

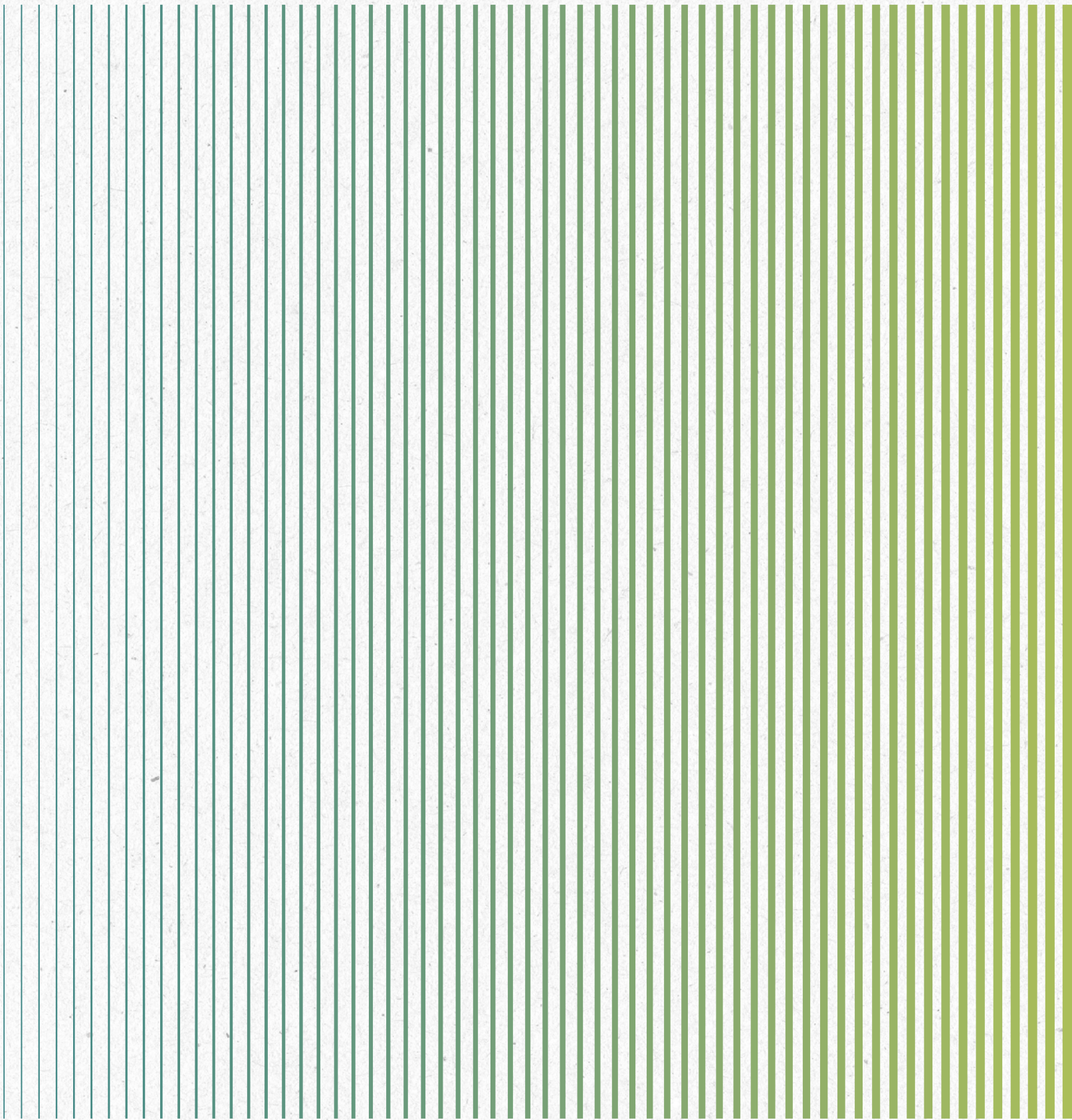
# ARMONY

EQVA

Building an increasingly sustainable  
and responsible future



1976



FUTURE



With the ARMONY EQUA project, we intend to make our customers and everyone who comes into contact with Armony Cucine aware of our commitment and journey to find our harmony, with the planet and with its inhabitants. ARMONY Equa is a project that aims to put the planet and its inhabitants first. It consists of three fundamental pathways: OUR PEOPLE, OUR COMMUNITY and OUR PLANET.

