OTB

SUSTAINABILITY REPORT

2025

BE RESPONSIBLE. BE BRAVE.

OTB

SUSTAINABILITY REPORT

2025

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LETTER TO STAKEHOLDERS

Today, more than ever, sustainability should be considered a state of mind, a cultural and strategic approach guiding every decision. In a complex global context and at a time when our industry is experiencing a slowdown, sustainability must be a cornerstone upon which we continue to build the future.

For us, this means making responsible decisions every day, continuing to invest in, develop and train our people, and to strive for continuous improvement even when external conditions are uncertain. Together with creativity and technology, sustainability is a key tool to shape and establish a contemporary, robust and resilient business model.

In 2021, as a framework for managing our impact on the economy, the environment and people, we launched the "Be Responsible. Be Brave." strategy, organised around three key pillars: Protecting our Planet, The New Fashion System and Brave Together. In each of these areas, we set short, medium and long term goals, mapping out a clear, measurable path for the integration of sustainability into our core business and the promotion of circularity and social inclusion.

The results we have achieved in these first few years are a testament to the strength of our commitment.

In 2025, we continued to implement the strategy thanks to the commitment and dedication of the nearly 7,000 people in the Group, who are its driving force and embody its identity.

I am very proud of the environmental results we have achieved, which are particularly significant. We have cut our direct emissions by 50% compared to 2019 and now obtain more than 80% of our electricity from renewable sources across our global operations. This means we have already achieved one of the targets set under the SBTi initiative. We are also working on our decarbonisation strategy, which will involve an ambitious set of targets to be reached over the medium and long term in all areas of the Group's operations and in the regions where we operate.

At the same time, we have increased the use of certified materials with a lower environmental impact, which now account for 29% of total purchases, significantly above the target set by The Fashion Pact.

These results find concrete application in our brands' collections. Diesel, for example, produced over 70% of its Ready-To-Wear and Denim collections in line with our Responsible Product Guidelines, which we defined based on industry standards and gradually extended across the Group to introduce common criteria for preferred materials and more responsible processes. In its SS26 pre-collection, Marni reported that over 55% of products sold met these criteria. Jil Sander and Maison Margiela also made significant progress, particularly in leather goods, where the share of compliant products grew significantly in a short time.

We have achieved similarly impressive results in traceability and innovation. Since 2022, we have encrypted over 3 million Jil Sander, Maison Margiela and Marni products on blockchain and provided them with a digital certificate of authenticity. At the same time, we have developed a Digital Product Passport pilot project, which will gradually be introduced for all the Group brands, in anticipation of future changes in European legislation.

The supply chain remains a core component for us, a distinctive asset to be sustained and enhanced. We continued to support our partners through the C.A.S.H. project, with funding now totalling around € 700 million since the program began in 2013. We also worked alongside other groups and companies in the industry on the definition of the Legality Protocol for the Fashion Supply Chain, whose purpose is to promote transparency and fair working conditions throughout the entire Made in Italy supply chain. We will therefore continue to develop collaborations along the supply chain and support it to reduce negative impacts and promote opportunities to make our value chain more resilient.

For us, sustainability starts first and foremost with our people's mindset. That is why, in 2025, we stepped up our investments in training at all levels of the organisation, from management to the style and product development departments, to ensure that change takes shape right from the early stages of collection design and development, and that sustainability is embedded in the business strategies of all OTB units.

Through OTB Foundation, the expression of our social commitment, we continued to make a meaningful impact in local communities. In our vision, a company creates, produces, sells and generates value, but it also has a responsibility to give some of that value back to those who need it most. In this sense, the Foundation continued to promote educational projects set up to tackle bullying and addiction, emergency response initiatives in Italy and in countries affected by conflict, and action to empower women and combat gender-based violence.

Today, more than ever, I believe our sector must accelerate its path toward sustainability. In a complex environment, it is precisely clarity of vision and the ability to invest over the long term that make the difference. Sustainability, alongside creativity and technology, is the means by which we can keep ahead of change and tackle future challenges.

For us, this is not just a choice, it is the path we have mapped out and will continue to follow with consistency and courage.

Be Responsible. Be Brave.

2025 HIGHLIGHTS

OTB GROUP IN 2025

7
5 Group Brands and 2 Production Hubs

27[1]
Countries where the Group has a direct presence

120
Countries in which the Group sells goods and services

64
Million €
Investments

1.7
Billion €
Turnover as at 31.12.2025

600
Mono-brand stores directly managed by OTB

ENHANCING THE PRODUCTION CHAIN AND CRAFTSMANSHIP OF MADE IN ITALY

75%
Suppliers in Italy

80%
Scuola dei Mestieri students placed in the OTB Group

48
Suppliers active in the C.A.S.H. Project (Credito Agevolato – Supplier's Help) to support the supply chain

90%
Percentage of credit assigned by suppliers through the C.A.S.H. project.

1. This number refers to countries where the Group is present with its legal entities or local branches, mono-brand stores, outlets or logistics centres. The countries where the Group's legal entities are under liquidation have not been considered.

ACTING ON CLIMATE CHANGE

81%
Electricity from renewable sources in internal operations, global perimeter

–3.4%
Reduction in Scope 1, Scope 2 market-based and Scope 3 emissions compared to 2024

29%
Preferred lower impact materials on total OTB Group purchases

100%
Electricity from renewable sources in internal operations, European perimeter, directly operated sites

–50%
Reduction in direct emissions (Scope 1 and Scope 2 market-based) compared to 2019

+39%
Preferred cotton purchases compared to 2024

PEOPLE
Gender Equality Certification (UNI/PdR 125:2022)
confirmed for OTB and Diesel

6,814
Employees

54%
Women in managerial positions

380+
Social projects supported by OTB Foundation

380,000+
People helped with the support of OTB Foundation

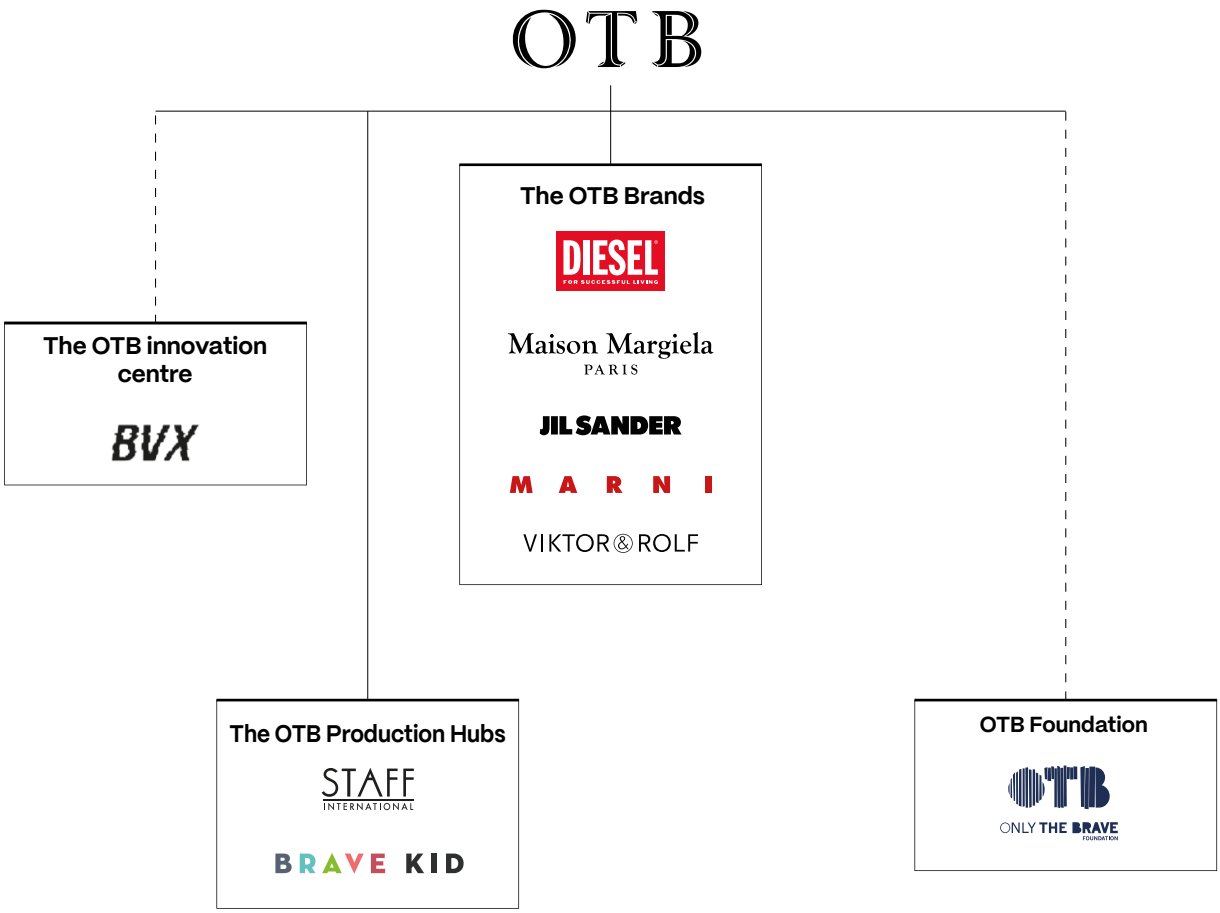
Chapter 1

OTB GROUP

OTB is the international fashion group that owns the iconic brands Diesel, Jil Sander, Maison Margiela, Marni and Viktor&Rolf (hereinafter "brands"), a minority shareholding in the American brand Amiri, and the companies Staff International and Brave Kid (hereinafter also "production hubs"). Acronym for "Only The Brave", OTB (hereinafter also simply the "Group") believes in redefining the boundaries of the world of fashion and style by fostering the creativity of international talents and fully expressing the innovative spirit and uncompromising bravery of its founder and Chairman Renzo Rosso.

The Group is also engaged on the social front through OTB Foundation (hereinafter also simply "Foundation"), a third-sector entity engaged in non-profit projects.

With over 6,800 employees, OTB is distinguished by its consumer-centric digital approach, its concrete long-term commitment to the creation of a responsible, technologically innovative business, and its close attention to social issues through the activities of its Foundation.



DIESEL is an innovative international lifestyle company set up by Renzo Rosso in 1978. Rooted in the mastery of denim and established as a leader in premium fashion, today Diesel is a true alternative to traditional luxury. Since 2020, Diesel collections have been under the creative direction of Glenn Martens. They include clothing, accessories, and a vast range of lifestyle collaborations: from fragrances, wristwatches and jewellery to interior design and real estate projects with Diesel Living. Discovering, supporting and promoting creativity is an integral part of the DNA of Diesel and OTB Group.

MAISON MARGIELA is a Parisian haute couture maison founded in 1988 by Belgian designer Martin Margiela on the principles of nonconformism. The brand embraces a creativity rooted in authenticity, community and personal expression, focusing on the relationship between clothes and the way they are worn. Today, under the creative direction of Glenn Martens, the Artisanal atelier challenges tradition by reinterpreting and reusing elements of the past in new forms. This process creates a dialogue between past and present, emphasizing on individuality and authenticity.

An innovative and multifaceted brand, **MARNI** has been celebrating individuality since 1994 through a design language that is both rigorous and unconventional. Through its experimental use of materials, textures and colours, the brand creates collections that emphasise the authenticity of craftsmanship, while embodying sophistication and originality. The brand's aesthetic reflects the vision of its new Creative Director, Meryll Rogge: Marni's contemporary elegance goes beyond conventions, making a bold statement through vibrant design. In constant contact with the world of art and a community of talents from many different backgrounds, the Marni philosophy achieves its highest expression in special collaborations and co-designed capsule collections.

JIL SANDER is the essence of modernity and sophistication. The brand's unconditional dedication to design combines elegance and purity with innovative materials and exceptional quality. The refinement of the cuts, the play of contrasts and the perfection of the details come together to form an approach to fashion characterised by careful thought, precision and craftsmanship. Under the creative direction of Simone Bellotti since March 2025, the Milan-based brand presents collections for women and men, including ready-to-wear, footwear, bags and accessories.

VIKTOR&ROLF is an avant-garde luxury fashion house founded in 1993 by Dutch designers Viktor Horsting and Rolf Snoeren after their graduation from the Arnhem Academy of Art and Design. Widely recognised for its provocative haute couture and conceptual glamour, Viktor&Rolf aspires to create spectacular beauty and unexpected elegance through an unconventional approach to fashion. For over twenty years, Viktor&Rolf has presented iconic collections at Paris Fashion Week, evoking an audacious spirit steeped in surreal contrasts. Viktor&Rolf's luxury products include a line of irresistible fragrances featuring global bestsellers Flowerbomb, Spicebomb and Bonbon, an integral part of the Viktor&Rolf fashion universe. The result of exclusive partnerships and innovative collaborations with leading companies and the art world, the fragrances, together with Viktor&Rolf Vision, complete the brand's offer.

BRAVE KID

The **BRAVE KID** company researches, develops, produces and distributes ready-to-wear collections and accessories for children from the ages of 0 to 16. Its portfolio of licensed brands currently includes Diesel, MM6, Maison Margiela, Marni, Dsquared2, N°21 and MAX&Co. Thanks to its unique expertise, Brave Kid perfectly captures the distinctive visions of designers and brands, turning them into collections with a unique design for children, teenagers and babies, each with its own unmistakable style and personality.

STAFF INTERNATIONAL

Founded in 1976, **STAFF INTERNATIONAL** is an international platform at the heart of contemporary fashion that combines innovation and Italian tradition to bring creative visions to life. Part of OTB Group since 2000, Staff International is a fully integrated, multi-service platform specialising in research and development, production, logistics and global distribution – while remaining true to its "Made in Italy" heritage. Through the Scuola dei Mestieri – the in-house apprenticeship program set up to safeguard and pass on the craftsmanship skills of "Made in Italy" – Staff International is nurturing a new generation of talents and visionaries to ensure that its legacy continues to inspire and evolve.
Staff International currently acts as an industrial platform for some of the OTB Group brands, including Maison Margiela, Marni, Jil Sander and the Diesel footwear, bags and small leather goods collections. At the same time, it is the exclusive worldwide licensee of Dsquared2 on research, product development, production and omni-channel distribution of its collections.

BVX

BVX, Brave Virtual Xperience, is OTB's centre of excellence for the exploration and development of innovative solutions for the virtual world and the metaverse. Led by Stefano Rosso, BVX concentrates on the creation of digital products, projects and experiences that redefine the way the brands interact with their customers. With a specific focus on NFTs (Non-Fungible Tokens) and gaming, BVX develops new forms of engagement to strengthen ties with end consumers and offer them immersive personalised experiences. Its cutting-edge approach combines technology and creativity, expanding the boundaries of fashion and style in the digital landscape.

OTB
ONLY THE BRAVE FOUNDATION

OTB FOUNDATION is OTB Group's non-profit organisation. Founded by Renzo Rosso in 2006, the Foundation works in Italy and around the world with the mission of taking swift action in emergency situations and promoting equal opportunities and inclusion. It was initially established as a non-profit organisation and subsequently became a Third-Sector Entity (ETS) by decree of the Italian Ministry of Employment and Social Policies in early 2024. Its rigorous approach to project selection is based on criteria including innovation, direct social impact and long-term sustainability. To date, OTB Foundation has invested in more than 380 social development projects, both in Italy and globally, bringing tangible improvements to the lives of over 380,000 people. A distinguishing characteristic of the Foundation is its guarantee that 100% of the funds it raises go directly to the beneficiaries without any deductions, to maximise the impact of its initiatives.

1978

Renzo Rosso co-founds the **Diesel** brand, acquiring full ownership in 1985. He starts working immediately with a team of stylists to turn Diesel into a global fashion icon. In the early 1990s, Diesel begins opening stores around the world.

1984

Renzo Rosso establishes **Dieselito**, later named Diesel Kid, to produce children's clothing. Over time, Diesel Kid comes to manage licences of other brands.

2000

Renzo Rosso acquires **Staff International**, which, under license, creates, produces and distributes the collections of international brands with a predominantly Made in Italy supply chain of excellence.

2012

Diesel Kid becomes **Brave Kid** and over the following years consolidates its children's clothing development and distribution business through a series of agreements and licensing contracts with brands including Diesel, MM6, Maison Margiela, Dsquared2, Marni, N°21, MYAR and Max&Co. The **Only The Brave Group** is renamed **OTB**.

2013

Staff International launches the **C.A.S.H.** project (Credito Agevolato – Suppliers' Help), which guarantees Italian suppliers easier, faster and more favourable access to credit. OTB acquires a majority stake in **Marni** and becomes its sole shareholder in 2015.

2019

OTB acquires a minority stake in **Amiri**.

2022

OTB is granted a credit line tied to ESG objectives by Banca Intesa. OTB promotes the creation of the **Re.Crea Consortium** with Prada Group, Dolce&Gabbana, MaxMara Fashion Group, Moncler Group and Ermenegildo Zegna Group, and assumes the vice-presidency. The Consortium aims to respond to the European Directive on Extended Producer Responsibility for textile waste and promote research and development into innovative recycling solutions.

OTB joins **The Fashion Pact**, the global coalition of companies working together to share best practices and find new solutions to reduce the environmental impact of the entire fashion industry. OTB publishes the **first voluntary Group Sustainability Report**. The report covers financial year 2021 and includes the calculation of the 2019, 2020 and 2021 Carbon Footprints.

2023

The **C.A.S.H. project marks its 10th anniversary**. OTB acquires a majority stake in **Frassineti**, the historic Florentine **leather goods** atelier, previously a Group supplier. OTB launches the **M.A.D.E., Made in Italy, Made Perfectly** project, presenting a campaign to showcase the Italian fashion and luxury supply chain that involves the OTB Group's top suppliers.

OTB and Diesel obtain **Gender Equality Certification** under Italy's National Recovery and Resilience Plan.

OTB receives approval for three ambitious emission-reduction targets from the **Science Based Targets initiative** (SBTi).

OTB approves the Group's new **impact materiality analysis**.

2002

Renzo Rosso establishes **Only The Brave** as the holding and parent company for all the fashion companies in his portfolio. That same year Only The Brave acquires Maison Margiela.

2006

Formation of the **Only The Brave Foundation**.

2008

Only The Brave acquires **Viktor&Rolf**.

2021

OTB acquires **Jil Sander**. OTB establishes **Brave Virtual Xperience** (BVX), a company entirely dedicated to the development of projects, content and products for the virtual and gaming world.

Together with Prada Group, LVMH and Cartier (Richemont Group), OTB sets up the **AURA Blockchain Consortium** to develop and consolidate new standards in innovation, transparency and blockchain technology for the luxury industry.

OTB launches the "**Be Responsible. Be Brave.**" Group Sustainability Strategy.

OTB joins the **ZDHC** (Zero Discharge of Hazardous Chemicals) program for the elimination of hazardous chemicals from the fashion industry.

OTB becomes a member of **LWG** (Leather Working Group), an internationally recognised reference standard for the leather manufacturing industry.

2024

The OTB non-profit organisation, **Only The Brave Foundation, becomes a Third-Sector Entity** by decree of the Italian Ministry of Employment and Social Policies. This is a new form of organisation introduced by the reform of the Italian third sector, which enables non-profit entities to broaden their range of activities.

OTB acquires a majority shareholding in **Calzaturificio Stephen**, a historic Italian producer of luxury men's and women's footwear and already a strategic supplier for more than 20 years.

OTB and the Chalhoub Group, leading partners in creating luxury experiences in the Middle East, sign a strategic joint venture agreement for a significant expansion of the OTB Group's luxury brands in the region.

2025

Diesel joins the Fashion Task Force of the **Sustainable Markets Initiative**, launched in 2020 by His Majesty King Charles III. The Sustainable Markets Initiative (SMI) is the private sector's leading sustainable transition organisation. Its aim is to facilitate collaboration between global leaders and CEOs of leading companies across various sectors to place sustainability at the heart of global value creation, focusing on specific projects such as regenerative agriculture, the Digital Product Passport and traceability.

The OTB Group **establishes a legal entity in Mexico** for the direct management and local development of the Diesel, Jil Sander, Marni and Maison Margiela brands, including MM6.

1.1 BE BRAVE: MISSION AND VALUES

OTB Group promotes successful business development for all its companies, nurtures talents and helps them transform their ideas into distinctive creations for a new category of consumers. This vision is put into practice through the pursuit of the following objectives.

BUILDING BRANDS: OTB helps the Group's brands and companies develop successful businesses, enhancing the unique profile and distinctive features of each one.

BOOSTING GROWTH: OTB provides the brands and companies in its portfolio with expertise, tools and services to facilitate their growth.

CHALLENGING THE RULES: By encouraging a bold alternative approach to fashion and business, OTB constantly questions established rules to deliver unconventional, forward-thinking projects and strategies.

PROMOTING CREATIVITY: OTB is committed to discovering and supporting brave, one-of-a-kind talents. Creativity is the driving force and the heart of the Group's activities.

1.2 MARKET PRESENCE

The OTB Group organisation structure consists of the parent company OTB S.p.A. based in Breganze (Vicenza), which acts as the holding company in Italy and provides support services for its subsidiaries, as well as the headquarters of the brands, the production hubs and the distribution branches located around the world.

Sales operations are run through direct and indirect channels. The direct channels comprise mono-brand stores, outlets and e-commerce platforms, while indirect distribution is organised through wholesale channels such as multi-brand stores, shop-in-shops in department stores, travel retailers, and multi-brand physical and online distributors. The Group also generates royalty revenues from licensing agreements on specific merchandise categories of its brands.

In 2025, OTB Group had a total of 600 directly operated mono-brand stores.

DIRECT MONO-BRAND DISTRIBUTION NETWORK	2023	2024	2025
Italy	51	56	55
EMEA (excluding Italy)	134	124	115
America	66	61	57
APAC (excluding Japan)	146	153	156
Japan	213	215	214
Middle East	–	–	3
Total	**610**	**609**	**600**

1.3 FINANCIAL INFORMATION

(in EUR millions)	**2025**
Total revenues	1,632.00
Revenues from sales of goods and services	1,568.80
EBITDA (Statutory financial statement)[2]	237.4
Net investments	70.9
EBIT	10.1
Net financial position	39.9

Group net sales amounted to EUR 1,568.8 million, of which EUR 940.9 from direct channels (retail, outlets, online) and EUR 627.9 million from indirect channels. In 2024, net sales amounted to EUR 1,691.3 million, of which EUR 961.9 million through direct channels and EUR 729.4 million through indirect channels. Net sales were down 7.2% on the previous year, reflecting the general slowdown in the wholesale channel and on the Chinese and European markets; these trends were partially offset by the strong performance of Maison Margiela (+8.4%), growth in North America and the Middle East, the resilience of the Japanese market and the stability of the retail channel. Direct-channel sales accounted for 60.0% of total sales, compared with 56.9% the previous year. Throughout the year, work continued on the rationalisation of the network, with new openings, relocations and closures, bringing the total number of direct stores to 600 by the end of 2025. Royalty revenues totalled EUR 41.3 million (EUR 40.9 million in 2024).

2. Adjusted: net of non-recurring events that occurred during 2025, such as the change in creative direction at three of the Group's strategic brands and the dispute with Dsquared2 over the Staff International licence, which was subsequently successfully resolved with an agreement for the long-term renewal of the partnership between the Group's production platform and Dsquared2.

(in EUR thousands)	2024	2025
Revenues from sales of goods and services	1,683,236	1,561,890
Revenues from sales of other materials	8,058	6,943
Revenues from sales	**1,691,294**	1,568,833
Royalties	**40,935**	41,275
Revenues from sales and services	**1,732,229**	1,610,108

The geographical breakdown of revenues from sales and services, consisting of net sales of EUR 1,568.8 million and royalty revenues of EUR 41.3 million, for an overall total of EUR 1,610.1 million, is shown below (amounts in EUR million):

(in EUR millions)	Italy	Rest of Europe	APAC (excl. India)	Japan	America	Rest of the world (incl. India)	Total
Revenues	287.0	384.8	212.8	429.9	192.5	103.1	1,610.10
% of revenue	17.80%	23.90%	13.20%	26.70%	12.00%	6.40%	100.00%

Adjusted EBITDA was EUR 237.4 million (277.0 million in 2024), with an EBITDA margin of 14.5%, against 15.8% in the previous year. Adjusted EBIT was EUR 10.1 million (44.6 million in 2024), with an EBIT margin of 0.6%, against 2.5% in the previous year. Adjusted EBITDA and EBIT do not include non-recurring expenses incurred during the year.

The Group's total investments amounted to EUR 70.9 million, compared to EUR 86.5 million in the previous year, as follows:

(in EUR millions)	2025
Intangible fixed assets	14.5
Enlargement of the perimeter	6.9
Property, plant and equipment	49.5

Investments in property, plant and equipment and intangible fixed assets focused in particular on the direct channels (in 2025, the rationalisation of the retail network involved 49 new openings, 58 closures and the relocation of some stores to more strategic sites) and on major innovation projects, relating largely to AI and clienteling solutions.

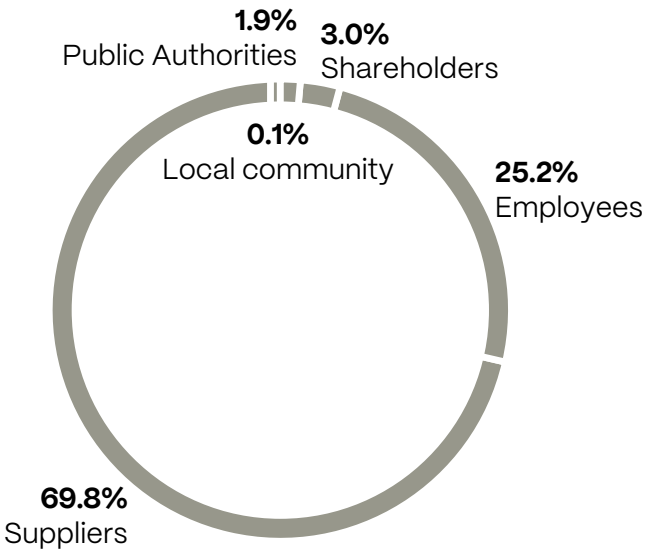
Investments for perimeter expansion referred to the acquisition of the retail and e-commerce business in the United Arab Emirates through OTB ME Trading LLC, a Dubai-based wholly-owned subsidiary of OTB Middle East FZCO, which in turn is owned 60% by the parent company OTB S.p.A. and 40% by the Chalhoub Group in the Middle East.

The Group's net financial position was positive, at EUR 40 million.

	2023	2024	2025
Economic value generated by the Group	**1,860,912**	**1,756,088**	**1,624,756**
Revenues from sales of goods and services	1,765,800	1,683,236	1,561,890
Revenues from other sales	12,082	8,058	6,943
Other revenues	50,031	22,182	21,884
Royalties	39,820	40,935	41,275
Financial income	5,673	2,915	3,404
Equity investments	–1,712	–3,087	–2,968
Exchange-rate gains (losses)	–10,782	1,849	–7,672
Business combination	0	0	0
Economic value distributed by the Group	**1,597,658**	**1,539,850**	**1,486,364**
Economic value distributed to **suppliers**	1,148,986	1,097,217	1,038,352
Economic value distributed to **employees**	363,273	375,809	374,729
Economic value distributed to **shareholders**	42,721	46,611	44,457
Economic value distributed to **public authorities**	41,491	19,278	27,898
Economic value distributed to the **community**	1,187	935	928
Economic value retained by the Group	**263,872**	**216,238**	**138,392**

95% of economic value distributed by the Group went to employees and suppliers, two stakeholder categories considered essential for the Group's success.

ECONOMIC VALUE DISTRIBUTED, BY STAKEHOLDERS



Chapter 2

GOVERNANCE AND RISK MANAGEMENT

2.1 CORPORATE GOVERNANCE

Corporate Governance refers to the set of principles, rules and tools used by a company to govern its decision-making processes and ensure a balance between business management and the interests of the various stakeholder categories.

OTB Group has adopted a "traditional" Corporate Governance model, in line with Italian regulations. The model is outlined in the Group Regulation, which establishes the operating processes of OTB, the assignment of roles and responsibilities, as well as the mission, objectives and main activities of the corporate functions, all in compliance with current legal, statutory and regulatory provisions.

OTB Group has structured its organisation in accordance with the principles of prudent management and risk mitigation. To this end, a system of delegated powers has been created to ensure the clear segregation of duties and compliance with regulations, including the requirements of Legislative Decree 231/2001. The system assigns precise roles, tasks, powers and responsibilities to prevent abuses of power and ensure better organisation of the decision-making process.

A summary of the OTB Group Corporate Governance model is provided below.

Board of Directors

The Board of Directors (BoD) is the governance body responsible for overseeing corporate strategies, including sustainability-related matters. It is also responsible for planning and monitoring operational and financial performance. The BoD may delegate its powers to one or more of its members to efficiently manage economic, social, and environmental issues, with the support of specific corporate functions. The delegated directors operate under the continuous supervision of the Board and report periodically on the activities carried out.

The OTB BoD consists of five members: the Chair, the Chief Executive Officer (CEO), one Executive Director and two Independent Directors. It is appointed in accordance with Italian law and the company statutes. It holds office for a three-year term and its members are eligible for re-election.

The Chair and the CEO, both vested with the legal representation of the Company, coordinate the activities of the BoD, ensure the implementation of Group procedures and policies, and are responsible for planning, directing and controlling the activities of the parent company. The Chair of the Board of Directors is vested with all powers of ordinary and extraordinary administration, while the CEO is entrusted with powers of ordinary administration within the limits of the delegations conferred by the Board.

The independent directors are appointed by the Shareholders' Meeting following verification of their independence requirements and relevant competencies. They contribute to Board activities by bringing their professional experience, fostering the examination of matters from different perspectives, and supporting the adoption of informed decisions aligned with the Company's interests. They also pay particular attention to situations that may potentially give rise to conflicts of interest[3]. The independent directors come from different professional backgrounds and their appointment is subject to transparent nomination criteria, thus ensuring a diversified approach to the governance of the Company.

The structure of the OTB Board of Directors allows for powers to be delegated for efficient management of economic, social and environmental issues, through the specific Group functions.

Name and surname	Office held	Age range	In office until	Executive	Independent	2025 meeting attendance rate
Renzo Rosso	Chair	≥ 50	approval of 2026 financial statements	x		**100%**
Ubaldo Minelli	CEO	≥ 50	approval of 2026 financial statements	x		**100%**
Stefano Rosso	Director	30-50	approval of 2026 financial statements	x		**100%**
Carlo Purassanta	Director	≥ 50	approval of 2026 financial statements		x	**100%**
Cristina Bombassei	Director	≥ 50	approval of 2026 financial statements		x	**67%**

3. To prevent conflicts of interest within the BoD, candidates' CVs are collected together with declarations confirming the absence of any incompatibility and/or potential sanctions; these are submitted to the Shareholders' Meeting for assessment prior to appointment. Resolutions are adopted in accordance with the requirements of Italian law (Art. 2391 et seq. of the Civil Code). In addition, the Company has adopted a Related Parties Procedure, described in section 2.3.

Board of Statutory Auditors

The Board of Statutory Auditors, consisting of the Chair, two Standing Statutory Auditors and two Alternate Auditors, is the body responsible for overseeing compliance with regulations and the company's statutes. It also monitors the effectiveness of the organisation structure, the administrative and accounting system and corporate procedures, as well as the programs set up to ensure compliance with the rules laid down by the Group and correct accounting control.

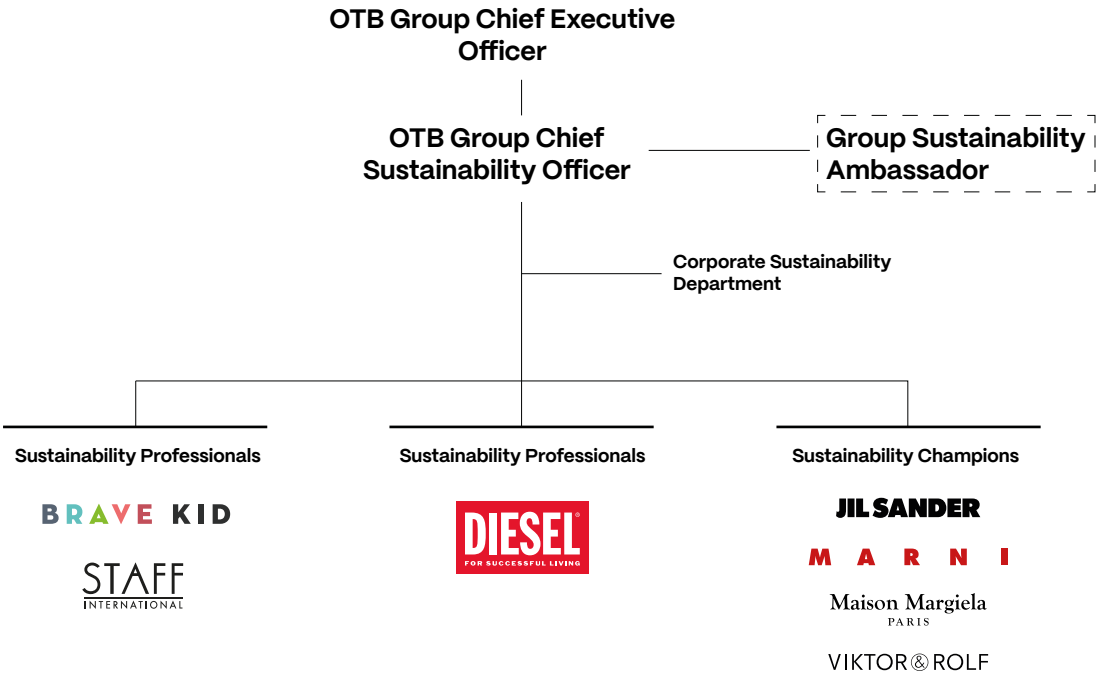
Auditing Firm

The statutory audit is carried out by an independent auditing firm, appointed by the Shareholders' Meeting on the recommendation of the Board of Statutory Auditors. The auditing firm is fully independent of the governance bodies and the shareholders, thereby ensuring the objectivity of its audits.

2.2 SUSTAINABILITY GOVERNANCE

OTB Group has adopted a governance system designed to integrate the principles of environmental and social responsibility into its business strategies and ensure effective coordination of initiatives in all business areas, both at parent company level and in its subsidiaries. Within this system, the Chief Sustainability Officer (CSO) plays a central role, leading the Group's Corporate Sustainability Department and reporting directly to the CEO. As part of their remit, the CSO identifies the impacts generated by the Group and presents them in an annual report to the CEO, who then assigns responsibility for their effective management to his direct reports.

The Corporate Sustainability Department is responsible for drafting, updating and implementing the Group Sustainability Strategy and related development plans. In this context, it provides guidance on the implementation of ESG procedures and initiatives throughout the organisation, working closely with other corporate functions to achieve strategic goals, strengthen management of environmental and social risks, and improve the Group's overall sustainability performance.



The Group's organizational model provides for the presence, within each production hub, of dedicated roles responsible for implementing sustainability initiatives, known as Sustainability Professionals. The Sustainability Professionals report hierarchically to their heads of Functions and functionally to the CSO, and work closely with the Corporate Sustainability Department to ensure operational and strategic alignment. Within the brands, ESG issues are overseen by Sustainability Champions, professionals that work in other departments and act as the point of contact on sustainability topics within their respective organisations.

Since January 2025, Diesel Sustainability Ambassador Andrea Rosso has also held the position of OTB Group Sustainability Ambassador, representing the Group internally and externally on sustainability initiatives.

Since 2021, the OTB Board of Directors has included among its members Cristina Bombassei, Chief Legacy Officer of the Brembo Group, a listed company and world leader in the design and production of braking systems. Cristina Bombassei is considered one of the leading figures on sustainability in Italy and was appointed as an OTB Independent Director to support the Group on strategic ESG decisions, in line with the expectations of the markets and key stakeholders. In 2024, Ms Bombassei's mandate was confirmed for a further three years, until the approval of the financial statements as of December 31, 2026.

2.3 ETHICAL COMMITMENT AND TRANSPARENCY

OTB Group operates in accordance with the principles of integrity, fairness and transparency, ensuring compliance with national and international laws and regulations, and respect for the fundamental and human rights of the individual. This commitment is implemented through the adoption of global governance programs and tools, which define shared rules of conduct and procedures that apply to all OTB Group companies and are extended to the supply chain, where appropriate.

