ARTSANA GROUP

Sustainability Report **2025**

# Dear Stakeholders,

I am proud to present the Group's first consolidated Sustainability Report, which is more than a reporting milestone; it reflects the kind of Group we are building: more integrated, more responsible and more strongly committed to generating long-term value for children, families, caregivers and the communities we serve.

In 2025, following the launch of the operational integration between Artsana S.p.A. and Prénatal Retail Group, we began shaping a new phase in our journey. Two historically distinct and complementary organisations are progressively coming together around a shared purpose: to stand alongside families and contribute to the well-being of current and future generations.

This transformation is not only about aligning capabilities, operating models and governance practices. It is also about defining a common direction for responsible growth. Sustainability is therefore becoming an increasingly integrated part of how we make decisions, how we manage our impacts and how we create value for our stakeholders.

With regard to people and human rights, we have always placed great importance on supporting **our employees**, fostering their development and creating working environments in which everyone can feel recognised and empowered to contribute. In line with this long-standing commitment to inclusion, in 2025 Artsana S.p.A. obtained the Gender Equality Certification in accordance with UNI/PdR 125 guidelines, joining PRG, which had already achieved the certification in 2023. This milestone represents an important step in giving greater structure and measurability to the Group's commitment to fair, inclusive and transparent working environments, supported by objectives, dedicated initiatives and measurable progress.

The same attention is given to human rights in our **supply chain,** where the integration of the Group is further reinforcing the importance of a consistent approach to supplier engagement, due diligence and monitoring. In 2025, Artsana S.p.A. adopted the Sedex platform to support the assessment of social, ethical and environmental standards across the supply chain, contributing to the development of a common framework for responsible sourcing and leveraging established supplier qualification and monitoring processes.

In continuity with our mission, we also reaffirmed our social commitment towards the **families and communities** we serve. Generazione G has shown that supporting parenthood can generate tangible value for families and communities, especially in a context in which demographic challenges require new forms of collaboration and shared responsibility. The initiative reflects a preventive and relational welfare model, based on listening, proximity and cooperation among companies, third-sector organisations and institutions, and represents an important contribution to a broader reflection on the future of demographic trends and family support.

A priority in our sustainability roadmap is the gradual **reduction of our environmental footprint**, with initiatives aimed at improving energy efficiency, increasing the use of certified renewable electricity and strengthening resource management, including through the installation of a new wastewater treatment plant. We apply the same principles to our innovation and product development process, where we have continued to combine innovation, quality, safety and attention to sustainability-related aspects.

The progress achieved during the year confirms the relevance of the path we have undertaken, while also reminding us that building a more sustainable future requires long-term commitment, innovation and the ability to evolve in a context increasingly shaped by regulatory developments, from sustainability reporting standards to extended producer responsibility schemes, and by common frameworks that foster greater alignment among companies, institutions and other stakeholders in pursuing shared sustainability goals. For this reason, we will continue to work on the development of common policies, more integrated governance mechanisms and shared processes that can support the Group's responsible growth over time. Sustainability will remain central to how Artsana Group creates value, strengthens its relationships with stakeholders and contributes to the future of the communities it serves.

I would like to sincerely thank all our people, partners, suppliers and the communities that have contributed to this transformation. Their commitment and trust allow Artsana Group to continue standing alongside families, children and caregivers, helping to build more cohesive, responsible and sustainable communities for future generations.

Our ambition is clear: to grow as one Group, creating value with responsibility, proximity and care.

**Alberto Rivolta**
Chief Executive Officer, Artsana Group

# 1 Artsana Group



# 2 Our environmental commitment



# 3 Valuing people



# 4 Our business conduct



# 5 Methodological note

# 1
# Artsana Group

# 2025 Sustainability highlights

**€1,273 mln**
**Net Revenue**

**6,078**
**Workforce**

## ENVIRONMENT

**18,021**
$tCO_2eq$
of avoided emissions under the Scope 2 market-based approach, through the purchase of certified renewable electricity

**New wastewater treatment plant** installed, contributing to a 5% decrease in water discharged vs 2024

**100%**
**non-hazardous waste** sent to recycling and energy recovery

**84%**
of Prénatal cotton sourced as **Better Cotton**

USE OF **RECYCLED AND CERTIFIED MATERIALS** ACROSS PRODUCT LINES, INCLUDING:

**68.4%**
of Chicco Spring/Summer 2025 fabrics **OEKO-TEX® certified**

**100%**
**FSC-certified materials** in selected wooden toy lines

**100%**
**recycled FSC-certified paper** and **recycled polybags** for clothing and shoes packaging

## SOCIAL

**51%**
of managers are **women**

**~90%**
of employees on a **permanent contract**

**10,000+**
**participants attended family courses** on key parenting and childcare topics

**k€ 893**
of direct economic value distributed to the **community**

**44,274**
**training hours** delivered globally

**22,000+**
**toys donated** through Chicco and Toys Center stores as part of the **"Spesa Sospesa"** initiative

## GOVERNANCE

All new suppliers screened against social and environmental requirements aligned with the **Supplier Codes of Conduct**

**75%**
of **Artsana S.p.A.'s finished goods suppliers** included in the **Sedex** platform

For the purposes of this report, the Artsana Group (hereinafter also referred to as the "Group") denotes the consolidated group comprising Artsana S.p.A. (hereinafter "Artsana" or the "Company") and its directly and indirectly held subsidiaries.

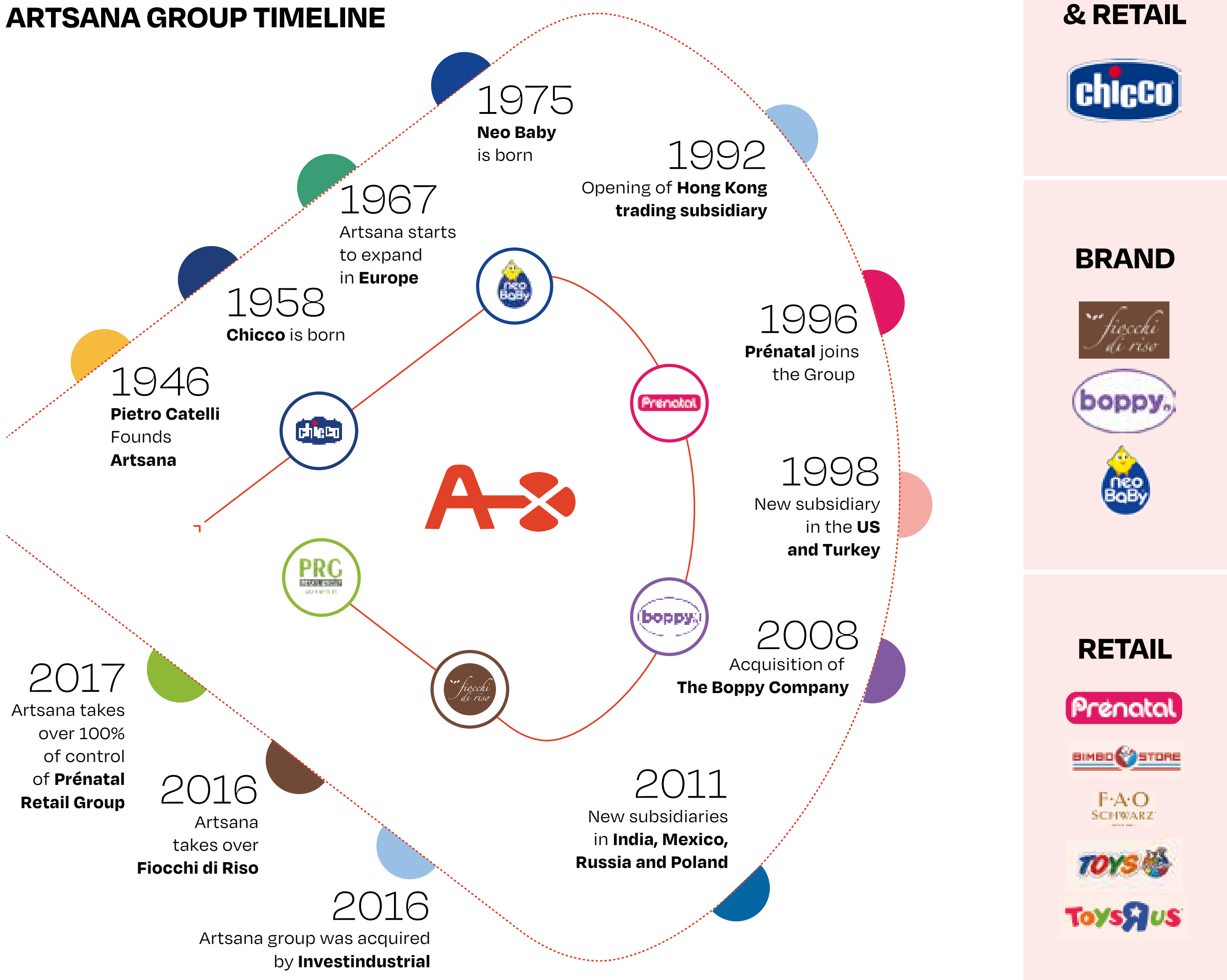
This reporting year marks the first edition of the Sustainability Report prepared at the Group level, following the operational integration of Artsana S.p.A. and Prénatal Retail Group S.p.A. (hereinafter "Prénatal Retail Group" or "PRG") – a subsidiary of Artsana that acts as the sub-holding company for a further group of companies.

This integration represents a significant milestone in the evolution of the Group, reflecting the progressive alignment of two historically distinct yet complementary businesses within a unified reporting perimeter: Artsana, with its industrial heritage, product expertise and brand portfolio, and PRG, with its extensive retail network and direct relationship with families and consumers. By bringing together these capabilities, the Group is able to operate across multiple stages of the value chain, from product development and brand management to retail distribution and customer engagement. Accordingly, the preparation of a single Sustainability Report represents not only a reporting milestone, but also a meaningful step towards a more integrated approach to sustainability governance, performance monitoring and the articulation of shared commitments at Group level.

Since its foundation, Artsana has been committed to designing reliable solutions that support families throughout their journey of growth. Founded in Italy, Artsana has grown into a leading international group in the infant care sector, placing people at the centre of its activities – children, parents, and the wider communities in which they live—through globally recognised product brands and retail chains.

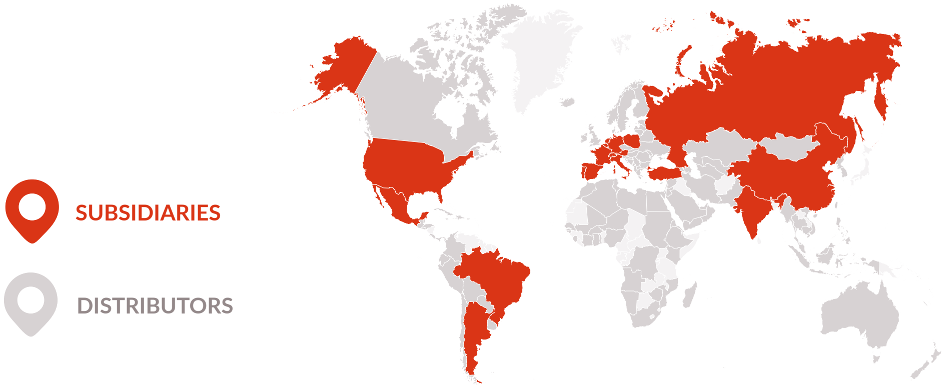
Since 2016 the Group has been 40%-owned by the Catelli family and 60%-owned by Investindustrial, a leading independent investment firm in Europe.

## ARTSANA GROUP TIMELINE



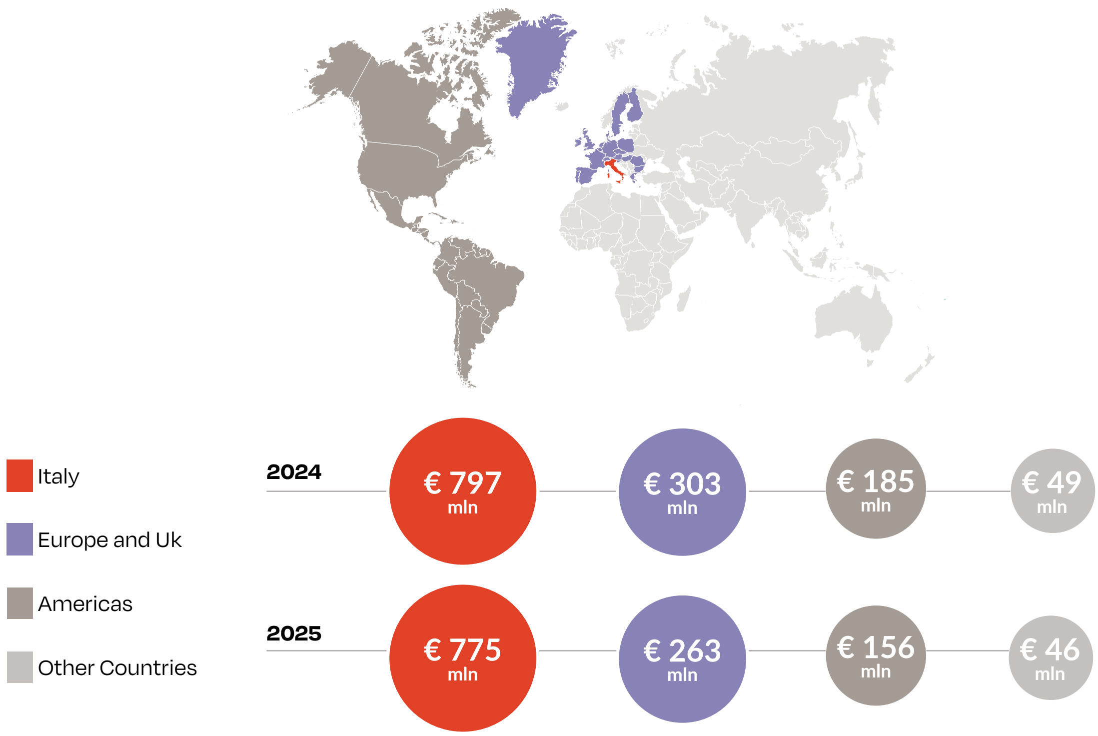
# 1.1 Identity, Values and Market Presence

As of 31 December, 2025, the Artsana Group comprised a total of 38 companies worldwide, of which 25 are directly consolidated by Artsana S.p.A. (inclusive) and the remaining 13 by Prénatal Retail Group S.p.A. (inclusive).





The Group operates as a multinational company with revenues exceeding **€1.27 billion**, a workforce of 6,078 employees, a commercial presence in more than **120 countries,** and a network of around **700 stores,** which includes directly operated retail formats and distribution partnerships.
Its activities are supported by a diversified portfolio of brands and retail banners dedicated to childcare and family wellbeing, including Chicco, Boppy, Fiocchi di Riso, Fisiolact and NeoBaby, as well as Prénatal, Bimbostore and Toys Center, together with the exclusive licences for FAO Schwarz in continental Europe and Toys"R"Us in the Iberian Peninsula.
Through this structure, the Group is active across all **major distribution channels,** including specialty baby stores, pharmacies, mass-market retailers, international distributors, online marketplaces and its own network of brick-and-mortar retail stores.
In recent years, the Group has observed changes in the distribution landscape, notably the accelerating shift towards online retail, which has led to an increased focus on e-commerce operations. The Group is continuously working to enhance the online customer experience across the countries where it operates (including the United States, Italy, Spain, Portugal, France, Belgium, Turkey and India), through the progressive rollout of digital services and the development of more personalised content.

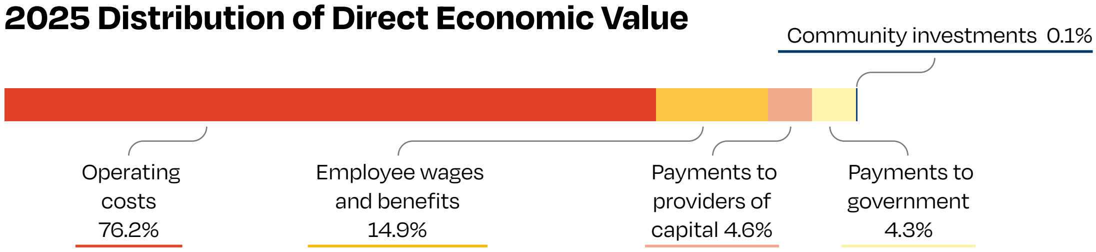



At the Group level, direct economic value generated and direct economic value distributed amounted to k€ 1,302,477 and k€ 1,243,143 respectively.

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| **Direct economic value generated [k€]** | **1,410,406** | **1,371,636** | **1,302,477** |
| **Direct economic value distributed [k€]** | **1,360,973** | **1,306,332** | **1,243,143** |
| Operating costs | 1,023,945 | 994,500 | 947,361 |
| Employee wages and benefits | 219,798 | 192,169 | 184,821 |
| Payments to capital providers | 52,171 | 61,754 | 56,848 |
| Payments to government | 64,104 | 57,013 | 53,220 |
| Community investments | 955 | 897 | 893 |
| **Economic value retained [k€]** | **49,433** | **65,304** | **59,334** |

The direct economic value generated and distributed reflects the wealth created by the Group for its stakeholders. Specifically, this value is allocated as follows: the majority flows to operating costs, accounting for approximately 76.2%; a significant portion is allocated to employees in the form of wages and benefits, representing 14.9%; a share is allocated to governments in the form of taxes; capital providers receive their portion through interests and dividends; and lastly, the community benefits from the Group's contributions in the form of sponsorships and voluntary donations.

## 2025 Distribution of Direct Economic Value




## Scope of the report

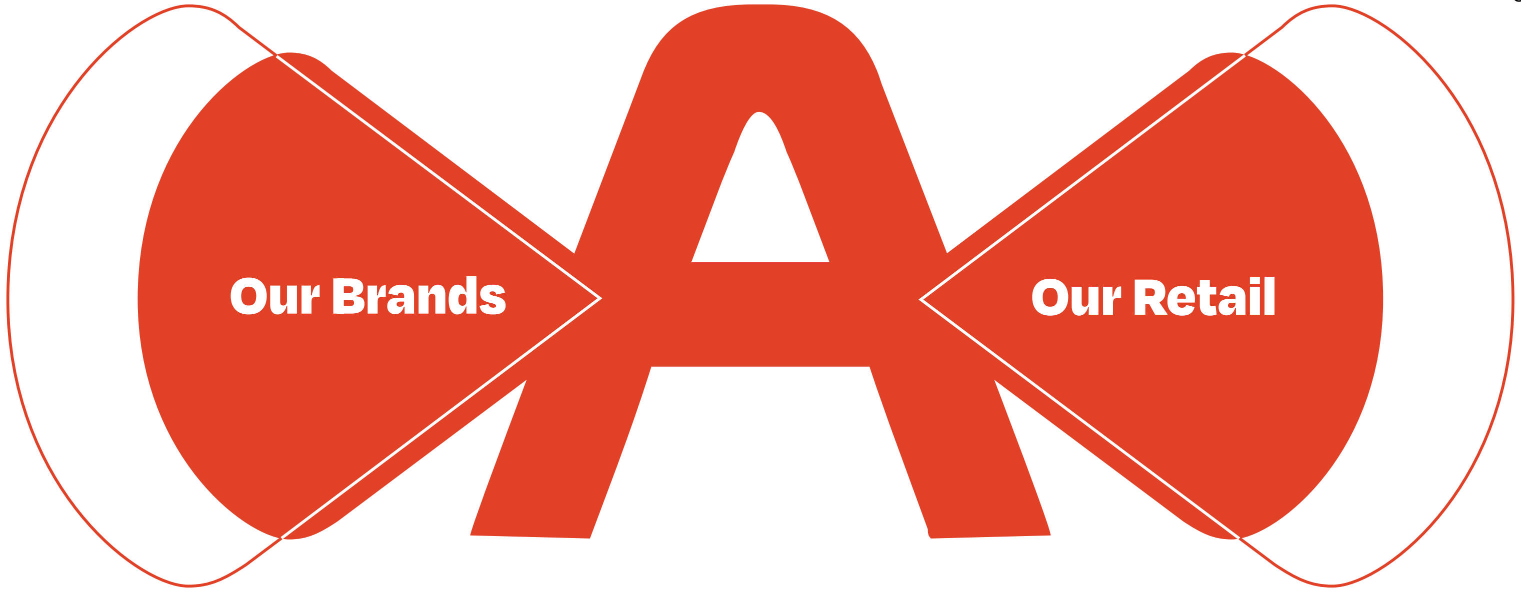
This report covers the period from 1 January 2025 to 31 December 2025, providing an overview of the Group's sustainability initiatives, comparing current data with figures from previous years to offer a more comprehensive view of its sustainability performance and trends. The reporting period coincides with the fiscal year: the scope of the Sustainability Report covers the entire Artsana Group, including both Artsana S.p.A. and Prénatal Retail Group S.p.A. together with their subsidiaries.

The Report encompasses the Group's business activities and production sites located in Italy, as well as its sales subsidiaries in a number of countries, including Argentina, Belgium, China, France, Germany, India, Mexico, Poland, Portugal, Russia, Spain, Switzerland, Turkey and the United States. It also includes the Group's headquarters in Grandate (Como) and its directly operated retail stores.

