2020 Sustainability Report





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CALEFFI 2020 SUSTAINABILITY REPORT - ABSTRACT

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Letter to the Stakeholders

In Europe and worldwide, Sustainability is an element that is characterizing and will increasingly characterize the way business is done.

Since 2004, when Caleffi approved its first code of conduct, formalising in a single document the values and "ethical" commitment that inspires the company in conducting its business, sustainability has been an integral part of Group governance, with the direct involvement of Senior Management.

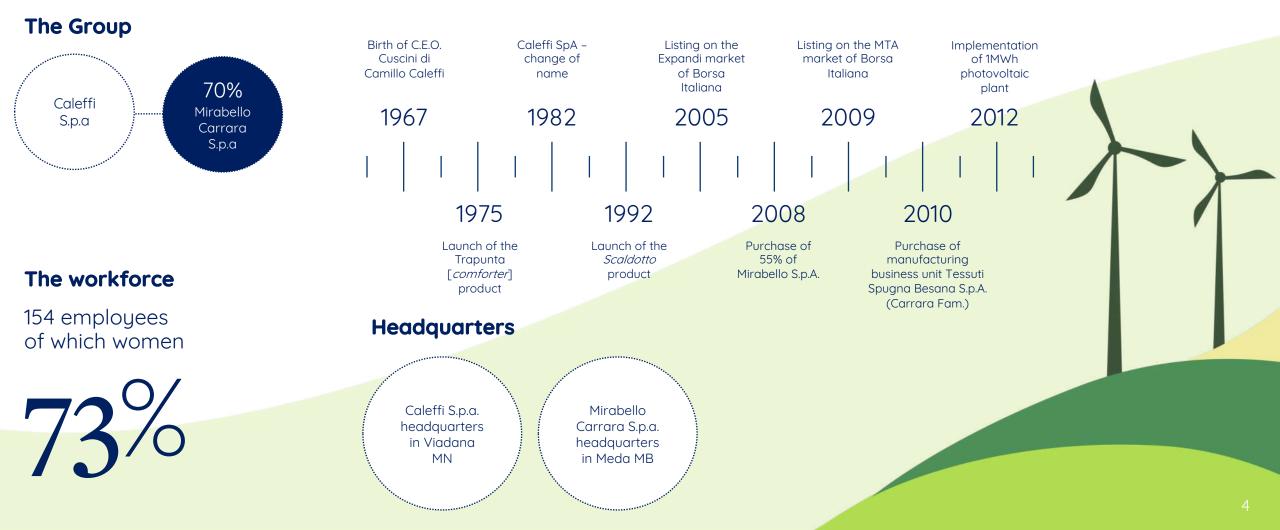
This year, the Caleffi Group publishes its first Sustainability Report, with the main objective of creating an informative tool for the benefit of all stakeholders, to make them aware of the impacts that the Group generates not only on the economic but also on the environmental and social levels.

Sustainability is increasingly becoming an element of value creation and a competitive lever of differentiation on the market, due to the effects on the image of the Company and the brand. In 2020, the Caleffi Group achieved a turnover of Euro 56 million, growing 12.5%. We consider this a very valuable result, since it was achieved in a year made extremely difficult by the Covid 19 pandemic and the resulting containment measures undertaken by the Public Authorities. Right from the start, the Group implemented an Emergency Plan that put the protection of the health and safety of its workers first, so that it could continue to do business with the greatest possible level of safety. The active cooperation of all the collaborators was decisive and we would like to thank them for their efforts and professionalism.

With great satisfaction we finally learned that we were included in 2020 among the 100 Italian companies with the best reputation, a recognition obtained from the Merco research conducted by Ales Market Research.

Guido Ferretti Corporate Managing Director

Caleffi Group: the culture of Italian high-quality linen in the world



Caleffi Group: the culture of Italian high-quality linen in the world





Products: style and elegance for a tailor-made offering

Caleffi is based in Viadana (MN) and operates in the textile furnishing and household linen sector, producing and marketing articles covering various market segments under its own brands and under licence.