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**ARMONY**  
EQUA



1

## OUR PEOPLE

Change starts  
from people



2

## OUR PLACE

Exchanging value  
with the local  
community



3

## OUR PLANET

We protect the environment  
for ourselves and for  
the next generation



In the first chapter of Armony EQUA - Our People - we look at our people, our human capital, the accomplishments achieved and the new programmes we intend to implement to give greater value to the pulsing heart of the company, because the change we aim to bring about outside the company has to start from the inside.

We are convinced this is the starting point required to achieve the ambitious goals the company has set itself in line with the ESG (Environmental, Social and Governance) criteria that we intend to bring to the fore with the Armony EQUA project: the dissemination of a culture based on physical and mental well-being that also addresses social issues.

**ARMONY**  
EQUA

Building a sustainable  
and responsible future

# OUR PEOPLE

Change starts  
from people





## INCLUSION AND EQUAL OPPORTUNITIES

Gender equality is fundamental for any company that aspires to grow. Greater equality between women and men in the workforce means a greater availability of talent, better performance and a positive business reputation.

This attitude, which has characterised the company since its foundation, is testified to today by the fact that not can Armony count on the leadership of its owner Lucia Zuin, but also that 80% of its white-collar personnel are women.

Armony also offers all its administrative, sales and production personnel the possibility to make use of flexible working hours, to allow all our employees to reconcile their work and family commitments.

Another aspect that is not to be under-estimated is the prevention of discrimination, which now takes the form of a course, run by a psychologist and open to all personnel, on the topic of conflict management.



## HEALTH AND WELL-BEING

People usually spend a significant part of their daily lives, approximately 35% on average, at work. It therefore follows that a pleasant, wholesome and sustainable work environment can make a real difference, both to the personal satisfaction of each worker and to the company as a whole.

With this in mind, and in line with the WHO's WHP (Workplace Health Promotion) programme promoting occupational health through appropriate life styles at work,

we have embarked on a process in partnership with our Local Health Authority that will result in the institution of the Armony Health Day.

As health is inextricably linked to the way we eat, Armony is committed to doing its part by promoting a healthy diet, based primarily on non-processed food and local products, and by providing its staff with meals for people with coeliac disease and food intolerances.

**80%**  
of Armony's  
white-collar  
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are women.





## SICUREZZA SUL LAVORO

La sicurezza sul lavoro è un pilastro della cultura aziendale Armony, che mantiene sul territorio la sua filiera produttiva per garantire ai suoi clienti alti standard qualitativi e contribuire alla valorizzazione del distretto del mobile del nord-est italiano e del vero made in Italy. Ma non esiste qualità del prodotto, senza qualità della forza lavoro. Seguendo questo principio, e tutte le direttive legislative più recenti, nelle nostre sedi produttive sono già presenti il Documento di Valutazione dei Rischi e la segnaletica di cantiere e di sicurezza. Tutti i nostri

macchinari sono dotati di tecnologia di ultima generazione con sensori di isolamento automatico, rilevatori acustici e sistemi d'allarme.

Mentre i nuovi importanti obiettivi che realizzeremo nei prossimi mesi sono l'installazione del defibrillatore, l'implementazione di barriere acustiche, in aggiunta a cuffie e pannelli fonoisolanti già a disposizione del personale, e l'istituzione di corsi di formazione per prevenzione degli infortuni sul lavoro.