The economic, social and environmental information presented in the Report refers to the scope defined above. Any exclusions or limitations are explicitly indicated where relevant.

The Group's reporting approach is aligned with the operational control approach set out in the GHG Protocol Corporate Accounting and Reporting Standard for the disclosure of greenhouse gas emissions.

## 1.2 Our Brands&Retail




**CHICCO**

Chicco is a multi-specialist parenting brand, united by a shared vision that permeates all its business segments, including juvenile products, nursing, toys, fashion, and baby footwear. Chicco has an advanced Research Center, underscoring the brand's strong focus on innovation. It is present in over 120 countries.

**BOPPY**

In 2008, Artsana Group acquired Boppy, the leading brand in nursing pillows, with over 30 years of expertise. In the United States, the Boppy Original Support has been awarded "Children's Product of the Year" more than 15 times.

**FIOCCHI DI RISO**

Fiocchi di Riso is a cosmetic line formulated for infants and children, with a brand promise centered on maintaining the skin's physiological balance. This is achieved through the complete absence of substances that hinder skin perspiration or cause dehydration and irritation.

**NEOBABY**

NeoBaby is the market leader in the mass market channel, with a complete range of nursing products dedicated to babies' and parents' first needs.

**FISIOLACT**

Fisiolact provides professional electric breast pumps for both hospital and home use, designed to mimic the natural sucking rhythm of a baby.



**PRÉNATAL**

Founded in France in 1947, Prénatal arrived in Italy with diapers, groceries, clothing and childcare with its first store in Milan in 1963. Thanks to its 60 years of experience, the brand has become the point of reference for mothers in Spain, Portugal and Greece. Prénatal proposes a winning formula of an assortment of the best brands in the world with regards to childcare and toys with a wide range of clothing for new mothers, babies and children.

**TOYS CENTER**

Toys Center was founded in the 1990s and is now Italy's leading toy retailer. Over the years, it has developed a family-focused retail concept with an ever-expanding product range, which has since extended to include baby care products. Toys Center is the only retail chain in Europe specialising in the sale of toys; it also has an online presence via its completely revamped e-commerce service, accounting for over 20 per cent of its domestic market share.

**BIMBOSTORE**

Bimbostore, acquired in 2015, has stores in Italy, both directly operated and in partnership and affiliations, with an extensive product range focusing on products for babies and children up to the age of 4 with diapers, groceries, clothing and childcare. The positioning is based on value for money and customer loyalty, achieved through promotional activities.

**FAO SCHWARZ**

The first FAO Schwarz store opened in Baltimore in 1862: the first toy shop in the United States. The stores are known and renowned for premium, exclusive brands (FAO, Sharper Image, Discovery Mind-Blown), life-sized stuffed animals and exceptional, one-of a-kind toys, from all over the world. FAO has been present in Italy since 2021 with stores in Milan and Rome and since 2024 in France at Galeries Lafayette Haussmann in Paris.

**TOYS R US**

Founded in 1948 and originally specialised in the sale of children's furniture, Toys R Us is today a chain of toy shops, known for their wide selection of quality toys, games, dolls, action figures and more, and for the wide range of brands offered. In July 2022, PRG acquired Toys R'Us Iberia, taking over its assets and brand license, through its subsidiaries in the Iberian Peninsula.

# 1.3 Sustainability Governance: Roles and Responsibilities

The governance framework of the Artsana Group is built on a structured system of administrative, management and supervisory bodies, designed to ensure appropriate oversight of business conduct, regulatory compliance and decision-making processes across the Group perimeter. Throughout the reporting period, governance arrangements remained structured across the Group's main legal entities, namely Artsana S.p.A., Prénatal Retail Group S.p.A. and Prénatal S.p.A., each governed by its own Board of Directors. Board members are appointed by the respective Shareholders' Meetings on the basis of competencies relevant to the Company's impacts and independence, and serve a three-year term.

The Chair of the Board does not hold executive responsibilities, which are delegated to the Chief Executive Officer. The Shareholders' Meetings also evaluate the Boards' performance annually, including their oversight of the Company's impacts, and determine their remuneration. Executive remuneration comprises both a fixed and a variable component, the latter linked to the achievement of corporate objectives, while employee remuneration is determined in accordance with applicable national collective labour agreements and market benchmarks.

Within this framework, during 2025 an organisational integration process was initiated, aimed at the gradual streamlining and alignment of the Group's governance structures. As a first step, the powers granted to the new Artsana Group Chief Executive Officer were redesigned, followed by the broader powers-of-attorney framework for senior leaders. Board powers at Prénatal Retail Group S.p.A. and Prénatal S.p.A. were also reviewed and updated to reinforce governance across the two retail networks. This evolution contributed to the centralisation of operational management responsibilities while preserving entity-level governance structures throughout the reporting period.

It should also be noted that, during the period under review, a process was launched to redefine the scope of delegated powers to align legal powers with the Group's reorganisation. Delegations will be redesigned to reflect the new organisational structure, with clear and operationally effective authority levels for function heads.
This process is aimed at a comprehensive review of powers of attorney and the formalisation of a **Delegation of Authority** (DoA) system, designed through a structured RACI-based approach that identifies roles, decision-making responsibilities and approval limits. The future DoA system is expected to support the integration of governance practices across the formerly distinct organisational structures and to ensure that processes are managed in accordance with shared rules and approval flows. The Group has also initiated the gradual alignment and harmonisation of **Standard Operating Procedures (SOPs),** aimed at ensuring consistency and clarity in the execution of key processes across the integrated perimeter.

**Supervisory and control activities** are ensured through multiple layers of governance. Each of the main Italian entities – Artsana S.p.A., Prénatal Retail Group S.p.A. and Prénatal S.p.A. – has adopted an Organisational, **Management and Control Model** pursuant to Legislative Decree 231/2001, which sets out control measures and mitigation actions for key risk areas. These models are overseen by dedicated Supervisory Bodies tasked with monitoring their effectiveness and compliance with applicable laws and internal regulations.

In addition, **Boards of Statutory Auditors** operate in accordance with national regulations, independently of the Boards of Directors, overseeing the activities of directors and monitoring compliance with applicable laws and corporate governance requirements. No conflicts of interest arising from overlapping positions were reported, and processes to prevent them are in place in compliance with applicable regulations.
The Group's governance bodies oversee sustainability-related topics and disclosures through regular discussions and updates, while operational responsibility for the preparation of sustainability reporting is assigned to dedicated functions within the organisation, under the coordination of senior management. Sustainability-related developments are shared with the governance bodies on an ongoing basis, supporting the growth of their knowledge on sustainable development.

In this context, a **Sustainability Committee** supports the Group's governance framework by coordinating sustainability-related activities, monitoring the evolution of stakeholder expectations and promoting the adoption of appropriate tools and engagement mechanisms across the organisation. The Committee operates under the oversight of management and, following the operational integration of the two entities, is being progressively strengthened and further embedded at Group level.

The Legal, Governance and Corporate Affairs function supports the administrative and management bodies by coordinating regulatory compliance activities, overseeing the implementation and ongoing revision of governance instruments, and managing key processes related to ethical conduct, anti-corruption and whistleblowing. Dedicated Quality and Compliance functions are responsible for product safety, quality management systems and regulatory compliance, operating in coordination with the relevant governance bodies. Critical concerns are communicated to the governance bodies by the Chief Executive Officer during their regular meetings, in accordance with applicable regulations.

The Group's approach to **responsible business conduct** is underpinned by a set of policies and governance instruments, including the Code of Ethics, ESG Policy, Supplier Codes of Conduct, Whistleblowing Policy and related procedures, and Privacy Policies, as further described in Chapter 4. These instruments define the principles and expectations guiding conduct across the organisation and, where applicable, among business partners. As part of the ongoing integration process, governance mechanisms, policies and compliance frameworks are being progressively aligned across the former Artsana and PRG perimeters, with the aim of ensuring consistent oversight, clear accountability and effective support to administrative, management and supervisory bodies.

As the governance structure was organised at entity level throughout the reporting period, the following tables present the composition of the administrative bodies of Artsana S.p.A., Prénatal Retail Group S.p.A. and Prénatal S.p.A., by role, age and gender as at 31 December 2025.

| ARTSANA S.P.A. | GENDER | TOTAL | <30 | 30-50 | >50 |
|---|---|---|---|---|---|
| **Executive members** | Men | 1 | | 1 | |
| | Women | 0 | | | |
| | **Total** | **1** | | **1** | |
| **Non-executive members** | Men | 3 | | 2 | 1 |
| | Women | 1 | | 1 | |
| | **Total** | **4** | | **3** | **1** |

| PRÉNATAL RETAIL GROUP S.P.A. | GENDER | TOTAL | <30 | 30-50 | >50 |
|---|---|---|---|---|---|
| **Executive members** | Men | 3 | | 1 | 2 |
| | Women | 0 | | | |
| | **Total** | **3** | | **1** | **2** |
| **Non-executive members** | Men | 2 | | | 2 |
| | Women | 0 | | | |
| | **Total** | **2** | | | **2** |

| PRÉNATAL S.P.A. | GENDER | TOTAL | <30 | 30-50 | >50 |
|---|---|---|---|---|---|
| **Executive members** | Men | 2 | | | 2 |
| | Women | 0 | | | |
| | **Total** | **2** | | | **2** |
| **Non-executive members** | Men | 1 | | | 1 |
| | Women | 0 | | | |
| | **Total** | **1** | | | **1** |

# 1.4 Stakeholder Engagement


Artsana Group engages with a broad and evolving network of stakeholders, recognising that its activities generate impacts across the value chain and, in turn, are shaped by the expectations and actions of internal and external stakeholders. In this context, the Group periodically **maps its internal and external stakeholders**, identifying the most relevant categories based on their degree of influence, interdependence and strategic relevance. To ensure an effective and structured approach to stakeholder engagement, the Group monitors the evolution of stakeholder expectations and promotes the adoption of appropriate tools and channels. These include formal engagement mechanisms as well as operational systems designed to facilitate communication and the collection of feedback. In particular, **customer-facing platforms and service channels** enable the systematic collection and classification of feedback, complaints and requests, ensuring that they are addressed by the relevant functions in a timely and appropriate manner.

In parallel, the Group maintains confidential reporting systems, including **whistleblowing channels,** accessible to both internal and external stakeholders for reporting concerns regarding misconduct or non-compliance.

Beyond direct engagement, Artsana Group actively participates in **industry associations,** multi-stakeholder initiatives and **international working groups,** contributing to the development of sector standards and best practices, at both European and international level, and supporting the dissemination of responsible business practices and the continuous improvement of product safety, quality and sustainability.

The table below presents the Group's main stakeholder groups, together with the communication channels and engagement mechanisms adopted to foster mutual understanding and long-term collaboration.

## Stakeholder engagement model at Artsana Group

| MAIN STAKEHOLDERS | ENGAGEMENT | |
|---|---|---|
| **Consumers & Families (including consumer associations)** | • Meetings<br>• Company website/e-commerce<br>• Brochures and catalogues<br>• Customer service and customer care<br>• Sustainability Report | • Courses at points of sale<br>• Exhibitions and events<br>• Focus Groups<br>• Social media<br>• Email marketing, SMS<br>• Chats and chatbots |
| **Employees** | • Intranet<br>• Conventions and meetings<br>• Trade unions<br>• Conferences<br>• Benefits<br>• Working groups | • Code of Ethics<br>• Training<br>• Surveys<br>• Direct communication (email)<br>• Policies<br>• Annual Report<br>• Sustainability Report |
| **Local communities** | • Projects and events<br>• Donations | • Sustainability Report<br>• PR activities |
| **Suppliers (including suppliers of finished products, logistic operators and contractors)** | • Code of Ethics<br>• Supplier Code of Conduct<br>• Exhibitions and meetings<br>• Company website | • Audits<br>• Improvement plan<br>• Collaborations and projects |
| **Retailers, Trade & Shops** | • Meetings and events<br>• Company website<br>• Brochures and catalogues<br>• Conventions and exhibitions | • Training<br>• Targeted communication<br>• Sustainability Report |
| **Distributors** | • Meetings<br>• Company website | • Training<br>• Events<br>• Brand portal |
| **Shareholders** | • Meetings<br>• ESG Questionnaire | • Collaborations<br>• Sustainability Report |
| **Regulators, Authorities and Institutions** | • Round tables<br>• Multi stakeholders initiatives and projects | • Follow-up on request<br>• Sustainability Report |
| **Competitors** | • Round tables<br>• Multi stakeholders initiatives | • Company website<br>• Exhibitions<br>• Sustainability Report |
| **E-commerce intermediaries** | • Projects and meetings | • Shopping assistance<br>• Sustainability Report |
| **Social media (including social media platforms and users)** | • Posts on social media<br>• Advertising and campaigns<br>• Social media interaction | • Projects<br>• PR activities<br>• Sustainability Report |
| **Trade associations** | • Round tables<br>• Meetings and events | • Sustainability Report |

# 1.5 Materiality Assessment

Through its first consolidated Sustainability Report, the Group seeks to identify and communicate the most significant **impacts** generated along its entire value chain on the economy, the environment, and society. This report also marks the beginning of a **harmonisation process,** building on the methodologies previously applied separately by Artsana S.p.A. and PRG, in line with their respective business models and stakeholder contexts.

In 2025, Artsana Group developed its sustainability reporting framework in accordance with the **GRI Standards (2021),** in continuity with previous years, while progressively preparing for full compliance with the Corporate Sustainability Reporting Directive (CSRD) and the European Sustainability Reporting Standards (ESRS) required under the Directive and developed by the European Financial Reporting Advisory Group (EFRAG). This alignment is reflected in the structure of this report, which has been organised to mirror the ESRS sustainability topics, with the aim of gradually strengthening consistency with the European reporting framework and facilitating a clearer representation of the Group's impacts and performance.

In line with the methodology set out by the GRI Standards, the **materiality assessment** process followed a structured and consistent approach across the two former organisations. As a starting point, the material impacts previously identified by Artsana S.p.A. and Prénatal Retail Group were reviewed, retained where still relevant, and progressively integrated to define an overall Group materiality framework.

This process was supported by an in-depth analysis of the Group's operations and business relationships, aimed at identifying the actual and potential, positive and negative impacts on people, the environment, and the economy across the value chain.

These impacts were then prioritised based on their **relevance**. Negative impacts were assessed in terms of **severity**, taking into account their scope, scale and irremediability, and **likelihood**, where relevant (for potential impacts only). Positive impacts were in turn evaluated based on their **significance**, considering both scale and scope.

Based on these criteria, a materiality threshold was defined to distinguish between material and non-material impacts. The most relevant impacts were then aggregated into broader **material topics,** combining and harmonising the material topics originally identified by the two entities, these represent all the positive and negative material impacts that the Group has or could have along its value chain:

| MATERIAL TOPIC | IMPACT | AREA |
|---|---|---|
| ENERGY EFFICIENCY AND CLIMATE CHANGE | Negative impact on climate change due to energy consumption and direct and indirect greenhouse gas emissions | ENVIRONMENT |
| WATER MANAGEMENT | Negative impact on the environment arising from the depletion of water availability, particularly in water-stressed areas, due to water consumption in manufacturing processes | |
| WASTE MANAGEMENT | Potential negative impact on the environment arising from pollution of soil, water and air due to incorrect waste disposal practices | |
| SUSTAINABLE PRODUCT AND PACKAGING DESIGN | Potential negative impact arising from the depletion of natural resources and reduction of the availability of raw materials connected to the life cycle of products and packaging, from raw material extraction to end of life | |

| MATERIAL TOPIC | IMPACT | AREA |
|---|---|---|
| **EMPLOYEE HEALTH, SAFETY AND WELL BEING** | Potential negative impact on employees' and value chain workers' health and safety and well-being due to inadequate health and safety management | PEOPLE |
| **HUMAN CAPITAL AND SKILLS DEVELOPMENT** | Positive impact on employees' skills and professional development due to targeted and dedicated training plans, through the offer of both technical and non-technical training courses on a variety of topics | PEOPLE |
| **DIVERSITY, INCLUSION AND EQUAL OPPORTUNITIES** | Potential negative impact on employees due to non-inclusive practices and failure to ensure equal opportunities | PEOPLE |
| **HUMAN RIGHTS AND LABOUR STANDARDS ALONG THE VALUE CHAIN** | Potential negative impact on employees' and value chain workers' human and labour rights due to lack of protection of workers' collective bargaining, human rights violations, child labour, forced labour or other unethical practices | PEOPLE |
| **COMMUNITY ENGAGEMENT AND VALUE CREATION** | Positive impact on the development of local communities in which the Group operates, through the organisation of social initiatives, partnerships and sponsorships of cultural and solidarity events | PEOPLE |
| **PRODUCT QUALITY, SAFETY AND RESPONSIBLE LABELLING** | Potential negative impact on the health and safety of consumers due to poor products' quality standards and inadequate labelling | PEOPLE |
| **CUSTOMER EXPERIENCE, EDUCATION AND SATISFACTION** | Positive impact on customers through the provision of positive customer experiences, transparent information and sustainability education | PEOPLE |
| **BUSINESS INTEGRITY AND ANTI CORRUPTION** | Potential negative impact on the economic system due to unethical conduct, corruption or non compliance with laws and regulations | BUSINESS |
| **PRIVACY AND DATA PROTECTION** | Potential negative impact on customers' privacy resulting from inadequate data protection practices | BUSINESS |
| **INNOVATION AND DIGITALIZATION** | Positive impact on customers and the general public by meeting different needs through responsible innovation, digitalization and technological progress, leveraging them to create sustainable, safe and value driven solutions | BUSINESS |

# 1.6 Group's ESG Commitments

At Artsana Group, sustainability is an integral part of everyday business activities and operational processes, shaping how the Group creates value over time. The Group's strategic vision is anchored in a long-term commitment to supporting both people and the planet, while fostering the development of a more sustainable and resilient value chain for future generations.

To further strengthen this approach, Artsana S.p.A. became a signatory to the **United Nations Global Compact (UNGC)** in 2017, thereby aligning its operations with the Ten Principles on human rights, labour standards, environmental protection and anti-corruption. These principles have since been embedded in the strategic and operational framework and, through this platform, the Group can engage with a wider network of stakeholders in order to promote the achievement of the **United Nations Sustainable Development Goals (SDGs).**

In line with the 17 SDGs adopted by the United Nations in 2015, the Group contributes to the global sustainability agenda through initiatives closely linked to its business model, value chain and material impacts.

In particular, the Group focuses on the areas where it can make the most meaningful contribution: promoting health, well-being and quality education for children and families; advancing more responsible consumption and production patterns through product quality, safety, circularity and responsible sourcing; and reducing environmental impacts through energy efficiency, renewable electricity sourcing, and emissions management. Accordingly, the Group's contribution is particularly aligned with four priority goals: **SDG 3 (Good Health and Well-being), SDG 4 (Quality Education), SDG 12 (Responsible Consumption and Production), and SDG 13 (Climate Action).**

**ENSURE HEALTHY LIVES AND PROMOTE WELL-BEING FOR ALL AT ALL AGES**
Guided by strong and shared values, Artsana has always had the health and well-being of the individual at its heart. Empowering communities to nurture our future summarizes the Group's mission with sustainability as a daily promise to nurture children, families, and communities.

**ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL**
Artsana has 65 years' experience in the world of baby care and it continues to build on this expertise to understand and support children through every stage of their development with professionalism, passion and dedication in everything it does.

**ENSURE SUSTAINABLE CONSUMPTION AND PRODUCTION PATTERNS**
Meeting the needs of the present whilst helping future generations to do the same is a great challenge that, as a group and as individuals, motivates Artsana to lay down deep roots in order to support a more sustainable future and to be considered with renewed awareness.

**ENSURE A WORLD FOR FUTURE GENERATIONS, MITIGATING CLIMATE CHANGE IMPACTS**
Climate change is and will be one of the most critical challenges of the 21st century. Artsana has concentrated efforts on reducing energy consumption and improving energy efficiency and will maintain its commitment to this topic in order to preserve the world for future generations, mitigating the severe effects of this phenomenon.

To support its commitment to sustainability at the global level, the Group has adopted a comprehensive **ESG Policy,** consistently applied across all subsidiaries and operational areas, reaffirming its dedication to responsible, ethical and future-oriented business conduct.

The ESG Policy is publicly available through the Company's website, ensuring transparency towards stakeholders, and its guiding principles are also reflected throughout this Sustainability Report.