These principles are set out in the OTB Group Regulation, which establishes the rules governing the organisation's operations, as well as in codes and frameworks that provide for regulatory and organisational control mechanisms. Specifically, the Group has adopted: a Code of Ethics; a Suppliers Code of Conduct; a Model pursuant to Legislative Decree no. 231/01 (applicable to OTB legal entities located in Italy); a Global Compliance Program. In addition, key areas are governed by policies, procedures and guidelines including, but not limited to, an Anti-Corruption Policy, a Transactions with Related Parties Procedure and a Whistleblowing Management Policy.[4]

Code of Ethics

The OTB Group **Code of Ethics** sets out the values, principles and rules of conduct that guide the conduct of the Group's business operations and govern relations with its internal and external stakeholders.

The Code of Ethics is uniformly applied to the OTB subsidiaries in all the countries where the Group operates. It consists of three sections:

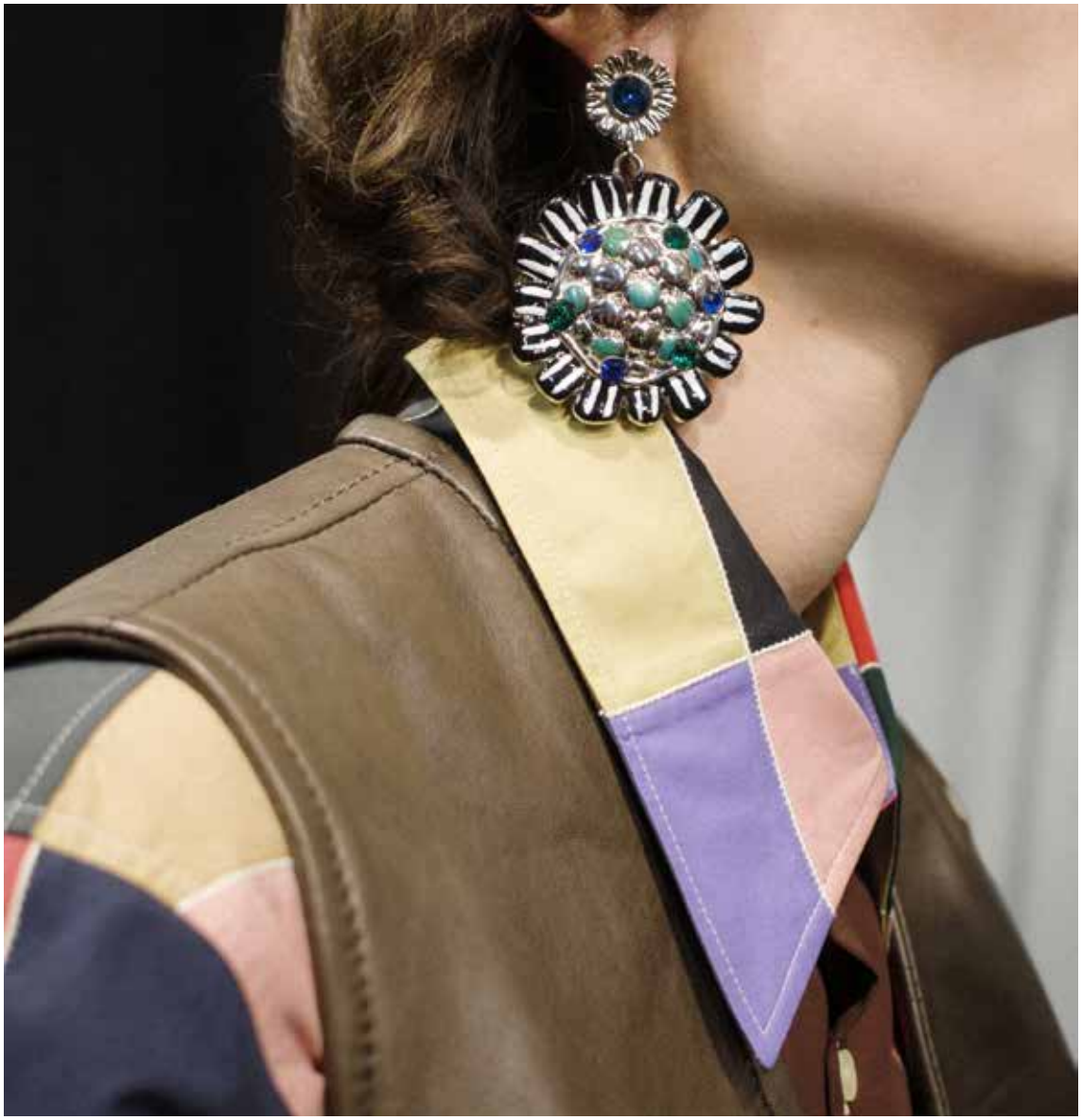
4. The 231 Model, the Code of Ethics and the Global Compliance program have been approved by the Board of Directors. The Code of Conduct, the Supply Chain Management Procedure and the Policy on Migrant Workers have been adopted by the CEO. All the documents listed above are circulated within the organisation and then made available on the corporate intranet.

1. **General principles:** this section illustrates the core values and regulations of the Group corporate culture;

2. **Standards of conduct:** this section highlights the rules of conduct to be followed and the ethics to be applied in business activities;

3. **Rules for implementing and monitoring the Code of Ethics:** this section describes the mechanisms for monitoring, enforcing and updating the Code of Ethics, to ensure compliance and continuous improvement.

The full text of the Code of Ethics is available for consultation on the corporate intranet and on the parent company's website. In 2024, the document was revised to align the procedures for reporting violations with the transposition of Directive (EU) 2019/1937 (known as the "Whistleblowing Directive").



Suppliers Code of Conduct

The **Suppliers Code of Conduct** sets out the requirements in terms of social and environmental standards that the Group expects its direct and indirect suppliers to meet. The Suppliers Code of Conduct is based on international conventions such as the eight fundamental ILO conventions and the Universal Declaration of Human Rights, and covers the following key areas:

- Regular employment,
- Child labour,
- Forced labour,
- Coercion and harassment,
- Discrimination,
- Freedom of association,
- Corruption and abuse of power,
- Health and safety,
- Working hours,
- Remuneration,
- Environment,
- Animal welfare,
- Subcontracting.

The full text of the Suppliers Code of Conduct is available for consultation on the corporate intranet and on the parent company's website.

231 Model

The OTB Group **Organisational Model**, drawn up in compliance with Legislative Decree no. 231/2001 and adopted by the parent company OTB S.p.A. and Marni Group S.r.l., Jil Sander S.p.A., Diesel S.p.A. and Staff International S.p.A., is designed to prevent corporate criminal liability by guaranteeing regulatory compliance and process transparency. The effectiveness and fitness for purpose of the Model are monitored by the Supervisory Board (SB), which consists of two external members and one internal member from OTB, specifically the head of the Group Internal Audit function. Among its responsibilities, the SB monitors the operation of and compliance with the Organisation, Management and Control Model, and ensures its updating by conducting regular audits.

The Supervisory Board submits an annual report to the Board of Directors on its activities and reports any problems that have come to light. The SB meets quarterly and, once a year, reports to the Board of Statutory Auditors.

The Global Compliance Program

The OTB Group's **Global Compliance Program** (GCP) standardises corporate procedures worldwide to prevent criminal liability and misconduct, adopting a uniform and consistent approach for all Group companies. The GCP applies across all operational areas, adapting to local regulatory frameworks and requiring compliance with the most stringent provisions, where applicable. It establishes standards of conduct and key controls, including segregation of roles, assignment of signature authority, traceability of processes and proper management of relations with third parties. The system is further strengthened by specific policies on anti-corruption, anti-money laundering and prevention of the financing of terrorism, as well as on antitrust issues, to help consolidate the Group's internal control system and operational transparency.

The **Anti-Corruption Policy** sets out the fundamental principles and guidelines to be followed by the members of the organisation to ensure compliance with anti-corruption laws and promote a culture of integrity, transparency and accountability. The Policy prescribes the adoption of an appropriate information system and hard-copy support to ensure compliance with the principle of transparency in the management of resources. With regard to third parties, the corruption risk is also managed through a due diligence based on integrity requirements and proportionality to actual perceived risk. The Anti-Corruption Policy also provides, under certain conditions, for periodic monitoring and activation of corrective measures.

The **Anti-Money Laundering and Counter-Terrorist Financing Policy** defines the rules, procedures and conduct to be adopted to ensure compliance with AML/CFT laws. It is designed to prevent the misuse of financial resources and mitigate the risks of money laundering, financing of terrorism or other criminal activities.

The **Antitrust Policy** establishes the principles and organisational controls necessary to ensure compliance with competition law. Updated in 2023, its main objective is to reduce the risk of potential violations. The Policy is also disseminated through awareness-raising and training activities and by providing tools for prompt identification of potential problems.

Through the OTB Human Resources (HR) Department, the Group regularly organises training programs for employees on the 231 Model and the policies referred to above.

Related Parties Procedure

The **Procedure for Managing Transactions with Related Parties**[5] (Related Parties Procedure) governs management of transactions between OTB Group companies and related entities, ensuring procedural and substantive compliance with the principles of transparency and fairness.

The Procedure provides that, depending on their importance, transactions must be approved by the Group Corporate Governance Committee or by the company CEO, provided that the CEO is not directly or indirectly involved in the transaction. Alternatively, if the CEO is directly or indirectly involved, the transaction must be approved by the Corporate Governance Committee.

Substantive fairness is ensured by an assessment of the transaction's economic correctness, verifying that the transfer prices of goods or services are aligned with market prices; procedural fairness is guaranteed through the application of procedures that ensure overall equity.

The Related Parties Procedure was reviewed in 2024 and the updated version was published in 2025.

Whistleblowing

OTB Group has set up a special **Whistleblowing** channel pursuant to Directive (EU) 2019/1937 of the European Parliament and the Council of 23 October 2019 on the protection of persons who report breaches of Union law (the "Whistleblowing Directive"), and in compliance with the laws that enact the Directive in the EU countries.

5. Related Parties: parties defined as such by the international accounting standards adopted under the procedure indicated in article 6 of Regulation (EC) no. 1606/2002. Under IAS 24, a Related Party is a person or entity related to the entity that is preparing its financial statements. A Related Party is a party who:

a) directly or indirectly, or through subsidiaries, trust companies or intermediaries:
• has control over the reporting entity, is controlled by it or is under common control;

• holds an investment in the reporting entity such as to exercise significant influence over it;

• exercises control over the reporting entity jointly with others;

b) is a company outside OTB Group, linked to the reporting entity;

c) is a joint venture in which the reporting entity holds an interest, or the company that exercises significant influence over the joint venture;

d) is a Director (executive or independent), a standing Statutory Auditor or a Senior Executive with Strategic Responsibilities of the company or of its parent company;

e) is a close family member of one of the persons referred in heads a) or d);

f) is a company over which one of the persons referred to in heads d) or e) exercises control, joint control or influence.

The Whistleblowing channel is also aligned with the Group Code of Ethics, with its internal procedures and with applicable laws. The system enables reporting of conduct in breach of national or EU laws, behaviour, acts or omissions that damage the company, violations of the Organisation, Management and Control Models, where applicable, as well as any conduct or situation contrary to the Group Code of Ethics. For the Group's Italian and European companies, reports may be sent via the specific digital platform, which can be accessed on the link on the websites of the Group companies. The link for each company is also provided in the Whistleblowing Management Policy and in the Code of Ethics. This channel is designed to ensure the confidentiality of the information and guarantee the anonymity of the whistleblower at every stage in the procedure. For the non-EU companies, a specific email address is available: codeofethics@OTB.net.

The **Whistleblowing Management Policy** governs the entire process, from reception and analysis of reports through to their resolution, establishes report validation criteria, the roles and responsibilities of the parties involved, and provides a clear operational structure. The Policy was presented to the employees of the Group's Italian and European companies through special training sessions and is available on the intranet and on the specific digital platform.

During the year under review, in accordance with the Whistleblowing Management Policy adopted by the Group to implement the European Directive (EU 2019/1937), twelve reports were received: eleven of these, referring to Italian companies, were received via the whistleblowing channel (with the exception of one received by email). Five of the eleven reports have been closed and six – all received during the fourth quarter – are still under review.

The remaining report concerns a European country and was received via the whistleblowing channel; it was closed during 2025.

Supply Chain Management Procedure

In 2025, a **new Supply Chain Management Procedure** was issued for suppliers based in Italy. It will be followed in 2026 by a new procedure for management of the foreign supply chain. The Procedure is aimed at governing the supply chain management process of the Group's Subsidiaries engaged in the procurement of typical goods and services. It sets out the guidelines, controls, and operating procedures to be followed by all OTB Group companies in managing relationships with suppliers based in Italy. The new Procedure incorporates, among other applicable regulations and industry guidelines, the provisions set out in the Protocol of Understanding on the legality of procurement contracts in the fashion production supply chains, proposed by the Prefecture of Milan and signed on May 26, 2025 by entities including the Italian National Chamber of Fashion and Confindustria Moda.

2.4 FISCAL RESPONSIBILITY

The OTB Group's fiscal operations guarantee full conformity to national and international laws. Management of taxes and fiscal risk is aligned with the Group's strategic and commercial objectives and with the principles of honesty, integrity and fairness set out in the Code of Ethics. The Group also works to build transparent collaborative relations with the Tax Authorities and with third parties.

Furthermore, OTB is a member of, amongst others, the CNMI (Italian National Chamber of Fashion) and Altagamma. As a participant of the working groups organised by these bodies, OTB contributes to discussions regarding potential legislative initiatives, including fiscal questions relating to the development of the Italian fashion and textile industry, which are then presented in the appropriate forums by CNMI and Altagamma, alongside those of the other members.

Accounting transparency is ensured through the application of the principles of truthfulness, accuracy, completeness and reliability in documents, the reporting of management operations and the related accounting records. The data in the accounts must also be correctly reflected in the Group's tax returns, to ensure that relations with the public administration and the Tax Authorities are based on integrity and cooperation.

Due to operational requirements and business objectives, OTB Group has offices in the main countries in which it operates. In this context, it is important to note that tax regulations may differ from those applied in the country where the Group headquarters are located. To mitigate the risks associated with the interpretation of different tax regulations, OTB has proactive contacts with stakeholders and is assisted by qualified tax consultants in each country of operation.

Management of Group tax matters involves a number of entities and functions: the OTB Tax Department, which is responsible for the development of fiscal strategy for the entire Group, the Financial Division and the Tax Departments of the subsidiaries in each country where the Group is present. Specifically, the parent company's Tax Department, headed by the Group Tax Director, deals with the following areas:

- **Risk management:** in collaboration with the OTB Corporate Governance & Internal Audit Department, the Tax Department defines measures for the implementation of the Tax Control Framework (TCF). The Group is taking steps to strengthen its tax risk control system by providing consistent and uniform guidance on risk management, and ensuring timely identification of risks and effective measurement in the different countries.

- **Compliance management:** in collaboration with the Statutory & Tax Reporting A&F Shared Service Centre Department, the Tax Department is responsible for compliance with Italian direct and indirect tax regulations, including computation of taxation and preparation of tax returns.

- **National taxes:** the Tax Department manages and coordinates tax benefits and audits by the Tax Authorities.

- **International taxes:** the Department supports the branch financial managers on fiscal matters and provides central management and coordination of transfer pricing and other tax issues relating to cross-border transactions, extraordinary transactions and related audits by local Tax Authorities.

The Tax Department takes all the necessary measures to monitor and manage the requirements set out in the OECD Base Erosion and Profit Shifting project (BEPS), including the GloBE-Pillar 2 rules laid out by the EU Directive of 14 December 2022.

All intragroup transactions are regulated by a transfer pricing policy aligned with the Arm's Length Principle, an international standard set out in the Model Tax Convention and referenced by the OECD Guidelines on transfer pricing for multinationals and Tax Authorities. For correct assessment of tax risks, the Group may draw up Advance Pricing Agreements (APAs) with local Tax Authorities to establish the criteria to be used to determine transfer prices.

OTB has direct operations in 30 countries through 73 subsidiaries and 13 permanent organisations, excluding OTB Foundation and the minority interests in the MIP Graduate School of Business and Atelier Luxury Group LLC.

Each country in which the Group operates has its own tax laws and tax assessment procedures. Consequently, the Group companies may be subject to different tax systems and rates, depending on local laws. The Group's overall tax burden is therefore influenced by the regulations applicable in each country and by the financial results of the operating companies in each jurisdiction.

A special whistleblowing channel has been established through which concerns of any kind regarding the organisation's business conduct and fiscal integrity may be raised; a detailed description of this channel is provided in section "2.3 Ethical Commitment and Transparency".

There are no formalised tax strategies at Group level in addition to those described in this section.

2.5 RISK MANAGEMENT SYSTEM

OTB Group constantly monitors risks that could affect its business and financial performance. Risk assessments are carried out when new regulations or regulatory amendments are introduced in order to update the Global Compliance Program, and during process reviews. These assessments are a vital tool to establish operational priorities and strengthen control mechanisms.

For example, in 2024 a Risk Assessment was performed for the preparation of a specific audit plan, taking into consideration the Top Twenty Risks of the Group's reference market. The assessment covered financial and non-financial risks arising from internal and external factors, with a particular focus on industry conditions, market dynamics and the specific characteristics of the countries in which the Group operates. It included but was not limited to regulatory non-compliance risks, potential crimes of corruption, counterfeiting and reputational risk.

Given the size of OTB and its global reach, the Group is also exposed to environmental and social risks, including – but not limited to – the effects of climate change and issues relating to working conditions. The Group is gradually incorporating these factors into its risk assessments in order to take appropriate mitigation measures and promote continuous improvement of its management practices.

During the reporting year, no updates were made to the impact materiality assessments carried out in 2023 (inside-out analysis), which are described in Chapter 3, section "3.2 Materiality Analysis". Looking ahead to the future implementation of the Corporate Sustainability Reporting Directive (CSRD), for internal purposes an initial analysis was carried out as a preparatory step for the future drafting and approval of financial materiality (outside-in analysis).

This process gave OTB and its stakeholders greater insight into the organisation's environmental and social impacts and the risks and opportunities that could affect its performance, thereby contributing to more comprehensive and meaningful sustainability reporting.

In 2025 the Group conducted the following activities:

Mapping the most significant risks and opportunities consistently with its business plan and sustainability goals;

Sharing the possible negative effects associated with the identified environmental and social risks with internal stakeholders and the main corporate functions;

Quantitative assessment of the business and financial impacts of the identified risks and opportunities, in terms of probability of occurrence and the magnitude of the expected effects.

Environmental risks

The main areas of environmental risk involving OTB Group and the fashion industry relate to compliance with environmental regulations along the entire supply chain, the impacts arising from climate change and biodiversity loss, as well as materials sourcing and water and waste management.

COMPLIANCE WITH ENVIRONMENTAL REGULATIONS

OTB Group complies with applicable environmental laws and ensures adherence to industry standards, which are incorporated into the Global Compliance Program. With regard to the potential risks of breaches of international and local environmental laws by contractors and subcontractors, the Group includes specific clauses in its agreements with contractors to ensure compliance with regulatory requirements and the commitments undertaken.

PREVENTION OF THE EFFECTS OF CLIMATE CHANGE IN THE SUPPLY CHAIN

In recent years, there has been growing concern about both the physical risks associated with climate change, such as extreme weather events and rising temperatures, and transition risks, for example the introduction of taxation on carbon-intensive products. These risks may affect the Group's operations both directly and indirectly, with potential repercussions throughout the value chain.

In this context, the Group is committed to conducting specific environmental assessments aimed at identifying the main areas of exposure and mitigation opportunities. In particular, during 2025, OTB initiated analyses and activities aimed at defining a Group Decarbonisation Strategy, with the goal of identifying and activating the most effective levers for reducing the emissions it generates.

Social risks

The Group is exposed to social risks related to management of its human resources, supply chain workers and customer relations, given its global presence and complex value chain.

OTB WORKERS

OTB Group manages human resources risks, including but not limited to health and safety, discrimination, employment management and the loss of key resources, through continuous improvement of its organisational model and strategic planning. It also runs technical, vocational and managerial training programs.

SUPPLY CHAIN WORKERS

The most significant potential social risks for the Group relate to working conditions and respect for human rights in the supply chain. In order to prevent and mitigate these risks, the Group adopts a multifaceted approach that includes dedicated training programs, analysis of the areas most at risk, tighter supplier controls, and regular updating of risk assessment procedures. This makes it possible to identify suppliers who potentially fail to comply with the Group's principles and standards more effectively, and to monitor their ESG performance.

CUSTOMERS

Social risks include customer satisfaction and engagement and brand reputational risks. OTB Group uses innovative tools to monitor the customer experience on a continuous basis and guarantee a prompt and efficient response. At the heart of its strategy lies close attention to product quality and safety, and management of complaints.

Privacy risk and data security

OTB Group considers the protection of the personal data of its stakeholders, such as customers and employees, to be essential.

In this regard, it has adopted a Privacy Organisational Model for all its companies based in the European Union and, where compatible with local regulations, also for companies outside the EU. The Model sets out procedures and defines roles and responsibilities relating to data privacy across the various levels of the organisation.

Specific agreements have been formalised to regulate personal data transfers within the Group, such as joint controller agreements for certain processing operations, appointment of companies providing services to affiliates/subsidiaries as data processors, and a General Data Processing Transfer Agreement for intragroup exports and imports.

OTB has also appointed a Data Protection Officer (DPO), who can be contacted at dpo@otb.net. The DPO responds to requests from data subjects, conducts audits and assessments on organisations, and is regularly involved in projects that impact the protection of personal data.

The Privacy Organisational Model applies to all workers, collaborators, interns and employees, including directors, statutory auditors and members of the BoD. The application of privacy roles varies according to the complexity of the organisations in the Group. When processing is to be performed on behalf of a Group company by an external company, an agreement is drawn up in accordance with art. 28 of the GDPR and a full analysis of the supplier's security measures and ability and reliability in ensuring compliance with the instructions provided is conducted.

Personal data processing is based on four legal criteria, identified on a case-by-case basis depending on the specific purposes: performance of a contract, consent of the data subject, legal obligations and legitimate interest. A specific disclosure notice is provided for each data processing category (e.g., for employees, job applicants, customers, visitors and suppliers), and updated on a regular basis.

The privacy management system makes use of various operational tools, including: Processing Register, Data Breach Register and Procedure, Data Protection Impact Assessment (DPIA), Legitimate Interest Assessment (LIA), Data Subject Access Request (DSAR), Transfer Impact Assessment (TIA), Data Processing Agreements (DPAs) for suppliers, data retention guidelines, and a Regulation for the use of IT tools.

The DPO and the Internal Audit function conduct privacy checks and audits throughout the year, both horizontally across the organisation and vertically in specific areas. Employees receive regular training on privacy protection and data security. The Group has also implemented an internal monitoring system covering these issues. As in previous years, OTB continued to strengthen the security measures in place to protect the technological infrastructure and prevent cyber attacks, and to raise awareness among the entire corporate population through regular anti-phishing prevention campaigns.

Two minor incidents occurred in 2025, which did not require notification of the authorities or the individuals concerned: one involving damage to a computer and another involving a message mistakenly sent in visible copy to multiple recipients; in both cases, there were no consequences for the individuals concerned. Nonetheless, the relevant Group privacy procedures were implemented.

With regard to the failure to respond to data subjects requests, during the reporting period three cases of deletion requests were recorded that had been submitted improperly, namely sent to secondary email addresses not designated for handling privacy-related matters instead of the address indicated in the privacy notice. Sending the requests to different addresses caused a delay in their receipt; however, they were nonetheless handled in accordance with the Group's privacy procedures.

Chapter 3

BE RESPONSIBLE. BE BRAVE.

3.1 OTB GROUP VALUE CHAIN

The OTB Group's **value chain** features a large number of players and stakeholders operating at various levels and in the different processes involved in the creation and development of products and services.

OTB Group manages only some of the stages of the value chain directly, while the others are managed by upstream and downstream players in the supply chain. The value chain is illustrated in the chart below:

Production of raw materials	Processing of raw materials	Product design and development	Assembly and production
Cultivation	Fibre processing	Product design	Own factories
Animal husbandry	Knitting and weaving	Trend analysis	DIRECT
Production of synthetic fibres	Fabric and yarn dyeing	Sample collection design and development	
Production of recycled materials	Processing of accessories	Testing and improvement	Marketed products
			Industrialised products
UPSTREAM		DIRECT	UPSTREAM

LOGISTICS →

Production of raw materials

This stage encompasses the upstream activities of the OTB Group's value chain, specifically: the cultivation of natural fibres, animal husbandry, the extraction of polymers for the production of synthetic fibres, the production of artificial fibres of natural origin and processes for obtaining recycled materials.

Processing of raw materials

Raw materials are then processed into fabrics, materials and accessories used in the production of clothes, bags, footwear and accessories for the collections of the Group's brands. This stage involves a range of industrial processes, such as ginning, spinning, weaving, dyeing and finishing.

Sales channels	Product use	End-of-life management
Points of sale	Use and care of products	Recycling management
Outlets		Waste disposal
Resale concessions		
E-commerce		
DIRECT		
Wholesalers		
Franchising		
Travel retail		
Online		
DOWNSTREAM		
LOGISTICS →		

Product design and development

Product design is the responsibility of the Creative Directors and Style Offices of the OTB Brands. In cooperation with the Product Development and Production Departments, the R&D Offices develop prototypes and samples, which undergo specific quality and durability tests before production of collections intended for sale begins.

Assembly and production

The semi-finished materials are transformed during the production and assembly stages into finished products, with the possible addition of appliqués, embroidery, prints and other details. These activities are coordinated by the brands' production functions, while actual production work is mainly carried out by external suppliers.

Sales channels

Products are distributed through direct and indirect channels. Direct channels are mono-brand points of sale, outlets, resale concessions and e-commerce. Indirect channels include wholesalers, franchising, travel retail and marketplaces.

Use and care of products

The way garments are used and cared for affects their durability and the consumption of resources such as energy and water for washing and ironing.

Management of product end-of-life

Management of a garment's end-of-life involves activities such as reuse, recycling or disposal. The intensity of the environmental impact of these practices varies.

Logistics

Logistics, meaning the activities involved in planning and managing supply flows, storage, shipment and transportation of raw materials and finished products, spans all the various stages of the value chain, and is particularly important in the fashion industry given its extended supply chain.

The Group directly manages logistic flows from suppliers to the primary hubs and from the regional distribution centres to end customers. Logistics activities include, among others, the receipt and storage of materials and products, as well as the management of reverse flows for recovery and recycling.

3.2 MATERIALITY ANALYSIS

During the reporting year, OTB considered the evaluations related to the impact materiality approved by the Board of Directors in December 2023 and updated in accordance with the GRI Standards 2021. This process enabled identification of the most significant impacts generated by the Group and, consequently, of the most important material topics. The analysis identified material topics by assessing impacts along the entire value chain, including direct operations and upstream and downstream activities.

Impacts were classified as:

- **Potential**: impacts that have a concrete probability of occurring, but have not occurred in the past;
- **Actual**: impacts that have already occurred;
- **Negative**: impacts that may cause harm to individuals, communities or the environment;
- **Positive**: impacts that can generate tangible benefits, contributing to progress towards sustainable development.

The analysis consisted of the following steps:

1. **Understanding of the business environment:** an in-depth analysis was conducted into the main sustainability trends in the fashion industry, the Group business model and relationships along its value chain. Internal and external sources were consulted, including industry publications, benchmarks and best practices of peer companies.

2. **Identification of impacts:** actual and potential negative and positive impacts related to the economy, the environment and people, including human rights, were mapped. Identified impacts may be short- or long-term, reversible or irreversible.

3. **Materiality assessment:** Each impact was assessed in terms of:
   - Scale: severity of impact;
   - Scope: distribution along the value chain and geographical concentration;
   - Irremediability: namely the difficulty of remedying a negative impact.

4. **Identification of material topics:** the impacts were grouped into broad topics; topics associated with the most significant impacts, i.e., those exceeding a specified materiality threshold, were identified as material topics and formed the basis for the reporting.

Where actual or potential negative impacts are identified, the corporate functions responsible for activities associated with those impacts are involved in identifying the most appropriate mitigation and prevention measures to be taken.

3.3 STAKEHOLDER ENGAGEMENT

Stakeholder engagement represents a key element in pursuing sustainability objectives and creating long-term value. Continuous and structured dialogue enables the Group to more effectively identify areas for improvement in ESG matters namely the environmental, social and governance factors that influence business decisions and the evolution of the sustainability strategy. The OTB Group adopts an approach based on the active and responsible management of relationships with its stakeholders, both at local and international level, involving the parent company and individual brands.

This approach is aimed at ensuring effective communication methods tailored to the specific categories of stakeholders.

Below is a summary of the OTB Group's main stakeholders, the engagement tools used and stakeholder expectations:

Stakeholders	Communication tools	Stakeholder expectations
Customers	• Direct relationship with sales staff • Emails and newsletters • Online chats and phone • Social media • Online questionnaires	• Product safety • Product quality and durability • Product traceability • Diversity, inclusion and respect for all body sizes • High-level services
Employees	• Corporate intranet • Meetings and events • Corporate TV • Newsletters and emails • Continuous feedback • Training sessions and digital courses • Whistleblowing channels • Activities of OTB Foundation	• Training and career development • Diversity, equity and inclusion • Well-being and work-life balance • Benefits and welfare initiatives • Compliance with policies and codes • Safe working environment • Reduction of environmental impact • Fair wages and working conditions
Suppliers	• Suppliers Code of Conduct • One-to-one meetings • Daily activities • On-site and institutional visits • Questionnaires	• Quality and safety • Fair terms of payment • Long-term relationships • Responsible purchasing practices
Local community	• Activities of OTB Foundation • Press releases • Dialogue with local associations and NGOs • Meetings and roundtables with public authorities • Newsletters and social media	• Support for local communities • Diversity, equity and inclusion • Reduction of environmental impact • Ethical, social and environmental practices
NGOs and organisations	• Institutional events • Activities of OTB Foundation • Participation in conferences and roundtables	• Cooperation with communities • Impact on climate • Biodiversity • Responsible procurement • Fair wages and working conditions

Stakeholders	Communication tools	Stakeholder expectations
Financial institutions and shareholders	• Institutional meetings • Annual general meeting • Daily contacts	• Financial performance and long-term profitability • Ethical activities and governance • Management of risks and opportunities
Public authorities	• Institutional events and institutional visits to Group premises • Roundtables and initiatives with institutions • Meetings with institutions and public authorities • Interaction with industry associations • Activities of OTB Foundation	• Full compliance with legislation • Participation in projects of public utility • Membership of leading national and international bodies, organisations and associations in the sustainability arena and in innovation in the fashion and luxury industry • Public debates and contributions to key industry issues • Italian excellence and promotion of Made in Italy
Media	• Press releases and conferences • Social media and official website • Enquiries and interviews • Interviews with senior management • Corporate and brand events, fashion shows	• Responsible communication • News about OTB Group, the brands and OTB Foundation • Information about sustainability and innovation relating to the OTB Group strategy • Senior management's views on the industry, the economic situation or related topics • Transparent communication flows: timely and precise information disclosed on a regular basis

With regard to the stakeholders listed in the table, during the year OTB Group and its companies carried out the stakeholder engagement activities described above. For example:

- with regard to customer engagement, during the reporting year, new episodes of a documentary series were produced on the lower impact practices implemented by one of the Group's brands; in addition, the brands' products are equipped with QR codes and/or NFC tags to guarantee garment authenticity and provide additional sustainability information where available (see chapter 4 for further details);

- with regard to employee engagement, training sessions and meetings on sustainability issues were held during the reporting year at company premises, online or at universities (see chapter 6 for further details).

The following sections provide a detailed description of the initiatives for other stakeholders.

3.4 OTB GROUP SUSTAINABILITY STRATEGY

The "Be Responsible. Be Brave." sustainability strategy represents the integrated approach adopted by OTB Group to incorporate sustainability into the business and systematically address environmental, social and governance challenges along the entire value chain. Based on the results of the materiality analysis, the strategy identifies specific priorities and measurable goals, in line with the UN Sustainable Development Goals (SDGs).

It consists of three pillars, each closely related to the material topics identified through the analysis described in section 3.2. In this context, OTB Group has adopted a governance system designed to ensure the implementation of the strategy in accordance with integrity, transparency and responsibility criteria.

With the support of the CSO, the CEO formulates and updates the sustainability strategy, which is then submitted to the BoD for approval. The CEO is also regularly briefed by the CSO on the initiatives organised by individual departments and on environmental, social and governance performance.

Protecting Our Planet

This pillar defines the OTB Group's commitment to the development of an increasingly responsible fashion industry, with a focus on environmental impacts. This is realised through the **reduction of greenhouse gas emissions**, the **decrease in waste production** and the development of **a responsible management system for water resources and chemicals**.

The New Fashion System

This pillar defines the OTB Group's commitment to the development of **collections with a lower environmental impact** through innovative designs, the adoption of circular business models and the search for preferred materials. The increasing use of **preferred, recycled, and certified materials**, as well as the improvement of product durability performance, are just some of the initiatives adopted to contribute to a tangible reduction in the impact generated. Furthermore, OTB Group is committed to ensuring **transparent communication** in both product labelling and marketing practices, in order to promote consumer confidence as well as more informed purchasing choices.

Brave Together

This pillar defines the OTB Group's commitment to the development of a fashion industry that pays attention to **social impacts along the entire value chain**. Respect for human rights, health and safety in the value chain are issues regarded by OTB's brands as essential to the performance of their operations. The Group ensures open and inclusive working environments that promote **lifelong learning, respect for diversity, gender equality and employee welfare**. Furthermore, through the activities and partnerships of **OTB Foundation**, the Group is active in creating a positive, concrete and long-term social impact in local communities and areas of the world in emergency situations.

The OTB Group material topics are shown below.

GOVERNANCE

Anti-corruption and anti-competitiveness

Consumer health and safety

PROTECTING OUR PLANET

Reducing climate impact

Climate change

Energy

Reducing waste

Generation of waste

Safeguarding ecosystems

Water pollution

Water resources

THE NEW FASHION SYSTEM

Circular models

Product circularity

Lower-impact products

Biodiversity

Raw materials

Animal welfare

Transparent communication

Marketing and labelling

BRAVE TOGETHER

Fair supply chains

Human rights in the value chain

Health and safety in the value chain

Supplier relations

Nurturing employees

Workers' well-being

Workers' human rights

Health and safety

Preserving craftsmanship

Employee training and development

Promoting diversity and inclusion

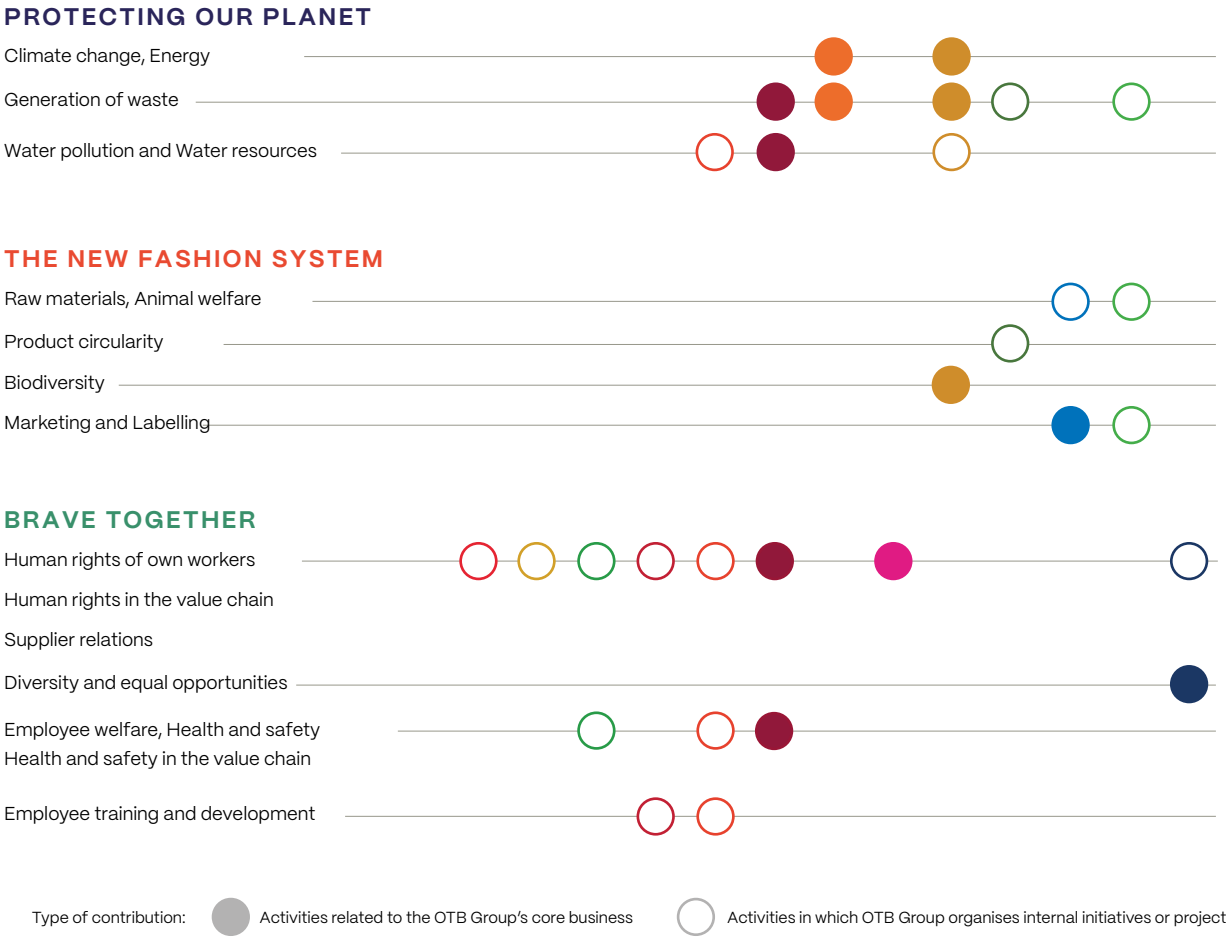
Diversity and equal opportunities

Supporting communities

Activities of OTB Foundation

Support for the SDGs

The table below cross-references the Sustainable Development Goals (SDGs) with the pillars of the OTB Sustainability Strategy.