Caleffi offering



Mirabello Carrara offering



Sheets and duvet covers



bedspreads

accessories

Terry towel set collections





- This



Furnishing Tabl



le and kitchen collection

Brands for a quality choice



Mirabello Carrara -**Own brands**

Mirabello **CARRARA**



besana

Refined design, precious fabrics, for products with a timeless elegance

«Luxory» licences

roberto cavalli TRUSSARDI HOME LINEN номе IINFN



Highlights

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In 2020, **73.37%** of employees are **women**



4 new sustainable **products** in 2020

Integrated management system for quality, health and safety at work: **ISO 9001:2015**, **ISO 45001:2018**



14.37% of energy consumed in 2020 comes from **renewable sources**

-13% of energy consumed in 2020



Product certifications Oeko-Tex® Standard 100 and GOTS



-35% of waste generated compared to 2018

compared to 2018

0 injuries

in 2020



Among the 100 best Italian companies with the **best reputation**, a recognition obtained from the Merco research conducted by Ales Market Research

Sustainability: our manifesto



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Fighting climate change



Caleffi's commitment to the fight against climate change is achieved through actions aimed at the production and use of renewable energy, minimising the emissions generated by the production, commercial and logistic activities. The transition shifts the focu renewing and materials and normally con transformed



The transition to a circular economy shifts the focus to reusing, fixing, renewing and recycling existing materials and products. What is normally considered "waste" can be transformed into a new resource. Promotion of a responsible supply chain

Caleffi's objective is to promote the sustainability strategy throughout the entire supply chain, extending the sustainability principles and programmes also to suppliers.

Health and wellbeing of people

Promoting health and well-being for all, at all ages, and providing decent work that is more inclusive and free of gender discrimination are key to achieving sustainable development.



Social and economic development of the community

Support for the territory and local communities, with initiatives and contributions aimed at enhancing the economic, social and cultural value of the area in which the Group operates.

Reduce CO2 emissions

Creating more sustainable products for the environment

Supply chain and raw material traceability

Valuing people and diversity

Creating value for the local community

Objective

- Increasing the share of renewables in the global energy mix.
- Gradual replacement of traditional lighting systems with LED lamps in company offices and in all the Group's direct stores.
- Launch of logistic solutions with lower environmental impact.

2 RESPONSIBLE	14 LIFE BELO
AND PRODUCTION	
CO.	

- Introduction of recycled materials in the production process.
- Elimination of dyes and other substances that are toxic and/or harmful to humans and the environment.
- Reuse of offcuts and waste from processing.
- Use of packaging with low environmental impact, with drastic limitation of conventional disposable plastics.
- Use of sustainable packaging in logistics processes.
- Substantial reduction of waste through prevention, recycling and reuse of materials.

8 DECENT WORK AND ECONOMIC GROWT	1
~	

• Qualification and selection of the supply chain on the basis of compliance with the Caleffi Code of Conduct.

• Valuing the professional development of people while respecting human rights and complying with environmental policies.

• Providing working environments that respect health, safety and human rights.

• Transparency and traceability of materials and the supply chain.



- Increased training hours.
- Career plans.
- Gender equality and fairness also in pay packages.
- Development of flexible working.
- Corporate welfare initiatives.



• Local and community support.

• Initiatives and contributions aimed at enhancing the economic, social and cultural value of the local area in which the Group operates.

Topics



\$

Governance

Ethical business conduct and compliance Data security and privacy protection

Economic
Value generat

alue generation and distribution



Environment

Sustainable materials and packaging Energy, emissions and climate change Responsible use of resources (waste and water)

Hum

Human resources

Human resources management, training, skills development Health and safety of workers



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Customers / Products

Innovation and research Product quality and safety Brand image and reputation Customer satisfaction and responsible marketing

Suppliers / Supply chain

Sustainability of the supply chain

Community and territory Supporting local communities / territory



Ethics and governance of the Caleffi Group

By virtue of being a company listed on the MTA (Electronic Stock Market) of Borsa Italiana and in keeping with the Group's traditional alignment with best practices in corporate governance, Caleffi has defined a system of corporate governance rules that focuses on communication with shareholders and stakeholders, based on transparency and completeness.