# 1.7 Our achievements and plans

| Key Topics & Approach | Results Achieved in 2025 | Plans and future targets |
|---|---|---|
| **Climate Change & Environment** | | |
| Energy Use and Efficiency | Energy consumption reduced by 5% vs 2024, through relamping projects, introduction of an automated sorter and optimisation of IT infrastructure<br><br>Positive outcome of gap assessment of Artsana S.p.A. Energy Management System according to ISO 50001 standard. | Harmonize energy management across Artsana Group to enable further improvements and target setting. |
| Renewable Energy | 72% of total electricity consumed from renewable sources through the purchase of GOs/I-RECs and on-site photovoltaic generation (100% for Artsana)<br><br>939 MWh generated on-site through photovoltaic systems (+28% vs 2024) | Increase self-produced renewable energy and assess further investments in photovoltaic systems (business plans by end of 2026).<br><br>Further progressively expand purchase of renewable electricity through GOs/I-RECs. |
| GHG Emissions | Scope 2 emissions reduced by 70% (market-based, 2023–2025)<br>Scope 1+2 emissions reduced by 43% (market-based, 2023–2025)<br>Scope 1+2 emissions intensity reduced by 39% (market-based, 2023-2025)<br>Offsetting of residual GHG emissions (Scope 1 and Scope 2 market-based) through carbon credits from certified projects | Continue energy-efficiency and emissions-reduction initiatives<br>Set near-term SBTi-aligned targets to 2030<br>Full electrification of all energy uses at the Grandate shopping area by 2027, aiming to eliminate approximately 70 tons of CO2 emissions<br>Complete Scope 3 measurement across all relevant categories for Artsana S.p.A. and complete Scope 3 - Cat.1 inventory including Prénatal Retail Group by end of 2026. |
| Waste and Water | Total waste generated down by 30% (2023–2025)<br>100% of non-hazardous waste sent to energy recovery or recycled<br>New wastewater treatment plant, with a new ultrafiltration and reverse osmosis membrane section<br>Discharged water volume down by 41% (2023–2025) | In Italy, reduce Artsana S.p.A. unsorted waste by 6% and total waste by 3% by 2027 vs 2024 baseline.<br>Reduce aqueduct water consumption at UP14 by 20% by 2026 (vs 2021 baseline)<br>Water loss reduction program in Artsana HQ. |
| **Product Environmental Footprint and Circularity** | | |
| Product & Packaging | Continued efforts in the application of eco-design principles, with special reference to design and testing for product integrity and durability, to the progressive introduction of recycled materials, to the selection of materials sourced through responsible sourcing schemes (including FSC-certified wood in Chicco Meraviglia products and in Montessori wooden toys), where technically and commercially viable and as communicated on product packaging.<br><br>Product Carbon Footprint (cradle-to-grave) and related certification for Chicco Meraviglia high chair based on cradle-to-grave GHG emissions study, impact reduction measures and residual emissions offsetting trough climate projects.<br><br>In Fashion collections (both Chicco and Prénatal), extensive use of mono-material cotton (up to 80% in some product categories, also with support to Better Cotton initiative by Prénatal) and of OEKO-TEX® STANDARD 100 certification, to support products recyclability and eco-toxicological performance. | Evaluate and adopt certification schemes applicable to materials and/or products dealing with reduction of environmental footprint, use of recycled materials, eco-design and other sustainability features.<br><br>Maintain and expand internal knowledge base on the measurement of sustainability features of products and packaging, to support the transition towards Extended Producer Responsibility in the various product categories.<br><br>Implement Digital Product Passport following EU regulatory roadmap, starting from Fashion categories.<br><br>Assess and update the approach to communication of sustainability features of products and packaging in line with new European regulation and guidelines. |

| Key Topics & Approach | Results Achieved in 2025 | Plans and future targets |
|---|---|---|
| **Social & Human Rights** | | |
| Our people's well-being, work-life balance and development of professional skills | In continuity with the Group's people strategy, Artsana continued to strengthen its approach across four key HR pillars: performance management, skills development, employee well-being and digital HR experience.<br>• New performance management model defined, with a Group-wide objective-setting framework linking strategic priorities to individual objectives.<br>• Soft skills development initiatives promoted across the organisation, with a focus on communication, collaboration, leadership and change readiness.<br>• Digital wellness platform promoted to support employees' physical health, mental well-being and healthy lifestyles.<br>• Ongoing enhancement of digital HR tools to support employee engagement, access to information and people-related services. | Continue strengthening the Group's people strategy across the four HR pillars, with a focus on performance, development, well-being and digitalisation.<br>• Start the implementation of RISE, the Group's performance appraisal system, to align individual objectives with business priorities and areas of accountability.<br>• Support managers and employees through targeted training linked to the RISE framework, with a focus on objective-setting, feedback and continuous development.<br>• Implement the new Human Capital Management platform, starting from Italy and progressively extending it to subsidiaries, to simplify HR processes and improve access to people services.<br>• Expand the digital wellness platform across the Group in 2026, making well-being resources available to a broader employee population. |
| | 15,123 hr of health and safety training delivered globally at Group level<br>Experiential formats introduced: "Safety Brain" initiatives and theatre-based workshops<br>Structured HSE programmes and Behaviour-Based Safety (BBS) initiatives implemented | +20% hours H&S training per employee by 2027 vs 2024 baseline |
| | Artsana S.p.A. obtained UNI/PdR 125 Gender Equality certification while Prènatal Retail Group maintained certification for the third consecutive year. | Harmonise Gender Equality management systems in Artsana S.p.A. and in Prénatal Retail Group. Progress in promoting diversity, equal opportunities and inclusion according to objectives and KPIs of the Gender Equality management system. |
| Our support for families and parenthood | Countering the Birth Rate Decline in Italy: Actions and Strategies:<br>Rete Adamo network: survey (705 employees): 80% linked parenthood-support measures to greater confidence in family planning and sense of belonging. | Strengthen collaboration between companies and public institutions to create more effective and integrated family-support policies and promote lasting change in the birth rate. |
| | Generazione G (Prénatal): €848,000 social value generated, SROI of €1.87 per euro invested, 264 vulnerable families supported, between January 2024 and April 2025 341 children benefited | Generazione G: continue the project to support vulnerable families and promote parenthood through proximity-based support, guidance and practical help. |

| Key Topics & Approach | Results Achieved in 2025 | Plans and future targets |
|---|---|---|
| **Social & Human Rights** | | |
| | Clinical studies and product validation/assessment on key childcare solutions:<br>• First Seat Recline i-Size: observational study with 30 newborns/infants<br>• MommyPod: dedicated assessment completed<br>• Stimolatte: +21.6% milk extraction efficiency demonstrated | Continue clinical research and product innovation initiatives |
| | Customer education and family support initiatives strengthened through dedicated courses aimed at providing information, education and practical support to families:<br>• Over 10,000 participants attended family courses.<br>• Courses covered key childcare and parenting topics, including breastfeeding, postpartum care and baby hygiene. | Further expand the number of family courses and broaden the range of topics covered, based on feedback from families, in order to enhance the support provided and better respond to their evolving needs. |
| Consumers' and families' good health and well-being | The focus on road safety has been strengthened through a series of initiatives and partnerships aimed at educating and informing as many people as possible, including medical staff and not just parents:<br>• Institutional event "In viaggio sicuri" organised with the patronage of Regione Lombardia in collaboration with SIN and UNASCA<br>• Training launched in 6 birth centres for professionals;<br>30 driving instructors trained at Chicco's Crash Test Lab<br>• 120 free courses delivered (2024-2025), reaching 3,000+ people through Chicco stores and retail partners | Continue collaborating with scientific, institutional and driving-education partners to promote child car safety and the correct use of child restraint systems.<br><br>Work with public bodies on educational campaigns aimed at maximising the correct use of child car seats.<br><br>Reach 25,000 families by 2028 through specialised retail channels and inform/train over 400,000 people through partnerships.<br><br>Extend the training programme to 20 additional birth centres by 2026 and scale driving-education activities to reach up to 90,000 new learners over time. |
| | Giocattolo Sospeso: 22,000+ toys donated through Chicco and Toys Center stores<br><br>PRG Spain/Portugal solidarity initiatives: €98,000+ raised in ToysRUs stores (Bebés Pelones, Un Juguete Una Ilusión) | Continue CSR initiatives at corporate and local subsidiary level |

| Key Topics & Approach | Results Achieved in 2025 | Plans and future targets |
|---|---|---|
| **Responsible Value Chain** | | |
| ESG rating | New or confirmed awards and recognitions by authoritative observers:<br><br>• Climate Conscious Company, assigned for the fourth consecutive year in Italy by Corriere della Sera and Statista, within the “finished products and consumer goods” sector, based on significant progress in reducing greenhouse gas emissions over the 2021–2023 period.<br>• "Europe's Climate Leaders", assigned for the fourth consecutive year in Europe by the Financial Times, based on an assessment of the reduction of GHG emissions & intensity over the period 2018-2023 by participating European companies. | Maintain independent review of key ESG topics, also through recognised third party rating systems, starting from EcoVadis updated assessment in 2026.<br><br>Monitor the evolution of rules on sustainability rating/performance measurement. |
| ESG Governance and Management systems | Progressive harmonisation of governance frameworks following the integration between Artsana S.p.A. and Prènatal Retail Group.<br><br>Continued participation and support to the Global Compact Network Italy Foundation and active participation to Sustainable Procurement working group.<br><br>Consolidation of the Group ethical governance system including the Code of Ethics and Organisational, Management and Control Models (D.Lgs. 231/2001). | Completion of the integration and harmonisation of governance frameworks across the Group perimeter and consolidation of a unified governance model for responsible business conduct.<br><br>Keep on moving towards further and effective integration of sustainability in business processes.<br><br>Maintain support to initiatives and schemes dealing with management of ESG topics according to best practices. |
| Suppliers' ethical manufacturing and environmental footprint | Maintenance of 100% coverage in Supplier Code of Conduct application and verification on Tier 1/ finished products suppliers.<br><br>Implementation of engagement process for Artsana S.p.A. suppliers onboarding on SEDEX platform to manage social and environmental assessment in the supply chain: 75% of Tier 1/Artsana S.p.A. finished products suppliers engaged during first year.<br><br>Introduction of SMETA auditing process to integrate Supplier Code of Conduct verification and to manage improvement actions.<br><br>Development of management system to enhance traceability for wooden products falling in the scope of future EUDR obligations. | Alignment and operational harmonisation of supplier qualification and monitoring processes across Artsana S.p.A. and PRG, currently partly managed through legacy frameworks.<br><br>Update the Supplier Code of Conduct to enhance due diligence process in the supply chain, targeting 100% coverage on new suppliers in 2026 and 100% application to existing suppliers (Tier 1) within end of 2027.<br><br>Extend the SEDEX onboarding process to 90% of Tier 1/Artsana S.p.A. finished products suppliers' base by end of 2026 (100% by end of 2027). |

# 2
# Our Environmental Commitment

A core element of Artsana Group's business approach is the acknowledgement of its environmental responsibilities and the impacts generated by its operations and throughout the value chain. To manage these impacts, the Group adopts a proactive approach based on continuous monitoring and ongoing initiatives aimed at progressively **reducing its environmental footprint** across the entire value chain — both upstream and downstream. This is supported by **dedicated procedures and management systems** designed to address its actual and potential impacts.

Artsana operates in different countries, mainly through retail and office activities, and manages two proprietary manufacturing sites and related supporting facilities in Italy (under Artsana S.p.A.), where the Group's industrial operations are concentrated:

**VEROLANUOVA (BRESCIA, ITALY):** the site specialises in the production of juvenile and nursing products, toys, and medical devices. It operates under certified management systems compliant with ISO 14001:2015 (environment), ISO 9001:2015 (quality), and ISO 45001 (occupational health and safety). The site also houses a Crash Test Laboratory dedicated to car seat testing, certified under ISO 9001:2015 and accredited by type-approval authorities for both witnessed approval testing (NSAI) and conformity of production testing (NSAI, RDW).

**GESSATE (MILAN, ITALY):** dedicated to the production of cosmetic products and medical devices, this site operates in compliance with ISO 14001:2015 (environment), ISO 13485:2016 (medical device quality), ISO 9001:2015 (quality), and ISO 22716:2007 (cosmetics good manufacturing practices). At the end of 2024, the site also achieved ISO 45001 certification, further strengthening its health and safety management framework.

**GRANDATE/CASNATE (COMO, ITALY):** this site hosts laboratories for finished-product testing and quality control activities, alongside a workshop dedicated to mechanical and textile prototyping that supports the development of juvenile, nursing, and toy products. It operates in compliance with ISO 9001:2015 (quality) and ISO 13485:2016 (medical device quality) and, in July 2025, successfully obtained the ISO 14001:2015 (environment) certification.

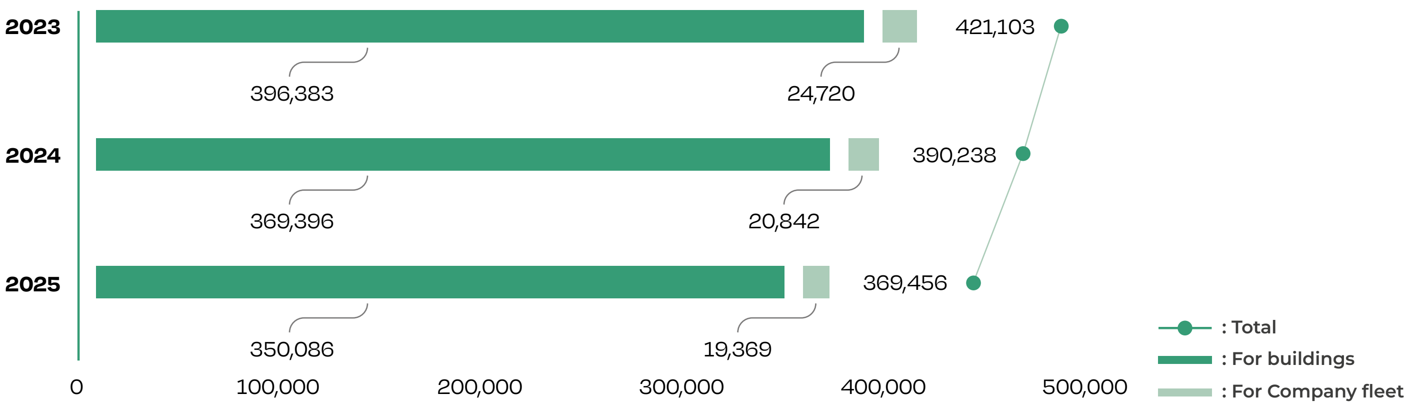
Moreover, in 2025 Artsana rolled out an **energy management system** at its production sites inspired by the principles of ISO 50001 and is currently developing an integrated, Group-wide system to further enhance monitoring and performance improvement.
The Group's logistics network in Italy includes three **warehouses:** the Casnate facility, used to store raw materials, semi-finished and finished products ahead of international distribution, and two additional sites in Casnate and Verolanuova dedicated to toys, garments, footwear, and juvenile products.
As regards product manufacturing, in addition to in-house production, Artsana relies on a network of qualified external suppliers. Externally sourced products are subject to the same stringent quality and safety requirements as those applied to internally manufactured goods, ensuring consistency across the entire portfolio.

# 2.1 Energy Efficiency and Renewable Energy

Artsana Group recognises that a significant share of its environmental footprint is linked to energy consumption across its facilities, offices and stores. For this reason, the Group is committed to adopting **energy-saving solutions** and technological innovations that **optimise resource use** and reduce its reliance on energy inputs.

Electricity purchased from the national grid represents the Group's primary energy source, accounting for approximately 56% of total consumption, as it powers all retail and production activities worldwide. It is followed by natural gas, which accounts for around 36% of total energy consumption and is mainly used to heat industrial sites and offices, to generate steam at the Gessate facility, and to supply energy to the cogeneration plant at the Group's headquarters and the trigeneration plant in Verolanuova.

The remaining share, accounting for 8%, comprises district heating, transport fuels such as petrol and diesel for the company fleet, and on-site renewable electricity generated by the Group's photovoltaic systems.




**Note:** the sum might differ from the exact total due to approximations.

## ENERGY CONSUMPTION (GJ)

In 2025, total energy consumption decreased by approximately 5% compared to the previous year. This progress was partly driven by the continued implementation of **energy-efficiency initiatives** across the Group's operations, with a focus on industrial sites, logistics activities, buildings, and IT infrastructure.

At individual site level, several **relamping** projects were carried out over the last three-year period, replacing conventional lighting with LED solutions in offices and outdoor areas in Verolanuova and in logistics warehouses in Casnate, contributing to a reduction in electricity consumption. Within the retail perimeter, PRG continued its multi-year commitment to energy efficiency through the gradual relamping of Prénatal, Bimbostore and Toys Center stores, progressively replacing conventional lighting with **LED technologies**. This initiative was further expanded across numerous locations, including stores in the Iberian Peninsula, alongside the upgrade of in-store signage and the introduction of LED screens. These actions were complemented by ongoing investments in the modernisation of technical systems, such as the replacement of outdated air-conditioning units with more efficient, state-of-the-art solutions in both existing and newly opened stores. In parallel, the Group is evaluating a broader redevelopment of the Grandate Shopping Centre, which includes the electrification of heating systems, the removal of gas boilers, the integration of air treatment units and further lighting upgrades, all aimed at improving overall energy performance. Within logistics operations, improvements were achieved through the introduction of an innovative **automated sorter** equipped with an energy recovery system, capable of capturing and reusing energy generated during operation.

Deployed across PRG and Fashion logistics activities, this solution has enabled a reduction in energy consumption of approximately 70%.

Additional efficiency gains were achieved through the **optimisation of IT infrastructure**, particularly within the PRG perimeter. In 2025, initiatives such as hardware consolidation, the shutdown or reduced operation of machines during non-working hours, and the migration from local servers to cloud-based solutions helped lower energy demand. This was complemented by a progressive renewal of IT equipment with more efficient, latest-generation devices, as well as further rationalisation measures planned for 2026, including a reduction in the number of printers.

## 2.2 Greenhouse Gas Emissions

In alignment with internationally recognised pathways for greenhouse gas (GHG) emissions reduction, Artsana Group pursues an approach based on three complementary pillars: improving **energy efficiency,** increasing the use of **energy from renewable sources,** and **offsetting residual emissions** where necessary.

### THREE LEVERS ON A DECARBONISATION PATHWAY

**Energy efficiency initiatives**

**Electricity from renewable sources**

**Carbon offsetting projects**

Artsana is aware that its climate impact is not limited to its direct operations, but extends across the entire value chain, including both upstream and downstream activities. For this reason, the Group continues to advance initiatives aimed at reducing greenhouse gas emissions at every stage of its operations and supply chain, with a particular focus on supply chain management, logistics efficiency, and digital transformation.

**DID YOU KNOW ?**

In 2025, the Group achieved full coverage of electricity consumption across all its production facilities in Italy and partial coverage across several subsidiaries worldwide, using **Guarantees of Origin (GOs),** which certify that the electricity consumed is sourced from renewable energy. This commitment enabled the avoidance of approximately 18,021 tonnes of $CO_2$eq emissions in 2025, based on the market-based approach. By combining on-site photovoltaic generation with the purchase of GOs, the Group ensured that **72% of its electricity consumption** in 2025 came from **renewable sources**. This figure reached 100% for Artsana S.p.A. and all its subsidiaries.

On the logistics side, PRG focused on reducing over-packaging in toys and textiles through a combination of packaging simplification and volume optimisation measures. To facilitate recycling, the company progressively eliminated packaging components made from materials other than paper and plastic, such as multi-layer composite materials and textile elements. In the textile segment, most products transitioned to hanging display solutions, reducing the need for additional packaging. In parallel, almost all toy packaging was redesigned to minimise empty space inside packs, thereby reducing material consumption and improving transportation and storage efficiency. **Digitalisation** also contributes to lowering emissions: the full transition to digital loyalty programmes and coupons has eliminated the need for physical materials, while the ongoing optimisation and internalisation of e-commerce platforms have improved the efficiency of digital operations across markets. Further gains arise from the **optimisation of IT infrastructure** which, combined with the progressive replacement of devices with more efficient technologies, helps lower both direct and indirect emissions linked to digital activities. In this context, the Group is also leveraging advanced technologies such as **artificial intelligence** to enhance process efficiency, particularly in customer service and operational workflows. AI-driven solutions – including automated ticket management, chatbot-assisted interactions and self-service tools – help streamline processes, reduce handling times and cut down on redundant activities. Together with broader digital optimisation measures, such as infrastructure consolidation and more efficient system usage, these initiatives support a more rational use of IT resources, indirectly contributing to lower energy consumption from digital operations. On the procurement side, Artsana S.p.A. has strengthened the integration of **climate-related requirements** into supplier engagement processes, enhancing due diligence activities through structured tools and platforms. In particular, the adoption of **Sedex** has enabled a more comprehensive mapping of the supply chain and the progressive assessment of environmental risks, supporting the reduction of upstream emissions associated with purchased goods and services (see Chapter 4.2 "Relationships with Suppliers" for more information).

### CLIMATE ACTION RECOGNITIONS AND AWARDS

Reaffirming the Group's commitment to sustainability, in 2025 Artsana S.p.A. received important awards and recognitions.

### MOST CLIMATE CONSCIOUS COMPANY AWARD

Artsana ranked once again among the "Most Climate Conscious Companies" in Italy — for the fourth consecutive year — in the "finished products and consumer goods" category. This recognition is based on an evaluation carried out by **Statista** – an internationally recognised provider of data and market intelligence – in collaboration with the Italian newspaper ***Corriere della Sera*** and its sustainability-focused insert ***Pianeta 2030***. The 2025 edition assessed a sample of over 600 Italian companies, ultimately selecting the 175 organisations that had demonstrated the most significant progress in reducing greenhouse gas emissions over the 2021–2023 period.
The ranking methodology was primarily based on the ratio between Scope 1 and Scope 2 $CO_2$ emissions and company revenues, with additional recognition awarded to organisations that also disclose Scope 3 emissions. Artsana's inclusion in the ranking reflects its ongoing efforts to improve emissions performance and strengthen the transparency of its climate-related disclosures.

