements and ensuring long-lasting product durability. Ultimately, it enhances customer return on investment and delivers technologies that enable more efficient, sustainable and people-centric foodservice models.



## A Culture of Constant Disruption

From the first fan-assisted oven to the latest self-learning, AI-powered systems, Unox has never stopped innovating. Every year, the company challenges the market with new ideas that redefine what professional cooking equipment can be.

Unox's strength lies in its ability to listen to professionals, anticipate future needs, and engineer bold solutions – years ahead of the competition. Whether it's gastronomy, bakery, or speed cooking, Unox delivers intelligent, sustainable, high-performance tools that empower chefs all over the world. This is our story. And it's only the beginning.



# The acquisition of Roboqbo

In November, Unox finalized the acquisition of Roboqbo, a company that designs and manufactures machines for food transformation, mixing and cooking, as well as for the processing, blending and mechanical and thermal treatment of ingredients for the cosmetics industry.

This acquisition marks a pivotal milestone in Unox's history, signaling a strategic evolution from a world-leading oven manufacturer to a comprehensive provider of integrated kitchen ecosystems.

By acquiring 100% of Roboqbo, Unox is not merely expanding its product portfolio but is fundamentally redefining the boundaries of professional cooking technology.



This transaction is a targeted move to support a vision of organic value creation, investing in cutting-edge infrastructure and advanced robotics to address the most urgent challenges of the modern foodservice industry, such as labor shortages and the increasing demand for consistent quality standards.

The heart of this operation is the ambitious goal of creating the "Kitchen of the future" through the seamless integration of Unox's intelligent CHEFTOP and BAKERTOP ovens with Roboqbo's multifunctional processing systems. This synergy creates a unified technological platform capable of managing the entire culinary workflow, from the initial transformation of raw ingredients to the final cooking process, all within a single, automated ecosystem.





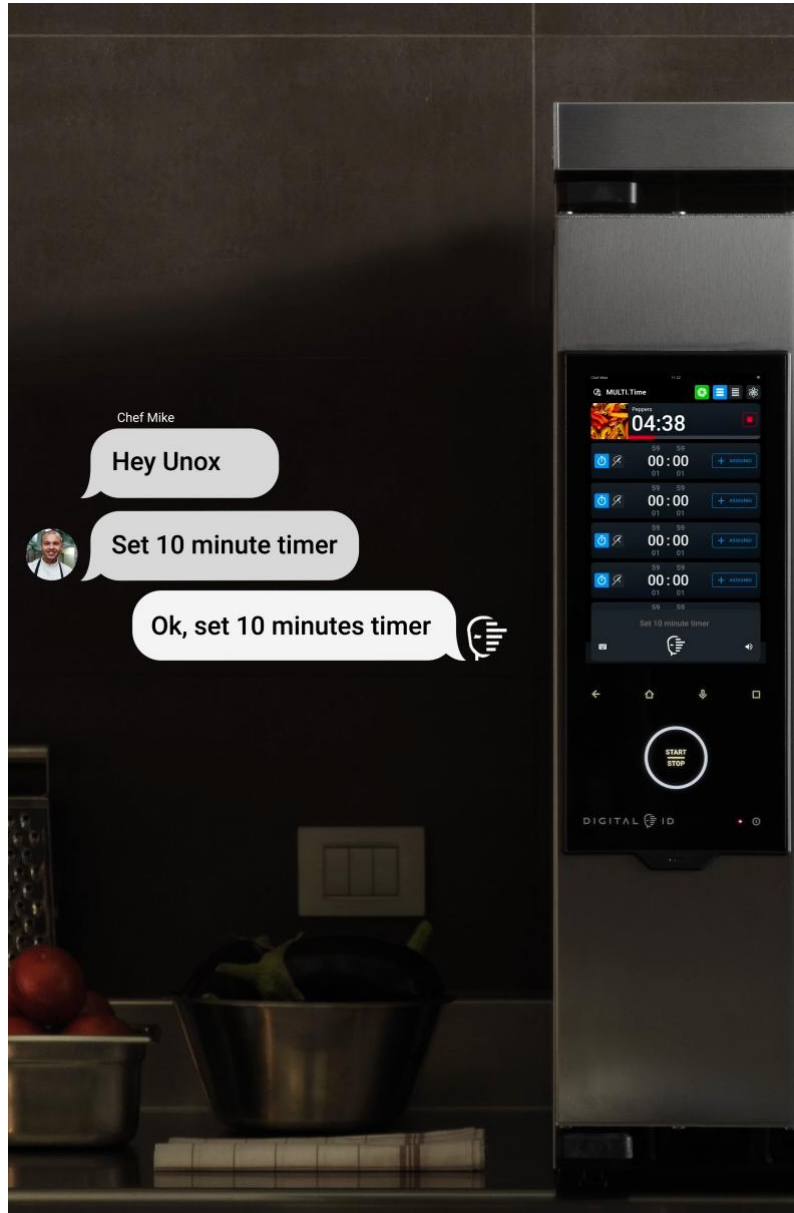
By extending automation to preparation phases that have traditionally occurred outside the oven, Unox provides professionals with a smart and versatile toolset that ensures absolute repeatability, precision and operational efficiency—effectively bringing high-level industrial technology to every chef and pastry cook.

Unox aims to bring this revolutionary innovation to professional kitchens worldwide, leveraging its extensive global distribution network that spans 110 countries and 42 direct subsidiaries. The strategic plan involves integrating Roboqbo’s solutions into Unox’s international aftermarket and technical service infrastructure to ensure consistent support across all markets.



This global reach is expected to triple Roboqbo’s revenues within the next six to eight years, transforming an Italian excellence into a global standard. This expansion reinforces Unox’s mission to deliver intelligent, scalable solutions that support foodservice professionals in navigating a rapidly changing global market.

Following the acquisition of Roboqbo in November 2025, the company’s ESG performance data has been excluded from the 2025 reporting scope; as the entity was under the Group’s operational control for only the final month of the fiscal year, its sustainability metrics will be fully integrated and reported starting from the 2026 reporting cycle.



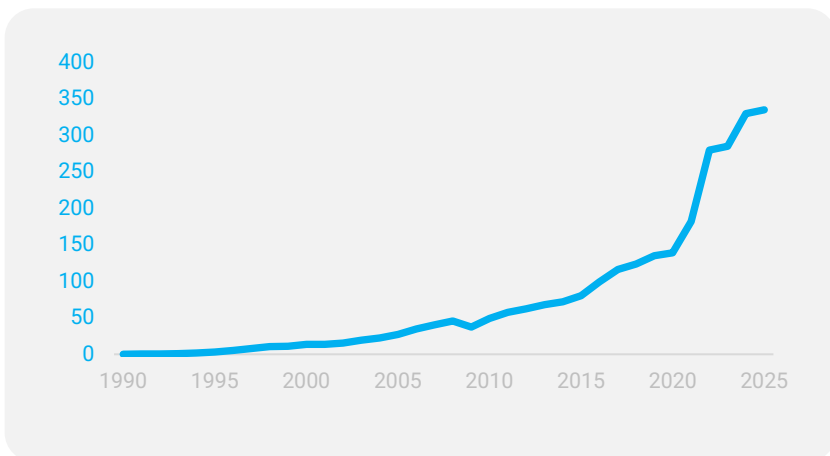
# Our numbers

Our turnover is supported by continuous innovation processes. Our innovation-driven approach has let us obtain the technological leadership in the foodservice equipment sector and fuels Unox's success every day.

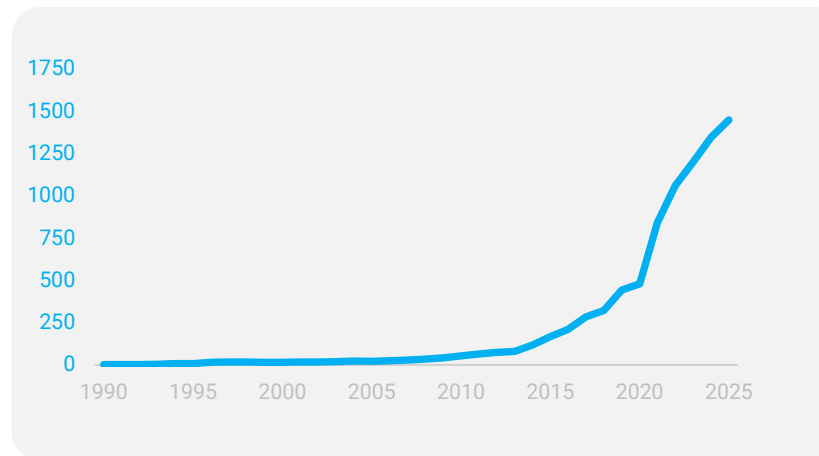
We want every customer in the world (e.g. from Rome to Stockholm, from Melbourne to Sao Paulo) to have the same experience and the same level of service.

Unox is a global company that now counts on more than 1,400 employees, of which about 40% live and work outside Italy. We are present on all continents with a total of 42 commercial branches to guarantee the same experience and the same level of service to all our customers in the world.

## Unox Sales (min €) 1990-2025



## Unox People 1990-2025



Colleagues with the role of Active Marketing Chef work alongside local distributor partners in order to provide pre- and post-sales services to end users, allowing us to meticulously monitor the quality of the services we offer in every place where we operate.

For Unox, training is a crucial element for its growth. The onboarding, training and updating processes ensure that all branches can maintain the high standard of services offered by Unox in every corner of the world.

We know that we are a global organisation but we also know that local peculiarities are invaluable and we adapt our standard to each reality with the aim of offering services that meet the expectations of each country while maintaining the high quality of the experience with Unox.



Recently, aiming to increase and strengthen our presence in different countries and to improve the service offered locally, we conceived the idea of Unox Experience Centers. Real showrooms equipped with a demonstration kitchen where you can live excellent experiences by attending live demonstrations proposed by our Corporate Chefs.

Not only that, these new hubs have state-of-the-art Service Academy rooms dedicated to staff training and local service centers to improve the service offered by us and our partners.



**1449**

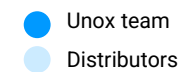
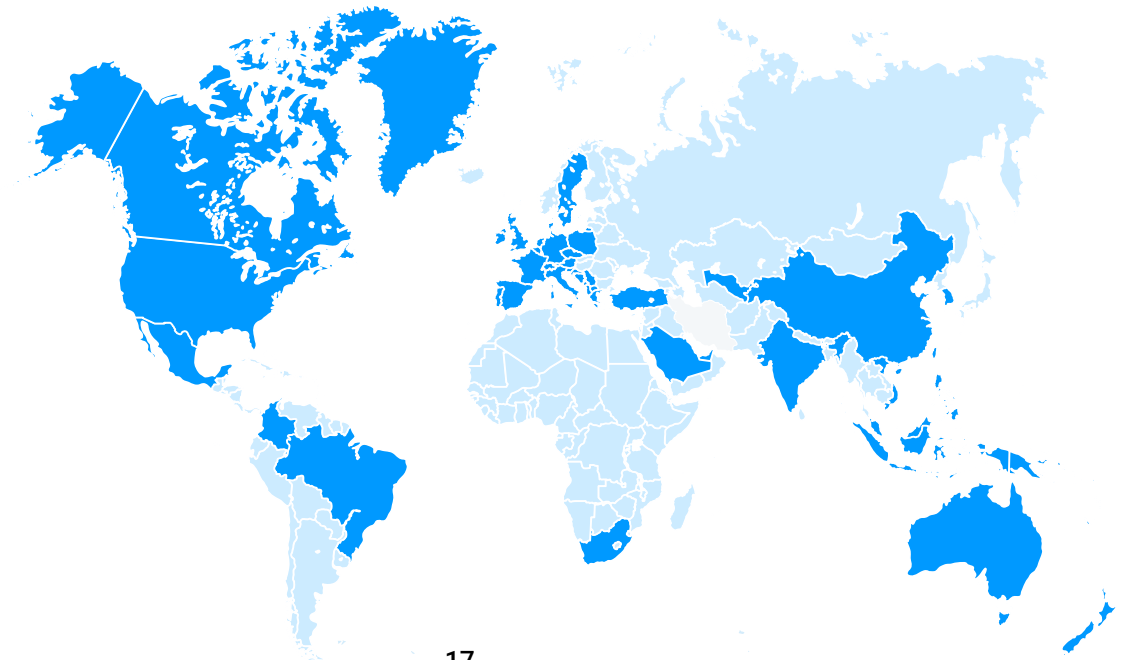
people  
in the world\*

**40%**

of them live and work  
outside Italy

**42**

branches  
in the world



\*This number refers to Unox people on 31/12/2025

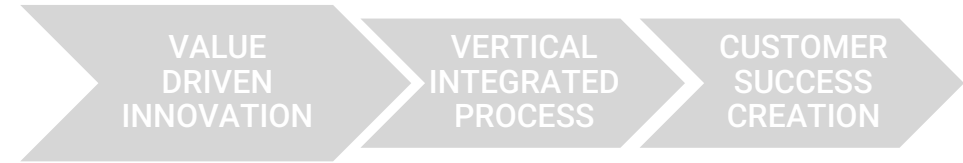
## Value driven innovation

# From ideas to solutions

Innovation for Unox means continuously improving our products based on the feedback we receive from the market collected by our Active Marketing Chefs. But not only that!

It also means revolutionising the foodservice landscape by conceiving, designing and patenting increasingly innovative technologies driven by the most important trends in the high-tech world.

Cooking for us is an art but also a science. This is precisely why Unox's R&D team is composed of chemists, physicists, designers and engineers. Scientists committed to translating the needs of end customers into ever more efficient technologies and solutions suited to meet all the challenges of dining environments, whatever they may be.





## Customer success creation

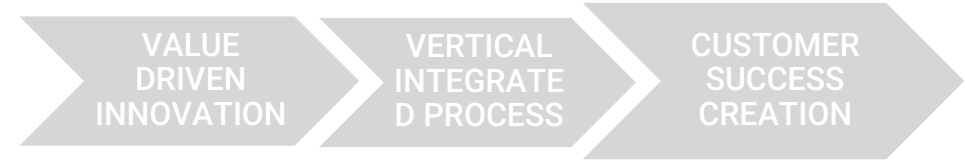
# Your success is our success

At Unox we are always driven by the taste for building success. We start the selling process by having our ovens tested by users with an Individual Cooking Experience giving them the opportunity to test the ovens directly in their own kitchen, with their own ingredients and recipes, committing ourselves to helping them make the best choice to win their challenges.

Our focus does not stop at sale but goes beyond with our after-sale services. Once held in presence, they are now performed also remotely to lower our environmental impact:

- **TOP.Training service** that allows our customers to take full advantage of their Unox ovens from the very first days after installation;
- **Unox Corporate Chef team** is always on hand to give practical advice on the most suitable cooking programs;
- our **After-sales Technical Support** ensures specialised assistance from our certified technicians and service centres for up to 4 years or 10,000 ignition hours on replacement parts.

We know that our ovens are not mere cooking machines but real business management tools. As a result, we have equipped our ovens with artificial intelligence. With Data Driven Cooking users can monitor their ovens activities whenever and wherever they want, view consumption and usage reports, and keep all the KPIs always checked.



# Methodological note

In the last decade, there has been a growing focus on sustainability-related issues and the involvement of the business community on a global scale. The year 2015 saw the signing of the 2030 Agenda for Sustainable Development by 193 United Nations countries, including Italy. This plan of action reflects a shared commitment to ensuring a better future for the planet and all its inhabitants.

The European Union further renewed and strengthened its commitment to sustainability with the signing of the "European Green Deal" in 2019. This program is designed to achieve climate neutrality in the EU by 2050, promote sustainable economic growth, and facilitate a just transition that creates new jobs and reduces social inequalities.

The European and national level have reaffirmed their commitment to a green and inclusive transition through the economic recovery measures introduced after the Covid-19 crisis. Specifically, 30% of the Next Generation EU funds have been allocated to the implementation of the European Green Deal program, and the Italian National Recovery and Resilience Plan (also "PNRR") has earmarked 40% of its investments for green projects and social inclusion and cohesion projects.

Aware of its impacts on the environment and people, Unox has been for years on the path to improve its performance in terms of environmental and social sustainability.

The attention for the future of the environment and the future generations is among the most important values that guide our choices.

This idea underlies Unox sustainability strategy, which is based on three values:

- **innovate** through the development of products with reduced environmental impact;
- **respect the planet's resources** by developing business with a careful focus on the future;
- **supporting people** through the concrete enhancement of Unox people and the territories in which we operate, with concrete aid, through an ethical and responsible approach.

In a context of greater awareness and major commitment to these topics, our organisation decided to start in 2023 a process of formal commitment to sustainability, by preparing the Sustainability Report, which is an annual overview of our sustainability performance.

To draft our Sustainability Report, we have adopted the Global Reporting Initiative's Sustainability Reporting Standards (GRI Universal Standards 2021), in their latest updated version. This Report has been prepared in accordance with the GRI Universal Standards 2021. At the same time, we have initiated a structured process aimed at progressively aligning our sustainability reporting with the European Sustainability Reporting Standards (ESRS TA 2025), in preparation for future regulatory requirements. This process is still under development and includes the ongoing development of a double materiality assessment, the strengthening of stakeholder engagement and the continuous improvement of our reporting practices, methodologies and disclosures.

To support transparency and facilitate comparability, a cross-reference table has been prepared mapping the information disclosed in this Report against the relevant requirements of the applicable reporting standards (ESRS TA 2025), this table is presented in the following pages.

# GRI & ESRS Content Index

GRI	Index	Title	Where in report	ESRS TA 2025
2	2-1	Organizational details	See Section <a href="#">01. Unox today</a> , page 5	ESRS S1 (par. 19a); ESRS 1 (par. 62); ESRS 2, BP-1 (par. 4a); SBM-1 (par. 20a, par. 20b-i)
2	2-2	Entities included in the organization's sustainability reporting	See Section <a href="#">01. Introduction</a> page 28	ESRS S1 (par. 19a); ESRS 1 (par. 62); ESRS 2, BP-1 (par. 4a); SBM-1 (par. 20a, par. 20b-i)
2	2-3	Reporting period, frequency and contact point	See Section <a href="#">01. Introduction</a> page 28	ESRS 1 (par. 77); ESRS 2, BP-1 (par. 4a)
2	2-6	Sector in which the organization operates	See Section <a href="#">01. Unox today</a> , page 5	ESRS 1 (par. 35, 63-65, 70); ESRS 2, SBM-1 (par. 20)
2	2-7	Employee	See Section <a href="#">03. People</a> , page 61	ESRS S1 (par. 18, 19, AR 8, AR 9, AR 10); ESRS 2 GDR-M (par. 49)
2	2-8	Workers who are not employees	See Section <a href="#">03. People</a> , page 61	ESRS S1 (par. 6, 7, 21, AR 12, AR 13); ESRS 2, GOV-1 (par. 12), GDR-M (par. 49d)
2	2-9	Governance structure and composition	See Section <a href="#">02. The Governance Bodies</a> , page 40	ESRS 2, GOV-1 (par. 12, AR 6), SBM-2 (par. 22c)
2	2-10	Nomination and selection of the highest governance body	See Section <a href="#">02. The Governance Bodies</a> , page 40	ESRS 2, GOV-1 (par. 12, AR 6), SBM-2 (par. 22c)
2	2-11	Chair of the highest governance body	See Section <a href="#">02. The Governance Bodies</a> , page 40	ESRS G1 (par. 6a); ESRS 2, GOV-1 (par. 12)

This report has been prepared in accordance with the GRI Universal Standards 2021. The table above presents a cross-reference between GRI disclosures and ESRS requirements (TA 2025).

# GRI & ESRS Content Index



GRI	Index	Title	Where in report	ESRS TA 2025
2	2-19	Remuneration policies	See Section <a href="#">02. Remuneration policies</a> , page 42	ESRS S1 (AR 35c); ESRS 1 (par. 118d); ESRS 2, GOV-2 (par. 14)
2	2-20	Process to determine remuneration	See Section <a href="#">02. Remuneration policies</a> , page 42	ESRS 2, GOV-1 (par. 12a, c, AR 6), SBM-2 (par. 22c)
2	2-22	Statement on sustainable development strategy	See Section <a href="#">01. Alignment with SDGs</a> , pages 29-32. See Section <a href="#">01. Unox ESG Goals</a> page 34	ESRS 1 (par. 111); ESRS 2, GOV-1 (par. 12d e 12e), SBM-2 (par. 21), SBM-3 (par. 24)
2	2-23	Policy commitments	See Section <a href="#">02. Ethics and values within UNOX</a> , page 36. See Section <a href="#">02. Whistleblowing policy</a> , pages 36-37	ESRS 1 (cap.4, par. 118); ESRS 2, GOV-1 (par. 12), GOV-3 (par. 15-16), SBM-2 (part. 22c), GDR-P (par. 42, 43, AR 21, AR 35)
2	2-24	Embedding policy commitments	See Section <a href="#">01. Unox ESG Goals</a> page 34. See Section <a href="#">02. Ethics and values within UNOX</a> , page 36. See Section <a href="#">02. Whistleblowing policy</a> , page 39	ESRS G1 (par. 8), ESRS 2, GOV-1 (par. 12c, 12e), SBM-3 (par. 24), GDR-A, GDR-P (par. 42b)
2	2-29	Approach to stakeholder engagement	See Section <a href="#">01. Introduction</a> , page 26	ESRS S1-2, S2-2, S3-2, S4-2 (par. 8), S4-3 (par. 12), ESRS 1 (par. 43, 60, AR 21, AR 22); ESRS 2, SBM-2 (par. 21, 22) e ESRS 2 IRO-1 (par. 35c)
3	3-1	Process to determine material topics	See Section <a href="#">01. Introduction</a> , page 26	ESRS 2, IRO-1 (par. 35) e ESRS 1 (par. 40-43)
3	3-2	List of material topics	See Section <a href="#">01. Material topics</a> , page 27	ESRS 1 (par. 35), ESRS 2, IRO-2 (par. 37a, c, d)

This report has been prepared in accordance with the GRI Universal Standards 2021. The table above presents a cross-reference between GRI disclosures and ESRS requirements (TA 2025).

# GRI & ESRS Content Index

GRI	Index	Title	Where in report	ESRS TA 2025
302	302-1	Energy consumption within the organization	See Section <a href="#">04. Energy consumption and GHG emissions</a> page 106	ESRS E1 (par. 25-27, AR 18). ESRS 2, GDR-M (par. 49a)
302	302-3	Energy intensity	See Section <a href="#">04. Energy intensity</a> , page 107	ESRS E1 (par. 23a, 25, 26, AR 13); ESRS 1 (par. 53, 54, 63, AR 36), ESRS 2, GDR-M (par. 48, 49)
302	302-4	Reduction of energy consumption	See Section <a href="#">04. Energy consumption and GHG emissions</a> page 106	ESRS E1 (par. 21b, 25-26, AR 13); ESRS 1 (par. 78); ESRS 2, GDR-M (par. 48, 49a), GDR-T (par. 51)
302	302-5	Reductions in energy requirements of products and services	See Section <a href="#">05. Unox products impact</a> , pages 133-151	ESRS E1 (par. 21b); ESRS 1 (par. 78); ESRS 2, GDR-M (par. 48-49), GDR-T (par. 51)
303	303-1	Interactions with water as a shared resource	See Section <a href="#">04. Water resources</a> , pages 125-126	ESRS E3 (par. 5, 7, AR 3); ESRS 1 (par. 40); ESRS 2, SBM-1 (par. 20a), SBM-2 (par. 22), IRO-1 (par. 35a-b), GDR-T (par. 51)
303	303-2	Management of water discharge-related impacts	See Section <a href="#">04. Water resources</a> pages 125-126	ESRS E3, ESRS 1 (par. 11, 53, AR 5), ESRS 2, GDR-P (par. 42), GDR-M (AR 45b)
303	303-3	Water withdrawal	See Section <a href="#">04. Water resources</a> , pages 125-126	ESRS E3 (par. 6, 7, 15c, AR 2); ESRS 1 (par. 53); ESRS 2, GDR-M (par. 49, AR 45)
305	305-1	Direct (Scope 1) GHG emissions	See Section <a href="#">04. Emissions</a> , pages 110-114	ESRS E1 (par. 29a, 30, AR 14, AR 19, AR 20); ESRS 1 (par. 61); ESRS 2, GDR-M (par. 49)

This report has been prepared in accordance with the GRI Universal Standards 2021. The table above presents a cross-reference between GRI disclosures and ESRS requirements (TA 2025).

# GRI & ESRS Content Index

GRI	Index	Title	Where in report	ESRS TA 2025
305	305-2	Energy indirect (Scope 2) GHG emissions	See Section <a href="#">04. Emissions</a> , pages 110-114	ESRS E1 (par. 29b, AR 19, AR 20, AR 23); ESRS 1 (par. 61, 78-79); ESRS 2, GDR-M (par. 49)
305	305-5	Reduction of GHG emissions	See Section <a href="#">04. Emissions</a> , pages 110-114	ESRS E1 (par. 21b, 25-26, AR 13); ESRS 1 (par. 78); ESRS 2, GDR-M (par. 48, 49a), GDR-T (par. 51)
306	306-1	Waste generation and significant waste-related impacts	See Section <a href="#">04. Waste management</a> , pages 121-124	ESRS E5 (par. 16a, AR 4); ESRS 1 (par. 40); ESRS 2, SBM-1 (par. 20a), IRO-2 (par. 37a)
306	306-3	Waste generated	See Section <a href="#">04. Waste management</a> , pages 121-124	ESRS E2 (par. 6, AR 1, AR 7); ESRS E3 (par. 5); ESRS E5 (par. 16, AR 4, AR 5); ESRS 2, GDR-M (par. 49a, 49c)
306	306-4	Waste diverted from disposal	See Section <a href="#">04. Waste management</a> , pages 121-124	ESRS E2 (par. 6); ESRS E5 (par. 7b, 16c, AR 5), ESRS 2, GDR-M (par. 49)
306	306-5	Waste directed to disposal	See Section <a href="#">04. Waste management</a> , pages 121-124	ESRS E2 (par. 6); ESRS E3 (par. 5); ESRS E5 (par. 16a, d, AR 5); ESRS 2, GDR-M (par. 49c)
401	401-1	New employee hires and employee turnover	See Section <a href="#">03. Unox People</a> , page 61	ESRS S1-5 (par. 12, 19a, 19b, 19c); ESRS 1 (par. 53); ESRS 2, SBM-2
403	403-1	Occupational health and safety management system	See Section <a href="#">03. Health, safety and wellbeing</a> , page 91	ESRS S1 (par. 19), ESRS 1 (par. 11, par. 53, AR 5) e ESRS 2, GDR-M (par. 48)

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# GRI & ESRS Content Index

GRI	Index	Title	Where in report	ESRS TA 2025
403	403-2	Hazard identification, risk assessment and incident investigation	See Section <a href="#">03. Health, safety and wellbeing</a> , page 91	ESRS G1-1; ESRS S1-1 e 13, S1-2 (par. 13, 16a), S1-3, S1-4; ESRS 2, IRO-1 (par. 35a); ESRS 2, GDR-A (par. 45-46) e ESRS 2, GDR-M (par. 49d)
403	403-5	Worker training on occupational health and safety	See Section <a href="#">03. Health, safety and wellbeing</a> , page 91	ESRS S1-3 (par. 16a); ESRS S1-13 (par. 35); ESRS 2, GDR-A ESRS 2, GDR-A
403	403-6	Promotion of worker health	See Section <a href="#">03. Health, safety and wellbeing</a> , page 91	ESRS S1 (par. 6, 15, 29, 30, AR 35c-ii)
403	403-9	Work-related injuries	See Section <a href="#">03. Injuries and accidents</a> , pages 94-96	ESRS S1 (par. 16a, 36b-i, 36c, AR 25, Glossario); ESRS 1 (par. 91-92); ESRS 2 (par. 6) ESRS 2, IRO-1 e GDR-M (par. 49a, 49c)
404	404-1	Average hours of training per year per employee	See Section <a href="#">03. Employees trained</a> , page 70	ESRS S1-12 (par. 34b); ESRS 1 (par. 11, par. 53, AR 5); ESRS 2, GDR-M
404	404-2	Programs for upgrading employee skills and transition assistance programs	See Section <a href="#">03. Training as a tool for personal and professional development</a> , page 69	ESRS S1-3 (AR 5); ESRS 2, GDR-A e ESRS S1-3 e S1-12 (par. 33)
405	405-1	Diversity of governance bodies and employees	See Section <a href="#">02. The governance bodies</a> , page 40. See Section <a href="#">03. Unox People</a> , page 61. See Section <a href="#">03. Diversity, Equality, Inclusion and non-discrimination</a> , page 82	ESRS S1 (par. 19a, 32); ESRS 1 (par. 53); ESRS 2 GOV-1 (par. 12a), GDR-M (par. 48)
413	413-1	Operations with local community engagement, impact assessments, and development programs	See Section <a href="#">03. Working with the communities</a> , pages 98-104	ESRS E1-E5; ESRS S1-2; ESRS S3 (par. 6b, 7, 10, 12, 14) e ESRS 2, IRO-1 (par. 35), SBM-2, GDR-A, GDR-P (par. 42b)



This report has been prepared in accordance with the GRI Universal Standards 2021. The table above presents a cross-reference between GRI disclosures and ESRS requirements (TA 2025).



## Process to determine material topics

To investigate the key sustainability topics to be reported in our document, we followed the materiality process defined by GRI Standards, summarised as follows.

Material topics represent an organisation’s most significant impacts on the economy, environment, and people, including impacts on their human rights.

To date, a specific GRI Sector Standard is not available for our industry, but we are looking to integrate it in the future edition of this document, consistently with the “identify and assess impacts on an ongoing basis” proposed by the standard.

In order to understand the context, we conduct an analysis on the:

- **major sustainability Global and European trends**, such as

the ones addressed by the WEF Global Risk Trend 2024 and the ones reported by the SASB Materiality Map;

- **key topics** already covered by players in our market;
- **key market and sustainability trends** highlighted for our sector.

Following that, we engaged several internal corporate functions and the top management in order to identify and evaluate positive and negative, potential and actual impacts linked with the activities of the Group, our supply chain and our products on the economy, the environment, the society and human rights.

The quali-quantitative assessment helped us in determining the significance of each impact and in prioritising them. Most significant impacts were then clustered in the Unox material topics that are presented in the next page (in alphabetical order).





<b>Energy and Emission</b>	Careful use of energy resources in the activities performed and adoption of behaviours and technologies that allow a reduction in the ensuing greenhouse gas emissions.
<b>Governance and ethics</b>	Guaranteeing a good and solid corporate organisation that facilitates acting in compliance with current national and supranational laws and the most commonly applied ethical principles, which are adopted by the organisation itself.
<b>People empowerment</b>	Create a work environment that safeguards collaborators rights and enhances their ability and their wellbeing inside and outside the workplace, through training, empowerment and other initiatives.
<b>Products environmental and social impacts</b>	A professional kitchen is an energy intensive and very stressful environment, as a kitchen equipment manufacturer we have the responsibility to design technologies that reduce the negative environmental and social impacts of professional kitchens.
<b>Sustainable supply chain</b>	Integration of environmentally and socially and responsible practices throughout the supply chain in order to minimise negative impacts on the environment and society, while also creating long term economic benefit.
<b>Waste management</b>	Responsible management of waste, through activities such as separate collection and recycling, as well as initiatives to raise employee awareness on saving, reusing and recycling the resources used in activities.
<b>Water resources</b>	Interaction with water resources, considering how and where they are collected, consumed and disposed of and the impacts that the organisation's activities have on them.

## Approach to stakeholder engagement

Material topics involve stakeholders both inside and outside the organization. Designing effective stakeholder engagement processes requires understanding who Unox's stakeholders are and how and why they interact with the organisation. We have carefully mapped our stakeholders in order to identify both which stakeholders may affect the achievement of Unox's strategic goals, and which can be significantly influenced by Unox activity and products. This document is the first tool aimed at creating an engagement on sustainability issues with our stakeholders: in the following years we will work to actively involve our stakeholders in our sustainability strategy. For any information on the report, please, contact us at the following email address [info@unox.com](mailto:info@unox.com).

<b>Communities</b>	Local communities located near the areas where Unox operates and has relationships with.
<b>Customers and commercial partners</b>	Organisations and individuals who select and purchase Unox products.
<b>Supplier and partners</b>	Suppliers of goods and services necessary for Unox production and support activities.
<b>Unox people and their families</b>	Employees and collaborators of all contract types, and their families that benefit, directly and indirectly, of Unox wellbeing initiatives.
<b>Universities and research centres</b>	Universities and research centres supported by Unox in order to develop knowledge useful for research and innovation activities.
<b>Users</b>	People who use Unox products, both in a professional or domestic cooking environment, that are the final beneficiary of the development and innovation activities. Sometimes they may correspond to the customers.

# Entities included in the organisation's sustainability reporting

The information that will be presented in the following chapters are referred to all companies consolidated in the financial report: the information disclosed in this third edition relates to the period 01/01/2025 – 31/12/2025 (FY 2025), we included data also for the FY 2024 (01/01/2024 – 31/12/2024) in order to ensure comparability.

Following the acquisition of Roboqbo in November 2025, the company's ESG performance data has been excluded from the 2025 reporting scope; as the entity was under the Group's operational control for only the final month of the fiscal year, its sustainability metrics will be fully integrated and reported starting from the 2026 reporting cycle.

## Value Driven Innovation

- UNOX Spa
- INOVA LAB Srl

## Vertical Integrated Process

- UNOX Manifattura
- METEX Srl
- DETIX Srl
- MABIX Srl
- VELEX Srl
- Esse3 Srl

## Customer Success Creation

- UNOX Inc. (USA)
- UNOX Canada (Canada)
- UNOX Colombia (Colombia)
- UNOX Mexico (Mexico)
- UNOX Brazil (Brazil)
- UNOX Distr. (Czech Republic)
- UNOX DE (Germany)
- UNOX Switzerland (Switzerland)
- UNOX Hrvatska (Croatia)
- UNOX France (France)
- UNOX Professional Espana (Spain)
- UNOX Professional Portugal (Portugal)
- UNOX Osterreich (Austria)
- UNOX Polska (Poland)
- UNOX Netherlands (Netherlands)
- UNOX Denmark (Denmark)
- UNOX Scandinavia (Sweden)
- Garlis Holdings (UK)
- UNOX UK (UK)
- UNOX Indonesia (Indonesia)
- UNOX Asia (Malaysia)
- UNOX Middle East (UAE)
- UNOX Turkey (Turkey)
- UNOX Australia (Australia)
- EXEVER Australia (Australia)
- UNOX New Zealand (New Zealand)
- UNOX Shanghai (China)
- UNOX Korea (Korea)
- UNOX India (India)
- UNOX Nippon (Japan)
- UNOX Ireland (Ireland)
- SPIDOCOOK Srl



# Alignment with SDGs







The Sustainable Development Goals (SDGs) are a set of 17 global objectives adopted by the United Nations in 2015, designed to address critical issues such as poverty, inequality, climate change, environmental degradation, peace, and justice. Intended as a universal call to action, the SDGs provide a framework for governments, businesses, and individuals worldwide to work collaboratively toward a sustainable future by 2030. Each goal is supported by specific targets and indicators, offering measurable benchmarks that enable organizations to track their contributions to sustainable development.

The SDGs highlight the interconnected nature of social, economic, and environmental issues, encouraging organizations to consider how their activities impact the broader global context. By aligning business strategies with the SDGs, companies not only advance sustainability objectives but also enhance long-term value creation, resilience, and social impact. The SDGs serve as both a guide and a benchmark for organizations committed to responsible and sustainable growth in alignment with global priorities. Unox is fully committed to supporting and advancing the SDGs, embedding these goals within our strategic objectives and operational practices.








Sustainable Development Goals	Sections for reference	Goals & commitment at Unox
<p>1 NO POVERTY</p>	<p>Human Rights Working with the communities</p>	<p>As a multinational company we are dedicated to eradicating poverty in all its forms. Through fair employment practices, support for local economies and responsible supply chain standards, we aim to foster inclusive growth and contribute to sustainable economic development in the communities where we operate.</p>
<p>2 ZERO HUNGER</p>	<p>Our story</p>	<p>We support sustainable food systems by providing efficient ovens that help reduce food waste and enable nutritious meal preparation, promoting better food access for all.</p>
<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Health, safety and wellbeing Envisioning a safer kitchen Envisioning a stress-free kitchen</p>	<p>We are committed to promoting health and well-being through safe, energy-efficient oven technology that supports healthier cooking methods. By reducing emissions and enhancing food quality, we aim to positively impact both our customers' health and the broader environment, while fostering well-being in the communities we serve.</p>
<p>4 QUALITY EDUCATION</p>	<p>Opportunities for young talents Training as a tool for personal and professional development</p>	<p>We are dedicated to advancing quality education through significant investments in training projects and university partnerships. By fostering skill development and supporting lifelong learning, we aim to empower future talent and contribute to a more educated, skilled workforce.</p>
<p>5 GENDER EQUALITY</p>	<p>Diversity, inclusion and non-discrimination Gender Diversity: we are Equal Salary certified in Italy</p>	<p>We are committed to promoting gender equality and are proud to be Equal-Salary certified in Italy. We support an inclusive workplace where equal opportunities and fair pay drive a balanced, empowering environment for all employees.</p>
<p>6 CLEAN WATER AND SANITATION</p>	<p>Water Resources</p>	<p>We are committed to responsible water management across our operations. Through efficiency measures and sustainable practices, we aim to reduce water consumption and minimize our impact, promoting access to clean water and sanitation for healthier communities.</p>



Sustainable Development Goals	Sections for reference	Goals & commitment at Unox
<p>7 AFFORDABLE AND CLEAN ENERGY</p> 	<p>Energy consumption and GHG emissions PV planned production capacity</p>	<p>We are dedicated to promoting affordable and clean energy through significant investments in photovoltaic systems. Our solar plants not only generate renewable energy but also contribute excess power to the grid, helping to increase access to sustainable energy sources for communities.</p>
<p>8 DECENT WORK AND ECONOMIC GROWTH</p> 	<p>Human Rights Unox supply chain</p>	<p>We promote fair working conditions through our insourcing strategy, which supports fair labor practices across our value chain. By ensuring that our workforce is treated with respect and provided with opportunities for growth, we contribute to sustained economic development and foster a thriving, empowered community.</p>
<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>Unox City Unox Innovation Hub</p>	<p>We are dedicated to fostering resilient infrastructure and promoting sustainable industrialization through our innovative practices. Our investment in the creation of Unox City not only enhances our operational capabilities but also supports public infrastructure projects that benefit the community, reflecting our commitment to public-private partnerships that drive economic growth and sustainable development.</p>
<p>10 REDUCED INEQUALITIES</p> 	<p>Diversity, inclusion and non-discrimination</p>	<p>We foster an inclusive work environment where fair pay and equal opportunities contribute to creating a balanced and empowering workplace for everyone. Our commitment to reducing inequalities drives us to continuously promote diversity, remove barriers, and ensure that every individual has the conditions to grow and succeed.</p>
<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p> 	<p>Unox City Unox Innovation Hub</p>	<p>We are committed to fostering sustainable cities and communities through our innovative products and practices. By designing energy-efficient ovens that reduce emissions and support local food systems, we aim to contribute to urban sustainability, enhancing the quality of life in the communities we serve.</p>
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p> 	<p>Energy consumption and GHG emissions Waste management Water Resources</p>	<p>We promote responsible consumption and production by implementing sustainable manufacturing processes and optimizing resource use.</p>



Sustainable Development Goals	Sections for reference	Goals & commitment at Unox
 <p>13 CLIMATE ACTION</p>	<p>Reduction of emissions, waste and water consumption ESG reporting and transparency</p>	<p>We are deeply committed to significantly reducing emissions, minimizing waste and optimizing water consumption in all our operations.</p>
 <p>14 LIFE BELOW WATER</p>	<p>Water consumption Life Cycle Assessment</p>	<p>We monitor our water consumption and have conducted a Life Cycle Assessment (LCA) to understand the overall environmental impact of our product including its effects on aquatic ecosystems while identifying critical stages in the value chain to implement targeted improvement actions and promote the responsible use of water resources throughout our operations.</p>
 <p>15 LIFE ON LAND</p>	<p>Energy and GHG emissions, waste management, Life Cycle Assessment,</p>	<p>We are strongly committed to lowering our emissions, reducing waste generation and improving water efficiency across all our operations and we have conducted Life Cycle Assessments on our products to better understand the environmental impact we generate and to guide continuous improvement actions.</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Human Rights</p>	<p>Unox places respect for human rights at the center of its operations and supply chain. The company works to prevent, mitigate, and remedy human rights risks, with particular attention to vulnerable groups. Through continuous assessment and stakeholder engagement, Unox ensures that its actions and those of its partners do not cause or contribute to adverse impacts.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>UN Global compact</p>	<p>Unox is committed to the principles of the UN Global Compact, integrating its ten core principles into all business activities to promote responsible and sustainable practices. We continue to strengthen integrity, transparency and sustainability across our operations, contributing to long-term value creation and progress toward global goals.</p>



# Unox's Commitment to the UN Global Compact Initiative

Unox is deeply committed to the principles of the UN Global Compact (UNGC), an initiative that promotes responsible and sustainable business practices globally. Our adherence to this initiative reflects our dedication to human rights, environmental sustainability, business ethics and the fight against corruption.

