

Commitments

Beyond customer proximity

Deliver **excellent, tailored solutions and services** to B2B and B2C customers and **increase the loyalty of professionals**

2030 TARGET
AND AMBITION

In line with our core values, seeking to meet our customers' needs will continue to be pivotal in the years to come. Alongside with **creating value by offering products of top-notch quality and guaranteeing an excellent service**, we strive towards further proximity to our customer base. **Proximity, however, builds upon dialogue** and it is precisely this driver that pushes us towards an active listening of end customers and professional intermediaries, enabling us to provide even better tailored services. Whilst consumers are a crucial stakeholder, so are professionals who ultimately deliver services to end-users acting as the final touchpoint.

Supporting initiatives to be achieved by 2025

Every
2 years

Quantitative B2C Ariston
Brand Equity assessment

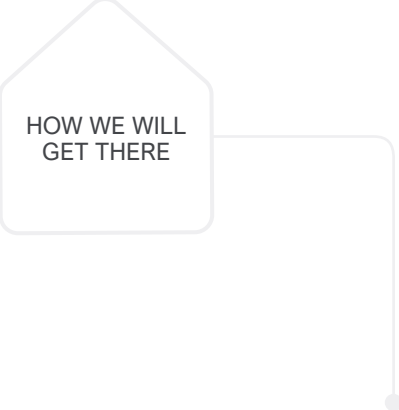
Voice of Our Professionals
programme launch in 2023

+15%

Ariston website
organic click performance
per year

>8

key countries with active
"OneTeam Professional" portal
(3 in 2022)



HOW WE WILL
GET THERE

B2B AND B2C BRAND EQUITY

With the awareness that **customer proximity builds upon engagement and active listening**, Ariston Group is embarking on a journey aimed at analysing **B2C perception in selected markets of the Group's brands**.

The Brand Health measures how powerful the brand is perceived by customers in terms of **meaningfulness**, which shows the emotional affinity to the brand, **salience**, which tests how quickly a brand comes to mind in a purchase situation and, finally, **difference**, which looks at the brand's differentiation with respect to other brands. Ariston Group is planning to boost these assessments by extending the focus to professionals, through the development of a **B2B Brand Equity assessment**, which will be outlined to evaluate the perception of the brand's strengths and weaknesses amongst **professional stakeholders**. The Company is fully aware that **consensus**, which can be built through the active listening of key stakeholders, will ultimately drive the Group forward to continue providing **even better tailored solutions and services**.

OneTeam PROFESSIONAL

In order to continue delivering excellent customer service, Ariston Group relies on a **network of professionals** that are just as crucial: these range from **installers to service centres and planners** (e.g. architects and project executors). To **support** their work with customised educational content, as well as with tools that facilitate their daily operations, the Group has developed an all-encompassing **digital infrastructure** that can be used by professionals as a reference point. Whilst the platform was initially launched in 2022, the Company sees its further development as a **strategic vector** to strengthen the **partnership** with its professional network by continuing to add digital services, training programmes and up-to-date information on products, to ultimately create a **one stop** for more markets. Optimising and facilitating the performance of professional intermediaries has the goal of further strengthening the relationship of **loyalty** between the Group and its partners, which can ultimately become true **ambassadors** of the brand.

*The “**Voice of Our Professionals**” initiative investigates the point of view of the professionals who install Ariston Group products, by **exploring their journey and understanding what the Group should be focusing on**.*

GIVING VOICE TO OUR PROFESSIONALS

Ariston Group believes in the importance of the ideas and opinions shared by the professionals it relies on. For this reason, the Group is working on an initiative that allows for a tighter interaction with them. The **“Voice of Our Professionals”** initiative investigates the **point of view** of the professionals who install Ariston Group products, by exploring their journey and therefore understanding what the Group should be focusing on to be considered as the **preferred partner**. The intent is to carry out **interviews** with selected

stakeholders to discuss industry trends related to technology, markets, standards and brands, followed by a more **quantitative data collection** phase. The initiative has already been tested in 2022 by interviewing selected installers in Italy, France, Spain, the Netherlands and Poland to talk about the Group's brands offer and the perception of professionals. The plan for the upcoming years is that of expanding the tool to selected markets, as well as specific product lines to continue sharpening Ariston Group's value proposition. All these initiatives will bear a positive impact on the relationship with Professionals, shaping a more solid perception of the brand's value. Starting from 2023, a **Brand Equity Index** will be outlined to assess the brand's strength among its business stakeholders.