### EUROPE'S CLIMATE LEADERS 2025

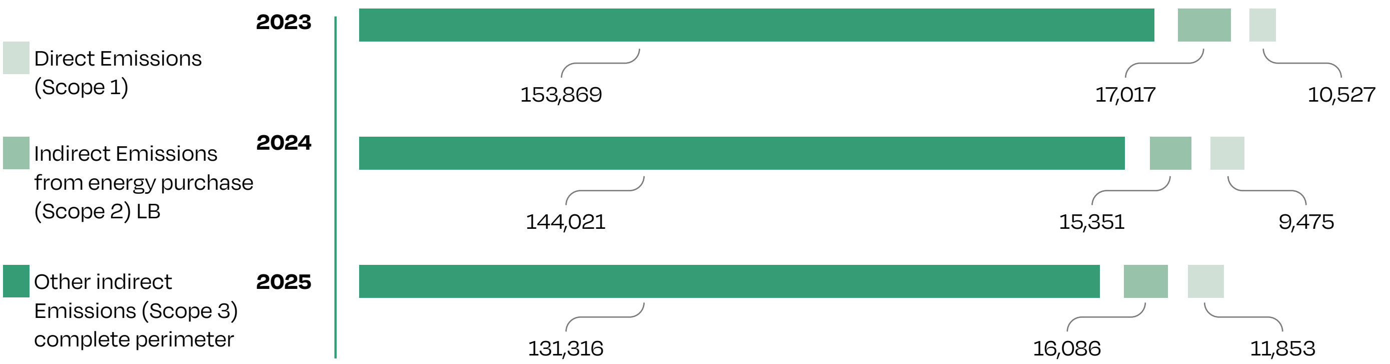
Artsana also gained recognition at international level through its inclusion in the "Europe's Climate Leaders 2025" ranking published by the ***Financial Times***. This ranking identifies European companies that have delivered the most significant reductions in greenhouse gas emissions intensity (Scope 1 and Scope 2) over the 2018–2023 period.
Developed in collaboration with **Statista**, the initiative is now in its fifth edition and is widely regarded as a credible benchmark given the reputation of the organisations involved. While the core assessment focuses on the reduction of direct and indirect emissions relative to business performance, additional elements are considered, including the level of transparency on Scope 3 emissions and the degree of engagement with recognised external frameworks and initiatives, such as the Science Based Targets initiative (SBTi).

The Group assesses its carbon footprint on an annual basis through the preparation of a **GHG Inventory** compiled in accordance with the Greenhouse Gas Protocol framework, one of the most widely recognised global frameworks for greenhouse gas accounting and reporting.
Under this framework, Artsana quantifies its **direct emissions (Scope 1),** which arise primarily from energy consumption within buildings and production facilities, the operation of the corporate vehicle fleet, and the use of refrigerant gases in air-conditioning systems. The Group also accounts for **indirect emissions** associated with purchased energy **(Scope 2),** mainly linked to electricity purchased from the national grid.
Beyond these categories, Artsana also assesses **other indirect emissions (Scope 3),** which cover impacts generated across the broader **value chain**.
Out of the fifteen categories defined by the GHG Protocol, the Group assessed nine categories either fully or partially in 2025, while three were considered not applicable or not relevant to its business and operations. The remaining three categories have been identified for future inclusion as the scope of analysis expands: two of these relate to downstream stages of the value chain: "Use of sold products" and "End-of-life treatment of sold products". With regard to the use phase, the Group's portfolio does not include products with significant energy consumption during customer use. As for end-of-life management, Artsana participates in consortia and collective schemes that manage the end-of-life stage of product categories already covered by Extended Producer Responsibility (EPR) schemes, and actively monitors regulatory developments for categories that may become subject to similar requirements in the near future, such as fashion-related products at European and Italian level.

The table below provides an overview of the categories considered within Scope 3.

| EMISSIONS CATEGORY | | 2025 |
|---|---|---|
| **Scope 1** | | Totally calculated |
| **Scope 2** | | Totally calculated |
| **Scope 3** | 1. Purchased goods and services | Calculated only for Artsana S.p.A. |
| **Scope 3** | 2. Capital goods | Not relevant |
| **Scope 3** | 3. Fuel- and energy-related activities | Totally calculated |
| **Scope 3** | 4. Upstream transportation and distribution | Totally calculated |
| **Scope 3** | 5. Waste generated in operations | Totally calculated for production sites |
| **Scope 3** | 6. Business travel | Totally calculated |
| **Scope 3** | 7. Employee commuting | Partially calculated |
| **Scope 3** | 8. Upstream leased assets | Partially calculated for Artsana S.p.A., limited to the Italian perimeter |
| **Scope 3** | 9. Downstream transportation and distribution | Totally calculated |
| **Scope 3** | 10. Processing of sold products | Not applicable |
| **Scope 3** | 11. Use of sold products | Applicable but not calculated yet |
| **Scope 3** | 12. End-of-life treatment of sold products | Applicable but not calculated yet |
| **Scope 3** | 13. Downstream leased assets | Applicable but not calculated yet |
| **Scope 3** | 14. Franchises | Partially calculated for Artsana S.p.A., limited to the Italian perimeter |
| **Scope 3** | 15. Investments | Not applicable |

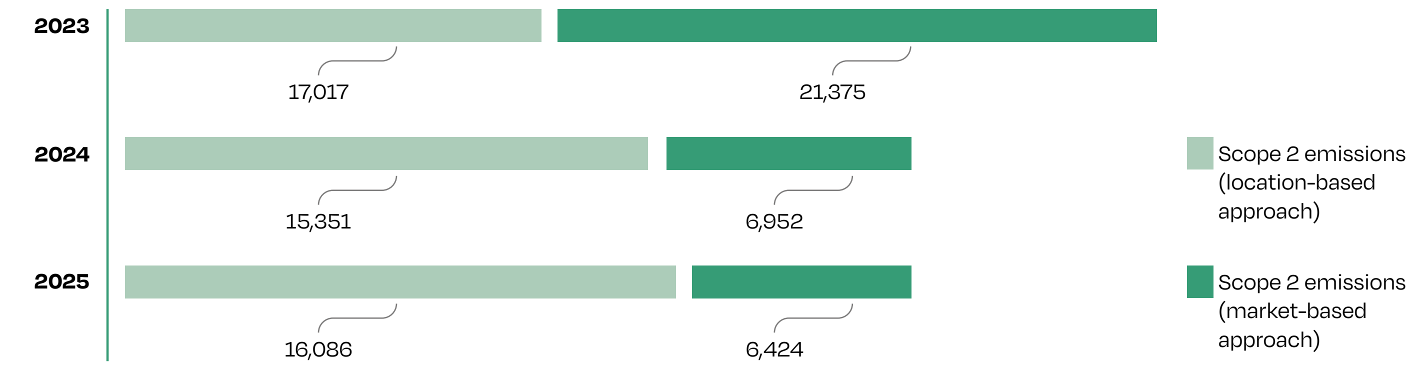
## GHG emissions ($tCO_{2eq}$)



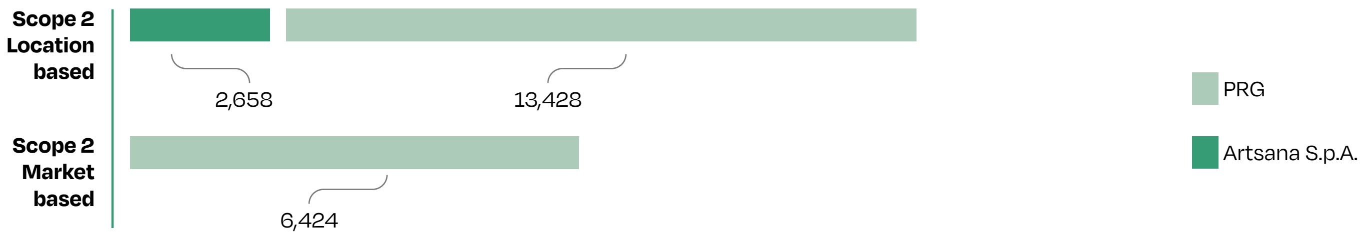

## GHG Inventory: Scope 1 and 2 emissions

In 2025, direct emissions (Scope 1) rose by 13% compared to 2023, reflecting higher fuel consumption for heating and for the company vehicle fleet. Conversely, over the 2023–2025 period, indirect emissions from purchased energy (Scope 2) followed a downward trajectory under both the location-based approach (LB) (mainly driven by operational changes) and the market-based approach (reflecting the progressive increase in the share of electricity covered by Guarantees of Origin). Indeed, focusing on the market-based methodology, emissions decreased over the three-year period, confirming the Group's continued procurement of **certified electricity from renewable sources,** in line with the outcome already achieved in 2024.

## Comparison between Scope 2 emissions, Location-Based and Market-Based approach ($tCO_{2eq}$)

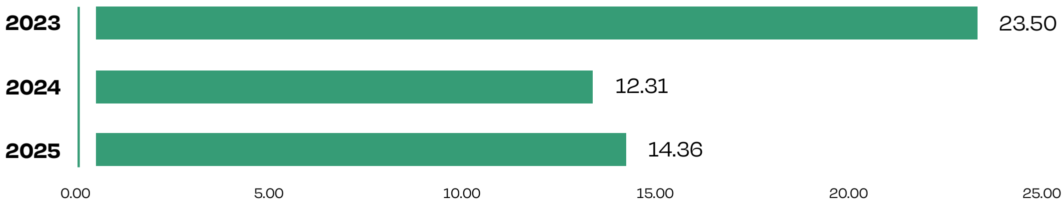



## Comparison between Artsana S.p.A and PRG Scope 2 emissions, 2025 ($tCO_{2eq}$)




Alongside absolute emissions, Artsana tracks **emissions intensity,** calculated as total Scope 1 and Scope 2 Market-based emissions relative to annual revenues. In 2025, this indicator increased compared to 2024 (+17%), while it declined by 39% compared with 2023, reflecting that the measures implemented in the three-year period are translating into tangible results. Reduced natural gas use and the growing contribution of renewable electricity generation and procurement were among the main drivers behind this improvement.

## Emission intensity 2023-2025 ($tCO_{2eq}$/M€)

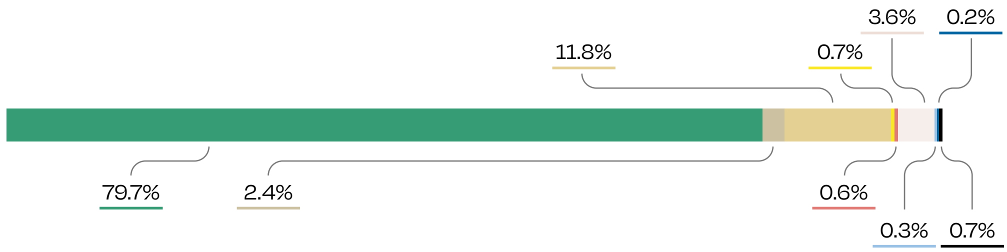



## GHG Inventory: Scope 3 emissions

Turning to its value chain carbon footprint, Scope 3 emissions decreased to 131,316 tCO2eq in 2025, following a downward trend since 2023. The overall emissions profile remains strongly concentrated in **purchased goods and services**, which account for around **80%** of total Scope 3 emissions, although this category decreased by 9% compared to 2024 due to lower production volumes.

Among the remaining categories assessed, **upstream and downstream transportation and distribution** account for about 12% of total Scope 3 emissions; a more detailed breakdown of this category shows that maritime freight is the dominant transport mode (about 67% of related emissions), followed by road transport (around 32%), while rail and air transport account for less than 1%.

## Scope 3 GHG emissions by category (%)




- 1. Purchased goods and services
- 3. Fuel- and energy-related activities (not included in scope 1 or scope 2)
- 4. Upstream transportation and distribution
- 5. Waste generated in operations
- 6. Business travel
- 7. Employee commuting
- 8. Upstream leased assets
- 9. Downstream transportation and distribution
- 14. Franchises

**Note:** the sum might differ from the exact total due to rounding.

## Upstream and downstream, T&D emissions, by means of transport (%)

## NEUTRALISING RESIDUAL EMISSIONS

Alongside the Group's initiatives to manage and reduce its absolute greenhouse gas emissions, since 2020 Artsana has also purchased carbon credits on the voluntary carbon market to neutralise its residual Scope 1 and Scope 2 emissions. While the Group's primary climate-mitigation approach remains the progressive reduction of its absolute carbon emissions, the purchase of carbon credits enables Artsana to channel carbon financing into climate mitigation projects beyond its value chain.

In 2025, the carbon credits purchased by Artsana came from the "Great Bear Forest Carbon" project, chosen for its strong environmental and biodiversity credentials as well as its social initiatives.

## GREAT BEAR FOREST CARBON PROJECT[1], CANADA

The Great Bear Rainforest is one of the world's largest remaining intact rainforests. Stretching across 6.4 million hectares on British Columbia's northern coast, it contributes to carbon absorption on a massive scale. This landscape is home to diverse wildlife, including the rare Spirit Bear. First Nations communities have protected and cared for this rainforest for over 14,000 years.

The Great Bear Forest Carbon Projects protect the ecological and cultural integrity of the Great Bear Rainforest and Haida Gwaii. Revenue from these projects funds vital initiatives such as forestry planning, marine and biodiversity management, and investment in sustainable industries – including renewable energy, tourism, shellfish aquaculture, and non-timber forest products. By purchasing carbon offsets from the Great Bear Forest Carbon Projects, buyers contribute to a globally recognised conservation effort that safeguards ancient forests, upholds Indigenous rights, and supports resilient communities.

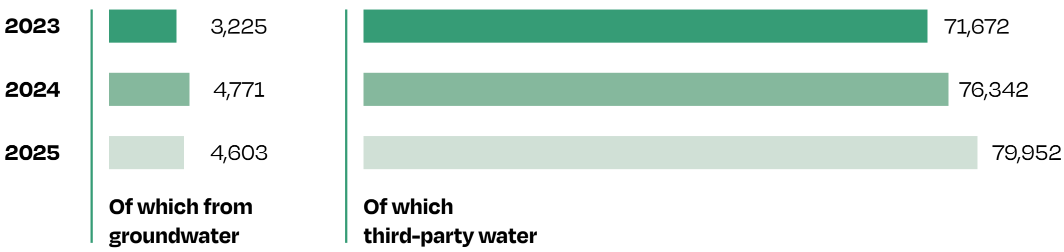
*[1] The Great Bear Forest Carbon project is registered on the British Columbia Registry under three different projects: Great Bear (South Central Coast) 104000000011319, Great Bear (Haida Gwaii) 104000000011559 and Great Bear (North and Central-Mid Coast) 104000000012798 aims to generate Improved Forest Management and reforestation-based carbon credits.*

# 2.3 Water Management

In addition to monitoring energy consumption and greenhouse gas emissions, Artsana also monitors other key environmental aspects related to its production processes, with a particular focus on **water management** across its manufacturing sites.

Water use is mainly associated with production activities, particularly the cleaning of equipment and machinery. In 2025, water consumption was monitored at the Italian facilities, with the largest share of withdrawals recorded at the Grandate site (63%), followed by Gessate (23%) and Verolanuova (14%). Overall, 95% of the water used by the Group was sourced from third-party supply systems, while the remaining 5% originated from groundwater sources, such as wells. All water used qualifies as freshwater (total dissolved solids ≤1,000 mg/l) and, whereas Grandate and Casnate are not located in water-stressed areas, Verolanuova is located in an area with a high water-stress risk[2].

## Water withdrawals ($m^3$)




***Note:*** *The scope of the 2023 data reported in the charts in this chapter includes the production plants of Verolanuova, Gessate and Grandate/Casnate (Italy), Botosani (Romania), and the production plant in Spain. The scope of the 2024 and 2025 data is limited to the three Italian plants, since the other two plants were no longer operational during the reporting period. The 2023 water consumption of Verolanuova from the public network was estimated on the basis of internal measurements.*

Water-reduction efforts include the installation of an advanced **reverse osmosis system** at the Gessate facility, fully operational since the end of 2022. After three years of operation, the system has delivered measurable improvements, thanks to high-performance membranes that significantly enhance purification efficiency: treatment efficiency has increased to approximately 80%, compared to 44% under the previous system. In addition, wastewater generated by the process can now be recovered and reused for secondary purposes such as cleaning.

Wastewater management is particularly relevant at the Gessate site, given its role in the production of cosmetic products. The facility is equipped with an industrial discharge system and operates under an environmental authorisation (AUA – Autorizzazione Unica Ambientale), in compliance with Italian regulations. This requires continuous monitoring of wastewater quality, including parameters such as pH and Chemical Oxygen Demand (COD). The site is also equipped with a dedicated treatment system, which contributes to reducing the volume of wastewater sent for external disposal, still handled by authorised third-party operators. Over the 2023-2025 period, the overall volume of discharged water decreased by 41%, thanks to the osmosis system and the closure of the Romanian production site. By the end of 2025, a **new wastewater treatment** plant was commissioned, comprising a new ultrafiltration and reverse osmosis membrane section, along with a new tank equipped with MBR membranes that replaced the previous settling tank.

During the year, Artsana was cleared of any liability by the Italian authorities following an exceedance of wastewater treatment parameters recorded in 2023. In response to this event, additional instruments for monitoring the pH of treatment sludge were introduced, further strengthening environmental monitoring practices.

## Water discharged ($m^3$)


[2] *Water-stressed areas are identified using the World Resources Institute (WRI) Aqueduct Water Risk Atlas. In defining water-stressed areas, only those classified as high risk are considered.*

# 2.4 Resource Use and Circular Economy

In parallel with its initiatives aimed at reducing energy consumption, emissions reduction and water efficiency, Artsana continues to address raw materials use and waste management.

### RESOURCE INFLOWS

Throughout 2025, the Group maintained a strong focus on minimising the environmental impacts associated with both production processes and packaging, with the objective of reducing the use of virgin raw materials and progressively increasing the share of recycled materials.

In its manufacturing processes, Artsana categorises raw materials into the following main groups: plastics and metals, mainly used at the Verolanuova plant, and chemical substances, primarily employed in cosmetic production at the Gessate facility. In 2025, total **material consumption for production** reached 3,812 tonnes, representing a significant decrease of 29% compared to the previous year. This variation is mainly linked to the outsourcing of a number of juvenile products during the year, and lower overall production volumes.

In addition to raw materials used in manufacturing, Artsana uses packaging and logistics-related materials – such as cardboard, pallets and other distribution components – required to deliver products to customers; these decreased by 7% between 2024 and 2025. The overall reduction in materials used is due to targeted measures aimed at increasing the uptake of recycled inputs, on the one hand, and at reducing overall material usage on the other.

| RAW MATERIALS USED | UoM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Plastics | t | 1,907 | 1,991 | 904 |
| Chemicals | t | 2,111 | 2,397 | 2,405 |
| Metal components | t | 431 | 363 | 52 |
| Textiles | t | 53 | 41 | 0 |
| **TOTAL** | **t** | **5,002** | **5,338** | **3,812** |

| PACKAGING MATERIALS USED | UoM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Cardboards | t | 2,614 | 2,354 | 2,045 |
| Pallets | t | 1,450 | 1,072 | 1,129 |
| **TOTAL** | **t** | **4,064** | **3,426** | **3,174** |

## Product environmental footprint and circularity

As part of its strategy to improve environmental performance and reduce indirect emissions (Scope 3, Category 1), in 2025 the Group reinforced its commitment to the use of **recycled and certified materials**. To this end, Artsana integrates sustainability considerations into product design and material selection across multiple business lines. Both Artsana and Prénatal have held the **STANDARD 100 by OEKO-TEX®**[3] certification since 2021. This certification, particularly the Class I designation for items intended for newborns and young children up to the age of 3, underpins Artsana brands' commitment to ensuring that textiles are free from harmful substances.

In February 2022, Prénatal became a member of **Better Cotton**, the world's leading cotton sustainability programme managed by a prominent global non-profit organisation. Currently, PRG sources **84%** of its cotton as **Better Cotton**. Similarly, the new Spring/Summer 2025 Chicco collection includes items made with sustainable cotton and meets the **OEKO-TEX® STANDARD 100** requirements, ensuring the absence of harmful substances and suitability for sensitive skin. Notably, the use of OEKO-TEX certified fabrics has increased from 66.3% in the Spring/Summer 2024 collection to 68.4% in 2025, with further growth anticipated in 2026. Moreover, Chicco's dedication to promoting conscious fashion is also embedded in its policy **prohibiting the use of animal fur** in its products. In line with its ethical commitment, Chicco actively participates in fur-free initiatives in collaboration with organisations such as **LAV** and the **Fur Free Alliance.**

In the Juvenile segment, the "Meraviglia" platform products are primarily made using **FSC-certified wood**, contributing to responsible sourcing practices. Similarly, the Montessori wooden toy line and PRG's Wood'N'Play toy collection are manufactured using **100% FSC-certified[4] materials**, reflecting a commitment to responsible forestry and the use of certified raw materials across product categories.