By integrating the 10 core principles, Unox ensures that best practices are embedded in all our activities and business decisions, aiming to create a positive impact on the communities in which we operate.

We firmly believe that social responsibility and sustainability are key drivers for our growth and for the benefit of our stakeholders.

In 2025, our efforts continue to be strengthened to promote a culture of integrity and transparency, upholding our commitments to the UN Global Compact and actively contributing to the achievement of the Sustainable Development Goals (SDGs).



# Unox ESG Goals

01 Introduction



- Maintain our position as the global leader among professional oven manufacturers with the highest number of Energy Star® certified ovens.
- Improve SMART.Energy algorithms to reduce our customers' energy waste during the use phase of our products.

- Reaching net-zero Scope 1 and Scope 2 emissions, with the exception of residual emissions that cannot be eliminated with current technologies.
- Producing 10 GWh per year of electricity from owned photovoltaic panels.
- Keep waste/sales ratio below 9 Tonnes per Million Euro.
- Keep water/sales ratio below 0.04 Megalitres on Million Euro.



- Codify our management's best practices into formal policies and executing specific training programs at future leaders, to maintain the highest possible standards for the leadership generations to come.
- Sustain and improve training paths for leaders.

- Achieve and maintain Great Place to Work certification across all group entities with a minimum of 10 employees.
- Maintain Equal-Salary certification in Italy and extend it for all group entities that meet the minimum requirements for certification.
- Keep the Injury Frequency Rate (IFR) below 10.



In this chapter, we will present our approach to governance and business ethics, including the policies, process and structure that support our commitment to transparency, accountability and integrity.

We will describe our governance framework, which is designed to ensure that we operate in compliance with legal and regulatory requirements, as well as our own high standard of ethical behavior.

## 02. Governance and business relationship

SDG 3, SDG 8, SDG 13, SDG 16

## Ethics and values within UNOX

Governance should be guided by ethical principles such as fair compensation strategies, respect for meritocracy, diversity policies, and transparent decision-making by the management body: a governance system that respects these principles will be perceived positively by both internal and external stakeholders. A compliance and ethics program can help ensure that an organization operates within the law and stays true to its own ethical principles that are important to the company's business and identity. Whereas a weak governance system may lead to various negative impacts, such as misallocation of resources and revenues, damage to the environment, abuse of democracy and human rights, and political instability.

As a company with high ethical principles Unox aims at establishing a system that maintains appropriate oversight at all levels while adhering to business ethics standards. We interpret the economic and environmental/social performance of our operating processes as two sides of the same coin, pursuing a zero "waste" target in all ESG aspects and maximum reduction of environmental and social externalities. We recognize the centrality of ethics in the management of our business, and we pursue our goals with the utmost respect for the relevant regulations, the bodies in charge of verifying compliance, as well as for our people, our customers, suppliers, competitors and in general any other stakeholder.

We aspire to consistently do the right thing by providing fundamental guidelines for ethics in our Code of Conduct. We firmly stand behind our pledge to foster a workplace environment that encourages open and honest

communication enabling all workers to report misconduct by their colleagues or managers without fear of consequences. In implementing the essential principles referred to above, and in particular business ethics, Unox requires its directors, employees, collaborators and any other third party with whom it deals, to strictly comply with the guidelines contained in the [Code of Conduct](#).

The guidelines can be summarized and grouped into the following three key values:

- **Integrity:** we demand the highest integrity from ourselves and all those with whom we deal, in full compliance with all applicable regulations.
- **Respect:** we honor our commitments and take responsibility for any of our actions.



- Commitment: we are fully committed to every activity we perform with an orientation toward continuous improvement, encouraging others to do the same.

Ethics behaviours are promoted also through our Organizational Model drafted in accordance with the requirements of Italian Law Decree 231/2001 that is applied in all the companies of our Group and defines specific roles and responsibilities for the different processes.

Beside the above mentioned values, the Organizational Model defines role models that must be respected by all the employees in their daily operations and when they interact with third parties, especially in terms of compliance with laws, fair competition and anti-corruption.

Thanks to the values promoted in the Group and the control system implemented no confirmed incidents of corruption took place, nor the Group received significant notifications and fines for episodes of non-compliance.

At Unox we value transparent communication with our employees by creating an environment where feedback is encouraged through open and anonymous channels. Additionally, we believe that feedback is the most important tool for growth. Feedback helps us to make explicit what behaviours need to be sustained and what behaviours need to be changed, to identify areas where improvements can be made through broad action planning processes, to address issues proactively.





# Access to Grievance and Remedy in the event of violations of the law or our Code of Conduct

Unox is committed to providing avenues for rights holders and rights defenders to raise potential concerns. We emphasize the importance of effective remedies if an impact occurs. In such cases, Unox aims to update systems, processes, and practices to prevent similar issues in the future. We strive to continually improve our grievance and remedy processes.

## Feedback Culture

We believe that fostering a culture of open and constructive feedback is crucial to encouraging employees to report concerns without fear of retaliation, even if those concerns involve their direct supervisors. We have invested significantly in comprehensive feedback training for all Group legal entities, engaging professional coaches to support this initiative.

Within our feedback systems the One-on-One Talk processes allow any employee to provide direct feedback to the Board. Employees can schedule time with Board members, to share insights, concerns, or report problems. The HR team collects key points from these discussions and collaborates with the Management Team to address challenges and explore opportunities.

With our 180° and 360° Feedback Processes every managers and team leaders will receive feedback from superiors, peers, and subordinates (360°), while all other employees receive feedback from managers and peers (180°).

During this process every team member can give an anonymous feedback to the team leader or manager. These processes are followed by tailored meetings to review feedback and develop action plans for growth, and

Beyond fostering an open feedback culture, we use the Great Place to Work survey as a key tool for measuring and improving people management performance, including:

- Annual Performance Measurement: through the survey.
- Transparent Communication: results are shared with all employees.
- Focus Groups: Discussions with team leaders, managers, and the CEO to review findings, provide feedback, and suggest improvements.
- Development of Improvement Plans: each manager develops and implements action plans based on team feedback.

All Unox employees have annual access to the Great Place to Work survey, including open-ended questions for anonymous feedback.

## Grievance and Remedy processes

We encourage employees to raise concerns, and Unox does not tolerate retaliation for good faith reporting or participation in investigations. Employees can raise concerns or complaints to any member of management, Human Resources, Employee Relations, or Legal Compliance. Unox uses a tracking system to document concerns raised by employees, ensuring follow-through and resolution. This system allows the appropriate teams to review data and consider proactive solutions.

Unox also provides a whistleblowing reporting system for employees, contractors, and third parties, including suppliers, their employees, community members and other



stakeholders. This system allows anonymous reporting of concerns related to illegal conduct, unethical behaviour, or human rights violations, including child or forced labour.

When a concern is raised through the whistleblowing system, Unox works with stakeholders to address or improve conditions as appropriate. For more information about the Unox whistleblowing process, see our [whistleblowing policy](#).

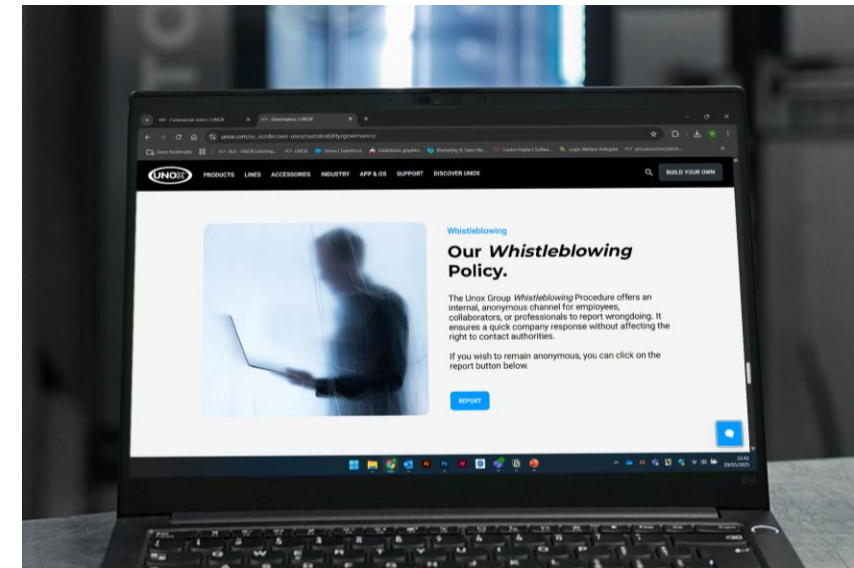
We aim to build awareness and knowledge among our employees and supply chain workers about human rights, encouraging all to speak up about any concerns they may have. We are committed to increasing our management's capacity to effectively identify and respond to concerns.

Unox seeks to apply leverage and encourage responsible parties to assess conditions and implement corrective actions, even when we are not directly linked to an identified adverse impact. We will take action to address any adverse impacts that could be connected to us and consider engaging with peers and partners for collective remedies, including collaboration with suppliers.

We expect our suppliers and their respective suppliers to implement effective grievance management systems, reaching out to workers and their legitimate representatives. Suppliers must prevent retaliation against individuals who raise concerns.

Through third-party assessments, we evaluate whether grievance mechanisms and reporting channels are adequate, effective, and accessible. Unox encourages its suppliers to involve potential or actual users in the design, implementation, or evaluation of their grievance mechanisms.

For stakeholders preferring external grievance mechanisms, options include the Responsible Business Alliance's Grievance Mechanism, the Responsible Minerals Initiative's Grievance Mechanism, and the non-judicial grievance mechanism operated by the Organization for Economic Cooperation and Development—the OECD National Contact Points for Responsible Business Conduct.



# The Governance Bodies

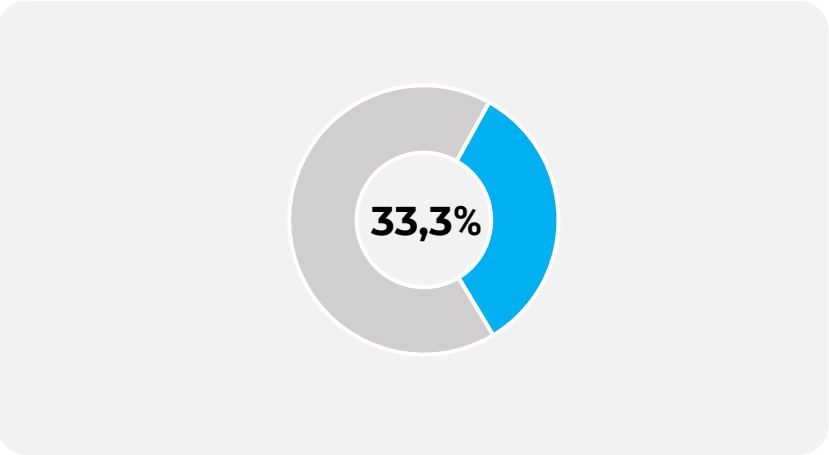
## Board of Directors

Unox has a Board of Directors consisting of 3 people, all members of the shareholding family:

- **Ing. Enrico Franzolin** - Founder and President;
- **Ing. Nicola Michelin** – Chief Executive Officer;
- **Ing. Chiara Franzolin** – Chief Operations Officer.

The Board of Directors is the body vested with all the powers of ordinary and extraordinary management of the company.

### % of women in the Board of Directors 2025



The Board of Directors oversees the organizational health, enterprise structure, strategic relevance and direction, defining Unox goals in the short, medium and long term.

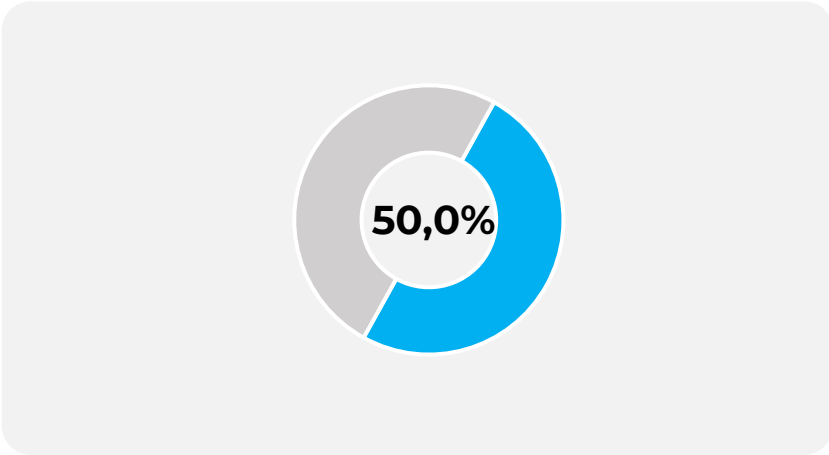
## Strategic Committee

In Unox we believe that feedback is the most important tool for personal and professional development, for this reason our board of directors decided to be advised by 3 independent and important profile directors creating a Strategic Committee.

The strategic committee is composed by the 3 members of the board of directors and 3 independent members.

It has the role of advice the Board of Director on strategic choices and support their implementation.

### % of Independent members in the Strategic Committee 2025



## Executive Team

The operative aspects are delegated to the Executive Team, which is coordinated by the CEO and is composed by the 3 members of the Board of Directors and 17 executives who have the complete responsibility for the execution of the strategy and operational processes.

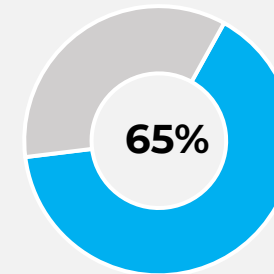
Each executive is responsible for 3 key elements:

- **People:** personal development and growth professional and economical of every person in the team;
- **Processes:** continuous kaizen and support of the processes with which we create value for the customer in a sustainable way;
- **Products and Services:** compliance with Quality, Cost, Time and Sustainability objectives to maximize the value we create for our customer. 67% of the Executives team members are people who got promoted internally thanks to their outstanding performance, the remainder of them are skilled people hired from outside after a brilliant career in another company or business, in order to internalize specific skills, backgrounds and experiences. If possible, we do our best to fill each leadership role with an internal candidate, so our employees are surrounded by examples of successful progression.

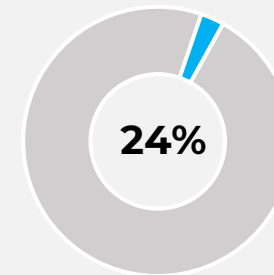
As the chart shows, 11 out of 17 members of the Executive Team are people who get promoted internally thanks to their outstanding performance. This underlines how we believe that our people are the fundamental resource for the development of the Group. The wealth of knowledge, experience and skills of all of them must be valued and increased, thereby

contributing to the growth of the Company. Unox is a meritocratic company that promotes individuals to the executive team based solely on their skills, competencies and performance. We don't select leading people taking into account sex, age, or other discriminatory elements: we only consider merit. Our strategic sustainability goals are part of the responsibilities of every governance body within the Group, including the Board of Directors and the Executives Team; an ESG Manager with responsibility over all the UNOX companies has been nominated to constantly oversee the ESG issues that involve us.

### % of Executives promoted internally 2025



### % of women in the Executive Team 2025



We have equipped ourselves with a flexible organization model for the Group to fit our ambitious growth plans. Our organization model can sustain a growth up to 1 billion turnover.

To foster our growth, we strongly invested in training and preparing the leaders of tomorrow.

Executive Team composition by gender and age	2025		2024		2023	
	Men	Women	Men	Women	Men	Women
<30 years old	0	0	0	0	0	0
30-50 years old	6	3	6	3	9	3
>50 years old	7	1	7	2	4	2

**Average Tenure**  
7,7 yrs

## Remuneration policies

The Group’s remuneration policy is aimed at ensuring the company remains competitive in the labor market and at achieving the Company’s strategic objectives by pursuing

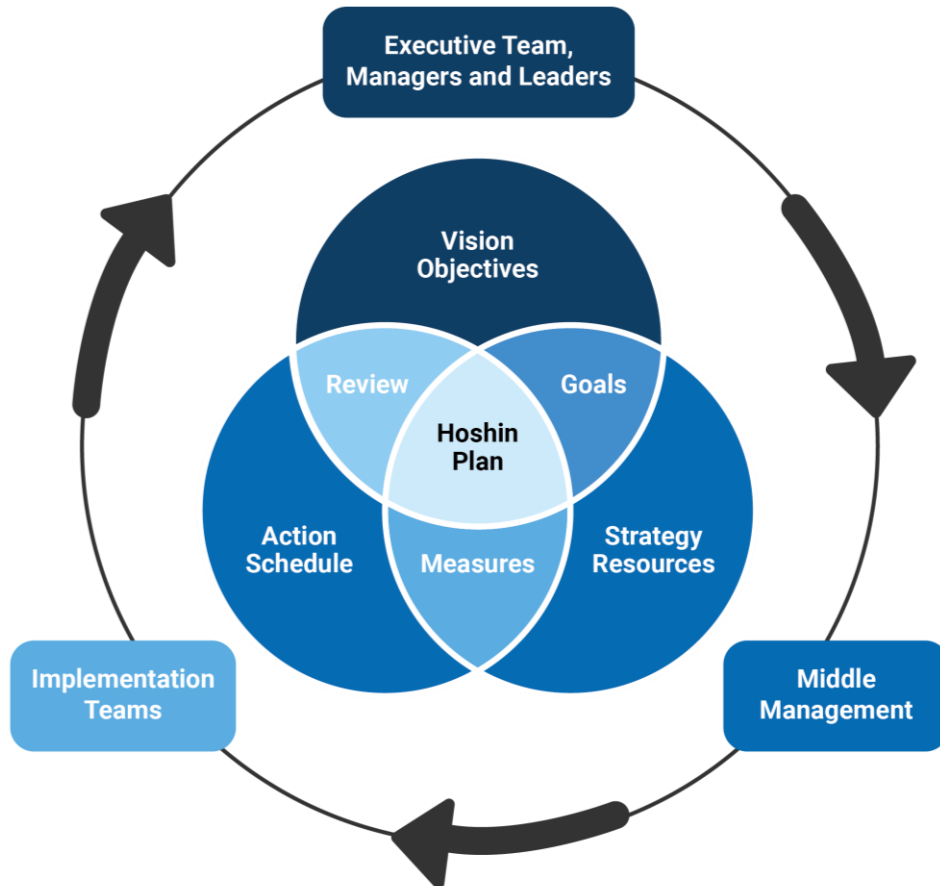
sustainable long-term results in line with our business risk management policy, our industrial plan and our ESG plan. The remuneration structure provides for the balancing of the monetary component of remuneration (fixed and variable remuneration) and the enhancement of the non-monetary component (benefits and welfare), with a view to pursuing sustainable results in the long term. Each executive has a fixed pay and a variable pay linked to annual targets defined by an MBO.

We also offer to all Unox people, not only managers, benefits and welfare.

According to the role and responsibilities of each Executive, in a specific year, his/her MBO could include a target connected to a specific sustainability goal. Targets for each executive are set by the CEO, according to the medium-long term priorities defined in the company industrial plan and ESG plan defined by the Board of Directors. In this context, the remuneration policy supports the achievement of the guidelines defined in the Company’s Strategic Plan, promoting, through the balancing and selection of performance parameters, the alignment of management’s interests with the objective of ensuring sustainable business success from a medium/long-term perspective.

The Board of Directors and CEO administer and oversee Unox’s compensation policies, plans and benefit programs; in the details they:

- define and updates the remuneration policy yearly;
- determine the remuneration of Executives holding specific responsibilities;
- define the performance targets and objectives of the Executive team and assess whether or not they have been achieved, for the purposes of the incentive systems.



# Hoshin Kanri for Strategy Deployment

As part of our continuous commitment to operational excellence and long-term sustainable growth, our company has adopted the Hoshin Kanri method for strategy deployment.

Hoshin Kanri, also known as Policy Deployment, is a strategic planning tool that helps align the organization’s overall vision and long-term objectives with specific actions, ensuring that every department and employee is working towards common goals.

This method enables us to focus on key strategic initiatives while maintaining operational effectiveness.

## What is Hoshin Kanri?

Hoshin Kanri, originating from Japanese management practices, translates to "direction management" and provides a structured approach to strategy deployment. It is designed to bridge the gap between strategic goals and day-to-day operations by creating a clear roadmap for the entire organization.

The primary focus of Hoshin Kanri is to ensure that the organization's objectives are aligned at all levels, from top management to the front-line employees, and that progress is systematically reviewed.



## The Hoshin Kanri Process

The Hoshin Kanri process follows a PDCA (Plan-Do-Check-Act) cycle, which drives continuous improvement and ensures that strategic initiatives are rigorously executed.

The process is broken down into several key steps:

**Establish the Vision and Long-Term Goals:** Senior management defines the company's long-term strategic objectives, usually covering a 3 to 5-year horizon. These objectives are tied to the organization's vision, mission, and values, focusing on breakthrough improvements that drive growth and sustainability.

**Annual Objectives:** Once the long-term vision is clear, the next step is to define specific annual objectives that will contribute to achieving the broader strategy. These objectives are concrete, measurable, and aligned with the company's overall goals.

**Cascading Objectives (Catchball Process):** In the catchball process, the high-level goals are communicated down to various levels of the organization. Departments and teams interpret these goals and develop their own objectives and action plans that support the overall strategy. Feedback loops ensure that objectives at all levels are aligned, and every employee understands their role in contributing to the company's success.

**Execution (Do):** Once the plans are aligned, teams execute their specific action plans, focusing on achieving the agreed-upon targets. Throughout this phase, teams are empowered to make adjustments and ensure their activities remain aligned with the broader strategy.

**Review and Monitoring (Check):** Regular reviews are conducted at all levels of the organization to track progress.

This includes frequent performance evaluations to ensure that initiatives are on track and that corrective actions are taken if necessary. The review process involves monitoring Key Performance Indicators (KPIs) to measure success against strategic objectives.

**Act and Adjust:** Based on the outcomes of the review phase, the organization makes adjustments to its strategy or tactics to ensure continuous improvement. This step closes the loop and restarts the PDCA cycle, keeping the strategy dynamic and responsive to changes in the business environment.

## Benefits of Hoshin Kanri

By implementing Hoshin Kanri, our company has gained several key benefits:

**Alignment:** Ensures that all employees are working towards the same strategic goals, creating a unified direction for the company.

**Focus on Critical Priorities:** Helps the organization concentrate on breakthrough objectives that are crucial for long-term success.

**Accountability and Transparency:** Clear communication and regular reviews foster accountability at all levels, ensuring that progress is tracked and deviations are corrected promptly.

**Continuous Improvement:** The PDCA cycle embeds a culture of continuous improvement, allowing the company to remain agile and responsive to evolving market demands and internal performance.

By adopting Hoshin Kanri, we have strengthened our ability to deploy strategy effectively, ensuring that our long-term vision is achieved through cohesive and well-coordinated efforts at every level of the organization.

## Hoshin Kanri Overview: 5-Year Goals and Key Projects

The group's strategic plan, outlined in its Hoshin Kanri, sets forth ambitious 5-year goals aimed at positioning the organization as a leader in the foodservice equipment industry while emphasizing environmental sustainability and social responsibility.

Below, we detail the core strategies and strategic projects that will guide the company's growth and evolution.

### 5-Year Strategic Objectives

- **Be and Be Perceived as the Challenger in Combi and Speed Ovens, and the Leader in Retail Bakery.** The group is committed to asserting itself as the primary competitor in the combi and speed oven segments while establishing clear leadership in the retail bakery space. This requires both innovation in product development and aggressive market positioning.
- **Ensure the Same Customer Experience for All Customers Regardless of Their Location** Delivering a consistent, high-quality customer experience worldwide is a critical focus. Whether customers are based in Europe, North America, or Asia, the goal is to ensure uniform standards in product quality, customer service, and technical support, creating a seamless global experience.
- **Be and Be Perceived as the Technology Leader in the Foodservice Equipment Industry** Leadership in technological innovation is key to the group's competitive advantage. By driving forward cutting-edge solutions in foodservice equipment, the company aims not only to lead but to be recognized across the industry as the pioneer in advanced, customer-centric technology.
- **Be the Team People Want to Be Part Of** The group's ambition extends to fostering a workplace culture that attracts top talent and encourages long-term engagement. Becoming a sought-after employer requires investment in employee development, inclusivity, and a strong corporate culture that makes the organization a destination for top professionals globally.
- **Be a Best Workplace in Europe and in the World** Achieving the status of a "Best Workplace" both in Europe and globally is a top priority to support the group's objective of being the employer of choice. This project includes several initiatives to improve the working environment and organizational culture:
- **Sustain the GPTW Process Across the Group's Legal Entities Worldwide:** The Great Place to Work (GPTW) certification process will be sustained and enhanced across all legal entities, reinforcing the group's commitment to creating an exceptional work environment globally.
- **Enforce Equal Salary Certification at UNOX SpA:** UNOX SpA will maintain and strengthen its Equal Salary Certification, ensuring fair and equitable pay across the organization.
- **Improve the Feedback Process:** Focus on enhancing internal feedback mechanisms to foster transparency, continuous improvement, and employee engagement.
- **Grow the Leaders of Tomorrow:** Invest in training and development programs that nurture leadership skills at all levels, ensuring the next generation of leaders are well-equipped to drive the group's future success.
- **Attract Talents from Padua University and Padua High Schools:** Strengthen partnerships with local educational institutions to attract young talent, furthering the group's commitment to developing a pipeline of future professionals.

Through these strategic objectives and projects, the group is positioning itself for long-term success in the foodservice equipment industry, driven by innovation, customer experience, sustainability, and a people-centric culture. By aligning its business growth with environmental and social goals, the organization is committed to creating value not only for its shareholders but for all stakeholders, including employees, customers and the broader community.

## Enterprise Risk Management (ERM)

As part of our commitment to sustainability and long-term resilience, the company has implemented an Enterprise Risk Management (ERM) system.

ERM is a comprehensive framework that not only enables us to proactively identify, assess, and manage risks across all areas of our business—financial, operational, environmental, and social—but also helps us identify opportunities.

By integrating risk and opportunity management into our strategic decision-making process, ERM ensures that we can anticipate potential challenges while also capitalizing on opportunities that align with our corporate goals and drive innovation.

This system allows us to address uncertainties with a structured approach, enhancing our ability to mitigate risks that could impact our operations, reputation, or stakeholders, while also leveraging new opportunities for growth and improvement.

ERM promotes a culture of transparency and accountability, encouraging every level of the organization to contribute to both risk awareness and opportunity identification. Ultimately, our ERM framework supports sustainable growth, safeguarding the company's future, while fostering innovation and maintaining the trust of our customers, employees, and partners.



The process is dynamic and integrated across all business functions, ensuring that risk management is embedded into the core decision-making activities.

The ERM process typically includes the following key steps:

- **Risk Identification** The first step involves identifying potential risks that could affect the organization's operations, reputation, finances, or compliance. Risks may be internal, such as operational inefficiencies, or external, such as regulatory changes or environmental factors. The process engages stakeholders from all levels, including leadership, departments, and external partners, to ensure a broad perspective on possible risks.
- **Risk Assessment and Prioritization** Once identified, risks are assessed based on two main factors: their likelihood of occurrence and their potential impact on the business. These risks are typically categorized as low, medium, or high priority based on a risk matrix. This step allows the organization to focus resources on addressing the most critical risks, balancing both the probability of occurrence and the severity of consequences.
- **Risk Mitigation and Response** For each identified risk, the organization develops strategies to mitigate or manage its potential impact. Risk mitigation can include preventive measures, such as improving operational controls, diversifying suppliers, or investing in technology. Additionally, the company establishes contingency plans to minimize disruptions should risks materialize. Response strategies may involve risk avoidance, reduction, transfer (e.g., insurance), or acceptance, depending on the risk tolerance of the organization.
- **Risk Monitoring and Reporting** Continuous monitoring of the risk environment is essential to ensure that risks are being effectively managed and that new risks are promptly identified. The organization regularly reviews and updates its risk assessments, adjusting mitigation strategies as needed. Reporting is a critical part of this stage, as the ERM framework requires transparent communication with



key stakeholders, including senior management, the board of directors, and relevant teams, to keep everyone informed of the risk landscape and actions taken.

- **Integration with Strategic Planning** One of the most important elements of the ERM process is its integration into the company's overall strategic planning. By considering risks and opportunities together, ERM helps align the organization's risk appetite with its long-term goals. This ensures that decisions made across all departments and levels of the company are informed by an understanding of potential risks, allowing for better resource allocation and strategic agility.

In summary, the ERM process empowers the organization to navigate uncertainties and capitalize on opportunities, enhancing resilience and long-term sustainability. Through a proactive and integrated approach, ERM not only safeguards the company but also supports its growth and success in an increasingly complex and evolving global business environment.

### Strategic Risk Management at Unox

At Unox, we apply Enterprise Risk Management (ERM) with a strategic risk management approach, analysing and mitigating risks across key categories: financial, operational, strategic, supply chain, compliance, and reputational.

For each of these areas, our executive team is actively involved in examining and monitoring risks related to core functional areas, including Sales, Research and Innovation, IT, Administration and Legal, Post-Sales, Supply, QHSE and Certifications, Marketing, and HR.

These analyses are conducted by assessing the probability, severity, and potential impact of each risk, allowing us to prioritize them effectively. This prioritization then informs the development of a comprehensive risk mitigation strategy to ensure resilient and sustainable operations.

# Risk Heatmap





# Human Rights

At Unox, the ethical treatment of all individuals and the respect for human rights are fundamental to our mission of building a sustainable future for everyone.

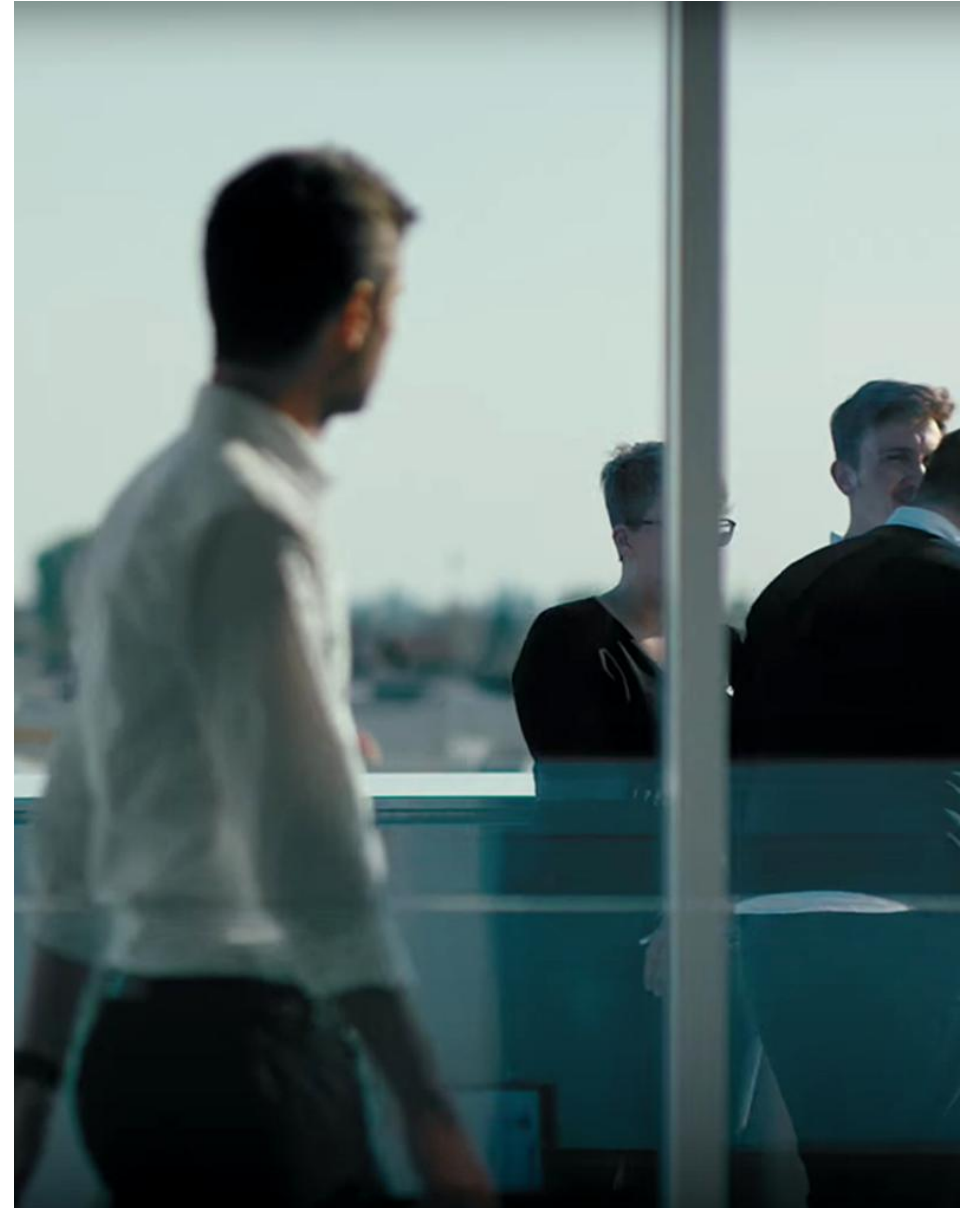
Unox upholds, respects and integrates human rights and their associated values throughout our business, as we drive our customers' shift towards more sustainable, stress-free, energy efficient professional kitchens.

As a proud signatory of the UN Global Compact (UNGC), the world's largest corporate sustainability initiative, we are committed to applying the 10 principles outlined by the UNGC across our business, strategies, culture, and management practices.

In cases where national law and international human rights standards diverge, we will adhere to the higher standard; where they conflict, we will comply with national law while striving to uphold international human rights to the fullest extent possible.

Operating across diverse regions, some of which present social, economic, and political challenges that may threaten human rights and decent working conditions, we believe that respecting human rights is the cornerstone of our business success and adds significant value to our company. We recognize the crucial responsibility we hold as a company to respect human rights across all our activities, including the products and services we offer.

We are dedicated to ensuring that we cause no harm and actively promote human rights wherever we can positively impact within our sphere of influence.





We are committed to avoiding complicity in or causing any human rights violations and to respecting the rights of every individual or group connected to our business, with special attention to vulnerable and marginalized populations, such as migrant and young workers, disabled individuals, women and disadvantaged groups, especially in high-risk contexts. This commitment extends to our own operations, and we hold our suppliers and partners to the same rigorous standards.

Unox is dedicated to upholding and respecting all internationally recognized human rights and the values they embody across our direct operations and supply chain. This commitment extends to our employees, customers, shareholders, suppliers and the communities where we live and operate. We are committed to avoiding actions that may cause or contribute to actual or potential adverse human rights impacts, and we expect our suppliers to champion these values within their own operations and those of their suppliers.

Assessing and addressing human rights risks is an ongoing effort at Unox. This involves actively engaging with external stakeholders who may be impacted by our operations and supply chain and integrating their feedback into our practices. We continuously review and update our policies and procedures as necessary to address potential human rights concerns. With this proactive approach, Unox is committed to identifying and mitigating any adverse human rights impacts. We strive to remedy any negative impacts, track and measure our progress, and transparently report our findings.

In honouring our responsibility to respect human rights, we are fully committed to implementing the United Nations Guiding Principles on Business and Human Rights.

We take our responsibility to respect human rights seriously and expect the same commitment from those with whom we collaborate.

## Unox Executive Team point of view on Human Rights

Prevailing Value Chain Sustainability & Human Rights Ratings: A Misfit for Unox

The prevailing frameworks for sustainability assessments in value chains are predominantly designed with large, multinational corporations in mind.

These frameworks emphasize monitoring and assessing supply chains, particularly focusing on suppliers' conduct and their adherence to ESG (Environmental, Social and Governance) standards.



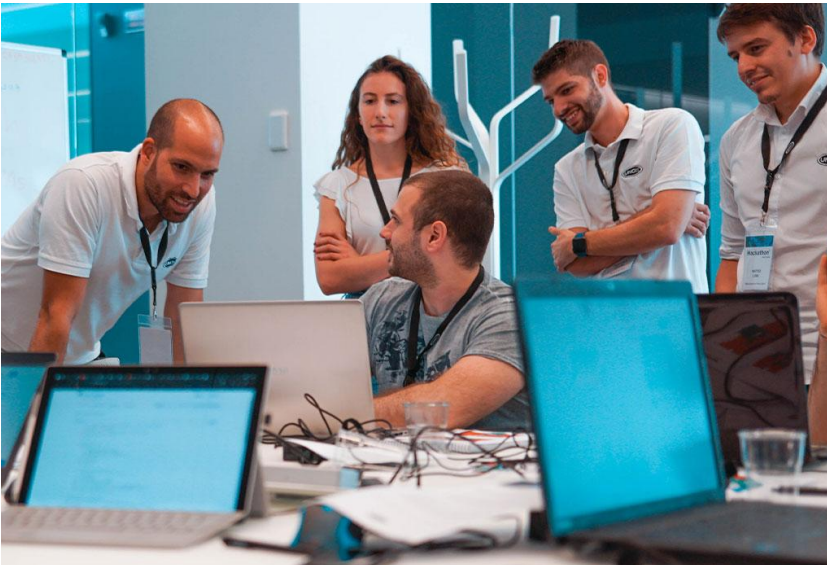
Typically, these assessments consider factors such as:

- The number of ESG policies suppliers are required to comply with;
- The selection of suppliers based on ESG performance-related KPIs or certifications;
- The frequency and extent of ESG questionnaires, assessments, or due diligence conducted with suppliers.

While these frameworks are effective for large corporations with extensive, delocalized supply chains, often operating in developing countries where labor rights and human rights need vigilant monitoring, they do not align well with the operations of Unox.

### The Unox Approach: Investing on People and Local Integration

Unlike many companies in the 1990s that outsourced and relocated their production activities to reduce labour costs,



Unox took a different path. We chose to invest in our people and maintain our production within Italy, creating a vertically integrated local industrial system.

This approach not only kept our manufacturing operations in the country but also internalized the production of our oven components.

According to the Labour Right Index 2022 report by the WageIndicator Foundation, Italy ranks among the top five countries globally, with a score of 94 out of 100 in labor rights. Today, approximately 95% of the components for our ovens are produced in Italy, within one of Unox Group's Great Place to Work certified subsidiaries.