FOR RESPONSIBLE LIVING: THE DIESEL SUSTAINABILITY STRATEGY

In 2019, Diesel drew up its own Sustainability Strategy, named "**For Responsible Living**", which was publicly launched in 2020. The strategy focuses on integrating sustainability into day-to-day decisions through research into and application of innovative solutions intended to create lower impact products and establish a circular business model that respects people and the environment.
As part of its "For Responsible Living" strategy, Diesel has set targets and planned actions to improve its sustainability performance and contribute to a fashion industry that generates positive impacts.

The Diesel Strategy is aligned with the Group's broader Sustainability Strategy and is based on four pillars:

1. **BE THE ALTERNATIVE:** Diesel is committed to developing alternative products and packaging, through use of lower impact materials, investment in innovation and the development of circular solutions, and collaboration at every step in the value chain.

2. **STAND FOR THE PLANET:** Diesel is committed to protecting the environment and climate by reducing its greenhouse gas emissions and water footprint, and improving reuse and recycling rates in all its operations.

3. **CELEBRATE INDIVIDUALITY:** Diesel is committed to promoting a culture of sustainability within the organisation by raising awareness among its people on these topics and fostering respect for employees' rights. The brand values diversity and inclusion, ensuring fair treatment and encouraging everyone to express their potential in a safe and inclusive working environment.

4. **PROMOTE INTEGRITY:** Diesel is committed to respecting social and environmental standards throughout the value chain by improving product traceability and promoting responsible supplier practices, transparency and an ethical supply chain management.

Over the past five years, Diesel has achieved significant results for each of the four strategic pillars described above. As part of **"Be the Alternative"**, the Sustainability team works closely with the Product, Style and R&D departments to identify, test and implement innovative solutions to reduce the environmental impact of its products.

For the "**Stand for the Planet**" pillar, Diesel's teams work with the OTB departments to help achieve the climate targets set at Group level.
Meanwhile, training is a central element of the "**Celebrate Individuality**" pillar. The Sustainability team promotes initiatives linked to the themes of the "For Responsible Living" strategy at all levels of the organisation and works alongside the Human Resources team and the Retail Excellence team to implement programs tailored to the departments involved.

The "**Promote Integrity**" pillar includes collaborative activities along the supply chain, as well as initiatives to promote OTB principles and values and the social and environmental standards applied by the Group throughout the value chain.

As far as external communications are concerned, the Marketing & Communications team works with the Sustainability team to create and convey sustainability messages, promoting the For Responsible Living initiatives in a transparent manner consistent with the brand's DNA.

The projects carried out during 2025 are examined in the following chapters; prior-year initiatives are illustrated in OTB's previous Sustainability Reports.

3.5 COLLABORATIONS AND MEMBERSHIPS

OTB Group recognises the value of multi-sectoral collaboration as a fundamental tool for the development of a more responsible and transparent fashion industry. In this context, OTB Group confirmed for 2025 its voluntary membership of the initiatives and organisations listed below.

AURA Blockchain Consortium

OTB Group is a steering member of the Aura Blockchain Consortium together with the LVMH Group, Prada Group and Cartier, and is represented on the Consortium's Board by Stefano Rosso, CEO of Marni, Chair of Maison Margiela and a member of OTB's Board of Directors. The Aura Blockchain Consortium is a non-profit association, exclusive to luxury brands, created for the purpose of promoting responsible customer-oriented business practices throughout the entire life cycle of luxury products. The platform aims to accelerate the transition to circular business models and improve the transparency of product information. It promotes a global blockchain-based solution open and adaptable to luxury brands in any business or geographical location. OTB takes an active part in developing projects and defining the strategic initiatives of the Aura Blockchain Consortium, encouraging participation of each brand of the Group.

Leather Working Group (LWG)

In 2021, OTB Group joined the Leather Working Group (LWG), a non-profit multi-stakeholder organisation set up to reduce the environmental impact of leather production. It defines the LWG Standards, which establish environmental criteria on the basis of which leather manufacturers are independently audited and certified. The organisation's activities focus in particular on supply chain traceability, auditing, preventing deforestation and promoting social responsibility. OTB's membership of the LWG underscores the Group's commitment to transparency and continuous improvement in leather production.

Re.Crea Consortium

In August 2022, the Re.Crea Consortium was established by OTB Group together with Dolce&Gabbana, Max Mara Fashion Group, Moncler Group, Prada Group, Ermenegildo Zegna Group, under the coordination of the Italian National Chamber of Fashion (CNMI). The initiative was launched in response to the European Directive on "Extended Producer Responsibility for Textile Waste" and related national legislation. The Re.Crea Consortium's primary objective is to manage the end-of-life of textile and fashion products and promote the research and development of innovative recycling solutions. Currently chaired by Carlo Capasa, President of the Italian National Chamber of Fashion, the Consortium is open to new memberships from key players in the fashion and Made in Italy segment, so as to further strengthen its impact.

The Fashion Pact

Established in 2019 to help reducing the industry's environmental impact, The Fashion Pact is a global coalition uniting leading fashion and textile companies, including suppliers, manufacturers, distributors and marketplaces. The member companies, which included Diesel since 2020 and the entire OTB Group since 2022, work together to share best practices and identify innovative solutions to meet common goals, notably: mitigating global warming, safeguarding and restoring biodiversity and protecting marine ecosystems.

Science Based Targets initiative (SBTi)

The Science Based Targets initiative (SBTi) is a global initiative established to support companies in addressing climate-related challenges by promoting the definition of emission reduction targets aligned with scientific evidence. In particular, SBTi promotes decarbonisation targets consistent with limiting global temperature rise to 1.5°C above pre-industrial levels, while also encouraging innovation in business processes through the adoption of low-carbon technologies and contributing to the mitigation of climate-related risks for companies. In 2023, the OTB Group obtained validation of its emission reduction targets from the SBTi (see Chapter 5, "Protecting Our Planet").

Zero Discharge of Hazardous Chemicals Foundation (ZDHC)

In 2021 OTB Group and its brands joined the Zero Discharge of Hazardous Chemicals Foundation (ZDHC), an initiative whose goal is to prevent and gradually eliminate the use of hazardous chemicals in the textile, clothing and footwear industries.

Forest Stewardship Council® (FSC®)

The Forest Stewardship Council® (FSC®) is an international non-profit multi-stakeholder organisation established in 1993 to promote responsible forest management through a globally recognised certification system.

In 2025, Diesel again confirmed its commitment to sourcing FSC®-certified paper or cellulose-based materials for almost all of its B2B and B2C packaging, thereby contributing to the conservation of forest resources.

Sustainable Markets Initiative

In February 2025, Diesel joined the Sustainable Markets Initiative founded by King Charles III, which works at international level to promote the transition to more sustainable economic models through dialogue among global leaders and senior representatives of the private sector.

As a member of the initiative, Diesel takes part in various working groups, contributing to discussions on the sector's key sustainability challenges and the development of possible practical solutions.

Chapter 4

THE NEW FASHION SYSTEM

The **New Fashion System**, one of the OTB Sustainability Strategy pillars, defines the Group's commitments to the material topics detailed below:

- **Low-impact materials**: OTB Group is committed to seeking solutions to reduce the environmental impact of its products and promote responsible sourcing practices.
- **Circular models**: in product design, OTB Group is committed to adopting criteria that facilitate recycling and recovery; at the same time it implements initiatives to extend product lifespan, including circular business models.
- **Transparent communication**: OTB Group is committed to ensuring transparent communication through both product labelling and marketing practices. This approach aims to encourage informed purchasing decisions and boost consumer brand confidence.

The link between the first two topics and the stages of the OTB Group value chain is illustrated below.

Stage	Product design and development	Use and care of products	Management of product end-of-life
Initiatives	• Certified alternative materials (e.g., organic and/or recycled) • Processes and treatments with a low environmental impact • Upcycling	• Quality testing and increased product durability • Advice to customers on caring for and extending the product life cycle • Second-hand	• Agreements with external partners for product end-of-life management • Recycling and reuse of materials • Upcycling

4.1 MATERIALS AND PRODUCTS

The textile industry has significant impacts along the entire supply chain: the production and processing of both natural and synthetic fibres and materials require intensive use of resources such as water and energy, generate greenhouse gas emissions and produce waste, with potential social consequences as well. To mitigate these impacts, OTB develops strategies to encourage responsible sourcing.

In line with its commitments as a member of **The Fashion Pact**, the Group continued its efforts to **gradually increase the proportion of purchased low-impact materials it uses up to at least 25% of the total materials purchased by the end of 2025**. The aim is to reduce greenhouse gas emissions along the supply chain by making greater use of certified raw materials and/or recycled materials, and adopting production processes that reduce consumption of water and chemicals.

Meanwhile, OTB's participation in the call to action of the **Science Based Targets initiative** (SBTi) has further strengthened its focus in this area: starting in 2021, OTB has committed to reducing its greenhouse gas emission intensity by 55% per tonne of raw materials purchased by 2030, compared to the 2019 baseline, with reference to goods, raw materials, packaging, and services purchased, as well as upstream and downstream transportation and distribution.

In 2025, consistently with these undertakings, OTB Group purchased a variety of raw materials, as illustrated in the chart below. **Cotton accounted for the largest share of raw materials, representing the 61%**, followed by synthetic polymers at 24.7%. Leather makes up 6.8%, while man-made cellulosic fibres and animal fibres account for 2.8% and 2.3% respectively.

RAW MATERIALS PURCHASED IN 2025

Cotton	61.0%
Synthetic polymers[7]	24.7%
Leather	6.8%
Artificial Cellulosics[8]	2.8%
Animal Fibres[9]	2.3%
Other[10]	2.4%

In 2025, **sourcing of certified materials and/or materials that respect environmental and animal welfare standards rose significantly, to approximately 29%** of total OTB Group purchases (from 24% in 2024). In this area, OTB has far exceeded the target set by The Fashion Pact, which called on member companies to achieve a 25% share of low-impact materials by 2025.

7. Synthetic polymers: Acrylic, Acrylonitrile butadiene styrene, Elastane, Elastodiene, Elastomultiester, EVA, Rubber, Lycra, Modacrylic, Neoprene, Plastic, Polyacrylic, Polyamide, Polyester, Polyethylene, Polypropylene, Polystyrene, Polyurethane, Polyvinyl, Polymethyl methacrylate, PVC, TPU.

8. Artificial Cellulosics: Acetate, Cellulose, Cupro, Lyocell, Modal, Viscose.

9. Animal Fibres: Alpaca, Angora, Goat, Cashmere, Wool, Mohair, Silk.

10. Other: Steel, Polylactic Acid, Aluminium, Silver, Bamboo, Cactus, Hemp, Paper, Textile Paper, Horn, Crystal, Synthetic Diamond, Iron, Carbon Fibre, Metal Fibre, Jute, Latex, Wood, Linen, Mother-of-pearl, Magnesium, Metal Glass, Metal Plastic, Metal Polyethylene, Metal, Brass, Stones, Feathers, Down, Copper, Ramie, Raffia, Resin, Silicone, Sisal, Cork, Titanium, Genuine Horn, Glass, Zamak, Zinc, Zircon.

In particular, purchases of preferred cotton (organic, recycled and regenerative cotton) increased by 39% compared to purchases in 2024 for the same categories of materials. As a result, **the share of preferred cotton reached 35.8% of total cotton purchased** at OTB consolidated level (27.3% in 2024) and accounted for 21.9% of the Group's total raw material purchases, a significant increase from 16.8% in 2024.

COTTON PURCHASED IN 2025

Conventional cotton	64.2%
Preferred cotton	35.8%
of which:	
• *Organic cotton*	24.4%
• *Regenerative cotton*	9.6%
• *Recycled cotton*	1.8%

OTB Raw Materials Standards

In 2024, the OTB Group developed the "**OTB Raw Materials Standards**" to assist its brands and hubs in the selection of low-impact materials and align sourcing practices through adoption of the standards by the Group purchasing, product development, style and production departments.

These standards, which are updated annually, **provide a detailed overview of preferred raw materials**[11] and specify materials that are banned, such as furs[12], or accepted only if certified. They also provide guidance on the main international certification schemes recognised by the Group for materials with a low environmental impact or those that guarantee animal welfare requirements. The standards reflect OTB's commitment to a more responsible fashion system, in line with the objectives of its Sustainability Strategy and the requirements of key markets and industry best practices.

OTB Responsible Product Guidelines

In 2020, Diesel drew up guidelines, which have been regularly updated, that set out the criteria for producing items with a lower environmental impact, in accordance with the brand's For Responsible Living strategy. The guidelines indicated the preferred alternatives for creating a lower-impact product (internally classified as "responsible") and adopted an approach that took into account the various aspects of the collection item: not only the preferred materials, but also treatments, finishing processes and accessories (buttons, rivets, zippers, etc.).

11. The term "preferred raw materials" refers to the definition provided by Textile Exchange, namely "a fibre or raw material that consistently offers reduced impacts and greater benefits for climate, nature, and people compared to the conventional equivalent, through a holistic approach aimed at redefining current production systems".

12. Since 2025, all Group brands adopt a "fur-free" policy and do not use fur. The ban does not necessarily apply to brands outside OTB for which Staff International is a licensee, since non-Group brands are not bound by the OTB fur-free policy.

Similarly, Brave Kid developed the Brave Kid Sustainable Product Guidelines for products and the market on which Brave Kid operates.

To harmonise these criteria across the Group, in 2024 the Corporate Sustainability team began drawing up **common guidelines, known as the OTB Responsible Product Guidelines**, based on the experience gained by the individual hubs. The guidelines were finalised and circulated internally in 2025 through special training sessions. The guidance sets out **specific criteria on the minimum content of low-impact materials that a garment must contain** (with respect to total weight), as well as a **list of treatments whose use is either preferred or restricted** (depending on the type of treatment and/or finishing process), so that a product may be considered an improvement on its conventional version from an environmental or animal welfare perspective. Internally, products that meet the criteria set out in the guidelines are designated as "responsible"; the use of this common terminology helps teams across different departments collaborate more effectively to expand the range of products in the collections that meet the Group's standards, while ensuring high quality performance and maintaining each brand's distinctive identity.

Certifications and standards

International standards and certifications are important, both to ensure the application of specific practices along the supply chain and in customers' purchasing decisions in the fashion industry. From a communication perspective, the right to use logos and trademarks associated with globally recognised standards and certifications raises perception of the lower-impact characteristics of products, fostering greater awareness and supporting the transition towards more responsible consumption.

The certifications obtained and the international standards adopted by the Group's hubs for 2025 are set out below.

Impact	Certification	Description	Raw materials	Certified companies
Lower climate impact	**RECYCLED CLAIM STANDARD (RCS 100 AND RCS BLENDED)**	Ensures a minimum content of recycled material in every garment (from 5 to 95% for RCS Blended, more than 95% for RCS 100) and traceability throughout the production process.	Polyester, Nylon, Cotton, Linen, Hemp, Silk, Wool, Cashmere, Leather	Diesel Brave Kid Staff International
Lower climate impact	**GLOBAL RECYCLED STANDARD (GRS)**	Ensures the content of recycled materials (at least 20%), traceability throughout the production process, restrictions on the use of chemicals, and compliance with environmental and social criteria at every stage in the supply chain, from the recycling of materials through the subsequent production stages to labelling of the finished product.	Polyester, Nylon, Cotton, Linen, Hemp, Silk, Wool, Cashmere, Leather	Diesel Brave Kid Staff International
Lower biodiversity impact	**GLOBAL ORGANIC TEXTILE STANDARD (GOTS)**	Ensures the content of natural fibres from organic farming (at least 70%), traceability throughout the production process, restrictions on the use of chemicals, and compliance with environmental and social criteria at every stage in the supply chain.	Cotton, Linen, Hemp, Jute, Wool, Alpaca, Silk	Diesel Brave Kid Staff International
Lower biodiversity impact	**ORGANIC CONTENT STANDARD (OCS 100 AND OCS BLENDED)**	Ensures the content of natural fibres from organic farming (from 5 to 95% for OCS Blended, more than 95% for OCS 100) and traceability throughout the production process.	Cotton, Linen, Hemp, Jute, Wool, Alpaca, Silk	Diesel Brave Kid Staff International

Impact	Certification	Description	Raw materials	Certified companies
Lower biodiversity impact	**REGENAGRI®**	An international certification program open to all farms and agribusinesses that adopt regenerative agriculture techniques. These techniques are designed to increase organic matter in the soil, promote biodiversity, reduce greenhouse gas emissions and capture CO_2. The Certification confirms that cultivation methods comply with Regenagri® standards and ensures that Regenagri content is compliant from the field to the finished products. Certification is issued by the Control Union certification company.	Cotton, Linen, Hemp, Jute	Diesel
Lower impact on animal welfare	**RESPONSIBLE WOOL STANDARD (RWS)**	Guarantees that wool is sourced from farms managed in accordance with stringent welfare and quality-of-life criteria with regard to livestock and land.	Wool	Diesel Brave Kid Staff International
Lower impact on animal welfare	**RESPONSIBLE MOHAIR STANDARD (RMS)**	Guarantees that mohair is sourced from farms that adopt a responsible approach to the management of their land and livestock.	Mohair	Diesel Staff International
Lower impact on animal welfare	**RESPONSIBLE ALPACA STANDARD (RAS)**	Certifies the use of alpaca fibres from farms that adopt a responsible approach to impact on the land and animal welfare.	Alpaca	Diesel Staff International
Lower impact on animal welfare	**RESPONSIBLE DOWN STANDARD (RDS)**	Ensures that down and feathers used as filling are obtained from aquatic or land birds that have not been subjected to treatment that causes pain, suffering or distress, and that traceability is maintained throughout the production process.	Feathers	Diesel

Furthermore, since 2021, OTB Group has been a member of the **Leather Working Group (LWG)**, a non-profit, multi-stakeholder organisation committed to reducing the environmental impact of leather production. The LWG standards establish environmental criteria against which leather manufacturers undergo independent and certified audits. LWG focuses specifically on supply chain traceability, auditing, avoiding deforestation and promoting social responsibility.

In 2025, OTB Group's companies confirmed their commitment to cooperation with tanneries that are members of the Leather Working Group. During the reporting year, **leather purchased from LWG-certified tanneries reached 43%** of the Group's total leather purchases (compared to around 31% in 2024).

Animal welfare

OTB Group companies have drawn up an **Animal Welfare Declaration** on animal fibre sourcing that suppliers are required to sign.

Specifically, the **Animal Welfare Declaration establishes binding criteria** for suppliers of the brands' raw materials and finished products, requiring compliance with the following conditions:

- Leather and skins must be sourced only from food industry by-products, excluding any form of breeding for the sole purpose of producing leather;
- Down and/or feathers must not be sourced from force-fed or live animals;
- Raw materials must not come from vulnerable, endangered or protected species as listed in the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the International Union for Conservation of Nature's Red List of Threatened Species;
- Raw materials must not come from breeders who practise "mulesing", a surgical procedure carried out mainly on sheep to prevent parasite infestations, but considered harmful to animal welfare;
- Compliance with all international and local regulations must be guaranteed.

The declaration, which had already been adopted by Diesel and Staff International, was adopted by Brave Kid in 2024, to gradually standardise the Group's animal welfare guidelines.

OTB Group recognises that each brand may adopt more stringent measures, compatibly with its distinctive identity and positioning. **Brave Kid**, for example, **continues to use synthetic materials** (polyester padding) **in its jackets**, in line with the decision taken in recent seasons to avoid the use of real down.

For what concerns fur, **Diesel has been Fur Free since 2010**, and this policy has been extended to all the other OTB Group brands since 2025, as set out in the OTB Raw Materials Standards. Consequently, products and accessories marketed by the OTB Group brands may not contain animal skin or any part thereof with attached pelt or fur fibres, in the raw or processed state, of any animal bred and slaughtered exclusively for the use of its fur.

Biodiversity

The fashion industry has a significant impact on biodiversity due to its production practices and the intensive use of natural resources throughout the supply chain. Protection of ecosystems is therefore a key priority.

In 2024, Diesel completed an environmental risk analysis focused on three key areas: climate, biodiversity and water. The analysis was carried out in two stages: first, the identification of hotspots in the brand's supply chain and, second, an assessment of the related environmental risks. The analysis enabled Diesel to identify its sourcing operations most exposed to environmental risk in relation to the three key areas. The results provided the basis for a sourcing plan that takes these impacts into account.

In 2025, the Group decided to extend the analysis to its other production hubs and brands, and selected a specialist partner to **draw up an environmental impact assessment report paying particular attention to biodiversity throughout the supply chain**. The aim is to quantify, monitor and reduce impacts generated along the entire supply chain. The results will form the basis for **the formulation of an internal policy for the protection of biodiversity** that will guide the Group's brands and partners in adopting consistent and effective measures.

To gain a better understanding of the use of raw materials and improve their performance, in 2025 the Diesel, Brave Kid and Staff International hubs once again took part in the Materials Benchmark organised by The Fashion Pact. Using an internationally recognised framework, the assessment identifies the fibres and materials sourced by the brands and reports on their strategic approach. It also provides an industry overview and benchmarks that the brands can use to assess their progress with respect to the industry as a whole.

Traceability

Traceability is a vital tool for managing actual and potential environmental and social impacts throughout the entire supply chain. With this in mind, the Group is working on the **implementation of a platform for the traceability of product and process information**, in line with the objectives of the Sustainability Strategy. During 2025, in line with the work started during the previous year, OTB carried out additional **pilot projects to test new platforms and technological solutions** that provide this type of service. To support the evaluation, it formed a cross-functional working group involving the Sustainability, IT and Operations departments, to analyse the functionalities of the various systems and assess their suitability for the operational needs of the Group's production hubs and brands. The evaluation of the platform will also take into consideration the changes in the regulations on traceability, transparency and reporting, which are being updated and/or amended by the authorities. Based on the results of the analysis and testing, in 2026 the Group will take a final decision on the solution deemed most suitable for the needs of OTB and its brands and hubs.

OTB GROUP INITIATIVES

DIESEL

During 2025, the brand continued to work to achieve its sustainability goals consistently with its For Responsible Living strategy and the Group Be Responsible. Be Brave. strategy. It again reported an increase in the proportion of lower-impact products in its collections.

The growing use of **organic, regenerative and recycled cotton** also produced significant results in the percentages in the brand's garments: for example, most of its regenerative cotton denim contains between 50% and 90% of this fibre. In the Ready-to-Wear offer, in addition to organic cotton, Diesel confirmed its use of **recycled polyester and nylon** and of artificial cellulosic fibres sourced from producers that guarantee a significant reduction in the use of water and chemicals. It also improved the treatments applied, especially to denim, using lower-impact technologies such as lasers, ozone, atomisation and low-impact enzymes to reduce the use of water and chemicals compared to conventional processes.

The purchase of **lower-impact cotton stood at around 42%** of Diesel's total cotton purchases (31.4% in 2024), while the purchase of **cellulosic fibres from responsibly managed forests accounted for around 59%** of the total fibres in the same category.

The focus on alternative materials and treatments was paired with the effort focused on maintaining the distinctive brand aesthetic. There are still some issues around the use of flock prints rather than plastic-based prints, which affect the future recyclability of the garment. The R&D and Product teams, in collaboration with the Sustainability team, are studying solutions that should be comparable in terms of quality and appearance but have a lower environmental impact.

In 2025, for Spring/Summer 2026, **more than 70% of Diesel's new Ready-To-Wear and Denim collections**[13] **were in line with the OTB Responsible Product Guidelines.** For the same season, in the **Denim** category alone, **85% of the quantities produced for the new collection complied with those guidelines**.
Furthermore, the entire Spring/Summer 2026 **Beachwear** offer featured products in line with the OTB Responsible Product Guidelines, comprising exclusively garments containing more than **50% of recycled nylon and polyester.** In **Intimate** category, two new product ranges were launched comprising leggings and sports tops made from recycled polyester and/or nylon.

In 2025 Diesel launched the first **"mono-material" puffer jacket**. In accordance with eco-design principles, the jacket is made entirely from recycled polyester – for the outer fabric, lining and filling – with the exception of the drawstring and the zipper. Diesel is testing the development of garments designed to be more easily recycled at the end of their life by reducing the complexity arising from the use of blended fabrics.

13. The percentage of Diesel products that conform to the OTB Responsible Product Guidelines is calculated on the basis of the quantities produced for each new seasonal collection during the reporting year.

Starting from the Fall/Winter 2025 collection, only **internal linings made entirely from recycled polyester** are used in the bags and small leather goods categories. At the same time, Diesel introduced **CORDURA *re/cor™* RPET**, made from recycled post-consumer materials.

In 2025, under the licensing agreement with Luxottica, Diesel launched four sunglasses models with **lenses containing 40% bio-based nylon and frames made from 27% recycled acetate**, or with nylon containing 46% of bio-based carbon.

STAFF INTERNATIONAL AND THE LUXURY BRANDS

Staff International serves as an industrial platform for Marni, Maison Margiela and Jil Sander, helping them improve the sustainability performance of their respective collections. The results achieved in 2025 are described below.

MARNI

In 2025, Marni increased its use of certified low-impact fibres and innovative solutions. In the Pre Spring/Summer 2026 collection, **products compliant with the OTB Responsible Product Guidelines accounted for over 55%** of total sales for the collection. In the same collection, the **Ready-to-Wear category exceeded 65%**, while the Bags and Small Leather Goods category stood at 55%.

The materials included organic and recycled cotton, viscose from responsibly managed forests, recycled polyester, wool and mohair from responsibly managed farms. Furthermore, starting with the Spring/Summer 2026 collection, one of the brand's carry-over fabrics – tropical wool – has been replaced with wool compliant with the **Authentico©** protocol, a Schneider Group trademark, **which guarantees a complete, transparent, verified, traceable, ethical and high-quality supply chain**, from farm to garment, based on the Schneider Group's global network.

For the same season, Marni unveiled a **new range of bags** (called Seaside) **made from paper sourced from responsibly managed forests**.

To reduce its environmental impact, Marni has also gradually increased the use of leather sourced from Leather Working Group (LWG) certified tanneries: in 2025, **the proportion of leather purchased from LWG certified tanneries reached 66%** of the brand's total leather purchases.

In 2025, Marni further **increased its use of lower-impact cotton**, specifically organic and recycled cotton, which **accounted for around 35%** of the brand's total cotton purchases (compared with 33% in 2024).

JIL SANDER

Jil Sander is gradually expanding the use of alternative fibres and lower-impact materials in all its collections. In the Spring/Summer 2026 Show collection, **the total range of products compliant with the OTB Responsible Product Guidelines generated approximately 30% of sales**, while products in **the Bags and Small Leather Goods category accounted for 90%** thanks to the proportion of leather sourced from LWG certified tanneries. In 2025, **leather purchased from LWG-certified tanneries reached 55%** of Jil Sander's total leather purchases.

In 2025, the brand continued to purchase **alternative cellulose fibres from responsibly managed forests**, reaching a share of **approximately 27%** in its Ready-To-Wear collections.

MAISON MARGIELA

Maison Margiela focuses on research into innovative materials and processes with a low environmental impact. In the Spring/Summer 2026 Show collection, **products compliant with the OTB Responsible Product Guidelines generated more than 45% of sales**, a figure that rises to **over 85% in the Handbags and Small Leather Goods category alone**. Also in this regards, the brand focused on one of its main material: leather. In 2025, **leather purchased from LWG-certified tanneries reached 55%** of Maison Margiela's total leather purchases.

BRAVE KID

Brave Kid confirmed its commitment to sourcing materials with a low environmental impact for the collections of the brands it works for. The hub increased its use of preferred materials, with the **share of garments compliant with the OTB Responsible Product Guidelines reaching 19%** in the Spring/Summer 2026 collection, an increase of 7 percentage points compared with the Fall/Winter 2025 collection. This increase reflects Brave Kid's consistent commitment to implementing its sustainability strategy.

VIKTOR&ROLF

Viktor&Rolf promotes the use of lower-impact materials and works with suppliers to identify innovative solutions that are consistent with the brand's identity. In 2025, it introduced a new product category in the Ready-to-Wear collection featuring polymer-based alternatives to leather. The brand has **chosen a cactus-based material** that replicates the look and texture of leather and skins. Production of this material requires less water, eliminates the use of chemicals associated with the tanning process and significantly reduces the carbon footprint. While there are still environmental impacts, such as energy consumption during cultivation and processing, these are significantly lower than those associated with conventional leather production.

4.2 PACKAGING

Packaging significantly affects environmental impact throughout the product life cycle. Responsible management of packaging is therefore essential to reduce consumption of non-renewable resources, contain greenhouse gas emissions, and minimise waste. In this context, special attention is paid to gradually reducing the use of virgin plastic and increasing the use of cellulosic fibres sourced from responsibly managed forests.

OTB Group is committed to eliminating problematic and unnecessary virgin plastic[14] in Business-to-Consumer (B2C) and Business-to-Business (B2B) packaging and increasing the use of recycled plastic when plastic cannot be eliminated, in line with The Fashion Pact initiative.

Packaging is **composed mainly of paper/cardboard** (86.6%) and plastic (9.2%).

PACKAGING PURCHASES BY TYPE OF MATERIAL (%)

	2025
Paper and cardboard	86.6%
Plastic	9.2%
Textile fibres	3.6%
Metals	0.6%
Other	0.0%

With regard to paper and cardboard, approximately **86% of total procurement is recycled or sourced from suppliers that guarantee responsible forest management**, and approximately 59% of purchased plastic packaging is recycled.

PACKAGING BY TYPE OF MATERIALS (TONNES)

	2023	**2024**	**2025**
Textile fibres	61.2	83	108.8
Metals	30.8	7	19.0
Paper and cardboard	2,188.2	2,562	2,642.0
of which recycled paper	901.3	106	12
of which paper from responsibly managed forests	305.9	2,398	2,266.8
Plastic	463.9	380	281.4
of which recycled plastic	272.9	188	165.3
Other (paints and rubber materials)	3.5	0.3	0.9
Total	**2,747.6**	**3,032**	**3,052.1**

14. The Fashion Pact refers to the Ellen MacArthur Foundation's guidelines to determine which types of plastic are considered superfluous, classifying packaging that "is not reusable, recyclable or compostable" as problematic or unnecessary.

OTB GROUP INITIATIVES

Since the Fall/Winter 2024 season, **Diesel has changed the material used for its B2B polybags in the Shoes & Bags category, switching to polyethylene made entirely from recycled material**, extending the practice already adopted for the Denim and Ready-To-Wear collections. As from 2025, the packaging for the "Beachwear" collection is reusable and made of 100% recycled TPU. All hangers for transporting hanging garments to end customers have been made from recycled plastic since April 2023. Regarding the fragrance category, since July 2025 the boxes of the "Only the Brave" and "D by Diesel" fragrances have been made from FSC®-certified paper, while the glass packaging of the "D" and "D-Red" fragrances contain at least 30% recycled glass.

In 2024, **Marni** replaced the embroidered logo label on dust bags with a water-based colour print, to improve recyclability. In addition, **starting with the Spring/Summer 2026 collection, dust bags have been made entirely from recycled cotton**. In 2022, the brand had already introduced new packaging made from certified materials, and consisting of 50% recycled paper and 100% recycled cardboard (60% pre-consumer waste, 40% post-consumer waste). This has also optimised online shipping by eliminating superfluous packaging for some products like shoes, which are now shipped directly in their original packaging.

During 2024, **Maison Margiela** carried out an extensive analysis of its packaging and developed a new version, initially for the MM6 line. The new packaging, introduced in June 2025, replaces plastic carrier bags with cotton handles with **single-material bags made entirely of cotton**, facilitating future recycling.

With regard to product packaging, **Viktor&Rolf** already uses paper sourced from responsibly managed forests for its labels and is introducing recycled materials such as plastic and polyester for items like polybags and labels.

During 2025, **Brave Kid** continued to use its innovative **reusable packaging** solution for e-commerce shipments. This replaces single-use cardboard boxes with bags that can be **reused up to 20 times**, so reducing energy and water consumption compared to the requirements for the production of new packaging, as well as CO_2 emissions. This initiative has also enabled Brave Kid to **avoid 2,849 kg of waste**, calculated on the basis of the actual number of shipments using reusable envelopes. Each shipment has replaced a single-use cardboard box weighing an average of 300 grams. Brave Kid believes that the project also has an educational impact, introducing customers to reuse practices and helping them understand the importance of the circular economy.

4.3 ECODESIGN AND CIRCULARITY

For many years, the fashion industry has operated with a linear production and consumption model based on the "take, make, dispose" paradigm. This consists of the extraction of raw materials, their transformation into finished products, and their subsequent disposal at the end of their life cycle. The system is heavily reliant on virgin resources and intensive use of water, energy and chemicals, which generate significant impacts on ecosystems. In addition, it has fuelled an increase in textile waste, which is often difficult to recycle or reuse in other production processes, especially if textiles are composed of materials of different origin. For example, if synthetic-natural blends are not designed for recycling, fibre separation and recovery is problematic. In other cases, the application of certain chemical treatments may compromise recyclability. In response to these critical issues, the fashion industry is accelerating the transition to circular models that generate value through reuse, recovery and recycling strategies.

The **adoption of circular economy principles involves a rethinking of the entire product life cycle** starting from the creative process, in favour of a more holistic approach covering design, choice of materials, production methods, product use and end-of-life. Accordingly, the OTB companies prefer raw materials with a lower environmental impact, such as organic, regenerative and recycled fibres, and are **introducing ecodesign principles into the development of their collections** in order to prolong the products' useful life and facilitate their recovery and recyclability.

In 2025, **the Group promoted several training initiatives on these issues** for the purpose of strengthening internal skills and understanding of circularity and related design. These initiatives are outlined in greater details later in the report.

With regard to the use and care of products, quality and durability are key factors in reducing the overall environmental impact.

Special resistance tests are conducted to assess the ability of materials to maintain their characteristics over time, testing parameters such as abrasion, pilling, colour fastness and tear resistance.

The **correct care of garments** is equally important to prevent premature deterioration and prolong their useful life. In this area, the OTB Group brands provide customers with detailed care instructions for their products, particularly as regards washing methods and temperatures, as well as drying and ironing. In addition, the adoption of circular business models such as the second-hand model can extend garment life, reducing the need for new production and the consequent use of primary resources.

As far as product end-of-life is concerned, it is essential that the players in the value chain work together for efficient management of textile waste and development of scalable recycling solutions. In line with this approach, in August 2022, **the Re.Crea Consortium was established** by OTB Group together with Dolce&Gabbana, Max Mara Fashion Group, Moncler Group, Prada Group and Ermenegildo Zegna Group, with the coordination of the Italian National Chamber of Fashion (CNMI). The initiative was launched in response to the **European Directive on Extended Producer Responsibility for Textile Waste (EPR)** and related national legislation. The EPR Directive places greater responsibility on manufacturers in the end-of-life management of textile products, promoting structured models for collection, reuse and recycling. The Re.Crea Consortium's main objective is to manage the end-of-life of textile and fashion products and promote the research and development of innovative recycling solutions. Currently chaired by Carlo Capasa, the President of the Italian National Chamber of Fashion, the Consortium is open to new players of excellence in the fashion and Made in Italy segment, so as to further strengthen its impact.