A SERVICE ROADMAP

To provide excellent services to end customers and solid support to Service Centres, especially given the continued increase in complexity of products and technologies, Ariston Group relies on people's **knowledge and skills development activities**, from technical training, to courses on how to install, repair and set up Ariston Group products range, to the provision of technical documentation and an extensive archive of informative material about the Ariston range. At the same time, to provide Service Centres with further **knowledge support**, in addition to a first level of assistance that is always at their disposal through specialised call centres, the Company is working on expanding the offer with a rich service package referred to as a **“Service Bundle”**, containing troubleshooting and technical documentation that is easily available on devices. The bundle is activated during the first set up of connected products and combines **connectivity** with **extended warranty** into a single package. The package includes the **Tutoring Service**, which provides a proactive and remote **products technical support** service, exploiting connectivity and further improving the efficiency of the assistance provided. In addition to these services, the Group keeps providing listening and meeting opportunities through online and on-site Technical Committees, designed to help improve its customers' capacity to detect and address actual and potential product issues, as well as its internal capability to understand how products are perceived by stakeholders.

In addition, the Group will work on further developing the **Over-The-Air (OTA) technology**, as a service to support product assistance by remotely enabling software updates and thus making it possible to reduce the number of product's replacements. Product readiness for this technology will be extended in the upcoming months and a **technical infrastructure** to fully integrate the OTA and Tutoring Service will also be created. Finally, the Group will build on its plan to continue monitoring the **Total Cost of Ownership (TCO)** for the end user. This activity helps the Group in identifying the main underlying of ownership costs and the relative improvement areas, to favour efficiency while also looking at sustainability-related initiatives.

In terms of mid-term objectives, the Company will work towards a further enhancement of customer proximity, to achieve an integration among the different aspects that guarantees a full support of both end-consumers and professionals. The goal is to achieve a **control room** that includes all the necessary tools to improve the **speed of service**, to increase the **First Time Right %** and, in general, to ensure that an **excellent service level** is being delivered.

CONSOLIDATING CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

Building on its strategy of **managing interactions with customers even more closely**, Ariston Group has implemented its CRM tool in 2022. Whilst initially the focus has been on guaranteeing the correct adoption of the tool and an effective monitoring of the KPIs defined, the Group is now looking to further structure the data collected, sorting it through carefully designed dashboards, which can provide snapshots into specific markets and **customer segments**, country by country. The goal of these structured tools is not limited to achieving a greater customer proximity, improving processes and strategic approaches and monitoring the results of specific actions. Indeed, they will also support **decision-making processes** at all levels, **standardise** such information across the business and create as well as **share best practices** across the Group.

Trustworthy quality excellence

>85 Quality score per year in the cumulative Group Quality Excellence Index¹ (GQE)

2030 TARGET AND AMBITION

“We care about customers over time as our utmost priority, providing products and systems designed to **fulfil their expectations of comfort and efficiency** with best-in-class services”. In line with our internal ambition, our Quality Mission is driven by our Vision of **gaining customers’ loyalty** and enable them to **become our best promoters**.

Supporting initiatives to be achieved by 2025

Establish and roll out a **Quality Roadmap Program to operatively execute the necessary initiatives** of improvement according to Quality Strategy

Quality Mission to be declined in a **Quality Strategy**

HOW WE WILL GET THERE

THE GROUP’S QUALITY JOURNEY

Ariston Group **cares about customers over time as its utmost priority**, providing products and systems designed to fulfil their expectations of comfort and efficiency, with best-in-class services: this is the **Group’s Quality Mission**. In a process of continuity with past and current efforts, the Group’s Quality mission focuses on five core dimensions: Products and systems, Services, Customer care, Mindset and awareness and Drive by data.

On **products & systems**, the goal is to pursue market and customer proximity by means of a comprehensive product portfolio always designed to fit **customers’ needs**. This will pave the way to new technologies and strategic partnerships with suppliers, which will necessitate a concerted involvement of the relevant business functions. The quality of **services** will be guaranteed by the **continuous and timely support** provided by reactive and technically competent front-end services (pre-sales, sales and after sales), in collaboration with back-end functions, which will deliver maximum responsiveness to customers. Ensuring long-term satisfaction durability is, indeed, a crucial aspect of **customer care**. In this respect, **predictive maintenance and remote support** take on a key role, as the installed park of connected devices is constantly widening. Connected products can, in fact, be constantly monitored and managed remotely. This offers an opportunity for after-sales services to increase the efficiency of interventions, saving time for both consumers and technicians, as well as cutting down on the GHG emissions associated with transport for on-site visits. In order to build the **mindset and awareness** dimension, Ariston Group is looking to disseminate a **culture of quality across the entire organisation**, with a company-wide attitude focused on continuous improvement. To achieve this, making

decisions driven by numbers, data and facts is a further ambition of the Group, which goes hand in hand with strengthening its system architecture.

Today, customer centricity lies and will continue to lie at the core of the Group’s quality ambitions, guiding its future innovation and growth. In the mid to long-term leading to 2030, Ariston Group is looking to foster **traceability, enabled by logistics quality monitoring and reconditioned materials quality** initiatives. The Group will also set the basis for a **Quality Academy** aimed at developing new talents and competencies, ultimately looking to standardise the methods and tools adopted.



Notes

- 1 The Quality Excellence Index is a tool leveraged by Ariston Group to assess the capability of the organization to implement the Quality Roadmap. The Quality Roadmap is a plan of annual initiatives whose completion determines the attribution of a score, which will be accumulated year after year.