



OTB PRESENTS ITS 2025 SUSTAINABILITY REPORT

THE GROUP CONTINUES TO IMPLEMENT ITS SUSTAINABILITY STRATEGY WITH DETERMINATION, RECORDING SIGNIFICANT PROGRESS ON ENVIRONMENT, MATERIALS AND SOCIAL IMPACT

- *The OTB Group has confirmed 100% sourcing of electricity from renewable sources across its European operations and has reached 81% globally, exceeding its 2025 target approved by the Science Based Targets initiative. OTB has also reduced its direct emissions¹ by 50% compared to 2019.*
- *29% of the materials used in the Group's brand collections are certified and/or lower-impact², a result that enabled OTB to surpass the target set by The Fashion Pact for member companies, which required 25% of materials to be sourced from lower-impact alternatives by 2025;*
- *Supporting talent remains central to OTB's strategy, with new training and development initiatives introduced for the Group's employees and the launch of the fifth edition of the "Scuola dei Mestieri". Over 50 young Made in Italy professionals have been trained in recent years, with more than 80% currently employed within the Group's companies;*
- *The OTB Foundation continues its social commitment, signing a Memorandum of Understanding with the Ministry of Education and Merit to raise awareness among young people about bullying and gender-based violence, supporting Médecins Sans Frontières' Inflatable Hospitals project, and launching an initiative to facilitate access to cryopreservation programmes for female employees across the Group.*

Breganze, May 12, 2026 – The OTB Group, the international fashion group that owns the iconic brands Diesel, Jil Sander, Maison Margiela, Marni and Viktor&Rolf, as well as the companies Staff International and Brave Kid, presents its **2025 Sustainability Report**. The document outlines the results achieved and progress made under the **"Be Responsible. Be Brave."** sustainability strategy and its pillars: **The New Fashion System, Protecting Our Planet and Brave Together**.

Each of these areas is supported by short-, medium- and long-term targets, defining a clear and measurable roadmap aimed at embedding sustainability into the Group's core business, while promoting circularity and social inclusion.

"Today more than ever, sustainability must be a state of mind, a cultural and strategic approach that guides every decision. In a challenging global context and during a slowdown in our sector, sustainability must remain a pivotal point on which to continue building the future. For us, this means

¹ Direct emissions are defined as follows: Scope 1 refers to direct emissions from sources controlled by the company. Scope 2 refers to indirect emissions from purchased and consumed energy.

² These are materials certified in accordance with the main internationally recognised standards and/or preferred materials, as defined by Textile Exchange.

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making responsible choices every day, continuing to invest, empowering and training our people, and pursuing continuous improvement even when the external environment appears uncertain. Alongside creativity and technology, sustainability is a fundamental lever in shaping and delivering a contemporary, solid and resilient business model,” stated Renzo Rosso, Chairman and Founder of the OTB Group. “I am very proud of the results we have achieved, both environmentally and socially. We have reduced our direct emissions by 50% compared to 2019, increased the use of renewable energy, and reached 29% certified and lower-impact materials in our brands’ collections, exceeding the target set by The Fashion Pact. We have continued to invest in our people and in talent, and we have supported many individuals in need thanks to the extraordinary work of the OTB Foundation. The Foundation is our flagship and this year has continued to promote educational projects against bullying and addiction, emergency management interventions in Italy and in countries affected by conflict, as well as initiatives dedicated to women’s empowerment and combating gender-based violence,” Rosso concluded.

The New Fashion System: innovation, lower-impact materials and circularity

In 2025, the OTB Group strengthened its commitment to promoting more responsible practices within the fashion system, focusing on innovation, circularity and transparency.

A particularly significant result concerns the use of certified or lower-impact materials, which reached **29% of the Group’s total procurement, surpassing The Fashion Pact’s 25% target set for member companies by 2025**. Notably, there was strong growth in the use of lower-impact raw materials: purchases of **preferred cotton**, including organic, regenerative and recycled cotton, increased by **39% compared to 2024**, reaching approximately 36% of total cotton purchases, while **43% of the leather used comes from Leather Working Group (LWG) certified tanneries**, compared to 31% in 2024.

These advances reflect the Group’s commitment to integrating environmental and animal welfare criteria into collection development and production processes, and are the result of a more consistent and conscious approach to the selection of materials, treatments and sourcing practices. This journey has recently led to the adoption of internal guidelines, including the **OTB Raw Materials Standards** and the **OTB Responsible Products Guidelines**. These documents, shared with all teams involved in developing the various brands’ collections, from design through to production, provide clear guidance on materials, their associated impacts and the preferred options to adopt. They also define the minimum content of lower-impact materials required for each garment and indicate which treatments are recommended or restricted, ensuring that products represent an improvement compared to versions made using conventional fabrics or processes.

Diesel, in particular, reached **42% lower-impact cotton** across its total cotton procurement, and **more than 85% of garments** in the Denim SS26 collection include **preferred materials**. **Marni** recorded a

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35% share of lower-impact cotton, and 66% of the leather it purchases comes from **Leather Working Group** certified tanneries. This figure stands at **55%** for both **Maison Margiela and Jil Sander**³.