OTB GROUP INITIATIVES

DIESEL

In 2025, Diesel continued its **project to reuse production off-cuts for recycled denim**, with the support of one of its suppliers. The initiative, which was launched in 2022 **in collaboration with the United Nations Industrial Development Organisation (UNIDO) and a Tunisian supplier**, has created a virtuous process for recycling fabric off-cuts generated during the cutting stages. The aim is to improve the management and upcycling of denim scraps through a mechanical recycling process. The resulting fabrics, containing at least 20% recycled cotton, are introduced into Diesel's new collections, contributing to the gradual integration of low-impact materials.

Reflecting the commitment to increasing the use of materials and processes with a lower environmental impact, in 2025 the Diesel Library project was integrated, retaining the same characteristics in terms of materials and treatments, into one of the brand's most prominent denim categories in the collection, with carry-over styles that remain in the range across successive collections.

For Spring/Summer 2025, Diesel re-launched the **Diesel Rehab Denim collection, developed with supplier Tejidos Royo** and initially presented in the Fall/Winter 2022 Show. Each garment in the line is made from entirely recycled cotton and elastane, blended with TENCEL™ x REFIBRA™ technology, while the fabric is dyed with water-free Dry Indigo® technology, which hugely reduces consumption of chemicals (by up to 89%) and energy in the denim dyeing process (by up to 65%). The new models in the Diesel Rehab Denim line were launched at the Spring/Summer 2025 Show, whose staging used around 14,800 kg of fabric off-cuts, creating an immersive experience that demonstrated how to create beauty and generate value from fabric off-cuts. The off-cuts were later reused in sectors such as automotive and in the production of insulation materials.

To contribute to the development of a circular fashion system, Diesel continued the **Diesel Second Hand project** in Italy, on the European e-commerce platform and in Japan, and launched **DIESEL♥VES DIESEL Vintage**. The project was unveiled in October 2025 at the ComplexCon Festival in Las Vegas, where visitors were given the opportunity to purchase a selection of iconic Diesel garments from the 1980s and 1990s, putting the spotlight on Diesel's creative heritage and affirming that genuine style is ageless.

2025 also saw the introduction of **DIESEL♥VES Timberland**, a collection of shirts made by upcycling unsold stock from both brands. For each collaboration, Diesel has donated EUR 100,000 to UNHCR humanitarian projects, through the support of OTB Foundation.

Upcycling is another tool that optimises materials, turning post-industrial textiles and off-cuts into new production resources and avoiding the need for disposal processes or new raw materials.
This approach helps to reduce pressure on natural resources and promotes the creation of products with a lower environmental impact, supporting the gradual transition to a circular production cycle.

DIESEL CARE – DIRTY TRICKS

To optimise the lifecycle of its products, Diesel has updated **its garment care guidelines (Diesel Care – Dirty Tricks)** by introducing an informative video and special section on its website, which all users can access.
The information is also available via the QR code on every Diesel garment, which provides washing, drying and care instructions for the garment, as well as details on the materials used and the low-impact treatments used in production.

JIL SANDER

In 2025, the **training program on ecodesign principles** organised in 2024 for the Marni and Diesel **Style, Product and R&D** teams was extended to Jil Sander. As part of the training, the participants studied best practices for adoption in future collections and took part in contests on the practical application of what they had learnt, for example the creative reuse of faulty products and/or unsold stock, in order to **consolidate upcycling** or develop **creative repair** solutions.

MAISON MARGIELA

Maison Margiela promotes **reuse of off-cuts in its own warehouses or those of its suppliers** as early as the prototyping stage and in subsequent production cycles. This avoids production of new materials and uses processing residues. The brand and its production hub also use existing prototypes for the development or refinement of new treatments, for conducting tests, or for creating mock-ups of new models.

MARNI

For its Spring/Summer 2026 handbag collection, Marni designed and produced a **cotton tote bag** as part of its **upcycling** project, featuring a patchwork design created with **archive fabrics**. As in previous years, a portion of the **fabric stock** was donated to OTB Foundation for the production of **bags and small accessories** to be sold at the Christmas market held to raise funds for the Foundation.

VIKTOR&ROLF

In 2025, Viktor&Rolf launched the development – which is still being finalised – of a new **upcycling** project to **transform used garments into new products**. The purpose is to produce new garments from existing ones, extend the life cycle of existing resources and reduce textile waste. The project is currently in an experimental phase, with a view to developing it into a structured and circular design model.

Also in 2025, the brand continued its **awareness-raising activities for younger generations** through an **annual educational upcycling program** at a primary school in Amsterdam, whose aim is to foster environmental awareness and encourage the creative reuse of materials.

BRAVE KID

In 2025, Brave Kid continued the "**Brave Kid Durability Project**" launched in 2023 for systematic analysis of its products' resilience and durability. In cooperation with an internationally recognised laboratory, it tested **32 representative products** from its main product categories.

Compared with previous seasons, the analysis was carried out with the **Product Environmental Footprint Category Rules (PEFCR)** methodology developed by the European Commission for assessment of environmental performance over a product's entire life cycle and definition of a common standard for quantifying and reporting environmental impacts. This approach produces comparable results recognised within the market, and generates data useful for future **LCA (Life Cycle Assessment)** product analyses. The tests were conducted in two phases, in July 2025 and in December 2025, with results demonstrating excellent performance in terms of durability. The findings confirm the effectiveness of the insights gathered since the project's launch and used during the design phase to optimise performance and improve technical solutions, such as the introduction of new better-performing buttons.

At the same time, Brave Kid further consolidated its strategies to reduce overproduction and waste, and gradually move towards **a make-to-order model**. This development is underpinned by planning based on analysis of sales data and more efficient management of dead stock.

Furthermore, Brave Kid is the licensee for the children's range of **MYAR**, a brand founded by Andrea Rosso that has always been committed to environmental issues. MYAR products are made with materials sourced from unused stock, off-cuts and warehouse remnants of OTB Group and other external suppliers. Through an **approach based on reduction, reuse and upcycling**, the MYAR collections aim to make the most of existing materials and extend their life cycle in line with the principles of the circular economy.

4.4 PRODUCT QUALITY AND SAFETY

Product quality and safety are core values for OTB Group, which guarantees that **physical and chemical conformity tests are conducted** at all stages of production, from raw materials to finished products. The tests ensure that products meet the Group's safety and quality standard and are carried out systematically, with close monitoring of the characteristics of materials and treatments.

During the reporting year, attention to product safety was further strengthened, also in response to the entry into force of new technical regulations. Within OTB Group, Diesel conducted physical and chemical tests on 80% of its clothing styles, and chemical tests on 83% of its bag models and 65% of its footwear models. Brave Kid tested 100% of its products; meanwhile, Staff International carried out chemical tests on 60% of the products in its Ready-To-Wear collections and on 54% on its Shoes & Bags, Small Leather Goods and Jewellery collections.

BRAVE KID: SAFE PRODUCTS FOR YOUNG CONSUMERS

The paramount importance of safety for children's products and the commitment to ensuring high quality standards has led Brave Kid to adopt a rigorous testing and compliance system to ensure the chemical and physical safety of its products. The checks include special tests on detachable or pointed parts, sharp edges, and garment inflammability.
The type and number of tests depend on the complexity of the product and its applications, allowing Brave Kid to maximise coverage and ensure comprehensive safety monitoring.

To guarantee that compliance standards are met, Brave Kid places great emphasis on collaboration with suppliers, making regular visits to their production sites to monitor production and identify any critical safety-related issues.
In the case of complex garments, Brave Kid takes advice from internationally recognised laboratories to assess specific risks. In addition, constant communication between the Quality & Control Department and the Customer Service Department ensures continuous support to customers and follow-ups to product quality reports. Any defects are shared with the Style and R&D team, as well as with suppliers, for continuous improvement of the production hub's product testing process.

4.5 TRANSPARENT COMMUNICATION

As a customer-centric organisation, OTB Group invests not only in product quality but also in anti-counterfeiting measures. Over time, it has developed a communication strategy designed to ensure access to information on product authenticity and lower-impact features, and so encourage informed purchasing decisions.

In addition, OTB Group is working on a dedicated traceability platform that will subsequently provide information on its products and materials, environmental impacts and disposal practices (also in light of industry regulations – further details are given in Chapter 4.1). Each brand also uses a variety of channels to promote practical and personalised experiences for its customers.

Customer Experience

OTB Group adopts **an integrated approach** to enhance the customer experience, using digital technologies, omni-channel services and personalisation. The approach addresses both end customers and business partners, to optimise the various touchpoints and respond effectively to the needs of an evolving global market.

B2C direct channel management

The customer experience is the beating heart of digital and omni-channel strategies, with a constant focus on personalisation and innovation. The B2C channel management strategy aims to create an integrated ecosystem that delivers a seamless experience and is a central element of the Group's digital and omni-channel strategies, designed to ensure a consistent customer journey across all touchpoints. The Group brands' international market presence represents a strategic factor, enabling it to expand opportunities for engagement with an ever-growing and increasingly diverse customer base.

At the same time, OTB has developed a wide range of services in physical stores and online, strengthening its omni-channel presence and promoting integration among the distribution channels. The main services include: **Buy Online & Pick Up In Store, Click & Reserve, Click from Store, Return in Store & Ship from Store and Endless Aisle.**

The launch of the Group Clienteling App in 2022, and its gradual extension to the different regions where the brands operate, has transformed customer relations, enabling direct and personalised contact with boutique staff. The digital platform offers functions such as activity planning, appointment management and KPI monitoring, helping to optimise retail operations and turn every interaction into an exclusive experience.

OTB is also continuing its **Retail Excellence** project to foster an excellence-oriented retail culture and improve brand performance by focusing on key strategic and operational management levers. The project is structured around three key pillars – **Client First, Talent Development & Engagement and Core Retail Processes** – which each brand adapts in line with its own positioning and identity.

B2B indirect channel management
Since 2020, OTB Group has supported its B2B indirect channels with advanced digital solutions, including the **Hyperoom** sales platform and virtual showroom, which has been implemented by the brands of the Group. The platform operates as a B2B client portal, supporting seasonal order processing, self-service restocking and access to services for wholesale customers.

At the same time, the Group promotes remote immersive customer engagement and sales approaches, through digital tools and virtual showrooming solutions that ensure a consistent, high-quality, integrated experience across all distribution channels.

OTB GROUP INITIATIVES

DIESEL
Diesel distributes its products through direct and indirect channels. Direct channels include retail stores, outlets, concession corners and e-commerce platforms, while indirect channels include wholesalers, franchises, travel retail and marketplaces.

In 2025, **Diesel continued to strengthen its customer-centric strategy**. Specifically, the brand celebrates the uniqueness of each customer through personalised communications and tailor-made services, balancing human contact with innovative digital tools. The CRM strategy is designed to increase customer engagement, boost customer loyalty, suggest personalised products, services and activities, and help stores improve their one-to-one relationships with their customers.

The main Diesel initiatives in 2025 include:

- a revamp of the loyalty program and clienteling activities to boost engagement and retention;
- an optimisation of digital touchpoints through advanced segmentation and greater message significance;
- an ongoing integration of information from the Voice of the Customer (VoC) system into CRM strategies;
- the introduction of new KPIs to monitor store performance in terms of customer engagement.

Diesel continues to measure customer satisfaction with the Net Promoter Score (NPS) system implemented across both physical and online channels, while feedback collected through the NPS and VoC systems enables continuous improvement of services and the customer experience. At organisational level, it has appointed regional CRM leads for all sales channels to ensure consistent global implementation of its customer engagement strategy.

In addition, Diesel uses its own communication channels to promote responsible behaviour. The brand highlights its commitment to sustainability with "This garment is made For Responsible Living" hangtags on its garments, identifying items that comply with the OTB Responsible Product Guidelines. Customers can scan the **QR code** on the label inside the garment to access Diesel's "ID" digital platform, which **provides details about the preferred materials, low-impact finishing treatments and responsible accessories used for each item**.

MARNI

Marni continues to employ the "1,000 1:1 interactions" strategy for highly personalised and engaging experiences, including a "Dialogue not Monologue" approach for real-time two-way interaction on all brand touchpoints.

Marni's boutiques are intended not as simple sales outlets, but as immersive spaces where the customer can experience the essence of the brand. Exclusive online and in-store events and private shopping experiences underline the brand's commitment to creating opportunities for dialogue with its customers in order to strengthen brand loyalty.

To monitor and improve its service quality, in 2024 Marni carried out mystery shopping programs and in 2025 introduced a Net Promoter Score (NPS) measurement system in its physical stores and e-commerce channel, for systematic collection of customer feedback and the improvement of customer satisfaction.

As part of its Retail Excellence initiative, Marni is committed to ensuring that the in-store experience consistently reflects the brand's identity and values. This approach translates into targeted investment in **continuous training** and the development of teams in direct contact with customers, to promote professional growth and high-quality interactions.

In 2025, Marni established the **Customer Brand Experience Department**, combining the Brand Excellence and Training functions into a single unit to develop a holistic customer-centric approach. The new organisation aims to seamlessly integrate all touchpoints — Retail, Wholesale and Client Service — within a shared consistent framework.

One of the main retail initiatives launched during the year is the **BLOOM Project**. This redefines the welcome ceremony to align interactions with customers with Marni's core values and provide the retail team with tools to enhance the in-store experience through genuine connection.

More than a project, BLOOM is a constantly evolving mindset, which will be expanded to other channels by the end of 2026 to guarantee a consistent and meaningful customer experience across the entire Marni ecosystem.

JIL SANDER

Jil Sander has set up a special Customer Experience department to help stores deliver excellent standards of service. The strategy consists of **continuous training** programs, structured onboarding plans for new openings, and advanced CRM activities, all designed to strengthen customer relationships.

One of the most significant initiatives is the **Fashion Show Experience**, which offers Very Important Clients (VICs) the opportunity to watch the fashion shows from a privileged perspective for an exclusive brand experience.

To optimise performance in the retail channel, the brand is rolling out one-to-one campaigns and an **Extra Incentive Scheme & Competition Program** to reward the channels that deliver the best results. Jil Sander also uses monitoring tools such as **Retail Assessment** and the Net Promoter Score (NPS) to assess service quality and continuously improve the customer experience by listening to the Voice of the Customer.

Finally, the **Gifting Strategy**, developed in cooperation with the regional teams, offers an exclusive gifting service to turn every purchase into a special occasion and strengthen the emotional bond with the customer.

MAISON MARGIELA

In 2025, Maison Margiela consolidated its client development strategy with a series of targeted initiatives in the creativity, retail and customer service areas. The appointment of **Glenn Martens** as Creative Director represented a significant boost for the brand, generating renewed interest among VICs. The transition was accompanied by personalised engagement initiatives and exclusive previews to ensure continuity and strengthen customer relations.

The launch of the **Line 2** art platform, which made its debut in Seoul, created new opportunities to deliver superior in-store experiences. The platform enabled Client Advisors to engage customers who admire the brand's cultural dimension by organising immersive appointments with compelling storytelling. Similarly, the **Artisanal 2025** Collection strengthened ties with top clients through private presentations and personalised follow-ups highlighting the Maison's outstanding craftsmanship.

During 2025, Maison Margiela also stepped up its clienteling activities by expanding use of its clienteling app to facilitate more frequent personalised communication and boost conversion rates. It also introduced online sales through the Client Service department, improving overall service quality and providing more rapid support tailored to individual needs.

Finally, the limited-edition **Tabi Collector's Series** was an additional high-value engagement tool that helped attract new customers and strengthen loyalty among collectors and VICs.

VIKTOR&ROLF

For Viktor&Rolf, customer relationship management is a strategic tool to consolidate its position as a leading luxury fashion house. The brand targets two main groups – online retail customers and wholesale partners – whose specific needs and expectations shape the approach to service, communication and the development of long-term relationships. Viktor&Rolf does not currently have any physical flagship stores.

Retail customers interact with the brand mainly via the global e-commerce platform, the Farfetch international marketplace and online off-price partners such as The Archivist. The core markets are Europe (including the United Kingdom) and North America. The customer base comprises fashion-conscious consumers, lovers of luxury and customers in the fragrance sector.

Wholesale partners benefit from dedicated sales and after-sales support provided by the customer care team, the agencies and seasonal trade shows. The brand's presence in established markets like Europe and the United States, and in growing regions such as the Middle East, is underpinned by targeted product ranges and strategies tailored to local contexts.

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For both segments – online retail and wholesale – Viktor&Rolf utilises **digital communication tools, personalised account management, market visits and customer service touchpoints,** to ensure consistency and responsiveness in its customer relations.

The brand invests continually in digital solutions to support both channels, from immersive e-commerce experiences to B2B platforms such as Joor, which streamline order placement and the presentation of collections.

The e-commerce platform enables global sales management, offering personalised recommendations and support from dedicated customer service teams, who provide styling advice, product information and assistance with orders. Wholesale customers can also access virtual showrooms and digital tools to manage appointments and marketing activities.

Additionally, the brand offers a comprehensive after-sales service, with advice on product care, management of order-related enquiries, and support for returns and exchanges. Wholesale partners also benefit from after-sales support, restocking assistance and regular communication with sales representatives.

Although the brand does not have a formal repair program, where possible it facilitates assistance and repairs for specific items through its in-house design team, in order to guarantee product longevity and the level of quality expected from a luxury fashion house.

In the absence of a traditional loyalty program, Viktor&Rolf fosters customer loyalty through exclusive digital content, early access to new collections, personalised communications and exclusive services.

BRAVE KID

Brave Kid distributes its products globally through direct and indirect channels. The direct channels are retail outlets, concessions and e-commerce, while the indirect channels are wholesalers, travel retail operators and marketplaces.

The hub takes an integrated approach to enhance the customer experience, using **digital solutions, omni-channel services and personalisation tools**. Its model addresses both customers and business partners, to optimise the various touchpoints and respond effectively to the needs of an evolving global market.

Thanks to the support of a dedicated team, Brave Kid ensures reliable and on-time deliveries worldwide, enhancing its commercial offers and guaranteeing a high standard of service. The Customer Service team manages both the B2B and B2C channels, ensuring continuity and consistency in customer relations.

Customer relations and transparent communication

OTB promotes inclusive communication that is consistent with its values, adopting an authentic approach towards its stakeholders. The parent company website provides institutional information about the Group and its brands, including the Be Responsible. Be Brave. Sustainability Strategy, together with key results. Useful documents for external stakeholders are also available, including the OTB Sustainability Reports.

The Group brands manage customer relations through an **integrated ecosystem of communication channels**, comprising social media, email, newsletters, websites and special support systems that guarantee quick and effective responses.

To meet the needs of a diversified global customer base, the Group is present on a range of international digital platforms, including Instagram, Facebook, LinkedIn, X and TikTok, as well as on platforms specifically tailored to the Asian market such as Weibo, WeChat, Kakao, Line and RedM.

SOCIAL MEDIA PRESENCE OF OTB AND THE BRANDS (NUMBER OF FOLLOWERS)

Social media	OTB	Brave Kid	Diesel	Maison Margiela	Marni	V&R	OTB Foundation	Staff International	Jil Sander
Facebook	/	3,600	4,812,831	475,800	294,554	369,000	26.9000	/	142,000
Instagram	33,570	29,300	3,474,895	5,142,976	2,166,144	839,000	16,900	3,562	1,000,000
Kakao	/	/	/	107,851	3,521	/	/	/	/
LinkedIn	129,900	7,800	320,936	246,426	147,274	15,777	5,000	58,034	107,000
Pinterest	/	520	68,288	/	3,572	3,000	/	/	/
Red	579	/	30,270	117,000	78,447	/	/	/	45,000
TikTok	/	290	392,947	210,977	99,642	/	/	/	/
WeChat	3,847	/	149,289	200,000	273,035	/	/	/	28,000
Weibo	/	/	173,507	240,000	327,693	/	/	/	23,000
x	/	/	200,950	274,000	9,253	/	/	/	18,000 (off since 2017)
Douyin	/	/	34,765	108,000	5,258	/	/	/	
Line	/	10,768	476,368	66,657	450,301	/	/	/	

The OTB Group's digital channels build customer loyalty through regular interaction and distinctive content showcasing exclusive narratives to stimulate interest and engagement. Each brand deploys a digital strategy tailored to its specific identity and positioning. Some examples are outlined below.

OTB manages its digital channels to engage communities of fashion enthusiasts and share corporate and strategic content about the Group. Its platforms differ in terms of style and purpose: some focus on visual and creative storytelling, while others provide institutional and strategic insights, communicating the Group's results, values and core principles.

Diesel has strengthened its presence on social media, using digital initiatives to engage and inform the community. Among notable initiatives, it presented a second season of **Diesel Behind the Denim** documentary-style content looking at circularity, caring for denim garments and the brand's responsible practices.

Maison Margiela evolved its digital strategy, moving from simple content adaptation to a **social-first** approach that sees the platforms as distinct cultural spaces in their own right, rather than mere distribution channels. The brand develops content specifically tailored to each platform, to respond to the specific dynamics, timing and expectations of the audience, and move away from the practice of reusing campaign images adapted for different feeds.

Marni adopts an omni-channel communication model, combining physical and digital interactions. Recent initiatives include the introduction of SMS and WhatsApp channels for direct customer engagement, the use of AI to personalise content, and an innovative editorial format that goes beyond traditional sales promotion.

Viktor&Rolf strengthens relations with its community by offering an exclusive look behind the scenes of the creative process, to highlight the brand's artistic and design credentials.

Staff International has developed a digital strategy that emphasises craftsmanship and innovation through content providing a "behind-the-scenes" look at the creative process in the luxury fashion industry. **The Artisan's Touch** series continued to generate significant interest, while content linked to **Staff International 2025 Wrapped** exceeded expectations in terms of engagement, strengthening the community's involvement and participation.

Awards received by OTB Group

Monte Carlo Fashion Week hosted the presentation of the Fashion Awards, which honour individuals who are helping to transform the fashion industry through an ethical, innovative and socially responsible approach. OTB Chair and OTB Foundation President Renzo Rosso received the **Positive Change Award** in recognition of his commitment to promoting a more responsible fashion system, while OTB Foundation Vice President Arianna Alessi was presented with the **Positive Social Impact Award** for her work at the helm of the Foundation.

Renzo Rosso was also awarded the **"City of Bassano"** prize for his continuing support for the community of Bassano del Grappa. The award recognises his contribution over the years to numerous local initiatives, including the establishment of a vaccination centre during the pandemic, schools projects, support for women who are victims of violence and, more recently, the launch of the solidarity emporium through OTB Foundation.

Arianna Alessi was also one of the key figures at the 37th edition of the **Marisa Bellisario Award**, receiving the Special Solidarity Award for women who have distinguished themselves through a significant contribution in areas crucial to Italy's social and cultural development. The award recognises the key role played by Arianna Alessi in promoting innovative solidarity, inclusion and sustainability projects, both nationally and internationally. The awards ceremony was preceded by a meeting with the President of the Italian Republic, Sergio Mattarella, and saw the handing over of the traditional **Mele d'Oro** (Golden Apples) to outstanding women from the worlds of government, business, media, entertainment and research, selected by a committee chaired by Mr Gianni Letta. The event was held under the patronage of several Government Ministries and with the support of an Honorary Committee of prominent figures from Italian public life.

Chair Renzo Rosso received two additional awards in 2025:

- The title of **Chevalier de l'Ordre de la Légion d'Honneur** – Knight of the Order of the Legion of Honour – conferred by the French Ambassador to Italy, Mr Martin Briens;

- The **Sustainable Made in Italy Award**, presented by Mr Adolfo Urso, Minister for Enterprise and Made in Italy, at the Phygital Sustainability Expo.

The awards recognise Mr Rosso's entrepreneurial commitment and contribution to promoting a model of responsible development.

In 2025 Aura Blockchain Consortium was honoured with the prestigious **Groundbreaker Award** at the **Sustainable Fashion Awards 2025** organised by the Italian National Chamber of Fashion, honouring innovations that promote social and environmental progress in the fashion industry. The award recognises Aura's pioneering work in the application of blockchain technology in the luxury sector. It was accepted by Aura Board Member and OTB Group Director Stefano Rosso.

The OTB Group brands and hubs also received a number of fashion industry awards:

- **Jil Sander**: in 2025, the brand won numerous international awards for its Olfactory Series 1 range.
  - JIL SANDER Olfactory Series 1 – Black Tea was named **Best New Fragrance 2025** by **Marie Claire Magazine (USA)**, for its minimalist elegance and refined interpretation of black tea. The fragrance was also awarded the prestigious **Prix Forme de Luxe 2025**, an award that celebrates design excellence and packaging quality.
  - At the **Niche Fragrance Awards 2025 – CosmétiqueMag (France)**, JIL SANDER Olfactory Series 1 – Leaf won the **Gold Medal** in recognition of its sophisticated expression of naturalness and green purity.
  - At the **International Beauty Awards 2025 – ELLE (France)**, JIL SANDER Olfactory Series 1 – Earth received the **Coup de Cœur 2026**, a special award that recognises the emotional impact and olfactory depth of the fragrance.
- **Staff International:** at the **Sustainable Fashion Awards**, Staff International was one of the three international finalists for the **Education of Excellence Award** with its "Scuola dei Mestieri" project, recognised as a virtuous advanced training model promoting craftsmanship in the fashion industry.

Anti-counterfeiting

OTB is committed to safeguarding consumer safety and protecting brand authenticity. The spread of counterfeit products may pose risks to people's health and may finance illegal activities, compromising the image and credibility of the Group and its authorised partners. To fight against this phenomenon, **OTB invests significant resources in the development of innovative anti-counterfeiting technologies and methodologies**, thus protecting the R&D investments of its creative teams.

The Group's strategy is based on **solid protection of its Intellectual Property** (IP) from an early stage through the registration and management of its trademarks and ornamental models. This is complemented by monitoring activities, tailored to the specific characteristics of each brand, and by cooperation with the National Authorities. The brands use continuous monitoring systems to identify suspicious goods on the market or at customs stations, websites with unlawful content, and applications for the registration of similar trademarks filed with national offices.

To strengthen the fight against counterfeiting, OTB has **introduced product traceability and identification solutions based on microchips, tags and blockchain technologies**. Many OTB brand products are equipped with Near Field Communication technology (NFC), which allows customers to check authenticity easily and immediately. Since 2022, authenticity certificates have been registered on the Aura Blockchain Consortium platform, giving consumers access to transparent information and enabling them to follow the entire product life cycle.

In 2025, **OTB encrypted** 1,130,000 Marni, Maison Margiela and Jil Sander products **on the Aura platform** in a secure, time-immutable and incorruptible manner, **for a total of almost 3,000,000 products** encrypted since 2022.

At Diesel, products are equipped with a QR code and a 12-digit numerical code that generates a unique digital identity for each item. Customers can verify product authenticity by scanning the QR code with their smartphone or visiting the website www.certilogo.com.

Product authentication is also assisted by combining serialised UHF tags with QR codes that guarantee garment originality. From an operational perspective, logistics activities at OTB sites and third-party logistics sites (3PL) are facilitated by the use of RFID tunnels, pivoting readers and packaging stations. Handling of samples in the showrooms and HQ offices is also tracked, using RFID technology.

These technological solutions also offer support for operator efficiency during inbound, stock-taking and outbound operations in stores, helping to improve the quality of the selling ceremony and, consequently, the customer relationship.

The Legal Departments of the OTB Group companies receive updates on intellectual property protection and work closely with their Production Departments and Style Offices to strengthen protection strategies and guidelines for external vendors. The Group cooperates with trade associations and takes part in national and international projects for deployment of targeted action in collaboration with Public Authorities. Mandatory training courses include training for the internal departments most affected by the risks associated with infringement of intellectual property rights.

The Group is actively involved in several initiatives promoted by INDICAM and UNIFAB, participating in training activities, round tables and projects for trademark protection in Italy and abroad. OTB is also involved in training activities on recognition of counterfeit goods for the Italian customs authority, the Guardia di Finanza financial police law enforcement agency and the Municipal Police. Similar activities are regularly organised with the Legal Affairs Commission of Confindustria Moda, the Italian National Chamber of Fashion and the Italian Ministry for the Economy, and abroad with the Fédération de la Haute Couture et de la Mode.

OTB takes a zero-tolerance approach to counterfeiting. In 2025, 548 seizures were made, for a total of almost 120,000 items. Where possible, recycling and upcycling practices were used to manage confiscated garments, reduce environmental impact and avoid destruction of materials. The Group also ensures that reconditioning processes include the complete removal of branded labels and accessories, to prevent counterfeit products from re-entering the sales channels.

A number of Group companies have invested in online counterfeit monitoring to intercept and block illegal online distribution channels. Each brand has implemented a program to check and remove online content and close pirate websites, including cloned websites and social media accounts, and remove advertising from various online platforms and the metaverse. During 2025, the brands reported and secured the removal by Google of several accounts created for the purpose of scamming followers, who were contacted via fake gmail addresses created using our companies' brand names.

Approximately 3,000 websites (domains) selling counterfeit goods were taken down during 2025. In addition, approximately 87,000 advertisements and 37,000 pieces of social media content that infringed the Group's brand rights were removed. Finally, more than 1,800 notifications were sent for the removal of web pages from the major search engines.

At last, a downward trend is emerging in the number of counterfeit messages on marketplaces, thanks largely to the intensive work of the Online Brand Protection team, which has seen a decrease in the number of reported listings; at the same time, however, counterfeit content on social media has increased, a phenomenon that also reflects a shift in consumer behaviour. It should be noted that the number of identified social media posts rose from 13,940 to 39,909, an increase of 25,969 or 186.3%.

Chapter 5

PROTECTING OUR PLANET

Fashion is known to be one of the industries with the highest global environmental impact, due to its significant greenhouse gas emissions, consumption of natural resources such as water and soil, and these potential release of chemicals into the environment, including groundwater.
Aware of these potential consequences, OTB Group has integrated the **Protecting Our Planet** pillar, which focuses on environmental issues, into its Sustainability Strategy. This chapter illustrates the direct and indirect environmental impacts of the Group's activities, as well as the initiatives it has undertaken and, where applicable, the targets it has set for their gradual mitigation.

5.1 REDUCING CLIMATE IMPACT

Energy consumption and emissions

In 2025, OTB Group confirmed its commitment to strengthening its **centralised energy consumption monitoring system**, which was launched in 2021 with the introduction of a structured dashboard to collect technical data on energy usage, as part of the Group's Energy Management System.

The monitoring system records and analyses a wide range of data, including – for example – actual consumption, costs incurred and the proportion of energy acquired from renewable sources. The platform also supports targeted analyses, regular audits and reporting activities, contributing to a more efficient and informed management of the Group's energy assets.

The OTB Group's energy consumption is subdivided as follows:

- **Electricity** (63%), mainly used for lighting, powering electronic devices, air conditioning, heat pumps, machinery and equipment;

- **Natural gas** (27%), mainly used for heating, to generate electricity through cogeneration plants and for cooking systems where present;

- **Fuels** (10%), including diesel, petrol, LPG and jet fuel, to power the corporate fleet.

Electricity consumption includes electricity purchased from the grid and self-generated energy from proprietary photovoltaic plants.

DIRECT AND INDIRECT ENERGY CONSUMPTION (GJ)

	2023	2024	2025
Scope 1	**113,975**	**66,044**	**76,165**
Direct energy consumption			
Natural gas	91,267	42,954	54,580
Diesel	19,637	17,320	15,758
Gasoline	2,610	3,401	3,840
Methane	219	86	30
LPG	22	1	0.65
Jet Fuel	220	2,282	1,956
Scope 2	**116,485**	**128,410**	**129,517**
Indirect energy consumption			
Non-renewable electricity	50,876	37,406	24,159
Electricity from certified renewable energy (GO)	63,920	86,813	99,765
Electricity from own solar panels	1,689	4,192	5,593
% Renewable electricity	56%	70%	81%[15]
Total direct and indirect consumption	**230,460**	**194,453**	**205,683**

The tables below set out OTB Group's Scope 1 and Scope 2 greenhouse gas emissions.

SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS (TONNES OF CO_2EQ)

	2023	2024	2025
Scope 1	**6,131**	**4,247**	**5,025**
Natural gas	4,638	2,748	3,075
Diesel	1,304	1,218	1,136
Gasoline	161	219	247
Methane	11	5	0
LPG	1	0	0
Jet Fuel	16	166	142
F-Gas leaks	–	161	425
Scope 2			
Scope 2 – Market-Based	**6,247**	**5,499**	**2,956**
Scope 2 – Location-Based	**11,163**	**11,469**	**10,302**

15. The calculation of the percentage of renewable electricity out of the total electricity used by the Group in 2025 did not include the contribution of electricity supplied by the Group's cogenerators, which is considered non-renewable; the related consumption was quantified under natural gas. Please note that this item covers only 1% of total electricity consumption.

SCOPE 2 EMISSION INTENSITY INDICATORS

	2023	2024	2025
Scope 2			
kg CO_2 eq/kWh Market-based	0.193	0.152	0.082
kg CO_2 eq/kWh Location-based	0.345	0.317	0.286
kg CO_2 eq/sqm Market-based	18	15	8
kg CO_2 eq/sqm Location-based	32	32	28

The calculation of **Scope 1** emissions includes direct greenhouse gas emissions from combustion processes and leakage of refrigerant gases (F-gas) used in air conditioning systems.

The increase in Scope 1 emissions in 2025 was mainly attributable to improvements in data reporting and the extension of the scope of consolidation, with which F-gas losses included in this category are associated.

Scope 2 emissions refer to emissions from electricity purchases and are calculated with the **location-based** and **market-based** methods. The location-based method reflects the average emission intensity of the national energy grids considering renewable and non-renewable sources; therefore, greenhouse gas emissions are calculated using an average emission factor that refers to the country-specific electricity mix. The market-based method considers the proportion of purchased electricity generated from renewable sources and guaranteed by certificates attesting that the energy comes from renewable sources such as wind, geothermal, hydroelectric and photovoltaic plants. The most common certificates include Guarantees of Origin (GOs) and Renewable Energy Certificates (RECs).

Scope 2 emissions decreased overall. The reduction of 46% in emissions calculated with the market-based approach is due to an increase in energy from renewable sources resulting from the purchase of a larger number of Guarantees of Origin than in 2024; as regards the location-based approach, the reduction (-10%) is due to the updating of emission factors.

ENERGY MIX BY COUNTRY

Country	Electricity from non-renewable sources (MWh)	Electricity from certified renewable sources (MWh)	Unbundled GOs/ RECs (%)	Contract with suppliers (%)	Auto-production (%)
EUROPE					
Austria	–	131	100%	0%	0%
Belgium	–	183	100%	0%	0%
Denmark	–	116	100%	0%	0%
France	–	2,896	100%	0%	0%
Germany	–	579	100%	0%	0%
Great Britain	–	556	100%	0%	0%
Ireland	–	68	100%	0%	0%
Italy	–	12,569[16]	88%	0%	12%
Holland	–	976	100%	0%	0%
Norway	–	2	100%	0%	0%
Portugal	–	54	100%	0%	0%
Spain	–	532	100%	0%	0%
Sweden	–	46	100%	0%	0%
Switzerland	–	161	100%	0%	0%
AMERICA					
Canada	–	193	100%	0%	0%
Mexico	60	–	0%	0%	0%
USA	–	2,894	100%	0%	0%
APAC					
China	–	3,608	100%	0%	0%
Hong Kong	424	–	0%	0%	0%
India	25	550	96%	0%	0%
Macao	233	–	0%	0%	0%
Singapore	81	–	0%	0%	0%
South Korea	516	–	0%	0%	0%
Taiwan	64	–	0%	0%	0%
JAPAN					
Japan	4,803	1,600	25%	0%	0%
MIDDLE EAST					
United Arab Emirates	134	–	0%	0%	0%

16. The share of electricity from renewable sources includes the share of electricity related to own electric charging points.

SCOPE 1 AND 2 GHG EMISSIONS BY REGION

	2025
SCOPE 1	**5,025**
Europe	3,797
Japan	981
America	187
APAC	35
Middle East	25
SCOPE 2	**2,956**
Europe	–
Japan	2,168
America	24
APAC	716
Middle East	48

In the calculation of Scope 1 and 2 emissions, starting in 2025, consumption figures relating to the new legal entity established in Mexico by OTB Group are included in the "America" region.