In the textile segment, both Prénatal and Chicco collections show a strong orientation towards material simplification and recyclability, with a high share of products made from **mono-material cotton** (approximately 80% in some product ranges). This approach facilitates end-of-life recycling and reduces the complexity of material recovery processes.

The Group also promotes the use of **recycled materials** in specific product lines. For instance:

- The Spring/Summer 2025 Chicco collection features **recycled materials**, such as polyester and synthetic fibres derived from pre- and post-consumer recycling. It also incorporates **innovative lower-impact fibres** such as DuPont's Sorona®, which is partially derived from renewable resources and produced through a process that requires 30% less energy and generates 63% fewer greenhouse gas emissions than the same quantity of conventional nylon. All fabrics made with Sorona® are tested for content and performance through the Common Thread Fabric Certification Program;
- PRG's outdoor garments are **GRS-certified**[5], ensuring that at least 70% of materials originate from recycled sources, such as recycled polyester;
- Soft toys (e.g. the Baby Smile Soft line) are also manufactured using **GRS-certified materials**, supporting the reduction of virgin plastic use within product components;
- The Chicco's Eco+ Toys line reflects the brand's commitment to reducing environmental impact by utilising recycled materials, including plastics and polyester, as well as bioplastics, derived from renewable resources such as plant fats, corn, and wood shavings. Moreover, the packaging is designed to be recyclable and made from FSC® certified paper.

*[3] OEKO-TEX® STANDARD 100 is a label for textiles tested for harmful substances. It sets the benchmark for textile safety, from yarn to finished product. Every item bearing the STANDARD 100 label is certified as having passed safety tests for the presence of harmful substances The Forest Stewardship Council (FSC) certification is an international certification system for forests and forest products that aims to promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.*

*[4] The Forest Stewardship Council (FSC) certification is an international certification system for forests and forest products that aims to promote environmentally appropriate, socially beneficial, and economically viable management of the world's forests.*

*[5] The Global Recycled Initiative (GRS) is an international, voluntary, full product standard that sets requirements for third-party certification of recycled content, chain of custody, social and environmental practices and chemical restrictions.*

Further progress has also been achieved in product packaging, for example:

- In the baby cosmetics segment, the Group introduced packaging solutions using recycled materials, including bottles made with recycled content, combined with skin care formulations featuring biodegradability levels of up to 85%;
- The That's Love private label line underwent a significant packaging redesign in 2025 (for market launch in 2026) aimed at reducing environmental impact, including the **elimination of approximately 90% of plastic** in packaging and the transition to cardboard-based solutions;
- Across the clothing and footwear lines, packaging materials have progressively transitioned towards lower-impact solutions, reaching **100% recycled paper (FSC-certified) and 100% recycled polybags** since the end of 2024.

In parallel, Artsana is actively developing circular and reuse-based solutions aimed at minimising waste at the consumer level and extending the useful life of materials. These initiatives target specific product categories and focus on improving **durability, repairability, and reuse potential** through design and post-consumer strategies; selected examples of these initiatives are presented in the following paragraphs.

The **"Meraviglia" platform**, which includes products such as the adaptable highchair and the Montessori tower, has been developed with a strong focus on durability and lifecycle extension: these products are designed to grow with the child across **multiple life stages**, from birth to adulthood, thereby reducing environmental impacts over the product lifecycle. In particular, modular structures, the ability to replace or disassemble key components, and the use of robust materials designed to withstand **prolonged use** reduce the need for early replacement. Another key example is Prénatal's **"Happy Box" project,** which was redesigned in 2025 to replace traditional rigid packaging with a reusable soft bag.

Developed in collaboration with **Movopack,** an Italian leader in reusable packaging solutions, the new packaging is made from recycled polypropylene, reducing both resource consumption and waste generation. From a logistics standpoint, the new format significantly improves efficiency, allowing up to three times more units to be transported per shipment. At the same time, it enables a **closed-loop system,** whereby customers can return the packaging in-store for refurbishment and reuse, extending its lifecycle and reducing the reliance on single-use materials. As a result, Prénatal can cut single-use packaging waste by over 28,000 kg per year, while optimising transport efficiency. Furthermore, an independent **Life Cycle Assessment (LCA)** study confirmed the environmental advantages of the solution: after 20 reuse cycles, the Happy Box packaging delivers an 84% reduction in $CO_2$ emissions, an 80% decrease in energy consumption, and a 76% reduction in water use compared to traditional cardboard packaging. Finally, a relevant initiative is the **hanger recovery and reuse system (TakeBack)** implemented in the textile retail segment. Hangers collected from stores are returned for reuse, while damaged components are repurposed into new products (e.g. mannequins), supporting a circular approach to plastic materials and reducing the need for virgin resources.

## Waste

The **management of production waste** also remains a central element of the Group's environmental approach. Artsana systematically monitors waste generation at its manufacturing plants through its internal management review processes, where opportunities for reduction and improved efficiency are regularly discussed. Effective waste management is essential not only to limit environmental impacts and reduce resource consumption, but also to prevent pollution and safeguard the environment.

By minimising the release of contaminants into air, water and soil, these practices contribute to protecting public health and supporting the well-being of local communities.

| WASTE PRODUCTION | UoM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Hazardous waste | t | 255 | 224 | 196 |
| Non-hazardous waste | t | 2,549 | 2,274 | 2,282 |
| **TOTAL** | **t** | **2,804** | **2,498** | **2,478** |

**Note:** *The scope of the 2023-2025 data reported in the charts in this chapter only includes the production plants of Verolanuova, Gessate and Grandate/Casnate (Italy) and does not include offices and retail activities, considered not relevant.*

In 2025, most of the waste generated by Artsana's industrial activities was **non-hazardous,** accounting for 92% of total waste volumes.

The Group's waste strategy prioritises recovery solutions, with a strong focus on **recycling and energy recovery,** resulting in the complete avoidance of landfill disposal for all waste. Notably, 51% of non-hazardous waste was recycled and the remaining 49% was sent for energy recovery.

As for hazardous waste, 43% was sent for energy recovery, while the remaining 57% was treated through other authorised disposal methods (a significant improvement compared to the 2024 figures, 28% and 72% respectively).

### Non-hazardous waste


### Hazardous waste


The Group consistently pursues a proactive approach to waste management, with the aim of reducing waste generation and enhancing sorting and recovery practices across its sites.
Throughout the year, this commitment was reinforced through the implementation of targeted initiatives, such as the launch of the **RE-CIG project,** dedicated to the collection and recovery of cigarette butts. Through specific collection points installed across the Group's facilities, cigarette waste is captured and sent to specialized partners for recycling, rather than being disposed of through conventional waste streams. This process enables the transformation of a highly polluting waste stream into a secondary raw material (Re-Ca), contributing to circular economy principles by diverting waste from linear disposal pathways and reintroducing it into productive use.

The environmental benefits associated with this initiative are measurable: the recovery of cigarette butts not only prevents the release of hazardous substances – such as nicotine and heavy metals – into soil and groundwater but also generates tangible climate benefits. According to certified data, each kilogram of recovered cigarette waste avoids approximately 2.40 kg of $CO_2$ equivalent emissions that would otherwise result from disposal via incineration or landfill. In 2025 alone, the initiative enabled the recovery of over 54 kg of cigarette waste, corresponding to more than 180,000 cigarette butts, and resulted in a total emissions saving of approximately 126 kg of $CO_2$ equivalent.
Moreover, in collaboration with the CORIPET consortium, since 2022, Artsana has installed **plastic waste compactors** at the Grandate site and shop, designed to improve the management and valorisation of plastic waste streams, where consumers are also encouraged to sort waste responsibly, as Chicco offers product discounts to customers who deposit their plastic bottles into the compactor. In 2025 alone, 78,484 bottles were recycled, equal to 2,211 kg of plastic, bringing the total to 383,435 bottles since installation.
Overall, the Group's waste management strategy is increasingly oriented towards circular approaches, combining waste reduction, recovery, and reuse initiatives, supported by continuous monitoring and the adoption of dedicated technologies to improve environmental performance.

# 3
# Valuing People

Following the integration between Artsana S.p.A. and Prénatal Retail Group, which represented one of the most significant organisational changes for the Group in recent years, Artsana has been working to further strengthen its approach to social sustainability by progressively aligning tools, priorities, initiatives and targets across the integrated perimeter.

This process aims to develop a common and integrated ESG roadmap, while ensuring continuity with the Group's shared ethical principles and long-standing commitment to responsible business conduct and stakeholder protection. In this context, this chapter outlines Artsana's approach to social sustainability, focusing on employees, workers within the value chain, consumers and communities. The section describes the policies and initiatives through which the Group manages its impacts across these four dimensions, combining a structured governance system with targeted programmes aimed at supporting people and addressing social-related risks and opportunities in a consistent and integrated manner.

The Group's approach is grounded in a **comprehensive ethical and compliance architecture,** which underpins the Group's relationships with stakeholders across all areas of activity. This model is articulated through a set of **Group-wide policies, codes and procedures,** designed to promote integrity, ensure responsible conduct and safeguard compliance with applicable laws and regulations. Core elements include the **Code of Ethics**, which defines the principles guiding the behaviour of employees and corporate bodies, and the **Supplier Code of Conduct**[6]**,** which sets out the ethical, social and environmental expectations applicable to suppliers and other business partners. These instruments are complemented by governance tools and internal procedures aimed at translating the Group's principles into operational practices.

Furthermore, these instruments are complemented by **whistleblowing mechanisms and reporting channels,** which allow both internal and external stakeholders to raise concerns related to unethical conduct, violations of internal rules or breaches of applicable laws. Through these tools, the Group promotes transparency, accountability and the timely identification of potential risks across its operations and value chain. In recent years, and with further acceleration following the integration with PRG, the Group has strengthened its internal regulatory architecture, moving from a framework based on central guidelines and local procedures to a **standalone Group-wide whistleblowing policy,** ensuring clear and consistent standards across all countries of operation.

To support this transition, a **single digital platform** has been implemented to manage the submission process, replacing previously fragmented channels across Artsana S.p.A. and PRG and improving both process consistency and the traceability of information flows. Access to grievance mechanisms has also been broadened, with reporting channels extended not only to employees but also to external stakeholders - including suppliers and business partners - who are informed of their availability through dedicated


[6] *Artsana and PRG suppliers are required to sign the Supplier Code of Conduct applicable to their respective perimeter, except for suppliers of third-party brands.*

contractual provisions. Within the PRG perimeter, this system is further complemented by a dedicated email channel allowing anonymous reporting, thereby improving accessibility and inclusiveness. To ensure effective oversight, a **Whistleblowing Committee** has been established at Group level, strengthening the governance, independence and credibility of the system. This overarching documentation framework is complemented by **additional policies addressing specific areas of risk and impact,** such as the Health, Safety and Environment (HSE) Policy, which promotes shared responsibility, risk awareness and continuous improvement at all organisational levels and has been updated to further embed health and safety principles into the organisation's values and day-to-day practices. At the same time, more targeted instruments govern relationships with specific stakeholder groups. In particular, expectations regarding human rights, labour conditions and environmental practices within the value chain are defined through dedicated **Supplier Codes of Conduct,** acceptance of which represents a prerequisite for supplier qualification and onboarding. While both Artsana and PRG have historically developed their own Supplier Codes of Conduct, the integration process underway in 2025 is progressively leading to a **harmonisation of contractual agreements,** in line with the broader alignment of governance and procurement processes across the Group. Flexible working has become an increasingly important pillar of the Group's approach, with the **remote working** policy acting as a key enabler of both employee well-being and organisational transformation. Both Artsana and PRG had already developed structured flexible working arrangements, with remote working introduced organically within the PRG/PNT perimeter since March 2020. In this context, 2025 marked a further step in the integration process, with the revision and alignment of existing flexible working practices across the Group, aimed at ensuring greater consistency while preserving the specific characteristics and operational needs of the different organisational perimeters.

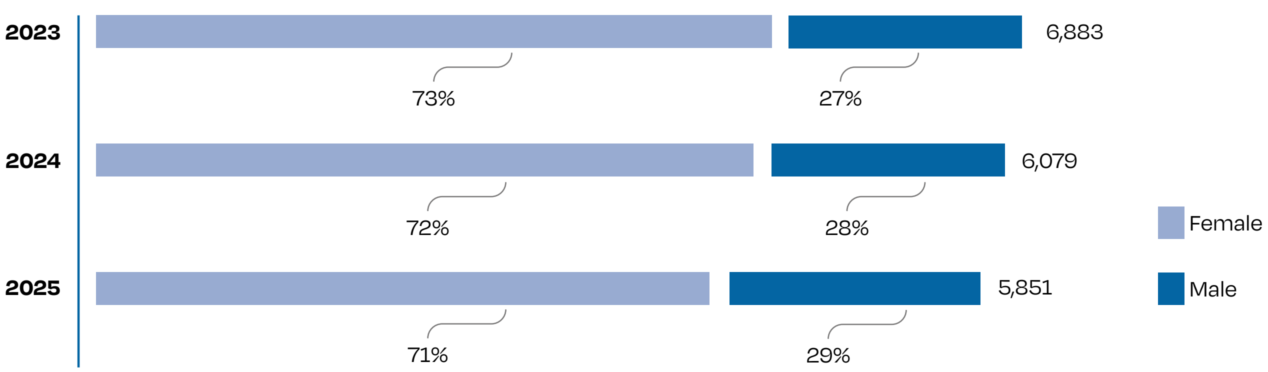
In this context, initiatives targeting employees have also played a key role in supporting integration. A notable example is the phased relocation of employees from the Cogliate site to the Grandate headquarters, structured around successive 'waves' of transfers. This enabled employees to join teams already in place, facilitating social integration and knowledge sharing, while reducing the operational and organisational impact of the transition. The process was supported by dedicated internal communication, including specific information materials aimed at ensuring clarity and transparency for all employees involved.

## 3.1 Our employees

Across the Group, employee well-being, professional development, and health and safety are regarded as fundamental to both individual fulfilment and long-term business success. In this context, the workforce lies at the heart of the Group's approach to people management. As of year-end 2025, the Group employed **6,078 people worldwide.**

| TOTAL HEADCOUNT | | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|---|
| **TOTAL** | | **n.** | **7,263** | **6,321** | **6,078** |
| Of which | Employees | n. | 6,833 | 6,079 | 5,851 |
| | Agency workers | n. | 102 | 119 | 121 |
| | Interns | n. | 129 | 119 | 101 |
| | Others | n. | 199 | 4 | 5 |

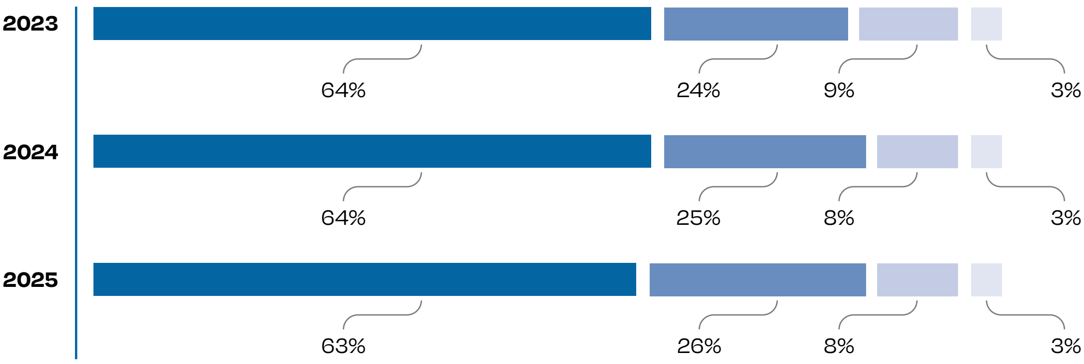
### Total employees by gender in 2025 (%)



The workforce reflects the Group's international footprint and is largely concentrated in strategically relevant countries—namely Italy, Portugal, Spain, China and India—where the majority of core activities are carried out, including headquarters functions, production facilities, logistics operations and an extensive retail network. From an employment perspective, the Group's workforce is predominantly composed of permanent employees, accounting for around 90% of total employees in 2025, while the remaining share is employed under temporary arrangements.

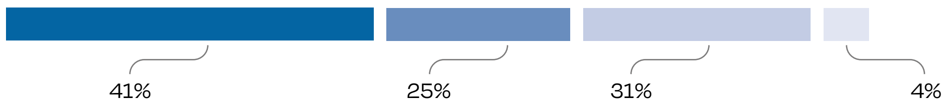
At the same time, around 35% of employees worked on a part-time basis, reflecting the Group's business model and, in particular, the significant weight of retail operations across several geographies.

## Employees by type of contract in 2025 (Permanent vs Temporary) (%)




**Note:** *Please, note that the sum of the percentages might differ from 100% because of approximations.*

## Employees by type of employment (full-time vs part-time) (%)



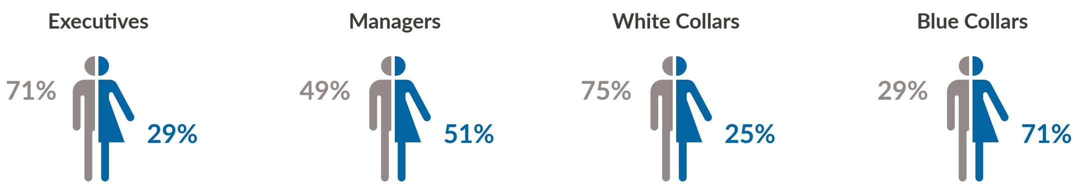

**Note:** *Please, note that the sum of the percentages might differ from 100% because of approximations.*

In the same year, 86% of the workforce was covered by collective bargaining agreements, with coverage varying by country in line with national regulation.

In countries such as Italy, France, Belgium, Germany, and Portugal, the coverage rate is 100%, reflecting the structured nature of industrial relations in these jurisdictions. The workforce composition also reflects the diversity of roles and activities across the Group, with 11% of employees classified as executives and managers, and the remaining 89% consisting of blue-collar and white-collar employees.

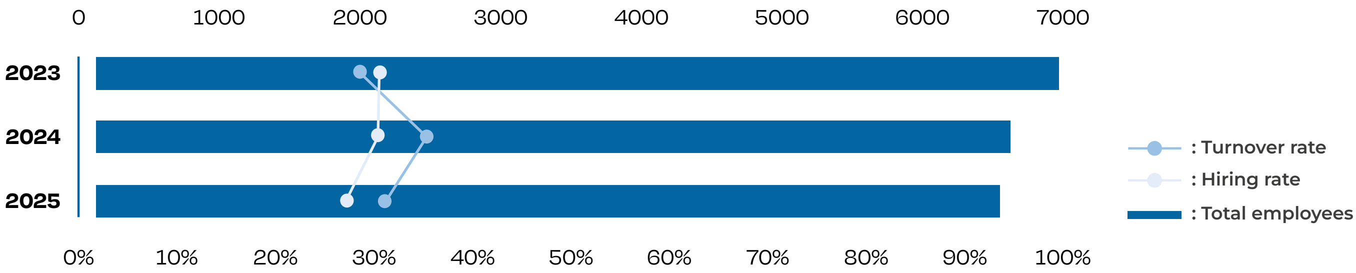
## Employees per professional category (%)


## Employee category by gender in 2025 (%)



From a demographic perspective, the workforce is predominantly concentrated in the 30–50 age range, which accounts for 52% of the total population, while younger employees under 30 represent 20% and those over 50 account for 28%.
In parallel, 2025 saw a shift in key workforce dynamics. The turnover rate – calculated as the ratio of voluntary and involuntary terminations during the reporting period to the total workforce at year-end – fell from 35% in 2024 to 30% in 2025, reflecting the impact of internal reorganisation and stabilisation efforts. A similar trend was observed in hiring activity, with the global hiring rate falling from 29% in 2024 to 26% in 2025, in line with a more moderate level of workforce inflows following the organisational changes.
This distribution reflects a balanced composition combining experienced professionals and younger talent, supporting both continuity and generational diversity within the organisation. In this context, the Group continues to place strong emphasis on diversity and inclusion. In 2025, no instances of discrimination were reported based on ethnicity, colour, gender, religion, political affiliation, or national and social background, as defined by the International Labour Organisation, thereby maintaining a record of **zero incidents** during the reporting period. Accordingly, no corrective actions were required during the reporting period.
Consistently with this approach, Artsana has further strengthened its commitment to diversity, equity and inclusion through a structured and progressively harmonised approach across the Group. For instance, during the year Artsana obtained the **UNI/PdR 125 Gender Equality**[7] certification, while PRG further consolidated a path that had already been firmly established in previous years: PRG originally obtained the certification in 2023, demonstrating a sustained commitment to strengthening its policies and practices in this area. This trajectory was confirmed in 2025, with PRG maintaining its certification for the third consecutive year, reflecting the robustness and maturity of its management system.