Our Board of Directors consists of:

6 members 3 men 3 women

The corporate governance structure

The governance adopted by Caleffi, according to the traditional organisational model, provides for the following corporate bodies:

- Shareholders' Meeting matters provided for by law and the Articles of Association;
- Board of Directors management of the Company;
- Board of Statutory Auditors supervision.

Ethics and integrated organisational system to guarantee responsible and sustainable business management

Code of Conduct

Caleffi's primary objective is to create value in the interest of its stakeholders, including shareholders, employees, customers, suppliers and local communities. To this end, industrial and financial strategies and the resulting operational conduct are oriented towards the efficient use of resources. Innovation, quality, creativity, customer focus and human resources are the pillars of Caleffi's competitive strength. Caleffi considers it essential to combine the company's success with ethics in doing business. Based on these principles, Caleffi is committed to fair and impartial conduct. All business relationships must be based on integrity and loyalty, and must be conducted without any conflict between corporate and personal interests. Specifically, at all Company levels Caleffi promotes and disseminates to its Employees rules of conduct that comply with the principles of legality, loyalty, fairness and professional rigour, aimed at preserving the integrity of the Company's tangible and intangible assets and safeguarding its respectability and image, as well as maintaining clear and transparent relations with its shareholders and with economic entities in general. To achieve this goal, Caleffi requires that in performing their duties, its employees adhere to the strictest standards of business conduct, as set forth in this Code and the Policies that it refers to. To this end, the Code represents a guide and a support for each employee, enabling them to pursue the company's mission in the most effective way.

Organisation, management and control model D.Lgs. 231/2001

The "Organisation, Management and Control Model" ("Model") pursuant to Italian Legislative Decree 231/01, the legislation that introduced the administrative liability of entities into the Italian legal system, has been designed on the basis of Caleffi's e structural and organisational characteristics and is periodically updated. The Supervisory Body required by this legislation is responsible for supervising the operation of and compliance with the Model and for ensuring that it is updated. The Code of Conduct, which identifies the guidelines for corporate conduct, is an integral part of the Model pursuant to Legislative Decree 231/01.



Integrated management system

Caleffi has adopted an "Integrated Management System". This choice is in line with its strategy and with the objective of ensuring the highest level of quality for its products and the simultaneous improvement of aspects related to health and safety at work, as well as full compliance with applicable regulatory requirements, customer and stakeholder expectations.

Occupational Health and Safety - ISO 45001:2018

Occupational Health and Safety Certification. This certification attests to the reliability of the company, which uses an efficient occupational health and safety management system. In April 2019 the transition from the previous standard OHSAS 18001:2007 to ISO 45001:2018 was finalized.

	Response to needs and requirements	
Customer	Reducing complaints and improving Caleffi's image	
and end	Customer service	
consumer	Quality - price	
	Concept - development - creation	
	Safe and healthy working environment	
Collaborators	Sharing of objectives	
	Continuous training / improvement of performance and professionalism	
	Communication	
	Motivation and involvement	
	Collaboration dialogue / industrial relations	
	Involvement for continuous improvement	
Suppliers	Involvement in improving health and safety at work	
	Information on controls and regulations	
	Ensuring business continuity to enable technological and quality improvement	
	Procurement quality (selection - control - improvement)	

Risk management

The ISO 9001 system certification aims at the continuous

to the nature of the activities, products and services.

improvement of company performance and customer satisfaction, through a quality management system and related protocols suitable

Quality - ISO 9001:2015

Quality Certification.

The control system is one of the crucial junctions in Caleffi's governance. It encourages informed decision-making and contributes to the management of the company in line with the strategic objectives defined by the Board of Directors. The modern concept of controls revolves around the notion of business risks, their identification, assessment and monitoring. The correct mapping of risks is the fundamental aspect of the control process and consists in identifying the type of risks to be monitored.

The Director in charge of the internal control and risk management system is responsible for implementing the system and identifying the main risks; the Board of Directors is assigned the role of providing guidance and assessing the adequacy of the system. In addition to the members of the Board of Directors, the risk management system involves other corporate roles such as the Responsible Manager, Planning and Control Manager and Legal Affairs.