Scope 3 emissions refer to the greenhouse gas emissions related to the OTB Group's value chain and include all upstream and downstream activities in relation to the Group's direct operations. The results for each category analysed are shown below; see the methodological note for details on the changes in each Scope 3 category.

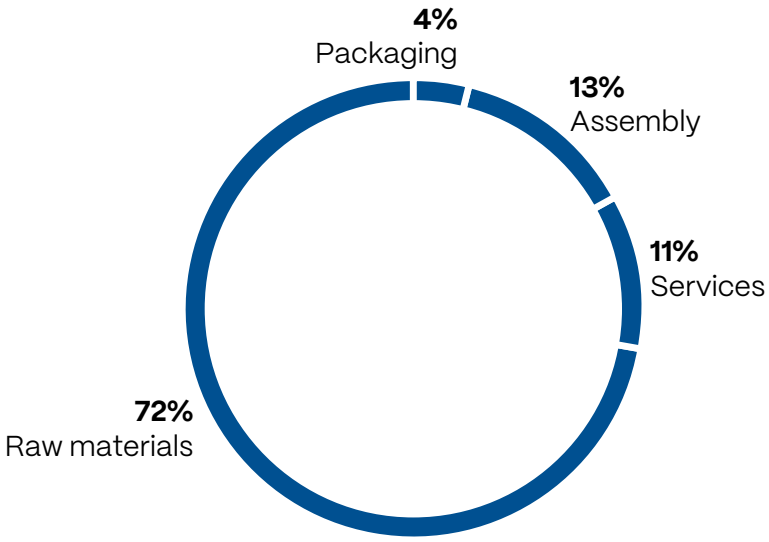
SCOPE 3 (TONNES OF CO_2EQ)

	2023	2024	2025
1. Purchased goods and services	240,696	181,961	164,269
• *raw materials*	139,387	124,294	118,398
• *packaging*	3,166	4,849	6,035
• *assembly*	33,675	19,523	21,343
• *services*	64,468	33,295	18,492
2. Capital goods	44,258	19,100	17,567
3. Fuel- and energy-related activities	2,585	4,357	4,378
4. 9. Upstream and downstream transportation and distribution	23,783	26,609	29,693
4. Upstream transportation and distribution	*na*	*15,325*	*23,674*
9. Downstream transportation and distribution	*na*	*11,284*	*6,019*
5. Waste generated in operations	308	252	256
6. Business travel	1,583	1,598	1,267
7. Employee commuting	18,081	8,862	6,955
11. Use of sold products	56,351	12,872	15,855
12. End-of-life treatment of sold products	7,046	6,480	6,186
14. Franchising	2,610	2,294	2,765
15. Investments	14,979	19,519	26,544
Total	**412,278**	**283,904**	**275,735**

As far as Scope 3 emissions are concerned, the most significant category is **category 1 "Purchased goods and services", which accounts for 60% of the total**.

A breakdown of the components of category 1 – raw materials, assembly, packaging and services – is shown below, with the share of each one as a percentage of the total.

COMPOSITION OF CATEGORY 1 GHG EMISSIONS "PURCHASED GOODS AND SERVICES" (%)



"Raw materials" account for 72% of total emissions in the "Purchased goods and services" category. More details on materials, packaging and processes included in this category are provided in Chapter 4 "The New Fashion System".

Overall, 2025 saw **a reduction in Scope 3 emissions of 3% in absolute terms** compared to 2024. This reduction arose from several factors, including: a decrease in emissions for the purchase of raw materials of approximately 4.7% in tonnes of CO_2 eq. compared with the same category for 2024, and a decrease in emissions for services of approximately 44.5% compared with the same category for 2024.

There was also a reduction of about 12% from 2024 in Scope 3 emission intensity calculated as the sum of category 1 emissions "Purchased goods and services" plus categories 4 and 9 emissions "Upstream and downstream transport and distribution" on total purchased tonnes of raw materials and packaging by OTB Group. This result confirms a downward trend already observed in 2024, in contrast to the growth recorded by the Group in previous years.

SCOPE 3 EMISSION INTENSITY (SBTi TARGET)

	unit	2020	2021	2022	2023	2024	2025
Categories 1, 4 and 9 of Scope 3 emissions on tonnes of purchased raw materials and packaging	tCO_2e/ton	22.2	21.3	23.5	23.9	21.55	19.02

UNLOCK PROGRAM

The Unlock Program developed by The Fashion Pact and the consultancy firm 2050 **promotes the decarbonisation of the cotton supply chain while advancing climate justice** and easing the financial burden on farmers. It offers training and financial support to help farmers measure GHG emissions, report on their consumption and adopt emission-reduction practices. The program provides financial incentives (so-called "Unlock Units") equivalent to 1 tCO_2e each, designed to deliver positive impacts on biodiversity, water, soil and livelihoods. Brands purchase credits based on cotton purchases in regions where the program is active, and can then offset their indirect Scope 3 emissions (aligned with the SBTi, CDP, GHG Protocol LSRG and Value Change Initiative). **Over 80% of the proceeds go to farmers**; by the end of 2025, the program had involved 20,000 farmers in India and the USA, and expansion into other cotton-producing countries is currently under consideration.

Since 2024, Diesel has been a member of The Fashion Pact's working group on this topic; in 2025 it purchased its first 317 Unlock Units to offset Scope 3 Category 1 emissions (Purchased Goods and Services) associated with all conventional cotton yarn of Indian origin purchased during the year, so supporting farmers and reducing its environmental footprint.

OTB Group's climate impact mitigation strategy

As part of its strategic measures to combat climate change, OTB is **drafting a decarbonisation strategy**, in line with the approved Science Based Targets Initiative (SBTi) targets and with the goal of achieving Net Zero by 2050. OTB's CO_2 equivalent emission reduction targets are in line with the "1.5°C scenario"[17] and were approved by the SBTi in 2023.

The Group's SBTi-approved targets are as follows:

By 2025

- an increase in annual renewable energy sourcing in its direct operations from 0% in 2019 to 80% by 2025;

This initial **target** has been **achieved during 2025**, with a share of electricity obtained from renewable sources of 81%.

By 2030

- a reduction of 51% in absolute Scope 1 and 2 GHG emissions compared to the 2019 baseline;
- a reduction of 55% in Scope 3 GHG emission intensity from purchased goods and services and upstream and downstream transportation and distribution per tonne of raw material purchased, compared to the 2019 baseline.

The main measures implemented by OTB Group to reduce greenhouse gas emissions include:

- measures to improve asset energy efficiency;
- energy sourcing from renewable sources;
- progressive increase in the use of materials with a low environmental impact in the brand collections (see chapter 4 "The New Fashion System");
- optimisation of logistics flows.

Energy efficiency

In 2025, the Group continued its efforts to reduce greenhouse gas emissions, consolidating the initiatives launched in previous years. The main areas of focus were **optimising energy consumption, improving plant efficiency** and **increasing the proportion of energy from renewable sources**.

17. The "1.5°C Scenario" is an undertaking to limit the rise in temperature to 1.5°C above pre-industrial levels, in line with the 2015 Paris Agreement. The aim is to mitigate the negative effects that could occur if the limit is exceeded.

A key feature of the year was the strengthening of the "energy culture" within the organisation. Through trainings and awareness-raising initiatives, together with the regular distribution of specific reports, OTB increased the involvement of site and department managers in energy management in its premises, promoting best practices and greater awareness of energy consumption.

The detailed analysis of data made possible by the Energy Management System enabled continuous monitoring of energy performance and adjustment of operational strategies, in line with the established objectives.

Through internal communications, employees were also made aware of the importance of using heating and air conditioning responsibly. These initiatives, combined with technical decisions on energy efficiency and materials, helped secure a further reduction in energy consumption compared with 2024, of approximately 333 MWh (during the reference period of January to October).

To consolidate these results, modernisation initiatives were launched at various sites to upgrade technical installations and further reduce energy consumption. Measures included upgrades and/or replacement of HVAC systems, leak tests and the recommissioning of drilling equipment. Energy management at the Maison Margiela headquarters was improved with the appointment of a specialized engineer to optimise operations and ensure greater energy efficiency.

LEED® environmental certifications

The journey towards a more responsible fashion system also involves the Group brands' sales outlets and operational spaces. The **LEED® protocol (Leadership in Energy and Environmental Design)** is the most widespread international voluntary certification in low-impact building. The standard promotes improvements in buildings' energy and water efficiency, helping to reduce CO_2 equivalent emissions.

The LEED® standards also consider the environmental quality of indoor spaces and other factors, such as the characteristics of the site of the building, to minimise the overall impact of the buildings and ensure healthier environments for occupants.

Diesel was the first Group brand to obtain **LEED® Design and Construction Gold** certification for its London offices, its store in New York's Soho district and its showroom in Milan. **During 2025, certification was also obtained for the Diesel store in Shibuya, Tokyo.**

Consumption of energy from renewable sources

In 2025, the **share of electricity from renewable sources reached 81%**, compared with 70% in 2024 and 56% in 2023. This result was made possible in part by the upgrading of the Group's solar power plant portfolio in Italy in recent years, with a **total installed capacity of 1.7 MWp**. Key initiatives included the implementation of new digital systems for monitoring plant performance and the expansion of predictive maintenance activities, which have allowed OTB to maximise its self-generation of renewable energy. Overall, the Group's plants in Italy generated 1.5 GWh of electricity from renewable sources during 2025, significantly contributing to **the reduction of Scope 2 emissions**.

With regard to direct emissions (Scope 1), OTB continued to optimise the cogeneration plants at its headquarters by reducing their operating hours, and launched a project to **refurbish the heating plant** with the installation of a new **multi-purpose heat pump unit** with a capacity of approximately **500 kW**. In buildings where heat pump systems are already in place alongside traditional gas boilers, priority was given to use of the heat pumps in order to reduce natural gas consumption and improve the buildings' overall energy efficiency.

ELECTRICITY FROM RENEWABLE SOURCES ON TOTAL CONSUMPTION (%)

ELECTRICITY PRODUCED AND CONSUMED BY PROPRIETARY PHOTOVOLTAIC SYSTEMS (kWh)[18]

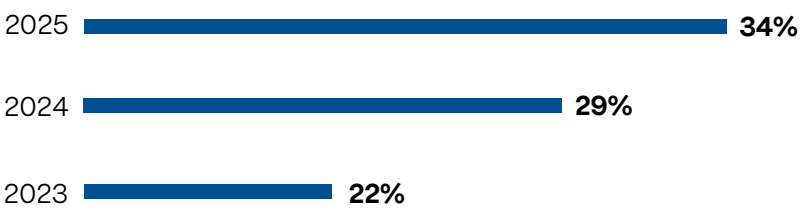
Conversion of the corporate fleet

By 2025, the Group had **increased the share of low-CO_2 emission vehicles**, including hybrids, plug-in hybrids, and fully electric models, reaching **34% of the entire company fleet**.

To support the transition and encourage use of low-CO_2 emission vehicles, the Group has concluded agreements throughout Europe to allow employees to charge their hybrid and electric company vehicles at more than 800,000 public charging points. During the year, significant investments were also made to expand the vehicle charging infrastructure **at corporate premises**: **14 new charging stations were installed**, bringing the total number of charging points to 54.

18. In 2025, the Group consumed 1,554 MWh of the 1,797 MWh generated by its own photovoltaic systems. The remaining 242 MWh was fed into the national grid.

INCREASE IN PLUG-IN HYBRIDS AND FULL ELECTRIC VEHICLES TO TOTAL CORPORATE FLEET (%)



OTB Group's logistics flows

The OTB Group's logistics flows are planned and managed by the centralised Logistics Department. The production system consists of two models: Full Production Package (FPP) or "commercialised" and Cut, Make and Trim (CMT) or "industrialised".

In the FPP model, the Logistics Department organises transportation of finished products from suppliers to the logistics hubs. With the CMT production system, raw materials and accessories are received at the warehouses for quality inspection, and then sent to the suppliers for the first stage of production. The Logistics Department coordinates the transportation of semi-finished products between the workshops, where they undergo the various processes, and the delivery of the finished product to the logistics hubs. This approach enables the Group to maintain control over every stage of the production process.

The finished products logistics flow is organised according to the specific characteristics of the businesses, and varies by sourcing areas, distribution areas, sales channels and types of customers served. The finished products are delivered to the distribution warehouses, which handle receipt and loading, shelf positioning and picking, packing and shipping.

The main flows are transfers of finished products from suppliers to the primary (or central) warehouse and transfers from a primary to a secondary (or regional) warehouse. All warehouses are responsible for product distribution for both the business-to-business and business-to-consumer channels. When possible, depending on volume mix, sourcing area and distribution area, direct shipment is arranged from the supplier to the secondary or regional warehouses. The warehouses also manage reverse logistics, such as seasonal returns, exchanges or end-of-season returns.

The Logistics Department plays a strategic role in achieving the objectives of the OTB Group's Sustainability Strategy, particularly as regards the **climate impact mitigation strategy**. The commitment is reflected in the **reduction of emissions** through the continuous improvement of operational processes, with a focus on **warehouse management, transportation and packaging**.

Over the past few years, the Department has been rolling out a program to **enhance automation** at its logistics hubs. The first example is the **Brave Kid** warehouse, which has been operational since July 2022 and where an automated system has **optimised storage areas**, with a 75% reduction in occupied surfaces for comparable garment volumes. In 2023, the solution was expanded and, in parallel, automation commenced at the **Isola Vicentina logistics platform**, where a similar solution was implemented.

In 2024, **Autonomous Moving Robots (AMRs)** were introduced. The AMRs help to **streamline picking operations** and optimise the use of packaging; they also **reduce energy consumption** due to lower lighting and heating levels in automated areas.

In 2025, research into and **adoption of low-impact packaging solutions** continued, including the extension to the Diesel brand of the multipurpose B2B shipping boxes introduced by Brave Kid in 2023 and the use, again by Brave Kid, of reusable bags for e-commerce shipments, which can be used up to 20 times and can generate significant reductions in energy, emissions, and water consumption compared to single-use packaging.

With regards to transportation, in 2024 the Group implemented the **Transportation Management System (TMS)**, a digital tool for planning and optimising flows of raw materials and finished products, which has **improved logistics efficiency** and **reduced CO_2 equivalent emissions**. In 2025, an **electric vehicle** was introduced to transport garments between the Group's logistics hubs, replacing vehicles with a higher environmental impact.

At the same time, in cooperation with the General Services Department, the Logistics Department incentivised **responsible behaviour** by its staff and logistics partners through **communication and engagement** initiatives on these issues.

CDP – CARBON DISCLOSURE PROJECT

The Group responded to CDP's (Carbon Disclosure Project) climate change questionnaires for the first time, receiving a score of B. CDP is an international nonprofit organization that manages a global environmental disclosure system for investors, businesses, cities, states, and regions, with the aim of supporting the management and transparency of environmental impacts.

The CDP score, expressed on a scale from D- to A, represents a **summary assessment of an organization's level of reporting and environmental performance**.

5.2 WASTE MANAGEMENT

Reducing waste, both from packaging and generated during the processing of textile fibers, is a growing focus for OTB Group. The goal is to promote a more conscious approach to resource management, also involving customers and encouraging them to use products responsibly throughout their entire life cycle.

In accordance with the Global Compliance Program, the Group monitors the risk of potential environmental crimes and works only with authorised transporters to ensure proper recovery and disposal of waste. For hazardous waste, it follows procedures in compliance with current legislation, while data collection and monitoring systems ensure the traceability of waste streams and correct segregation of materials.

Supervision of environmental matters lies with the Safety & Facility Department, which coordinates regulatory compliance and oversees the management of solid waste, water discharges and atmospheric emissions, ensuring systemic and consistent monitoring.

Almost all waste produced by OTB Group is classified as non-hazardous (hazardous waste accounts for less than 1% of the total). It consists mainly of paper and cardboard (57.3% of the total), undifferentiated municipal waste (21.1%) and mixed packaging (12.1%). Other significant waste is wood packaging (3.3%), textile fibre waste (2.2%) and liquid waste (2.3%). A minimal portion of waste is attributable to plastic packaging and other categories.

BREAKDOWN OF WASTE BY TYPE (%)

	2024	2025
Paper and cardboard	46.1%	57.3%
Undifferentiated municipal waste	24.6%	21.1%
Mixed packaging	19.6%	12.1%
Wood packaging	3.6%	3.3%
Textile fibre waste	2.5%	2.2%
Liquid waste	1.9%	2.3%
Plastic packaging	1.2%	0.3%
Other waste	0.5%	1.4%

During 2025, there was a small reduction in the volume of waste generated by the Group compared to 2024 (about 8%). For sites where it was not possible to collect precise data, the quantities have been estimated.

In 2025, **OTB S.p.A. and Staff International S.p.A.** obtained **ISO 14001 certification**, the regulatory benchmark for companies that implement an environmental management system designed to manage environmental aspects, periodically audit compliance with legal requirements, and assess risks and opportunities. This result highlights the Group's commitment to protecting the environment, preventing pollution and reducing energy and raw material consumption.

Other Group initiatives

In 2025, waste management at OTB's French sites made significant progress. Thanks to partnership with a more efficient service provider, separate waste collection was optimised and the recycling rate improved. Special collection points for organic waste were installed in all refreshment areas at head office.

Specific channels were set up for fabric recovery, to promote the reuse and recycling of this valuable resource: unused rolls of fabric are now purchased by an authorised company which redistributes them to small businesses, schools and independent designers.

A special prototype management system was also introduced, to separate this stream from other non-recyclable waste. At the same time, a preliminary study began with the service provider to equip the workshop with containers for off-cuts, so that they can be recovered and transformed. The implementation of this initiative is planned for 2026.

5.3 MANAGEMENT OF WATER RESOURCES AND CHEMICALS

Water stewardship

The textiles and tanning industries make intensive use of water in their operations, including cotton cultivation, material dyeing, washing, and leather processing. Responsible water stewardship and careful use of chemicals are priorities of the OTB Group Be Responsible. Be Brave. Strategy. Water is a significant issue for the Group in relation to its supply chain; internally, it is primarily relevant for sanitary purposes. OTB Group is conducting an analysis of environmental impacts along the value chain, to identify, among others, those related to water resources so that mitigation measures can be planned.

With this in mind, the brands select suppliers who employ production methods designed to reduce water consumption and minimise the impact of pollutants. **Diesel continues its research into innovative treatments that preserve its distinctive aesthetic while reducing the use of water and chemicals**, with a particular focus on its denim collections. These solutions include the use of synthetic pumice stones, laser finishing technology, nebulisation, ozone treatment, and low-impact substitutes for conventional potassium permanganate. Growing use is also being made of photographic printing techniques on denim garments, which allow the desired aesthetic effect to be achieved while avoiding chemical and physical treatments that typically involve high consumption of water and chemicals.

Similarly, **Staff International collaborates with suppliers who employ nebulised saturated steam washing systems** instead of traditional methods, thus reducing the use of hot water and softeners and preventing the production of contaminated wastewater.

Responsible management of chemicals

OTB is committed to phasing out hazardous chemicals from the entire life cycle of its products, in accordance with international regulations and the Group environmental guidelines.

Since 2021, the Group has been a signatory of the **Roadmap to Zero program promoted by ZDHC** (Zero Discharge of Hazardous Chemicals Foundation). Its goal is to strengthen water and chemical management throughout the supply chain, with particular attention to suppliers that use wet processes. This involves application of even higher standards than the current regulatory limits and the gradual engagement of the supply chain by 2030.
The production hubs require suppliers to register with the **ZDHC Gateway**, and to follow the **Supplier To Zero** pathway, with the support of the Group companies, who monitor progress, ensure compliance with the required standards and organise training and discussion meetings to promote continuous improvement of environmental performance.

In 2025, OTB Group continued to monitor developments in the ZDHC standards and provide support for manufacturing partners, in order to ensure compliance with the requirements already specified in Group policies, without introducing new operational initiatives or additional enrollment procedures.

Since 2022, OTB has adopted a Group-wide **Restricted Substances List (RSL)** and a **Product Safety Requirements List (PSRL)**. These documents, which are reviewed on a regular basis, supplement the regulatory restrictions for global markets on chemicals used in manufacturing with more stringent requirements pursuant to the latest standards, including the ZDHC Manufacturing RSL[19]. All the Group companies have introduced the RSL and the PSRL in their contracts with finished product and raw material suppliers, together with the Code of Conduct and the procurement standards.

Besides complying with the limits and prohibitions imposed by the Group RSL and PSRL, the OTB Brands undertake to select certified raw materials whose reference standards include additional restrictions and guidelines for responsible management of chemicals. In this context, Diesel, Staff International and Brave Kid are certified for compliance with the Global Organic Textile Standard (GOTS) and the Textile Exchange standards, confirming their application of rigorous criteria in the selection of fibres and the management of production processes.

During 2025, Diesel stepped up its efforts to raise customer awareness with the second instalment of the "Behind the Denim" mini-series, which highlights the quality controls applied to denim and explains garment care and maintenance for a longer life cycle. The brand also distributed Diesel Care-Dirty Tricks to its clients: advice on garment care, washing frequency and use of softeners at home, which is published in a special section on the website, along with an explanatory video. The information can also be found by scanning the QR code on every Diesel garment, which also provides details on the materials used and the low-impact treatments applied.

19. The ZDHC Manufacturing RSL is a harmonised list of chemicals whose use is banned in the production of textiles, leather, rubber, foam and adhesives. It was drawn up by the ZDHC (Zero Discharge of Hazardous Chemicals) organisation to reduce risks to consumers, workers, communities and the environment.

Chapter 6

BRAVE TOGETHER

People are a core component of the OTB Group strategy, where **each employee is welcomed and valued as a unique individual**. The "Brave Together" pillar brings together the initiatives, commitments and successes in this area, in relation to the material topics listed below:

- Worker welfare
- Workers' human rights
- Health and safety
- Human rights in the value chain
- Health and safety in the value chain
- Supplier relations
- Employee training and development
- Diversity and equal opportunities
- Activities of OTB Foundation

In 2023, the Group launched a human resources management strategy (called "Braves"), with the aim of creating a work environment that supports professional growth, highlights each employee's distinctive skills, and fosters talent development through fair, inclusive policies that foster diversity and the recognition of merit.

The "**2023–2025 People Strategy**" is based on three macro areas:

MACRO AREAS	**BRAVE ENGAGEMENT & DEVELOPMENT** The **improvement of the employee experience** for a model of excellence that supports people at all stages of their professional life, enhancing their uniqueness and stimulating their growth and psychophysical well-being.	**BRAVE LEADERS & TALENTS** The **development of leaders and talents** to guide the Group in achieving its growth ambitions and guarantee its long-term sustainability.	**DARING ORGANISATION** The construction of an **increasingly agile and efficient organisational model** to facilitate decision-making and guarantee excellent, competitive operation.
POLICIES AND PROGRAMS	• Support for diversity, equity and inclusion • Employee engagement and internal communication programs • Performance management system • Competitive total reward policies	• Leadership and managerial upskilling • Talent management, international mobility and job rotation • Employee branding and talent attraction strategy	• Sharing of resources, best practices, processes, tools, initiatives and services at global level • Processes and testing of new working models • Change management programs

The objectives of the People Strategy are set out in a structured action plan, whose effectiveness and progress are constantly monitored through specific KPIs and measurement criteria. OTB Group leads and supervises the People Strategy, while respecting the distinctive features of each brand and encouraging independent decision-making at local level.

Consistently with its philosophy of agility and innovation, the Group continually explores new working methods by using the opportunities opened up by technology, while ensuring flexibility and well-being for its people.

6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES

The Group workforce

OTB Group's workforce stood at 6,814 employees in 2025, **an increase compared with 2024**[20]. The gender balance remained stable, with **a significant proportion of women** (**accounting for 63.5%** of the total), who are well represented across the various job categories. Specifically, female representation stands at 54% in managerial positions, reflecting their continued participation in decision-making and leadership roles.

PERCENTAGE OF EMPLOYEES BY GENDER

Men	Women	Other[21]	Not declared
36.3%	63.5%	0.1%	0.1%

PERCENTAGE OF EMPLOYEES BY GENDER AND CATEGORY

	Men	Women	Other	Not declared
Executives & Directors	58.7%	41.3%	0.0%	0.0%
Managers	46.0%	54.0%	0.0%	0.0%
Professionals	34.4%	65.4%	0.1%	0.1%

The distribution of the workforce between Retail, Head Office and Showroom reflects the operational and organisational needs of the business. 58.3% of employees work in the Retail segment, focusing on sales and direct customer service, while 41.2% work at Head Office, carrying out administrative, strategic and support functions. The remaining 0.5% is dedicated to Showroom management, with a focus on display and sales activities. This distribution provides an effective balance between front-line functions and strategic and operational support functions, facilitating coordination of activities at territorial level and central decision-making processes.

EMPLOYEES BY GENDER AND DIVISION

	Men	Women	Other	Not declared
Retail	59.5%	57.5%	100%	100%
Head Office	40.2%	41.8%	0.0%	0.0%
Showroom	0.3%	0.7%	0.0%	0.0%

20. Compared with the 2024 Sustainability Report, which presented a limited scope, the 2025 report includes the employees of Diesel Fashion India Reliance Brands Ltd.

21. Gender as specified by the employees themselves.

In 2025, OTB Group confirmed its commitment to **employment stability**, with a significant proportion of staff – 86.6% – employed on permanent contracts. More flexible contractual forms, such as on-call or hourly contracts, represent a percentage of about 0.2%, reflecting a targeted use of these solutions to meet specific operational needs.

With regard to working hours, the majority of employees, 86%, are employed on full-time contracts, while the remainder work on a part-time basis. This subdivision is in line with the Group's organisational needs and its corporate policies for a better work/life balance.

In 2025, the number of workers who were not employees was 128. This category includes 12 directors of companies based outside Italy and 53 temporary agency workers, who are engaged for operational needs during certain periods or to work on specific projects.

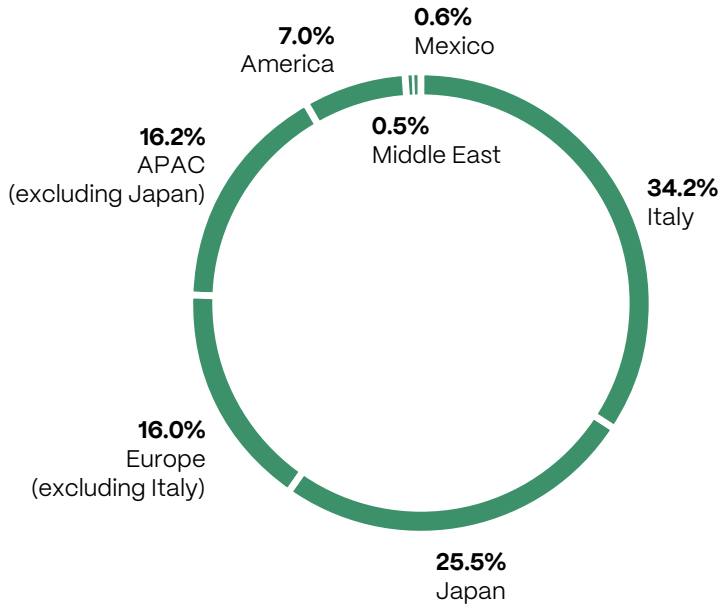
In 2025, in the highly competitive and rapidly evolving fashion & luxury industry, the rate of voluntary departures stood at 23% overall, with a higher voluntary turnover rate in the stores (32%) than in head offices (11%). The Group had **a total of 2,480 new hires**, including 1,543 women, who accounted for 62.2% of total hires.

Employee geography and age groups

The distribution of OTB Group employees shows that 34.2% of the workforce is based at the main offices and strategic hubs in Italy. The remainder is distributed around the world, reflecting the **Group's diversified presence on the main international markets**.

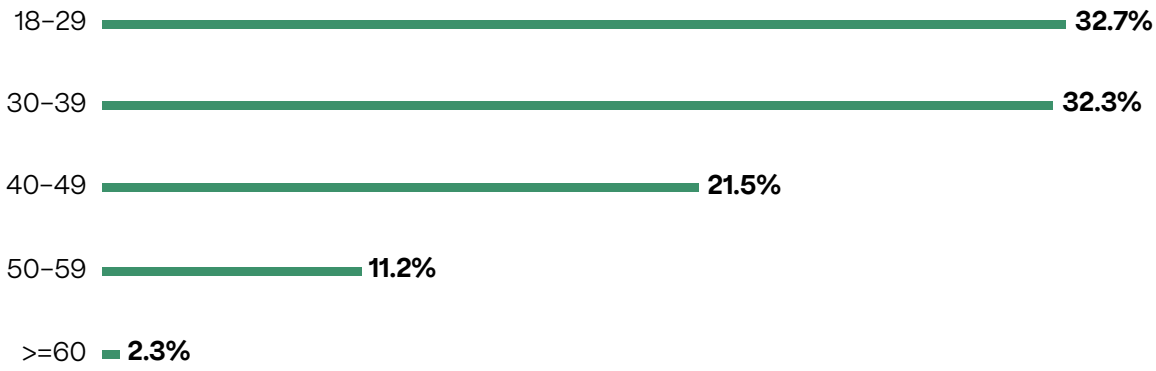
Japan has the second-largest workforce after Italy, with 25.5% of employees, followed by the rest of Europe with 16.0%. The remainder of the workforce is distributed between the APAC, Americas (comprising Canada and the United States), Mexico and Middle East regions. Its global presence allows the Group to maintain a direct link with local markets. This fosters a deep understanding of the specific dynamics of each geographical area while ensuring effective coordination of operations on an international scale.

EMPLOYEES BY GEOGRAPHICAL AREA



The OTB workforce presents significant generational diversity: 65% of employees are under 40, 21.5% are in the 40-49 age bracket and the remainder are over 50. This **variety of ages creates a dynamic and stimulating environment**, where consolidated expertise intertwines with new perspectives.

EMPLOYEES BY AGE GROUP



The remuneration system

The OTB Group remuneration system is designed to **guarantee competitiveness on the market and internal cohesion**, incentivising employees to achieve corporate objectives and optimise their professional skills. The Group's remuneration policy is based on the principles of transparency and fairness, and excludes any form of discrimination.

The **pay structure** consists of two main components:

- **fixed component**, the basic salary defined in relation to the role, responsibilities and market benchmarks;
- **variable component**, paid through various incentive systems linked to individual, team and company performance.

Management By Objectives (MBO) is the main variable incentive tool for the managerial population at global level. Incentives are linked to the achievement of quantitative and qualitative objectives defined in relation to the role and the organisational scope of reference. The MBO structure is standardised to ensure consistent evaluation criteria and transparent allocation processes. In 2025, as in 2024, in line with the Group's DE&I strategy, an ESG indicator referring to the percentage of women in top managerial positions was included.

Personnel not covered by the MBO system benefit from **variable bonuses** organised in accordance with local market practices. Store personnel are covered by specific **commission schemes**, based on performance criteria linked to sales results and store targets.

The Group's Top Management benefits from a **Long-Term Incentives (LTI)** system, which was reviewed in 2022 and is in line with international best practices and industry benchmarks. The LTIs are designed to foster a long-term vision and linked to sustainable-growth and value-creation objectives.

Consistently with the principles of equity and meritocracy, the **annual pay review** is managed by the People & Organisation Department and based on a multidimensional assessment that considers individual performance, objectives achieved, leadership capabilities and industry remuneration benchmarks.

The review also includes structured monitoring of the **gender pay gap**, to identify and prevent any gender bias or disparities when planning pay increases. The data for 2025 show an overall improvement in the gender pay gap compared with the previous year, in terms of both fixed component and total remuneration. Specifically, the overall ratio relative to the total workforce rose from 80.8% to 83.9% for basic salary and from 75.2% to 79.4% for total remuneration. The change was particularly evident among Professionals (+2.9 percentage points for basic salary and +2.7 percentage points for total remuneration) and among Top Management (+3 percentage points for total remuneration).

These results reflect the OTB Group's ongoing commitment to promoting gender equality, in line with the UNI/PDR 125:2022 certification obtained by OTB and Diesel, and to strengthening a fair, transparent and continuously improving remuneration system, and its intention of continuing to narrow the pay gap in the years ahead.

BASIC SALARY RATIO WOMEN/MEN IN 2025

	Ratio
Executives & Directors	81.7%
Managers	93.0%
Professionals	98.3%

TOTAL REMUNERATION RATIO WOMEN/MEN IN 2025

	Ratio
Executives & Directors	68.3%
Managers	91.6%
Professionals	97.9%

Performance management

In 2024, the OTB Group introduced a **digital Performance and Talent Management system** involving more than 3,000 office employees. The aim is to foster a culture of continuous growth and optimisation of performance and talent.

The system consists of several stages, designed to ensure transparency, strategic alignment and ongoing dialogue:

- **formulation of clear and measurable objectives**;
- **regular check-ins** as opportunities for discussion;
- **assessment of leadership competences** based on OTB Behaviours, which form the cornerstones of the Group's competency and leadership model.

The system also includes assessment of talent and potential, to identify and support resources with the best growth prospects. The process culminates in the creation of **individual development plans** intended to enhance skills and accompany employees in their professional career development.

A core element of this approach is **Talent Management**, based on a structured, multilevel process. Talent assessments are carried out initially by managers and subsequently discussed and calibrated at local, regional and global level, to ensure fairness, methodological consistency and integrated vision of the Group's resources.

In 2025, after this process, the Group identified the first **OTB Global Talent pool**, consisting of high-potential individuals to be developed in global roles and careers across the Group's brands and geographical regions. Prior to the selection, the candidates took part in a **structured potential assessment** that evaluated their managerial skills and alignment with the Group's leadership model.

The Global Talents subsequently took part in the **"OTB Global Talent Program | Crafting Tomorrow"** program, which is run in partnership with international business schools and focuses on key themes of the Group's strategy, including leadership, digital innovation, sustainability and business transformation, retail and customer centricity.

In addition, a **structured succession planning process** was launched in 2025, for the identification of potential successors to strategic positions within the Group. The program is designed to ensure managerial continuity, strengthen the internal leadership pipeline and support the sustainability of the governance model in the medium to long term.

This integrated approach reflects OTB Group's commitment to innovative and forward-looking people management, with **close attention to developing potential**, recognising merit and continuously improving performance, in line with the Group's values. At the same time, the Group companies continue to invest in development programs and initiatives set up to highlight local talent, supporting the growth of resources in each geographical area.

Diversity, Equity and Inclusion

Valuing diversity, equity and inclusion, along with promoting talent in all its forms, is a cornerstone of OTB Group culture. Through the **Diversity, Equity & Inclusion Strategy (DE&I)** launched in 2020 and progressively strengthened over the years, the Group promotes a corporate culture that recognises and values diversity, guarantees equal opportunities and fosters an inclusive working environment where each individual can realise their full potential.

In 2023, OTB S.p.A. and Diesel S.p.A. obtained the **Gender Equality Certification (UNI/PdR 125:2022)**, under Italy's National Recovery and Resilience Plan (PNRR). The certification was renewed in 2024 and maintained in 2025.

The certification process, conducted by a world-leading company in inspection and compliance verification services, assessed six key areas:

- Corporate culture and strategy
- Governance models
- Human resources management
- Growth and inclusion opportunities for women
- Wage equity
- Support for parents and the work-life balance

Structural initiatives in support of gender equality and inclusion include **nursery and kindergarten** services which have been active for years, **smart working policies** to optimise organisational flexibility, and training programs on topics such as parenting, overcoming unconscious bias, inclusive language and prevention of harassment in the workplace.

Following the certification, OTB Group formed a **DE&I Committee** to plan, evaluate and approve strategic initiatives on diversity, equity and inclusion. The Committee members are key figures in the Group, including:

- The Group Chair
- The Chief People & Organisation Officer
- The Chief Sustainability Officer
- The CEOs of the brand's companies at global level.

This structure ensures constant monitoring and an integrated approach to DE&I policies in all the geographical areas in which the Group operates.

The Group's commitment has been further strengthened since 2023 with the adoption of two key policies:

- the **DE&I Policy**, which defines principles, objectives and guidelines to promote an inclusive culture;
- the **Gender Equality Policy**, designed to ensure a fair, safe and stimulating working environment, with a focus on selection, talent management, training, equal pay, work-life balance, support for parenting and prevention of harassment.