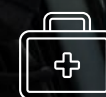
**I nuovi importanti obiettivi che realizzeremo nei prossimi mesi sono l'installazione di defibrillatori in azienda e l'implementazione di nuove barriere acustiche.**



**People usually spend a significant part of their daily lives, approximately 35% on average, at work. That is why we try to build a welcoming, healthy and sustainable working environment that can make a real difference.**



safety devices



medical devices



signage



protective devices



acoustic barriers



anti-smoking programmes



## CHAMPIONING TALENT TO DRIVE GROWTH

For many employees, Armony Cucine is a second home and a second family. Many talents join Armony at a very young age, grow with the company and share its passion, so that personal success and the success of the brand go hand-in-hand. A career at Armony means entering a stimulating environment with a vocation for innovation, that interacts constantly with the outside world and draws inspiration from contemporary life and feedback to provide the answers the future demands. A fertile environment that spreads by osmosis to stimulate personal development.

### INTERVIEW WITH ADELCHI BORTOLIN, OUR ADMINISTRATION AND FINANCE MANAGER

**Adelchi Bortolin, an exceptionally long company career. How did your journey start out, what are your responsibilities at Armony today and what drove you to be part of this project for so many years?**

I joined Armony on 1 September 1999, so a good 25 years ago now. Before that, I worked in the military public administration, which gave me a solid base in terms of complying with roles and procedures. Then I worked for 10 years for a furniture manufacturer that produced kitchens, holding all the various positions in the accounting department before becoming the Administration Manager. I am currently the Administration and Finance Manager at Armony, where my career has spanned a long period characterised by a great many changes within the company.

**How has your work evolved over all these years and how do you think Armony and its corporate culture have evolved at the same time?**

Armony is a constantly growing company with a strong vocation for internationalisation. In the early 2000s, it was inclined to develop business, especially on the Italian market, and was gradually entering foreign markets. This expansion mainly regarded France, Belgium and Luxembourg, as well as here and there in the rest of the world. From an accounting perspective, this meant facing problems resulting from a financial management approach that specifically catered for those markets. During this period of company growth, however, there have also been negative periods. By this I mean the 2008 subprime crisis, which hit the world economy, and the COVID-19 epidemic, which forced us to halt production in 2020, and consequently manage the negotiations concerning arrears with suppliers, banks, lenders, etc. However, both in the new business challenges and in times of crisis, I have always had the support and felt the trust of the company's directors, even when the choices to be made were extremely difficult. And I think that this part of the reason why the company has pulled through difficult moments in a positive way, for everyone concerned.

**How many people work in your department and how has it changed over the years?**

Back in 1999, in the first and what was then the only premise in Mansuè, there were more or less 40 labourers and about 25 office workers. We now have a workforce of 160, and in 2019, the year before COVID-19

struck, we opened a plant in Caneva, a new factory equipped with hi-tech production lines, which we then had to shut down for a few months in 2020, as I mentioned earlier. Fortunately, however, we got back on our feet, because market demand for our products continued.

**Armony products, namely Armony kitchens, are the result of the company's special relationship with its surrounding area. How is this aspect felt, or at least you do you perceive it, in everyday work?**

From an administrative perspective, all I can say is that the figures and the records show we have a solid relationship with our local suppliers, which belong to a world-class furniture cluster. This is a relationship that generates value, and this value is passed on to our customers in the finished product. These are synergies that not only make themselves felt in my department, but that I also encounter when talking to colleagues responsible for the procurement and technical areas.

**Do you think that Armony can be defined a people-centric company, one that focuses on and stimulates people and promotes their individual potential and qualities?**

What I can say is that the directors have always passed on a message that I believe to be crucial and that makes the difference to the quality of our employees' work: giving each manager full freedom to choose the pathway best suited to the aspiration of the personnel they coordinate. An attitude that has been supported by investments in the human resources area. I believe this to be something solid that testifies to the top management's propensity to allow the company's human capital to express its full potential.

**How important do you think human relations are in business?**

Due to my personal imprinting, I have always placed great importance on interpersonal relationships and human relations, both with my co-workers and with the external organisations I work with, which can be credit institutions or the various consultants that have administrative dealings with the company. Relationships that I have always nurtured with a totally transparent approach, because I am firmly convinced that it is better to tackle a problem straight way than try to get around it. Although this approach may seem rather 'rigid', in the long term it has always paid off and has allowed me to build solid and meaningful relationships.