Supply Chain quality

PORTUGAL SPAIN GERMANY

POLAND

RUSSIA

Supply chain management

The Supplier Selection System plays a fundamental role for the competitiveness of Caleffi's offerings on the market. The selection is based on the suppliers' ability to offer quality, innovation, cost and service. The purchasing process must reconcile, at one and the same time, the search for maximum competitive advantage, granting the same opportunities to every

It does not use or support

compulsory labour

supplier or potential supplier. The supplier selection policy encompasses not only quality, innovation, costs and services offered, but also the values of the Caleffi Code of Conduct, which is given great importance, including the principles of legality, fairness and loyalty. In its Code of Conduct, Caleffi establishes that: a) no supplier with the necessary requisites shall be precluded from

It ensures a healthu

appropriate measures to

workplace - takes

prevent accidents /

The declaration required from suppliers

competing for bids, adopting objective and documentable y, criteria in selecting the shortlist of s candidates; b) sufficient f the competition shall be ensured in this selecting the supplier. ding The general and technical criteria include those of good repute/reliability, compliance with Community and other regulations on product origin, and quality.

It respects the right of all

staff to form or join free

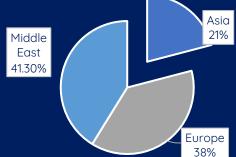
associations of workers of

their choice and the right to

The control and geographical distribution of the Supply Chain



of total purchases by value is made from suppliers who adhere to the general principles of the SA8000 international standard subject to Audit



TURKEY PAKISTAN

N INDIA CHINA

2.40% 2.30% Semi-finished product 10.50% 10.20% 35.10% Finished Product 17.60% 3.40% 9.90% Raw Material Accessories 0.60% 7.60% 0.40% 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Asia Europe Middle East

collective bargaining damage to health at work or as a result of work minimises causes of workplace hazards It does not engage in or It does not implement or It complies with applicable support discrimination in support the use of corporal laws and standards on hiring, remuneration, punishment, mental or working hours physical coercion, verbal access to training, promotion, retirement, on abuse the basis of race, class. origin, religion, disability, gender, sexual orientation, union membership, political affiliation

The customer: quality, safety and transparency at the centre of relations

Our commitment to responsible marketing

Transparency and trust

Transparency, fairness, professionalism and trust are the guiding values that emerge from Caleffi's Code of Conduct, the basis of its reputation in the relevant economic and social system. Caleffi pursues the objective of fully satisfying the expectations of the end customer and considers it essential to treat customers honestly and fairly. It pursues this objective by applying the Code of Conduct inspired by said values, as well as by transparency, confidentiality and privacy protection.

Customer satisfaction

Caleffi strives for full end-consumer satisfaction and intends to offer its customers safety, service, quality and value, supported by continuous innovation. At the same time, it must pay particular attention to customer complaints.

Safety

Caleffi also undertakes not to use misleading or untruthful advertising tools and to comply with the truth in advertising, commercial or any other type of communication, and to supply products that meet customers' reasonable expectations and protect their safety and security.

Quality

In order to guarantee adequate quality standards for the services/products offered on the basis of predefined levels, Caleffi has implemented procedures to periodically monitor the perceived quality and full compliance (in terms of origin, source, quality, quantity) of products with what is set out in its contractual standards and in its commercial communications and advertising in general.

Correctness of information

The Company is required to avoid unfair discrimination in its dealings with customers and misuse of its bargaining power. To that effect, Caleffi does not resort to elusive or otherwise unfair practices and provides customers with complete communications, in order to avoid leaving out any element relevant to the customer's purchase decision. In particular, the Company expressly prohibits the marketing of products capable of misleading the end consumer about the quantity, quality, origin and provenance of the products offered.

Tradition with style and refined elegance that enrich every home with a touch of true class. For years we have been exporting the design, exclusivity and craftsmanship of "Made in Italy" creations all over the world.