## Employee hiring and turnover rates




## Taking care of our people: welfare and caregiving support

Over time, the Group has progressively developed a comprehensive system of **benefits, welfare initiatives and people-focused programmes,** aimed at supporting employees' well-being and fostering a sustainable work–life balance. In this context, welfare is not treated as a standalone set of benefits, but as an integral component of the broader people strategy, supporting both individual well-being and the ongoing transformation of the organisation.
Consistent with its core mission, the Group places particular emphasis on supporting employees throughout their **parenting journey** and their wider caregiving role. For this reason, Artsana has maintained and further embedded a comprehensive range of initiatives aimed at supporting new parents. A central element of this approach is the **Baby Welcome Kit,** which provides direct and immediate support to employees at the time of the birth of a child. The initiative is designed to ease the practical and financial pressures of early childcare by granting access to essential products through dedicated vouchers, as well as providing a supply of basic items such as nappies during the first months of the child's life.
In addition, **parenting support programmes** give employees access to dedicated training sessions designed to support them in managing this important life transition. In this context, the **Welcome Back Coaching programme** represents a distinctive element of the welfare offering. The programme is based on individual coaching sessions delivered by certified

[7] *The **UNI/PdR 125** certification refers to a national standard developed by the Italian standardisation body (UNI), which provides a structured framework for organisations to promote, measure and continuously improve gender equality within their operations. The certification requires companies to implement a dedicated Gender Equality Management System, supported by clear policies, governance structures and measurable objectives across key areas such as recruitment, career development, remuneration, parenting support and work–life balance. It also entails periodic monitoring and third-party verification to assess progress over time, ensuring that commitments translate into tangible and measurable outcomes.*

professionals and is specifically designed to support mothers returning from maternity leave. Through a guided reflection process, participants are encouraged to recognise and leverage the competencies developed during their parenting experience — such as resilience, prioritisation, emotional intelligence and adaptability — and translate them into professional strengths.

Another significant initiative is **Parental Skills at Work**, a training programme developed in collaboration with academic partners based on the recognition that parenting fosters a set of transferable skills – including communication, conflict management and emotional intelligence – which can be effectively leveraged in the workplace. Delivered through multiple learning modules that combine academic content, practical insights and real-life testimonials, the programme reflects the Group's commitment to redefining the relationship between personal and professional development.

**DID YOU KNOW ?**

RETE ADAMO

In 2025, Chicco continued to contribute to **Rete Adamo,** an open inter-company network created to address Italy's declining birth rate through organisational measures that can support both people and businesses. The initiative reflects the view that demographic decline is not only a social challenge, but also an area where companies can play a constructive role by promoting parenthood, well-being and work–life balance. Building on this approach, in 2025 the network further consolidated its **data-driven model,** combining periodic surveys, shared working tables and the exchange of best practices to generate evidence and metrics that can inform organisational decision-making and contribute to broader institutional dialogue on parenthood-related priorities. As part of these activities, in 2025 Rete Adamo carried out a **survey** titled *"Genitorialità e welfare: la chiave per il futuro delle imprese e della società" (Parenting and welfare: the key to the future of business and society)* with the aim of better understanding how parenthood-related policies are perceived by employees and to assess which organisational measures are considered most relevant in supporting family planning, work-life balance and overall well-being. The survey involved the  employees across three organisations – Chicco, Plasmon and Edenred Italia – with a sample composed of 54% parents and 46% non-parents, and with the 25-45 age group being the most represented. The results confirmed that parenthood-support measures are widely valued within the workplace and are perceived as relevant to both individual well-being and organisational quality: 80% of respondents stated that these measures help people feel more confident when planning their family future, while the same share associated the presence of family-support policies with a stronger sense of belonging. The survey also highlighted two main priorities for company action: **work flexibility,** identified by **86.4%** of respondents, and **measures aimed at reducing the economic impact of parenthood,** indicated by **74.7%.** Work flexibility emerged as a particularly relevant lever, both in terms of support for family planning and day-to-day organisational effectiveness. While a large majority of respondents identified work flexibility as a key measure for making parenthood more sustainable, 78% also stated that their company's flexible working model helps them perform more effectively at work.

## Work-life balance and flexibility

The Group's approach to work-life balance and family support builds on a broader welfare system developed over time to address employees' needs across different life stages.

In 2025, the Group continued to support employees through its established welfare and work-life balance measures, including the **Children Village daycare**, which is open to employees and the wider community and provides tangible support to families in managing their daily routines. By bringing childcare closer to the workplace, the initiative helps employees coordinate their daily routines and reduces time pressure associated with family responsibilities.

Further measures were then introduced in line with collective agreements, including the implementation of **solidarity leave,** which reinforces the Group's commitment to solidarity among employees. Within this framework, employees are given the opportunity to voluntarily transfer part of their accrued leave to colleagues facing personal or family needs.

In this context, the Group also provides its employees with flexible benefits schemes that allow them to convert performance-related bonuses into welfare services, enabling them to tailor their benefits to their individual needs, from health and wellness to everyday consumption.

## Health and well-being

Ensuring a safe working environment remains a **top priority**. The Group takes a structured approach to occupational health and safety, based on dedicated management systems and continuous risk monitoring and assessment.

All Artsana's production sites operate according to occupational health and safety management schemes aligned with **ISO 45001 principles**, while third-party **ISO 45001** certification is currently held by the Gessate and Verolanuova sites. These systems are subject to regular internal and external audits and support the identification, evaluation and mitigation of workplace risks, ensuring alignment with applicable regulatory requirements and supporting continuous improvement.

Within this framework, **health and safety** continue to represent a key pillar of the Group's people strategy. In 2025, HSE governance remained partially decentralised, as Artsana S.p.A. and PRG continued to manage health and safety through separate systems and distinct operational responsibilities. At the same time, coordination efforts were undertaken to promote continuity and greater alignment across the two perimeters. Looking ahead, the Group is evaluating a gradual integration of selected HSE processes and governance elements, with the aim of promoting greater consistency while preserving the specific needs of each business.

The Group has continued to promote structured programmes designed to enhance both the **management and behavioural dimensions of safety.** In particular, at the Gessate and Verolanuova sites, the **Behaviour-Based Safety (BBS) approach** remains a key element of site-level prevention, focused on observing and improving individual behaviours to reduce the likelihood of accidents. Through dedicated monitoring activities, the programme enables the collection of a significant number of behavioural observations, distinguishing between safe and at-risk actions. This process supports the identification of recurring risk patterns and critical situations, allowing targeted interventions and reinforcing safe practices across operational contexts. The high share of safe behaviours observed, together with ongoing tracking of residual risks, demonstrates the effectiveness of this approach in fostering awareness and driving progressive improvement. The BBS model actively engages employees in the safety process, encouraging personal accountability and peer-to-peer feedback. By promoting reflection on the root causes of unsafe behaviours – such as distraction, incorrect habits or situational factors – it helps to embed a proactive safety culture based on shared responsibility and continuous learning, including the systematic identification and reporting of near misses. Complementing this behavioural perspective, the **Workplace Health & Safety (WHS) programmes** support the definition, monitoring and review of site-level objectives. These programmes enable the integration of performance tracking, corrective actions and improvement initiatives within a coherent and standardised system, in line with broader management system requirements. Overall, the integration of behavioural programmes and structured management tools reflects a shift towards a more mature and preventive safety model, in which data-driven insights and employee engagement together drive improvements in safety performance and ensure continuous improvement across the organisation.

Training remains a key lever for ensuring a safe working environment and reflects the Group's broader efforts to strengthen its HSE practices. In 2025, **training activities** were delivered systematically across the organisation, combining mandatory compliance requirements with more tailored initiatives designed to address specific operational contexts. In particular, **training activities** played a central role: a total of **15,123 hours of health and safety training** were delivered globally. Within the Artsana S.p.A. perimeter, training activities also included experiential formats, such as *"Safety Brain"* initiatives and theatre-based workshops, designed to actively involve employees and prompt reflection on real-life situations, safe behaviours, risk dynamics and shared responsibility. More specifically, "Safety Brain" goes beyond conventional classroom-based training by actively involving employees in the learning process, encouraging them to reflect on real-life situations and develop a more intuitive understanding of safe behaviours: this methodology is structured as an interactive, team-based learning experience in which participants are involved in exercises, role-playing scenarios and problem-solving activities related to real workplace risks. Similarly, theatre-based training formats recreate everyday operational situations to stimulate discussion and collective learning, reinforcing awareness of risk dynamics and the importance of reporting, prevention and shared responsibility.

Through scripted performances, actors simulate operational contexts and interactions that may lead to unsafe conditions, such as distractions, communication gaps or deviations from procedures. By representing familiar situations in a controlled environment, these sessions help participants recognise risk dynamics more effectively and reflect on their own behaviours in a non-judgemental setting. A distinctive feature of this approach is that it **engages employees both emotionally and cognitively,** fostering a deeper understanding of safety-related issues compared to traditional training formats. Participants are typically encouraged to actively contribute to the discussion, analyse the root causes of incidents and explore alternative behaviours, reinforcing the link between individual actions and potential consequences. This approach is particularly relevant in operational contexts such as stores, where risk exposure is closely linked to daily routines and informal interactions, and where traditional training methods may be less effective in driving lasting behavioural change.

In 2025, the Group continued to monitor key performance indicators such as **injury rates and frequency indices,** which overall remained broadly stable compared to the previous year.

This performance reflects the ongoing implementation of targeted initiatives designed to enhance risk prevention and strengthen safety practices across sites. These include the completion of **microclimatic assessments** across key sites, designed to improve environmental conditions for employees, as well as the progressive implementation of infrastructure projects such as the **"Linee Vita" system**, designed to enhance safety in areas characterised by structural complexity. The project is still ongoing, with a limited number of areas still to be covered, mainly due to **structural constraints in certain sites,** including logistical hubs with legacy infrastructure that makes installation more complex.

In this context, Artsana closely monitors injury data to identify and address the **root causes of workplace accidents.** Most work-related injuries occurred in Italy, Spain and Portugal and were primarily associated with activities such as **manual handling of goods, sudden movements and accidental falls.** During the year, **a high-consequence injury** was recorded in Mexico, where an employee suffered a fall while descending from a two-step ladder, resulting in a fracture that required more than six months of recovery. The employee has since returned to work and is in good health; the case was carefully analysed to identify contributing factors and further strengthen preventive measures.

In addition, Artsana continues to extend its attention beyond its direct workforce, by monitoring the **health and safety conditions of third-party personnel** – including carriers, maintenance providers, cooperative workers and visitors – to obtain a comprehensive understanding of the overall working environment and ensure consistent safety standards across its operational perimeter.

| HEALTH AND SAFETY - EMPLOYEES | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Number of injuries | n. | 90 | 83 | 94 |
| Injury rate [number of injuries/hours worked x 1,000,000] | n. | 8.4 | 9.7 | 10.9 |
| Number of high-consequence work-related injuries | n. | 0 | 2 | 1 |
| High-consequence injury rate [number of inju-ries/hours worked x 1,000,000] | n. | 0 | 0.23 | 0.1 |
| Number of fatalities | n. | 0 | 0 | 0 |
| Fatality rate [number of fatalities/hours worked x 1,000,000] | n. | 0 | 0 | 0 |
| Hours worked | n. | 10,740,327 | 8,534,558 | 8,655,528 |

| HEALTH AND SAFETY - OTHER WORKERS | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Number of injuries | n. | 6 | 7 | 4 |
| Injury rate [number of injuries/hours worked x 1,000,000] | n. | 17 | 34.1 | 17.8 |
| Number of high-consequences work-related injuries | n. | 1 | 0 | 0 |
| High-consequence injury rate [number of injuries/hours worked x 1,000,000] | n. | 2.8 | 0 | 0 |
| Number of fatalities | n. | 0 | 0 | 0 |
| Fatality rate [number of fatalities/hours worked x 1,000,000] | n. | 0 | 0 | 0 |
| Hours worked | n. | 356,658 | 205,069 | 224,857 |

***Note:***
*With reference to the Artsana S.p.A. perimeter, 2023 hours worked in Italy have been estimated.*
*With reference to the Artsana S.p.A. perimeter, 2024 hours worked in Italy, China Art Commerce and Portugal have been estimated.*
*With reference to the Artsana S.p.A. perimeter, 2025 hours worked in Italy, Belgium and Spain have been estimated.*

## Continuous learning and professional development

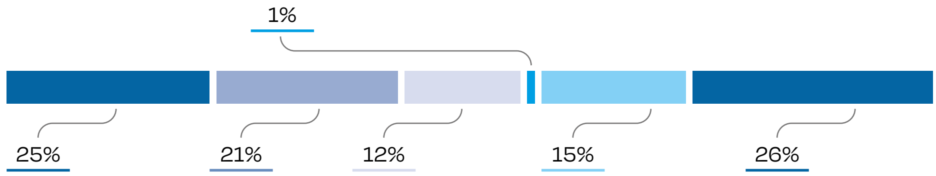
Artsana recognises that **continuous learning and professional development** are key enablers of both individual growth and long-term organisational performance. For this reason, the Group promotes a structured set of initiatives aimed at strengthening employees' skills and competencies across all functions and geographies.

Training is delivered through a mix of **in-person and digital formats**, covering both technical and transversal topics. These include, among others, health and safety, compliance, digital capabilities and role-specific programmes, designed to support employees along their professional journey while responding to evolving business needs.

To further foster engagement in learning, Artsana has progressively developed its digital learning ecosystem. In particular, the **Artsana Learning platform**, launched in 2022, continues to play a central role in supporting self-directed learning across the Group. After being rolled out to several countries in 2024, the platform remained fully operational throughout 2025, providing access to a vast library of open content (over 250,000 resources), primarily sourced from reputable providers and organised by theme and language. Each content area features a curated and regularly updated selection of learning materials, enabling employees to build a **personalised and flexible learning journey**, tailored to their individual development needs and interests. The platform is accessible from any internet-connected device, supporting a balanced integration between professional development and personal commitments.

Overall, in 2025, the Group delivered **44,274 hours of training** with **7.6 average hours** per employee, reflecting its continued investment in the development of its people and the strengthening of key capabilities across the organisation.

### Percentage of training hours by topic




1. Training on HSE topics
3. Training on professional development
4. Training on required job skills
5. Training on diversity, inclusion and equal opportunities
6. Training on data security
7. Training on anti-corruption

Particular attention was paid to the development of **soft skills,** especially among younger employees. Building on initiatives launched in the previous reporting period, Artsana continued to implement a structured three-year training programme dedicated to junior profiles.
The programme combines technical and behavioural training, with a focus on competencies such as problem-solving, time management and effective collaboration. Through this approach, young professionals are helped to identify their strengths and areas for improvement, while developing the capabilities required to effectively navigate their roles within the organisation. The programme includes a final evaluation at the end of the three-year cycle, enabling a structured assessment of individual development paths. In parallel, and in line with the ongoing transformation of the Group, 2025 also marked the definition of a new **performance management model**, designed to support the development of a shared organisational culture and a common performance language across previously separate entities. The model builds on a Group-wide objective-setting framework, whereby strategic priorities defined at CEO level are translated into individual objectives. The gradual implementation of the system is planned for 2026, with individual objectives expected to be set from March and the first evaluation cycle to be completed at year-end.
Once implemented, the system is expected to provide a shared evaluation model, focused primarily on behaviours aligned with corporate values, alongside the achievement of business objectives. Employees will be evaluated against a limited number of annual targets and corporate values, with a qualitative approach complemented by a structured rating system ranging from 1 to 4, supporting consistency, transparency and engagement across the organisation. This initiative represents an important step in the evolution of the Group's performance management approach, marking a shift from purely operational tracking to a more holistic view of individual contribution. From this perspective, **people are recognised as a key driver of organisational success,** and performance management becomes a tool not only for evaluation, but also for development and cultural alignment.

## Employee engagement

The Group also continued to promote **employee engagement and internal dialogue** through both established and newly introduced initiatives.
Although structured surveys such as the "Artsana Voice" climate survey have historically been central to capturing employee sentiment, no Group-wide survey was conducted in 2025. In this context, the Group continued to rely on alternative listening channels, including targeted internal surveys, digital communication platforms and direct dialogue initiatives, reflecting a more flexible and continuous approach to employee engagement during the organisational integration phase. These initiatives are supported by ongoing investments in digital tools, including the corporate intranet and the HCM system, which serve as key platforms for communication and HR processes within the Group. For instance, the corporate intranet continues to represent a central platform for information sharing and internal communication, supporting the dissemination of updates, policies and organisational initiatives across the Group's international footprint.
In parallel, new formats have been introduced to encourage a more direct and open dialogue between employees and top management. One such initiative **is "Breakfast with the CEO",** where small groups of employees can engage in informal discussions with senior leadership, fostering transparency, trust and a stronger sense of belonging.

# 3.2 A Responsible Value Chain

Following the organisational integration process, Artsana Group is progressively harmonising its **responsible sourcing and supplier governance framework** across the integrated perimeter.
This process reflects the Group's commitment to developing a consistent and structured approach to supply chain management, one that can address social, environmental and ethical risks across diverse sourcing geographies and business models.
As integration progresses, the Group continues to focus on further strengthening its internal systems, with particular attention to **supplier mapping, platform coverage and the alignment of legacy procedures**.
For instance, the Group continued its efforts to align existing frameworks into a more integrated approach. In particular, the supply chain Codes of Conduct are currently under review to align with the requirements of the Corporate Sustainability Due Diligence Directive (CSDDD), with specific focus on strengthening supply chain mapping, risk identification and assessment, mitigation and prevention measures, as well as training and monitoring activities.
Through these efforts, Artsana supports the continuous improvement of its human rights due diligence and social compliance practices, in line with evolving stakeholder expectations and regulatory developments.

## Our commitment to an environmentally and socially sustainable value chain

The Group sets out its expectations on human and labour rights in the **Supplier Codes of Conduct,** whose acceptance is a prerequisite for supplier qualification and onboarding. As part of the ongoing integration between Artsana and PRG, these systems are progressively being aligned to ensure greater consistency in requirements and monitoring practices across the Group. This framework is further supported by reporting mechanisms accessible not only to employees but also to suppliers and external stakeholders, enabling the identification and escalation of potential misconduct and strengthening transparency, accountability and early risk detection throughout the value chain. Further details on the Codes of Conduct and whistleblowing mechanisms are provided in the Governance chapter.
As previously mentioned in the introduction of the paragraph, the supplier due diligence within the Group follows a risk-based approach, reflecting both the geographic footprint of sourcing activities and the nature of the goods and services provided. This approach is embedded throughout the supplier qualification and management process, with social and environmental considerations built in from the earliest stages of qualification and onboarding. All new suppliers are screened against predefined requirements aligned with the Supplier Codes of Conduct, through verification activities such as document reviews, on-site audits and the assessment of recognised certification schemes (e.g. SA8000, BSCI, SMETA), depending on the supplier's risk profile. Further details on the overall supplier monitoring and assessment process are provided in the Governance chapter.
Under this framework, particular attention is given to social aspects related to working conditions and respect for human rights, in line with the principles set out in the Supplier Codes of Conduct and the related due diligence processes. In addition to general social audits, Artsana also conducts targeted third-party technical assessments on specific risk areas, such as building integrity fire & electrical safety, particularly in high-risk regions. Although primarily focused on structural and technical safety, these assessments are closely linked to working conditions, as they aim to prevent incidents that could compromise workers' health and safety. These activities are carried out as a voluntary extension of international initiatives such as the Bangladesh Accord, ensuring full audit coverage for relevant suppliers. Among the social schemes, Artsana recognize the **ICTI Ethical Toy Programme** (IETP) as a criteria to evaluate the toys suppliers. This is a sector-specific initiative developed by the International Council of Toy Industries to promote responsible manufacturing practices across global toy supply chains. Built on third-party audits and a structured supplier certification system, the programme covers key areas such as labour rights, working conditions, health and safety, and factory management systems. Through periodic verification and continuous compliance requirements, IETP provides a recognised framework that supports the monitoring and improvement of working conditions in high-risk sourcing regions. In 2013 Artsana has adhered to the **Bangladesh Accord on Fire and Building Safety.** The Bangladesh Accord is a legally binding multi-stakeholder initiative involving brands, manufacturers and trade unions. The Accord is based on independent factory inspections, public disclosure of results and mandatory corrective action plans, with a strong focus on fire, electrical and structural safety. It also includes elements related to worker training, grievance mechanisms and worker involvement in health and safety processes.

Over time, its activities have been transferred to the RMG Sustainability Council, which continues to oversee inspection programmes, remediation processes and worker protection measures.
Participation in these initiatives allows the Group to strengthen its human rights due diligence processes, providing access to independent verification mechanisms, shared industry standards and continuous monitoring systems. These initiatives support the identification of critical risks, the implementation of corrective measures and the progressive improvement of working conditions in contexts characterised by higher exposure to social and safety-related risks. Overall, the combination of internal due diligence procedures, targeted technical audits and participation in international initiatives enables Artsana to enhance the identification, management and mitigation of social risks across its value chain, contributing to the protection of workers' rights and the promotion of safe and dignified working conditions.