Our production chain includes:

- Metex (steel manufacturing)
- Velex (electronic board production)
- Mabix (plastic components production)
- Detix (detergents production)
- Esse3 (trays production)
- Unox Manifattura (assembly)

This allows us to be 100% sure that the people who manufacture our ovens and components enjoy some of the highest labor rights standards in the world, dramatically reducing the risk of potential human rights violations within our value chain.

We ensure that all component production and subsequent oven assembly occur within a 4 km radius, this allow us to have the full control on our production plants working conditions.

Our vertical integration strategy also positively impacts the environment, by minimizing incoming logistics and utilizing self-produced sustainable energy.

## Inapplicability of Standard Frameworks to Unox

The international frameworks aim to incentivize large companies to elevate their suppliers' ESG standards.

However, given our integration strategy, Unox only purchases services, raw materials and components externally when internalizing the process is not feasible. For instance, while we produce our electronic boards in-house, we must source microchips from large semiconductor companies. Similarly, we mold our steel but source the raw material from major steel producers.

Given our position in the supply chain, we lack the bargaining power to compel these large commodity companies to adhere to our Code of Conduct, policies, standards, or audits. Therefore, applying standard international frameworks and KPIs to measure Unox's value chain sustainability is inappropriate.

### Unox's Unique KPIs for Value Chain Sustainability

Instead, our Executive Team measures the sustainability of our value chain through alternative KPIs:

- Maximize percentage of value added generated within the Group;
- Minimize impact of logistics and production activities on the total life cycle carbon footprint of our products;
- Percentage of value added generated in countries with top ratings in the Labour Right Index.

Recognizing that Unox is not yet large enough to influence global commodities giants to adopt our ESG standards, the most effective way for us to enhance our value chain sustainability is by continuing our vertical integration strategy.

At the same time, we are aware that Unox could not integrate every possible step of the value chain within the Group from raw materials extraction to products end of life management, but at the same time we are confident in the growth of our company and consequently its influence within global supply chains. Therefore, we are equipping ourselves with processes and tools that will enable us to ensure effective monitoring of our external suppliers.

Although Unox Group currently does not meet the size requirements, in terms of revenue and employees, to be subject to the EU Corporate Sustainability Due Diligence Directive (CSDDD), we are proactively monitoring evolving regulations and best practices to implement the necessary tools and systems before we become subject to the regulatory requirement to conduct due diligence on our suppliers

### Supplier Data Collection initiative

At the end of 2025, we launched a structured data collection process involving our suppliers, with the aim of increasing transparency and traceability throughout the entire supply chain. This initiative stems from the desire to gain a more complete and reliable understanding of the materials, components and practices adopted by the partners involved in our production processes.

To make the process more effective, we identified priority suppliers based on the relevance and impact of their components on the final product. This selection criterion allows us to focus our efforts on those partners who have the greatest influence on the value, performance and sustainability of our products.

This approach represents the first step toward building an integrated supply chain transparency system, capable of supporting more informed decision making and generating value for both the company and the suppliers involved.



In this chapter, we will explore how we are trying to create a positive impact on the people that surround us, whether they are part of our workforce or part of the communities that are connected to our organization.

# 03. People

SDG 1, SDG 3, SDG 4, SDG 5, SDG 8, SDG 10, SDG 11, SDG 17.

At the heart of our Organization's success lies the recognition that our employees play an essential role in shaping our business outcomes.

Accordingly, we view the cultivation of effective and successful employment relationships, as well as promoting diversity and development, not simply as legal requirements to be met, but as integral components of our overall strategy to support the professional growth of our team members.

Moreover, we recognize that employee safety, satisfaction and well-being constitute critical aspects that must be carefully considered.





## Employees and collaborators

The approaches to the management of employees and collaborators chosen and carried out by an organization can determine whether the company will have a positive or a negative impact on their development, their wellbeing, their sense of inclusion and more generally on the economy of the context that is indirectly affected by the presence of the company.

Unox is a global company present in more than 42 countries, that offers a diverse working environment with more than 1.400 people working together as one team: the Group actions have an inevitable impact on a large number of people, their families and the communities in which they are inserted that must be managed closely.

We strongly believe that when a company is small, it focuses on products. When it wants to grow, it focuses on processes. When it wants to become great, it focuses on people.

That is why we are creating the best working environment in which to build successes for those who have shown talent and passion during their studies and for those who transform talent and passion into excellent results every day.

This is our people statement that every new Unox person, on the first day of work, receives by e-mail in order to welcome them explaining who we are and what our values and our corporate culture are, through a message from our CEO Nicola Michelin that highlights how we:

- are result-oriented;
- believe in initiative;
- are motivated every day;
- are positive;
- are scientific;
- work as a team;
- believe that feedback is the most important tool to improve as individuals and as a team;
- believe that leading by example is a model of leadership;
- believe in the convergence of choice to be successful;
- believe in dissent to stimulate creativity



# Employee engagement initiatives

As part of our commitment to fostering an inclusive and collaborative workplace culture, we implement a range of initiatives throughout the year aimed at strengthening team cohesion and promoting a sense of belonging. These initiatives are designed to be inclusive and accessible to all employees, encouraging broad participation across the organization.

## THE OLYMPIX

For the past three years, we have hosted the Unox Olympix Games, a sporting event designed to bring together Unox employees and their families. This initiative fosters team spirit and a strong sense of community through a wide range of activities, including table tennis, five-a-side football, volleyball, table football, swimming, chess and a special evening celebration. In 2025, 600 people took part in our event.

## UNOX FAMILY DAY

Unox Family Day is a key initiative designed to support the connection and engagement of employees and their families. During this event, employees, family members and friends participate in a shared experience focused on enjoyment and collaboration.

Such events hold significant value for employees, as they allow for the integration of personal and professional life, even if just for a day. The Unox Family Day offers a new perspective on both the environment and colleagues. It reduces hierarchical barriers and encourages interpersonal trust.





### UNOX TALKS

Another key initiative is the Unox Talks, a series of events launched in 2024 to support employee development, foster team building and strengthen our sense of community. These sessions offer opportunities for both personal and professional growth, while reinforcing a culture of continuous learning. In 2025, the program included a session on Financial education (mortgage), Posture and wellbeing at work, Biennale in Venice, Artificial Intelligence and Chocolate sensory analysis.

These initiatives contribute to employee well-being and help cultivate a more inclusive, engaged and informed workplace.

### ESG NEWSLETTER

The ESG Newsletter, designed in 2024, was officially launched in 2025 to keep our employees consistently updated on sustainability topics and the opportunities within this field. Through regular updates, we share the activities and projects developed by the company with an ESG focus, aiming to raise awareness and educate our team on issues that are crucial both today and in the future. This ongoing communication initiative is designed to achieve a culture of responsibility and awareness within the company.

Since 2018 Unox has been awarded as a Great Place to Work (GPTW) in Italy and in 2025 the company has been further awarded for the sixth consecutive year as a Best Workplaces™ Italia 2025, the award given by the Great Place to Work® Institute that identifies the 60 best companies to work for in Italy according to the opinions of its collaborators.

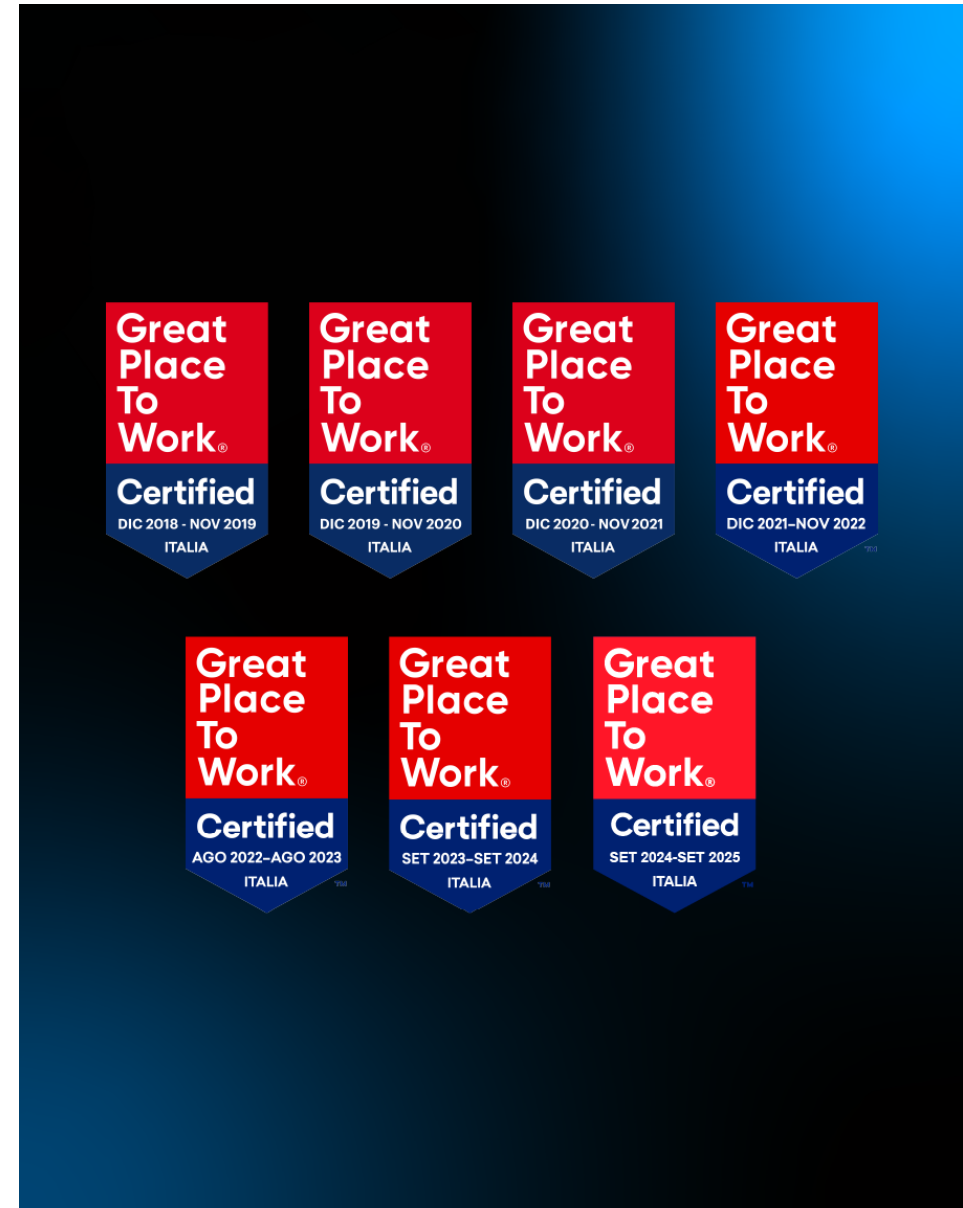
We use the GPTW survey as a key tool to measure our performance in people management:

- every year we measure our performance through the **survey**;
- we publish and **discuss with our people** the results;
- every team has a focus group with their leader and manager and the CEO to **discuss the results, give feedbacks** and **suggest improvement actions**;
- each manager designs and implements an **improvement action plan** for the next year based on the feedback received by the team.

We successfully tested this process in our HQ in Italy and in 2021 we started rolling out this process in every legal entity of the Group.

This allowed us to identify and assess specific needs in different countries, directly listening to the feedback of our people, reducing the risk of poor employment practices in specific counties.

In 2024, the company was also included in the **Best Workplaces for Blue Collar 2024**, which recognizes Italian companies where factory workers and production staff find an exceptional work environment.





In the last three years the number of Unox People grew significantly (+25%) in order to keep the pace of the general company growth.

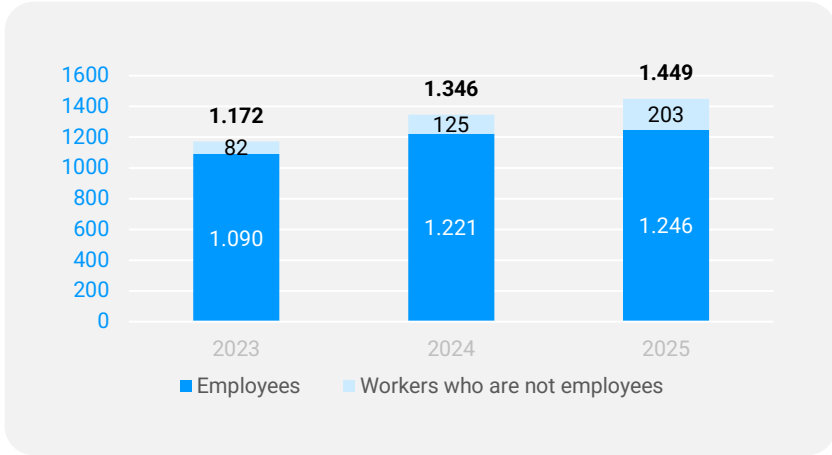
While in 2024 we concentrated our human resources efforts on the research and development area, in 2025, aligned with Unox’s expansion and continuous growth, we broadened our focus to include a wider range of professional profiles, such as technical service specialists, developers and commercial roles.

These strategic hires reflect our ongoing commitment to expanding and strengthening our workforce to meet the demands of our global business growth.

Despite Unox operating in the metalworking sector—historically less attractive to women—we have successfully maintained an almost steady level of gender diversity within our workforce with the percentage of women consistently around 30%.

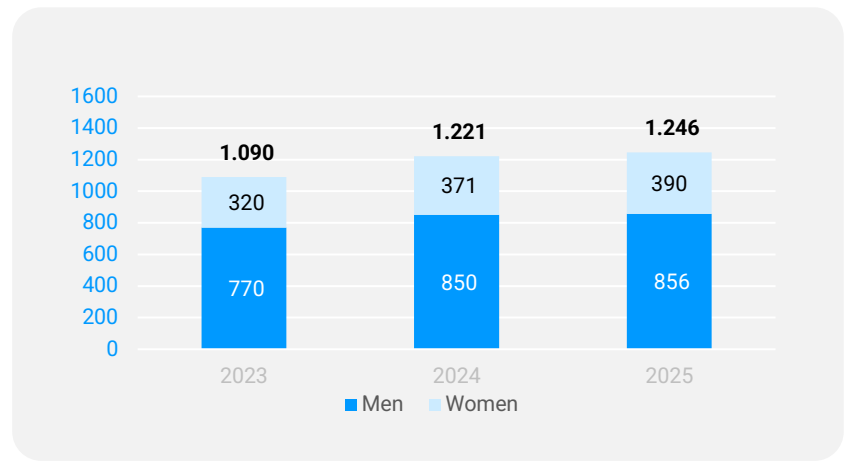
### Unox People 2023-2025

Employees and workers who are not employees



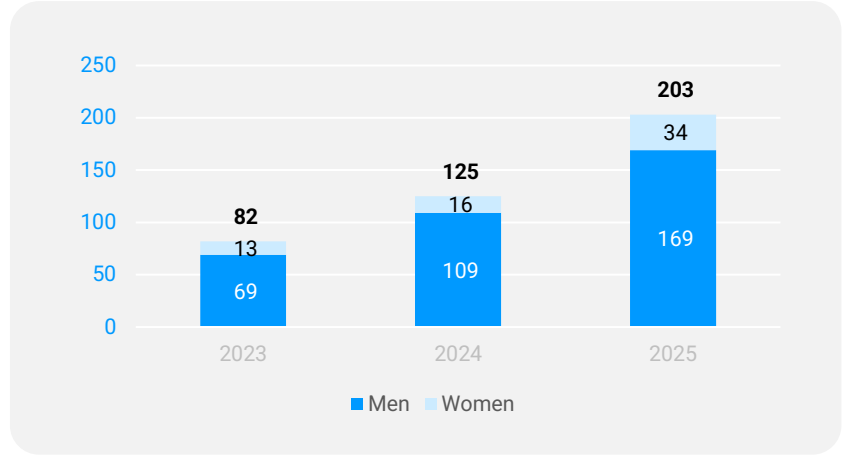
### Unox employees 2023-2025

Men & Women



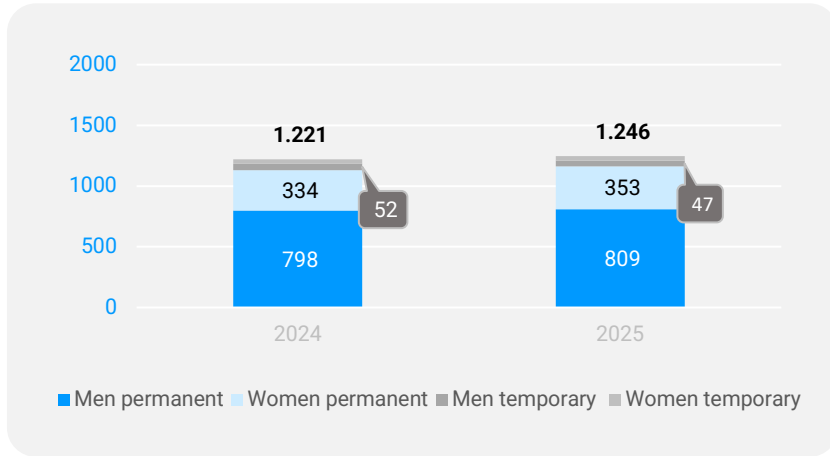
### Total workers who are not employees 2023-2025

Men & Women



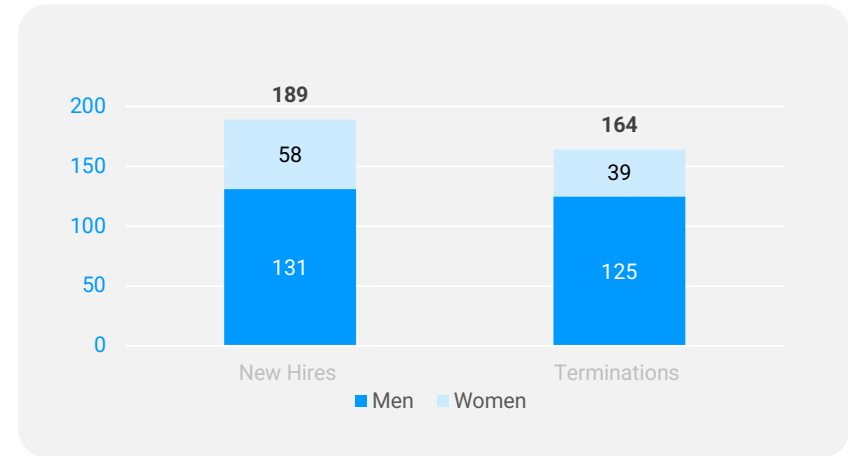
### Unox People 2024-2025

Temporary & permanent



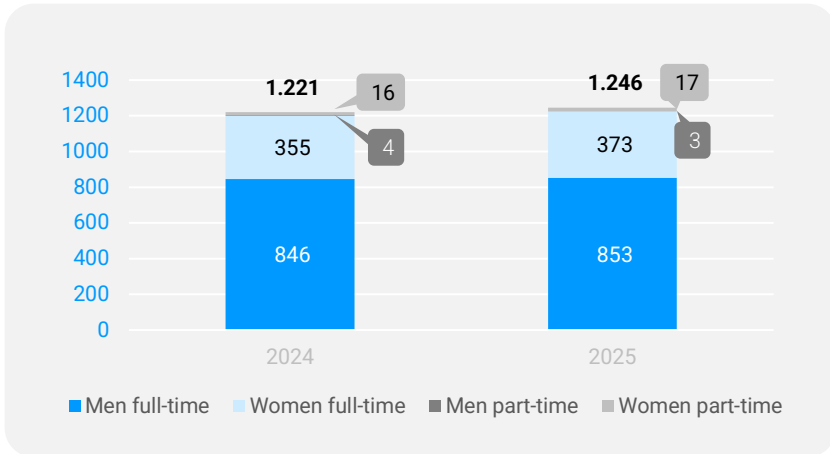
### Unox People 2025

New Hires & Terminations per gender



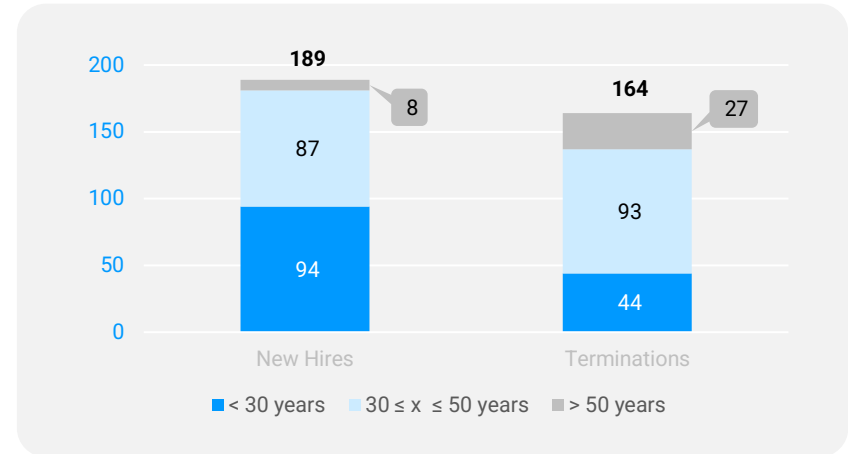
### Unox People 2024-2025

Full-time & part-time employees



### Unox People 2025

New Hires & Terminations per age



# Opportunities for young talents

Innovation is a key element of our success and in Unox we acknowledge that young talents have the knowledge and the ability to foster it.

Through the program UniUnox we aim to create excellent learning opportunities for the students of the whole territory, breaking the university-labour barrier, allowing the highest possible number of students to experience the business world during their studies.

It is an investment we make for Unox, but also for all local companies. We want to give students the opportunity to add professionalizing experiences in a successful company to their resumes, experiences that will help them grow as people and increase their chances of successfully and quickly entering the world of work.

Some of the main UniUnox activities are:

- **Visits** of students to Unox (from elementary schools to university) to show them a company environment and give them the opportunity to talk with Unox people who started their career from the same background;
- **Involvement by Unox managers or collaborators** during lessons on specific topics of interest (high schools and universities);
- **Working opportunities** with different types of working contracts, such as work-study projects with technical schools, paid internships also aimed at developing bachelor and master degrees these



(e.g. innovative insulating materials, odor treating, AI integration);

- **Unijob** is a flexible 8 hours part-time contracts for university students to carry out a professionalizing paid job without having to resort to jobs that may not contribute to their professional development In 2025, 30 students were involved in internships and 7 students in UniJob projects.
- **Orienteering nights** are events organized by Unox for students, designed to develop open and informal discussions with managers, offering them the opportunity to obtain useful advice for today's and tomorrow's professional world. The companies that participate in these Orienteering Nights are carefully selected by Unox, which strives to choose organizations with strong HR practices. The goal of the event is to create an informal setting, accompanied by an aperitif, to encourage students to ask questions and understand the careers of managers. In 2025, the event took place at the Padua Fair, involving 350 students. The event is offered in both English and Italian and begins with three talks related to future career orientation. The target audience for this event are students and the objective is not recruitment, but rather to provide career guidance. There is no registration limit, as the event is open to all students, regardless of their university, course of study, or faculty, making it inclusive and welcoming to the entire community.



- **Unox Academy:** is a technical training program with hands on challenges that opens the doors of the company's Research & Development department to STEM university students. Unox Academy offers an advanced training program that makes available to the external public the same technical learning experience previously reserved for new hires in the R&D department. The project was developed with the goal of offering university students in scientific and technological disciplines (physics, chemistry, engineering and computer science) the opportunity to immerse themselves in the Unox innovation ecosystem and experience firsthand the same technical training that accompanies the onboarding of new talents within the company. The prize for winning consisted of a trip to the Web Summit in Lisbon, one of the world's major technology conferences that brings together startups, investors and industry leaders.



Through UniUnox we aim to bridge the distance between the university and business environments and to create a positive impact for students, that can enrich them as people and help them learn to understand the world and the dynamics of the business environment, for the community and local companies, that benefit from a system of activities and initiatives.

Moreover, Unox is part of the CTS, the didactic steering body formed by business and training experts, which works by reviewing and modifying specifications and didactic indications in order to create skills that can be immediately spent in the world of work.





**Unox Academy: an advanced technical training program that gives STEM university students direct access to Unox's R&D innovation ecosystem.**



**Orienteering nights: events organized by Unox for students offering them the opportunity to gather useful advice for today's and tomorrow's professional world.**





## Feedback as a tool for personal and professional development

Retaining and fostering the development of the talents attracted is important as well.

We believe that feedback is the most important tool to grow as individuals and professionals.

From 2022 we started to invest strongly in feedback training processes for all the Group's legal entities outside Italy, with the help of professional coaches. The pillars of our feedback process are:

- **Being Unox and Being a Leader Unox:** a set of behaviours that defines the culture, or the usual way of acting, that we want to promote in our organization in order to strengthen the conduct that facilitate the success of the individual and the organization;
- **180° and 360° Ask for Feedback processes:** an evaluation system that allows managers and team leaders to receive feedback from their superiors, their peers and all the people they manage (360°), and all the other employees to receive feedback from managers and peers (180°). The process is followed if needed by ad hoc meetings to work on the feedback received and identify guidelines for the development of the people.
- **One to one feedback:** when needed, managers can also organize short sessions to cover specific needs with specific persons.



- **Hot Seat:** starting from 2021 we have introduced this project in Unox, to teach our people to give and receive feedback in a serene and constructive way, always in the sincere interest of helping others to improve themselves. The peculiarity of this approach is that the person who receive the feedback is placed on a chair in the center of a semicircle of feedback providers, who manifest the behaviours they have observed and that they consider worthy of attention in order either to reinforce them, when these have a positive impact on the system, or to correct them, when they have a negative impact; given the peculiarity of the situation, the meetings are supervised by professional coaches. The goal is that each participant brings with them the skills learned, in order to break down those resistances and those very common blocks that make people desist from the idea of giving feedback and asking for improvement.
- **One to one talk:** it is an idea born to listen to different points of view and collect ideas and suggestions from each employee, to build together the UNOX of today and tomorrow. The possibility of participating in the project is extended to the entire Unox Group. Each employee has the opportunity to choose a slot to converse with one of the members of Unox Board of Directors: Nicola Michelin (CEO) or Chiara Franzolin (COO). Key points emerged are collected by the HR team and shared with the Management Team to find solutions or identify new opportunities.

# Training as a tool for personal and professional development

Unox Training Paths: Strategic Investment in Employee Development

The Unox Training Paths represent a strategic investment in the growth and development of our people from the moment they join the organization. These training programs aim to cultivate cross-functional competencies and soft skills that are essential for aligning individuals with shared workplace standards and promoting the adoption of best practices within their respective roles.

The Training Paths are structured according to various business areas (such as Service, Warehouse, Manufacturing, etc.) and different organizational levels, reflecting the increasing responsibilities and complexities of roles within the company. Each level includes specific courses designed to equip employees with the necessary skills to become more autonomous, prepared, and aligned with our corporate culture.

Unox offers six tailored Training Paths to meet the diverse needs of our professionals:

- **Staff Training Path:** This program develops cross-functional skills for employees in office roles, including administration, human resources, IT, research and development, design, and operations.
- **Service Training Path:** This pathway focuses on developing skills for individuals involved in field service assistance.

- **Warehouse Training Path:** This program enhances competencies for employees working in our warehouses, handling spare parts and finished products.
- **Manufacturing Training Path:** This pathway is designed for operational staff within our production areas, equipping them with the skills needed for product creation.
- **Sales Training Path:** This program offers specialized training for our various sales professionals.
- **Corporate Chef Training Path:** This pathway cultivates cross-functional skills specifically for our Corporate Chefs.

Through these initiatives, Unox is committed to fostering a culture of continuous learning and professional development, ensuring our workforce is well-prepared to meet the challenges of the future.

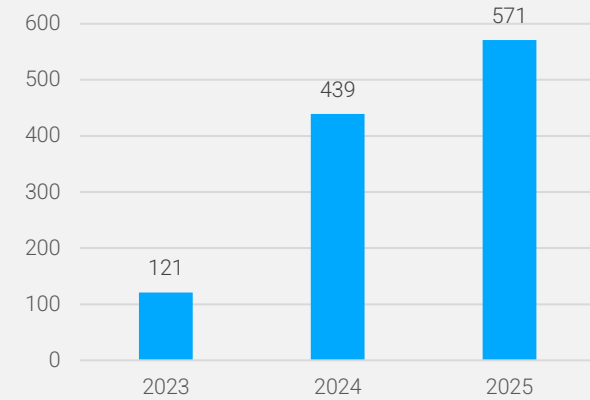


In 2025, we significantly expanded our training programs across all areas, resulting in an overall increase of 30% in the number of employees trained compared to the previous year.

All training paths were reviewed and updated to ensure they remain aligned with evolving business needs and technological trends.

As part of this effort, training on the principles of Lean philosophy was introduced for the commercial sector, promoting greater efficiency, value creation and continuous improvement in customer-facing activities.

### Employees trained 2023-2025



## Unox Training Paths

	Staff Training Path	Service Training Path	Warehouse Training Path	Manufacturing Training Path	Sales Training Path	Corporate Chefs Training Path
<b>Executives Trainings</b>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>	<ul style="list-style-type: none"> <li>Business Model Canvas</li> <li>Purchase Negotiation</li> <li>Financial Analysis</li> <li>Mentoring intensive</li> </ul>
<b>Supervisors, Leaders &amp; Managers Trainings</b>	<ul style="list-style-type: none"> <li>Understanding People</li> <li>Takt Time Training</li> <li>Process Management</li> <li>StarterKata</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor Boost</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor Boost</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor Boost</li> <li>Skill Map Training</li> <li>How to Recruit</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>Unox Selling Light</li> <li>Public Speaking Intensive</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Train The Trainer</li> <li>Leader As Coach</li> <li>Situational Delegation</li> <li>BM BC BE</li> <li>Public Speaking Intensive</li> <li>Takt Time Training</li> <li>How to Recruit</li> <li>Skill Map Training</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>	<ul style="list-style-type: none"> <li>Takt Time Training</li> <li>Leader as a Coach</li> <li>Situational Delegation</li> <li>How to Recruit</li> <li>Skill Map Training</li> <li>Mentoring</li> <li>Development Plan Training</li> </ul>
<b>Specialists Trainings</b>	<ul style="list-style-type: none"> <li>Train the trainer</li> <li>Project management</li> </ul>					<ul style="list-style-type: none"> <li>Train the trainer</li> </ul>
<b>New talents Trainings</b>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Feedback</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> <li>Public Speaking Light</li> </ul>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Feedback</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> </ul>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Feedback</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding at Headquarter (OB HQ): <ul style="list-style-type: none"> <li>History</li> <li>Company Tour</li> <li>Lean</li> <li>DEMO</li> </ul> </li> <li>Inclusive Language Training</li> </ul>	<ul style="list-style-type: none"> <li>Onboarding SALES (OB S)</li> <li>Inclusive Language Training</li> <li>Public Speaking Light</li> <li>Unox Selling</li> <li>Unox Selling Advanced</li> </ul>	<ul style="list-style-type: none"> <li>Welcome day</li> <li>Onboarding Corporate Chefs (OB CC)</li> <li>OB CC - Shadowing</li> <li>Inclusive Language Training</li> <li>Public Speaking Intensive</li> <li>Unox Selling Advanced</li> </ul>

## New talents trainings

### Welcome Day

Training Paths included: Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef.

The Welcome Day provides essential orientation for all new hires, offering a structured introduction to Unox's digital and physical environments. During this onboarding day, HR presents the tools and resources available to employees, covering digital platforms such as HRMS, LMS (our dedicated Unox Learning Experience portal), and employee benefits to ensure seamless navigation of Unox's systems. A fitting session for work attire and a professional photo are also provided to complete the onboarding process.



### Onboarding at Headquarter (OB HQ)

Training Paths included: Office, Service, Warehouse, Manufacturing.

The HQ Onboarding is a comprehensive three-day program designed to familiarize new hires with Unox's mission, values, and organizational structure. Modules include:

- **History:** This four-hour session, led by HR, covers Unox's evolution, highlighting key milestones, challenges overcome, and values that shape our culture.
- **Feedback Training:** Conducted by Euxilia trainers, this four-hour module focuses on effective feedback techniques, incorporating practical exercises that encourage respectful and growth-oriented communication.
- **Company Tour:** A guided, four-hour tour of our headquarters and facilities, providing an in-depth understanding of our organizational functions and structure.
- **Lean 5S:** Led by Auxilli trainers, this session introduces new hires to Lean Management principles and the 5S methodology (Sort, Set in Order, Shine, Standardize, and Sustain), focusing on efficiency, safety, and organizational best practices.
- **Product Demo:** A practical session led by Corporate Chefs, showcasing Unox products and their advanced cooking features.

**Inclusive Language Training**

Training Paths included: Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef.

This course equips employees with strategies for inclusive and respectful communication, fostering a workplace free from stereotypes and discrimination. Participants learn to recognize and eliminate linguistic biases, cultivating an environment that values diversity and inclusion.

**Public Speaking Light**

Training Paths included: Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef.

This program provides essential skills for confident, effective public speaking, tailored for both live and virtual settings. The curriculum covers non-verbal communication, message mapping, and the strategic use of questions to engage audiences, with practical role-play sessions allowing participants to refine their presentation skills in a supportive setting. Through these programs, Unox is committed to equipping employees at all levels with the knowledge, skills, and values essential to their professional and personal growth within our organization.

**Onboarding Sales / Onboarding Corporate Chef (OB Sales /OB CC)**

Training Paths included: Sales, Corporate Chef.

The Sales and Corporate Chef Onboarding program equips new sales team members (AMC, AMB, KAM, MDS) and Corporate Chefs with the knowledge and skills necessary to represent Unox effectively.

The onboarding journey begins with an in-depth overview of Unox's history, values, and vision, helping participants understand and convey the company's culture to clients and stakeholders authentically. The program covers Unox's

product lines, focusing on the distinctive features and customer benefits of each product, alongside advanced technologies that enhance performance and efficiency.

The onboarding also includes a comprehensive company tour, offering new hires an inside look at Unox's production processes and corporate culture. This is complemented by training on Unox product knowledge and technology, ensuring that each participant can confidently respond to customer inquiries. Sales techniques are taught through practical simulations and role-playing exercises, emphasizing effective customer engagement, need identification, and solution presentation. Salesforce training rounds out the program, providing essential skills for customer relationship management and operational efficiency.

In 2024, the number of sales onboarding editions dedicated to the commercial force increased, and the program was expanded to include multiple language options beyond English, addressing the growing need for localized training. In line with this evolution, in 2025, we introduced an e-learning platform designed to our sales force.

But the most important addition in 2025 was the launch of our Diversity, Equity and Inclusion training. Over the course of 2026, we plan to make adjustments to the training offered to employees in order to support our expansion and respond to the continuous development and change that characterize today's world.

### Public Speaking Intensive for Corporate Chefs (CC)

Training Paths included: Corporate Chef.

Building on the objectives of "Public Speaking Light," this intensive course deepens public speaking proficiency, tailored to the unique role of Corporate Chefs. Extended training time allows for multiple role-playing sessions and hands-on exercises, providing participants with comprehensive practice and feedback to master the art of persuasive and confident public speaking.

### Unox Selling

Training Paths included: Sales.

The Unox Selling course offers a structured, proven sales methodology designed to ensure daily success across varied customer interactions. Focusing on essential skills, the program begins with developing soft skills, such as non-verbal, paraverbal, and verbal communication, allowing sales professionals to engage clients confidently and persuasively. The curriculum also emphasizes mastery of product presentation, utilizing Unox's technology and product benefits to meet specific customer needs effectively. Participants learn advanced techniques for gathering and analyzing customer information, tailoring their approach to increase success rates. Additional modules cover probing techniques for understanding customer goals and presenting tailored solutions, as well as methods for managing and addressing customer objections, fostering trust and achieving mutually beneficial agreements.

### Unox Selling Advanced

Training Paths included: Sales.

Building on the foundational Unox Selling course, Unox Selling Advanced develops communication adaptability to align with different customer personalities, maximizing relationship building and sales effectiveness. Using the DISC model as



a theoretical framework, participants explore personality profiles (Dominance, Influence, Steadiness, and Conscientiousness), beginning with an understanding of their own profile through assessments and reflective exercises. The course offers practical simulations, allowing participants to apply adaptive communication techniques in realistic scenarios and receive constructive feedback. These activities enhance sales adaptability and foster stronger, long-term customer connections.

### Unox Selling Advanced for Corporate Chefs (CC)

Training Paths included: Corporate Chef.

This course focuses on the DISC model, equipping Corporate Chefs with tools to adapt their communication styles for enhanced interpersonal effectiveness. Starting with an introduction to DISC, participants gain insight into their own

communication preferences through a behavioral assessment, building self-awareness. Subsequent modules train participants to recognize and respond to various personality types, improving collaborative interactions and relationship management. A final workshop provides experiential learning, where participants apply DISC-based strategies in practical exercises and simulations, reinforcing adaptive communication skills in a supportive, interactive setting.

### Train the Trainer

Training Paths: Office TP, Corporate Chef TP

This course is designed to equip participants with skills for effectively transmitting knowledge. The initial part covers Kolb's learning cycle, which outlines the continuous process of learning through concrete experiences, reflective observation, abstract conceptualization, and active experimentation. Following this, the program explores learning styles, including an overview of theories that explain individual preferences in learning, aiming to optimize teaching effectiveness. Key topics include creating educational units and classroom-based training, focusing on techniques that enhance learning facilitation.

The program concludes with an exploration of the Japanese concept of shu-ha-ri, describing the stages of skill acquisition, from imitation (shu), adaptation (ha), to mastery (ri), enabling trainers to tailor their approach according to each learner's level.



## Project Management

Training Paths: Office TP

Focused on imparting skills essential for project management, this course covers the fundamentals of what constitutes a project, basic Project Management concepts, and the stages within a project. It includes real-life examples and case studies highlighting challenges and opportunities. Key areas include risk analysis, the role of the Project Owner, and managing projects through stages like Scan, Plan, Do, Check, Act. The course also addresses methodologies like Waterfall and Agile (Scrum), and practical tools for effective project management. Participants will engage in a collaborative project exercise, gaining hands-on experience in planning, executing, and presenting a project while honing teamwork, communication, time management, and problem-solving skills.



## Supervisors, Leaders & Managers Trainings

### Understanding People

Training Paths: Office TP

This program delves into the DISC model, which aids in improving interpersonal communication by identifying and adapting to various behavioral profiles (Dominant, Influential, Steady, Conscientious). Participants take a DISC assessment to increase self-awareness of their communication style and learn strategies for recognizing others' profiles to foster productive interactions. The course culminates with an interactive workshop where participants practice their DISC knowledge through exercises and simulations, enhancing their ability to apply the model in real-world situations.

### Takt Time Training

Training Paths: Office TP, Corporate Chef TP

Designed to provide a structured approach to Takt Time, this course focuses on optimizing the cadence and effectiveness of structured meetings for project, performance, and team alignment. Topics include the frequency and structure of Takt Time, necessary preparations, and key performance metrics. A special emphasis is placed on the human aspect, covering techniques for assessing team well-being and fostering a supportive environment through active listening and engagement. Additional content includes project status tracking, performance feedback, and methods to support the professional growth of team members.

### Process Management

Training Paths: Office TP

This program aims to build competencies for analyzing and optimizing organizational processes through techniques such as Value Stream Mapping, Muda Analysis (identifying and reducing waste), Makigami, VA-NVA Analysis, and 5G (Genba,

Genbutsu, Genjitsu, Gensoku, Genri). Emphasizing lean principles and continuous improvement, participants learn structured methods to assess process efficiency and implement corrective actions.