The policies are complemented by the **2023–2025 Strategic Plan on Gender Equality**, which sets specific objectives and targets both for the companies that have already been certified and for the companies embarking on the certification process. The Plan covers seven strategic areas: governance; selection and hiring; professional growth and talent management; pay equity; parenting and care support; work-life balance; prevention of abuse and harassment.

To ensure structured continuous monitoring of progress in gender equality, OTB Group has developed a **Global DE&I Dashboard**, an analytical and governance tool for systematic measurement of key performance indicators relating to gender equality at global level. The dashboard monitors KPIs such as the proportion of women in leadership roles, gender equality in selection and hiring, voluntary turnover by gender, and gender balance in the processes for identifying talent and potential successors for strategic roles. This data-driven approach supports informed decision-making, promotes transparency and helps identify areas for improvement, helping to embed gender equality principles in the Group's HR processes and long-term strategy.

In 2025, the Group continued to consolidate the results achieved through cultural change initiatives, awareness-raising campaigns and special training programs. These include diversity and inclusion campaigns, internal awareness-raising events on gender equality and prevention of violence against women, as well as initiatives to enhance parenthood as a source of skills and value for the organisation.

To support social inclusion, the Group continued its **"Brave to Care"** corporate volunteering program in collaboration with **OTB Foundation**, which offers employees in its Italian offices up to four hours of paid leave to carry out voluntary work with the Foundation's not-for-profit partners. This important project is discussed in greater detail in section 7.6.

DIESEL X TOM OF FINLAND FOUNDATION PRIDE CAPSULE

During 2025, Diesel continued to support the "Tom of Finland Foundation", a not-for-profit organisation that promotes inclusivity and the value of diversity. The collaboration for 2025 generated a capsule collection which amplifies the message of freedom of expression, sexuality and individualism that lies at the heart of Diesel's values and identity. The illustrations for the capsule collection celebrate the LGBTQIA+ community and feature scenes of cruising, sailors, police officers, labourers and leather bars, printed on T-shirts, underwear, jockstraps and a phone case. The collection highlights the long legacy of queer imagination and resilience.

Parental leave

OTB Group recognises **parental leave** as an essential tool for supporting employees during periods of maternity, paternity and adoption, safeguarding their childcare rights and promoting a healthy balance between professional and personal life. The Group complies with the regulations in force in the countries in which it operates, guaranteeing access to parental leave in accordance with legal requirements and corporate policies.

In 2025, OTB continued to promote a family-friendly working environment, supplementing its leave policies with initiatives designed to encourage a mindful and inclusive approach to parenthood. In this connection, the Group offers **training courses for new parents**, to help them return to work after parental leave and to recognise parenthood as a skill and an asset for the organisation. Return-to-work procedures are managed through a listening and flexible approach, with the aim of ensuring a gradual transition, promoting employee well-being and professional continuity, in accordance with company policies and applicable regulatory provisions.

Industrial relations and trade unions

OTB Group recognises the role of trade unions in **protecting workers** and fully supports their activities, ensuring that every employee can exercise their union rights in an informed and independent manner, in accordance with the applicable legislation.

The Group's approach to industrial relations is based on collaboration and mutual responsibility, promoting constructive and transparent discussion with workers and their representatives, in order to foster a climate of trust and open dialogue.
In 2025, 70% of Group employees were covered by collective labour agreements.

The Group companies are in constant contact with trade union representatives, both at company and territorial regional level, through regular meetings. The purpose of the meetings is to address matters delegated by national collective bargaining agreements and, where possible, to identify mutually agreed solutions for the continuous improvement of working conditions and staff well-being.

Confirming the positive climate of cooperation, in the last four years there have been no company strikes and no cases of violation of freedom of association or impairment of collective bargaining.

During 2025, in recognition of the importance of training and professional development for employees, several Group companies signed agreements with the trade unions for the adjustment of working hours in connection with the launch of the New Skills Fund.

In Italy, OTB Group company employment contracts are governed by legislation, national collective bargaining agreements, second-level bargaining and company policies and regulations. In the other countries where the Group operates, contracts are governed by local regulations, collective bargaining, where applicable, and company policies.

Regulations cover contracts, as well as pay, welfare and contributions, to guarantee fair working conditions and respect for workers' fundamental rights.

6.2 BRAVE LEADERS & TALENTS

OTB Group considers **continuous training** and **skills development** to be an essential factor in supporting the long-term growth of its people and the organisation's stability. Investment in human capital not only supports the achievement of the Group's strategic objectives, it also strengthens its ability to anticipate and manage change in the constantly evolving fashion industry.

During 2025, the Group maintained its substantial commitment in this area, **providing over 38,000 hours of training**. The purpose of this investment is to establish an increasingly integrated, effective and efficient learning system that responds to both individual development needs and strategic corporate priorities. **The training offer covered a broad and diversified range of courses**, with technical and professional skills modules, leadership and managerial development programs, as well as upskilling initiatives on artificial intelligence and new digital skills.

The training delivery methods have been designed to ensure accessibility, flexibility and continuous learning. In-person training was complemented by online courses and interactive webinars, accessible both on-site and remotely via the Group's **Learning Management System (LMS)**, for a hybrid learning model that can be adapted to the needs of individual employees.

Specifically, in 2025, ad hoc training programs were developed for managers and key Group functions, to promote **informed, responsible and strategic use of artificial intelligence in corporate processes**. These initiatives helped strengthen decision-making capabilities, innovation in operational models and the integration of emerging technologies to support the business.

In addition to the **traditional managerial training**, technical-professional and language programs, the Group maintained its focus on **Sustainability** and **Diversity, Equity and Inclusion (DE&I)**, delivering more than 4,900 hours of training on these topics. Training included modules on: inclusive language, unconscious bias, the prevention of gender-based harassment and violence against women, female and inclusive leadership, LGBTQIA+ inclusion and inclusion of people with disabilities.

These initiatives help build a corporate culture based on mutual respect, a sense of belonging and celebration of diversity, thereby promoting a safe, inclusive working environment with a high level of organisational well-being and psychological security.

During the year, building on the work begun in 2024, the Group also continued to invest in **sustainability training courses** organised in cooperation with **international business schools** and leading partners. These initiatives are designed to develop strategic skills and know-how to support the Group's sustainability strategy and the achievement of its medium/long-term objectives.

PERCENTAGE OF TRAINING HOURS BY TOPIC	%
Professional-technical training	53.8
Managerial training	15.6
Sustainability and DE&I	12.9
Health and Safety	11.9
Governance, Compliance and Ethics	4.0
Language training	1.8

Talent attraction and employee retention

The ability to **attract, develop and retain talent** plays a strategic role in achieving the objectives of the OTB Group People Strategy, by supporting sustainable growth and long-term competitiveness. In a constantly changing global environment, the Group looks for **individuals with robust technical skills and distinctive qualities** such as critical thinking, customer orientation, a collaborative spirit, a willingness to experiment, an entrepreneurial mindset and the ability to translate ideas into action.

To guarantee an effective, consistent and inclusive hiring process at global level, the Group policy outlines the key stages of the recruitment process and is supported by a global digital recruiting platform. The process consists of six stages, from the publication of the job vacancy through to the onboarding of new recruits. Hiring for professional roles is managed at a local level, while managerial and executive profiles are selected through discussion with the central team, in order to ensure strategic alignment and consistency with the Group's leadership model.

Given the Group's expansion in recent years, in terms of both organisational dimensions and geographical reach, the pool of candidates is monitored and assessed continuously according to the needs of the various departments and professional areas. The onboarding stage is designed to facilitate the rapid integration of new hires by presenting the Group's values, culture and mission, as well as its key policies, processes and tools of use in daily business life.

Special attention is paid to scouting for professionals to join the Design, Product Development and R&D teams, which constitute the creative and innovative heart of the OTB world. The selection process for these areas is designed to form teams of mixed gender, nationality and cultural background, since a multiplicity of perspectives is seen as a source of value and innovation.

Scouting for junior figures takes place in cooperation with Italian and international fashion schools, through a blind pre-selection process, where candidates' creative portfolios are examined before their CVs, allowing talent and design quality to be assessed in an objective and inclusive manner. Successful candidates then proceed to the next stages of the selection process, in line with the procedures established for other Group roles.
OTB Group also maintains **dialogue with the world of education**, actively collaborating with specialised schools and institutions through company visits, training sessions and discussion forums. The goal is to share expertise and experience concerning the processes and challenges of the fashion industry, so helping to round off students' education and attract future talents.

Employee engagement and communication

Employee engagement continues to be a central element in the OTB Group's human resources management strategy, an enabler for innovation, entrepreneurial bravery and creation of a positive and lasting social impact. Active employee engagement is seen as a key factor in strengthening the corporate culture and supporting the Group's growth trajectory.

To ensure transparency, engagement and constant alignment on strategic objectives, during 2025 the Group promoted a series of structured Town Hall cycles involving employees at all organisational levels, to promote discussion on results achieved and future prospects.

Continuous communication, active listening and employee engagement remain the key elements in maintaining high levels of participation and satisfaction. They also foster a clear understanding of the Group's strategy, shared values and each individual's role within the organisation.

In this context, in 2025 the Group launched the OTB Values Ambassadors campaign, a global initiative that involved all Group employees in internal communication activities designed to promote application of OTB's values on a daily basis and strengthen understanding of the Group's leadership model. Through testimonials, special content and opportunities for sharing, the campaign helped to make the corporate values tangible and recognisable in day-to-day practice.

At the same time, the Group developed and implemented a number of themed campaigns on diversity and inclusion, corporate volunteering and the organisation of internal events, encouraging employees to take an active part in company life and strengthen their sense of belonging to the OTB community. These initiatives created opportunities for engagement, cooperation and knowledge-sharing, to promote informed and responsible participation in the Group's initiatives. To support these activities, OTB drew up a structured internal communication plan of events, initiatives and digital tools to create opportunities for global sharing and participation, highlighting people's contributions and reinforcing an open, inclusive corporate culture aligned with the Group's values.

Group initiatives

Once again in 2025, training on sustainability issues was a priority for OTB and Diesel.

The parent company continued the "Be Responsible. Be Brave. – Take Action" **training program** launched in 2024 and organised with the involvement of professors from the **Bocconi School of Management** in Milan. It was attended by the first and second lines of management from all the Group's brands and hubs, with the exception of Diesel, for which a similar program had already been developed previously. In total, the training sessions involved more than 120 people in the initial classroom-based sessions, 40 of whom were then selected to take part in the practical session to draw up an action plan for OTB.

The initial lessons **examined the principles of sustainability as applied to the world of luxury and fashion**, the main challenges and the regulatory framework, and assessed the action areas on which to focus, such as combating climate change, decarbonisation, the supply chain and circularity.

In the second phase, participants were actively involved and divided into working groups that were tasked with defining and proposing solutions to specific issues and challenges that OTB Group is facing in integrating sustainability into its business. Following an initial discussion on market trends and sustainability issues, the participants, guided by the tutors, worked together to identify priorities using a scenario planning approach. They then developed and presented to the class concrete proposals for action plans to address the needs and challenges previously identified as priorities for the organisation.

The OTB Corporate Sustainability Team continued to **promote meetings with the research, product development and direct procurement teams of the brands** in the luxury segment and their hubs to discuss the OTB Raw Materials Guidelines and the most widely recognised certifications, in order to raise awareness and maintain alignment among the various functions involved in the choice, selection and verification of materials and treatments.

Finally, a series of important sharing and discussion sessions, known internally as **OTB Background**, were organised: all employees at the head offices of Maison Margiela, Jil Sander and Marni were brought together in various sessions led by **OTB Sustainability Ambassador Andrea Rosso**, to discuss the Group's sustainability journey and the results achieved, and to raise colleagues' awareness of the challenges ahead.

During these workshops, colleagues from all departments had not only an opportunity for professional development, but also a chance to interact with the sustainability team, raising issues and proposing initiatives.

In 2025, **Diesel** continued its efforts to raise awareness both internally and externally on sustainability issues, involving the brand's various departments – with a particular focus on the Retail team – and with the participation of OTB Sustainability Ambassador Andrea Rosso in university lectures and special events.

As part of its internal training to integrate sustainability into the teams' day-to-day activities, in January 2025 Diesel organised a training session for the **Interior Design** department. During the year, it also organised a **Visual Merchandising Camp** with a session on sustainability. In both cases, the preferred choices in terms of low-impact materials for store and window displays were illustrated, and the reuse and recycling of materials was discussed. In this regard, in 2025 Diesel continued to use denim off-cuts from the Spring/Summer 2025 fashion show for its store windows and displays. Additional training sessions were held for the Product and Style teams, to revisit the principles of developing collections with a lower environmental impact.

The "Sustainability" module on the **Diesel D-velop portal**, an internal platform primarily intended for colleagues who work in stores, underwent a full update. At the same time, a series of **micro-learning** training modules were developed for the platform, explaining how to communicate sustainability in-store by linking it to the shopping experience.

To complete the training program for store staff, store managers from Europe, the USA, Macao, Hong Kong and Singapore attended "Train the Trainer" courses, so that information on how to communicate Diesel's sustainability initiatives to customers can be passed on to all staff working in the brand's stores.

Finally, for all Diesel employees, the Sustainability team created a special SharePoint site where all the training materials produced since the launch of the For Responsible Living strategy in 2020 up to the present day can be consulted. The materials are updated on a monthly basis and/or when necessary, together with updates on key sustainability news relating to the Brand and OTB Group.

6.3 PEOPLE CARE

People's well-being is a key element for OTB Group, with a direct impact on the quality of work and the organisational climate. The Group's approach is based on a comprehensive and constantly evolving range of services to meet employees' needs and promote a sustainable work-life balance.

The **Hospitality** Department coordinates and oversees organisational well-being initiatives to ensure functional and welcoming work environments. These activities include **reception** services, **welcome services** for internal and external stakeholders, and the upkeep of **common areas** and **social spaces**.

The following services are provided for OTB employees in the main Italian offices:

- **Corporate catering**: at the sites in Breganze (OTB and Diesel headquarters), Colceresa and Noventa Vicentina (Staff International), a corporate catering service offers a wide range of options, including lunch-box and takeaway services;

- **Brave Gym and Brave Beauty**: active since 2011 at the Diesel and OTB Breganze headquarters, the Brave Gym offers work-out areas fitted with modern equipment and a program of group courses (yoga, functional training, spin bike, etc.) run by qualified instructors. The gym also includes basketball, volleyball, squash, tennis and five-a-side football courts. The osteopathy service and the Brave Beauty area, with beauty treatments at reduced rates, complete the offer;

- **Brave Garden – Company nursery and kindergarten**: since 2010, Brave Garden has been supporting work-life balance by providing an educational service for children aged 0-6 years. Located at the Breganze headquarters, it is managed by an accredited cooperative and features designed spaces to foster children's cognitive and social development, with spaces including a park and a vegetable garden;

- **Operational support services**:
  - Laundry service: available for employees of Staff International (Noventa Vicentina) and Brave Kid (Marostica), thanks to agreements with local laundries;
  - Tax assistance: active since 2013, this service provides assistance in filling out tax returns at subsidised rates;

- **Welfare and healthcare:**
  - Healthcare and supplementary pension fund: the Group's Italian companies are members of Sanimoda, a supplementary healthcare fund for workers in the fashion industry, and of the Previmoda industry pension fund, which boosts employees' social security position;
  - Preventive check-ups: OTB has entered into an agreement with the Centro Diagnostico Italiano (CDI) in Milan, an outpatient healthcare facility specialised in prevention. The agreement entitles employees and their families to comprehensive check-ups at favourable conditions. The procedures for accessing the service are managed through the People Hub corporate portal, which offers administrative and operational support to facilitate the booking and management of preventive medical examinations;
  - Brave benefits (corporate conventions platform): in 2024 OTB activated a platform of conventions and discounts on a wide range of product categories and a network of more than 300 brands for the employees of all the Italian companies.

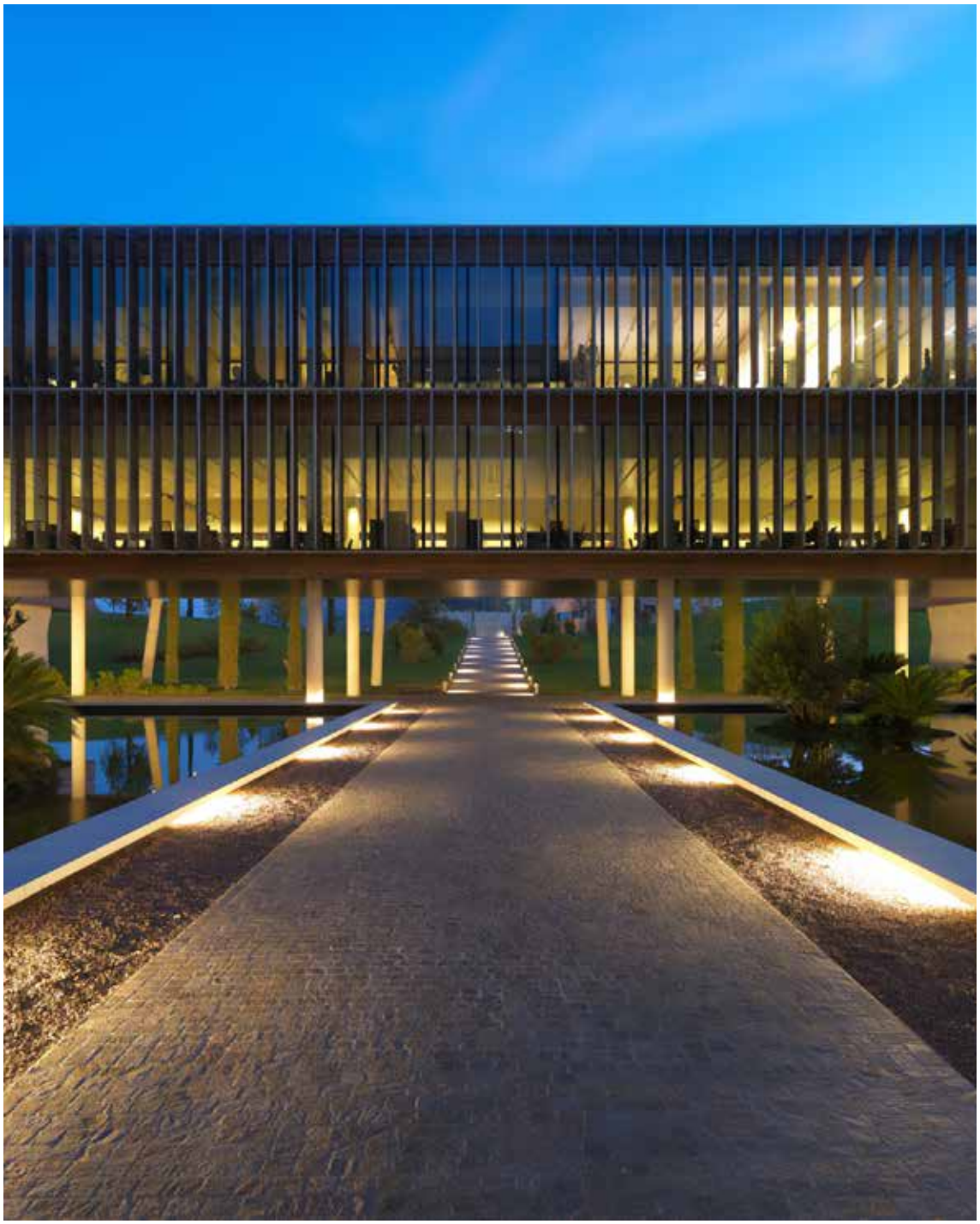
MARNI AND JIL SANDER: SUSTAINABLE TIME

In 2020, as part of the "Sustainable time" initiative, **Marni** introduced an innovative work time management model to enable people to compress or extend their working day. In 2024 the model was also adopted by **Jil Sander**, and consolidated in 2025 as a structured Group practice.
The approach promotes more flexible and inclusive organisation of working hours, helping to achieve a better work-life balance and reduce gender differences. Through customised time management serving different requirements, Marni and Jil Sander foster a more effective balance between individual and organisational needs while simplifying administrative procedures, confirming their commitment to a more equitable and efficient way of working that respects people's well-being.

6.4 EMPLOYEE HEALTH AND SAFETY

For OTB Group, **occupational health and safety is a strategic pillar** of governance, going well beyond mere regulatory compliance. Safeguarding the physical and psychological well-being of employees is an integral part of the corporate culture and translates into a continuous commitment to ensuring safe, healthy, and prevention-oriented working environments.

The OTB Group's approach is based on a risk management system that, within European scope, in addition to complying with applicable regulations, is voluntarily inspired by the standards set out in ISO 45001. The system – which identifies, assesses and continuously monitors risk factors at both operational and strategic levels – applies to all areas of the Group's operations (warehouses, stores, offices and technical departments) and the related roles, which are predominantly office-based.



This system enables the adoption of evidence-based preventive measures, the development of targeted action plans, and the implementation of systematic controls to continuously improve health and safety performance, for the dual purpose of protecting its workers and safeguarding all stakeholders.

The HSE Function plays a key role, coordinating the definition of policies, the operational management of risks, and the monitoring of regulatory compliance. In addition to integrating safety practices into corporate processes, it **promotes a robust prevention culture** by promoting structured dialogue among the different levels of the organisation and supporting strategic decisions through analyses based on objective data.

Health and safety management activities at Group level include:

- **Continuous risk assessment and periodic audits** at all European sites, aimed at verifying the proper application of procedures, the effectiveness of preventive measures, and the adequacy of infrastructure in relation to current regulatory requirements;

- **Systematic management of HSE training**, with annual training plans that include mandatory HSE courses, periodic updates and specialised sessions based on the specific risks of each role;

- **Workplace compliance mapping**, through the review and updating of emergency plans, the management of safety documentation and the sharing of best practices to improve the prevention culture;

- **Periodic health surveillance**, based on specific medical protocols defined according to the tasks performed, with monitoring of deadlines and management of compulsory health checks.

Starting in 2022, OTB has intensified safety training and awareness activities, targeting management and operational teams in particular. Through workshops and discussions, the Group promotes a common vision of occupational safety, based on the key role of prevention and widespread sense of responsibility.
This path has led to the development of the **Group Health and Safety Policy** aligned with international best practice and the main industry standards. The Policy sets out guidelines to prevent occupational injuries and illnesses and forms an integral part of the **Global Compliance Program**, contributing to the harmonization of HSE standards across all Group entities.

All companies are required to integrate safety requirements into every stage of their operational activities, adopt preventive measures, constantly monitor safety conditions, and implement audit plans covering suppliers and external contractors.
In 2025, **OTB S.p.A. and Staff International S.p.A.** obtained **ISO 45001 certification** (occupational health and safety), thereby reinforcing the Group's commitment to an integrated and certified HSE management system. During the same year, the Group also carried out a work-related risk assessment involving more than 500 employees, with the aim of gaining a deeper understanding of workplace characteristics and identifying actions to maintain and improve physical and mental well-being.

In 2025, 100%[22] of the OTB Group workforce in Europe was covered by a **centralised occupational health and safety management system**, designed to safeguard employees' physical and mental health. Of the total population, **68.2% was included in a certified management system**, which undergoes regular **internal audits** to assess compliance with safety standards, with a particular focus on the Italian sites.

In line with local regulations, each Group company appoints workers' safety representatives, tasks with facilitating dialogue between management and employees and assists the implementation of preventive measures. HSE governance is further strengthened by a **structured process of semi-annual reporting** to the Board of Directors and the Supervisory Body, aimed at monitoring compliance and defining any corrective actions.

Since 2022, the Group has adopted the **HSE Compliance Index**, an internal indicator that measures the level of compliance and the effectiveness of the management system, in support of its strategic priorities. At the same time, OTB promotes a **prevention and well-being culture**, through training on occupational risks and **initiatives designed to support people's physical and mental health**.

With regard to workplace accidents, 31 were recorded during the reporting year across the entire workforce, predominantly attributable to accidental falls. In addition, 19 commuting related accidents were recorded. The overall injury rate[23] was 2.2, with no serious injuries or fatal accidents reported. Furthermore, during the year no cases of occupational diseases related to the activities carried out by Group employees were identified.

22. Coordination and cooperation between the Employer and the Contractor takes into account the health and safety costs envisaged by current legislation. The following worker categories are considered: Group employees, interns and workers with on-call contracts.

23. The injury rate was obtained by comparing the number of injuries (in Italy, France, the APAC Region, North America and Japan) to hours worked/1,000,000. Commuting accidents were excluded. Working hours were calculated by estimating that employees work an average of 260 days per year and 8 hours per day.

These results reflect the effectiveness of the preventive policies adopted by OTB and its ongoing commitment to ensuring safe working environments that comply with international standards, with a continuous focus on improving health and safety performance.

Other Group initiatives

EUROPE: the OTB Group's brands based in France **strengthened their risk prevention measures** with training programs on fire management, chemical risks, evacuation procedures and first aid. At operational level, measures were taken to secure storage areas, reorganise warehouse and office spaces, and ensure proper handling of flammable materials. A high standard of safety is ensured through **regular audits and reporting**. Progress is shared with employee representatives during health and safety meetings held by the Diesel and Maison Margiela Social and Economic Committees (SECs) at least four times a year, chaired by the HSE Manager.

NORTH AMERICA (NAM): during the year, **formal health and safety committees** were formed, composed of representatives from management and employees, to review policies, analyse incidents and identify opportunities for improvement. **Mandatory training sessions** were introduced, both for new hires and as part of regular refresher training, covering safety procedures, ergonomics and mental health awareness. To promote employees well-being, **access was provided to support services**, including counselling, stress management workshops, subsidies for sporting activities and campaigns promoting a healthy lifestyle. Finally, **Safety Champions or Ambassadors were appointed within the teams**, with responsibility for promoting best practices and mentoring colleagues in order to strengthen the corporate safety culture.

APAC: OTB has established **clear guidelines for occupational safety and health protection**, ensuring compliance with local and international safety standards. Risk assessments, carried out regularly by the operations team and department heads, covered both routine activities and extraordinary situations, such as maintenance work and emergency procedures. The organisation also invested in **ongoing employee training**, offering health and safety courses as well as specialised programs on the safe use of equipment and emergency management.

JAPAN: in 2025, Diesel Japan protected employee health by offering **annual medical check-ups** to all staff working more than 20 hours per week, including assessments by the occupational physician, personalized guidance, and **partial reimbursement for any follow-up tests**; employees were also given an annual stress test, with access to medical advice for people in the highest-risk categories. An external **counselling program** was launched in October to improve individual well-being, offering up to **five free sessions** per year. Workplace health and safety was managed through structured procedures which require the immediate completion of a **detailed report** in the event of an accident, followed by a meeting with Human Resources and, where applicable, payment of injury compensation. In addition, **meetings were held with the occupational doctor, employee representatives and HR** to prevent risks and promote health.

MEXICO: during the year, **health and safety committees were established**, ensuring a balanced representation of management and employees. The committees were tasked with monitoring policies and promoting dialogue on safety-related issues. To encourage active participation, **open forums, surveys and suggestion boxes** were organised, enabling employees to report potential issues or suggest improvements. In addition, **regular medical check-ups** and occupational health screenings were carried out, and **counselling services** were provided, to safeguard employees' physical and mental health. Finally, **smart working options** were introduced and **ergonomic assessments of home workstations** were carried out to ensure safe and comfortable working conditions outside the office.

INDIA: Diesel Fashion India manages health and safety through a **centralised system aligned with ISO 45001 principles**, which includes periodic risk assessments, workplace inspections, preventive maintenance, safe operating procedures and regular training. In the event of unsafe conditions or accidents, corrective and preventive measures are implemented, supplemented by continuous improvement initiatives and integration of the lessons learnt from accidents, near misses and procedure/control audits. The effectiveness of these activities is monitored through internal audits, accident investigations, HSE performance indicators and regular management reviews. Processes are currently in place to identify hazards and assess risks for both routine and non-routine activities, applying the hierarchy of controls. Employees can report hazards, unsafe conditions, unsafe acts, near misses and accidents through the designated channels, and take part in consultation, communication and training initiatives to promote health, safety and well-being.

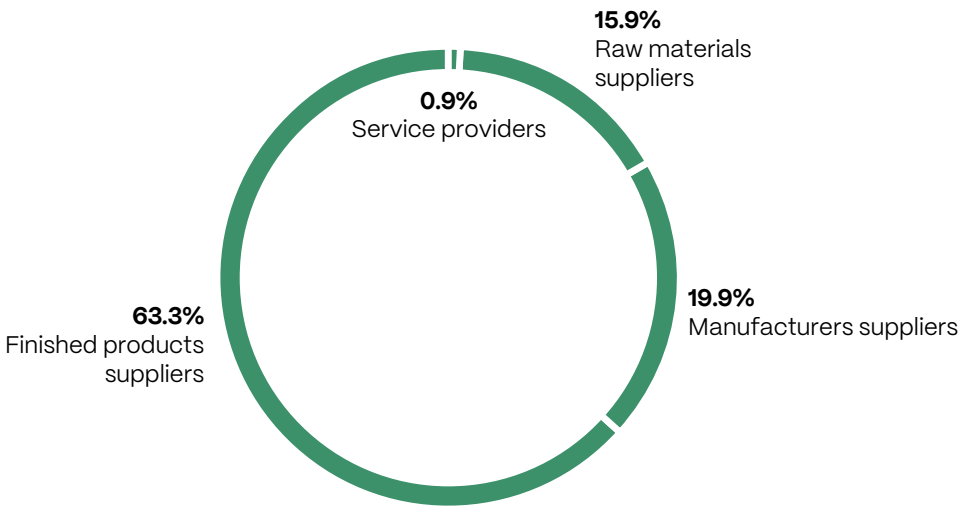
6.5 SUPPLIER RELATIONS

The OTB supply chain

OTB suppliers can be classified into four main categories: **finished products suppliers** (accounting for 63.3% of orders), **manufacturers suppliers** (19.9%), **raw materials suppliers** (15.9%) and **service providers** (0.9%).

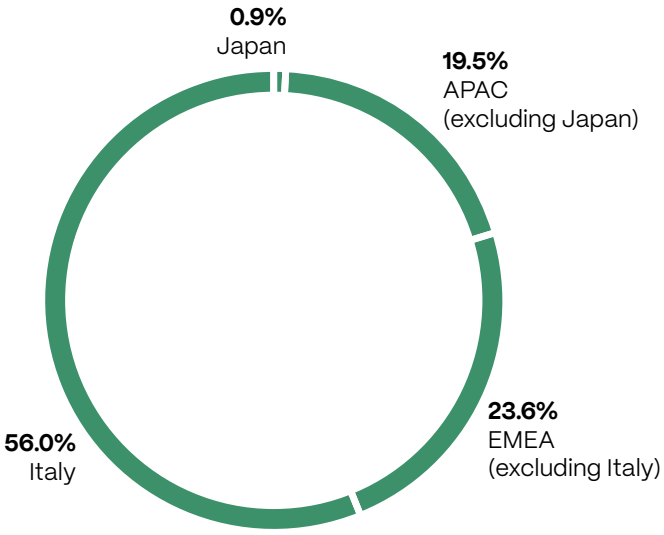
The distinction between manufacturers suppliers and finished products suppliers reflects the **two production models** adopted by OTB Group, as described earlier in this report, namely: **Industrialised** (CMT – Cut, Make and Trim) and **Commercialised** (FPP – Full Production Package). For the Industrialised model, the Purchasing Department buys the fabrics and accessories, which are then sent to the suppliers (manufacturers suppliers), who handle the intermediate cutting, assembling, washing, ironing and finishing stages. For the Commercialised model, the finished products suppliers are responsible for the entire production of the garments, following the specifications of the Product Development and Production Departments, in accordance with the quality standards and expectations of the brands' Style Offices.

SUPPLIERS BY TYPE (BASED ON ORDER VALUE)



In 2025, 56.0% of purchase orders placed by OTB Group with its suppliers (finished products suppliers, raw materials suppliers, manufacturers suppliers and service providers) were in Italy, 23.6% were in EMEA[24].

SUPPLIERS BY GEOGRAPHICAL AREA (BASED ON ORDER VALUE)[25]

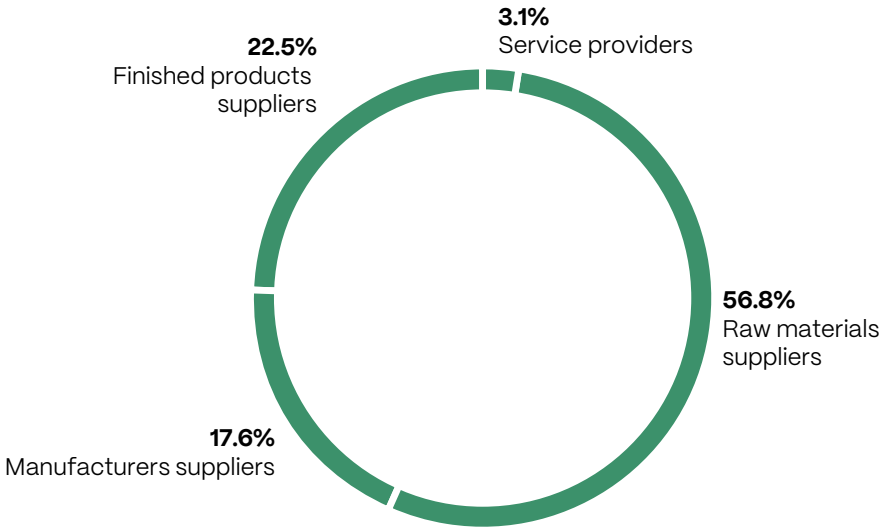


24. Excluding suppliers with annual sales orders of less than EUR 1,000.

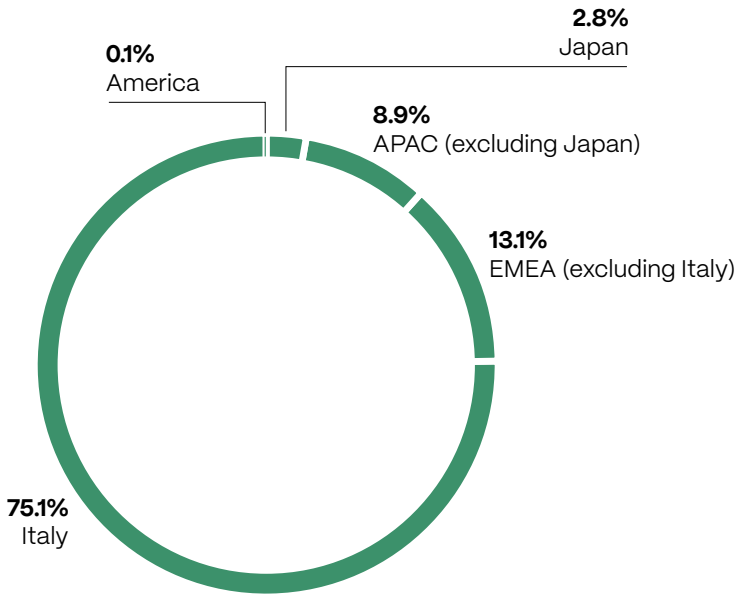
25. The % of suppliers by geographical area "America" relative to the value of orders is less than 0.1%, and therefore is not included in the chart.

OTB works with 1,317 first-tier suppliers[26] located in 31 countries[27]. The Group sourcing policy aims to minimise dependence on a limited number of suppliers, thereby effectively managing the risks associated with supply chain interruptions.

SUPPLIERS BY TYPE (IN TERMS OF THE TOTAL NUMBER OF SUPPLIERS)



SUPPLIERS BY GEOGRAPHICAL AREA (IN TERMS OF THE TOTAL NUMBER OF SUPPLIERS)



26. Tier 1 suppliers are suppliers with direct collaboration ties with OTB production hubs. They are directly responsible for the supply of materials, finished products and components (whether industrialised or commercialised).

27. Clustering is as follows:
APAC: China, South Korea, Hong Kong, India, Singapore, Bangladesh.
EMEA: Belgium, Bulgaria, Czech Republic, Denmark, Egypt, France, Germany, Greece, Hungary, Lithuania, Malta, Mauritius, Morocco, Netherlands, Portugal, Romania, Spain, Switzerland, Tunisia, Turkey, UK, United Arab Emirates.

Many raw materials suppliers are located close to the headquarters of the Group companies, with 75.1% of suppliers based in Italy[28].

C.A.S.H. Project – Credito Agevolato Suppliers' Help

In 2025, the C.A.S.H. (Credito Agevolato – Suppliers' Help) project continued to be a strategic Group initiative. It was developed **in collaboration with BNP Paribas to assist OTB's Italian suppliers by providing facilitated access to credit**.