**What would your advice be to a young person, and there are many of them today, who has just finished their studies and wants to start a career in this industry?**

The advice I would give to youngsters is to get the most from their early experiences and to build up the richest baggage of expertise they can. To take advantage of every opportunity to learn new things, such as the training courses the company allows its employees to take. I would also tell them that, in this rapidly-evolving world, it is unlikely they will find their ideal job on their first experience, so they mustn't give up, they must try to get the most from every single occupational experience before moving on to the next one.

**With Armony Equa, the company is consolidating its virtuous pursuit of sustainability and welfare. What does this kind of process mean and how does it change your relationship with the organisations you work with every day?**

In its productive operations, Armony has always been susceptible and committed to sustainability. However, in recent years, we have started focusing on sustainability in the administrative field too, both internally, with optimised paper and energy-saving procedures, and in dealings with our network of external partners, such as banks. On an ESG front, we are already working with these partners to reach a point where we are able to draw up sustainability reports, which will become mandatory over the next few years, in order to disclose information on our environmental, social and economic impacts using standardised European criteria. Armony wants to make sure it is ready for this evolution. Sustainability will undeniably bring, if not an upheaval, certainly a change of mindset for all of us who work in the company, but it is a challenge that we are facing with a positive and responsible attitude. As a matter of fact, rather than 'challenge' I would call it an 'opportunity' to do our part in the ecological transition that calls upon us all to play a leading role.

**Last but not least, what will be your fondest memory when you look back at your long and successful career with Armony?**

At the risk of sounding repetitive, I will always remember the interpersonal relationships I have succeeded in building both inside and outside the company.



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Our Place is the second pillar of the ARMONY EQUA project that defines the goals and aims of the company's sustainable development.

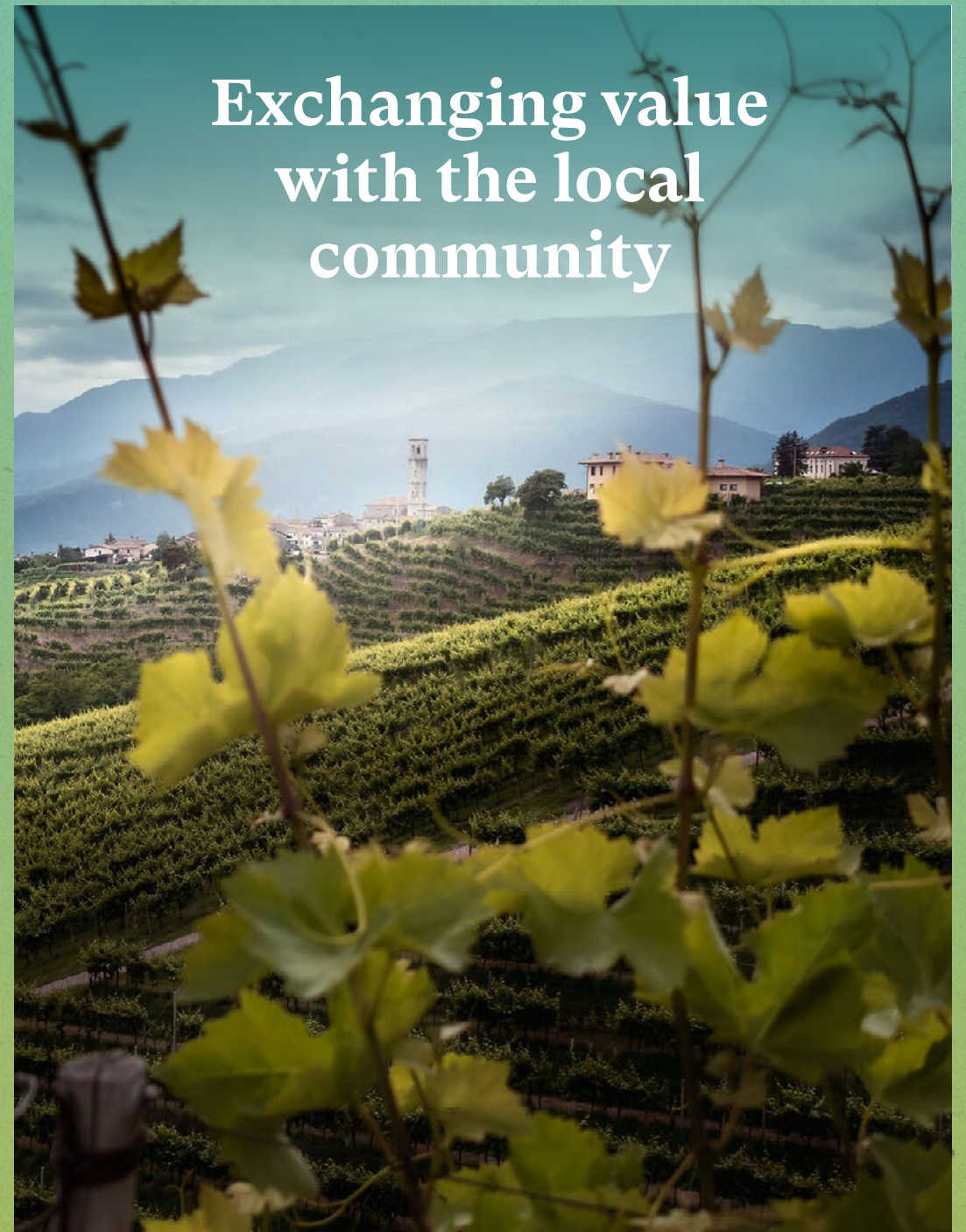
Attention to local communities is an important driver in our journey, which is why we are constantly striving to valorise the best local production and craftsmanship realities.