### **Starter Kata**

Training Paths: Office TP

Focusing on scientific thinking, this course introduces techniques for evidence-based problem-solving and decision-making. Participants learn how to select and use Key Performance Indicators (KPIs) to monitor progress towards goals and develop data-driven strategies for performance improvement.

### **Supervisor Boost**

Training Paths: Service TP, Warehouse TP, Manufacturing TP

This program equips supervisors with skills to effectively coordinate team members and improve intra-team communication. Key areas include objective evaluation, active listening, formulating clear instructions, providing constructive feedback, and handling objections positively. Supervisors learn practical methods for fostering a collaborative environment and continuous improvement culture.

### **Train the Trainer Sales**

Training Paths: Sales TP

This course helps participants improve their teaching effectiveness within the sales context. It includes modules on Kolb's learning cycle, recognizing learning styles, creating engaging educational units, and understanding the shu-ha-ri model for competency mastery. The aim is to enable sales trainers to better convey knowledge, adapt teaching styles, and guide learners toward skill mastery.

### **Be Mentor, Be Coach, Be Example (BM BC BE)**

Training Paths: Sales TP

This program provides structured methods for onboarding new team members in sales, fostering rapid development towards independent productivity. Emphasis is placed on creating a supportive environment, effectively sharing experience, goal-setting, and constructive feedback to promote mutual growth.

### **Leader as a Coach CC**

Training Paths: Corporate Chef TP

Focusing on leadership development, this course enhances skills in communication, goal-setting, reflective practices, performance analysis, and team motivation, helping participants set SMARTER goals, encourage creative thinking, give feedback, and build trust in teams.



**Skill Map Training**

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP.

The Skill Map Training course is designed to develop the skills needed to build team members' skill maps, with the goal of identifying, valuing, and enhancing existing competencies. The course provides participants with tools to catalog and assess both soft and hard skills, applicable across various work areas. The practical component includes techniques for crafting questions to conduct focused and structured evaluations. By the end of the course, participants will have solid expertise in mapping and interpreting skills to define targeted development plans, improving team performance.

**How to recruit successful people**

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Corporate Chef TP.

This course provides an in-depth view of the selection process adopted by Unox. Participants learn each phase, from defining the ideal profile to evaluating candidates, taking into account the company's values and culture. Course objectives also include analyzing candidates' motivation and balancing technical and cross-functional skills to select individuals who align with Unox's vision.

**Leader as a coach**

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Sales TP.

The Leader as a Coach course aims to develop a coaching-oriented leadership style capable of guiding and motivating the team. The program covers both verbal and non-verbal communication techniques, SMARTER goals, and tools for performance evaluation. Emphasis is placed on reflection and critical thinking, with resources to provide constructive feedback and plan improvements.



There is also a strong focus on motivation and conflict management, equipping participants with skills to turn conflicts into growth opportunities.

**Situational Delegation**

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Corporate Chef TP.

This course covers the art of delegation and situational leadership, focusing on assigning tasks based on the team's skills and availability. It addresses identifying tasks to delegate and effective monitoring strategies. Participants acquire techniques to assess the team's readiness and learn to structure a supportive plan during delegation, thus promoting a collaborative environment.



### Unox Selling Light

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP.

Although not specifically a sales course, \*Unox Selling Light\* offers an overview of the company's sales process, providing an understanding of Unox's commercial levers and product presentation. It explores technological innovations and each team member's role in to meet customer needs. The course aims to raise participants' awareness of their personal contribution to sales, enhancing the value provided to clients.

### Public Speaking Intensive

Training Path (TP): Office TP, Service TP, Warehouse TP, Manufacturing TP, Sales TP.

Public Speaking Intensive provides advanced training for those wishing to refine their public speaking skills, with a focus on practical application through role-playing and exercises. Participants receive personalized feedback and learn how to overcome challenges related to public speaking, achieving a solid mastery of engagement and persuasion techniques.

### Mentoring

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The Mentoring course is designed to foster professional growth by providing participants with direct support from an Executive. The program begins with defining development goals, allowing participants to outline skills for improvement. The Executive acts as a coach, sharing experience to help overcome professional challenges. A personalized action plan is then developed, with regular performance checks to monitor progress and redefine strategies, keeping mentoring effective and focused on the participants' goals.

### Development Plan Training

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

This course guides managers in setting up and implementing development plans for their team members, supporting them in achieving individual goals. It starts with analyzing the team's development needs, followed by setting clear, measurable objectives. A central focus is on engaging team members, with motivational techniques to foster their active involvement. The course concludes with measurement and analysis of results, allowing for evaluation and continuous improvement of the development plan.

### Executives Trainings

#### Business Model Canvas

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The Business Model Canvas course is dedicated to exploring and optimizing effective business models. It begins with analyzing the differences and synergies between the Business Model, Organizational Model, and Revenue Model, providing strategic tools to leverage these interconnections. Tools such as the Business Model Canvas and Value Proposition Canvas are introduced, with practical sessions for their application.

Strategic innovation and the concept of "shared value" are also explored, integrating social responsibility with business goals to create value for society.

#### Purchase Negotiation

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

This course aims to develop advanced skills in supplier negotiations, optimizing costs and building trust-based



partnerships. The program covers relationship management, cost analysis, negotiation goal-setting, and conflict resolution, offering practical methods to achieve advantageous agreements and strategic collaborations.

#### Financial Analysis

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

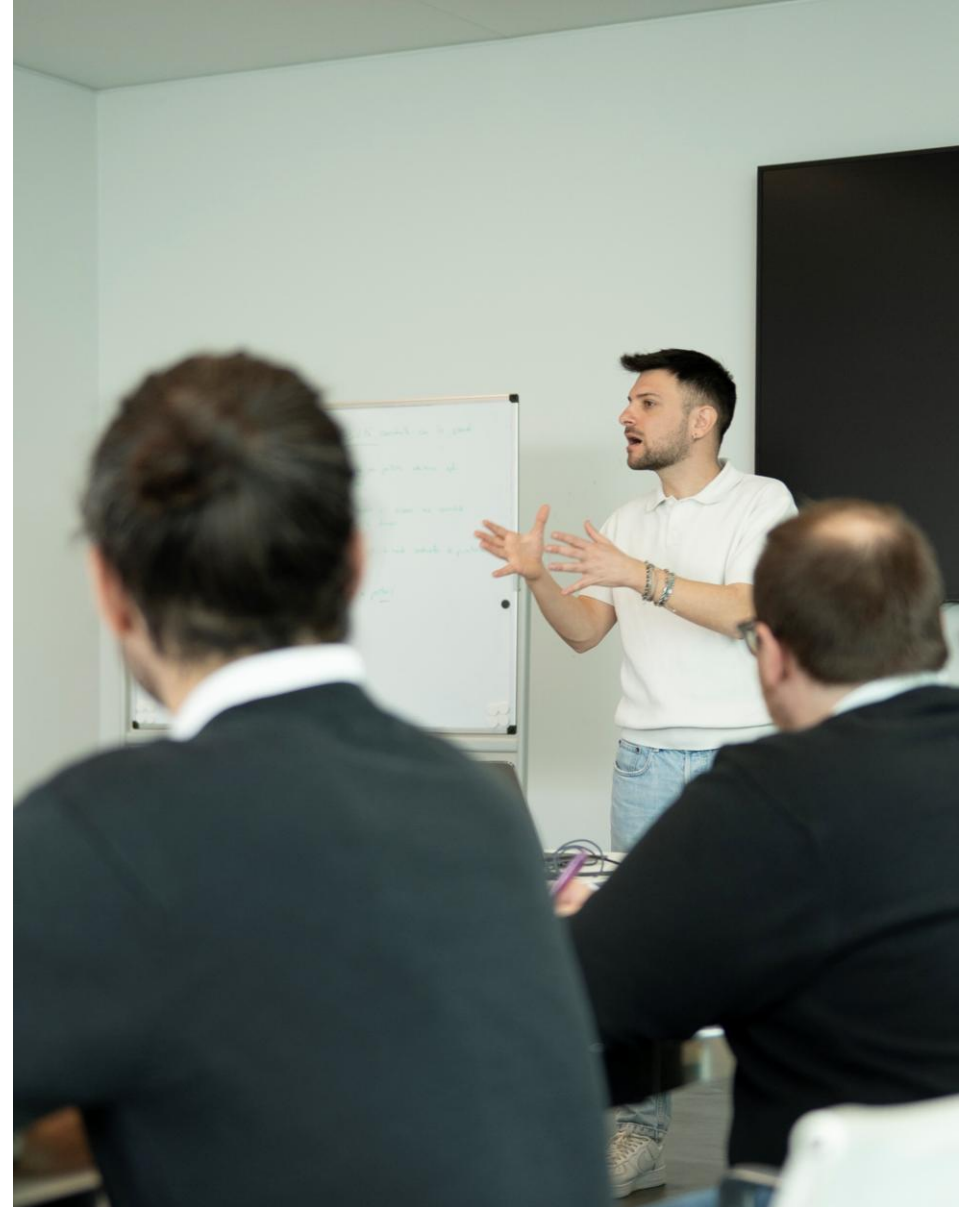
The Financial Analysis course provides a foundation in understanding and analyzing company financial statements, with a focus on the Balance Sheet and Income Statement. Participants will explore management control and performance monitoring tools, essential for effective business management.

### Mentoring Intensive

Training Path (TP): Office, Service, Warehouse, Manufacturing, Sales, Corporate Chef

The “Mentoring Intensive” course aims to develop mentees professionally and as ambassadors of Unox values. It begins with mentor recruitment and setting expectations for both mentees and mentors. A personal and professional affinity-based matching process optimizes the effectiveness of the program. Participants receive a starter kit and tools to facilitate mentoring, with impact measurement to track progress, promoting both growth and cultural identity at Unox.

Unox’s Training Paths support the development of soft skills and cross-functional abilities, fostering shared standards. Through personalized training programs, Unox promotes a growth-oriented and innovative environment, enabling each team member to contribute effectively to the company’s success and improve their individual performance



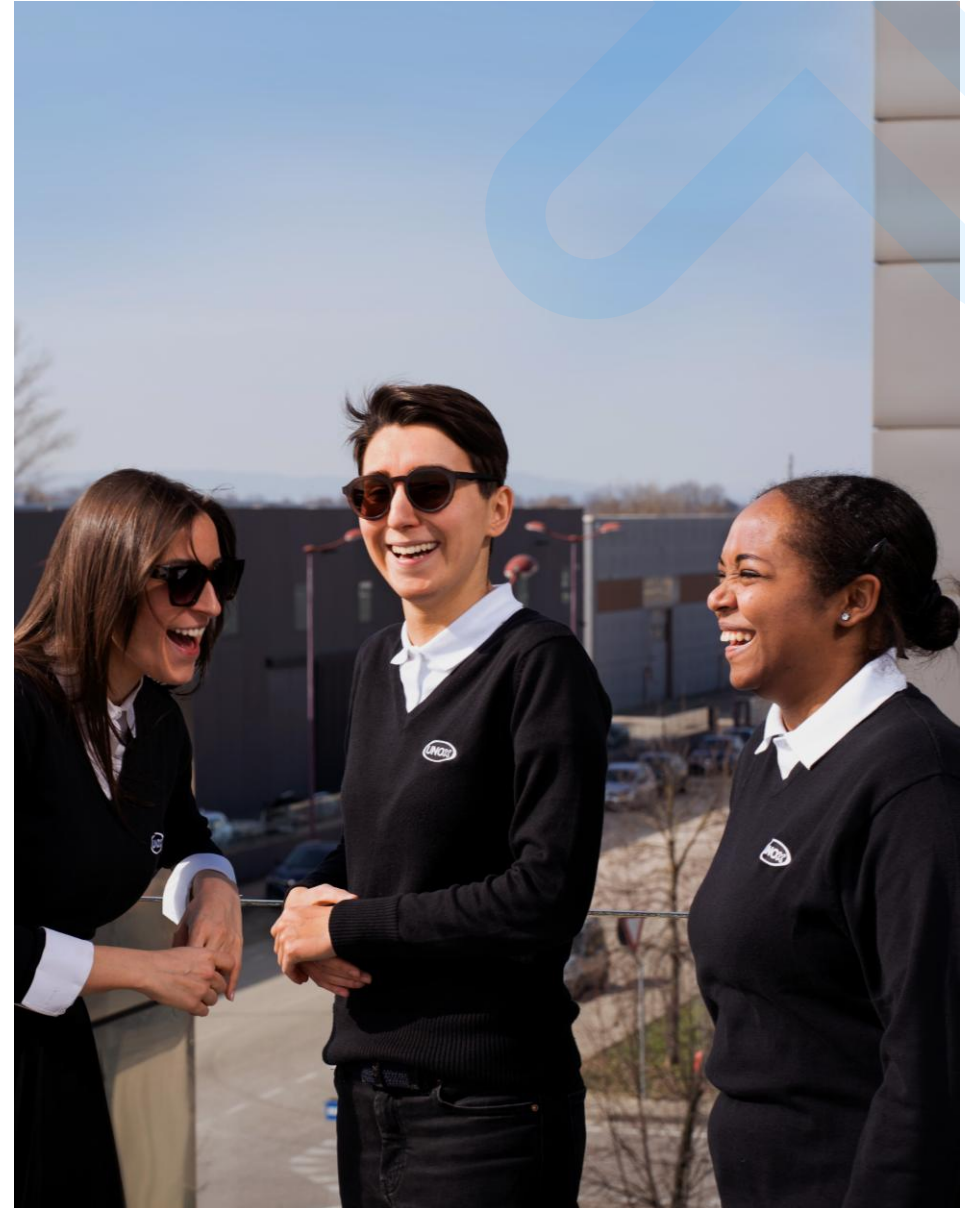
## Diversity, Equality, Inclusion and non-discrimination

The Unox Group operates all over the world and a significant part of our team lives and works outside Italy. We are proud to be a big family made up of people with different cultures, languages and histories. Diversity, equity and inclusion have been the ingredients of our DNA since Unox was founded and we are convinced that they enable innovation and stakeholder engagement, as well as personal and Company growth.

As stated before, our people are the fundamental resource for the development of the Group: the wealth of knowledge, experience and skills of all of them must be valued and increased, thereby contributing to the growth of the Company. That's why we are committed to ensuring a fair, productive and non-discriminatory work environment in which everyone is evaluated according to their personal contribution.

We can only achieve this if everyone is committed to relating to colleagues, customers, suppliers and visitors with respect and professionalism. Each of us works to promote equity and to ensure an environment without discrimination and harassment, in accordance with all applicable laws. In addition, our Group defined a zero-tolerance policy about any type of discrimination: according to our code of conduct, if anyone in the Company observes discriminatory behaviour, they are invited to report it to the managers, human resources function or directly to the board of directors.

The collaboration of all is essential to maintain a work environment free of prejudice and discrimination, respecting the personality of individuals, guaranteeing an internal climate oriented towards respect for the dignity of each person.





## Diversity, Equality & Inclusion training

In 2024, Unox designed a comprehensive training program dedicated to Diversity, Equity and Inclusion (DEI), fully implemented across the organization in 2025.

These initiatives are intended not only to raise awareness but also to embed inclusive behaviors into the everyday fabric of our organization, ensuring that every colleague feels respected, valued and empowered to contribute.

To achieve this, the program has been split into two distinct learning paths:

- **Inclusive Leadership Path**, designed for managers and team leaders, will focus on developing the mindset and tools needed to lead diverse and inclusive teams;
- **Foundations of Inclusion Path**, aimed at all employees, will provide essential guidelines on inclusive language and behavior to help create a respectful and welcoming workplace for everyone.

By fostering inclusive leadership and equipping all colleagues with clear behavioral standards, we aim to:

- guarantee fair treatment and equal opportunities for everyone;
- enhance collaboration and creativity through the power of diverse viewpoints;
- strengthen our organizational resilience and success in an increasingly global marketplace.

Ultimately, these programs underscore our long-term commitment to cultivating a workplace where diversity is celebrated, inclusion is practiced daily and every employee can thrive.



Through the above mentioned GPTW survey we also investigate if they perceived any type of discrimination, such as discrimination based on age, gender, ethnic origin or sexual orientation. If the rating of any of these questions is below expectations for a specific team, the company will immediately arrange a focus group to directly investigate what happened.

Thanks to our policies about diversity and inclusion, in 2025 we did not register any case of discriminatory behaviours that required specific remediation actions.

We are aware that not all the countries in which Unox operates have the same cultures and knowledge about inclusion and discrimination. Specifically in some cultures and countries reporting or just recognising discriminatory behaviours is not always a common practice. We believe that through the culture of feedback above described, all our people around the world could be an active part in the solution of this problem.

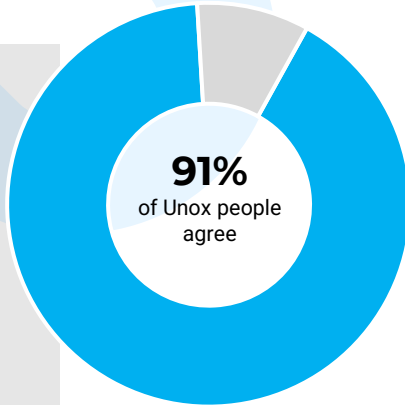
Being an international company with diversity of cultures and being certified in Italy as an Equal Salary company allows us to be a very attractive company for talented women.

To further leverage this positive impact, during 2024 we reinforced our employer branding strategy through a stronger external communication on DE&I to share our values, our work environment and our commitment towards diversity, equity and inclusion. Our ambition is to recruit and retain a diverse workforce, particularly in terms of gender and ethnicity.

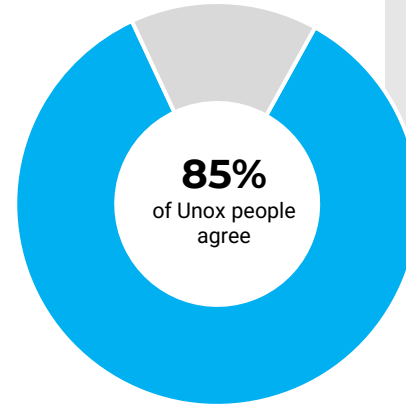
# Voice of Unox People

Great Place to Work 2025 survey  
Diversity, inclusion and non discrimination

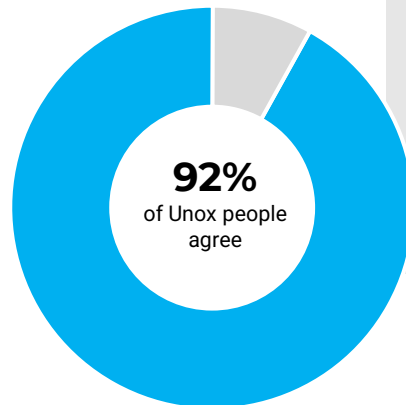
People in Unox are treated fairly regardless of ethnic origin



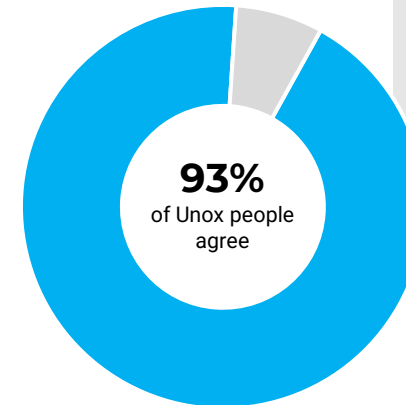
People in Unox are treated fairly regardless of age



People in Unox are treated fairly regardless of gender



People in Unox are treated fairly regardless of sexual orientation



## Gender Diversity: we are Equal Salary certified in Italy

In 2025, the UNOX Group proudly achieved the Equal-Salary Certification in Italy, marking a significant milestone in its ongoing efforts to promote and uphold gender equality across its operations and this marks the second consecutive year that the company has received this recognition.

The Equal-Salary Certification, awarded by the Equal-Salary Foundation, is a highly respected and internationally recognized standard that affirms a company's commitment to providing equal pay for equal work, ensuring that men and women receive the same remuneration for equivalent roles and responsibilities.

This prestigious certification is more than just a recognition; it is a symbol of transparency, fairness, and a proactive approach to closing the gender pay gap, an issue that remains pervasive across many industries worldwide. It is aimed at companies in all countries and across all industries with 50 or more employees (of which at least 10 are women).

The entire process is subject to independent audits conducted by a third-party organization, such as PricewaterhouseCoopers (PwC), to verify that the company's practices meet the stringent criteria set by the Equal-Salary Foundation. These steps ensure that the certification is not merely a superficial accolade, but rather a reflection of genuine efforts to maintain pay equity across the organization.

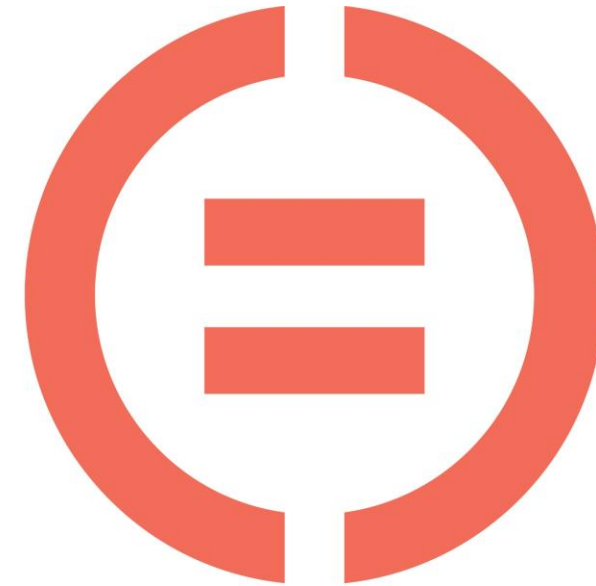
The certification process is extensive and rigorous, involving multiple stages of evaluation to ensure a company's compensation practices align with the principles of equality.



The Equal-Salary Certification process involves several key phases to ensure a company's compliance with gender pay equity standards:

- **Salary analysis:** The Equal-Salary Foundation securely collects and analyzes all employee salary data. The analysis checks if the wage difference attributed to gender is less than or equal to 5% and if the R-squared value (a measure of statistical accuracy) is 90% or higher. If these conditions are met, the process moves to the next phase.
- **On-site review:** An independent auditing team, following international quality standards, evaluates the company's practices. This step includes:
  - Verifying the **commitment of the CEO and top management** to equal pay.
  - Assessing how well **equal pay strategies are integrated into HR processes and policies.**
  - Gathering **employee feedback** on the company's pay practices to ensure alignment with fairness standards.
- **Certification:** Based on the audit results, the company may be awarded the Equal-Salary Certification by the Equal-Salary Foundation.
- **Monitoring reviews:** The certification is valid for three years. During this period, the company must complete two monitoring reviews to confirm its ongoing adherence to a fair and non-discriminatory wage policy, ensuring continuous commitment to gender pay equity.

Achieving this certification is of great importance because the gender pay gap continues to be a critical issue globally. By actively measuring and addressing pay disparities, companies can foster a more inclusive and equitable workplace, boost employee morale, and enhance their reputation as leaders in corporate responsibility.



**EQUAL-SALARY  
CERTIFIED**

UNOX success in obtaining the Equal-Salary Certification is a testament of the management strong commitment to equality and social responsibility, demonstrating its dedication to creating a work environment where all employees, regardless of gender, are valued, respected, and fairly compensated for their contributions.

The Equal-Salary Certification process has allowed us to not only verify and certify the strong commitment of our management to diversity, equity, and inclusion, but also to gather positive feedback from our employees.

This certification journey has been an extremely valuable and positive experience for UNOX, as it provided us with insights from the independent auditor that have helped identify additional areas for improvement. For example, we are now focusing on codifying our management's best practices into formal policies and developing specific DEI training programs aimed at future leaders.

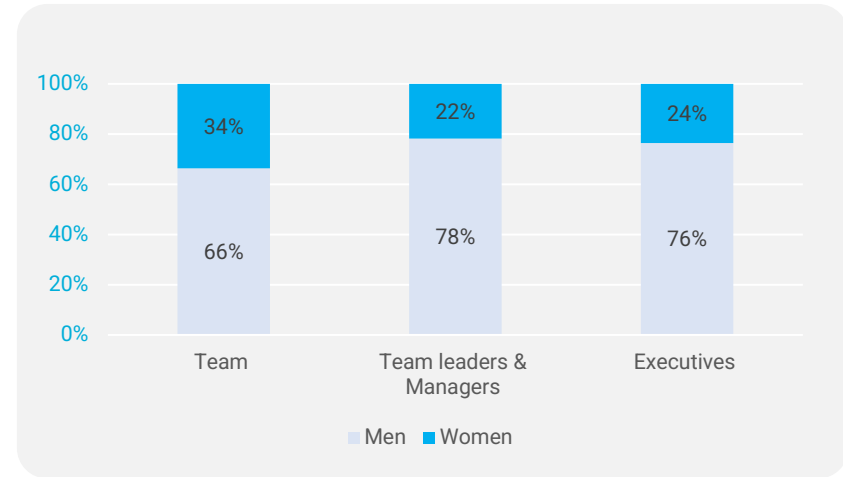
These initiatives will ensure that UNOX maintains the highest standards in Diversity, Equity, and Inclusion for the leadership generations to come.

This certification not only highlights UNOX's current achievements but also reinforces its long-term vision of promoting fairness and equality at every level of its operations.

One of the valuable suggestions we received from the Equal Salary Foundation to further enhance our diversity and inclusion performance was to formalize KPIs and set target objectives to be monitored year by year.

In line with this, we have committed to ensuring that the percentage of women within our organization does not decrease as hierarchical levels rise.

**Gender ratio per organizational level (%)**  
2025



Currently, the percentage of women at the team level is 34%, closely aligned with the executive team at 24%, while the middle management tier shows room for improvement.

Operating in the mechanical engineering sector—an industry traditionally less attractive to women—we have also invested in targeted social media campaigns showcasing women in various roles, including managerial positions, across different departments. These initiatives aim to improve our ability to attract female talent, foster a more inclusive workplace and bridge representation gaps.

## Best Managed Companies

In 2025, our company proudly achieved a significant milestone by receiving the Best Managed Companies Award. This recognition places us among Italy's leading entrepreneurial excellence, highlighting our continuous commitment to innovation, flexibility and adherence to core values.

For the fifth consecutive year, our company has been honored for adopting flexible and innovative business models while remaining true to the principles that guide our operations.

This acknowledgment underscores our sustained efforts to balance business growth with responsibility, innovation and sustainability, aligning with the goals outlined in our ESG strategy.





# Health, safety and wellbeing

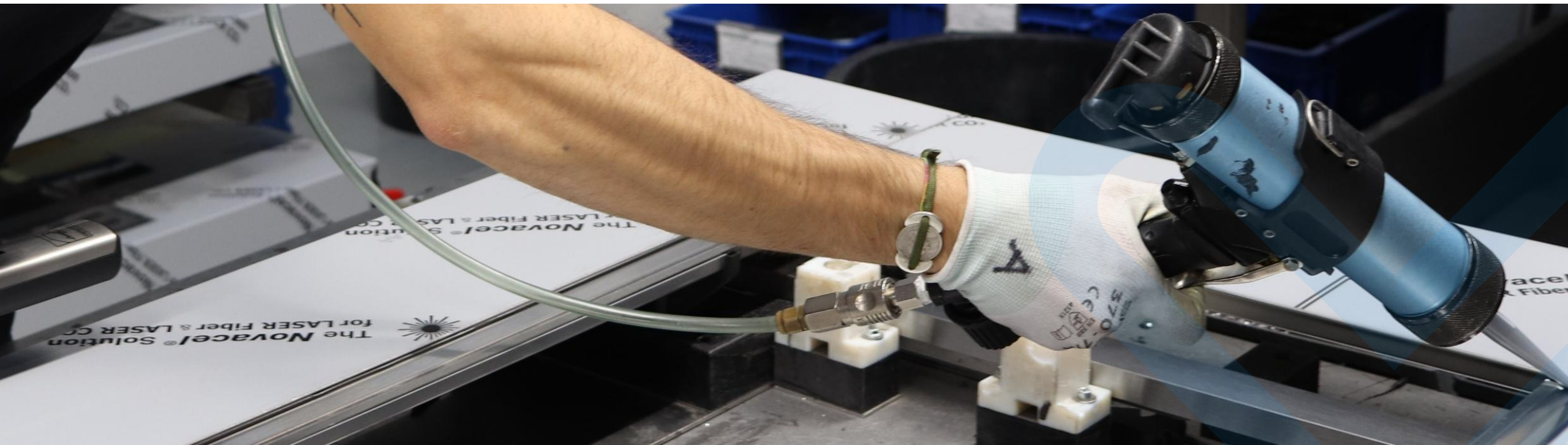
Health and safety related issues can have a strong impact on the people involved, depending on the severity of the event; business continuity will be impacted as well due to the related down-time period or due to the unavailability of the resource.

Considering the nature of production activities carried out in our Group, we are exposed to an inherent risk related to the topic and so we are committed to protect the health and safety of our people by taking all appropriate measures to correct any situation that could have a negative impact on

health or safety; moreover, we offer wellbeing initiatives as an additional measures to protect the health of our employees even outside the place of work.

We work every day to ensure the health, safety and well-being of our employees and the community:

- we give voice to workers directly and through their safety representatives;
- we compare the different practices among the Group, sharing best practices and perspectives from different contexts in order to better assess risks and opportunities for improvement;
- we recognize the dangers, we seek and invest in solutions to minimize risks, in line with the constantly evolving technical and economic possibilities;



- we strictly observe safety rules and standards and identify and report all potential risks;
- we equip ourselves with the best available technologies also taking into account their environmental impacts, complying with the most stringent environmental safety requirements.

Everyone has the responsibility to watch over their own safety and that of their colleagues; we also ask external collaborators, suppliers and partners to comply with security procedures when they are at our premises.

#### Health and Safety management system

UNOX SPA has established a robust health and safety management system aligned with the UNI ISO 45001:2018 standard. This system, designed to exceed regulatory requirements and foster a safer, healthier workplace, is operational across our Cadoneghe and Vigodarzere locations



and has been verified by Bureau Veritas Italia, with certification forthcoming. Since December 2021, our METEX srl facility in Vigodarzere has also held Bureau Veritas Italia certification, affirming our commitment to setting higher standards in occupational health and safety throughout our operations

#### Risk Assessment, and incident investigation

In Italy, the organization identifies and assesses risks in compliance with the protocols set forth by Legislative Decree 81/2008 for workplace safety. In addition, our companies with certified safety management systems conduct comprehensive risk analyses that exceed regulatory mandates, addressing potential risks proactively. All incidents and injuries are thoroughly investigated, enabling us to implement corrective measures that help prevent recurrence and reinforce our commitment to a safe, secure workplace

#### Health services

For the organization's Italian entities, medical check-ups are conducted annually or as specified by the health protocol in compliance with legal requirements. These evaluations, performed by qualified occupational health physicians, are tailored to address workplace-specific risks. To minimize disruption and enhance convenience, check-ups are conducted during working hours, with some assessments held on-site to reduce employee travel. In our international branches, medical examinations are performed as required, and health insurance coverage is provided where necessary, underscoring our commitment to employee well-being across all locations.

#### Worker participation, consultation and communication on health and safety

Italian-based workers have the opportunity to report any risks or hazards encountered during their work to designated safety representatives, who, in turn, relay these concerns to management.

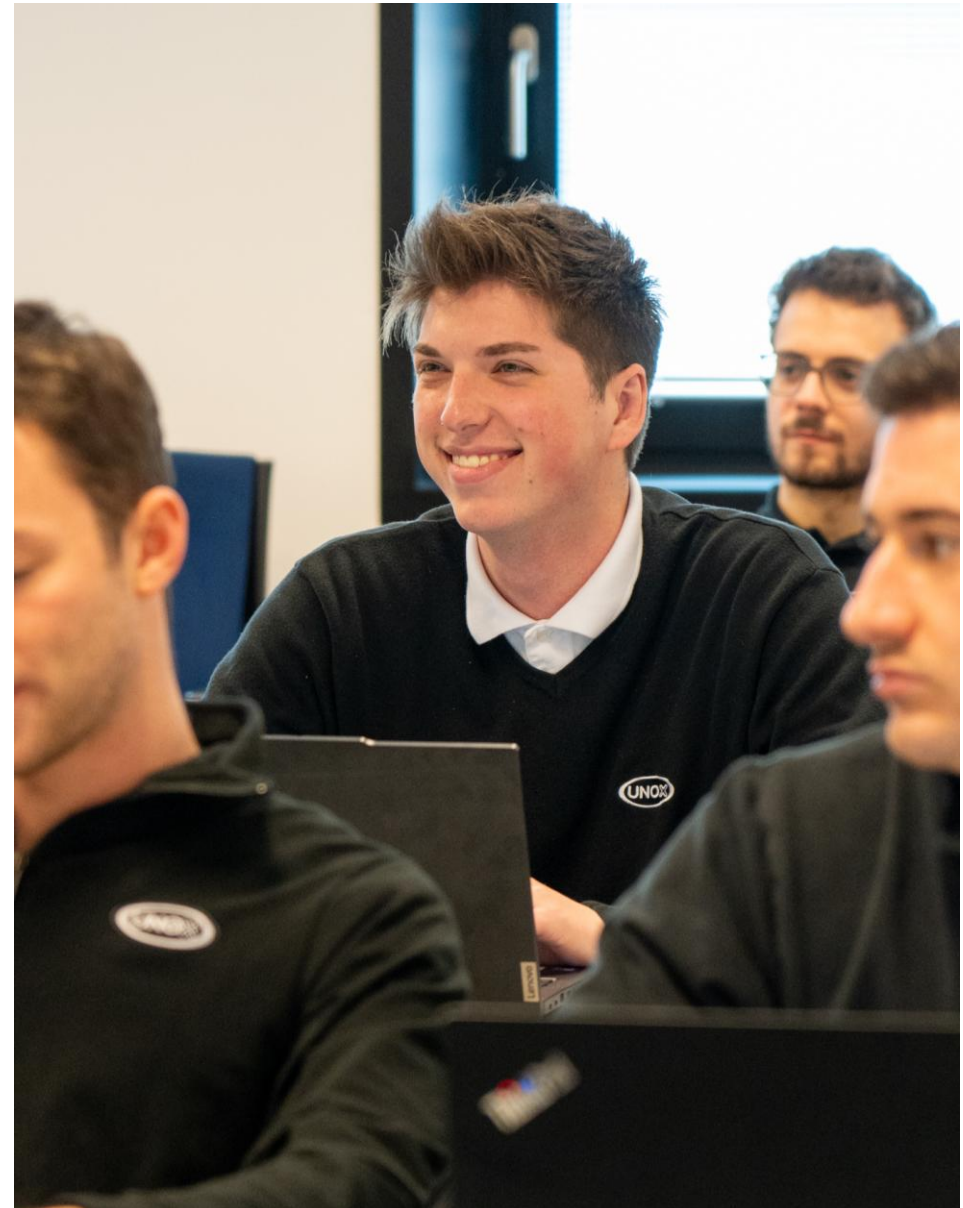
Safety representatives also participate in the organization's annual safety meeting alongside the employer, occupational health physician, and the head of the prevention and protection service, fostering open dialogue on workplace safety. Additionally, the recent introduction of the GPTW platform across all offices and branches allows employees to share feedback and propose safety improvements, including the option to submit suggestions anonymously, reinforcing our commitment to an inclusive and proactive safety culture.

#### **Unox people training on health and safety**

In our Italian offices, we deliver comprehensive training aligned with health and safety regulations, covering fire prevention and first aid. The HSE office defines and proposes a training program in accordance with the regulations in force and workers needs, that is approved by the management and implemented. All employees receive targeted training on both company-wide and role-specific risks. Selected team members are further trained as part of emergency response teams, with specialized courses for designated staff on using UNOX defibrillators. These sessions occur during working hours and are led by qualified external professionals, complemented by additional, non-mandatory training from internal experts to enrich our safety culture. Training effectiveness is rigorously evaluated through written exams, practical assessments, and follow-up interviews, ensuring a proactive and resilient approach to workplace safety.

#### **Promotion of worker health and wellbeing**

The organization has implemented a comprehensive welfare program for its offices in Italy, designed to enhance employee well-being and support their health needs. This program includes customizable health packages selected by employees, discounts at affiliated health centres, and optical shops for eyewear. Additionally, our health care fund provides reimbursement or coverage for medical expenses incurred by employees. In our international branches, we activate health insurance as needed to ensure that all employees have



access to essential health services. Furthermore, in our Italian offices, we actively promote flu vaccinations, conveniently administered on-site to facilitate employee participation and safeguard their health.

The main actions and ongoing investments in 2025 to support people's safety and well-being include:

- **Personal health:** In Italy, we have continued supporting welfare programs that offer health packages at affiliated health centers and optical shops, along with health care funds to reimburse or cover employee medical expenses.
- **Work-life balance:** We have further strengthened our policies around flexible working hours, including adjustable lunch breaks, smart working options and part-time work arrangements to better meet employees' needs.
- **Culture, Sport and Leisure:** We remain committed to initiatives that enhance leisure and well-being, including training groups for the Padua marathon, discounts for amusement parks and a discounted summer camp program for employees' children in collaboration with our partners.
- **Non-work benefits:** Our benefits portfolio has been consistently enriched, offering conveniences like Amazon lockers, courtesy cars, discounted tax and administrative services, and advantageous agreements with banks.
- **UNOX City:** The development of our new headquarters, UNOX City, has been completed with a focus on employee comfort and well-being.
- **New global facilities:** We have also expanded our investment in opening new experience centers worldwide, enhancing the working environment for our teams.

- **Occupational health:** As required by law, we engage a certified occupational health doctor who is responsible for developing a health protocol tailored to the specific risks identified and assessed within the organization.

Each accident and injury is thoroughly investigated by the organization to implement all necessary corrective measures and prevent recurrence. Employees are encouraged to report any observed risks or hazards directly to the site's safety representative. These representatives relay such reports to management and actively participate in the annual safety review, attended by the employer, the occupational physician, and the head of the prevention and protection service. This collaborative approach ensures a proactive and comprehensive commitment to workplace safety.

## Injuries and accidents

We monitor the trend in accidents, we pursue the target of eliminating and/or minimizing accidents through the improvement of organizational processes, periodic audits of work phases, machine safety, observation of worker behaviour and an active feedback involving everyone in the organization.

Work-related hazards with the potential to cause high-consequence injuries include moving vehicles, sheet metal handling, chemical usage, and electrical risks.

In 2025, there were no serious injuries resulting in prolonged absences of more than 40 days related to production activities. Beyond full compliance with regulatory requirements, we have proactively implemented additional safety measures: pedestrian barriers were installed where feasible to mitigate risks associated with moving vehicles, and forklifts have been equipped with blue safety lights for enhanced visibility.

For sheet metal handling, we have introduced higher-performance protective gloves to improve hand safety. Additionally, an emergency eye-wash station has been installed in the UNOX laboratory to enhance response capabilities in the event of chemical exposure.

Comprehensive training, strict safety protocols, PPE vending machines and controlled vehicle key management systems with access rules in designated areas are all implemented to minimize work-related hazards and enhance overall safety while ensuring compliance

Between 2021 and 2022, a competitive advantage emerged for the company, as most global supply chains faced significant disruptions in sourcing components from the Far East. Thanks to UNOX's vertically integrated model, we continued to produce and deliver products without interruption, successfully gaining market share over competitors.

To seize this opportunity and accommodate rapid revenue growth in 2022, we doubled production capacity through substantial investments and new hires, resulting in a workforce that more than doubled by the end of 2022 compared to 2020.

Following this intense period of expansion, the company chose to prioritize efforts in 2023 and in 2024 toward reorganizing and training our production teams and optimizing plant operations. These efforts aim to ensure sustainable growth while rigorously upholding safety conditions and providing essential employee training on health and safety.