## 3.3 Families and Communities

At the heart of the Group's ambition lies a shared purpose: supporting babies, caregivers and future generations through trusted solutions and services that support families throughout their journey of care and growth. Across the territories in which it operates, Artsana Group works to translate this purpose into tangible support for children and families in vulnerable situations, combining long-standing partnerships, solidarity initiatives and local community engagement.
The Group's support for communities takes shape through distinct but complementary levers. In Italy, this approach is reflected by brands such as Chicco, Prénatal and Toys Center, which contribute through long-standing partnerships with non-profit organisations and local actors, as well as through customer-enabled solidarity initiatives promoted across retail touchpoints.
This commitment is also expressed through cultural and educational initiatives rooted in the local community. In 2025, the ***Museo del Cavallo Giocattolo*** – Artsana's corporate museum – celebrated its 25th anniversary. Established in 2000 by Cavaliere Pietro Catelli, the museum hosts more than 670 toy horses from different periods and geographies and has welcomed over 125,000 visitors since its opening, preserving a unique heritage linked to one of the most universal symbols of childhood.
Beyond its cultural value, the museum acts as an educational space for children, schools and families, combining guided tours with creative workshops, including activities using recovered materials from Chicco production processes to promote sustainability education and circular economy principles. Since its opening, more than **65,000 children** from nursery and primary schools have taken part in its educational activities, while **over 1,000 workshops,** events, performances and cultural initiatives have been organised for children and families. Through its partnerships with third-sector organisations and local institutions, and in synergy with Chicco Village, the museum reinforces Artsana's family-oriented presence in the local area. During 2025, **Chicco** also renewed its collaboration with the **Mission Bambini Foundation**, supporting the **Scintilla Project,** which tackles structural barriers to early childhood education for families in vulnerable situations. The initiative

promotes access to high - quality early education through inclusive centres (Stelle Mission Bambini) located in underserved areas, offering services that are often free of charge or subsidised. This partnership reflects Artsana's broader intention to support children not only through products, but also by promoting access to educational environments and services that can help reduce inequalities from the very first years of life. A second area of engagement focuses on **family vulnerability and parenting support at community level.** Launched in September 2023***, Generazione G*** was developed by Prénatal, together with the other PRG brands in Italy (Toys Centre, Bimbostore and FAO Schwarz), in partnership with MOIGE (Movimento Italiano Genitori), to support vulnerable families through a proximity-based model built on listening, guidance and practical help. The initiative draws on a network of "expert parents" and professionals who provide time, skills and tailored support to parents facing economic, social, relational or caregiving difficulties, with the wider aim of building confidence, reducing isolation and supporting parenthood in a context marked by declining birth rates. After an initial operational phase launched in April 2024, the project entered its second phase in April 2025, reaching further families across Italy. Moreover, in 2025, the initiative reached an important milestone through the publication of its first impact assessment, covering the period from January 2024 to April 2025[8] and confirming its ability to translate proximity-based support into tangible social value. The assessment quantified a **total value of €848,000 generated,** corresponding to a Social Return on Investment (SROI) of €1.87 for every euro invested, with the initial funding provided through contributions from partner companies and customers. In parallel, *Generazione G* continued to expand throughout 2025, reaching 572 supported families across 15 Italian regions, with 58 new births accompanied by the initiative and 70 expert parents activated, 36 of whom were involved in both phases. Furthermore, **nearly €1 million was raised** over the period to support parenthood in Italy. Beyond its scale, the initiative delivered **measurable improvements** in key dimensions of family well being, including increased parental confidence (+5.5%), strengthened parent–child relationships (+3.8%) and a higher level of perceived family support (+11%). More broadly, the results suggest that a structured, proximity-based model can strengthen families' confidence and relational stability, particularly in contexts of social vulnerability. The initiative received external recognition, winning the **Retail Award** in the category **Best ESG & Sustainability Project,** highlighting its contribution to social cohesion and family support.

**DID YOU KNOW?**

**One Group, Shared Solidarity: Spesa Sospesa & Giocattolo Sospeso**

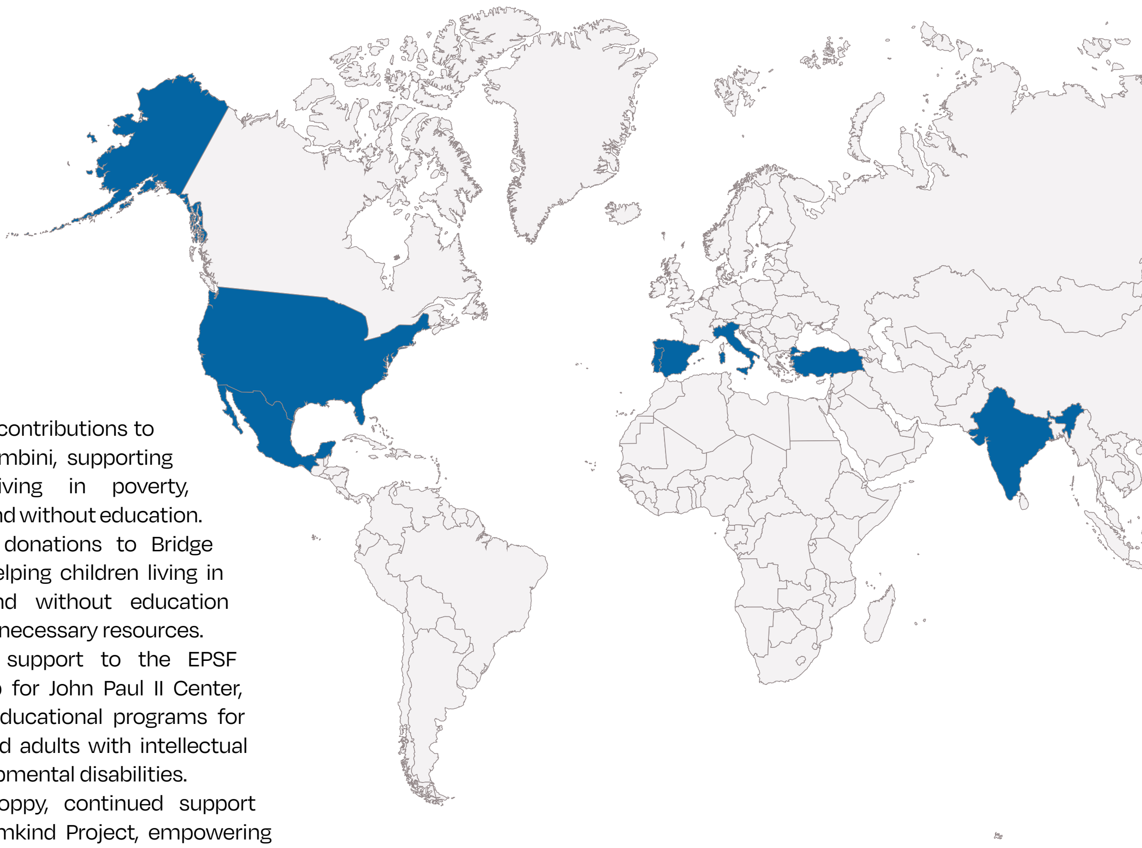
A further relevant area concerns the right to play and access to essential support. In 2025, the Group continued to activate customer-enabled solidarity initiatives aimed at providing tangible support to children and families in vulnerable situations, combining the donation of essential goods *(Spesa Sospesa)* with toy donations *(Giocattolo Sospeso)* across the Group's brands and retail touchpoints in Italy. As part of Giocattolo Sospeso, implemented in collaboration with Assogiocattoli, customers were able to purchase a toy and leave it "on hold" for donation through 69 Toys Centre stores in Italy (and also through Chicco stores), with distribution managed through partner organisations including Fondazione ABIO Italia ETS and Mission Bambini, ensuring that donations reached children in need, including those supported in hospital settings. The 2025 campaign achieved a significant scale, with over 22,000 toys donated, doubling the result achieved in the previous year.

Furthermore, the Group's community approach also included initiatives aimed at promoting inclusion and autonomy for people with autism. In October 2025, **Toys Centre** launched a solidarity initiative in partnership with **Fondazione PizzAut** to support the ***CasAUTentica project,*** which is designed to create spaces in which autistic young people can develop autonomy and independence in everyday life.

The initiative was supported through a special line of PLAYMOBIL products inspired by the PizzAut world and sold through Toys Centre's physical and online stores, with a donation mechanism linked to each item purchased. Between October and December 2025, the initiative already recorded the sale of 36,341 products and generated a donation of nearly €100,000, contributing to the purchase of an apartment dedicated to the project.

The same community-oriented approach also extends across the Group's **international presence,** where social initiatives are developed in response to local needs while remaining consistent with the Group's broader commitment to supporting children and caregivers in vulnerable situations. In 2025, in continuity with previous years, these initiatives combined product donations, partnerships with non-profit organisations and support for early childhood, parenting and healthcare, confirming the Group's intention to translate care into practical support wherever it operates.

*[8] During this phase, the programme provided direct support to 264 vulnerable families, with indirect benefits for 341 children, activated and trained 53 expert parents, and delivered approximately 497,000 hours of assistance across 29 cities in 14 Italian regions.*



**USA**
- Continued contributions to Mission Bambini, supporting children living in poverty, sickness, and without education.
- Continued donations to Bridge of Hope, helping children living in poverty and without education access the necessary resources.
- Continued support to the EPSF Scholarship for John Paul II Center, providing educational programs for children and adults with intellectual and developmental disabilities.
- Through Boppy, continued support to The Momkind Project, empowering and educating mothers on mental health, postpartum care, safe practices, and informed parenting through product donations and nonprofit partnerships.
- Through Boppy, continued support to First Candle, promoting safe sleep and breastfeeding awareness while supporting community-level education for new parents.
- Through Boppy, supported families impacted by the LA wildfires through product donations in collaboration with Babylist and LA Best Babies.Additional monetary and product donations supported local communities through various associations and charities, promoting health, development, learning, and financial security for those in need.

**MEXICO**
- Product donations to various non-profit association with the aim of supporting low-income children by helping cover basic needs.

**ITALY**
- Continued support to Mission Bambini through the Scintilla Project, together with Spesa Sospesa and Giocattolo Sospeso, helping children and families in vulnerable situations through customer-enabled solidarity initiatives.
- Continued support to families through Generazione G and Rete Adamo, while CasAUTentica promoted independent living opportunities for people with autism.
- Promoted "Traveling Safely: informing adults to protect children", strengthening awareness and stakeholder engagement on child car safety.

**PORTUGAL**
- In 2025, Artsana Portugal continued Chicco Dá Vida, a long-standing project launched in Portugal in 2006 to improve the quality of life of newborns in need of intensive care. Since then, the initiative has reached more than 15 hospitals across Portugal, donating medical equipment and helping improve care conditions for newborns in intensive care.

**SPAIN**
- Donations of toys, baby-care products and essential childcare items to organizations supporting vulnerable families, including Fundación Madrina and the Spanish Red Cross.
- Continued support to children in early intervention and inclusion pathways through donations to Pasito a Pasito (FAMMA) and Fundación Cadete.
- Additional product donations supported infants and caregivers in vulnerable situations across Spain, contributing to child well-being, development and inclusion.

**INDIA**
- In 2025, Artsana India continued to support children in need through targeted product donations, contributing to child well-being by facilitating access to essential items.

**TURKEY**
- Continued the Pediatrician Detailing Project, collaborating throughout 2025 with doctors, hospitals, pharmacies and newborn nurses to strengthen professional guidance on the benefits of choosing the right soothers and bottles.

DID YOU KNOW ?

Alongside the initiatives promoted in Italy through Toys Centre and Bimbostore retail touchpoints, PRG also continued to support local communities in other markets, particularly in Iberia. In Spain and Portugal, this commitment took shape through long-standing solidarity initiatives dedicated to children's well-being, which in 2025 generated over €98,000 through two flagship charitable campaigns. A central role was played by the sale of "Bebés Pelones" dolls across physical and online stores in Iberia. In 2025, 5,997 units were sold, generating €78,035 in net sales. Thereafter, the margin from these sales was allocated to solidarity projects for children with cancer, including the renovation of paediatric hospital areas, the creation of gardens and play spaces for hospitalised children, and initiatives using play to improve emotional well-being during treatment. Moreover, in 2025 the 26th edition of the "Un Juguete, Una Ilusión" campaign was launched, carried out through Toys"R"Us stores, selling a total of 3,395 solidarity pens and raising €20,372; all profits were donated to the associated charity to help provide toys for children in need and support their right to play.

## 3.4 Customer Care

Consumers and end-users are a central focus of Artsana Group's approach to social responsibility, and they are a key dimension in building and preserving trust with families. Across its businesses, the Group addresses this area through an integrated set of measures combining product quality and compliance, safety-driven design, consumer information and education, accessible support channels and the protection of personal data. In light of this, particular attention is given to customer safety, information-related aspects and the quality of interactions with consumers across different touchpoints. Building on these principles, Artsana S.p.A. contributes through evidence-based product development, supported by internal expertise and specialist networks such as the **Chicco Research Centre**, while PRG Retail Group complements this approach through structured quality requirements for private-label products, testing and inspection processes, customer care tools and digital touchpoints designed to support consumers throughout their interaction with the Group's brands.

### Quality, compliance and certifications supporting customer safety

Customer safety is supported by a broader framework of quality systems, certifications and compliance processes applied across all Group product categories.
Within Artsana S.p.A., product quality and safety are supported by active certifications including **ISO 9001** and, where applicable, **ISO 13485,** while the Gessate plant also operates under **ISO 22716** for good manufacturing practices. These safeguards are further strengthened by category-specific certifications that provide additional assurance in sensitive product areas. In particular, Artsana S.p.A. maintains **OEKO TEX® STANDARD 100** certification for part of its clothing product range, supporting its commitment to product safety and to the reduction of hazardous substances in textile production processes.

In Artsana U.S., this approach also extends to the **ClearTex®** car seat range, which meets federal flammability standards without relying on flame-retardant chemical treatments. In addition, **GREENGUARD Gold** certification confirms that these products meet low chemical-emission standards, supporting healthier indoor air quality around babies.

A key technical asset underpinning the Group's product safety work is the **Crash Test Laboratory**, opened in Verolanuova in 2019. The laboratory operates under the Group's **ISO 9001-certified quality management system** and is recognised by two European type-approval authorities: the NSAI (National Standards Authority of Ireland) and RDW (the Dutch vehicle authority for approval testing and conformity of production testing of child restraint systems). Together with testing, after-sales analysis and product compliance processes, these systems help ensure that product safety remains a priority throughout design, validation and ongoing monitoring.

With specific reference to PRG's private label products, customer safety is ensured through a structured system combining technical product requirements, recognised certifications, testing and precautionary monitoring. In the textile area, selected Prénatal apparel products, as well as specific soft toy articles ("Baby Smile" line), are certified according to **OEKO TEX® STANDARD 100,** including Class I certification for items intended for newborns and children up to three years of age.

This certification-based approach is complemented by a technical handbook entitled **"Product safety and quality requirements",** embedded in supplier contracts and regularly updated to reflect regulatory developments such as EU REACH and industry standards. The handbook sets out specific technical criteria for toys, textiles, durable goods and baby products, supported by a verification process based on performance, chemical and mechanical testing carried out both in-house and by specialised third-party laboratories.

The same validation processes also help monitor product non-compliance and enable precautionary action where needed. In 2025, product safety and compliance cases were recorded within the PRG perimeter, while no cases were reported for Artsana S.p.A. The first involved third-party products (Nestlé and Danone) and covered multiple baby food items, including baby jars containing a non-harmful toxin, as well as powdered milk and biscuits.

These products were subject to coordinated recall actions. A second, separate case involved a private label product, consisting of a lot of soft toys, which were withdrawn on a precautionary basis due to contaminated filling material (sand containing asbestos fibres). No direct contact with children was reported in this instance. For both cases, corrective measures included the immediate removal of affected products from sale, the activation of recall procedures, and **consumer notifications,** delivered through in-store notices displayed for six months and dedicated communications on corporate websites.

In 2025, the Group also monitored additional product-related and legal matters within the Artsana U.S. perimeter. These included the recall of the Chicco MyFit Zip Air, conducted in cooperation with the NHTSA and related to a specific product configuration, for which a remedy kit was offered to users. Artsana U.S. also resolved a class action settlement, without admission of fault or liability, concerning topics subject to broader industry discussion around product labelling, marketing practices and consumer understanding of usage guidelines. These matters were managed through the applicable legal, regulatory and product compliance processes, consistently with the Group's approach to customer safety and responsible product management.

Product warnings, safety information and labelling are subject to structured validation processes across the Group. Within the retail perimeter, they are reviewed through dedicated product compliance processes. In parallel, within the industrial perimeter, traceability, risk-analysis activities, claim assessment procedures and control over product communication support the accuracy and compliance of consumer information, particularly in regulated categories.

Overall, these measures reinforce the Group's ability to embed customer safety in both product development and product assurance, ensuring that safety, compliance and control remain integrated across categories intended for children and caregivers.

## Product safety & responsible use: travelling safely with Chicco

Alongside governance and compliance systems, Artsana Group promotes customer safety through product design, specialist partnerships and prevention initiatives that support correct product use in real-life situations. This becomes particularly relevant in product areas connected to early childhood, where safety depends not only on technical compliance, but also on ergonomics, infant physiology, parental awareness and the quality of information available to caregivers.

A significant example is child mobility and car travel safety: road accidents remain a leading cause of child mortality in Europe, underscoring the importance of combining **high product safety standards with correct and responsible use by caregivers.** In this context, ensuring children's safety during travel depends not only on compliant and properly designed car seats, but also on their appropriate selection according to the child's age, weight and height, correct installation and consistent use in everyday mobility situations. For this reason, Chicco's approach combines product-level protection with reliable information, educational initiatives and practical guidance aimed at supporting caregivers in adopting safe behaviours.

In 2025, Chicco promoted the institutional event *"In viaggio sicuri: informare i grandi per proteggere i più piccoli" ("Safe travel: informing adults to protect the little ones")* in Milan, at the Auditorium Giovanni Testori (Palazzo Lombardia), under the patronage of Regione Lombardia and Fondazione Pubblicità Progresso. Organised in collaboration with the **Italian Society of Neonatology** *(Società Italiana di Neonatologia, SIN)* and **UNASCA - National Union of Driving Schools and Automobile Consulting Firms** *(Unione Nazionale Autoscuole e Studi di Consulenza Automobilistica),* the event aimed to raise awareness among adults and caregivers of the importance of safe and responsible behaviours in child mobility and car travel. The initiative was developed in response to a still critical road safety context: according to Osservatorio ASAPS, 34 children died in road accidents in Italy in 2024, while **24 child fatalities had already been recorded in 2025 as of the date of the event,** held on 22 October 2025. At the same time, the event highlighted that child restraint systems are a highly effective protective measure when used

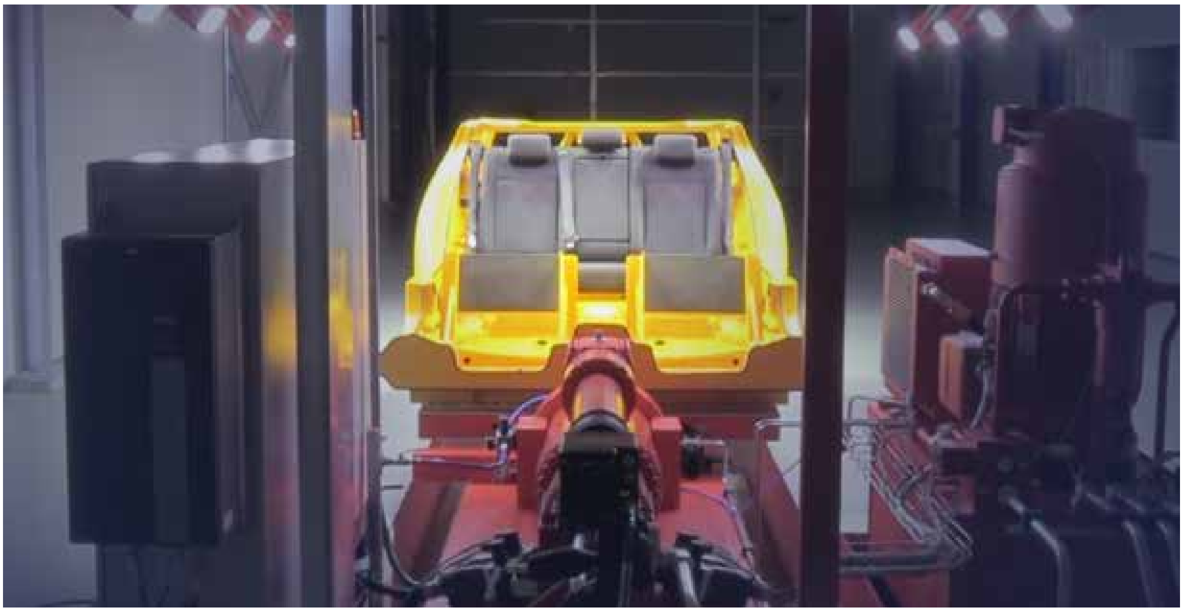
correctly: correct use can reduce the risk of death by up to 70% in early childhood. However, available evidence also points to significant information and behaviour gaps, with only 43% of people aware of the applicable regulation, 27% using child seats incorrectly, 65% using them discontinuously and 94% declaring a need for more information[9]. These figures reinforce the importance of combining product safety with prevention, education and the correct, consistent everyday use of child restraint systems.
Chicco's response combines product innovation with a structured prevention ecosystem designed to move from awareness to action. A key lever has been to turn retail touchpoints into accessible guidance hubs for families: between 2024 and 2025, the company organised **120 free courses** through its own stores and specialised retail partners, reaching over **3,000 people.** Looking ahead, Chicco has set the objective of reaching 25,000 families by 2028 through specialised retail, and, more broadly, of informing and training over 400,000 people through partnerships with scientific, institutional and driving-education stakeholders.