**ARMONY**  
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Building a sustainable  
and responsible future

# OUR PLACE

Exchanging value  
with the local  
community



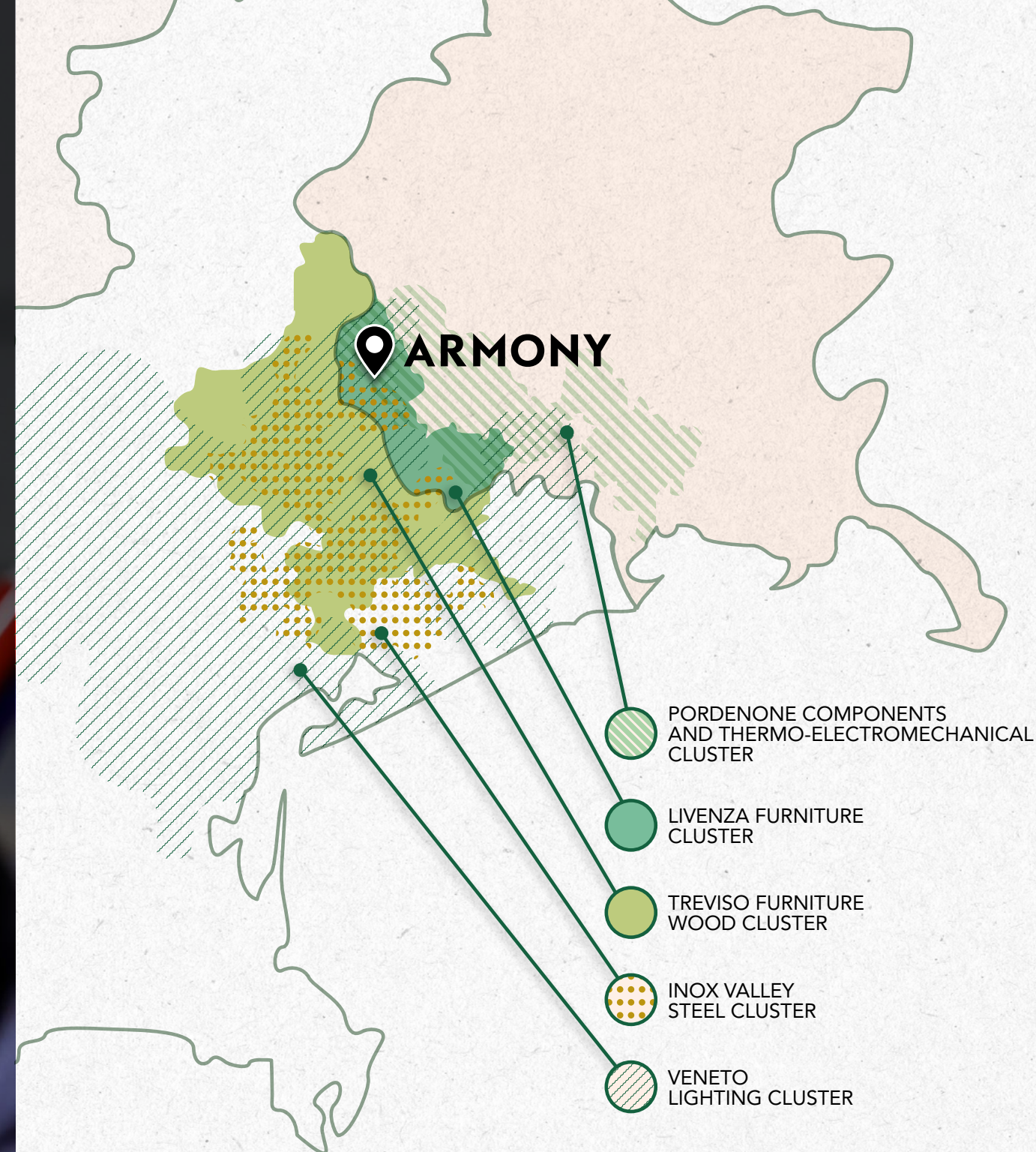


## THE COMPANY AND THE LOCAL AREA, AN UNBREAKABLE BOND

Our company, which has premises in the provinces of Treviso and Pordenone, has become an example of excellence in the modern and design kitchen sector, thanks also to its strong roots in north-eastern Italy, an area that boasts world-renown expertise and craftsmanship in the furniture industry, which allows us to cooperate synergistically with highly qualified local suppliers.

This area started to develop in the 1920s and redesigned the geography of the area, where the borders are defined by the different local specialisations.

In order to produce our kitchens and maintain exceptional quality standards, we use components and raw materials with specific characteristics that require consolidated expertise in order to process them in the best possible manner. Examples include our stainless steel worktops, manufactured thanks to our partnership with Vittinox, one of the key players in the Inox Valley. Our wood, a noble raw material, which is selected with great care, privileging prestigious local woods such as Noce Canaletto Walnut and Chestnut. And the natural stones, which originate from another world-class cluster located in north-eastern Italy.



**The relationship between Armony and local specialised craftsmanship is characterised by an ongoing exchange of value. The creativity, research and innovation we strive for are a constant stimulus for our business district, which has developed unique industrial processes over the years.**





Food and wine excellences of our territory: in order the Figo Moro di Caneva, the San Daniele Prosciutto, and in the background the Glera grape that has always been used for Prosecco.