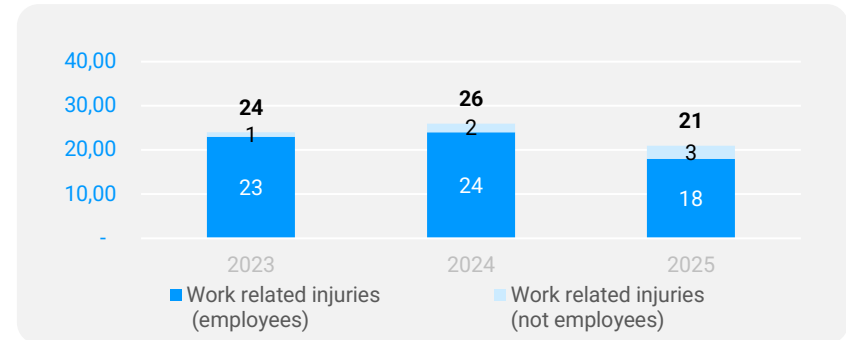
Thanks to our concerted efforts and investments during this period, the absolute number of workplace injuries significantly decreased, even with a substantial increase in our workforce.

Notably, the injury rate per employee decreased from 6% in 2022, to 1.93% in 2024 and further declined to 1.45% in 2025. While our ultimate target remains zero workplace injuries, we are encouraged by this progress and are committed to further investments that will continue enhancing safety and well-being for all employees.

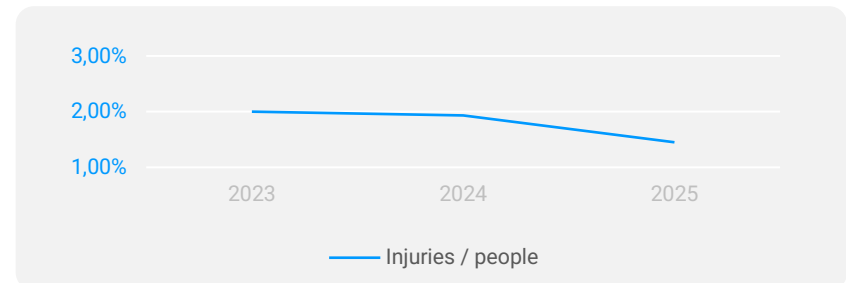
In 2024 we updated the risk assessment documentation, including the new locations. We also began increasing the frequency of update meetings for the emergency response team and enhanced the software for reporting medical check-ups and training courses.

### Work related injuries 2022-2025

GRI 403-9

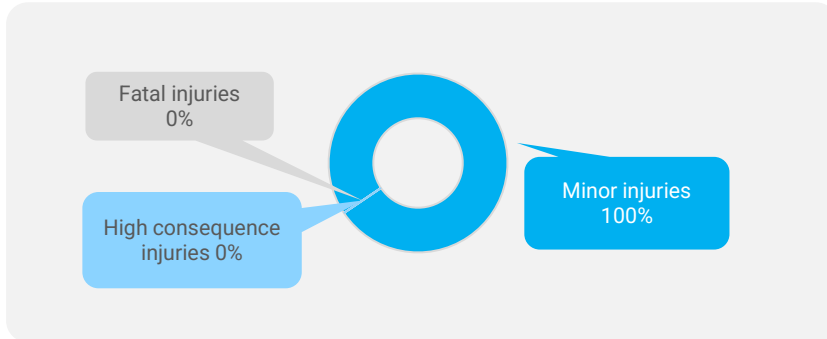


### Work related injuries 2022-2025 on total Unox people



Furthermore, all the recorded work-related injuries are minor injuries, no fatal or high consequence injuries (>= 180 days) happened during 2023, 2024 and 2025.

### Type of injuries 2025



We continue to improve training, safety procedures, the use of personal protection equipment and access rules to areas and special vehicles.

In particular:

- **to reduce the risks of moving vehicles**, where possible, protective barriers for pedestrians have been installed and forklifts have been equipped with blue light to be more visible;
- **to reduce the hazard related to metal sheet handling**, better performing gloves have been provided to the workers.

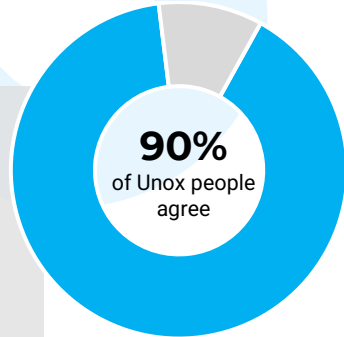
GRI 403-9: Work-related injuries	2023		2024		2025	
	Number	Rate	Number	Rate	Number	Rate
<b>Employees</b>						
<b>Recordable work-related injuries at 31.12</b>	23	14,7	24	11,8	18	8,9
<b>of which fatalities</b>	0	0	0	0	0	0
<b>of which with high-consequence (&gt;= 180 days)</b>	0	0	0	0	0	0
<b>Hours worked</b>	1.566.319		2.033.812		2.126.274	
<b>Workers who are not employees</b>						
<b>Recordable work-related injuries at 31.12</b>	1	18,9	2	14	3	21
<b>of which fatalities</b>	0	0	0	0	0	0
<b>of which with high-consequence (&gt;= 180 days)</b>	0	0	0	0	0	0
<b>Hours worked</b>	52.754		142.788		71.612	

# Voice of Unox People

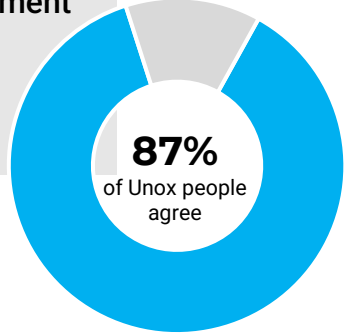
Great Place to Work 2025 survey  
Health, safety and wellbeing

03 People

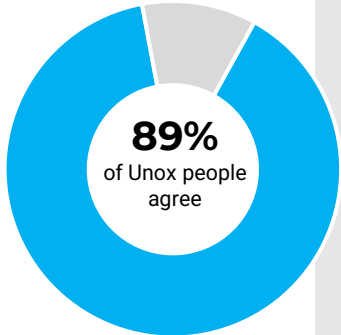
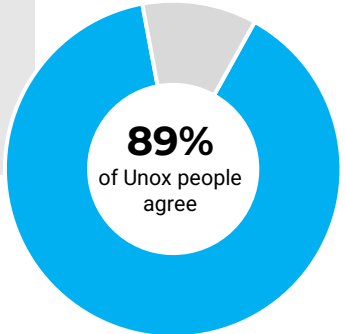
This is a physically safe place to work



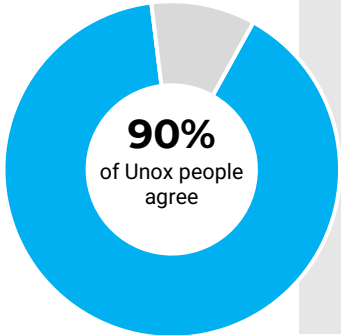
Our office facilities contribute to a good working environment



I am given to resources and equipment to do my job



I can take time off work when I think I need to



When you join the company, you are made to feel welcome



## Working with the communities

As a responsible and sustainable organization, we recognize the importance of interacting with all our stakeholders on a daily basis, including employees, capital providers, customers, suppliers and more.

Our goal is to ensure that we are always close to those who create value and to whom this value is directed. To achieve this, we carefully invest in ways to combine physical encounters with the digital world.

In addition to our focus on stakeholder engagement, we are also committed to being a "force for good" within the communities in which we operate. Our support initiatives are aimed at encouraging and supporting community development. To respond flexibly to the needs of the community, we adopt a case-by-case approach to evaluate requests and circumstances submitted to us.

Once approved, we set aside off-budget funding to respond to these needs. Although we do not have formal policies or procedures in place for this approach, we always operate with the principles of transparency and propriety in mind.

Through our stakeholder engagement and community support initiatives, we strive to create value for all stakeholders, adopting an entirely altruistic approach that is not influenced by any potential returns.

Working with the communities

## Initiatives for the community

### FUTURE PLATE

Unox is a proud partner of The Future Plate, a pioneering collective of Black chefs dedicated to elevating African and Caribbean cuisine while fostering inclusivity in the culinary industry. Led by Julian George, The Future Plate curates exceptional dining experiences, offers consultancy, and supports underrepresented chefs, ensuring that their skills and cultural heritage are celebrated globally.

The establishment of their new base at Somerset House represents a significant milestone, providing a dedicated space where chefs can innovate and refine their craft using state-of-the-art equipment. Beyond their culinary artistry, The Future Plate plays a vital role in community engagement and talent development. They create opportunities for chefs who have historically been overlooked, providing pathways for success and visibility within the industry.

Their collaborations with leading brands and cultural institutions strengthen their mission to bring African and Caribbean flavors to the forefront, establishing them as a benchmark for quality, skill and authenticity. Through mentorship programs, curated events and brand partnerships, The Future Plate continues to expand its influence, ensuring that Black chefs are not only recognized but empowered to shape the future of gastronomy. Their commitment to culinary excellence and cultural representation redefines the industry, offering a platform where heritage and innovation thrive together.





As a company deeply committed to our communities, we have extended this initiative to our branches.

### BAKING A BETTER TOMORROW AT UNOX INDIA

At our branch in India, we launched an initiative in collaboration with a NGO. Our *Baking a Better Tomorrow* project was created to transform basic access to education into real opportunities for social and economic advancement. Although participating students were already receiving foundational baking training, they lacked exposure to the modern technologies used in today's professional hospitality sector. To bridge this gap, we invited them to our Gurugram Experience Centre, where they trained directly on advanced Unox ovens and equipment widely adopted in top global hotels and bakeries. By familiarizing students with high-tech tools, we not only introduced them to more precise and efficient baking processes but also strengthened their confidence and employability as they approach the professional workforce.

The program, officially launched in October 2025, was delivered by Unox Chefs together with Learn for Life bakers. This project directly contributes to SDG 4 (Quality Education), by providing high-quality, technology-enhanced learning opportunities and to SDG 10 (Reduced Inequalities), by empowering youth from marginalized backgrounds to access skills, professional tools and career pathways that would otherwise remain out of reach.

### PLATE IT FORWARD & PLATE 4 PLATE AT UNOX AUSTRALIA

Unox Australia supports SDG 2 (Zero Hunger) through two main initiatives. With Plate it Forward, the company donates combi ovens and hot fridges to help expand meal production for vulnerable communities. Through Plate 4 Plate, Unox volunteers contribute to packing meals for people facing food insecurity; in November 2025, the team helped prepare over 92,000 meals alongside more than 3,000 volunteers. Together, these partnerships reflect Unox's belief that food not only nourishes but also builds opportunity, community and long-lasting social impact.



## CombiGuru

The above sections highlighted our effort to create a bridge between schools / universities and the company world: but our effort does not stop there. Indeed we are working to put young people in contact with the world of cooking, thus promoting the development of a passion that may be underestimated. A clear example is **CombiGuru**.

CombiGuru is a project devised and implemented by Unox in 2017 to help state schools with budget problems. It is a project aimed at students, teachers and school managers of the main hospitality institutes to strengthen the link between the world of school and work and to enhance the talent of young future chefs. These are objectives on which the company has always focused on with various proposals and initiatives. CombiGuru is now the number one competition in Italy aimed at catering institutes, now in its fourth edition.

The competition consists of:

- **a digital quiz**, with which students can discover all about the cooking world through the CombiGuru App, designed and created by Unox.
- **a "Baking Challenge" at Unox HQ**, in Padua, aimed at the students who have obtained the best scores in the digital quiz in their institute rank.

During 2025, we expanded the area dedicated to the CombiGuru competition and refurbished the kitchen facilities, enhancing the usability and functionality of the space.



The prize is a training experience with starred chefs. Through this project, Unox offers students an unforgettable learning experience, as well as offering our own ovens as prizes for institutes, so that students have innovative professional tools at their disposal during their studies.

The project is active in Italy and Spain, and in 2023 the program was extended to include the UK. In the 2025 edition of CombiGuru, many students from Italy, Spain and the UK participated in this initiative, in a total of 5,275 students. In Italy, a total of 3,227 students were involved.

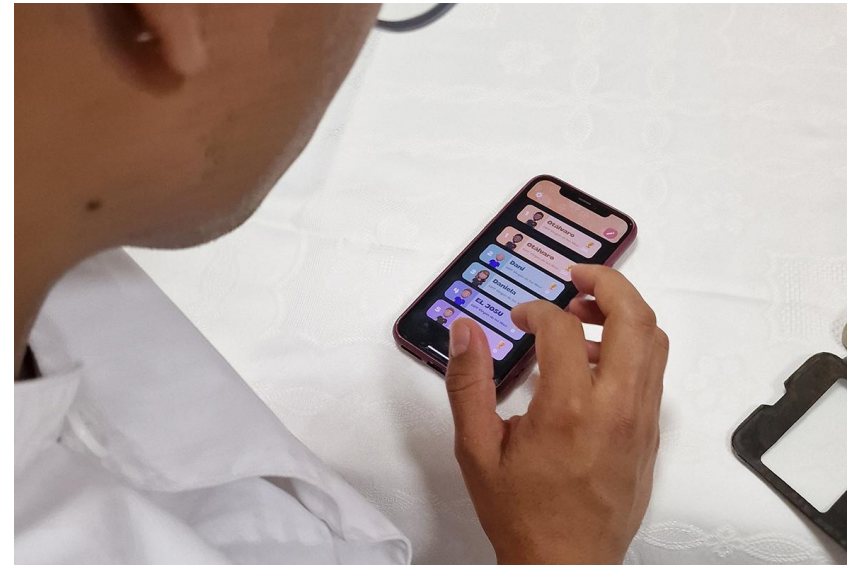
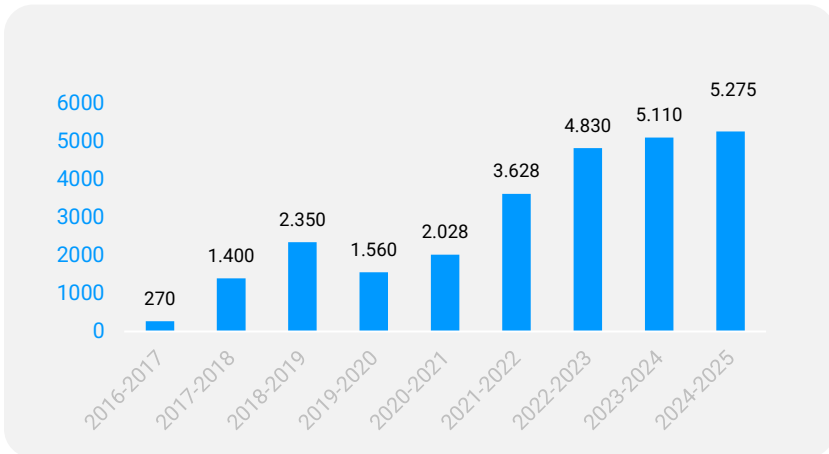
During the finals, a total of 233 teachers visited the company, specifically 70 from Spain, 43 from the UK and 120 from Italy.

Over the course of 2023, the company also invested in updating the e-learning application for the program to enhance the learning experience and increase student engagement

Over time, we have strengthened our initiative by continuously enhancing the experience provided to schools and students. These efforts have contributed to a sustained increase in the number of participating schools and students.

### CombiGuru 2017-2025

Students involved





*«It is a significant journey for students as it helps them, at this specific age, to start learning from their mistakes and discover what they truly want.»*

- Teacher from Italy




*«It is an experience that enriches you, both as a student and as a person because you can understand more about your strengths and weaknesses and it can change you in many ways.»*

-Student from Italy



*«It is an opportunity and an experience that doesn't happen every day; it gives you the chance to grow and add a new experience to your academic and professional background.»*

- Student from Italy



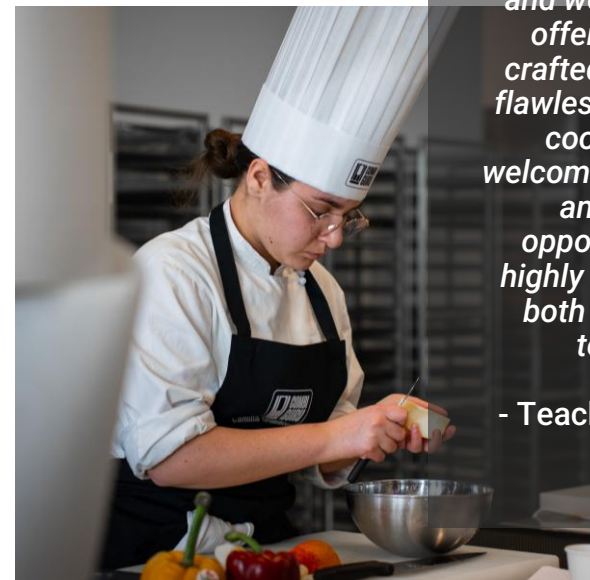
*«The experience gave students confidence, new skills and opportunities for growth, allowing them to face new challenges, work in an international context, improve as chefs, network with other students and gain a unique and formative experience they would not normally have.»*

- Teacher from UK



*«The CombiGuru experience is excellently organized and well managed. It offers a carefully crafted environment, flawless activities and coordination, a welcoming atmosphere, and a unique opportunity that is highly appreciated by both students and teachers.»*

- Teacher from Spain





In this chapter, we will explore the measures we have taken to reduce the environmental impact of our operations, with a particular focus on energy management, greenhouse gas emissions, waste management and water usage. As a company committed to

operating in a sustainable way, we are aware of the importance of reducing the environmental impact of our activities: this report is an important tool to inform our stakeholders about our progress and the challenges we still need to address.

# 04. Unox and the Environment

SDG 6, SDG 7, SDG 9, SDG 11, SDG 13, SDG 14, SDG 15.

## Energy consumption and GHG emissions

Energy consumption linked to non-carbon neutral sources, such as fossil fuels, are related to the generation of GHG emissions that contribute to climate change, and more in general, to air and environment pollution. Moreover, polluted air negatively impacts people's health and wellbeing.

Our Group's manufacturing activities are related to high energy consumption, such as steel related activities; some of them are considered energy intensive according to the Italian national law. To date, Unox is highly relying on renewable sources therefore our energy consumption is associated with the production of GHG emissions and of the above-mentioned impacts.

Recognizing the environmental impact of our production activities, particularly in terms of energy consumption, we initiated a comprehensive monitoring process to assess our current energy use and associated emissions.

Given the link between energy consumption and climate change, we collaborated with SpinLife, a research spin-off from the University of Padua, to accurately quantify our Group's GHG emissions.

Additionally, we developed an in-house tool that enables real-time calculation and monitoring of Scope 1 and 2 emissions across our facilities. This tool enhances our emissions oversight, providing accessible, actionable data that can be updated and integrated as we evolve our sustainability practices.

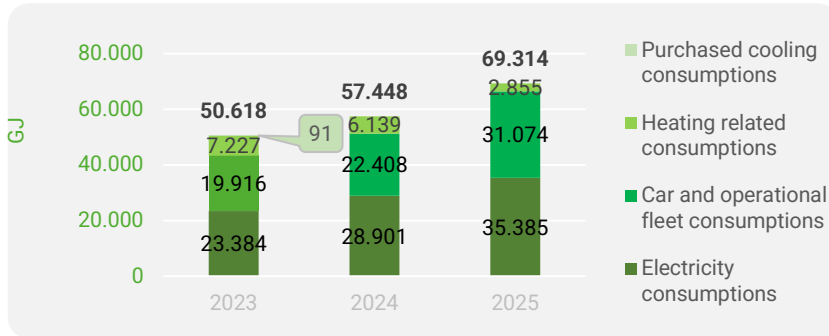


In 2025, we recorded a total energy consumption of 69.314 GJ, reflecting an increase compared to the previous year.

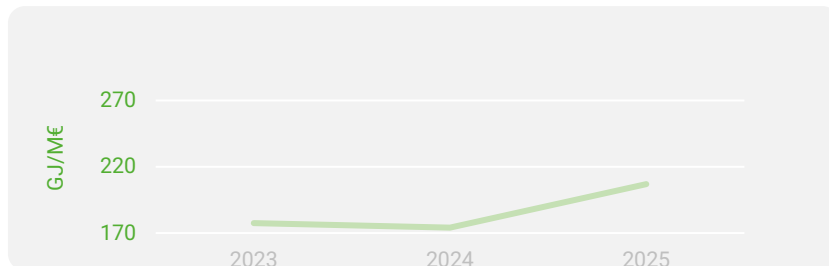
This rise is primarily attributable to higher production volumes, workforce expansion and the full activation of Innovation and Logistic Hub. The new facilities have enabled more spacious and higher-quality workstations, supporting improved employee comfort and well-being. While these developments contributed to higher energy use, they reflect our ongoing commitment to social sustainability and to creating a safer and more inclusive working environment.

### Unox energy consumption 2023-2025

GRI 302-1 (GJ)

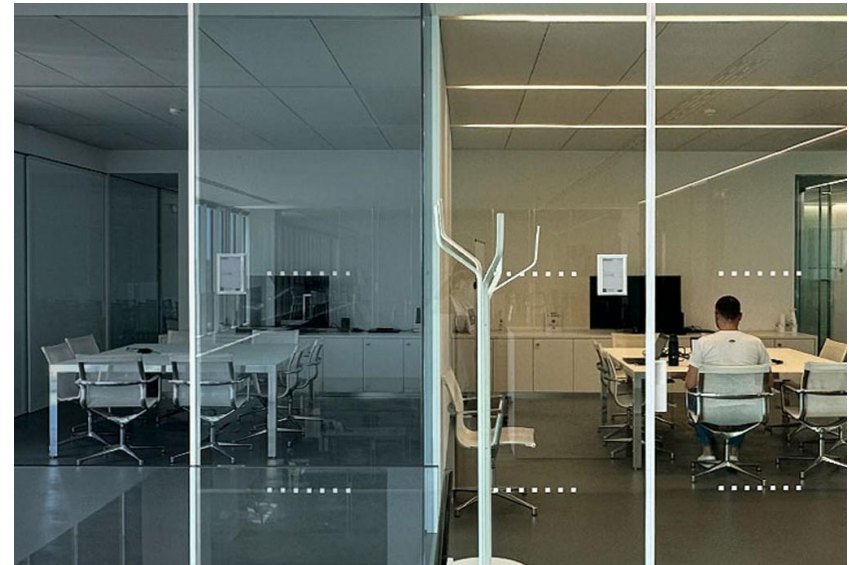


### Unox energy consumption on turnover 2023-2025



However, despite the rise in absolute energy consumption, which is a natural outcome of a growing business, we achieved a significant improvement in our energy efficiency. In 2025, the energy consumption-to-revenue ratio increased to 207 GJ/M€, compared to 178 GJ/M€ in 2024.

This trend reflects the impact of accelerated operational expansion and highlights areas where further optimization efforts are required. We recognize this development as a temporary decoupling challenge and are reinforcing our commitment to improving energy performance through targeted efficiency initiatives, with the objective of progressively reducing intensity metrics and aligning our growth trajectory with sustainable development principles.



Our most significant achievement in 2025 was the substantial increase in the use of renewable energy across our operations.

Following major investments in photovoltaic systems and new green energy procurement contracts, the share of electricity from renewable sources rose to 89% in 2024 and rose to 100% in 2025, an impressive leap from previous years. Nearly all of our energy supply contracts have now been transitioned to certified renewable sources, significantly reducing our reliance on non-renewable electricity.

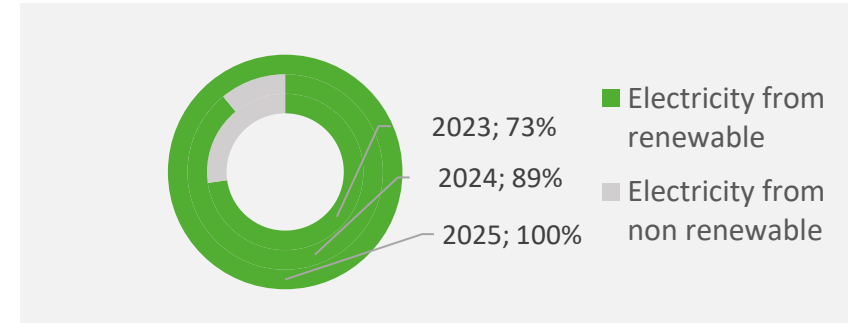
We purchased Guarantees of Origin (GOs) from our electricity provider and where necessary from the market. Therefore, considering both the direct procurement of renewable electricity and the GOs acquired, we can state that our electricity consumption from renewable sources reached 100% in 2025.

In parallel, the production of renewable energy from our own systems has continued its strong growth trajectory. After tripling in 2023 and more than doubling in 2024, reaching 7,331.53 GJ, owned renewable energy generation further increased in 2025 to 13,412 GJ.

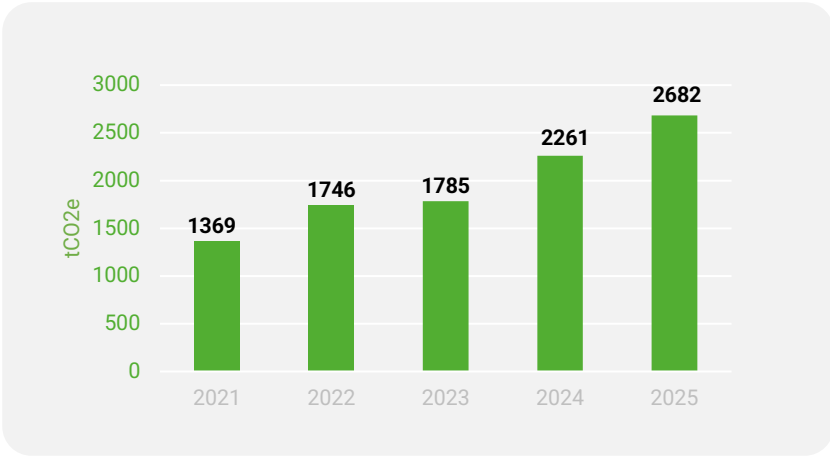
This includes both self-consumed energy and surplus clean energy fed back into the grid, highlighting the effectiveness of our investments in renewable assets and reaffirming our long-term commitment to energy independence and decarbonization.

This shift has had a sustained positive impact on our Scope 2 emissions (market-based), which decreased from 666 tCO<sub>2</sub>e in 2023 to 348 tCO<sub>2</sub>e in 2024, and further declined to 29 tCO<sub>2</sub>e in 2025.

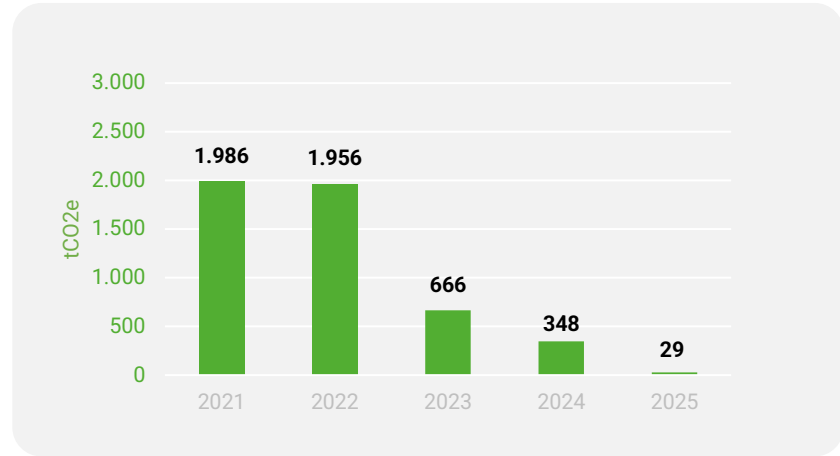
## Electricity from renewable resources 2023-2025



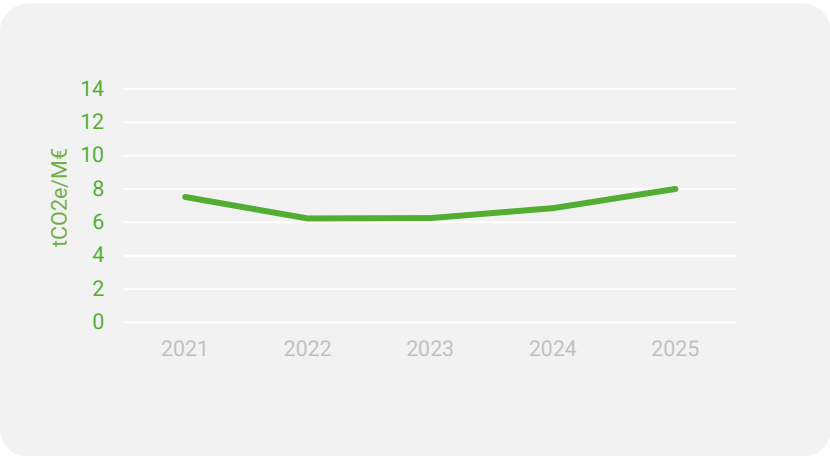
Energy indirect (Scope 2) GHG emissions (tCO2e) – Location based GRI 305-2



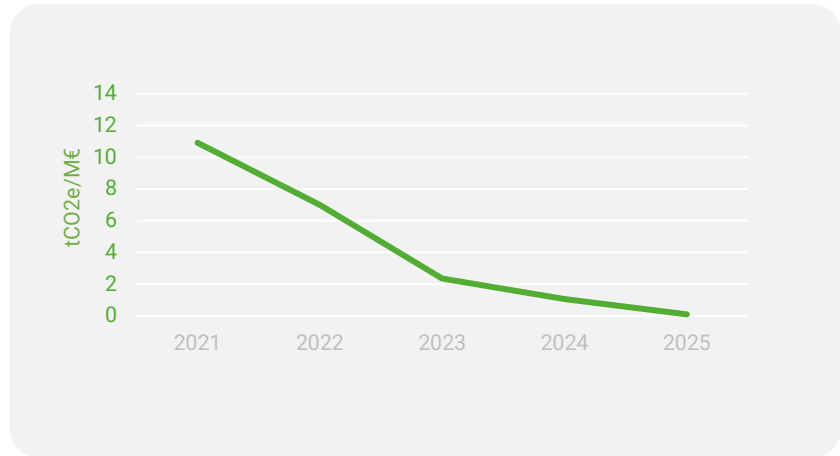
Energy indirect (Scope 2) GHG emissions (tCO2e) – Market based GRI 305-2



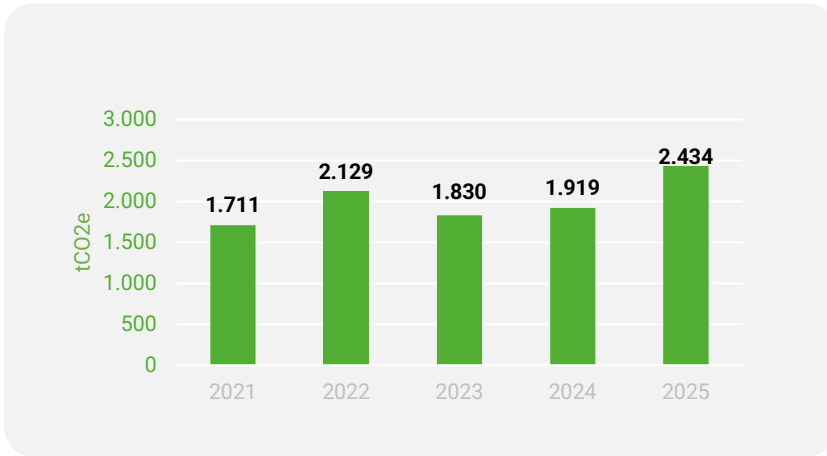
Energy indirect (Scope 2) GHG emissions (tCO2e) per turnover (M€) – Location based



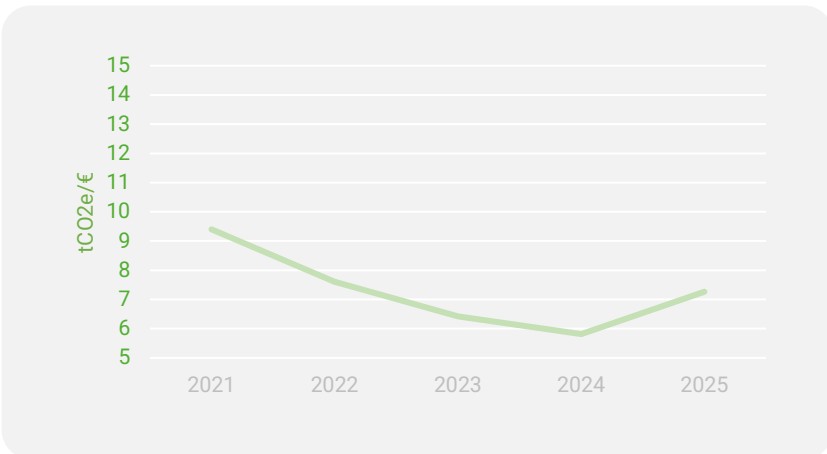
Energy indirect (Scope 2) GHG emissions (tCO2e) per turnover (M€) – Market based



### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) GRI 305-1



### Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) per turnover (M€)



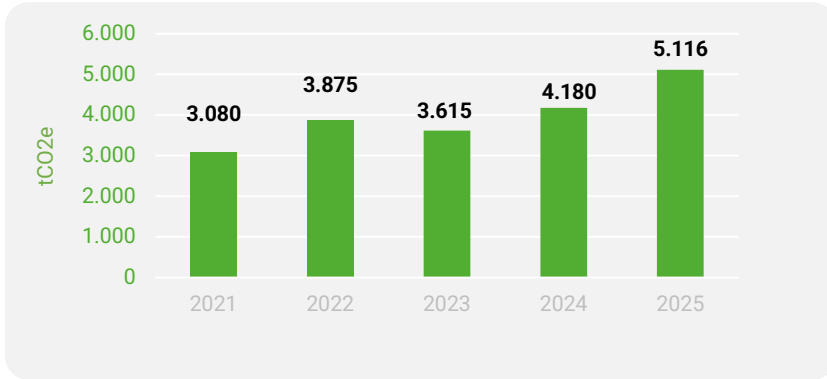
Our ongoing transition from natural gas heating to heat pumps powered by renewable energy has furthered these efforts. Replacing fossil fuel-based systems with green-powered heat pumps allows us not only to rely more heavily on the solar energy generated onsite but also to enhance workplace conditions for our employees. This shift provides year-round climate control in our facilities, including summer cooling. There was a 54% reduction in gas consumption at our facilities in Italy, primarily due to the replacement of gas-fired heating systems. This improvement not only reduces our carbon footprint but also promotes a more comfortable and supportive work environment, demonstrating our commitment to employee well-being alongside environmental stewardship.

We made tangible progress in 2023, reducing our Scope 1 emissions from 2,129 tCO<sub>2</sub>e in 2022 to 1,830 tCO<sub>2</sub>e (-14%). In 2025, Scope 1 emissions amounted to 2,434 tCO<sub>2</sub>e. This slight increase compared to the previous year is primarily due to higher fuel consumption by our vehicles.

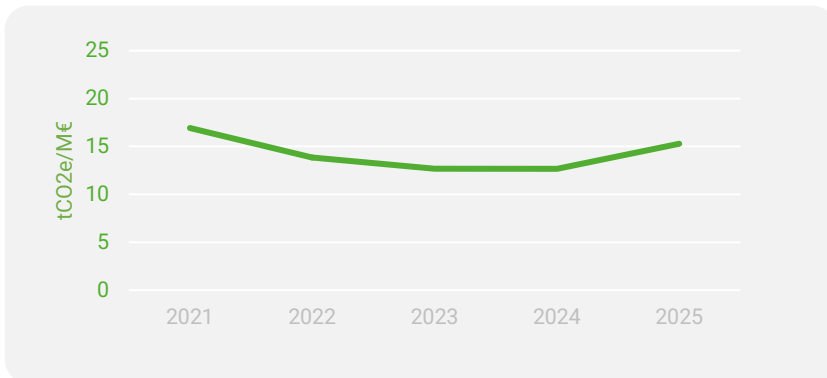
Furthermore, despite the positive trend observed in previous years (from 7.6 tCO<sub>2</sub>e/€ in 2022 to 6.4 in 2023 and 5.8 in 2024), the ratio of Scope 1 GHG emissions to revenue increased to 7.3 tCO<sub>2</sub>e/€ in 2025. This increase is primarily attributable to higher Scope 1 emissions, mainly driven by increased energy consumption linked to the plant expansion and a greater use of company cars by commercial staff. While this led to a temporary rise in emissions intensity, the Company remains committed to improving its operational efficiency and reducing emissions over time.

**Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) – Location based**

GRI 305-1, GRI 305-2

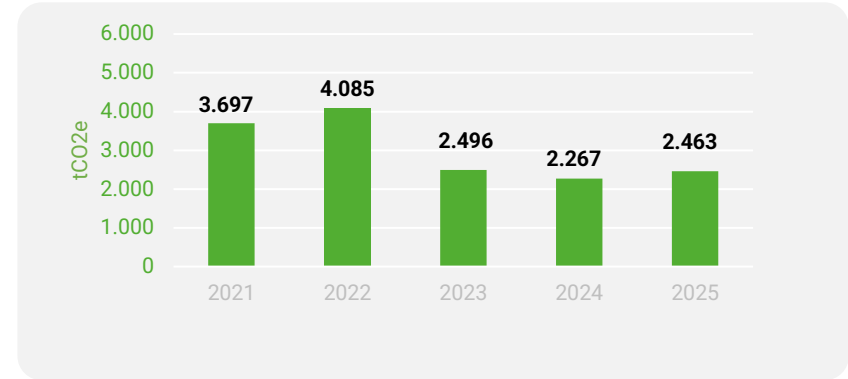


**Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) / on sales (M€) – Location based**

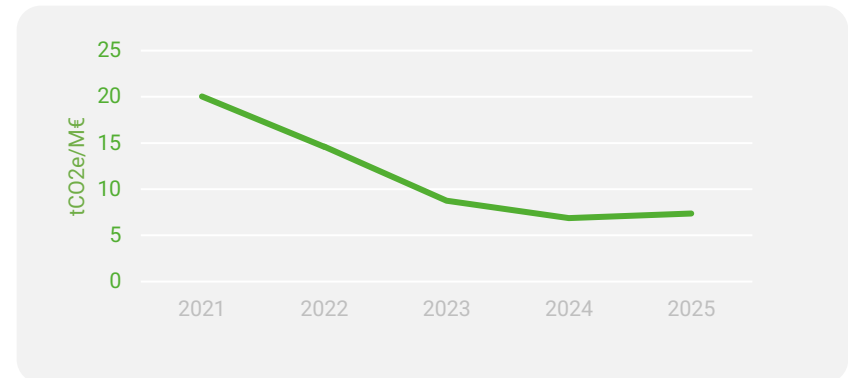


**Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) – Market based**

GRI 305-1, GRI 305-2



**Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e) + Indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e) / on sales (M€) – Market based**

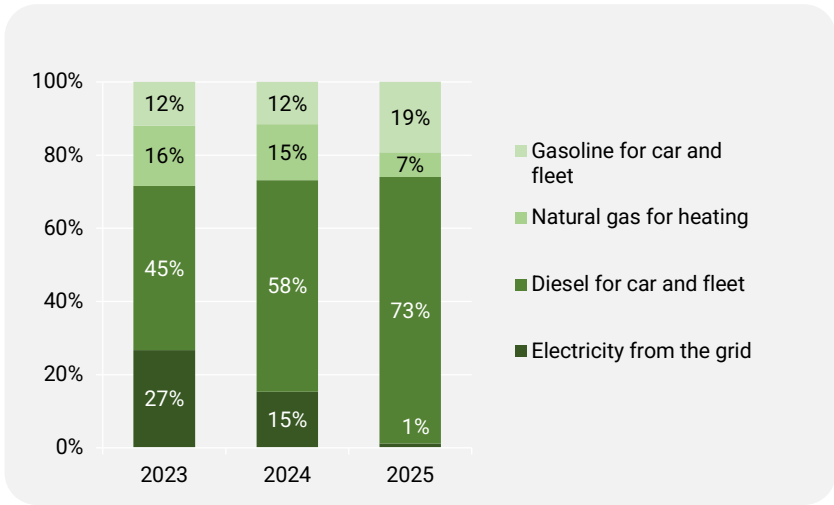


The positive impact of the actions undertaken led to a reduction of our Scope 1 + Scope 2 (market-based) GHG emissions from 2,496 tCO<sub>2</sub>e in 2023 to 2,267 tCO<sub>2</sub>e in 2024 (-9%). However, in 2025 the total Scope 1 + Scope 2 (market-based) emissions increased to 2,463 tCO<sub>2</sub>e. This variation is primarily attributable to an increase in Scope 1 emissions, which outweighed the continued improvement in Scope 2 (market-based) performance.