Product quality and recycled materials

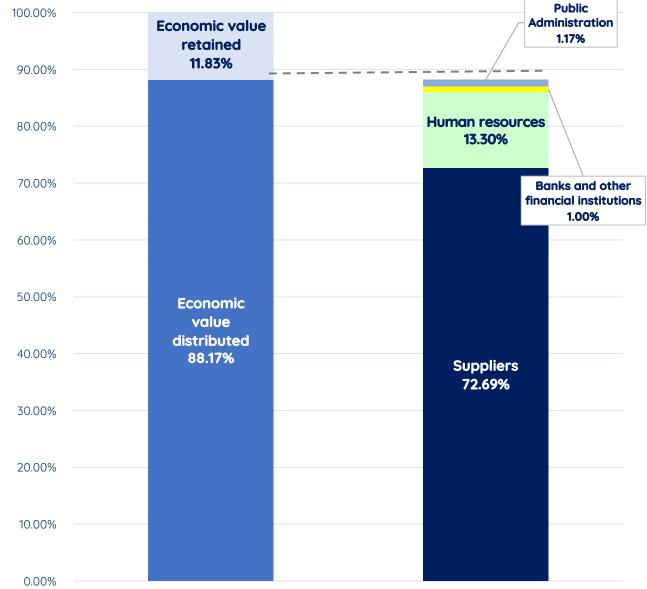
During the last quarter of 2020, Caleffi carried out a commercial operation at large retailers with articles - pillow cover and mattress cover - certified GRS (Global Recycle Standard).

Economic responsibility

We create value for all our stakeholders by following a path that combines economic growth with full respect for people and the environment.

Generated and distributed economic value

The income statement showing the generated and distributed value is prepared on the basis of the consolidated income statement for the reporting period, with the objective of providing evidence of the economic value directly generated by Caleffi and its distribution to internal and external stakeholders. The value generated refers to the net revenues of Caleffi (Revenues, Other operating revenues, net of credit losses), while the distributed economic value includes costs reclassified by stakeholder category and any distributed dividends. Retained economic value relates to the difference between economic value generated and distributed, and includes depreciation of tangible and intangible assets, provisions and deferred tax assets/liabilities.



(Amounts in million Euro)		Total		
	2018	2019	2020	
Economic value generated	51,719	50,755	56,568	
Suppliers - Operating costs	(42,668)	(39,214)	(41,120)	
Human resources - Personnel costs	(8,500)	(7,956)	(7,525)	
Banks and other financial institutions - Financial charges	(317)	(566)	(565)	
Public Administration	(77)	(106)	(664)	
	(51,562)	(47,842)	(49,873)	
Dividends distributed - Shareholders	-	-	-	
Economic value distributed	(51,562)	(47,842)	(49,873)	
Economic value retained	157	2.912	6,694	



Research for product quality and safety

Caleffi has a quality management system, which has obtained ISO 9001:2000 certification since the year 2003. In the development of its activities, Caleffi is committed to ensuring high quality products, with particular attention to environmental protection. The Caleffi control system requires all products to be analysed on a sample basis by specialised laboratories, both in terms of quality and health and safety. The tests carried out in accredited laboratories concern in particular:

- Formaldehyde free (UNI EN ISO 14184/1);
- Check for pesticides and herbicides;
- Value of the aqueous extract (UNI EN ISO 3071);
- Determination of aromatic amines from azo dyes (UNI EN ISO 14362 part 1 and 2);
- Carcinogenic dyes.

Product certification

Almost all Caleffi and Mirabello suppliers have obtained Oeko-Tex® Confidence in Textiles-Standard 100 and GOTS (Global Organic Textile Standard) certification for the products they distribute.

Oeko-Tex® Standard 100

The Standard 100 by Oeko-Tex® is an independent and internationally uniform control and certification system with scientifically based verification criteria, limit values and test methods for the human ecological requirements of raw materials, semi-finished and finished products in the textile industry at every processing level, as well as for the accessory materials used. For articles consisting of several parts, the prerequisite for certification is that all components meet the required criteria. The adoption of Standard 100 by Oeko-Tex[®] requires stringent, internationally recognised parameters, allowing a responsible marketing campaign to be developed, which also reminds us of the importance of ensuring high safety, responding to a consumer need. The company that adopts this standard must therefore ask for and obtain greater control of its supply chain, for a responsible use of chemicals and, more generally, guarantee an improvement of the internal and external processes of its quality control perimeter.