## EXCELLENCE ATTRACTS EXCELLENCE

At Armony, high-level furniture craftsmanship merges with a tradition for fine wines and foods, as our local area is famous for historical products such as Prosecco DOC, Prosciutto San Daniele or Figomoro di Caneva figs. Armony has always worked closely and partnered with companies in these sectors, especially for the events that the company organises at its showroom and in the local area.

However, our commitment towards the local community doesn't stop there. We will soon be launching a project to plant hundreds of trees at the company's Caneva site, focusing on species native to the area, such as the Figomoro di Caneva, in order to protect local biodiversity and offer our personnel greater climatic comfort.

## THE LOCAL AREA, OUR ADDED VALUE

Working in close contact with such a thriving area allows us, on the one hand, to be competitive, anticipate trends, explore contemporary life and consolidate the leadership of Italian design and, on the other, to pursue and comply with sustainability goals, by drastically reducing the long-distance transportation of raw materials and not contributing to the consumption and erosion of forests and quarries in developing countries.

Armony considers its local area the place it all began, a place where products of excellence are destined to meet. Raw materials become nourishment, materials become construction elements and technological solutions. This is why we are advocates of our local area, which has made quality, efficiency and business ethics a world-renown hallmark.





Armony, which has been environmentally-conscious since its establishment, has made specific commitments in terms of reducing its environmental impact, and continues to implement projects that enhance its ESG criteria and corporate responsibility strategy, in order to build an increasingly sustainable future.