Launched in 2013 with Staff International and subsequently extended to Diesel and Brave Kid, the program is a fast competitive solution for selected suppliers to discount invoices, so reducing their working capital requirement and improving their credit ratings. The scheme provides without-recourse factoring, eliminating credit risk for suppliers and guaranteeing immediate liquidity with no negative impact on their financial exposure.

With a rolling credit line (Ifitalia) of EUR 48 million, the project has expanded constantly, improving economic conditions for suppliers: in the last few years, rates and commission fees have fallen by 58% compared to the initial levels, making C.A.S.H. an increasingly competitive tool. At 31 December 2025, **the program involved 48 active suppliers** representing 26% of the total cost of sales of Italian strategic suppliers, with an overall volume of annual discounts totalling EUR 60.5 million, according to suppliers' liquidity requirements and rotation. The scheme covered 90% of invoices, confirming the effectiveness of the initiative in guaranteeing stability and access to financial resources for the supply chain.

28. Percentages are calculated on the total number of OTB Group suppliers. For manufacturers and suppliers of finished products, the geographical location is the country where the product was made; for service and raw materials suppliers, it is the country where the supplier is registered.

Suppliers are selected according to qualitative and financial criteria, taking strategic importance, reliability and operating continuity into consideration, with an assessment conducted jointly by production and the financial institutions involved. The project is particularly important in providing support to micro enterprises and small/medium businesses[29], which form the backbone of the Made in Italy and benefit from credit conditions that are more advantageous than the alternatives on the market.

Since the C.A.S.H. project was set up, a total of more than EUR 673 million has been discounted, consolidating OTB's role in boosting the resilience of its Italian supply chain and facilitating synergetic ties with production partners.

Supply chain monitoring

OTB Group is actively **committed to promoting and protecting human rights, workers' rights and well-being along the entire value chain**. To this end, structured due diligence processes have been implemented to prevent potential violations, workplace accidents, and working conditions that do not conform to international and Group standards. Suppliers are required to comply with the OTB Code of Ethics and Code of Conduct, which are vital tools for ensuring high occupational health and safety standards.

29. The companies are classified as micro, small, medium and large, based on the revenue criterion established by the European Union.

With specific regard to the Italian supply chain, in 2025 OTB introduced a new **Group Supply Chain Management Procedure**, which applies to anyone involved in the management of suppliers based in Italy, namely directors, employees and workers with employment or contract-to-work arrangements. Specifically, the procedure covers:

- Selection of suppliers of typical goods and services;
- Management of relations with suppliers of typical goods and services;
- Monitoring of the activities of suppliers and any subcontractors in the performance of the contract with the subsidiary.

The procedure is divided into three main stages, from establishment of the relationship with the supplier through to monitoring of activities carried out during the contractual relationship. Specifically:

- Supplier onboarding stage;
- Audit planning stage;
- Audit execution and follow-up stages.

In addition, the audit checklist was updated in 2025. It consists of two sections: Section A, which covers the management of workers (child labour, forced labour, contracts and remuneration), and Section B, which focuses on health, safety and working conditions. The checklist was initially applied to audits in Italy and is currently being adopted, with the necessary adjustments, for audits abroad. In the event of minor non-conformities, follow-up audits are scheduled, whereas for more significant non-conformities, suppliers must draw up and implement corrective action plans with defined timelines. In cases of critical non-conformities or failure to resolve non-conformities as agreed, the Group reserves the right to terminate the business relationship, in accordance with contractual terms and conditions.

The adoption of the procedure was followed by a number of training sessions held by the Internal Audit & Corporate Governance and Group Sustainability departments, to explain the Supply Chain Management Procedure, raise colleagues' awareness of the issues and risks associated with management of supplier relations, and provide guidance on reporting critical situations or potential concerns that come to light. The sessions were organised not only for production managers and production coordinators, but also for production technicians, quality control technician, product managers, production planners, industrial engineers and the legal department. The aim is to ensure that all employees, who for various reasons are working with suppliers' premises, are aware of the procedures for reporting any issues.

The Group intends to issue a new specific procedure for the management of its overseas supply chain; currently, preliminary checks and regular follow-ups are carried out through audits conducted by third-party firms in accordance with the most recognized international social and environmental standards.

Also in 2025, the OTB Group adopted the "**Policy on Migrant Workers**" establishing common guidelines regarding migrant workers. Specifically, the Policy requires suppliers to comply with standards and principles designed to ensure that all migrant workers in their supply chain are treated fairly, with respect of human rights and in accordance with the fundamental rights of workers established by applicable laws, regulations and international standards, as well as by OTB's Supplier Code of Conduct.

The Policy sets out the minimum requirements for the selection, hiring, foreign transfer, employment and management of migrant workers by, or on behalf of, Suppliers who work with Group companies. The Policy addresses the following issues:

- Standards of conduct required of suppliers (for example: employment arrangements and agreements, recruitment through employment agencies, hiring fees and costs, training, wages, working hours, living conditions, use of personal documents, etc.);
- Reporting systems;
- Disciplinary measures and contractual remedies.

As noted above, during the year the Group continued to monitor and evaluate the supply chain through analysis of suppliers' social and environmental performance. This was carried out via audits directly commissioned from independent entities and through the evaluation of third-party audit reports shared by suppliers.

During 2025, Staff International commissioned a total of 334 audits from independent audit firms of suppliers and sub-suppliers in its Ready-To-Wear, Shoes, Bags & Accessories divisions.

Diesel commissioned 78 social audits from independent audit firms, in addition to 61 third-party audit reports on audits that the suppliers had recently undergone, and 8 social compliance certifications (SA8000 and WRAP) issued to 8 suppliers.

The audits commissioned by Diesel also collected information on minimum wages and average salaries of workers, including details on basic salary, overtime pay, and the number of overtime hours worked in the year preceding the audit.

To facilitate monitoring of compliance and due diligence along the supply chain, Diesel has developed an internal platform that collates audit findings and initiatives set up to resolve problems. The platform enables analyses to be generated for internal use and guarantees centralised access to all data.

In 2025, Brave Kid commissioned 38 audits, covering 75% of its direct suppliers and 100% of its Italian subcontractors, as well as 55% of its foreign direct suppliers with whom orders were placed for the SS26 and FW26 collections.

6.6 PRESERVING CRAFTSMANSHIP

OTB invests in the supply chain, in people and in artisanal skills, helping to **preserve the craftsmanship of Made in Italy and foster the development of the next generation of fashion talent**.

In 2025, the fourth edition of the Staff Academy "Scuola dei Mestieri" was completed and the Group took part in ApritiModa, an initiative designed to give the public a behind-the-scenes look at iconic Italian fashion and luxury brands; for the occasion, visitors were welcomed to both the Staff International headquarters and the Calzaturificio Stephen premises.

In support of young talent on the international stage, OTB also continued its partnership with ITS – International Talent Support, a competition for emerging designers, and with the ANDAM Fashion Awards.

Scuola dei Mestieri – Staff Academy

The Staff Academy **Scuola dei Mestieri** is the training and professional development program through which Staff International, the Group's production and logistics hub, passes on artisanal skills and unique expertise in fashion and luxury to young talents, maintaining OTB's commitment to the creation of a new generation of Made in Italy professionals.

The school offers a six-month intensive course that combines practical workshop activities with theoretical modules on tailoring, pattern-making, product development, sustainability and logistics. The program also includes visits to Staff International's manufacturing partners and to the ateliers of the Group brands, giving students a first-hand understanding of the stages and techniques involved in the luxury supply chain.

As in previous years, in 2025 more than 80% of the participants were placed in Group departments, mainly in the tailoring, prototyping and product development areas. This success confirms a significant rise in interest in these professions among young people, with real opportunities for employment.

Support for young talent

OTB Group supports the development of young talent through partnerships with academic institutions, universities and professional institutes, fostering dialogue between the education sector and the industry. Throughout the year, initiatives such as **career days, company visits and career guidance sessions** continued. OTB also supports major competitions and platforms for emerging designers, helping to nurture and develop the creative and technical skills of the next generation.

Specifically, OTB Group renewed its support for **ITS Contest 2025**, an initiative launched in 2002 which, over the years, has discovered some of the most talented designers on the international scene, who now work in the style offices or as creative directors for prestigious brands.

The 2025 edition, on the theme "Borderless", saw OTB, as the main partner, offer the ten finalists a **mentoring and coaching program** on the sustainability best practices adopted by the Group under its "Be Responsible. Be Brave." strategy. Held during the ITS residency, the program was led by OTB Sustainability Ambassador Andrea Rosso and in-house experts, and involved an in-depth exploration of the various business areas and the central role of sustainability throughout a brand's production process.

OTB actively supports prestigious international competitions such as the **ANDAM Award**, an international fashion competition established in France in 1989, which recognises and supports young emerging designers and innovative start-ups. OTB again confirmed its participation in 2025, offering the award finalists a special mentoring program on sustainability issues, which was held in Paris and was curated and led by the OTB Sustainability Ambassador and the Chief Sustainability Officer.

The individual Group companies also play an active role in this growth path by establishing academic partnerships with leading Italian and international universities, which give **young people a unique chance to engage with the challenges and opportunities of the contemporary fashion industry** in order to develop cross-functional skills and a global perspective on business dynamics and the international market.

Chapter 7

OTB FOUNDATION

ONLY THE BRAVE
FOUNDATION

7.1 SUPPORTING COMMUNITIES

OTB Foundation is OTB Group's non-profit organisation. Founded by **Renzo Rosso** in 2006, the Foundation operates in Italy and around the world with the aim of **responding promptly and effectively to emergencies and improving people's lives in a sustainable way, ensuring equal opportunities for everyone**.
OTB Foundation's agile and efficient structure is designed to minimise administrative costs and maximise its impact on the initiatives it supports. The Foundation, which in carrying out its activities can rely on the professional expertise within the OTB Group, is actively committed to generating social value through projects capable of addressing complex challenges with innovative and long-term sustainable approaches.

A distinctive feature of the OTB Foundation is the entrepreneurial strategy applied to the Third Sector, thanks to the approach of **Vice President Arianna Alessi**: every selected partner is supported in defining their objectives, both in terms of direct social impact (number of people helped) and in economic terms (with genuine financial planning).

Since 2006, OTB Foundation **has invested in over 380 social development projects around the world, directly impacting the lives of approximately 380,000 people**.

The organisation's motto is **"Brave actions for a better world"**, encapsulating the mission that guides the Foundation's daily work: to promote brave actions to build a fairer and more sustainable future for all. This commitment is fully aligned with the United Nations Sustainable Development Goals (SDGs), which the Foundation adopts as a reference for its decisions and projects.

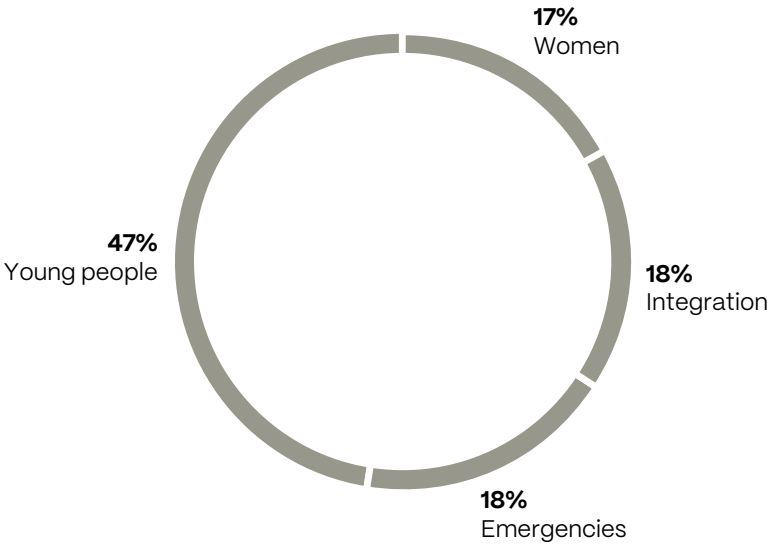
The three principles guiding the selection of projects to support are: innovation, direct social impact on individuals and communities, and the long-term sustainability of each initiative. These criteria enable the Foundation to identify and develop projects that not only address primary needs but also generate lasting value.

OTB Foundation's social commitment covers four main areas:

- **women**, addressed in a comprehensive way, from supporting victims of violence through legal and psychological assistance and offering job placement opportunities, to promoting women's empowerment through initiatives that ensure equal opportunities;
- **children and young people**, through educational and prevention projects focused in particular on mental well-being and the child protection;
- **social and professional integration and inclusion** of migrants, refugees and, more generally, individuals in conditions of economic and social vulnerability;
- **emergency response**, a key component of the Foundation's work: prompt targeted actions, both in Italy and abroad, which are often the starting point for long-term projects.

In 2025, the main intervention area was dedicated to projects for young people and children, which accounted for 47% of total grants. Projects for women accounted for 17%, while emergency response and integration projects each account for 18%.

During the year, over 15,000 people received direct support through the OTB Foundation's projects.



7.2 WOMEN

Throughout 2025, the Foundation continued to support the **Mai Più** project, in collaboration with the Associazione Casa di pronta accoglienza Sichem (Sichem emergency shelter Association), providing a 7/24 listening and supporting service for women victims of violence. A distinctive feature of Mai Più is the provision of free psychological and legal assistance, as well as the activation of vocational training internships. In addition, the project provides support for first- and second-stage shelters, for both single women and mothers with children. In 2025 alone, it helped more than **90 women**.

At international level, OTB Foundation continued to support the **Girls of Aleppo** project, in collaboration with the Fondazione Marista per la Solidarietà Internazionale ETS, offering **25 young Syrian female students** specialist training and digital literacy courses aimed at improving their professional skills, as well as covering their educational expenses such as fees, books and transport.

Tonga Soa is an initiative involving two family homes in Madagascar, run by the non-profit organisation Bambini del Madagascar Tonga Soa. The homes provide accommodation for **more than 40 girls** with no family support or resources who are potential victims of sexual exploitation and trafficking.

In Afghanistan, the Foundation has strengthened its commitment through the **Brave Business in a Bus** project, a mobile incubator for female entrepreneurship run by the She Works For Peace non-profit agency, which reaches the poorest areas of Kabul. Aboard the bus, local professionals have already supported **more than 3,000 women**, with practical training in business management and in sectors such as tailoring, embroidery, handicrafts, food production and so on.

A new development in 2025 was the collaboration with Maison Margiela in support of the Miley Cyrus Foundation through the **Downtown Women's Center** project in Los Angeles, dedicated to homeless women and those living in unstable housing conditions.

7.3 CHILDREN AND YOUNG PEOPLE

Investing in children and young people means investing in the future of society. For this reason, in 2025 OTB Foundation supported numerous projects dedicated to minors, in Italy and abroad.

Thanks to the collaboration with Fare X Bene ETS, several prevention programs have been supported in Italian schools, with initiatives tackling increasingly widespread social phenomena such as gender-based violence – **Mai Più** – or bullying and cyberbullying – **Bye Bully**. In 2025, a new program focused on relationship and emotional education was introduced to support young people and their adult caregivers in building healthy, mindful relationships.

To maximise the impact of prevention initiatives, a new partnership was launched with Alma. Thi, leading to the creation of the **CosìComeSei** project, which is designed to help children and young people in developing a deeper understanding of themselves, by promoting awareness of the body, emotions and relationships.

Since 2018, **more than 90,000 students have been reached through the prevention programs** supported by OTB Foundation. In light of the results achieved, the **Foundation signed a Memorandum of Understanding with the Italian Ministry of Education and Merit** in 2025. The agreement includes a commitment to deliver workshops, events and multidisciplinary educational programs involving students, experts, families and ambassadors, helping younger generations manage interpersonal relationships in a constructive way. The aim is to highlight the importance of dialogue, communication and mutual respect, helping young people to manage their interpersonal relationships constructively.

During the year, the **OTB Chiama Alice** service was renewed in collaboration with Associazione Alice ETS: a free online counselling service for young people aged 12 to 25, offering up to 10 hours of personalised support from qualified professionals. In total, **807 hours were offered** in 2025.

Also in the area of mental health, a new partnership with Animenta led to the launch of **Dare to Heal**, a project aimed at making treatment for eating disorders more accessible for those affected and their families. Through the project, sessions are offered at reduced rates across Italy via a hybrid clinical center that integrates both online and in-person care.

Support also continued for the **Cittadella dei Ragazzi**, managed by the Piccolo Principe Social Cooperative: a space dedicated to the promotion of educational activities for young people. The centre hosts a wide range of initiatives, from training and support workshops for young people and the local community, to cultural and artistic events, as well as spaces dedicated to clinical research, environmental education and mindfulness programs, and support pathways for parents and educators.

The **SOS Village** in Vicenza also received support from OTB Foundation in 2025. This organisation helps children, young people and families in need, promoting their rights and well-being and providing educational and welfare support services to minors, families, mothers with children and women who are victims of violence.

Finally, educational and creative workshops were organised in 2025 for children and patients at San Bortolo Hospital in Vicenza, thanks to the **Palladio in Ospedale** project.

Education remains a key issue for the future of the next generations. Support continued for **Children Are Reading** project, a three-year program run by World Vision Bangladesh to support the education of **100 children** whose parents work at a local OTB Group supplier in Bangladesh.

Support was also confirmed for the **Juvenat Centre** project run by the Fondazione Agostiniani nel Mondo in the Congo, a residential centre for the social and economic reintegration of over **200 vulnerable young people**, including former child soldiers.

In Afghanistan, the commitment continues through support for Nove Caring Humans and the **new orphanage in Kabul**, which hosts **111 children**, providing them with housing, education, healthcare, and emotional support.

7.4 INCLUSION

OTB Foundation promotes initiatives aimed at the social and professional inclusion of people in situations of economic vulnerability and/or with a migrant background.

One of the key projects in this area is the **Emporio Solidale** (i.e., solidarity emporium): a multifunctional centre organised like a supermarket that distributes essential goods, where beneficiaries can freely access food and non-food products according to the allocation agreed with social welfare organisations responsible for developing the support pathway. The initiative also includes a reception area where beneficiaries are assisted by professionals and referred, depending on their needs, to various local agencies, with the ultimate goal of facilitating their reintegration into society through multi-level support (e.g. training placements, support for women who are victims of violence, etc.).

Currently, the OTB Foundation supports a number of Empori Solidali in Italy, as well as organisations that promote inclusion and the fight against food waste: the Emporio Solidale in Venice with Corte Del Forner, the Emporio Il Cedro in Schio and the Emporio L'Olmo in Thiene (both in Vicenza) with the Da Spreco a Risorsa voluntary organisation, the Emporio Solidale Alfio Pannega in Viterbo with the Viterbo con Amore voluntary organisation, and the Solidariety Kitchen in Romano D'Ezzelino (Vicenza). In 2025, thanks to the support of OTB Foundation, a new center, called L'Emporio Ulivo, was opened in Bassano del Grappa (Vicenza) in collaboration with Cooperativa Avvenire. In total, the network has helped **more than 5,000 people**.

Another important project is **Job Clinic**, a digital platform created by ItaliaHello designed to facilitate the matching of labour supply and demand, with the aim of helping people with a migrant background obtain regular employment contract. The heart of the initiative is a multi-section digital platform where users can find job vacancies and training courses for sectors with the highest demand for workers. Beyond the platform itself, the project's added value lies in the support provided through all the stages of the selection process, promoting an inclusivity culture among employers and beneficiaries alike. This synergy has generated a virtuous cycle that also involves medium- and large-size companies, such as Eataly and Pam, which have joined the project. Since 2022, **234 people** have found jobs through the platform, including 51 people in 2025 alone.

7.5 EMERGENCIES

In 2025, OTB Foundation renewed its commitment to emergency response through partnership with international organisations.

One of the most significant collaborations is with Médecins Sans Frontières (Doctors Without Borders), through which the Foundation contributed to the deployment of an **inflatable hospital**: a rapidly deployable mobile healthcare facility designed to operate in crisis contexts. These hospitals provide high-quality medical care, with emergency services, a treatment unit, a pharmacy and dozens (or hundreds) of beds, depending on requirements. The Foundation's contribution enabled the installation of an inflatable hospital on the border between Chad and Sudan, which was subsequently moved to Gaza, where it remains a vital resource for the local population.

The partnership with the Diesel brand also continues, through which OTB Foundation supports **the United Nations High Commissioner for Refugees** (UNHCR), contributing to the organisation's **Emergency Fund**.

The fund is a flexible and vital resource for ensuring that life-saving supplies, shelter and protection reach people in emergency situations in a timely manner. The flexibility of the funding allows for rapid response in the initial phase of crises, which often involves the distribution of thousands of essential goods and services. Furthermore, it enables continued support in contexts that no longer receive media attention, but where humanitarian needs and suffering persist.

7.6 CARING FOR PEOPLE

As a non-profit organisation in OTB Group, OTB Foundation is closely linked to the Group's companies.

The Foundation runs numerous initiatives that directly involve employees, encouraging active participation and social responsibility. These include **the recovery of used clothing,** which is subsequently donated to organisations supported by the Foundation, and the **distribution of IT equipment** to entities working with children. Also of significant value is the **reuse of textile waste**, donated to social cooperatives that employ people in vulnerable conditions, as well as the **suspended gift** initiative, designed to bring joy to children supported by partner organisations during the Christmas period.

In 2025, the second edition of the OTB Group **corporate volunteering program, Brave to Care**, was carried out, enabling employees to dedicate some of their working hours to volunteer activities within the organizations supported by OTB Foundation.

The new edition involved over **250 colleagues**, who donated more than **1,300 hours** of voluntary work, thanks to **84 groups** engaged on **21 projects** in the areas surrounding the Group offices.

The projects spanned all the Foundation's intervention areas: from providing care for children separated from their families, to shelters for women who are victims of violence, from day centres for people with disabilities, to solidarity emporiums and community kitchens.

In 2025, the **Payroll Giving** scheme was introduced, under which employees can make a monthly donation to OTB Foundation directly from their payslip, making it even easier to contribute regularly to the Foundation's activities.

7.7 BRANDS' COLLABORATION

In 2025, the OTB Foundation strengthened its commitment to corporate social responsibility by actively collaborating with the OTB Group brands and involving end customers in charitable initiatives.

On 1 January 2025, an initiative was launched with **Brave Kid**: for every order placed on the e-commerce site (bravekid.com), 1% of the total amount (excluding shipping, taxes and returns) is donated to OTB Foundation, making every purchase a tangible act of solidarity.

Throughout the year, **Jil Sander** continued to support the Foundation through the sale of the limited-edition T-shirt "For The Children Of The World", available in-store and online, with 50% of the proceeds dedicated to supporting the orphanage in Kabul assisted by OTB Foundation, helping to ensure care, education, and protection for the children hosted there.

In October 2025, on the occasion of World Mental Health Day, **Marni** launched **a collaboration with Los Angeles-based brand MADHAPPY for the HEART TO HEART** capsule collection inspired by shared values of creativity, emotional well-being and community engagement. The initiative is designed to raise public awareness of mental health issues and to support projects in this field worldwide. The collection, which includes sweatshirts, T-shirts and accessories for a total of 15 items, combines Marni's distinctive aesthetic with Madhappy's optimistic approach. Proceeds from the sale of Madhappy products will go to the Madhappy Foundation, while proceeds generated by Marni will be donated to OTB Foundation, in accordance with the terms and timetable set out below: at least 20% of the retail price of each product (i.e., the net amount from sales to consumers, net of direct costs) will be donated to the Foundation by 30 September 2026. This initiative demonstrates Marni's commitment to social responsibility and is in line with the wider OTB Group Sustainability Strategy, which focuses on empowering people, promoting a shared purpose and generating a positive impact.

Throughout 2025, the cashless donation initiative on POS terminals continued in the European stores of **Diesel, Jil Sander, Maison Margiela, Marni** and at **Brave Kid** branded stores and outlets, where customers can choose to make a donation to OTB Foundation at the end of their purchase.

Chapter 8

APPENDIX

8.1 METHODOLOGICAL NOTE

8.1.1 Reporting scope, standards and process

OTB Group (hereinafter "OTB" or "Group") presents the fifth edition of the Sustainability Report, which illustrates the initiatives and projects aimed at addressing environmental, social, personnel management, human rights, governance, and anti-corruption challenges. This document aims to provide stakeholders with a clear and transparent view of the company's strategies, activities, performance, and results in relation to economic growth and business development.

The Sustainability Report refers to the 2025 fiscal year, covering the period from 1 January 2025 to 31 December 2025, in line with the Financial Statements. To ensure the comparability of information, data relating to the 2023 and 2024 fiscal years are included when available. Any restatements of data from the previous fiscal year are explicitly indicated in the document.

Any questions about the Sustainability Report should be emailed to: sustainability@otb.net.

Reporting scope
The reporting scope includes OTB S.p.A. and its subsidiaries consolidated on a line-by-line basis in the Annual Report. It does not include the companies consolidated using the equity method. For the list of legal entities included in the reporting scope, see the Consolidated Financial Statements on the OTB Group website (www.otb.net).

The Report also includes a chapter on OTB Foundation, which provides an overview of the Group's philanthropic activities. Any scope limitations are clearly indicated, often with a footnote and in the GRI Content Index.

Reporting standards
The Sustainability Report has been drafted in line with the "In Accordance" option of the Sustainability Reporting Standards published by the Global Reporting Initiative (GRI 2021), the most widely used international standards for reporting non-financial information. To help the reader, a GRI Content Index indicating the location of the information in the Report has been included, with the relevant page references.

The topics covered by the Sustainability Report reflect the results of the materiality analysis conducted in 2023 and approved by the OTB Board of Directors. The "Impact Materiality" analysis is described in chapter 3.2 "Materiality Analysis" and follows the guidelines set out in "GRI 3: Material Topics" and the indications of the European Sustainability Reporting Standards (ESRS).

The principles used to define the content of this Report are aligned with those indicated by the GRI Standards, and are as follows:

- Significance
- Inclusivity
- Sustainability context
- Completeness
- Balance between positive and negative aspects
- Comparability
- Accuracy
- Timeliness
- Reliability
- Clarity

The entity designated to carry out the limited assurance of this Sustainability Report is PricewaterhouseCoopers S.p.A., which provides a separate report certifying the compliance of the information provided in accordance with the criteria indicated by the ISAE 3000 Revised standard. The limited assurance was carried out according to the procedures indicated in the "Independent Auditor's Report", included in this document.

Reporting process
The preparation of the Sustainability Report involved all the corporate functions responsible for the topics covered, coordinated by the Corporate Sustainability Department. As with the previous Sustainability Reports, once the areas and topics to be covered had been established, the data owners and the data approvers were designated for each corporate function. Each OTB Group company is responsible for the collection and validation of the data and information published in the Sustainability Report. The data were collected through quantitative and qualitative forms, in accordance with the requirements set out in the GRI Standards, which ensure transparency and completeness of information.

The OTB Group 2025 Sustainability Report has been approved by the Board of Directors and published on the Group corporate website.

8.1.2 Methodology for the calculation of GHG emissions and emission factors

The OTB Group's inventory of greenhouse gas (GHG) emissions, also known as the Carbon Footprint, is compliant with the GHG Protocol. The Group adopts an operational control approach to consolidate its GHG emissions. For the calculation of energy consumption in the carbon footprint, the conversion factors of the Department for Energy Security and Net Zero (DESNZ) database were used.

The Group's GHG inventory includes the following emission categories:

- **Scope 1**: Direct GHG emissions generated within OTB Group from owned or controlled sources.

- **Scope 2**: GHG emissions associated with the generation of electricity purchased for consumption by the Group. Emissions related to purchased electricity are calculated using two methods:

  - **Location-based**: this reflects the average emission intensity of the national grids, considering both renewable and non-renewable sources. GHG emissions are calculated using an average emission factor based on the national electricity mix. Self-produced and consumed renewable electricity has an emission factor of zero.

  - **Market-based**: this considers the share of certified electricity purchased from renewable sources. To be considered renewable, electricity must be covered by contractual instruments such as Guarantees of Origin (GOs) or International Renewable Energy Certificates (I-RECs). Purchased electricity covered by GOs is considered zero-emission, while the non-covered part is multiplied by a factor known as the "residual mix", which takes into account the emission intensity of the national grids relative to non-renewable and renewable production not covered by GOs.

Scope 3: GHG emissions arising from activities of assets not owned or controlled by OTB Group, but which it produces indirectly along its value chain. The categories reported by OTB Group are as follows:

- **1 – Purchased goods and services**: greenhouse gas emissions from the production of purchased raw materials and end products (including packaging) and other purchased services.

- **2 – Capital goods**: greenhouse gas emissions from the production of capital goods purchased or acquired in the reporting year.

- **3 – Fuel and energy activities**: greenhouse gas emissions related to the production of purchased and consumed fuel and energy.

- **4 – Upstream logistics**:

  - greenhouse gas emissions associated with the transportation and distribution of purchased products between first-tier suppliers and company operations.

  - emissions related to outbound logistics to stores and end customers and between company facilities, including emissions related to warehouse management. This category considers greenhouse gas emissions only when the logistics service is paid for by the Group.

- **5 – Waste generated in operations**: greenhouse gas emissions from the disposal and treatment of waste generated by Group operations.
- **6 – Business travel**: greenhouse gas emissions from the transportation of employees for work activities by external means of transport not controlled or owned by the company.
- **7 – Commuting**: greenhouse gas emissions from the transportation of employees between their homes and workplaces, when transport is not organised by the Group.
- **9 – Downstream logistics**: GHG emissions from the transportation and distribution of products sold between the company's operations and the customer/end consumer (if not paid for by the Group).
- **11 – Use of products sold**: greenhouse gas emissions from the use of products sold by the company in the reporting year.
- **12 – End-of-life of products sold**: greenhouse gas emissions from the disposal of products sold at the end of their useful life.
- **14 – Franchising**: greenhouse gas emissions from the Group's franchising operations.
- **15 – Investments**: greenhouse gas emissions from the Group's investment activities.

The tables below provide details on the databases used for the emission factors in the calculation of the carbon footprint.

SCOPE 1

Source	Emission factors
Fossil fuels	DESNZ, UK Department of Energy Security and Net Zero, 2025
Refrigerant gases	The Earth's Energy Budget, Climate Feedbacks, and Climate Sensitivity Supplementary Material. In Climate Change 2021: The Physical Science Basis. Contribution of Working Group I to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change

SCOPE 2

Source	Emission factors
Location-based method	• European Environment Agency (EEA), Greenhouse Gas Emission Intensity of Electricity Generation, 2025; • Environmental Protection Agency (EPA) GHG Emission Factors Hub, 2025; • Terna, International Comparisons, 2024.
Market-based method [30]	• AIB, European Residual Mixes, 2025; • Greene, Energy Residual Mix Emission Rates, 2024; • Terna, International Comparisons, 2024.

30. If a country's market-based emission factor is lower than its location-based emission factor, the location-based emission factor is used.

SCOPE 3

Source	Emission factors
Scope 3.1 – Purchase of raw materials for finished products	• Ecoinvent, v.3.12; • Agribalyse 3.2; • Politecnico di Milano (POLIMI), Sustainable Leather for Sustainable Fashion, Procedia Environmental Science, Engineering and Management 8 (2021) (3): 639649; • EPD International, Econyl Nylon Textile Filament Yarns, Aquail, 2020; • Pinka, D.; Matsubae, K. Global Warming Potential and Waste Management of Pearl Farming in Ago Bay, Mie Prefecture, Japan. Resources 2023, 12, 75.
Scope 3.1 – Purchase of packaging	• Ecoinvent, v.3.12;
Scope 3.1 – Assembly	• Direct data collection from suppliers: – European Environment Agency (EEA), Greenhouse Gas Emission Intensity of Electricity Generation, 2025; – Environmental Protection Agency (EPA) GHG Emission Factors Hub, 2025; – Terna, International Comparisons, 2024; – DESNZ, UK Department of Energy Security and Net Zero, 2025. • Data in the literature: – Cheng, Yu & Liang, Hui-e. (2021). Calculation and assessment of the industrial carbon footprint of a cotton denim jacket. Journal of Engineered Fibres and Fabrics. – EPD International, Sweatshirt close the loop 7850 CLS, 2024 – EPD International, Scania Sweatshirt, 2023 – EPD International, Green sweatshirt 7989 gos and cotton sweatshirt 7016 smc, 2020 – EPD International, Core Stretch Jeans trousers, Sanko Tekstill Isletmeleri San.ve Tic. A.S Martelli Subesi, 2020;Mohan Munasinghe, Priyangi Jayasinghe, Vidhura Ralapanawe, Akvan Gajanayake, Supply/value chain analysis of carbon and energy footprint of garment manufacturing in Sri Lanka, Sustainable Production and Consumption, Volume 5, 2016, Pages 51–64; – Kazan, H., Akgul, D. & Kerc, A. Life cycle assessment of cotton woven shirts and alternative manufacturing techniques. Clean Techn Environ Policy 22, 849–864 (2020). – Lynette Cheah, Natalia Duque Ciceri, Elsa Olivetti, Seiko Matsumura, Dai Forterre, Richard Roth, Randolph Kirchain, Manufacturing-focused emissions reductions in footwear production, Journal of Cleaner Production, Volume 44, 2013, Pages 18–29; – Moazzem, Shadia. (2018). Baseline Scenario of Carbon Footprint of Polyester T-Shirt. Journal of Fiber Bioengineering and Informatics. 11. – Rossi Marta, Alessandra Papetti, Marco Marconi, and Michele Germani. 2021. "Life Cycle Assessment of a Leather Shoe Supply Chain." International Journal of Sustainable Engineering 14 (4): 686–703: – The life cycle of jean, Levi Strauss & Co.,2015;
Scope 3.1 – Services	• DESNZ, UK Department of Energy Security and Net Zero, SIC Multipliers, 2022.
Scope 3.2	• DESNZ, UK Department of Energy Security and Net Zero, SIC Multipliers, 2022.
Scope 3.3	• DESNZ, UK Department of Energy Security and Net Zero, 2021 and 2025
Scope 3.4	• DESNZ, UK Department of Energy Security and Net Zero, SIC Multipliers, 2022; • Global Logistics Emission Council Framework (GLEC), v.3.2.
Scope 3.5	• Ecoinvent, v.3.12.
Scope 3.6	• DESNZ, UK Department of Energy Security and Net Zero, 2025.
Scope 3.7	• DESNZ, UK Department of Energy Security and Net Zero, 2025.

Source	Emission factors
Scope 3.11	• European Environment Agency (EEA), Greenhouse Gas Emission Intensity of Electricity Generation, 2025; • Environmental Protection Agency (EPA) GHG Emission Factors Hub, 2025; • Terna, International Comparisons, 2024.
Scope 3.12	• Ecoinvent, v.3.12.
Scope 3.14	• DESNZ, UK Department of Energy Security and Net Zero, 2025; • European Environment Agency (EEA), Greenhouse Gas Emission Intensity of Electricity Generation, 2025; • Environmental Protection Agency (EPA) GHG Emission Factors Hub, 2025; • Terna, International Comparisons, 2024.
Scope 3.15	• DESNZ, UK Department of Energy Security and Net Zero, SIC Multipliers, 2022.

8.2 PERFORMANCE DATA AND INDICATORS

SCOPE 1 AND 2 GREENHOUSE GAS EMISSIONS (TONNES OF CO_2EQ)[31]

	2023	2024	2025
Scope 1	**6,131**	**4,247**	**5,025**
Scope 2 – Market-Based	**6,247**	**5,499**	**2,956**
Scope 2 – Location-Based	**11,163**	**11,469**	**10,302**

SCOPE 3 GREENHOUSE GAS EMISSIONS (TONNES OF CO_2EQ)

	2023	2024	2025
1. Purchased goods and services	240,696	181,961	164,269
2. Capital goods	44,258	19,100	17,567
3. Fuel- and energy-related activities	2,585	4,357	4,378
4. 9. Upstream and downstream transportation and distribution	23,783	26,609	29,693
4. Upstream transportation and distribution	na	15,325	23,674
9. Downstream transportation and distribution	na	11,284	6,019
5. Waste generated in operations	308	252	256
6. Business travel	1,583	1,598	1,267
7. Employee commuting	18,081	8,862	6,955
11. Use of sold products	56,351	12,872	15,855
12. End-of-life treatment of products sold	7,046	6,480	6,186
14. Franchising	2,610	2,294	2,765
15. Investments	14,979	19,519	26,544
Total	**412,278**	**283,904**	**275,735**

31. Emissions relating to electricity consumption are expressed in CO_2.

In 2025, overall, there was an absolute reduction of 3% in reported Scope 3 emissions compared to the previous year. The following paragraphs explain the reasons behind the most significant changes in each category.