GOTS

The GOTS has been developed by leading international organisations in organic agriculture, in order to assure the consumer that organic textile products are obtained in compliance with stringent environmental and social criteria applied at all levels of production, from the field harvesting of natural fibres to the subsequent manufacturing stages, down to the labelling of the finished product. Responding to the strong demand for common production criteria by the industry and distribution of textile and clothing products, the GOTS has obtained broad international recognition that allows those who produce and sell organic textiles to have a certification accepted in all major markets.

Design, research of new materials, creation of new collections with special attention to recycling and production circular economy for an increasingly refined and sustainable dream home.

Territory and local community: social and economic development

The economic impact on the territory

Over the last three years, 90% of external processing has been allocated to Lombardy. The link with the territory has grown and strengthened over time. With a view to sustainable development, the Caleffi Group considers the involvement and enhancement of local skills to be fundamental in creating further conditions for growth and innovation.

External processing 2020 (€/000)

2903

362

90%

External processing

in Lombardy

3,229 thousand Euro in external processing

(Amounts in million Euro)		Total		
	2018	2019	2020	
Total of services and external processing Lombardy (Territory) Incidence of services and processing in Lombardy	2,832 2,414 85%	2,316 2,024 87%	3,229 2,903 90%	

Supporting the local community

By enhancing its Corporate Giving activity, the Group intends above all to support the third sector with resources aimed at stimulating improvement in the social setting that it operates in. The main objective is to cover areas of solidarity that would otherwise be ignored and spreading the culture of social giving among broader strata of the population, affirming value-based models of behaviour. The Caleffi Group has maintained and expanded its commitment to the world of sport over time, combining attention to the training of young people with listening to the most dynamic needs of the local social fabric. In addition to promoting a culture of sport, such as volleuball and ruabu, the sports

clubs the the Group supports are active in training children and young people through their youth sectors. With this in mind, in 2020, the Caleffi Group continued to support the local VBC Pallavolo Rosa Casalmaggiore project. Active since July 2008, the project was born from the merging of two volleyball teams from Cremona, VBC Casalmagaiore and Volleuball Ostiano. Within a few years it has established itself in the national and international arena (national and European championship victories). Furthermore, the Caleffi Group has always contributed to local charitable initiatives, in particular by donating its products to local schools and non-profit associations operating in the third sector.

Human resources

Human resources management

Search, selection and recruitment: the objective is to guarantee constant coverage of the workforce as defined in the budget, with personnel whose quality, considered in relation to cost and both immediate and potential performance, is in line with the company development plans.

Personnel training: the objective is to supplement the knowledge, skills and attitudes of personnel at all levels in order to ensure their skills meet what is required by their current tasks, also responding to the personnel's reasonable aspirations and anticipating the company's future needs.

Staff training: the goal is to include the consideration of overall personal improvement as a component of staff development, to help maintain levels of understanding of the reality outside and inside the company, in a manner that is appropriate to the changes that occur and the problems that arise.

Management of qualifications and salaries: the goal is to enable the company to permanently cover the defined workforce positions with persons with the most suitable qualifications, remunerated in a way that is equitable compared to company and non-company situations.

Personnel management and career plans : the goal is to provide the means to ensure the best possible match between company needs and well-founded personal ambitions in terms of career development, using staff assessments to identify those resources potentially eligible for promotion. Caleffi is committed to defining sustainable career plans, objectives and bonuses to incentivize the personnel and to dissuade any activities contrary to the corporate principles and values enshrined in this Code.

Communication with staff : the goal of the activity is to:

- disseminate to and receive from all personnel the information, data and opinions on company situations and problems needed to facilitate mutual understanding between management and personnel and the mature integration of the latter in the company context;
- develop a culture of discussion between the TUR and the company aimed at bringing the mutual positions closer, improving mutual understanding and creating a balance in interpersonal relations that prevents any tensions.