Sustainable mobility



Innovative packaging system



Carbon footprint and ISO certification



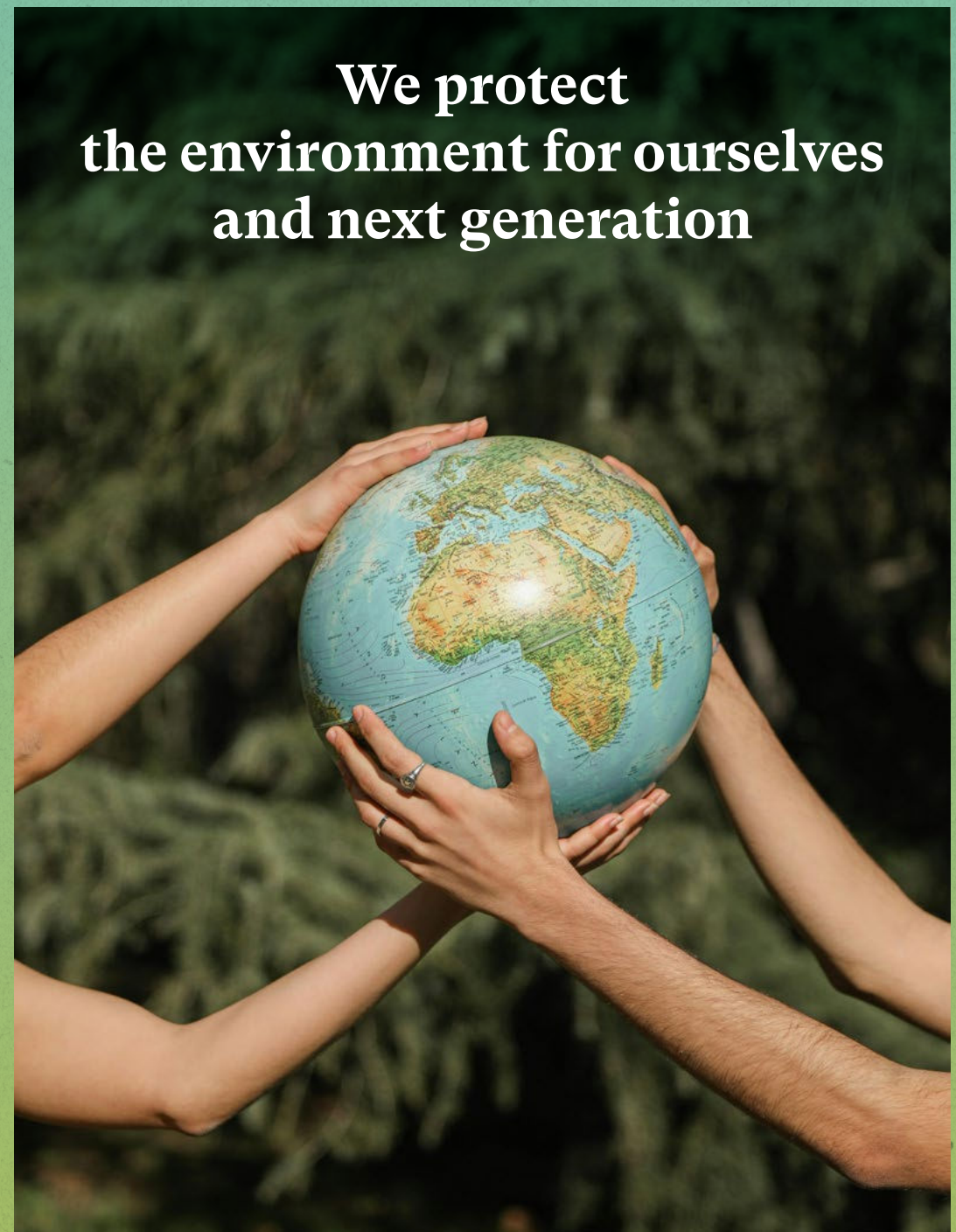
Production sites and solar farms

**ARMONY**  
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Building a sustainable and responsible future

# OUR PLANET

**We protect  
the environment for ourselves  
and next generation**





Climate change has focused attention on the importance of preserving and caring for our planet, by making compliance with the UN's Sustainable Development Goals and the Paris Climate Agreement a top priority.