At the same time, OTB has continued to invest in **circular business models** and responsible product design, promoting increased durability and a reduction in environmental impact across the entire life cycle of garments. Among the Group's brand initiatives, **Diesel** continued the project launched in 2022 under the European SwitchMed programme, promoted by the **United Nations Industrial Development Organization (UNIDO)**, aimed at reusing production waste to create recycled denim with a partner based in Tunisia. During the year, the brand reintroduced the **SS25 Diesel Rehab Denim**⁴ collection, made entirely from recycled cotton and elastane and produced using processes that significantly reduce water, chemical and energy consumption. Lastly, Diesel also launched its first **mono-material** outerwear piece, a puffer jacket developed in line with eco-design principles and made entirely from recycled polyester for the outer fabric, lining and padding⁵.

Upcycling is another important lever for enhancing the value of materials, as it avoids the use of virgin raw materials. In this area, **Diesel** and **Marni** developed dedicated projects to create garments and bags from unsold products and archived materials. Throughout 2025, **Viktor&Rolf** also continued its efforts to raise awareness of upcycling among younger generations through an annual educational programme delivered at a school in Amsterdam.

On the transparency and consumer safeguarding front, the Group has further expanded its use of innovative technologies. As part of its collaboration with **Aura Blockchain Consortium**, of which OTB is a Steering Member alongside LVMH, Prada Group and Richemont, since 2022 the Group has provided more than **three million products from Jil Sander, Maison Margiela and Marni** with a digital certificate of authenticity under the AURA platform. Within this partnership, OTB has recently presented a pilot **Digital Product Passport** project that anticipates forthcoming European regulation. The initiative was previewed by Chairman and Founder Renzo Rosso to **King Charles III** at Buckingham Palace during a private session with the Fashion Task Force of the Sustainable Markets Initiative, of which the Group is a member. The project combines blockchain registration and NFC technology to strengthen product transparency, authenticity and traceability, and is set to be progressively extended to all Group brands.

³ % of leather sourced from Leather Working Group certified tanneries.

⁴ Diesel Rehab Denim is a collection developed in partnership with supplier Tejidos Royo and was first presented at the FW22 runway show. Each garment is made from fully recycled cotton and elastane, blended with TENCEL™ x REFIBRA™ technology. The fabric is dyed using Dry Indigo technology, which eliminates the use of water during the dyeing phase and significantly reduces the amount of chemicals, by up to 89%, and energy, by up to 65%, required in the denim dyeing process. The launch of the new styles took place during the SS25 runway show, which saw approximately 14,800 kg of textile waste used to create the entire event space.

⁵ With the exception of the zip and puller for technical reasons, the garment has been designed to facilitate future recyclability.



Protecting Our Planet: OTB's commitment to reducing its impact on climate and water resources

In 2025, OTB continued to implement its environmental impact reduction plan, **in line with targets validated by the Science Based Targets initiative (SBTi)**, consolidating an integrated approach that involves all of the Group's key operational levers.

On the energy front, OTB achieved a significant milestone: **100% of the electricity used in the Group's European operations now comes from renewable sources. Globally, the share reached 81%, exceeding the 2025 target set by OTB and validated by the Science Based Targets initiative.** This result was supported by targeted energy efficiency measures, improved performance at owned facilities and the promotion of a growing "energy culture" within the organisation through dedicated employee training initiatives.

In terms of emissions, the Group recorded a **50% reduction in direct Scope 1 and Scope 2 emissions compared to 2019**, along with a **3.4% decrease in total emissions**, including Scope 1, Scope 2 market-based and Scope 3, **compared to 2024**, confirming the effectiveness of the actions undertaken.

These results are the outcome of a systemic approach that includes, in addition to energy efficiency and renewable energy sourcing, **improvements in the management of logistics flows and transport**, as well as the progressive **increase in the use of lower-impact materials** across the collections.

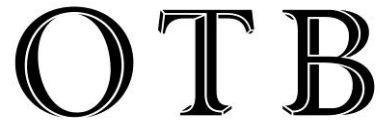
In addition, the Group has undertaken a series of actions to improve the management of natural resources across the entire value chain. It has also launched an in-depth assessment of environmental impacts, with particular focus on climate and biodiversity along the supply chain. Once completed, this assessment will support the Group's brands in adopting consistent and effective mitigation measures.

Brave Together: people, craftsmanship and the promotion of Made in Italy

People continue to remain at the heart of the OTB's strategy, and in 2025 the Group further strengthened its commitment to developing a business model mindful of social impacts across the entire value chain.