Remuneration policy

As a listed company, Caleffi's Remuneration Policy for directors, strategic executives, managers and middle managers of the Group is defined in accordance with the recommendations contained in the Corporate Governance Code, and its definition involves the Remuneration and Appointments Committee and the Company's Ordinary Shareholders' Meeting (see the Remuneration Report www. caleffigroup.it). 100% of first level managers have a remuneration consisting of a fixed and a variable portion, appropriately balanced according to the company's strategic objectives. The Management By Objective (MBO) system takes into consideration both quantitative and qualitative objectives linked to strategic operational activities. The Group has also set up an incentive system for sales staff in its own stores; the objectives are linked to the achievement of specific KPIs that measure the performance of each individual store.

Diversity and equal opportunities

Caleffi considers people as fundamental and irreplaceable elements for achieving the company's objectives and therefore attaches the utmost importance to those who work within the company. Its resources allow the Company to develop and guarantee products and services and create value. In accordance with the standards and principles established by the Universal Declaration of Human Rights and by the ILO (International Labour Organization), which Caleffi S.p.A. expressly declares to join, as well as with the provisions of the applicable legislation on labour law, it is in the primary interest of the Company to foster the development of the potential of each resource and its professional growth.

Safety at work

Caleffi adopts a management system for Health and Safety in the workplace - ISO 45001:2018. This system is adopted for Caleffi and the subsidiary Mirabello Carrara and therefore covers all Group employees.

The prevention policy in the field of occupational health and safety is implemented and made operational by the management team and the involvement of personnel at all levels and functions concerned, according to the procedures provided for in this regard by the ISO 45001:2018 standard. To ensure the application and effectiveness of Caleffi occupational health and safety measures:

Certified ISO 45000

Training

Training plays a key role in the process of valuing people. It is an important tool to develop and consolidate individual skills while supporting growth and cultural and organisational evolution.

Training involves training programmes aimed at strengthening and disseminating the culture of personal health and safety in order to create awareness of risks in the workplace and provide the necessary information for their correct identification and management. It also involves training programmes designed specifically for the individual in order to increase and complete their know how. In 2020, 313.5 hours of classroom training and 288 hours of field training were provided.

O injuries in 2020 **73%** Women employed in 2020

Caleffi Group's environmental responsibility

Environmental policy

Compliance with applicable regulations - Compliance with applicable laws, voluntary agreements and environmental standards defined by the Group.

Environmental impact minimisation - Commitment to minimise its environmental impact, to contribute to the fight against climate change and to preserve the natural heritage and biodiversity through the reduction of energy and water consumption, the non-use of toxic raw materials and/or potentially hazardous substances, the reduction of waste production and emissions of greenhouse gases and other pollutants, the promotion of the use of renewable energy sources; the use of more sustainable packaging.

Environmental risk management - Commitment to keep production processes constantly under control in order to monitor and reduce their impact on the environment.

Shared responsibility - Active involvement of all employees and collaborators in the implementation of the Environmental Policy, providing them with the training and knowledge necessary to promote conscious and responsible behaviour at all levels.

Involvement of the supply chain - Commitment to make the Environmental Policy known to all suppliers of goods and services as well as logistics partners, in order to jointly contribute to reducing environmental impact.

Transparency towards stakeholders - Making its economic and environmental performance public in a transparent manner, highlighting the improvements achieved or explaining any results that are lower than expected. The Caleffi Group implements its Environmental Policy by adopting specific measures aimed at protecting the environment, which take into account the provisions of the ISO 14001 management system. The Group is committed to regularly monitoring its environmental performance in order to ensure the protection of the environment and plan any improvement actions. The Environmental Policy applies to all Group companies and to all employees, as well as to anyone acting on behalf of the companies.

Water withdrawals

1 Megalitre in 2020

Waste



- 0 Hazardous waste in 2020
- -35% NON-hazardous waste compared to 2018

Energy



1 Photovoltaic system of 1 MGW



14.37% of energy consumed in 2020 comes from renewable sources



2000 kW produced from renewable sources fed into the grid

-36% of Diesel Fuel in 2020 compared to 2018

-15% of GHG emissions (Scope 1/Scope2)





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