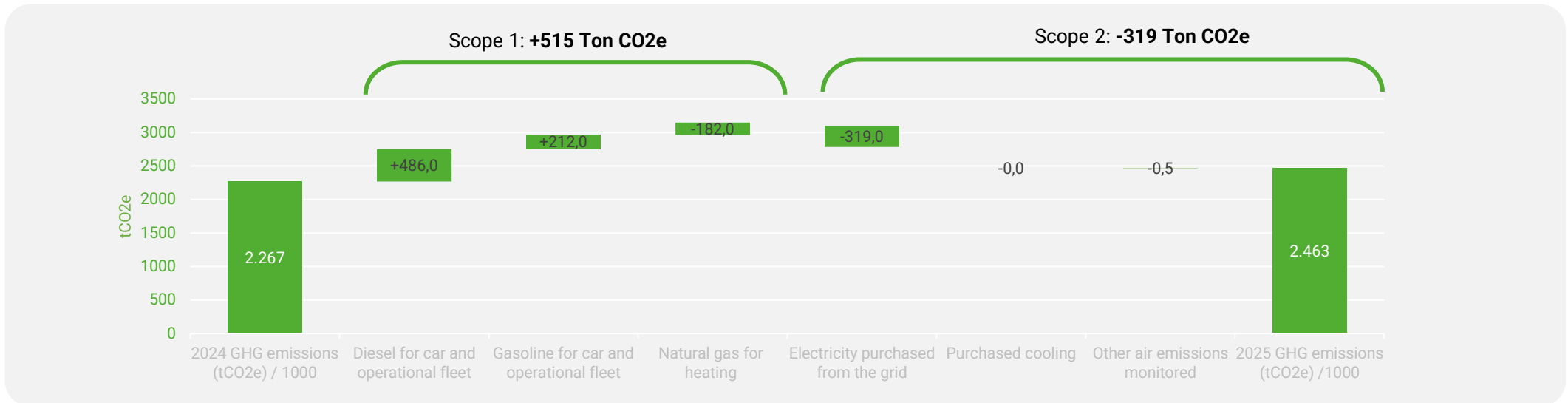
Scope 2 emissions (market-based) decreased from 348 tCO<sub>2</sub>e in 2024 to 29 tCO<sub>2</sub>e in 2025, confirming the effectiveness of the ongoing transition toward a lower-carbon energy mix.

Looking ahead, Unox acknowledges the greater challenge of reducing emissions from our operational fleet as part of our journey to net-zero. While we have successfully transitioned most of our corporate car fleet to electric models, our largest emissions source within scope 1 comes from our fleet of vans, which play a crucial role in delivering our unique Individual Cooking Experience (ICE) program.

**% of GHG emissions by category 2023-2025**  
GRI 305-1 and 305-2



**GHG emissions (tCO<sub>2</sub>e) reduction break down**



<b>GRI 302-1: Energy consumption within the organization (GJ)</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
<i>Car and operational fleet related consumptions</i>	15.052	19.166	19.916	22.408	31.074
of which diesel consumptions for car and operational fleet	13.536	16.785	15.405	18.198	23.684
of which gasoline consumptions for car and operational fleet	1.516	2.381	4.286	3.747	7.004
<i>Heating related consumptions</i>	10.465	11.716	7.227	6.139	2.855
of which consumptions of natural gas for heating	10.465	11.716	7.227	6.139	2.855
<i>Purchased for cooling consumptions</i>	63	73	91	0*	0*
<i>Electricity consumptions</i>	17.389	22.262	23.384	28.901	35.385
Consumptions of electricity purchased from renewable sources	13	4.188	16.291	23.982	27.975
Consumptions of electricity purchased from NON-renewable sources	16.563	17.149	6.371	3.163	2.477
<i>Electricity produced by owned renewable energy production system</i>	939	1.062	3.046	7.332	13.412
Electricity produced by owned renewable energy production system sold	-126	-137	-2.343	4.688	8.509
<i>Electricity produced by owned renewable energy production system consumed</i>	813	925	722	1.756	4.933
<i>Total Electricity from renewable sources on total electricity consumed</i>	5%	23%	73%	89%	100%
<b>TOTAL ENERGY CONSUMED</b>	<b>42.968</b>	<b>53.218</b>	<b>50.879</b>	<b>57.574</b>	<b>69.314</b>

\* District cooling consumption reduced to zero due to building change.



### GRI 305-1: Direct (Scope 1) GHG emissions (tCO<sub>2</sub>e)

### GRI 305-2: Energy indirect (Scope 2) GHG emissions (tCO<sub>2</sub>e)

	2021	2022	2023	2024	2025
<i>Total Scope 1 GHG emissions</i>	1.711	2.129	1.830	1.919	2.434
of which related to diesel for car and operational fleet	1.017	1.220	1.119	1.309	1.795
of which related to gasoline for car and operational fleet	100	244	299	261	473
of which related to natural gas for heating	593	664	411	348	166
other air emissions monitored	0,5*	0,5*	0,5*	0,5*	0,5*
<i>Total Scope 2 GHG emissions (Market Based)</i>	1.986	1.956	666	348	29
of which related to electricity purchased from the grid	1.979	1.948	666	348	29
of which related to purchased for cooling	7	8	0**	0**	0**
<i>Total Scope 1 + Scope 2 (Market Based) GHG emissions</i>	3.697	4.085	2.496	2.267	2.463

\*Monitored air emissions have been estimated based on the annual operational parameters of our plants. Where values were below the detection threshold, a conservative approach was adopted by utilizing the indicated limit value. This methodology, consistently applied to previous years as well, provides a precautionary estimate of our other air emissions.

\*\* District cooling consumption reduced to zero due to building change.

## PV planned production capacity

A fast-growing company needs a lot of energy. That is why we have decided to invest in the installation of photovoltaic panels and have selected certified suppliers to make sure that from all the energy that will be used for our production processes will come entirely from renewable sources or will be self-produced by us in a sustainable way.

The roof of our HQ is already studded with photovoltaic panels, but we want to do more.

Each building within our Group contributes to our green strategy. Our plants in Vigodarzere (Padova, Italy) have reached a total installed capacity of 0.8 MW.

We have regenerated a brownfield site, giving it new value through renewable energy production.

Today, we operate one energy plant in Rovigo, Italy (1 MW), and a second plant (1 MW) became operational in 2025, further strengthening our clean energy generation capacity.

Our production plant in Charlotte (NC, USA) is equipped with photovoltaic panels with a capacity of 0.65 MW.

At the same time, our global network of Experience Centers has continued to expand, along with the renewable energy they generate through installed photovoltaic systems.

In addition, within our Unox City, 2.8 MW of photovoltaic capacity installed in 2024 became fully operational in 2025. As a result, we have achieved our target of reaching a total installed photovoltaic capacity of 6 MW in 2025, reinforcing our commitment to energy transition.



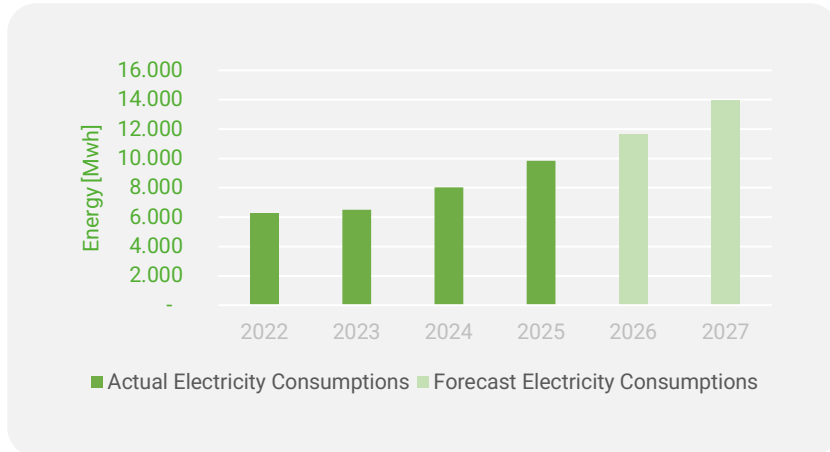


We are aware of the historical period in which we operate and firmly believe that we must act now and with action for the world of tomorrow. With this in mind, we have designed plan that aims to reduce our carbon footprint.

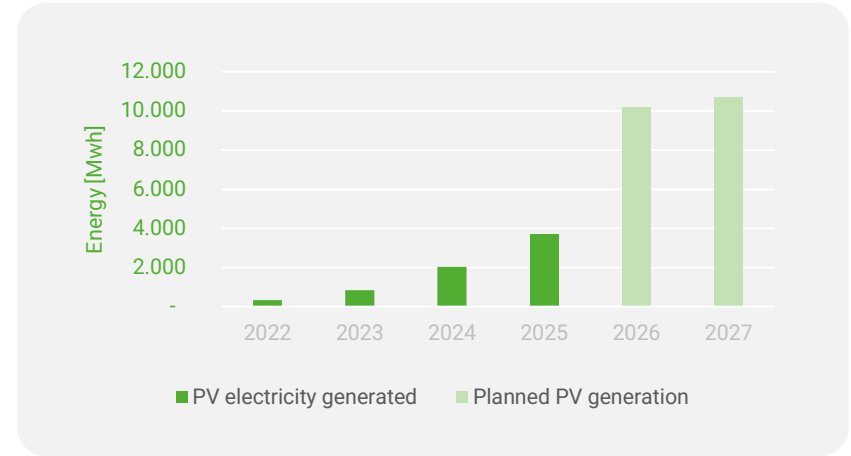
To achieve this goal first of all we estimated our expected energy consumption, according with our business plan. We then designed a plan to reduce our expected consumptions investing on more efficient systems (e.g. heating systems, insulations).

According with the results we plan our investments on PV panels in order to produce as much green energy as we can. The remaining energy demand is met by purchasing green energy from the grid or by acquiring Guarantees of Origin (GO).

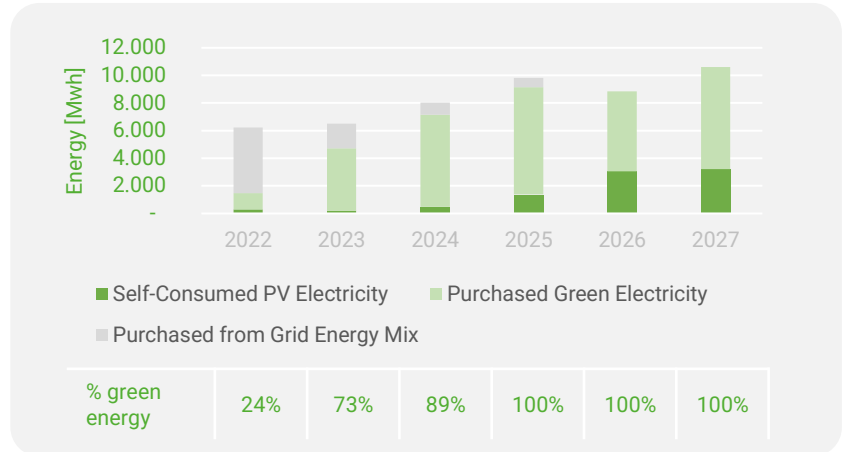
### Scope 2: Unox estimated energy consumption



### Scope 2: Unox planned PV electricity generation



### Scope 2: Unox Planned energy sourcing



## EmiXion Net-Zero

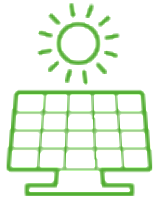
We have committed to achieving a net-zero target through our initiative, "Net Zero E-miXion."

This initiative aims to progressively reduce our environmental impact by implementing energy efficiency measures, leveraging innovative and forward-looking technologies and promoting the use of renewable energy sources with minimal environmental impact.

Additionally, we prioritize continuous training for our employees, ensuring they are equipped to carry out their activities in alignment with our energy policy. Our ultimate objective is to attain zero Scope 1 and 2 GHG emissions. To achieve this ambitious goal, our strategy will focus on several key areas.

In order to achieve the "Net Zero E-miXion" goal, numerous photovoltaic systems were installed in 2024. From this perspective, there has been a significant acceleration, with the plan now nearly complete.

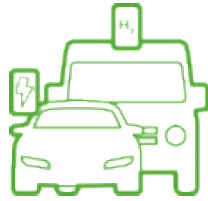




## 6 MW installed

### Renewable energy production

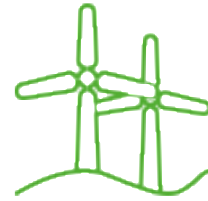
Our photovoltaic systems support the generation of renewable electricity across all our operations.



## Green mobility

### Mobility goal

We are transitioning to fully electric company fleet as soon as it becomes technologically viable for our business model.



## Green energy

### Purchase of sustainable energy

We purchase 100% renewable energy when self-generation does not cover our needs.



## ENERGY STAR®

### Energy Star leadership

We are the professional oven brand with the most ENERGY STAR®-certified products.



## Green behaviours

### Sustainable behaviours

We encourage our employees and customers to implement sustainable behaviours.



## Achieving our Net-Zero Target: a challenge that put our business model to the test

In today's rapidly evolving business landscape, companies frequently face a complex trade-off between environmental sustainability and economic viability. Striking a balance between these two critical dimensions is essential for long-term success, yet it often presents significant challenges.

As organizations seek to reduce their ecological footprint and adhere to stricter environmental regulations, they must also ensure financial stability and profitability.

To navigate this intricate dynamic, businesses are increasingly called upon to develop innovative solutions and reimagine their business models.

Since 2008, the key ingredient of Unox Group's economic success has been our innovative sales model characterized by the Individual Cooking Experience (ICE).

Through ICE, UNOX Active Marketing Chefs (AMCs)—experts who blend culinary skills with sales acumen—provide customers with personalized, in-kitchen demonstrations, allowing them to test Unox ovens with their own ingredients and recipes. This one-to-one approach is unlike the standard demos offered by competitors and enables clients to make a fully informed purchase decision. The Individual Cooking Experience is one of the most defining and unique features of our business model and has been instrumental in Unox's success and is widely recognized as a core driver of our competitive advantage.

Our specially equipped vans are essential to the execution of Individual Cooking Experiences in the kitchens of our



customers, as they allow us to bring ovens, materials, and equipment directly to customers for on-site testing.

Given the current limitations of EV van technology, including range constraints and inconsistent charging infrastructure, a full transition to electric vans remains challenging.

Where possible, particularly in urban areas with advanced charging networks, we have replaced our combustion-engine vans with electric alternatives. Yet, broader implementation is constrained by the state of EV technology, which is not yet meeting the demands of our operational model, especially in terms of driving range and rapid recharging capabilities. As a result, continuing to reduce emissions in this area will require innovation and partnerships with EV manufacturers to develop solutions tailored to high-mobility business needs.

We recognize that achieving net-zero emissions for scopes 1 and 2 remains an ambitious goal. We are committed to meeting this target, despite the technological and logistical challenges, however it looks now unrealistic to eliminate scope 1 emissions generated by our commercial vehicles fleet by 2030. As we continue investing in renewable energy and advancing our fleet transition, we remain focused on innovation and collaboration to overcome these barriers.

This commitment reflects our broader vision: to create long-term, sustainable value for our stakeholders while advancing toward a net-zero future.



# Waste Management

Improper waste management can have negative impacts on the environment and human health, which can extend beyond the locations where waste is generated and discarded. Waste streams may contaminate surface water, groundwater, seawater with chemicals or heavy metals, and negatively impact plant and animal species as well as human health. Impacts can depend on an organization's approach to waste management, regulation, and on availability of recovery and disposal facilities in the proximity of activities.

Being aware that proper waste management starts with our actions, we structured an approach that not only complies

with waste management regulations, but goes beyond it, based on the concept of lean economy.

Process flexibility and organization efficiency allow us to start production by calculating the precise quantity of products to be produced according to the orders.

In this way the stock of pieces and material is reduced to a minimum, avoiding waste. Where feasible, we always favor the use of recyclable materials and packaging to enable circularity at the end-of-life product stage. Moreover, we studied our packaging structures in order to replace polystyrene elements with cardboard, without compromising the safety of the product during transportations. Unox vertically integrated structure allows us also to optimize the materials used in inter-company logistic operations: where possible, materials and semi-finished





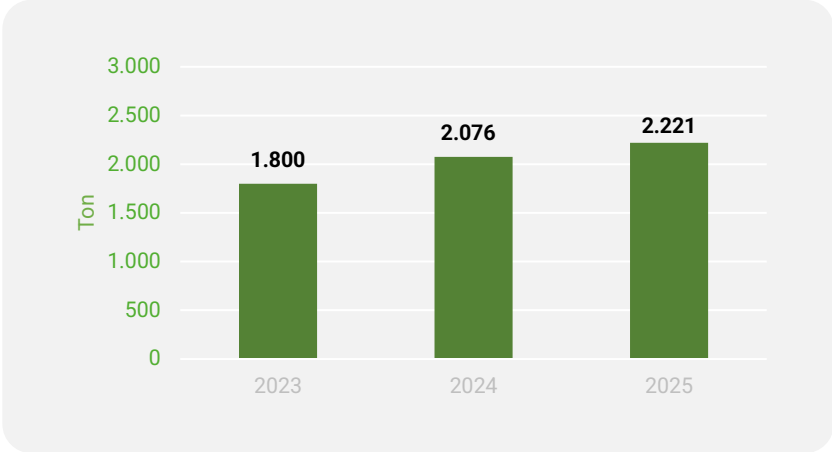
products are transported in rigid plastic crates that can be reused countless times, to avoid waste due to packaging. Unox manages with attention even the smaller elements such as the document digitization and the digital signature in order to create a paperless environment that avoids the printing of unnecessary documents. Employees are made aware of the importance of the topic and of their actions: a specific training course is made available to the proper functions and data on waste management are carefully monitored by managers; company executives are involved as well for a review of the target set. The topic is included also in periodical environmental audit, both internal and external, such as the ones carried out for the ISO 14001 certification.

In 2024, the increase in the number of company sites led to a rise in waste generation. Between 2024 and 2025, the waste generated by the company increased from 2076 to 2221 tons, reflecting an increase of 6.9%. This rise is primarily attributed to the expansion of business operations, including the opening of new sites, which naturally resulted in higher waste volumes.

Thanks to the contract activated with the waste management services, almost all the waste generated is diverted from disposal (97,6% in 2025). The production of waste is in great part linked to the manufacturing companies of Unox Group which generate mainly non dangerous waste.

The commercial companies produce waste that can be considered similar to a domestic unit in terms of types and quantities: the data represented are referred only to production sites; all the companies also use the local waste management services, but the amount of waste managed through these systems is relatively limited and is not monitored by the companies.

**Waste generated (ton)**  
2023-2025

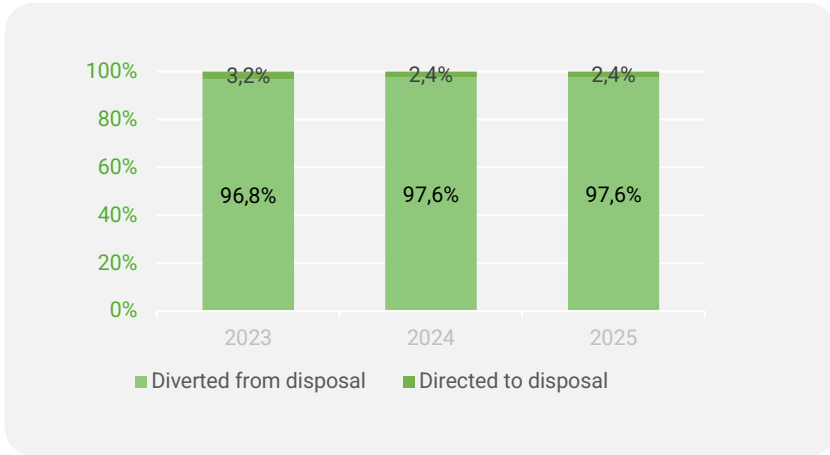


**Waste generated (ton) on turnover (M€)**  
2023-2025



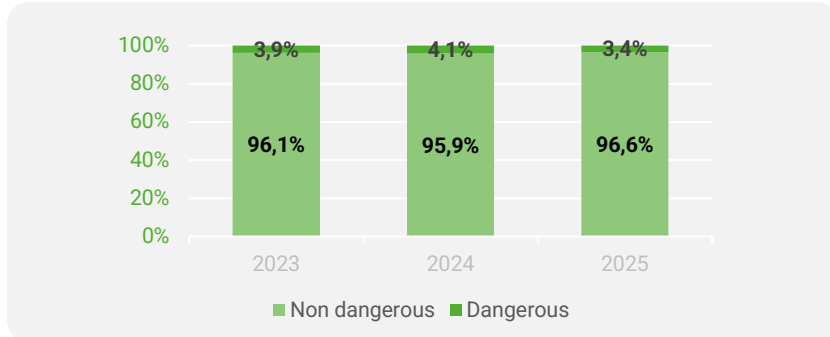


### % of Waste diverted from disposal on total waste 2023-2025

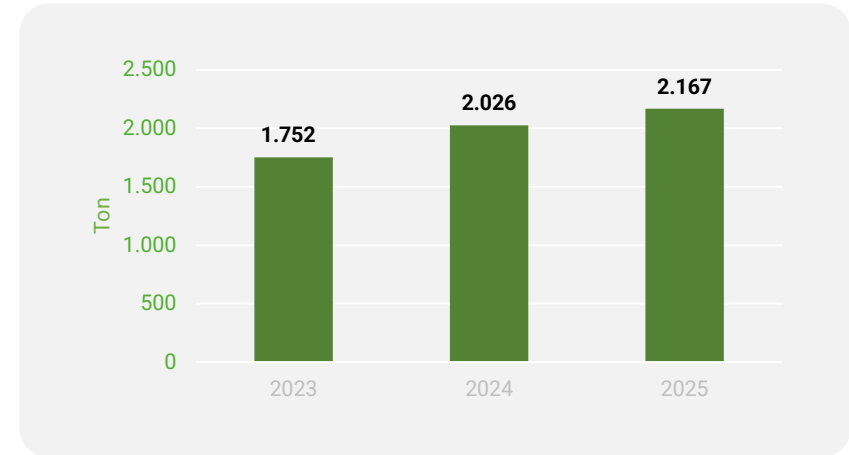


In 2025, hazardous waste decreased compared to 2024, accounting for 3.4% of total waste versus 4.1% in 2024, a reduction of 0.7 percentage points.

### % of dangerous waste on total waste 2023-2025

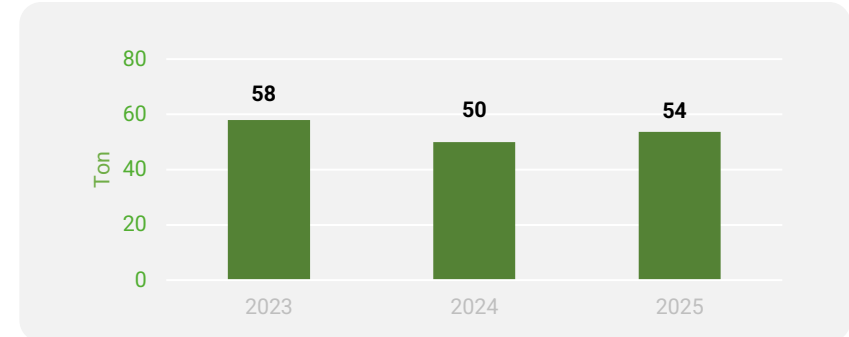


### Waste diverted from disposal (ton) GRI 306-3

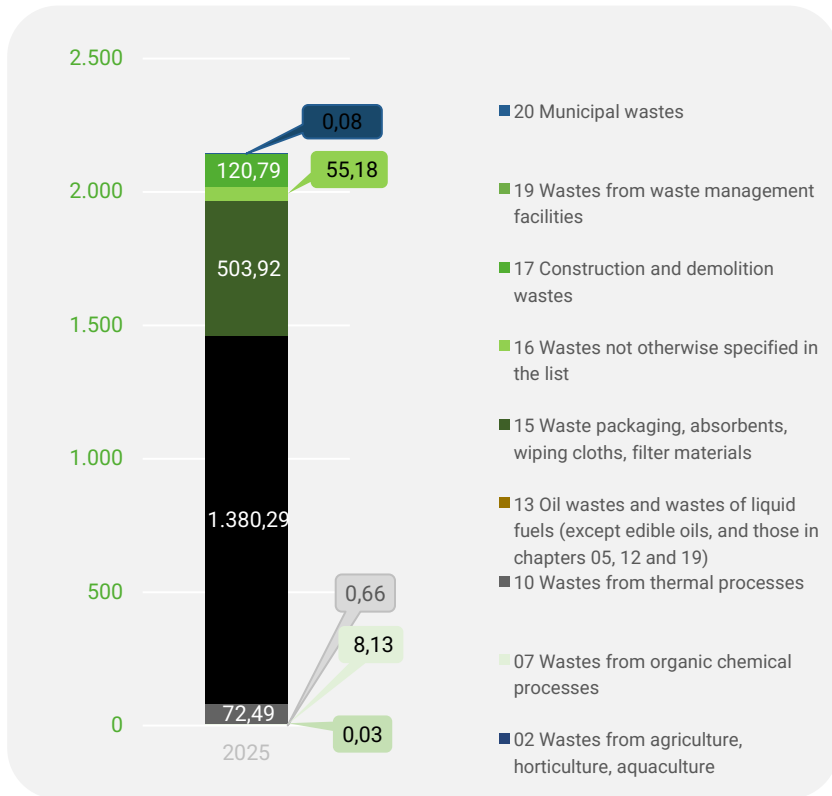


Detix produces a large part (51.6%) of the dangerous waste, due to the involvement of chemicals in the production process.

### Waste directed to disposal (ton) GRI 306-3

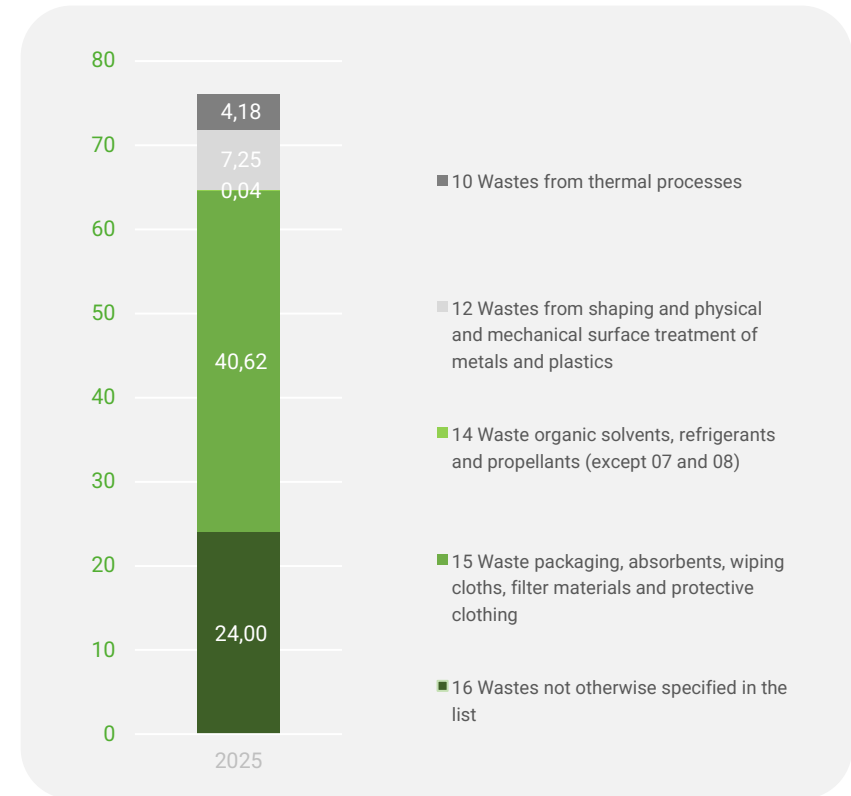


### Waste generated by EWC category (Non Dangerous 2025 Ton) GRI 306-3



Considering the European Waste Codes (EWC), the wastes from shaping and physical and mechanical surface treatment of metals and plastics (code 12) represent the majority of the waste generated (62% in 2025), consistently with the main production process carried out by the Group and in particular by Metex Srl. In 2024 Metex sought to minimize the generation of code 12 waste in production by attempting to reintroduce the machine output residue back into the production process.

### Waste generated by EWC category (Dangerous 2025 Ton) GRI 306-3



Considering the electrical/electronic nature of its final products, we are also aware of the importance of a correct management of a product during its end-of-life stage. Unox products are designed and built to last longer and therefore it has very limited control over this phase: however, the Company complies with all the legislative objectives related to the “waste of electric and electronic equipment” (defined in Italy by the Legislative Decree 49/2014) and is evaluating partnerships that can enhance a proper management of this type of waste.



# Water resources

Poor management of water withdrawal, use and discharge from company activities increases the risk of damaging the ecosystems, and in turn the health of people related to the contaminated water source. An uncontrolled interaction with water may cause its pollution or limit its availability, creating damage for the environment and people located in the proximity of the impact.

Our production sites utilize water across five distinct applications:

- Mechanical Processing: Used in **METEX** and **MABIX** for machining activities.
- Oven Testing and Washing: Implemented at **UNOX MANIFATTURA** for quality control.
- Reverse Osmosis Process: Employed at both **DETIX** and **UNOX MANIFATTURA** for producing purified water.
- Detergent Production: Water serves as a fundamental ingredient at **DETIX**.
- Sanitary and Cleaning Purposes: Used for sanitation and workspace maintenance across all facilities.

At **UNOX MANIFATTURA**, water is incorporated in the oven-washing circuit to mimic real-use conditions. Water is circulated through the semi-finished products, collected in a tank, and reused for subsequent testing. This tank is emptied and refilled weekly, significantly reducing water consumption. The reused water, free of solids and pollutants, requires no treatment. Specifically, this process uses osmosis-filtered

water, with an efficiency of 50%—meaning 2 liters of intake water produce 1 liter of osmotic water. Approximately 20 liters of water are used per week for testing, leaving 40 liters to sustain the reverse osmosis system. Rejected water, which remains pollutant-free, is safely discharged.

Similarly, **DETIX** uses reverse osmosis to supply water for detergent solutions, including both concentrated (25% water) and non-concentrated (65% water) formulations. Water quality from this process is monitored, with routine testing by our resource supplier.

At **MABIX**, water supports emulsion processes in machining, blending with oil to create an 8% oil emulsion for chip removal. This emulsion, partially evaporated or absorbed in the workpieces, is replenished every three days with approximately 200-300 liters of a 1% oil-water mixture. Water also cools metal molds, with approximately 1 cubic meter used every three days, containing potential iron oxide from mold changes. Used natural detergents, around 200 liters annually, are disposed of through **DETIX**.

**METEX** applies water in laser cutting and chip removal. A 7% oil emulsion supports turning processes, replenished daily with around 105 liters of a 1% mixture. The laser-cutting process requires distilled water, purchased annually in 9 cubic meters. Residual oils are collected daily for disposal by an external partner.

All water withdrawals at our facilities are from regions not designated as water-stressed, underscoring our commitment to responsible resource sourcing and minimal environmental impact.

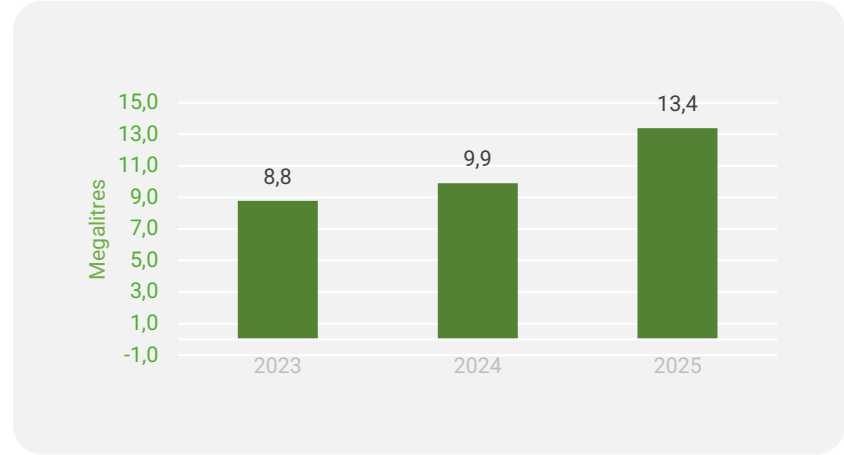
GRI 303-3: Water Withdrawal (Megalitres)	2023	2024	2025
Groundwater - Freshwater	8,8	9,9	13,4
<b>TOTAL</b>	<b>8,8</b>	<b>9,9</b>	<b>13,4</b>

In 2025 our third-party water withdrawals increased. This increase in water usage is primarily due to the opening of Unox City and the Innovation Hub, as well as the growth in production and, more significantly, the expansion of our workforce. While this increase reflects the business growth and operational scale-up, it remains aligned with our sustainability strategy. We view this change through a responsible lens, considering that such increases are an inevitable part of our development trajectory.

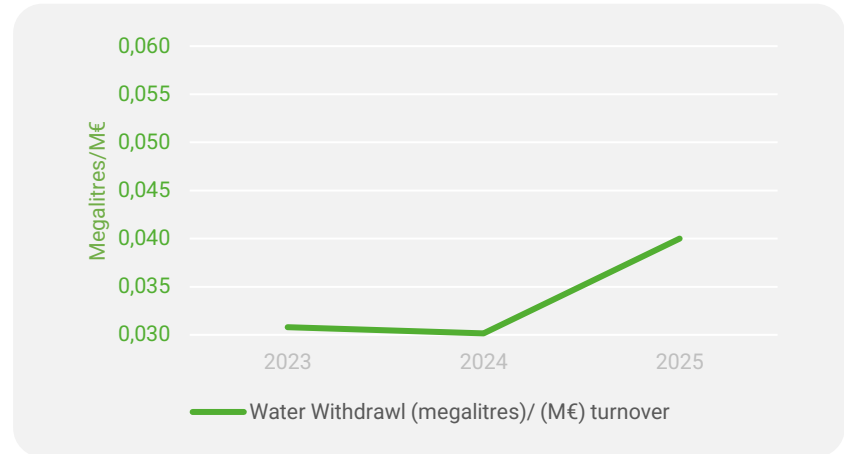
Despite the rise in water withdrawal, we remain committed to efficiency and resource conservation. Our focus is on minimizing environmental impact and optimizing water usage in line with our sustainability goals. Through continued investments in efficient technologies, we aim to maintain sustainable water usage as we grow. Additionally, we are working to decouple resource consumption from business growth, reducing dependency on external water sources and reinforcing our resilience against water scarcity, while integrating sustainable development goals into our operations.

### Third-party water withdrawal – Megalitres (groundwater – freshwater)

GRI 303-3



### Third-party water withdrawal – Megalitres on turnover





## Unox Supply chain

When performing their activities, suppliers can produce positive and negative impacts on all the ESG dimensions, according to their business conduct. Companies should rely on suppliers that can ensure a level of environmental (e.g. pollution of water and air), social and human rights (e.g. health and safety of the employees) and governance (e.g. corruption) impacts in line with company's values.

Unox's main strategy for building a sustainability value chain is vertical integration: we believe that creating a sustainable value chain requires being responsible for product design, manufacturing and digitalization. Only controlling those drivers that can intelligently link and analyse data across industrial operations is the key to achieve greater sustainability in the future. Unox chose to create a vertically integrated local industrial system. A rewarding choice that has allowed the company to overcome the current supply difficulties. All production processes, in fact, take place in the province of Padua (Italy).

For raw materials and components not produced within the Group, we divide our suppliers into suppliers with exclusive co-design contracts and other general suppliers. Unox designs 95% of the value of every single oven: to maintain control over the design of components not produced in-house, we have developed co-design contracts with mono-suppliers of strategic components (fans, motors and water valves) so that they reflect the specifications required by Unox. These contracts also include exclusivity clauses, so that innovations made by Unox in the design of individual components cannot be exploited by other players.

When choosing external suppliers we prefer neighbouring suppliers and Italian companies, when possible, in order to reduce the carbon footprint of incoming logistics. This strategy has proven to be effective in reducing our products' carbon footprint. According to the LCA analysis performed on one of our most representative products by Spinlife (spin off of the University of Padua), inbound logistics has an impact of just 0,0019% on our product life cycle carbon footprint.

Thanks to our integrated supply chain, the Group was able to deal effectively with the supply problems caused by the global supply chain crisis that happened in 2022. This event has been both a challenge and an opportunity for Unox: we were able to continue to ensure short delivery times and eliminate supply problems with raw materials and semi-finished products.

Moreover we developed a supply chain sustainability strategy, in order to progressively drive supply chain sustainability: continue with our vertical integration strategy, also through acquisitions, in order to gain direct control and be able to implement advanced "People & Environmental" strategies.

### Prevailing Value Chain Sustainability & Human Rights Ratings: A Misfit for Unox

The prevailing frameworks for sustainability assessments in value chains are predominantly designed with large, multinational corporations in mind.

These frameworks emphasize monitoring and assessing supply chains, particularly focusing on suppliers' conduct and their adherence to ESG (Environmental, Social and Governance) standards.

Typically, these supply chains assessments consider factors such as:

- The number of ESG policies suppliers are required to comply with;
- The selection of suppliers based on ESG performance-related KPIs or certifications;
- The frequency and extent of ESG questionnaires, assessments, or due diligence conducted with suppliers.

While these frameworks are effective for large corporations with extensive, delocalized supply chains—often operating in developing countries where labor rights and human rights need vigilant monitoring—they do not align well with the operations of Unox.

#### The Unox Approach: Investing on People and Local Integration

Unlike many companies in the 1990s that outsourced and relocated their production activities to reduce labour costs, Unox took a different path. We chose to invest in our people and maintain our production within Italy, creating a vertically integrated local industrial system. This approach not only kept our manufacturing operations in the country but also internalized the production of our oven components.

According to the Labour Right Index 2024 report by the WageIndicator Foundation, Italy ranks among the top five countries globally, with a score of 94 out of 100 in labor rights.

Today most of the components for our ovens are produced in Italy, within one of Unox Group's Great Place to Work certified subsidiaries.

Our production chain includes:

- Metex (steel manufacturing)
- Velex (electronic board production)

- Mabix (plastic components production)
- Detix (detergents production)
- Esse3 (trays production)
- SPIDOCOOK (contact grill production)
- Unox Manifattura (assembly)

This allows us to be 100% sure that the people who manufacture our ovens and components enjoy some of the highest labor rights standards in the world, dramatically reducing the risk of potential human rights violations within our value chain.