## AN INNOVATIVE PACKAGING SYSTEM: PROTECTION AND SUSTAINABILITY

The innovative packaging system used for Armony kitchens, that focuses on safety during transport, is a radical step forward in ensuring the furniture more efficient and sustainable protection.

By the end of 2025, we intend to do away with plastic and polystyrene corner-pieces and replace them with pressboard ones, which are far more compact and positioned around all sides of the furniture, to ensure constant protection and new scope for recycling.





## MOBILITY AND SUSTAINABILITY

By the end of 2026, Armony is committed to completing the full-electric conversion of its vehicle fleet, which currently has 11 full-electric and plug-in hybrid company vehicles, powered by a system of charging points at all company sites.

Furthermore, the whole of Armony's workforce is recruited from the local community. This is a consequence

not only of the company's aptitude, as outlined in the second chapter of Armony Equa – Our People, for taking full advantage of local talent and the furniture cluster of north-eastern Italy, but also of its intention to reduce the commute rate and the consequently CO<sub>2</sub> emissions, associated with employees' daily travel to and from work.

## PRODUCTION SITES AND SOLAR FARMS

Armony's environmental-consciousness originates from the heart of the company, its production sites. Since 2023, the Caneva site has been operating a 900 Kw solar farm consisting

of 1656 panels, which ensures cuts in energy consumption and annual savings of 408000 kg of CO<sub>2</sub>, while storing energy and making it available to the local community.

1656 | 900  
PANELS KW

40.800  
KG OF CO<sub>2</sub>  
ANNUAL SAVINGS





2024

2025

2026

2027

CERTIFICATION  
ISO 9001

CERTIFICATION  
ISO 14001

CERTIFICATION  
ISO 27001

CERTIFICATION  
ISO 45001

# CARBON FOOTPRINT MEASUREMENTS AND ISO CERTIFICATION

On the certifications front, in 2025, Armony Cucine will obtain certification in accordance with ISO 9001 (quality management system) and ISO 14001 (environmental management system). These certifications ensure that our processes comply with the most stringent quality and environmental standards, and contribute to improving operational efficiency and minimising the ecological impact, by preventing pollution and cutting energy and resource consumption. At the same time, we are working towards implementing ISO 45001 (occupational health and safety management) and ISO 27001 (information security management) certification systems.

We are already operating a Carbon footprint measurement system, that allows us to monitor and quantify the greenhouse gas emissions generated by our productive activities.

In addition to allowing us to optimise in-house processes, this approach also permit us to adopt specific emission-cutting measures.

In short, the process we have undertaken shows that environmental sustainability is a company mainstay that has resulted in ongoing considerable intervention over the years, such as the scheme to completely decontaminate the company of pollutants (first and foremost, asbestos) and to cut artificial lighting and service energy use.

This aspiration also fuels the ambitious goal of increasing the durability of our products, to obtain kitchens that age more slowly and consequently need changing less frequently, to the benefit of the entire production and disposal chain.



With Our Planet, the third pillar of ARMONY Equa, the communication project that outlines the sustainable development goals provided for by ESG (Environmental, Social and Governance) criteria, we are reiterating our commitment to a more sustainable future, where the production of high-quality kitchens and environmental responsibility are two sides of the same coin.





**“Armony is getting ready to celebrate an important anniversary: it was 1976 when Fermo Santarossa opened a small company to produce modular wooden kitchens. Many years have passed since then and, as our 50th anniversary approaches, we feel the need to embrace new consciousnesses and sensitivities, daughters of our time and of an era that, more than ever before, urges us to act.”**

**“We draw on the planet for the resources and human capital that allow us to carry out our work, which is why we feel the duty to return to the planet value, consciousness and projects able to generate a positive impact and build a sustainable future.”**

***Lucia Zuin***

Owner and Human Resources  
Manager of Armony Cucine



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