Emissions relating to **"Raw materials"** in **category 1 "Purchased goods and services"** showed a slight decrease compared with 2024. The change was mainly attributable to: increased sourcing of raw materials with a lower environmental impact, the update of the emission factor applied to cowhide, in preparation for the update of the SBTi reduction targets for Forest, Land and Agriculture (FLAG) emissions, and the introduction of direct energy consumption data collection involving the Diesel brand's main suppliers of industrial denim. Collection of this data led to an update of the emission factor used for the processing work carried out by the suppliers.

The share of emissions relating to "**Services**" in **category 1 "Purchased goods and services"** decreased compared to 2024, mainly as the result of a more detailed analysis of the expenditure items that make up this category, which enabled the emissions associated with the category for 2025 to be calculated more precisely.

Emissions associated with **category 4** "**Upstream transportation and distribution" and category 9 "Downstream transportation and distribution"** increased slightly compared to 2024, mainly due to the inclusion of certain logistics flows for raw materials and semi-finished products that were not available in previous years, and to the expansion of the scope to include the subsidiary Frassineti. Emissions relating to the logistics operations of Calzaturificio Stephen were not included due to a lack of data.

Emissions relating to **category 6 "Business travel"** decreased compared with 2024. This was due to the updating of emission factors for air travel following the normalisation of load factors to pre-Covid-19 pandemic levels[32].

Emissions relating to **category 7 "Employee commuting"** decreased compared with previous years, because OTB extended the questionnaire on home/work travel – which had already been sent to Group employees in Italy in 2024 – to other geographical areas during 2025. Specifically, in 2025, the questionnaire was also distributed to employees in China, Japan, France, the United States and Canada; analysis of the results meant it was possible to obtain a much more accurate estimate of the emissions associated with the category than in previous years.

The increase in emissions relating to **category 11 "Use of products sold"** was due to the update of the estimates of energy consumption associated with domestic ironing of garments.

32. 2025 Government Greenhouse Gas Conversion Factors for Company Reporting: Major Changes to the Conversion Factors, Department for Energy Security and Net Zero (DEFRA) 2025, page 7.

The increase in emissions for **category 15 "Investments"** was due to the update of the emission factors in the reference database (DEFRA).

For spent-based emission factors expressed in $kgCO_2eq./£$, the exchange rate was the same as that used for currency conversion in the financial statements.

COMPOSITION OF THE BOARD BY GENDER AND AGE

	2023			2024			2025		
	Men	Women	age group %	Men	Women	age group %	Men	Women	age group %
30-50	1	0	17%	1	0	20%	1	0	20%
>50	3	2	83%	3	1	80%	3	1	80%
Gender %	67%	33%		80%	20%		80%	20%	

RETAIL AND HEAD OFFICE EMPLOYEES

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Retail	no.	1,360	2,469	**3,829**	1,379	2,451	4	45	**3,879**	1,473	2,488	4	7	**3,972**
Head Office	no.	1,032	1,831	**2,863**	1,033	1,832	0	2	**2,867**	996	1,810	0	0	**2,806**
Showroom	no.	10	49	**59**	10	35	0	0	**450**	8	28	0	0	**36**
Total	**no.**	**2,402**	**4,349**	**6,751**	**2,422**	**4,318**	**4**	**47**	**6,791**	**2,477**	**4,326**	**4**	**7**	**6,814**
Of which recreational roles	no.	103	329	**432**	96	310	0	0	**406**	105	308	0	0	**413**

EMPLOYEES BY AREA AND GENDER (NO.)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Italy	no.	816	1,565	**2,381**	835	1,599	0	0	**2,434**	789	1,538	0	0	**2,327**
Japan	no.	606	1,042	**1,648**	648	1,053	0	0	**1,701**	672	1,066	0	0	**1,738**
Europe (excl. Italy)	no.	455	755	**1,210**	453	674	0	2	**1,129**	424	661	0	0	**1,085**
APAC (excluding Japan)	no.	276	710	**986**	243	743	0	0	**986**	265	740	0	0	**1,005**
America	no.	230	275	**505**	223	247	4	45	**519**	227	241	4	7	**479**
India	no.	19	2	**21**	20	2	0	0	**22**	68	34	0	0	**102**
Middle East	no.	–	–	**–**	–	–	–	–	**–**	12	24	0	0	**36**
Mexico	no.	–	–	**–**	–	–	–	–	**–**	20	22	0	0	**42**
Total	**no.**	**2,402**	**4,349**	**6,751**	**2,422**	**4,318**	**4**	**47**	**6,791**	**2,477**	**4,326**	**4**	**7**	**6,814**

EMPLOYEES BY CONTRACT AND GENDER (NO.)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Open-ended contract	no.	2,048	3,605	**5,653**	2,118	3,674	4	40	**5,836**	2,168	3,722	4	7	**5,901**
Fixed-term contract	no.	353	717	**1,070**	302	625	0	7	**934**	304	593	0	0	**897**
On-call employees	no.	1	27	**28**	2	19	0	0	**21**	5	11	0	0	**16**
Total	**no.**	**2,402**	**4,349**	**6,751**	**2,422**	**4,318**	**4**	**47**	**6,791**	**2,477**	**4,326**	**4**	**7**	**6,814**

EMPLOYEES BY CONTRACT AND GEOGRAPHICAL AREA (NO.)

Employees by type of contract	Region	unit	2025
Open-ended contract	Europe	no.	3,072
Open-ended contract	APAC	no.	2,278
Open-ended contract	America	no.	475
Open-ended contract	Middle East	no.	36
Open-ended contract	Mexico	no.	40
Open-ended contract	**Total**	**no.**	**5,901**
Fixed-term contract	Europe	no.	324
Fixed-term contract	APAC	no.	567
Fixed-term contract	America	no.	4
Fixed-term contract	Middle East	no.	0
Fixed-term contract	Mexico	no.	2
Fixed-term contract	**Total**	**no.**	**897**
On-call employees	Europe	no.	16
On-call employees	APAC	no.	0
On-call employees	America	no.	
On-call employees	Middle East	no.	–
On-call employees	Mexico	no.	0
On-call employees	**Total**	**no.**	**16**
Total	**All**	**no.**	**6,814**

EMPLOYEES BY TYPE OF CONTRACT

	Region	unit	2025
Full-time employees	Europe	no.	2,755
	APAC	no.	2,646
	America	no.	381
	Middle East	no.	36
	Mexico	no.	42
	Total	**no.**	**5,860**
Part-time employees	Europe	no.	657
	APAC	no.	199
	America	no.	98
	Middle East	no.	0
	Mexico	no.	0
	Total	**no.**	**954**
Total		**no.**	**6,814**

EMPLOYEES BY EMPLOYMENT TYPE AND GENDER (NO.)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Full-time	no.	2,103	3,634	**5,737**	2,137	3,657	2	28	**5,824**	2,199	3,653	3	5	**5,860**
Part-time	no.	299	715	**1,014**	285	6.61	2	19	**967**	278	673	1	2	**954**
Total	**no.**	**2,402**	**4,349**	**6,751**	**2,422**	**4,318**	**4**	**47**	**6,791**	**2,477**	**4,326**	**4**	**7**	**6,814**

EMPLOYEES BY EMPLOYMENT TYPE AND AGE (NO.)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Executives & Directors	**no.**	**58**	**27**	**85**	**48**	**25**	**0**	**0**	**73**	**44**	**31**	**0**	**0**	**75**
18–29	no.	0	0	**0**	0	0	0	0	**0**	0	0	0	0	0
30–39	no.	3	2	**5**	3	3	0	0	**6**	1	5	0	0	6
40–49	no.	19	9	**28**	19	11	0	0	**30**	19	14	0	0	33
50–59	no.	26	12	**38**	17	9	0	0	**26**	14	10	0	0	24
>=60	no.	10	4	**14**	9	2	0	0	**11**	10	2	0	0	12
Managers	**no.**	**416**	**486**	**902**	**432**	**525**	**0**	**2**	**959**	**445**	**523**	**0**	**0**	**968**
18–29	no.	9	18	**27**	7	27	0	0	**34**	15	30	0	0	**45**
30–39	no.	107	197	**304**	108	197	0	2	**307**	118	196	0	0	**314**
40–49	no.	166	173	**339**	167	190	0	0	**357**	165	180	0	0	**345**
50–59	no.	114	88	**202**	118	98	0	0	**216**	121	100	0	0	**221**
>=60	no.	20	10	**30**	32	13	0	0	**45**	26	17	0	0	**43**
Professionals	**no.**	**1,928**	**3,836**	**5,764**	**1,942**	**3,768**	**4**	**45**	**5,759**	**1,988**	**3,772**	**4**	**7**	**5,771**
18–29	no.	839	1,468	**2,307**	819	1350	4	27	**2,200**	853	1,321	3	4	2,181
30–39	no.	596	1,272	**1,868**	586	1268	0	12	**1,866**	585	1,292	1	2	1,880
40–49	no.	325	731	**1,056**	347	753	0	5	**1,105**	347	736	0	1	1,084
50–59	no.	139	312	**451**	155	336	0	1	**492**	161	358	0	0	519
>=60	no.	29	53	**82**	35	61	0	0	**96**	42	65	0	0	107
Total	**no.**	**2,402**	**4,349**	**6,751**	**2,422**	**4,318**	**4**	**47**	**6,791**	**2,477**	**4,326**	**4**	**7**	**6,814**
18–29	no.	848	1,486	**2,334**	826	1,377	4	27	**2,234**	868	1,351	3	4	2,226
30–39	no.	706	1,471	**2,177**	697	1,468	0	14	**2,179**	704	1,493	1	2	2,200
40–49	no.	510	913	**1,423**	533	954	0	5	**1,492**	531	930	0	1	1,462
50–59	no.	279	412	**691**	290	443	0	1	**734**	296	468	0	0	764
>=60	no.	59	67	**126**	76	76	0	0	**152**	78	84	0	0	162

WORKERS WHO ARE NOT EMPLOYEES (NO.)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Non-employee directors	no.	7	1	8	11	1	0	0	12	11	1	0	0	**12**
Temporary agency workers	no.	39	70	109	27	46	0	0	73	21	32	0	0	**53**
Interns and trainees	no.	35	53	88	32	81	0	0	113	16	47	0	0	**63**
Total	**no.**	**81**	**124**	**205**	**70**	**128**	**0**	**0**	**198**	**48**	**80**	**0**	**0**	**128**

HIRES AND TERMINATIONS BY GENDER (NO.)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Hired	no.	1,197	1,962	3,159	1,002	1,708	65	0	2,775	925	1,543	12	0	**2,480**
Terminated	no.	926	1,530	2,456	883	1,622	62	0	2,567	931	1,562	38	0	**2,531**
Hiring rate	%									37%	36%	300%	0%	**36%**
Turnover rate	%									38%	36%	950%	0%	**37%**

Showroom employees are not included in the tables relating to indicator 401-1.

HIRES AND TERMINATIONS BY AGE (NO.)

	unit	2025					
		Age					
		18-29	30-39	40-49	50-59	>=60	Total
Hired	no.	1,468	677	225	62	10	**2,442**
Terminated	no.	1,273	746	320	99	51	**2,489**
Hiring rate	%	68%	31%	15%	8%	6%	**36%**
Turnover rate	%	59%	34%	22%	13%	31%	**37%**

The table showing hires and terminations by age does not include the employees of Diesel Fashion India Reliance Pvt. Ltd.

HIRES AND TERMINATIONS BY AGE AND GEOGRAPHICAL AREA (NO.)

	unit	2025					
		Region					
		Europe	APAC (including Japan)	America	Middle East	Mexico	Total
Hired	no.	1,161	987	254	32	46	**2,480**
Terminated	no.	1,301	934	279	9	8	**2,531**
Hiring rate	%	34%	35%	53%	89%	110%	**36%**
Turnover rate	%	38%	33%	58%	25%	19%	**37%**

AVERAGE HOURS OF TRAINING BY GENDER AND CATEGORY (HOURS)

	unit	2023			2024					2025				
		Men	Women	Total	Men	Women	Other	Not declared	Total	Men	Women	Other	Not declared	Total
Executives & Directors	h	2.91	3.37	**6.28**	4.89	5.44	0.00	0.00	**10.33**	11.82	7.96	0.00	0.00	**19.78**
Managers	h	7.52	8.16	**15.68**	9.02	9.63	0.00	3.00	**21.64**	7.32	6.84	0.00	0.00	**14.16**
Professionals	h	7.35	7.07	**14.42**	7.77	7.74	2.00	3.49	**20.99**	5.55	5.12	4.41	18.10	**33.17**
Total	h	17.78	18.6	**36.38**	21.68	22.80	**2.00**	6.49	52.97	24.68	19.92	4.41	18.10	**67.11**

WASTE GENERATED BY TYPE IN 2025 (IN TONNES)

	Recovery (tonnes)	Disposal (tonnes)	Total (tonnes)
Non-hazardous waste	**3,871.9**	**152.6**	**4,024.6**
Glass	8.1	0.0	8.1
Paper and cardboard	2,312.9	0.0	2,312.9
Plastic	13.4	0.0	13.4
Wood	131.2	0.0	131.2
Textile fibres	90.7	0.0	90.7
Mixed packaging	489.2	0.0	489.2
Liquid waste	0.0	94.3	94.3
Mixed municipal waste	803.4	46.8	850.2
Other waste	23.2	11.5	34.7
Hazardous waste	**8.5**	**0.1**	**8.5**
Mixed packaging containing hazardous substances	0.1	0.0	0.1
Other hazardous waste	8.3	0.1	8.4
Total	**3,880.4**	**152.7**	**4,033.1**

MAIN MATERIALS PURCHASED IN 2025 SHOWING MATERIALS FROM RENEWABLE SOURCES (IN TONNES)

Type	Tonnes purchased	% materials
Total raw materials purchases	**7,146**	**100%**
Raw materials from renewable sources (cotton, leather and skins, organochemicals, wool, vegetable fibres and other materials accounting for less than 1% of purchases)	5,287	74%
Raw materials from non-renewable sources (polymers, metal fibres, other materials accounting for less than 1% of purchases)	1,859	26%
Total packaging purchases	**3,052**	**100%**
Packaging from materials of renewable origin (paper and cardboard, wood, cotton)	2,751	90%
Packaging from materials of non-renewable origin (plastic, varnishes, other textile fibres, rubber)	301	10%

The table of the main materials purchased in 2025 showing materials from renewable sources does not include associated processing materials, i.e., materials required for the manufacturing process that do not form part of the final product, such as lubricants for production machinery.

MAIN MATERIALS USED IN 2025 FROM RECYCLING (IN TONNES)

Type	Tonnes purchased	% materials
Total Raw Materials purchases	**7,146**	**100%**
Purchases of recycled Raw Materials (in tonnes)	243	3%
Total Packaging purchases	**3,052**	**100%**
Purchases of recycled Packaging (in tonnes)	177	6%

Relations with organisations, institutions and associations

To strengthen the competitive position of the Group and its brands, OTB promotes strategic relations with key stakeholders and institutions. The Group is an active member of various local and international organisations and working groups. OTB plays a leading role in industry coalitions dedicated to promoting sustainability in the fashion sector and safeguarding Italy's manufacturing heritage. Specifically, OTB is a key member of the following associations and entities:

ITALY

ASCOM Vicenza– Confcommercio
Camera Nazionale della Moda
Confindustria Vicenza
Confcommercio
Montenapoleone District
Nuova Associazione Babuino
Confindustria Moda
Re.Crea Consortium
Altagamma

JAPAN

ITA Chamber of Commerce ICCJ

FRANCE

Comité Montaigne
Fédération de la Haute Couture et de la Mode

SPAIN

Asociación Distrito 41

INTERNATIONAL BODIES

ZDHC Foundation's Roadmap to Zero Programme
Science Based Targets initiative (SBTi)
AURA Blockchain Consortium
The Fashion Pact
Forest Stewardship Council (FSC)
Leather Working Group (LWG)

8.3 LETTER FROM THE EXTERNAL AUDITORS

Independent auditor's report on sustainability reporting

To the Board of Directors of
OTB SpA

We have undertaken a limited assurance engagement on the sustainability report of the OTB Group (the "Group") for the year ended 31 December 2025.

Responsibilities of the directors for the sustainability report

The directors of OTB SpA are responsible for the preparation of the sustainability report in accordance with the Global Reporting Initiative Sustainability Reporting Standards issued by GRI - Global Reporting Initiative (the "GRI Standards"), as illustrated in the "Methodological note" section of the sustainability report.

The directors are also responsible for such internal control as they determine is necessary to enable the preparation of a sustainability report that is free from material misstatement, whether due to fraud or error.

The directors are also responsible for defining the sustainability performance targets of the Group, as well as for identifying its stakeholders and material topics to be reported on.

Auditor's independence and quality management

We are independent in accordance with the principles of ethics and independence set out in the Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code") issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

PricewaterhouseCoopers SpA

Sede legale: **Milano** 20145 Piazza Tre Torri 2 Tel. 02 77851 Fax 02 7785240, Capitale Sociale Euro 6.890.000,00 i.v. C.F. e P.IVA e Reg. Imprese Milano Monza Brianza Lodi 12979880155 Iscritta al n° 119644 del Registro dei Revisori Legali - Altri Uffici: **Ancona** 60131 Via Sandro Totti 1 Tel. 071 2132311 - **Bari** 70122 Via Abate Gimma 72 Tel. 080 5640211 - **Bergamo** 24121 Largo Belotti 5 Tel. 035 229691 - **Bologna** 40124 Via Luigi Carlo Farini 12 Tel. 051 6186211 - **Brescia** 25121 Viale Duca d'Aosta 28 Tel. 030 3697501 - **Catania** 95129 Corso Italia 302 Tel. 095 7532311 - **Firenze** 50121 Viale Gramsci 15 Tel. 055 2482811 - **Genova** 16121 Piazza Piccapietra 9 Tel. 010 29041 - **Napoli** 80121 Via dei Mille 16 Tel. 081 36181 - **Padova** 35138 Via Vicenza 4 Tel. 049 873481 - **Palermo** 90141 Via Marchese Ugo 60 Tel. 091 349737 - **Parma** 43121 Via Pisacane 1/B Tel. 0521 275911 - **Pescara** 65127 Piazza Ettore Troilo 8 Tel. 085 4545711 - **Roma** 00154 Largo Fochetti 29 Tel. 06 570251 - **Torino** 10122 Via Santa Maria 11 Tel. 011 556771 - **Trento** 38122 Viale della Costituzione 33 Tel. 0461 237004 - **Treviso** 31100 Viale Felissent 90 Tel. 0422 696911 - **Udine** 33100 Via Poscolle 43 Tel. 0432 25789 - **Varese** 21100 Via Albuzzi 43 Tel. 0332 285039 - **Verona** 37135 Via Francia 21/C Tel. 045 8263001.

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Our firm applies International Standard on Quality Management 1 (ISQM Italia 1), which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Auditor's responsibilities

Our responsibility is to express a limited assurance conclusion, based on the procedures we have performed, regarding the compliance of the sustainability report with the requirements of the GRI Standards. We conducted our work in accordance with the International Standard on Assurance Engagements 3000 (Revised) "Assurance Engagements other than Audits or Reviews of Historical Financial Information" issued by the International Auditing and Assurance Standards Board for limited assurance engagements. That standard requires that we plan and perform procedures to obtain limited assurance about whether the sustainability report is free from material misstatement.

Therefore, the procedures performed were less in extent than those performed in a reasonable assurance engagement conducted in accordance with ISAE 3000 (Revised) and consequently, do not provide us with a sufficient level of assurance that we have become aware of all significant facts and circumstances that might be identified in a reasonable assurance engagement.

The procedures performed on the sustainability report were based on our professional judgement and included inquiries, mainly of personnel of the Company responsible for the preparation of the information presented in the sustainability report, inspection of documents, recalculations and other procedures designed to obtain evidence considered useful.

In detail, we performed the following procedures:

- analysis of the process of definition of the material topics reported on in the Sustainability Report, with reference to the method applied in the analysis and understanding of the Company's environment, the identification and prioritisation of the actual and potential impacts, and the internal validation of the results of the process;

- understanding of the processes underlying the generation, collection and management of significant qualitative and quantitative information included in the Sustainability Report.

In detail, we held meetings and interviews with the management personnel of OTB SpA and with personnel of STAFF INTERNATIONAL SpA and we performed limited analyses of documentary evidence, to gather information about the processes and procedures for the collection, aggregation, processing and submission of non-financial data and information to the function responsible for the preparation of the sustainability report.

Moreover, for material information, considering the activities and characteristics of the Group:

- at a Group level

    a) with reference to the qualitative information presented in the sustainability report, we carried out interviews and obtained supporting documentation to verify its consistency with available evidence;

    b) with reference to quantitative information, we performed both analytical procedures and limited tests to verify, on a sample basis, the accuracy of data aggregation.

- for STAFF INTERNATIONAL SpA, which we selected on the basis of its activities, its contribution to performance indicators at a consolidated level and its location, we carried out onsite visits during which we met the persons in charge and obtained documentary evidence, on a sample basis, regarding the correct application of the procedures and calculation methods applied for the indicators.

Intrinsic Limitations

As indicated in the paragraph of the sustainability report of the OTB Group "Methodology for the calculation of GHG emissions and emission factors", provided by the entity, Scope 3 emissions are subject to greater intrinsic limitations compared to Scope 1 and 2. This is due to the limited availability and the relative accuracy of the information used to define Scope 3 emission data, both quantitative and qualitative, in relation to the value chain.

Limited assurance conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that

the sustainability report of the OTB Group for the year ended 31 December 2025 is not prepared, in all material respects, in accordance with the requirements of the GRI Standards as illustrated in the "Methodological note" section of the sustainability report.

Bologna, 2 April 2026

PricewaterhouseCoopers SpA

Signed by

Roberto Sollevanti
(Partner)

This report has been translated into English from the Italian original solely for the convenience of international readers. Accordingly, only the original text in Italian language is authoritative.

8.4 GRI CONTENT INDEX

GRI standards	Disclosure	Page no.
GENERAL DISCLOSURES		
GRI 2: General Disclosures 2021	2–1 Organisational details	p. 16 pp. 176–177
	2–2 Entities included in the organisation's sustainability reporting	pp. 176–177
	2–3 Reporting period, frequency and contact point	pp. 176–177
	2–4 Restatements of information	pp. 176–177
	2–5 External assurance	pp. 22–24 pp. 176–177
	2–6 Activities, value chain and other business relationships	pp. 42–45 pp. 151–154
	2–7 Employees	pp. 125–137 pp. 183–188
	2–8 Workers who are not employees	p. 126 p. 187
	2–9 Governance structure and composition	pp. 22–24
	2–10 Nomination and selection of the highest governance body	pp. 22–24
	2–11 Chair of the highest governance body	pp. 22–24
	2–12 Role of the highest governance body in overseeing the management of impacts	pp. 25–26
	2–13 Delegation of responsibility for managing impacts	pp. 25–26
	2–14 Role of the highest governance body in sustainability reporting	pp. 25–26 pp. 176–177
	2–15 Conflicts of interest	pp. 22–24
	2–16 Communication of critical concerns	pp. 25–26 pp. 26–32 pp. 34–39
	2–17 Collective knowledge of the highest governance body	pp. 22–24
	2–18 Evaluation of the performance of the highest governance body	pp. 25–26

	Chapter	Omissions/comments
	1.2 MARKET PRESENCE 8.1 METHODOLOGICAL NOTE	
	8.1 METHODOLOGICAL NOTE	
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	2.1 CORPORATE GOVERNANCE 8.1 METHODOLOGICAL NOTE	
	3.1 OTB GROUP VALUE CHAIN 6.5 SUPPLIER RELATIONS	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES 8.2 PERFORMANCE DATA AND INDICATORS	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES 8.2 PERFORMANCE DATA AND INDICATORS	
	2.1 CORPORATE GOVERNANCE	
	2.1 CORPORATE GOVERNANCE	
	2.1 CORPORATE GOVERNANCE	The Chair is not also a senior executive of the organisation.
	2.2 SUSTAINABILITY GOVERNANCE	
	2.2 SUSTAINABILITY GOVERNANCE	
	2.1 SUSTAINABILITY GOVERNANCE 8.1 METHODOLOGICAL NOTE	
	2.1 CORPORATE GOVERNANCE	
	2.2 SUSTAINABILITY GOVERNANCE 2.3 ETHICAL COMMITMENT AND TRANSPARENCY 2.5 RISK MANAGEMENT SYSTEM	
	2.1 CORPORATE GOVERNANCE	
	2.2 SUSTAINABILITY GOVERNANCE	The Board of Directors and the activities of its members are assessed in accordance with the applicable Italian legislation.

GRI standards	Disclosure	Page no.
	2–19 Remuneration policies	pp. 125–137
	2–20 Process to determine remuneration	pp. 125–137
	2–21 Annual total compensation ratio	
	2–22 Statement on sustainable development strategy	p. 4 pp. 49–55
	2–23 Policy commitments	pp. 26–32 pp. 49–55
	2–24 Embedding policy commitments	pp. 26–32 pp. 49–55
	2–25 Processes to remedy negative impacts	pp. 34–39 pp. 45–46
	2–26 Mechanisms for seeking advice and raising concerns	pp. 26–32
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	2–28 Membership associations	pp. 55–59 p. 190
	2–29 Approach to stakeholder engagement	pp. 46–48
	2–30 Collective bargaining agreements	pp. 125–137
MATERIAL TOPICS		
GRI 3: Material Topics 2021	3–1 Process to determine material topics	pp. 45–46
	3–2 List of material topics	pp. 45–46

Chapter	Omissions/comments
6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES	Due to confidentiality constraints, no figures are disclosed for the highest governance body. Since neither the Group nor its subsidiaries are publicly traded companies and are therefore not required to disclose their remuneration and fee policy for directors.
6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES	
	Due to confidentiality constraints, no figures are disclosed. Since the Group and its subsidiaries are not publicly traded companies and therefore not required to disclose their remuneration and fee policy for directors and senior managers, information that could indicate the remuneration of specific individuals is not published. The Group continues internal monitoring of the indicators in question, for information purposes, to analyse internal equity and to conduct peer comparisons.
LETTER TO STAKEHOLDERS 3.4 OTB GROUP SUSTAINABILITY STRATEGY	
2.3 ETHICAL COMMITMENT AND TRANSPARENCY 3.4 OTB GROUP SUSTAINABILITY STRATEGY	
2.3 ETHICAL COMMITMENT AND TRANSPARENCY 3.4 OTB GROUP SUSTAINABILITY STRATEGY	
2.5 RISK MANAGEMENT SYSTEM 3.2 MATERIALITY ANALYSIS	
2.3 ETHICAL COMMITMENT AND TRANSPARENCY	
	In 2025 there were no significant cases of non-compliance with laws and regulations nor were significant penalties or fines imposed on the Group.
3.5 COLLABORATIONS AND MEMBERSHIPS 8.2 PERFORMANCE DATA AND INDICATORS	
3.3 STAKEHOLDER ENGAGEMENT	
6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES	
3.2 MATERIALITY ANALYSIS	
3.2 MATERIALITY ANALYSIS	

GRI standards	Disclosure	Page no.
GOVERNANCE		
CONSUMER HEALTH AND SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	p. 84
GRI 416: Customer health and safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	p. 84
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	p. 84
ANTI-CORRUPTION AND ANTI-COMPETITIVENESS		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 26-32
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	pp. 26-32
GRI 206: Anti-competitive behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	
REDUCING CLIMATE IMPACT		
CLIMATE CHANGE		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 104-117
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	pp. 104-117
	305-2 Energy indirect (Scope 2) GHG emissions	pp. 104-117
	305-3 Other indirect (Scope 3) GHG emissions	pp. 104-117
	305-4 GHG emissions intensity	pp. 104-117
ENERGY		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 104-117
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	pp. 104-117
REDUCING WASTE		
GENERATION OF WASTE		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 117-119

Chapter	Omissions/comments
4.4 PRODUCT QUALITY AND SAFETY	
4.4 PRODUCT QUALITY AND SAFETY	
4.4 PRODUCT QUALITY AND SAFETY	In 2025, the Center for Environmental Health (CEH) lodged a complaint regarding a breach of the requirements of the Californian law known as Proposition 65.
2.3 ETHICAL COMMITMENT AND TRANSPARENCY	
2.3 ETHICAL COMMITMENT AND TRANSPARENCY	No incidents of corruption in the Group were reported in 2025.
	No legal actions relating to anti-competitive behaviour, anti-trust and monopoly practices were reported in 2025.
5.1 REDUCING CLIMATE IMPACT	
5.1 REDUCING CLIMATE IMPACT	The data collected on refrigerant gases (F-gases) covers only the sites located in Italy, with the exception of Calzaturificio Stephen SRL and Frassineti SRL.
5.1 REDUCING CLIMATE IMPACT	
5.1 REDUCING CLIMATE IMPACT	Emissions relating to the logistics operations of Calzaturificio Stephen were not included due to a lack of data.
5.1 REDUCING CLIMATE IMPACT	
5.1 REDUCING CLIMATE IMPACT	
5.1 REDUCING CLIMATE IMPACT	
5.2 WASTE MANAGEMENT	

GRI standards	Disclosure	Page no.
GRI 306: Waste (2020)	306-1: Waste generation and significant waste-related impacts	pp. 117–119
	306-2: Management of significant waste-related impacts	pp. 117–119
	306-3: Waste generated	p. 188

SAFEGUARDING ECOSYSTEMS

WATER POLLUTION

GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 120–121
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	pp. 120–121

WATER RESOURCES

GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 120–121
GRI 303: Water and effluents 2018	303-2 Management of water discharge-related impacts	pp. 120–121

LOWER-IMPACT PRODUCTS

RAW MATERIALS

GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 63–75
GRI 301: Materials 2016	301-1 Materials used by weight or volume	pp. 63–75 p. 189
	301-2 Recycled input materials used	pp. 63–75 p. 189

BIODIVERSITY

GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 69–70

ANIMAL WELFARE

GRI 3: Material Topics 2021	3-3 Management of material topics	p. 68

CIRCULAR MODELS

PRODUCT CIRCULARITY

GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 63–75

Chapter	Omissions/comments
5.2 WASTE MANAGEMENT	
5.2 WASTE MANAGEMENT	
5.2 WASTE MANAGEMENT 8.2 PERFORMANCE DATA AND INDICATORS	
5.3 WATER STEWARDSHIP AND MANAGEMENT OF CHEMICALS	
5.3 WATER STEWARDSHIP AND MANAGEMENT OF CHEMICALS	
5.3 WATER STEWARDSHIP AND MANAGEMENT OF CHEMICALS	
5.3 WATER STEWARDSHIP AND MANAGEMENT OF CHEMICALS	
4.1 MATERIALS AND PRODUCTS	
4.1 MATERIALS AND PRODUCTS 8.1 METHODOLOGICAL NOTE	
4.1 MATERIALS AND PRODUCTS 8.2 DATA AND PERFORMANCE INDICATORS	
4.1 MATERIALS AND PRODUCTS	
4.1 MATERIALS AND PRODUCTS	
4.3 ECODESIGN AND CIRCULARITY	

GRI standards	Disclosure	Page no.
TRANSPARENT COMMUNICATION		
MARKETING AND LABELING		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 85–101
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	pp. 85–101
	417-2 Incidents of non-compliance concerning product and service information and labeling	
NURTURING EMPLOYEES		
WORKER WELFARE		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 145–146
GRI 401: Employment 2016	401-1 New employee hires and turnover	pp. 145–146 pp. 187–188
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	pp. 145–146
WORKERS' HUMAN RIGHTS		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 145–146
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	
HEALTH AND SAFETY		
GRI 3: Material Topics 2021	3-3 Management of material topics	pp. 146–151
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	pp. 146–151
	403-2 Hazard identification, risk assessment and incident investigation	pp. 146–151
	403-3 Occupational health services	pp. 146–151
	403-4 Worker participation, consultation and communication on occupational health and safety	pp. 146–151
	403-5 Worker training on occupational health and safety	pp. 146–151
	403-6 Promotion of worker health	pp. 146–151
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	pp. 146–151

	Chapter	Omissions/comments
	4.5 TRANSPARENT COMMUNICATION	
	4.5 TRANSPARENT COMMUNICATION	
		No episodes of non-compliance with regulations and voluntary codes relating to product and service information and labeling occurred in 2025.
	6.3 PEOPLE CARE	
	6.3 PEOPLE CARE	
	6.3 PEOPLE CARE	
	6.3 PEOPLE CARE	
		No incidents of discrimination occurred during 2025.
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.4 EMPLOYEE HEALTH AND SAFETY	

GRI standards	Disclosure	Page no.
	403–8 Workers covered by an occupational health and safety management system	pp. 146–151
	403–9 Work–related injuries	pp. 146–151
	403–10 Work–related ill health	pp. 146–151
FAIR SUPPLY CHAINS		
HUMAN RIGHTS IN THE VALUE CHAIN		
GRI 3: Material Topics 2021	3–3 Management of material topics	pp. 151–159
HEALTH AND SAFETY IN THE VALUE CHAIN		
GRI 3: Material Topics 2021	3–3 Management of material topics	pp. 151–159
SUPPLIER RELATIONS		
GRI 3: Material Topics 2021	3–3 Management of material topics	pp. 151–159
GRI 204: Procurement practices 2016	204–1 Proportion of spending on local suppliers	pp. 151–159
PRESERVING CRAFTSMANSHIP		
EMPLOYEE TRAINING AND DEVELOPMENT		
GRI 3: Material Topics 2021	3–3 Management of material topics	pp. 125–137
GRI 404: Training and education 2016	404–1 Average hours of training per year per employee	pp. 125–137 p. 188
	404–2 Programs for upgrading employee skills and transition assistance programs	pp. 125–137 pp. 137–145
PROMOTING DIVERSITY AND INCLUSION		
DIVERSITY AND EQUAL OPPORTUNITIES		
GRI 3: Material Topics 2021	3–3 Management of material topics	pp. 125–137
GRI 405: Diversity and equal opportunity 2016	405–1 Diversity of governance bodies and employees	pp. 125–137 p. 183

	Chapter	Omissions/comments
	6.4 EMPLOYEE HEALTH AND SAFETY	The employees of the Japan, North America and APAC regions are not considered.
	6.4 EMPLOYEE HEALTH AND SAFETY	Injuries involving workers who are not employees are not included.
	6.4 EMPLOYEE HEALTH AND SAFETY	
	6.5 SUPPLIER RELATIONS	
	6.5 SUPPLIER RELATIONS	
	6.5 SUPPLIER RELATIONS	
	6.5 SUPPLIER RELATIONS	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES 8.2 PERFORMANCE DATA AND INDICATORS	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES 6.2 BRAVE LEADERS & TALENTS	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES	
	6.1 BRAVE ENGAGEMENT AND DEVELOPMENT OF HUMAN RESOURCES 8.2 PERFORMANCE DATA AND INDICATORS	

GRI standards	Disclosure	Page no.
SUPPORTING COMMUNITIES		
ACTIVITIES OF OTB FOUNDATION		
GRI 3: Material Topics 2021	3–3 Management of material topics	pp. 164–173
OTHER GRI INDICATORS		
ECONOMIC PERFORMANCE		
GRI 201: Economic performance 2016	201–1 Direct economic value generated and distributed	pp. 17–19
TAX		
GRI 207: Tax 2019	207–1 Approach to tax	pp. 32–34
	207–2 Tax governance, control and risk management	pp. 32–34
	207–3 Stakeholder engagement and management of concerns related to tax	pp. 32–34
CUSTOMER PRIVACY		
GRI 418: Customer privacy 2016	418–1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	

Chapter	Omissions/comments
7. OTB FOUNDATION	
1.3 FINANCIAL INFORMATION	
2.4 FISCAL RESPONSIBILITY	
2.4 FISCAL RESPONSIBILITY	A special whistleblowing channel is available through which concerns of any kind regarding the organisation's business conduct and fiscal integrity may be raised; a detailed description of this channel is provided in chapter "2.3 Ethical Commitment and Transparency". The financial figures relating to the tax disclosures in the Group Consolidated Financial Statements are subject to a third-party audit.
2.4 FISCAL RESPONSIBILITY	
	No substantiated complaints concerning breaches of customer privacy and losses of customer data were reported in 2025.

Share Capital: EUR 25,000,000 fully paid up

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