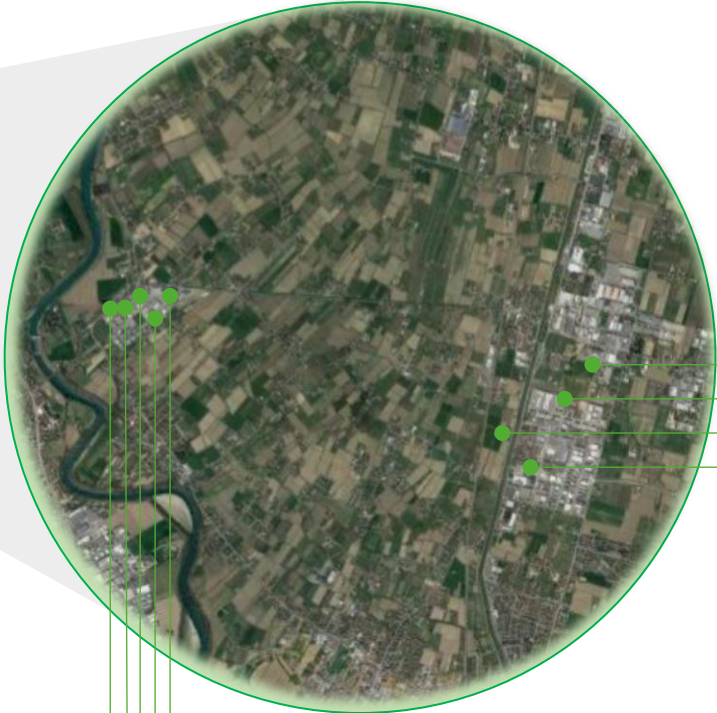
We ensure that all component production and subsequent oven assembly occur within a 4 km radius, this allow us to have the full control on our production plants working conditions. Our vertical integration strategy also positively impacts the environment, by minimizing incoming logistics and utilizing self-produced sustainable energy.



# Unox Group industrial footprint 2024



4 km



- Unox Innovation Hub
- Unox Manifattura | Assembling
- Unox HQ
- Esse 3 SRL | Trays production

- SPIDOCOOK Srl  
Contact grill production
- Detix  
Detergent production
- Metex  
Robotic molding
- Velex  
Electronic board production
- Mabix  
Plastic molding



## Inapplicability of Standard Supply Chains Frameworks to Unox

The international frameworks aim to incentivize large companies to elevate their suppliers' ESG standards.

However, given our integration strategy, Unox only purchases services, raw materials and components externally when internalizing the process is not feasible. For instance, while we produce our electronic boards in-house, we must source microchips from large semiconductor companies. Similarly, we mold our steel but source the raw material from major steel producers.

Given our position in the supply chain, we lack the bargaining power to compel these large commodity companies to adhere to our Code of Conduct, policies, standards, or audits. Therefore, applying standard international frameworks and KPIs to measure Unox's value chain sustainability is inappropriate.

### Unox's Unique KPIs for Value Chain Sustainability

Instead, our Executive Team measures the sustainability of our value chain through alternative KPIs:

- Maximize percentage of value added generated within the Group;
- Minimize impact of logistics and production activities on the total life cycle carbon footprint of our products;
- Percentage of value added generated in countries with top ratings in the Labour Right Index.

Recognizing that Unox is not yet large enough to influence global commodities giants to adopt our ESG standards, the most effective way for us to enhance our value chain sustainability is by continuing our vertical integration strategy.

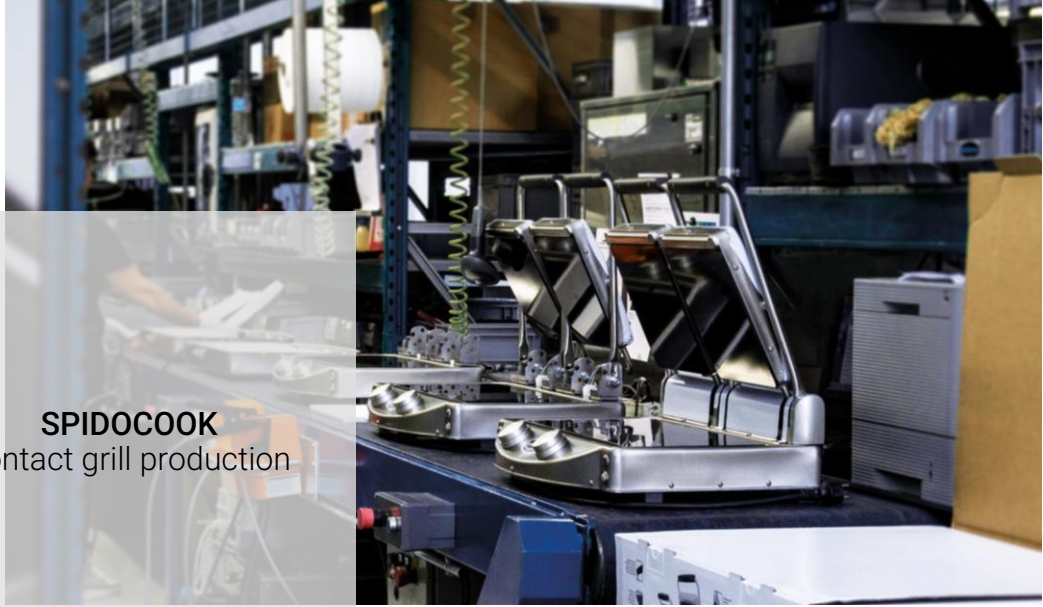
At the same time, we are aware that Unox could not integrate every possible step of the value chain within the Group from raw materials extraction to products end of life management, but at the same time we are confident in the growth of our company and consequently its influence within global supply chains. Therefore, we are equipping ourselves with processes and tools that will enable us to ensure effective monitoring of our external suppliers.

Although Unox Group currently does not meet the size requirements, in terms of revenue and employees, to be subject to the EU Corporate Sustainability Due Diligence Directive (CSDDD), we are proactively monitoring evolving regulations and best practices to implement the necessary tools and systems before we become subject to the regulatory requirement to conduct due diligence on our suppliers.





**VELEX**  
electronic board  
production

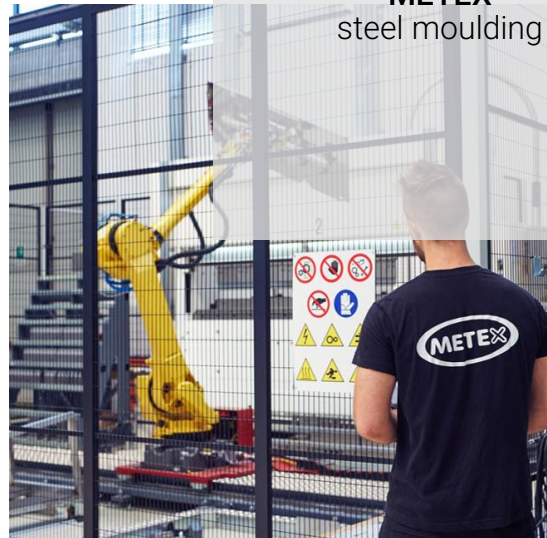


**SPIDOCOOK**  
contact grill production

**DETIX**  
detergents production



**MABIX**  
plastic components  
production



**METEX**  
steel moulding





**UNOX HQ**

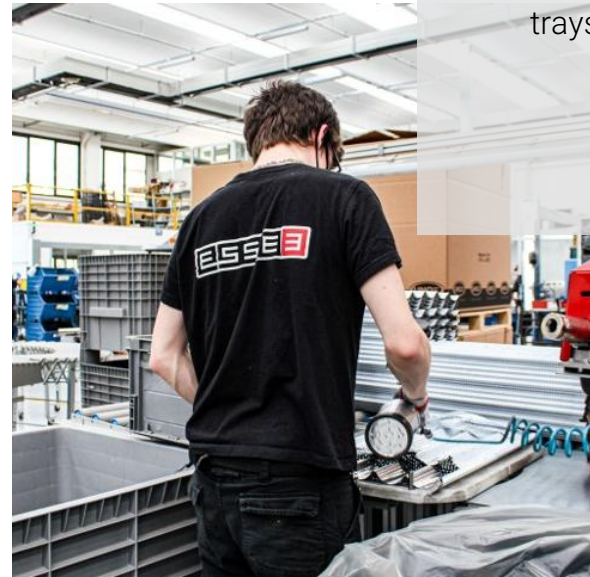
**UNOX MANIFATTURA**  
assembly of the  
finished products



**ESSE 3 SRL**  
trays production



**UNOX INNOVATION  
HUB**





05 Unox products impact



## 05. Unox products impact

SDG 3, SDG 9, SDG 13, SDG 14, SDG 15.



## Improve the energy efficiency of cooking equipment

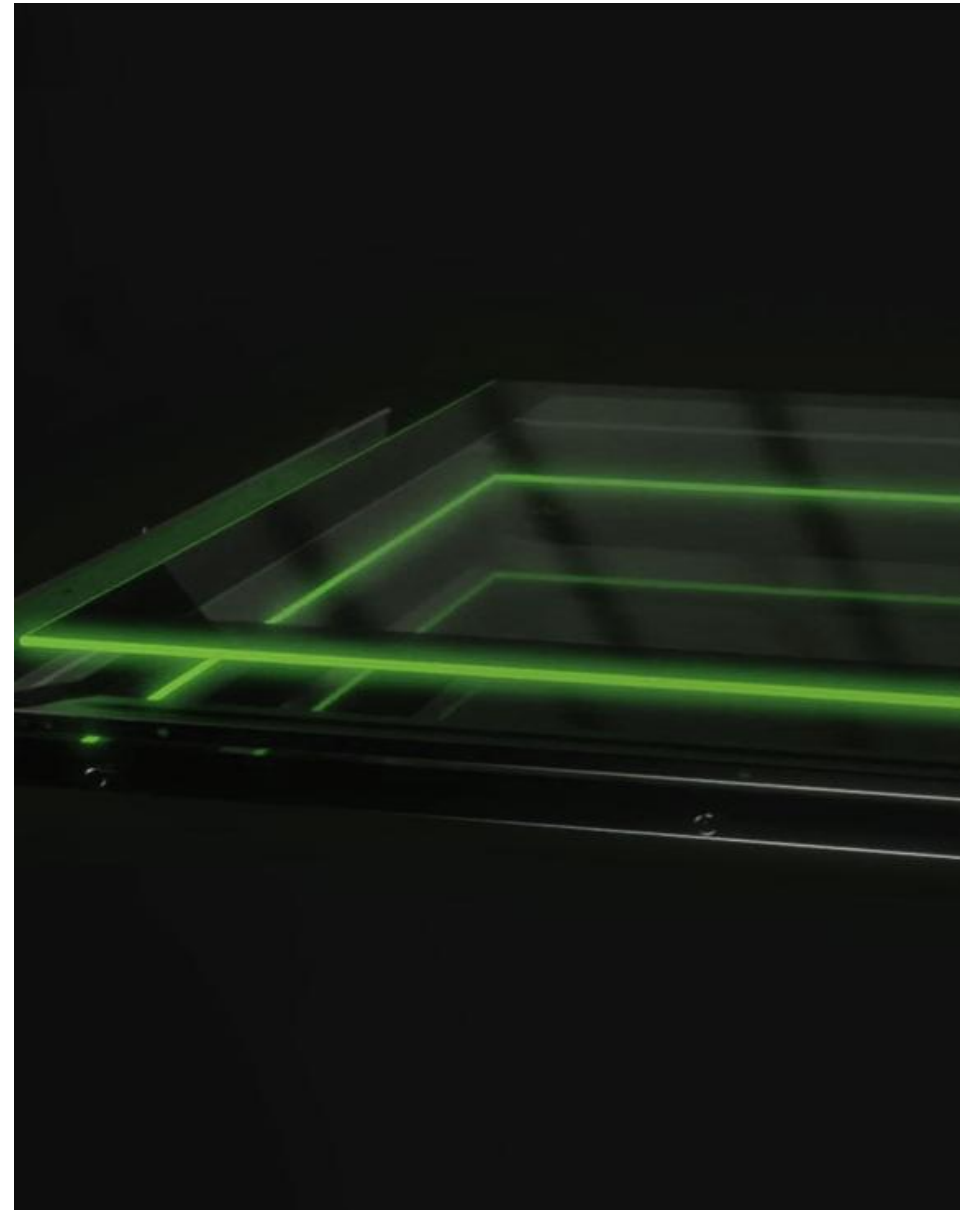
Foodservice industry has always been one of the sectors that records the highest energy consumption. Professional ovens, sous vide, food-processors, hoods, stoves, fryers, dishwashers, and blast chillers are numerous tools used in daily activities which at the end of the month account for 40% of a restaurant's bills (if not more!). However, these consumptions not only affect commercial activities, but also have an important impact from an environmental point of view, affecting CO2 emissions.

One of the solutions for foodservice professionals to adopt a sustainable attitude towards the planet, can be to replace their equipment using more advanced and efficient tools that allow you to reduce waste and ensure real savings. To this end, working with an ENERGY STAR® certified professional oven can really prove to be the right choice to reduce food service operator carbon footprint.

For over 30 years, Unox has been investing in research in order to constantly improve the performance of its ovens while reducing the energy impact.

Every day, our team of engineers, designers, chemists, physicists and software developers study new ways to further improve the energy performance of our ovens by working on 4 fundamental pillars:

- insulation solutions
- motor efficiency
- the design of the oven
- the intelligence of the oven





### **The insulation solutions**

Identifying efficient solutions allows you to maintain the set temperature inside the cooking chamber, minimizing the dispersion of heat to the outside. All of our certified ovens, combination and convection, are in fact designed and manufactured with the use of excellent insulating materials to ensure the best possible thermal insulation, reduce waste of heat, while ensuring the best cooking performance.

### **The efficiency of the motor**

The motor is the beating heart of every professional oven. Every day our research and development team faces the challenge of making the motors of Unox ovens more and more efficient in order to reduce energy waste as much as possible, while maintaining excellent cooking performance. In fact, the Unox professional ovens are equipped with motors designed to heat up as little as possible during each cooking and reduce energy dispersion.

### **The design of the oven**

At Unox we devote a lot of importance to the design and planning phases of all our ovens, always studying innovative ways to make every single component more efficient to minimize any waste of energy. The intelligent design of the oven, together with the efficiency of the motor and the insulation solutions, allows you to effectively reduce any heat loss, while reducing energy consumption and CO2 emissions.

### **The intelligence of the oven**

The intelligent technologies of the Unox professional ovens allow you to have maximum control over water and electricity consumption, ensuring consistently uniform cooking performance.



An example of this is our STEAM.Maxi™ technology, a technology available for all our intelligent combi ovens, which, thanks to the use of controlled algorithms, allows you to manage the amount of steam present in the cooking chamber, reducing unnecessary energy waste.

The production of steam is an activity that requires a high amount of energy, so it becomes more essential than ever to have a technology available which, perceiving the amount of humidity present in the chamber (which includes the humidity contained in the food itself), blocks the production of steam when the cooking chamber is saturated.

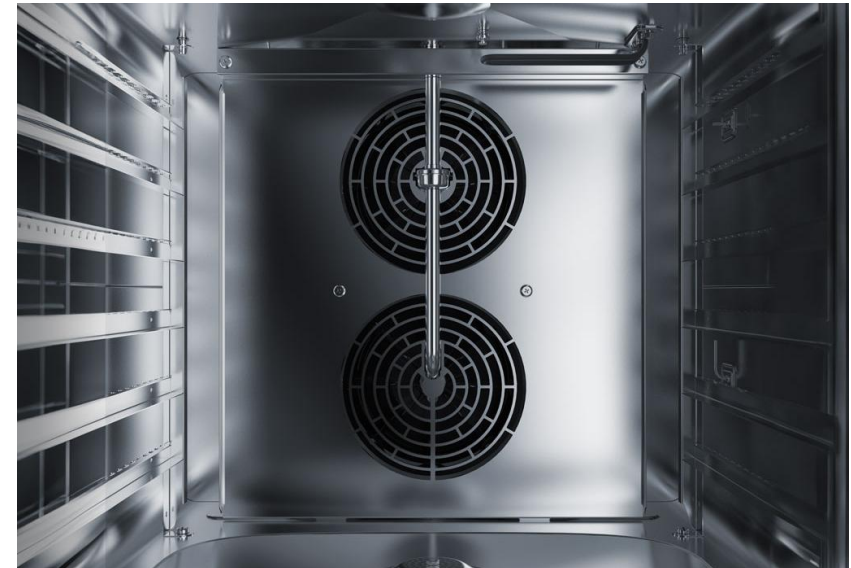
ENERGY STAR® is the voluntary certification that we use as our performance tracking system. ENERGY STAR® standards give us a set of rules and KPIs to measure, every day, our products environmental impacts.

ENERGY STAR® certification requires manufacturers to be tested in an EPA-recognized laboratory and analysed by an

EPA-recognized certification body: convection ovens are tested in two modes, full load and empty with standard parameters (177°C and 0% humidity), while combi ovens are also tested in two additional modes:

- full load at 100°C and 100% humidity;
- full load at 177°C and 0% humidity;
- empty at 100°C and 100% humidity;
- empty at 177°C and 0% humidity.

For each test performed on the oven, we analyse the thermal insulation, the efficiency of the motor in energy terms as well as the ability of the product and the materials present in it to reset the thermal bridges are analysed.





ENERGY STAR® standards are the methods and the set of target KPIs we use everyday to measure our improvements in reducing our products environmental impacts. Every year we set ourself the goal to obtain ENERGY STAR® certification on more products of our range.

A mandatory specification for every new product development project is to meet of the ENERGY STAR® requirements if the product category exist. Considering that Unox is an innovation driven company, quite often there is not a category that could include our new product.

Unox is actively engaged in improving the global energy efficiency standards in our industry, working together with our competitors in the EPA and ENERGY STAR® technical committee. We have a constant relationship with the ENERGY STAR® related technical committee that allows us to be informed about the actions that have to be taken. We are also involved, together with our competitors, in the process of "raising the bar" when it comes to set energy efficiency target for our industry.

We are actively engaged to obtain the creation of ENERGY STAR® product categories and related energy efficiency standards in order to reduce regulatory gap and create standards and metrics also for innovative/new products.

This is what distinguishes us and today makes us the company that produces the largest number of ENERGY STAR® certified professional electric ovens and professional gas ovens. This important result is a testament to the constant attention that we at Unox have always placed towards the environment and the commitment that, for over 30 years, we have put into research and development of intelligent solutions that respond to the daily challenges of professional cooking and pastry.

### What is ENERGY STAR® certification?

ENERGY STAR® is a voluntary American government program born in 1992 from the joint efforts of the US Department of Energy (DOE) and the US Environmental Protection Agency (EPA) with the aim of encouraging manufacturers of a wide range of technologies and electrical appliances to take energy efficiency into account when designing their products. Given the growing sensitivity of various consumers and professionals regarding issues related to environmental respect and the abatement of CO2 emissions, the various manufacturing companies have long understood the importance of offering various customers products that promote respect for the environment and that can guarantee lower energy consumption. It therefore becomes very clear that owning a large number of ENERGY STAR® certified products is a fundamental competitive tool that can make a difference.

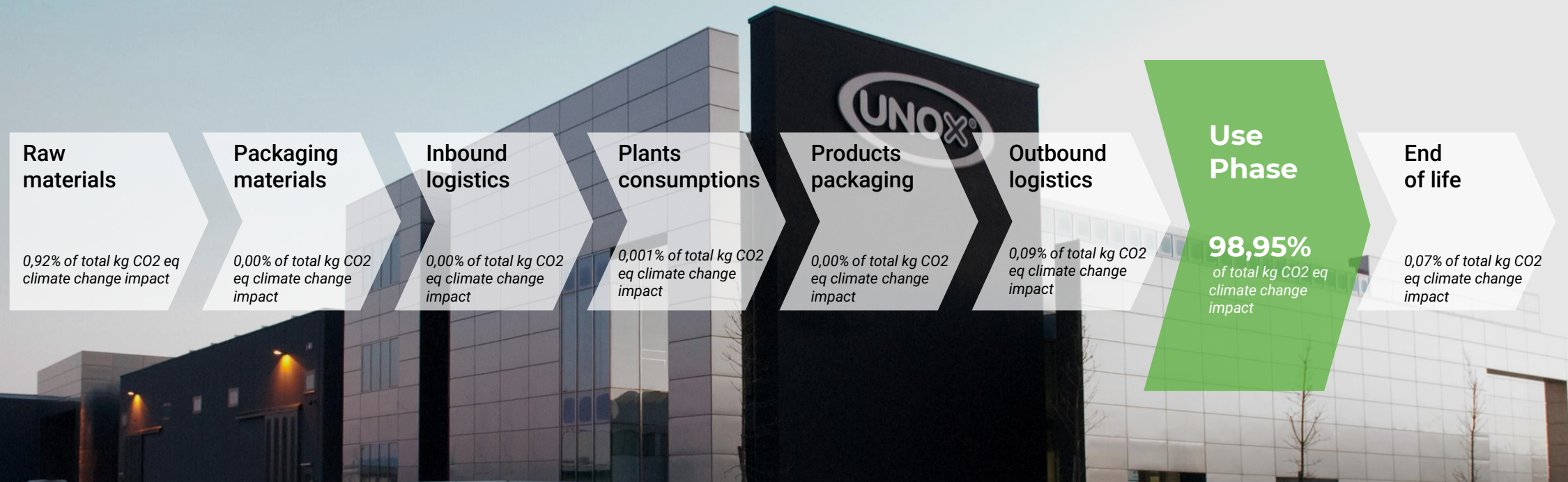
### ENERGY STAR® certification for electric and gas ovens for professional use.

The ENERGY STAR® label is present on more than 75 different product categories including one relating to "professional ovens," which contains two sections: one relating to combi ovens and one relating to convection ovens. Before they can affix the ENERGY STAR® label to their products, manufacturers must agree to have them tested in an EPA-recognized laboratory and analysed by an EPA-recognized certification body - convection ovens are tested in two modes, at full load and empty with standard parameters (177 °C and 0% humidity), while the combi ovens are also tested in two further modes, at full load and empty at 100 °C and 100% humidity.

# Lifecycle Assessment

The search for increasingly innovative technological solutions, that allow not only efficiency of cooking processes but also a real improvement from the point of view of energy consumption, is a constant mission for us at Unox. As one of our corporate choices, we have always preferred to keep and integrate the production chain in-house by taking care of the production of all components and the subsequent assembly of the ovens, all within an area that does not exceed 4 km. Thus, by minimizing incoming logistics and working with self-produced sustainable energy, we were able to reduce the impact of our value chain. The results of our effort to produce in-house ovens and

components and reduce our carbon footprint are evident when looking at our CHEFTOP MIND.Maps™ PLUS 7 trays' oven Life-cycle Analysis (LCA). Only 1% of our products' carbon footprint is produced in the stages from raw materials to product distribution. Almost 99.0% of the emissions are generated during use phase, so while we continue working on the decarbonisation of our own operations, we need to help our customers achieve a net-zero kitchen. Regarding end of life, on average our product are made of: 73% steel & iron, 14% glass, 6% plastics, 7% electronics. We are strongly committed to promoting proper recycling as part of our producer responsibility. We also invest every day in inventive designs that allow material reuse, save energy and water.



Unox operates in the foodservice equipment industry. Food processing is an energy intensive process.

To give you an idea of the proportions of the impact of food related activities, if we compared the global CO2 emissions to the planet earth surface (509 millions km<sup>2</sup>), then food related emissions would proportionally have the side of all the land surface on planet earth, while emissions related to food processing would have the size of Brazil.

In this example, Unox Group's Scope 1 and 2 (market-based) emissions, amounting to 2,463 tCO<sub>2</sub>e, would have a size comparable to Piazza San Marco in Venice.

As a kitchen equipment manufacturer, while we continue working to reduce the impact of our operations, we also have the responsibility to design technologies that help minimize the negative environmental impact of professional kitchens.

### Unox Carbon CO2 emissions vs Global Food Processing emissions

<b>Unox scope 1 and 2 (market-based) emissions</b> <b>2,463 tonnes of CO2 equivalents</b>	Piazza San Marco in Venice	
<b>Food processing emissions</b> <b>564.8 million tonnes of CO2 equivalents</b>	Brazil surface	
<b>Food related emissions</b> <b>14.1 tonnes of CO2 equivalents</b>	Land surface on planet earth	
<b>Global emissions</b> <b>52.3 billion tonnes of CO2 equivalents</b>	Planet earth surface	

Source: our world in data.

## Use phase impact of combi ovens vs traditional cooking equipment

In addition to an updated Lifecycle Analysis (LCA) for our CHEFTOP MIND.Maps™ PLUS 7 trays oven, we reported in chapter 4 our Scope 1 (direct emissions from our facilities) and Scope 2 (purchased electricity, heat, etc. for our facilities) emissions resulting from global operations. This information is not only important to benchmark our performance against other manufacturers but is also the first step to track progress as we continue to work to decarbonize our own operations.

In this section we will report the use-phase emissions of our ovens.

As highlighted in our latest LCA, the use phase of our products produce almost 99% of its lifecycle environmental impact.

For us at Unox it is therefore a mission to reduce the Use phase impact of our ovens.

Cooking is an energy-intensive process. Cooking in an oven is one of the most energy efficient ways of performing that process.

One might believe that using pots, pans, steamers and grills means consuming less, but it's not the case. Cooking with an oven reduces heat loss, which results in less energy being wasted during cooking processes.

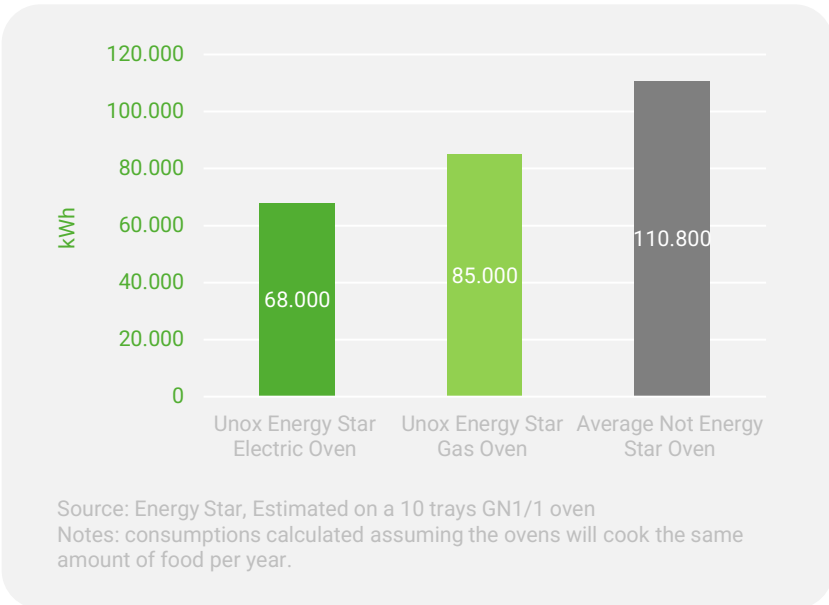
One of the solutions for foodservice professionals to reduce the cost in the bill and adopt a sustainable attitude towards the planet, can be to replace their equipment using more advanced and efficient tools that allow them to reduce waste and ensure real savings.

To this end, working with an ENERGY STAR® certified professional oven can really prove to be the right choice to achieve real savings in terms of consumption.

The Energy Star data provides us with a useful indication of the energy savings that a restaurant could make by including an ENERGY STAR® certified Unox CHEFTOP MIND.Maps™ PLUS oven in its kitchen.

### Ovens Use Phase | Average consumptions generated in 10 years

Energy Star vs Not Energy Star



An Unox electric Energy Star Oven can save up to 38,6% of energy if compared to a not Energy Star Oven.

The data in the chart consider the average consumptions generated to produce the same amount of food in 10 years,

but when looking at Idle state, the Unox Energy Star Oven can save up to 59% of the energy. [Idle is the consumption of energy when the oven is ready to be used, but not cooking].

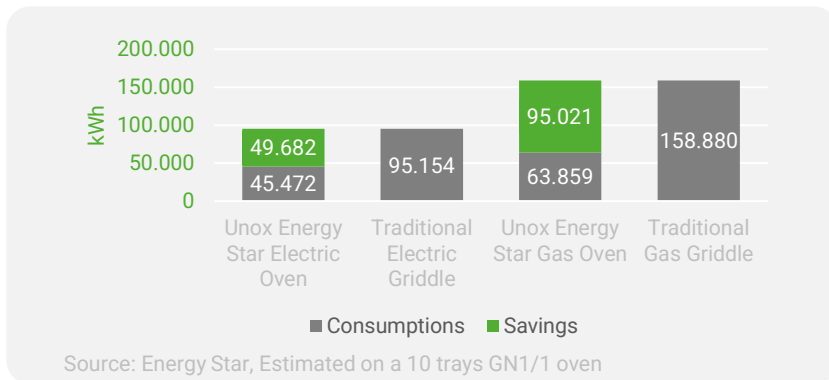
Idle consumptions are very important when looking at users behaviours. In a professional kitchen quite often, the oven is left empty at a set temperature for hours during the service (could be 180°C or 200°C) in order to have it ready to be used avoiding pre-heating time when customers are waiting.

A professional combi oven can be used for multiple cooking techniques, not only baking. It can also perfectly perform roasting, steam cooking, air frying and grilling.

If compared with other Energy Star equipment used for roasting, steaming, frying and grilling we can realize that using a Unox CHEFTOP MIND.Maps™ PLUS oven can save a lot of energy.

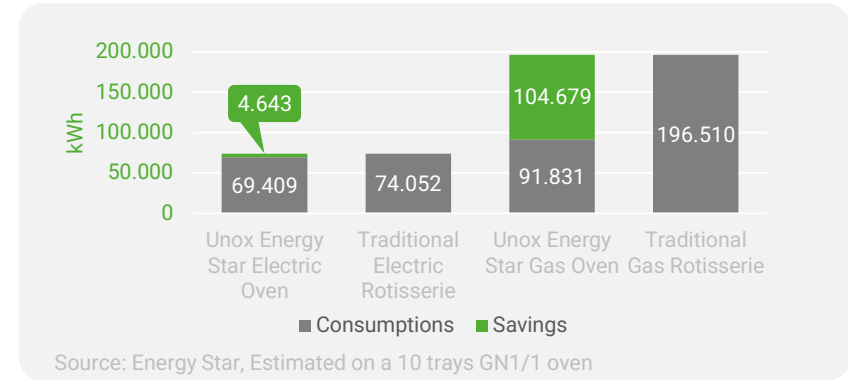
### Ovens Use Phase | Average consumptions generated for grilling 50 kg of food per day for 10 years

Unox Energy Star Ovens vs Griddle



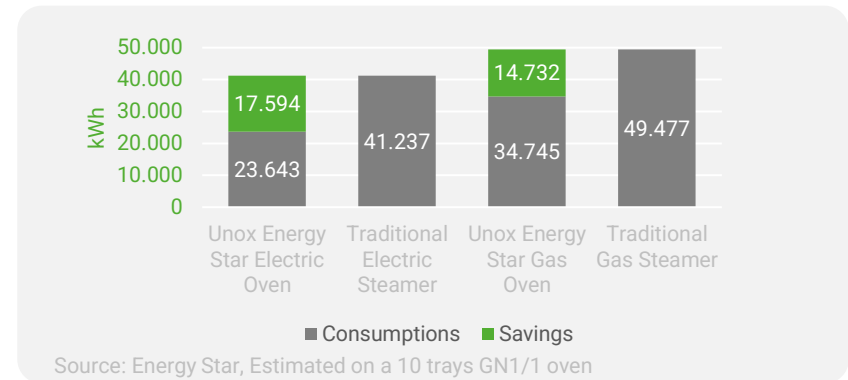
### Ovens Use Phase | Average consumptions generated for roasting 50 kg of food per day for 10 years

Unox Energy Star Ovens vs Rotisserie



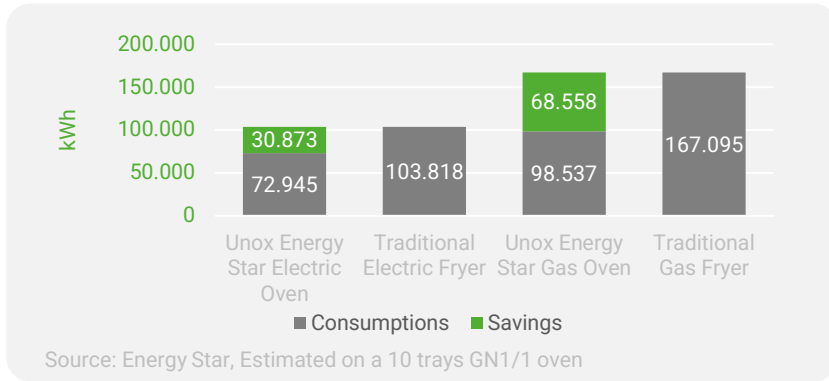
### Ovens Use Phase | Average consumptions generated for steaming 50 kg of food per day for 10 years

Unox Energy Star Ovens vs Steamer



### Ovens Use Phase | Average consumptions generated for frying 50 kg of food per day for 10 years

Unox Energy Star Ovens vs Fryer



An oven is basically an “hot box” that, if properly insulated, can preserve heat inside.

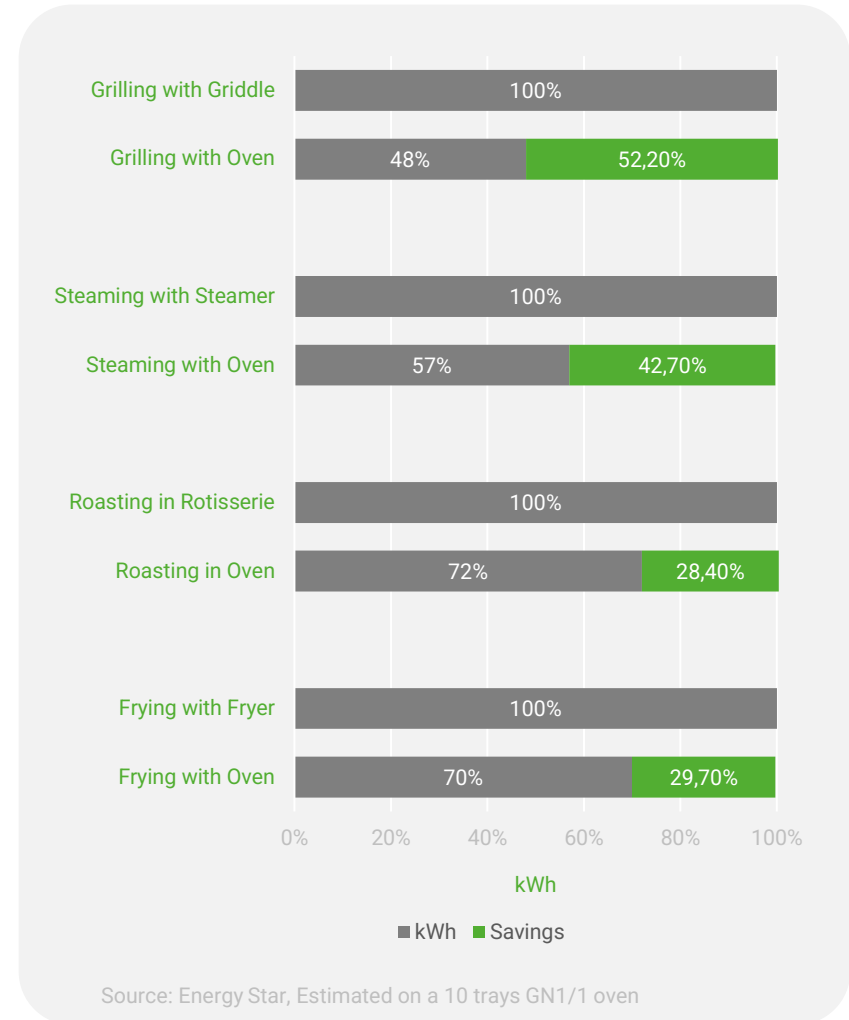
When compared with other cooking equipment, cooking in Combi Ovens can save from 28% to more than 50% of the energy.

The best way we can reduce the emissions generated in our value chain is to address the Use Phase and sell as many Energy Star® Oven as we can to our customers, substituting less energy efficient cooking technology.

Looking at current energy consumption in a professional kitchen is not enough, we also need to evaluate the potential impact in the future. After reducing consumptions of our ovens as much as possible, we also need to consider the CO2 eq impact.

### Ovens Use Phase | Average savings generated in 10 years when substituting other cooking equipment with an Unox Energy Star Oven

Unox Energy Star Ovens vs other equipment



The carbon footprint of gas ovens remains the same year after year, but for electric ovens, it will improve every year as the electricity generation will become “greener” over time with the addition of cleaner energy sources to the grid.

Global electric grids are getting greener!

Every time a foodservice professional cooks with a Gas oven, CO2 is produced. When cooking with an electric oven no CO2 will be produced, but according with the electric energy grid mix of every country, some CO2 has been generated to produce and provide that energy.

When comparing Gas Ovens and Electric Ovens direct + indirect emissions in some countries with high % of fossils fuels in the grid mix, one could think that the impact of Gas Ovens is lower. But this does not consider the grid evolution.

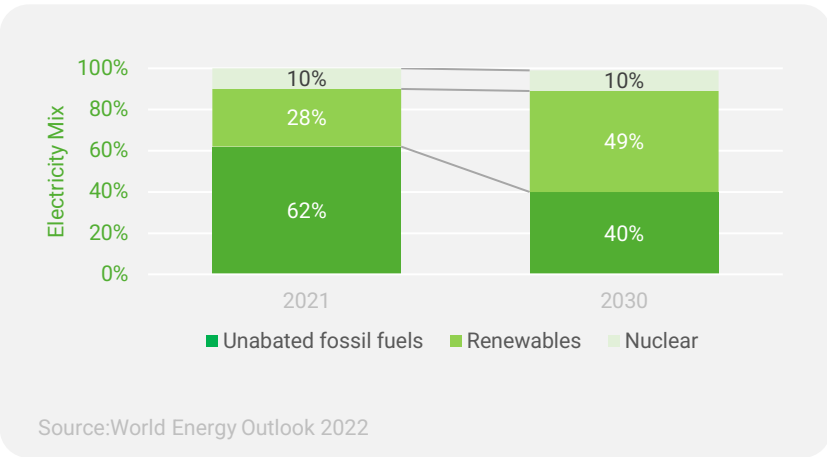
According with the World Energy Outlook 2022 low-emissions sources of electricity, led by renewables, are poised to overtake fossil fuels by 2030.

Therefore, while the carbon footprint of gas ovens remains the same year after year, for electric ovens it will improve every year as the electricity generation will become “greener” over time with the addition of cleaner energy sources added to the grid.

Even today, choosing to power an electric oven with power produced using 100% renewable sources allows to achieve NET ZERO emission immediately, while it will never be possible to achieve NET ZERO by choosing a gas oven that will always emit some eCO2 to operate.

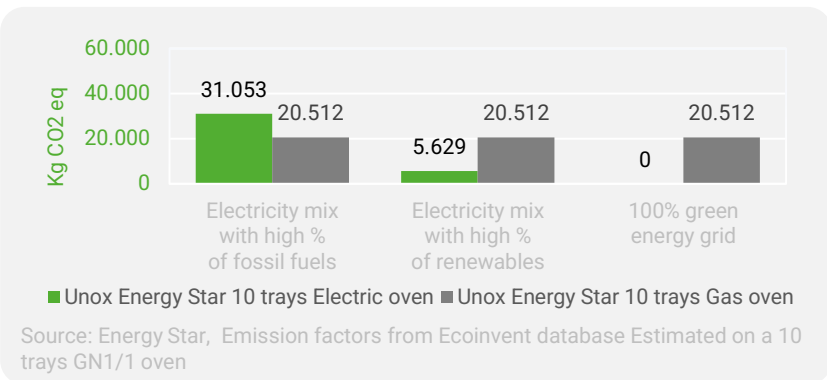
This is why we are promoting electric ovens over gas ovens with our customers, for example highlighting on our website the CO2 direct emissions.