In this context, OTB continues to invest in the **growth of its people** through training, development and talent management programmes, and to promote global campaigns and initiatives on Diversity, Equity & Inclusion. In 2025, the Group recorded **54% female representation in managerial roles** and, thanks to the results achieved in DE&I, obtained for the third consecutive year the **gender equality certification for OTB and Diesel companies.**

OTB also continued a **training programme** launched in 2024 and delivered with the support and teaching of professors from **SDA Bocconi School of Management**, involving managers from the brands and the Group. The programme included interactive sessions focused on integrating sustainability



into the business and identifying concrete actions to be implemented across the Group's different companies, with the aim of strengthening skills and awareness on these topics at managerial level. At the same time, throughout the year, **moments of sharing and training were organised for all Group employees** through several sessions led by Andrea Rosso, OTB Sustainability Ambassador. These occasions presented OTB's sustainability journey, the results achieved and the main future challenges, helping to embed a **culture of sustainability at all levels of the organisation**.

The commitment to talent development is also reflected in the "Scuola dei Mestieri" project, which in 2026 reaches its **fifth edition and further strengthens its impact by expanding the training programme to two annual intakes**, thereby doubling access opportunities for young talent. Since its launch, the initiative has trained **over 50 young professionals**, with **more than 80% currently employed within Group companies**. The Academy represents a key pillar in OTB's strategy to preserve and pass on the **Made in Italy artisanal heritage**, contributing to the development of skills that are increasingly strategic for the future of the industry.

Attention to workers' rights across the value chain and to their well-being remains a central priority for OTB. All Group suppliers are required to strictly comply with the **OTB Code of Ethics and the Supplier Code of Conduct**, key instruments for ensuring high standards of health and safety in the workplace. During the year, OTB intensified its supply chain monitoring procedures and actively contributed to the working groups established by industry associations, which led to the drafting of the **Legality Protocol for Fashion Production Supply Chains**⁶, with the aim of creating a shared framework for transparency and legality across the Made in Italy supply chain.

75% of the Group's suppliers are based in Italy, reflecting a strong connection with the territory and a commitment to enhancing local manufacturing excellence. In this context, the **C.A.S.H. programme** (Credito Agevolato – Suppliers' Help)⁷, active since 2013, continues to represent a strategic lever for the Group's Italian SME partners, providing financial support to the most virtuous companies. Since the launch of the programme, total payments have reached €700 million, with 90% of supplier credit being assigned, confirming the effectiveness of the initiative.

OTB Foundation: lasting social impact on communities

In 2025, the OTB Foundation continued its commitment to generating positive and tangible social impact, acting swiftly and concretely in emergency situations and improving people's lives in a sustainable way, ensuring equal opportunities.

⁶ The protocol was signed in Milan on 26 May 2025 by the Prefecture, the Lombardy Region and the social partners.

⁷ Project C.A.S.H. (Credito Agevolato – Suppliers' Help): is a programme that enables suppliers to receive early payment, through a banking institution, of receivables owed by OTB under highly favourable financial conditions, thanks to the Group's strong creditworthiness, which acts as a guarantee. The project has proven particularly effective as it has empowered companies within the supply chain to face even the most challenging periods, such as the pandemic, with greater confidence.

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Since its establishment in 2006, the OTB Foundation has delivered **more than 380 projects**, contributing to improving the lives of **over 380,000 people worldwide**, confirming its role as a key actor in creating long-term social value. Its initiatives focus on key areas such as **support for women (17% of total grants)**, **support for young people and children (47%)**, **social integration (18%)** and **emergency response (18%)**, through a direct, pragmatic approach oriented towards measurable results.

Within this context, in 2025 the Foundation signed a **Memorandum of Understanding with the Ministry of Education and Merit** to raise awareness among secondary school students on issues such as bullying and gender-based violence, reaffirming its commitment to younger generations. In line with its focus on emergencies, during the year the Foundation supported **Médecins Sans Frontières' Inflatable Hospitals project**, providing financial support for a healthcare facility first deployed on the border between Chad and Sudan and later relocated to Gaza. Finally, in January 2026, the OTB Foundation and the OTB Group renewed their commitment to **women's empowerment** by promoting an initiative aimed at facilitating access to **cryopreservation programmes** through training activities and the funding of fertility preservation pathways. Through its activities and partnerships, the OTB Foundation helps generate opportunities for inclusion and development, confirming its role as an essential pillar of the OTB Group's social responsibility strategy and a driver of positive change in the communities where it operates.

The Sustainability Report is published and available on the website: www.otb.net/en/sustainability

OTB GROUP

OTB is the international fashion group that owns the iconic brands Diesel, Jil Sander, Maison Margiela, Marni and Viktor&Rolf. The Group also controls the companies Staff International and Brave Kid and holds a stake in the American brand Amiri. An acronym for "Only The Brave", OTB believes in pushing the boundaries of fashion and style, supporting the creativity of international talent and expressing the full innovative spirit and uncompromising courage of its founder and chairman, Renzo Rosso. With over 7,000 employees worldwide, the Group is built on a digital-first approach that places the consumer at its centre, a concrete and long-term commitment to creating a sustainable, technology-driven business, and a strong focus on social responsibility through the OTB Foundation.

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