### Global electricity mix evolution



### Ovens Use Phase | Direct and indirect average CO2 eq emissions in 10 years

Electric Oven vs Gas oven

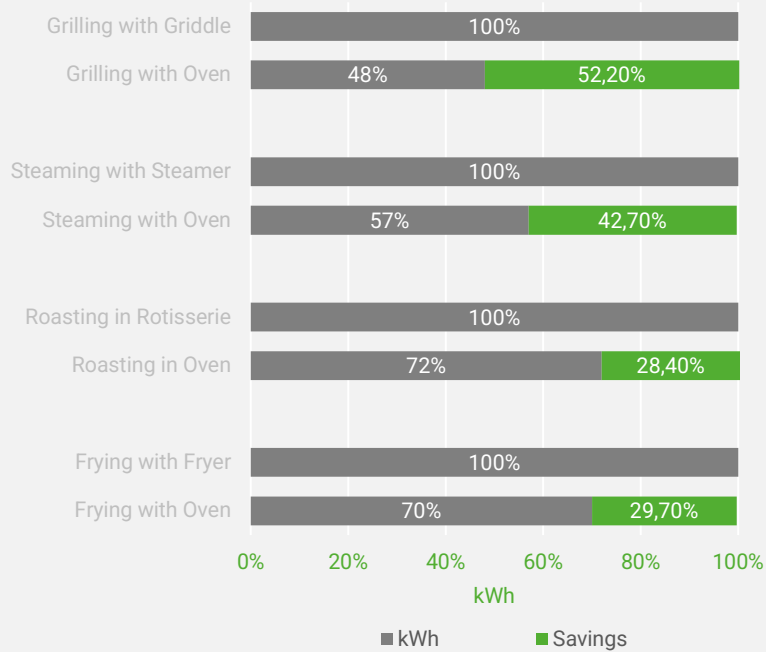


# Envisioning a Net Zero Kitchen

Our guideline for foodservice professionals

## Ovens Use Phase | Average savings generated in 10 years when substituting traditional cooking equipment with Unox Energy Star Ovens

Unox Energy Star Ovens vs other equipment



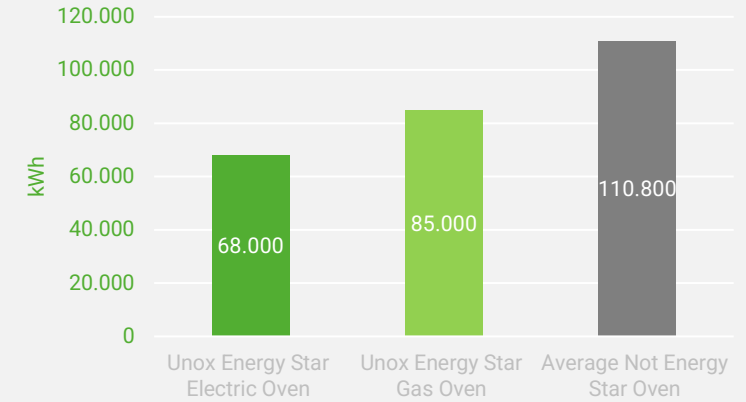
Source: Energy Star, Estimated on a 10 trays GN1/1 oven

1. Prefer Unox ovens over other cooking equipment.

2. Choose an Unox Energy Star® oven.

## Ovens Use Phase | Average consumptions generated in 10 years

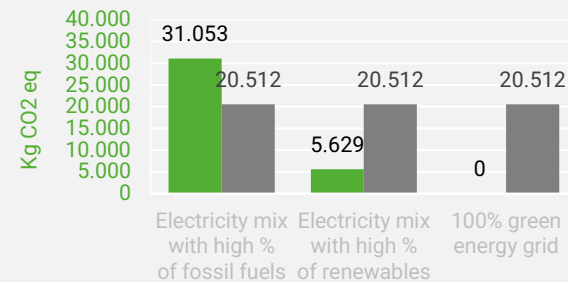
Energy Star vs Not Energy Star



3. Go Electric!

## Ovens Use Phase | Direct and indirect average CO2 eq emissions in 10 years

Electric Oven vs Gas oven



■ Unox Energy Star 10 trays Electric oven ■ Unox Energy Star 10 trays Gas oven



When designing a professional kitchen many cooking appliances are involved, and quite often that decision will have a big impact on the carbon footprint of the business. How can foodservice professionals reduce the environmental impact of their kitchen?

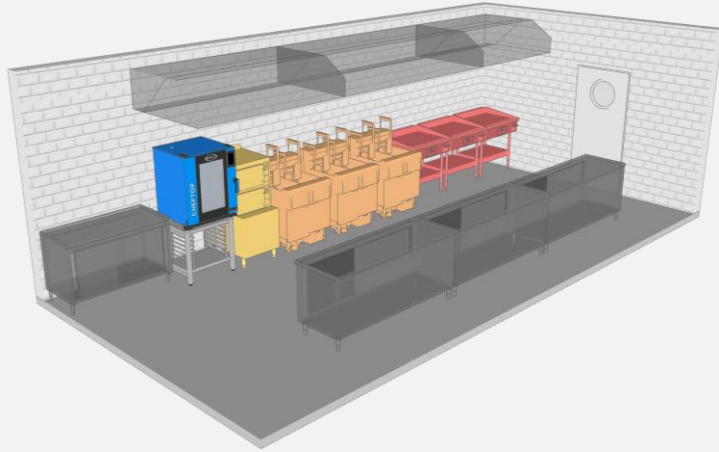
As highlighted in the previous section, data can suggest us some best practice:

- Choose Unox ovens over traditional cooking equipment;
- Choose an Unox Energy Star® Oven;
- Go electric.

In the following examples we can see how the same kitchen can be redesigned using Unox Energy Star® Ovens and partially substituting other equipment, generating a relevant reduction in the carbon footprint.



Example 1: 10 years consumptions benchmark in a kitchen that produce 800kg of food per day

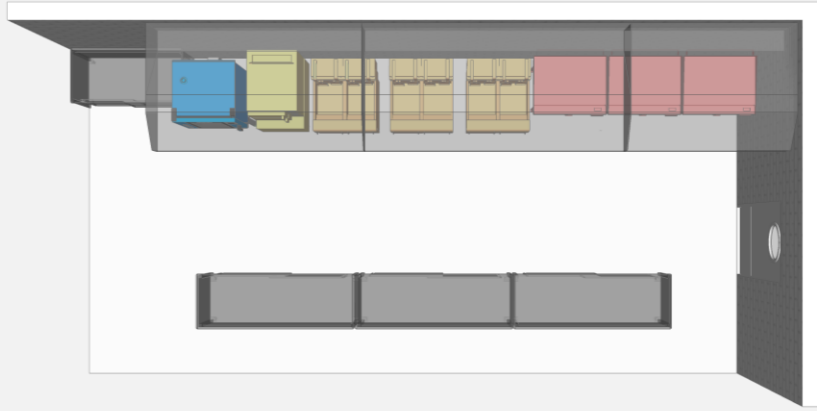


**Before:**  
3 Griddle  
3 Fryers  
1 Steamer  
1 Unox Oven

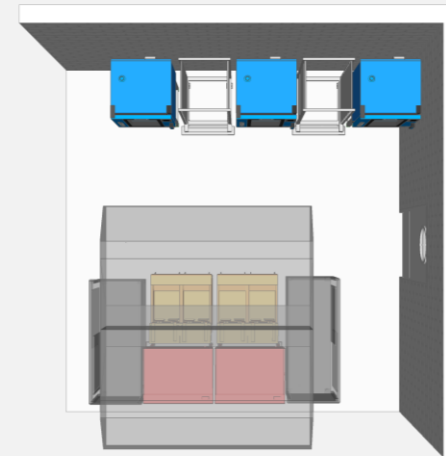
OUR IMPACT  
Same production capacity:  
**-15.6% energy  
consumption**

**After:**  
2 Griddle  
2 Fryers  
3 Unox Oven





**Before:**  
3 Griddle  
3 Fryers  
1 Steamer  
1 Unox Oven

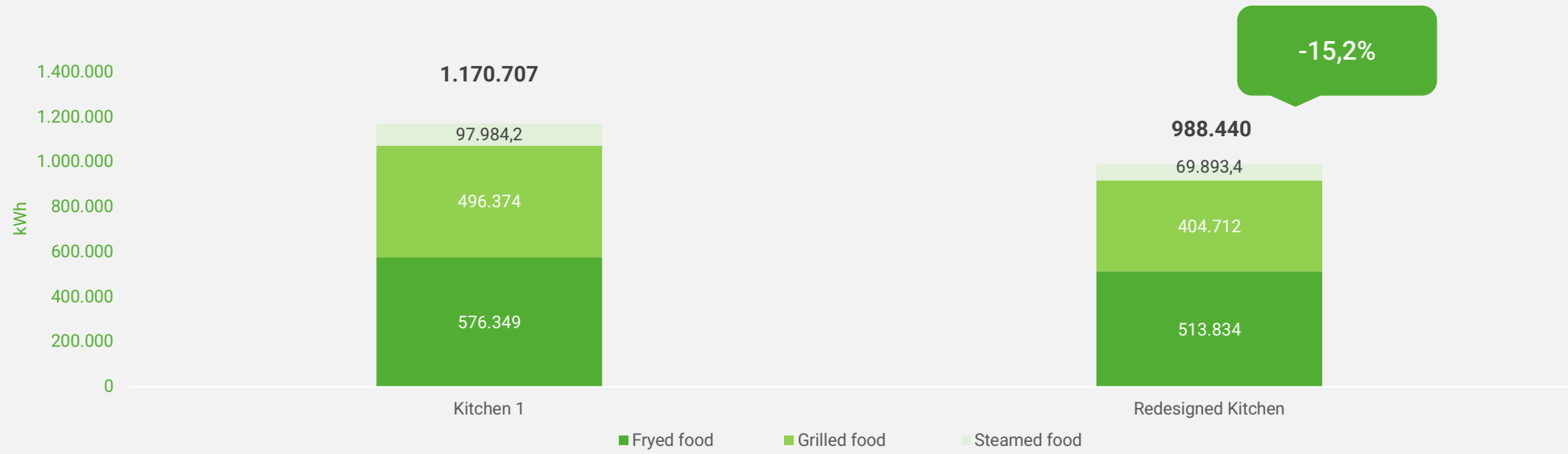


**After:**  
2 Griddle  
2 Fryers  
3 Unox Oven

OUR IMPACT  
Same production capacity:  
**-68.5% of footprint**

### Example 1: 10 years consumptions benchmark in a kitchen that produce 800kg of food per day

Kitchen re-designed with Unox Energy Star® ovens vs Kitchen with traditional cooking equipment

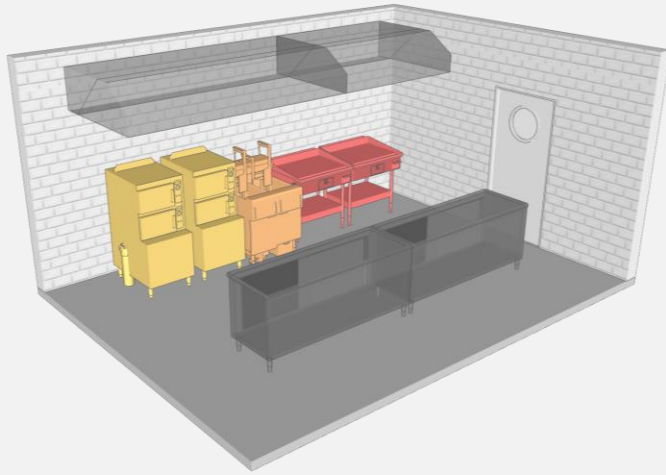


Kitchen 1	Re-designed Kitchen
1 Unox Oven	3 Unox Oven
3 Griddle	2 Griddle
3 Fryers	2 Fryers
1 Steamer	

Source: Energy Star

Notes: Consumptions estimated on a 10 trays GN1/1 oven assuming the following production per day: 300 kg of fried food, 200 kg of steamed food and 300 kg of grilled food.

### Example 2: redesign a kitchen that produce 400kg of food per day

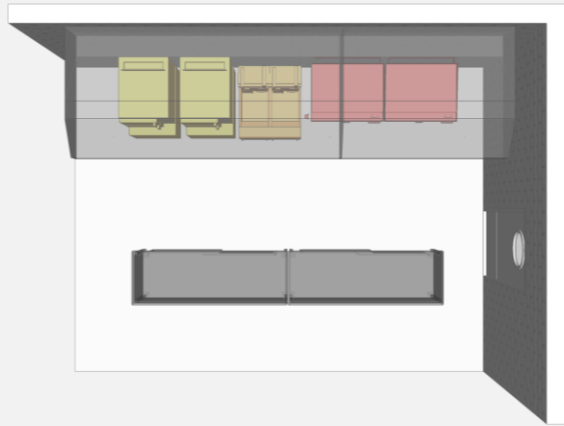


**Before:**  
2 Griddle  
1 Fryers  
2 Steamer



**After:**  
1 Fryers  
2 Unox Oven

OUR IMPACT  
Same production capacity:  
**-37.8% energy consumption**



**Before:**  
2 Griddle  
1 Fryers  
2 Steamer

OUR IMPACT  
Same production capacity:  
**-46% of footprint**

**After:**  
1 Fryers  
2 Unox Oven



**Example 2: 10 years consumptions benchmark in a kitchen that produce 400kg of food per day**  
 Kitchen re-designed with Unox Energy Star® ovens vs Kitchen with traditional cooking equipment



Kitchen 2	Re-designed Kitchen
	2 Unox Oven
3 Griddle	
3 Fryers	1 Fryer
1 Steamer	

Source: Energy Star

Notes: Consumptions estimated on a 10 trays GN1/1 oven assuming the following production per day: 100 kg of fried food, 100 kg of steamed food and 200 kg of grilled food.

## Envisioning a safer kitchen

Foodservice kitchens are the bustling hubs where culinary delights are crafted, but behind the scenes, there are hidden health risks that kitchen operators face, especially when it comes to traditional frying methods.

In the fast-paced world of foodservice, frying is a common cooking method that's loved for its ability to create delicious, crispy dishes. From crispy chicken to golden french fries, deep frying is a culinary technique cherished worldwide. However, what many people don't realize is that this seemingly harmless cooking method can pose significant health risks, especially for the operators working tirelessly in commercial kitchens. The use of hot oil in frying can be not only dangerous but also carcinogenic for those working tirelessly in these environments.

At the heart of the issue is a chemical compound called acrylamide. Acrylamide is formed when certain foods, particularly starchy items like potatoes, undergo high-temperature cooking methods such as frying. It's created through a complex reaction between sugars and amino acids known as the Maillard reaction, which gives fried foods their enticing golden colour and unique flavour.

Acrylamide is not only responsible for the desirable taste of crispy snacks but is also classified as a Group 2A carcinogen by the International Agency for Research on Cancer (IARC). This classification indicates that acrylamide is "probably carcinogenic to humans." While this may sound alarming, it's important to understand the risks involved, especially for those working in foodservice kitchens.

Foodservice kitchen operators are at the forefront of culinary

creativity, and their work often involves prolonged exposure to hot oil and the production of fried foods. Here's why this exposure can be problematic:

- **Inhalation:** Cooking with hot oil generates acrylamide-laden fumes. Kitchen operators can inhale these fumes, potentially leading to respiratory issues, including lung cancer.
- **Dermal Exposure:** Frequent contact with hot oil can result in skin absorption of acrylamide, which has been linked to skin and thyroid tumors in animal studies.
- **Cumulative Exposure:** Kitchen staff are often exposed to acrylamide for long periods throughout their careers, leading to cumulative exposure levels that may increase the risk of health problems.

Despite the risks, it's possible to minimize the dangers associated with frying in foodservice kitchens exploring

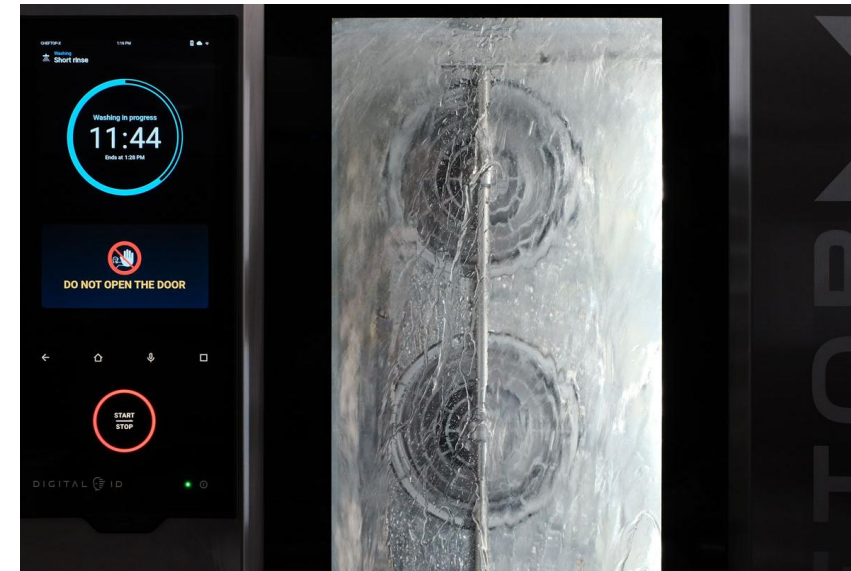




alternative cooking methods that produce less acrylamide, such as air frying, baking or steaming. Air frying has gained popularity for its ability to deliver the crispy goodness of fried foods without the associated health risks.

Combi ovens, renowned for their versatility and efficiency, offer a safer alternative to traditional frying in foodservice kitchens. Here's why they're becoming the go-to choice:

- **Reduced Oil Usage:** Air frying in combi ovens requires significantly less oil or, in some cases, no oil at all. This substantially lowers the calorie content and unhealthy fats in dishes while preserving the crispy texture and flavour.
- **Minimal Health Risks:** Air frying in combi ovens significantly reduces the formation of acrylamide and other harmful compounds, making it a safer choice for kitchen operators.
- **Combi ovens are user-friendly** and minimize the risk of accidents associated with handling hot oil. Operators can work in a safer environment with reduced potential for burns and injuries.
- **Cleaner Kitchen Environment:** Air frying in combi ovens produces fewer cooking fumes and odors compared to traditional frying, creating a more pleasant and healthier workspace.
- **Versatility:** Combi ovens are incredibly versatile, capable of air frying, baking, roasting, steaming, and more. This versatility allows chefs and kitchen staff to explore a wide range of culinary creations.
- **Time Efficiency:** Combi ovens often cook food faster than traditional frying methods, which can be a significant advantage in fast-paced foodservice kitchens.



- **Energy efficiency:** as highlighted in the previous sections, air frying in an Unox MIND.Maps™ Energy Star oven save up to 30% of the energy necessary to fry the same amount of food in a traditional fryer.

Frying is a beloved cooking technique that adds a delicious touch to countless dishes. However, the health risks associated with acrylamide exposure cannot be ignored, especially for foodservice kitchen operators who are exposed to these dangers daily.

Embracing air frying in combi ovens is not only a safer alternative but also a culinary evolution. It reduces health hazards, promotes a healthier workplace, offers a world of culinary possibilities and is more sustainable and energy efficient. As we strive to create delicious dishes, let's also prioritize the well-being of the kitchen professionals who make it all possible.

## Envisioning a stress-free kitchen

Research shows that as many as four in five hospitality professionals have experienced mental health difficulties in their career, yet almost half (46%) would not feel comfortable talking about it with their colleagues.

Unox has backed efforts to eradicate the stigma around mental health in hospitality by becoming The Burnt Chef Project's first Equipment Supply Partner.

The Burnt Chef Project is a not-for-profit social enterprise that helps to raise awareness, provides support and delivers tailored educational programs to those across the industry. At Unox, we are committed to supporting our customers, colleagues and our team, by raising awareness of the challenges and helping to remove the stigma around mental health issues.

Working in the foodservice and hospitality industry can be highly rewarding, but also notoriously tough – something that can have a significant impact on the mental health of operators and those in the wider supply chain.

To further support mental health awareness in the hospitality industry, UNOX UK partnered with The Burnt Chef Project in an extraordinary fundraising effort. On June 29th, 2024, a team of 25 climbers undertook the challenge of carrying a 140 kg CHEFTOP-X™ combi oven up Ben Nevis, overcoming extreme conditions to raise over £22,000 for mental health support services. This initiative highlights UNOX UK's commitment to breaking stigma, fostering community and ensuring hospitality professionals have access to vital resources like counseling, training and safe spaces for wellbeing.



Anyway, continued support for The Burnt Chef Project is not enough to address such a big social problem, so we asked ourselves: how can a kitchen equipment manufacturer help ease the Great Resignation reducing the stress in the kitchen?

One of the biggest issues we've seen in the post-pandemic foodservice industry is labor loss. But as much of a challenge as this has been, the ever-shrinking labor pool gave rise to a more insidious issue within the industry: chef burnout. According to a 2021 study by The Limeade Institute, 52% of hospitality and foodservice workers cited burnout as the top reason for quitting their job between late 2020 and early 2021. Among those surveyed, 28% were so dissatisfied with their jobs they left without having another job lined up. What's behind the Chef burnout?

Since the pandemic's recovery, it hasn't been uncommon for chefs, sous chefs, line cooks, prep cooks, and everyone else



in the back of the house to pull double duty, sometimes even triple duty, due to understaffed kitchens and the slow recovery of the foodservice labor force. This has led to an unprecedented rise in industry workers reporting feeling overwhelmed, overworked and burned out.

As foodservice operators continue to look for new and innovative ways to drive success in the post-pandemic world, they're also beginning to look for out-of-the-box solutions to help ease their team's workload. One such solution is the EVEREO® by Unox, a hot food preserver that can drastically cut prep times, practically eliminate wait times and shrink food waste to a minimum.

Best of all though, the EVEREO® supports every restaurant's most valuable resource: its people. Understaffed Kitchens need to work smarter, not harder. Anyone who has worked in foodservice is likely familiar with a

hot holding cabinet and its purpose. You cook food ahead of time, hold it in the hot box a few hours before service and then when you get slammed by the lunch or dinner rush, you've got hot food ready to go. The drawbacks to these commercial holding cabinets are just as well-known. They're a pain to monitor and maintain, there's very little control over humidity levels, and let's be honest...some foods are simply inedible after being held in them for more than an hour.

EVEREO® thinks outside the hot box. Where traditional restaurant holding cabinets can only hold hot food for a few hours before the food's quality is compromised, EVEREO® raises the bar to a whole new level by allowing operators to hold hot food safely for up to 3 days – without sacrificing quality.

Not an ordinary holding cabinet: How Does EVEREO® Work? It may sound like science fiction, but EVEREO®'s power actually makes perfect sense once you understand the technology behind it. Service Temperature Food Preserving is an innovative, patented technology developed by Unox and the University of Parma that allows the EVEREO® to function almost like a "hot fridge," achieving the same goal as cold food preservation, except using a safe level of heat instead of cold.

When used alone, the EVEREO® can be used to hold hot food in open or unsealed trays for up to eight hours. When used in combination with the UNOX MULTI.Day Hot Vacuum Pump, hot food can be sealed inside special trays and held in the EVEREO® for up to 72 hours.

EVEREO® holds food at a temperature above the bacterial growth range, which means food that stays in the EVEREO® is just as safe, and may be safer, than food held in a refrigerator or freezer and then reheated. This is because rethermalized food must pass through the bacterial "danger zone" not once, but twice: Once when the food is being chilled and again when it is being reheated. With EVEREO®, the food

stays at service temperature until it is served, avoiding risk of bacterial proliferation.

Extremely precise temperature and humidity controls allows the operator to fine-tune the atmosphere in the chamber, and EVEREO®'s intuitive programming automatically suggests specific settings depending on the type of food and the temperature of the food when it is put inside. These features allow EVEREO® to hold hot food for extended periods of time without the food losing quality. Organoleptic features such as texture, colour, aroma and taste are protected in the EVEREO®, thanks to the sophisticated controls.

New challenges need new solutions.

Imagine what a machine like this could do for an understaffed restaurant kitchen. Imagine being able to let your head chef prepare large quantities of food ahead of time and quickly



finish each dish as it is ordered with less stress and less time. Imagine the executive chef at a busy hotel being able to batch cook meals for a banquet, wedding or corporate dinner up to three days ahead, allowing them more time to focus on other aspects of the job without worry.

Imagine a piece of foodservice equipment that reduces or even eliminates food waste, saving money and boosting profits. That could mean a redistribution of funds to help hire extra staff, support wage increases or other ways to benefit the kitchen staff's work-life balance.

Is EVEREO® Really Safe?

The EVEREO® hot food preserver, as well as the MULTI.Day Pump, meets all industry food safety standards. In fact, both products recently earned the distinction of being certified by HACCP International, a world-renowned organization specializing in the certification of food safe equipment.

In addition to this impressive distinction, EVEREO® has also taken home the Kitchen Innovation Award for 2020, the Gold Winner Award for the Commercial Kitchen Show 2019, and several more awards over the last five years. The data is in. Burnout is a real threat to the foodservice industry. Now is the time to find solutions that are outside the (hot) box.



## Envisioning a zero-waste kitchen

According to the "World Wildlife Fund", food waste contributes to almost 10% of the world's CO2 emissions and, according to "Feeding America", 40% of food waste comes from restaurants, workshops, grocery shops and food companies. Minimising these types of waste often seems a difficult task: but what if it were possible to reduce this waste to zero?

The traditional foodservice process requires to cook in advance what can be prepared and stored, according with the expected amount of customers and cook à la carte during service only products that can't be preserved once cooked.

Service time is the most stressful moment in a kitchen, and quite often, in order to reduce the risk to have a lack of food and to be overwhelmed during service, chefs tend to prepare extra food. According with a study from LeanPath 51% of the foodservice waste is due to overproduction.

Data shows that overproduction of food is the leading cause of wasted food in foodservice operations. A lack of visibility into how much of a given food item is often consumed keeps kitchens producing amounts that they believe are appropriate, but are actually more than what is needed. Buffets are a prime source of overproduction.

Poor planning and overproduction are among the main reasons for the high amount of food discarded in food services industry every year.

Thanks to Unox innovative "hot preservation" technologies, foodservice operators' preparations can now be preserved for up to 3 days at serving temperature without compromising

taste and appearance. Serve tomorrow what is not sold today, eliminating waste and increasing profits.

EVEREO® from Unox represents the world's first hot fridge: a patented, state-of-the-art hot food preservation system with the very latest technology that helps to deliver convenience and efficiency in a professional kitchen, whilst minimising food waste.

By its very design, EVEREO® gives a chef the ultimate decision of when and where to cook their food. Offering the ability to pre-prepare complex dishes during quieter periods or in prep kitchens, EVEREO® preserves hot food at its ideal serving temperature for up to 72 hours. Holding dishes above temperatures at which bacteria thrive, whilst maintaining quality, texture and taste, EVEREO® is able to guarantee safety and support busy kitchens to maintain service standards.

Used in conjunction with MULTI.Day Bags and Trays, EVEREO® enables operators to serve just the right portion at the point of order, significantly reducing wait times and supporting a more sustainable kitchen.

According to our customers' use cases, EVEREO® alone can speed up the service time and dramatically reduce food waste. But how can we envision a zero-waste kitchen?

To achieve this goal we need to ask our customer to revolutionize their processes and embrace the concept of Hyperaccelerated Foodservice.

Consumers expectations are getting higher, they want good quality food served in very short time. Anyone who has worked in foodservice industry know that to meet consumers expectations food needs to be prepared in advance, but also that the best quality food must be served right after cooking.

After more than 30 years of continuous investment in the research and development of cutting-edge solutions in the world of professional ovens, always trying to overcome the limits imposed by the physical and technological capabilities of the most common cooking processes, we have launched the most revolutionary column of the Food Service panorama: SPEED-X™ + EVEREO®.

SPEED-X™ is the first oven in the world that integrates the technology of a combi oven with the power of microwaves and the convenience of automatic washing: an innovative high-tech oven capable of cooking a whole sea bass on a bed of potatoes in just 330 seconds, soft meat skewers in 240 seconds or tasty steamed broccoli in just 180 seconds. A perfect example of innovation, which did not go unnoticed and which resulted in a triple victory during the Red Dot Design Award 2022.

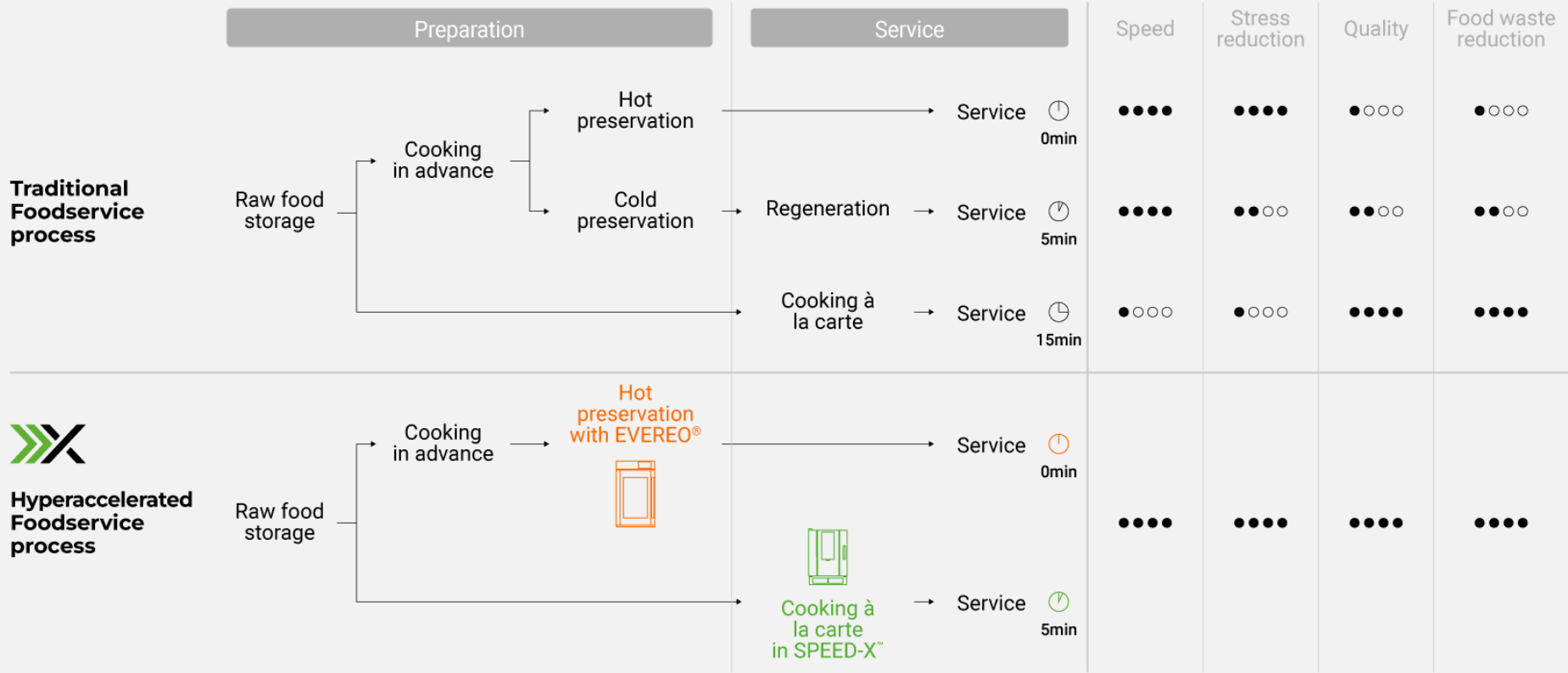
EVEREO® is our "hot fridge" unique to the market, which reduces service times and eliminates food waste thanks to the ability to store hot dishes for up to 72 hours, keeping the taste and organoleptic qualities intact.

The future is already a reality and it is hyperaccelerated: thanks to the use of an oven like SPEED-X™, all the dishes that normally require a cooking time of less than 30 minutes can be cooked and served in a few seconds. At the same time, however, all other courses that require longer times can be prepared in advance and, thanks to the EVEREO® hot food preservation system, stored at the correct serving temperature for up to 3 days in complete safety.

Our customers can now revolutionize the structure of their kitchen processes, this combo can hyperaccelerate service eliminating food waste and reducing the stress in the kitchen at the same time.



# Unox Hyperaccelerated Foodservice process vs Traditional Foodservice process





06 We are building the future



# 06. We are building the future: Unox City

SDG 6, SDG 7, SDG 8, SDG 9, SDG 11, SDG 13.



# Unox City

For more than three decades, our Group has invested deliberately and consistently in its home territory, choosing a development model rooted in the province of Padua even at a time when many companies were relocating production abroad.

This strategic choice laid the foundation for a vertically integrated industrial system that brings together all stages of the value chain, from metalworking and electronics to assembly, within just a few kilometers of Cadoneghe. This long-standing commitment gave rise to the vision that would later become Unox City, a small yet highly advanced industrial district designed to unify and connect the Experience Hub, the Logistic Hub, the Innovation Hub and the production plants, from Plant 1 through Plant 4 and extending to future sites such as Plant 5 and Plant 10.

Unox City is envisioned as an industrial and manufacturing center that integrates with the local community, promotes the well-being of our people and operates with full respect for the environment.

The first building to become operational, after a two-year renovation, was the Innovation Hub, the new center dedicated to research and development of our products.



# Unox Innovation Hub

Unox Innovation Hub has been completed in 2024 and covers an area of about 20,000 square meters of which:

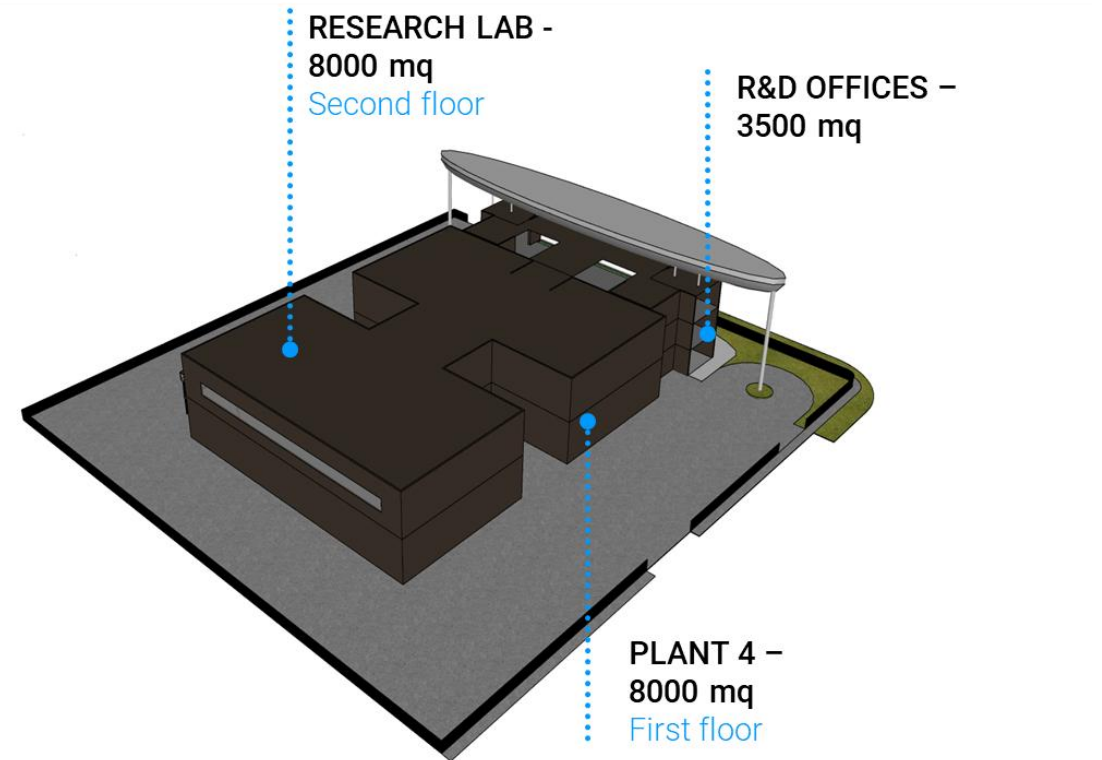
- 8k dedicated to the research, development and testing area
- 8k dedicated to plant 4 with the production area
- 3.5 for research and development offices.

Our labs have been upgraded: there are more than 20 working stations: idric, gas, mechanical, electronic and electrical labs, the prototype lab and the food digitalization lab: an innovative research center where we perfect cooking processes through the analysis of digitized food data to develop algorithms and technologies that can perfectly control any processes that concern food transformation and preservation, eliminating the food waste due to cooking tests.

The entire building has been converted to a sustainable mood.

The heating and air conditioning systems have been completely redesigned, using more sustainable solutions. Insulation including fixtures and blinds have been completely replaced for greater energy efficiency, and the car parking is equipped with charging zones for electric cars.

With the restructuring of the Innovation Hub and the Logistic Hub, we recognized an opportunity for development and growth. All the offices and workstations have been designed by our technical office to enhance team operativity, with a strong focus on wellness, ergonomics, sustainability, and state-of-the-art technological equipment. Although the production of tables and furnishings lies outside the company's core business, we are proud to say that some of these items are now 'Made by Unox.'





Unox City represents a transformative industrial development in Cadoneghe, spanning a total area of 130,000 square meters and conceived as a fully integrated ecosystem that unifies production, logistics and research and development activities within a single site. The project exceeds €100 million in investments and supports the long-term growth of the company, with the potential to accommodate up to 1,800 employees, more than double the current workforce based in the area.

This industrial hub has been intentionally rooted in its local territory, reinforcing Unox's commitment to maintaining all manufacturing, engineering and production processes within the province of Padua. By concentrating highly specialized group companies within a few kilometers of the headquarters, Unox City enables tightly coordinated operations, strengthens local supply chains and enhances the region's economic resilience.



Designed around a lean philosophy, the site operates as a city-like system in which flows, spaces and functions are synchronized to maximize efficiency and ensure a seamless transition from research to manufacturing.

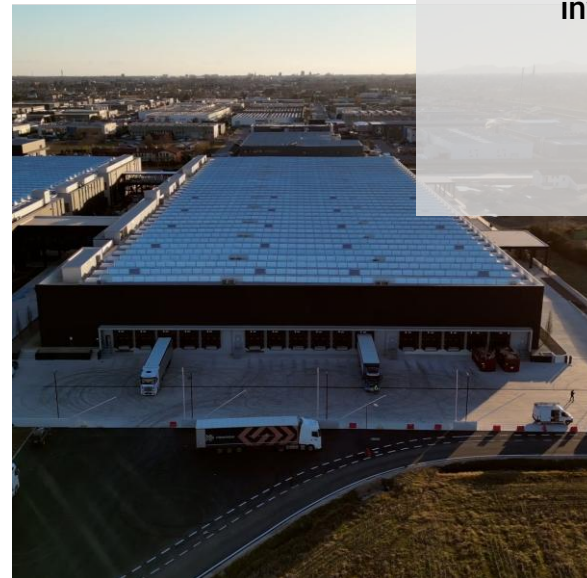
Unox City has been conceived as a model of environmental responsibility, operating entirely on renewable energy sources. The site is powered by a 2.8 MW photovoltaic plant that brings the company's total installed solar capacity in Cadoneghe to 3.2 MW, enabling the headquarters to meet 100% of its energy demand through renewable generation. The design integrates extensive green areas, including a boulevard planted with a diverse selection of vegetation and additional landscaped zones that contribute to natural shading.



180,000 square meters



100 Million Euro investment



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on this report**

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