A second pillar of this pathway is the partnership with **Italian Society of Neonatology** (Società Italiana di Neonatologia, SIN), launched in 2023 and further developed in 2024 through the preparation of a technical vademecum titled "Prevention of Childhood Trauma in Road Accidents: Car Safety Education and Protective Equipment". The document was developed together with the Italian Society of Paediatrics (Società Italiana di Pediatria, SIP), the **Italian Federation of Paediatricians** (Federazione Italiana di Medici Paediatrici, FIMP) and the **Italian Society of Perinatal Medicine** (Società Italiana di Medicina Perinatale, SIMP), and is intended for healthcare professionals and parents.

Building on this foundation, a structured **training programme** was launched in 2025, involving **six birth centres** and a range of professionals, including neonatologists, paediatricians, midwives, physiotherapists and speech therapists. The sessions cover essential topics such as:

- Safety in child transportation;
- Healthcare providers' role in early-life prevention;
- Safe transportation practices for infants and young children;
- Guidelines and regulations for secure car travel;
- Specific risks and recommendations for transporting pre-term infants;
- Clear airway maintenance and tongue position assessment.

Moreover, a further 20 birth centres are expected to be involved by 2026, with an overall target of reaching more than 230,000 newborns by 2028 through birth-centre-based pathways, plus an additional 80,000 families through territorial midwives. In parallel, Chicco expanded the role of **driving education** through collaboration with **UNASCA** *(National Union of Driving Schools and Automobile Consulting Firms - Unione Nazionale Autoscuole).* In 2025, a dedicated training day at Chicco's Crash Test Lab involved 30 driving instructors, who may in turn reach over 4,500 learners per year.
The initiative is designed to extend beyond newly licensed drivers, also targeting professional drivers, taxi drivers and older drivers, with the ambition of scaling training activities and reaching up to 90,000 new learners over time.



[9] *The reported data refers to a survey conducted in 2024 by Chicco in collaboration with Quattroruote, a leading Italian automotive magazine, involving over 1,800 participants to better understand public awareness and needs.*

## Posture & comfort

Ensuring safe travel for newborns and infants requires more than compliance with technical standards. From the very first days of life, children may spend significant time on mobility systems and car seats, and every journey must therefore combine protection, comfort and adequate postural support.

In this context, Artsana considers **posture** an integral part of safety, particularly in the first months of life, when infants require appropriate support to maintain a stable and comfortable position during car travel. This approach is reflected in the development of **First Seat Recline,** Chicco's i-Size car seat designed for newborns and young infants, which integrates a reclining function to support a more suitable positioning of the child in the earliest stages of life. The product is intended to combine **certified protection with ergonomic support,** helping caregivers manage one of the most delicate aspects of early mobility: ensuring that the child restraint system is not only selected and installed correctly, but also used in a way that supports the child's posture and comfort.

Within this framework, the First Seat Recline i-Size car seat was the subject of an observational study assessing infant well-being and posture in the car seat, conducted by paediatric physiotherapist **Valentina Carugo,** paediatrician **Luana Nosetti,** and neonatologist and paediatrician **Massimo Agosti.** The study involved 30 healthy newborns and infants and focused on the product's ability to support **postural alignment and comfort** in both supine and reclined positions. The results confirmed that the device supports appropriate positioning without signs of discomfort among the infants observed, reinforcing the role of product design and caregiver guidance in promoting safer and more comfortable travel experiences.

The same evidence-based approach informs the development of **MommyPod,** a 4-in-1 reducer designed to support newborns during a particularly delicate developmental phase. The product was assessed through a dedicated report on neonatal sleep, posture and well-being, with indications for safe and appropriate use in line with paediatric and neonatological recommendations. The evaluation was conducted by Professor Massimo Agosti and Professor Luana Nosetti of the University of Insubria, and by paediatric physiotherapist Valentina Carugo.

By embedding specialist expertise in the assessment process, Artsana continues to strengthen the role of ergonomics and posture within its wider safety framework, ensuring that comfort-oriented solutions are also supported by clinically informed design choices and by careful consideration of infant vulnerability in the earliest stages of life.

## Breastfeeding support

Alongside child mobility and posture-related safety, Chicco's approach to customer safety and satisfaction also extends to those solutions that support parents in delicate, highly sensitive moments of early childcare. From this perspective, breastfeeding support is understood not just in terms of product functionality, but as an area where innovation, comfort, correct use and scientific validation together contribute to a safer, more comfortable and more satisfying user experience.
As part of this commitment, **Stimolatte** was a key focus in 2025. During the year, a **clinical study** was conducted at the **Bambino Gesù Children's Hospital** in Rome titled: *"Evaluation of the extraction efficacy and efficiency of a breast pump featuring a massaging, rotating breast shield designed to mimic physiological infant suction across various natural breastfeeding positions."*
The study involved mothers with infants admitted to the Intensive Care Unit and therefore relying exclusively on milk expression. Participants were divided into two groups: one group used Stimolatte, featuring a rotating and massaging breast shield, while the other used a classic Chicco electric breast pump for comparison.

The results indicated an improved milk expression experience, combining performance, comfort and perceived effectiveness. Stimolatte proved 21.6% more efficient at milk expression, enabling mothers to express more milk in less time from the very first sessions. The study also showed a 14% increase in milk production from the first days of use and a 28% reduction in the time needed to trigger the first milk let-down, pointing to a faster and more effective stimulation process.
From a user-experience perspective, the rotating and massaging breast shield enabled deeper, more selective breast emptying while also supporting comfort during use. Mothers reported a positive perception of both comfort and efficacy, with 94% reporting minimal or no nipple pain, 97% finding Stimolatte comfortable, and 9 in 10 said they would recommend the product to others.
Alongside clinical validation, breastfeeding support in 2025 was also strengthened through educational and awareness initiatives designed to help mothers use the product more confidently and effectively. In Italy, Chicco collaborated with **Ostetrica in Rosa,** one of the country's leading digital platforms and communities dedicated to women's health, pregnancy and early parenthood. Founded by certified midwife and clinical consultant **Gloria Scarpa,** the platform combines evidence-based medical expertise with accessible digital communication, with the aim of educating, supporting and empowering women throughout their motherhood journey. Through this collaboration, practical digital content was developed to guide mothers in the correct use of the breast pump and to address common questions and doubts related to breastfeeding and milk expression. Two courses on natural breastfeeding and breast pump use were also delivered at *Bimbi in Fiera,* both of which sold out.

## Trusted customer care, product information and privacy protection

Customer safety is also supported by the availability of reliable channels through which consumers can access information, request assistance and raise potential issues. Across the Group, customer care is a key interface for maintaining dialogue with consumers and families, and for collecting, classifying and managing requests, complaints and product feedback. Within Artsana S.p.A., consumers can access dedicated assistance channels, including customer service via phone and contact forms, as well as digital touchpoints such as company websites and e-commerce platforms. These channels are complemented by educational initiatives, in-store courses and events, which promote consumer education and responsible product use.

Within the PRG perimeter, customer support continued to be managed through structured online and human-assisted flows, including the online assistance centres **assistenza.Prénatal.com**, assistenza.bimbostore.com and cipensiamonoi.toyscentre.it, each with a comprehensive knowledge base that enables self-resolution in many cases, and escalation to an agent when needed.

These touchpoints were further strengthened in 2025 through the integration of AI-enabled functionalities within the customer service environment. Initially implemented for Prénatal, the solution is expected to be extended to the other banners in 2026. The service operates on *Zendesk*, where AI modules were introduced to recognise ticket "sentiment" and support the automatic prioritisation of requests, aiming to improve responsiveness and overall customer experience. At the end of the assistance process, customers can provide direct feedback at the end of each interaction, with satisfaction levels consistently above 75%.

In 2025, PRG further strengthened its loyalty ecosystem through two distinct programmes, both increasingly delivered through digital channels. In particular, the Prénatal loyalty programme was relaunched in a free digital format (*"Prénatal Lover"*, accessible via card. Prénatal.com), while Bimbostore, Toys Centre and FAO Schwarz continued to be covered by a unified programme available through card.toyscentre.it. During the year, the digitalisation of coupons was also completed, supporting a more integrated and streamlined customer experience.

This loyalty ecosystem was further enriched through value-added partnerships designed to support parenting needs. Among these, the ongoing collaboration with Elty, an online paediatric telemedicine service, offered Prénatal cardholders two months of free telemedicine consultations.

Alongside assistance processes, PRG also continued to strengthen its listening model through dedicated **Voice of the Customer** activities. These include post-purchase surveys, which collect around 30,000 responses per year, feedback gathered through third parties to assess the quality of the relationship with the brand, and an annual survey dedicated specifically to the loyalty programme. Together, these mechanisms provide an additional layer of customer insight across the different stages of the customer journey and help identify areas for continuous improvement in service quality and customer interaction. Moreover, besides assistance and listening mechanisms, PRG also continued to promote customer education through its retail touchpoints in Italy. In particular, Toys Centre and Bimbostore developed initiatives aimed at engaging children and families on sustainability-related behaviours through accessible and playful formats. These included the Green Advent Calendar, launched in 2024, as well as additional activities such as an environment-themed Goose Game, creative 'Play Green' tutorials and storytelling sessions designed to encourage awareness that everyday actions can have an impact. This educational positioning reflects PRG's broader commitment to early-age education and to supporting more informed and responsible behaviours among families. A further important dimension concerns the **protection of customer data and privacy.**

Within the PRG perimeter, personal data are managed under a dedicated privacy framework aligned with **Regulation (EU) 2016/679 (GDPR),** while the Group's legal safeguards were further strengthened in 2025 through the adoption of a self-standing whistleblowing policy applicable across all countries and supported by a single Group digital platform for reporting.

During the reporting year, the Group did not receive any substantiated complaints regarding breaches of customer privacy or losses of customer data. With regard to customers interactions, within Artsana S.p.A., the relationship with consumers is managed through multiple direct contact channels, including physical stores, contact forms, live chat handled by human operators, and telephone support, while post-purchase satisfaction surveys are also in use.

Artsana S.p.A. also applies a formal privacy policy in compliance with GDPR requirements, supporting the protection of personal data across its digital and customer-facing activities. More broadly, in 2025 the Group's digital channels continued to evolve toward greater integration, accessibility and internal management of customer interactions, including the extension of CRM capabilities and the strengthening of internal ownership over e-commerce and customer communication tools.

# 4 Our Business Conduct

Following the organisational integration process, which was initiated at the end of 2025 and is currently at an early stage, the Group is progressively harmonising its governance frameworks across the integrated perimeter.
This chapter outlines the Group's governance and business conduct arrangements, focusing on the policies, principles and mechanisms that underpin ethical behaviour, compliance, and responsible relationships with key stakeholders.

# 4.1 Business Ethics

Artsana Group fosters a corporate culture grounded in integrity, responsibility and respect for people and the environment. Building on the well-established practices of Artsana S.p.A. and Prénatal Retail Group S.p.A., the Group is progressively converging towards a shared framework for responsible business conduct. This commitment is translated into a structured set of policies and governance instruments applicable to the Group's own operations and, where relevant, to external stakeholders. A cornerstone of this framework is the Artsana Group's **Code of Ethics,** which sets out the principles of legality, honesty, transparency, fairness, and respect for human dignity that guide the conduct of directors and employees and all those acting on the Group's behalf.

The Code defines clear expectations regarding legal compliance, the prevention of conflicts of interest, the protection of company assets and the integrity of business relationships. Adherence to the Code is a prerequisite for employment and for maintaining business relationships and is reinforced by internal procedures and safeguards that ensure effective implementation in day-to-day operations. This ethical framework is complemented by Artsana's **ESG Policy,** which formalises Artsana S.p.A.'s commitment to embedding environmental, social and governance principles into corporate decision-making and governance practices.

The ESG Policy reinforces integrity, transparency and accountability as key governance principles and enables a coherent approach to sustainability-related matters, in alignment with the values and commitments expressed in the Code of Ethics. It also outlines specific environmental and social priorities, including the reduction of environmental impacts (e.g. emissions, energy, water and materials consumption), the promotion of product safety and quality, the protection of human rights and the fostering of a safe, inclusive and responsible working environment across operations and along the value chain. The prevention of corruption and any other form of unlawful or unethical conduct is addressed through a structured compliance programme combining ethical standards and organisational controls. Artsana S.p.A. and PRG have each adopted an **Organisational, Management and Control Model** pursuant to Legislative Decree 231/2001, designed to prevent the commission of offences and mitigate legal and compliance risks.

These models define risk areas, internal control mechanisms and roles and responsibilities, and are overseen by dedicated supervisory bodies. Together with the Code of Ethics, they represent the primary instruments upholding integrity, transparency and lawful conduct across the Group.

Ethical principles are also extended across the supply chain through the **Supplier Code of Conduct** and related governance processes, described in Section 4.2. Artsana Group has established **whistleblowing arrangements** to enable the confidential reporting of suspected misconduct, unethical behaviour or breaches of laws and internal policies. These mechanisms are accessible to both internal and external stakeholders. In addition, dedicated grievance channels are in place for the supply chain, as described in Section 4.2. The whistleblowing channel guarantees confidentiality, protection against retaliation and the structured management of reports through defined assessment and follow-up processes, in line with applicable whistleblowing and data-protection regulations.

The protection of personal data and respect for privacy are integral elements of Artsana Group's approach to ethical business conduct. Both Artsana S.p.A. and PRG have adopted formal **Privacy Policies** in compliance with Regulation (EU) 2016/679 (GDPR), which set out the principles governing the lawful, fair and transparent processing of personal data, the purposes of data processing and the rights of data subjects. Together, these policies support the safeguarding of personal information and the protection of stakeholders' rights.

During the reporting period, no confirmed incidents of corruption were recorded within the Group, and no cases resulted in disciplinary measures, legal proceedings, financial penalties or fines. Furthermore, no significant instances of non-compliance with applicable laws and regulations were identified.

# 4.2 Relationships with Suppliers

Artsana Group recognises that its relationships with suppliers are a fundamental component of responsible business conduct and play a central role in ensuring product safety, quality, regulatory compliance and the upholding of social and environmental standards along the value chain. The Group applies an approach to supplier relationship management that reflects the global nature of its sourcing activities and is aimed at promoting transparency, accountability and continuous improvement.

### SUPPLIER CODE OF CONDUCT AND ETHICAL EXPECTATIONS

Supplier relationships are guided by the principles set out in the **Supplier Code of Conduct,** which defines the ethical, social and environmental standards applicable to suppliers. Acceptance of and compliance with the Code are prerequisites for supplier qualification and for the establishment of commercial relationships. Suppliers are expected to apply these principles within their own operations and, where relevant, throughout their upstream supply chains. The Supplier Code of Conduct covers, among other aspects, compliance with applicable laws and regulations, the prohibition of corruption and bribery, respect for human and labour rights, workplace health and safety and environmental protection. These principles are aligned with internationally recognised standards, including the UN Global Compact, the UN Guiding Principles on Business and Human Rights, the OECD Guidelines for Multinational Enterprises and relevant ILO conventions.

### SUPPLIER SCREENING, CLASSIFICATION AND ASSESSMENT

**Social and environmental criteria** are applied from the outset of the supplier qualification and onboarding process across the integrated perimeter. All new suppliers are screened against defined requirements aligned with the Supplier Code of Conduct prior to the establishment of any commercial relationship.

These assessments include, among other aspects, compliance with labour and human-rights standards, workplace health and safety practices and environmental requirements. At the Group level, supplier compliance is ensured through a combination of verification activities, including documentary checks, audits conducted either internally or by independent third parties and, where applicable, recognised certification and inspection schemes (e.g. SA8000, BSCI, SMETA). Within this framework, Artsana S.p.A. has developed a supplier classification model to tailor its assessment and monitoring activities: suppliers are grouped into predefined categories based on their business relevance, product safety implications and sustainability considerations. This classification enables differentiated qualification and monitoring pathways and allows the Group to prioritise oversight and resources on suppliers and sourcing contexts where potential adverse impacts are more likely to arise.

Specifically, Artsana S.p.A. has adopted SEDEX (Supplier Ethical Data Exchange) as its platform to map the supply chain and to collect and analyse structured information on labour practices, human rights, health and safety, environmental management and business ethics. Through this platform, suppliers are required to complete Self-Assessment Questionnaires (SAQ) and Environmental Self-Assessment Questionnaires (ESAQ) and to provide audit evidence through SMETA or equivalent recognised schemes; where necessary, corrective action plans are also requested and developed. Within the PRG perimeter, supplier governance is structured around a qualification and monitoring procedure informed by the OECD due diligence guidance. The process unfolds through interconnected steps (verification of minimum requirements, onboarding, monitoring, and follow up/data update) and is supported by a Supplier Index used to track audit validity, certifications, and key supplier information. Where non conformities are identified, suppliers are required to implement corrective action plans (CAPs) within agreed timeframes, providing supporting evidence of implementation. In addition, as part of its responsible supply chain governance framework, the Group makes whistleblowing mechanisms available to both employees and external stakeholders, including suppliers. Alongside these, a dedicated grievance mechanism is in place for the supply chain. These channels enable the reporting of concerns related to unethical conduct, breaches of codes of conduct or violations of applicable laws. Taken together, they support transparency, the early identification of risks and accountability across the Group's operations and its supply chain. While whistleblowing mechanisms ensure wider access to reporting channels, the grievance mechanism provides a dedicated channel for supply chain stakeholders. These arrangements are aligned with the Group's broader whistleblowing framework described in Section 4.1. This framework will be extensively communicated across the supply chain throughout 2026, through the roll-out of a new integrated Supplier Code of Conduct, further strengthening ethical manufacturing practices, drawing on best practices (such as the outcomes of the UNGC Italy network 2025 initiative "Sustainable Procurement" on the matter) and anticipating future regulatory frameworks on responsible sourcing and due diligence.

# 5 Methodological Note

This report covers the period from 1 January 2025 to 31 December 2025 and provides an overview of the Group's sustainability initiatives. The reporting period coincides with the fiscal year and covers the entire Artsana Group, including Artsana S.p.A., Prénatal Retail Group S.p.A. and their subsidiaries. The Report includes the Group's business activities, production sites in Italy, sales subsidiaries in several countries, the headquarters in Grandate (Como) and directly operated retail stores.

Artsana Group's Sustainability Report has been prepared *in accordance* with the GRI Standards 2021. The reporting principles applied in the interpretation of Artsana's Sustainability Report are those set out in *GRI 1: Foundation 2021:* accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability.
At the end of the Report, a GRI Content Index is presented: this index describes the content of the Report, as required by GRI Standards. The contents of this Report reflect the results of the materiality analysis, as required by GRI Standards 2021 and described in Chapter 1.
Any restatements of information will be reported in the Sustainability Report.
The figures reported in the Sustainability Report may differ from the exact totals due to rounding. This Sustainability Report has been drafted with the methodological support of qualified external advisors.
This report is not subject to external assurance.

| OUR MATERIAL TOPICS | GRI MATERIAL TOPICS |
|---|---|
| Energy Efficiency and Climate Change | GRI 302: Energy 2016<br>GRI 305: Emissions 2016<br>GRI 308: Supplier environmental assessment 2016 |
| Water Management | GRI 303: Water and effluents 2018<br>GRI 308: Supplier environmental assessment 2016 |
| Waste Management | GRI 306: Waste 2020<br>GRI 308: Supplier environmental assessment 2016 |
| Sustainable Product and Packaging Design | GRI 301: Materials 2016<br>GRI 308: Supplier environmental assessment 2016 |
| Employee Health, Safety and Well-being | GRI 403: Occupational Health and Safety 2018<br>GRI 414: Supplier social assessment 2016 |
| Human Capital and Skills Development | GRI 404: Training and Education 2016 |
| Diversity, Inclusion and Equal Opportunities | GRI 405: Diversity and Equal Opportunity 2016<br>GRI 406: Non-discrimination 2016 |
| Human Rights and Labour Standards along the Value Chain | GRI 408: Child Labor 2016<br>GRI 409: Forced or Compulsory Labor 2016<br>GRI 414: Supplier social assessment 2016 |
| Community Engagement and Value Creation | GRI 201: Economic performance<br>GRI 401: Employment 2016 |
| Product Quality, Safety and Responsible Labeling | GRI 416: Customer Health and Safety 2016<br>GRI 417: Marketing and Labeling 2016 |
| Customer Experience, Education and Satisfaction | Non GRI topic |
| Business Integrity and Anti Corruption | GRI 205: Anti-corruption 2016 |
| Privacy and Data Protection | GRI 418: Customer privacy 2016 |
| Innovation and Digitalization | Non GRI topic |

# 5.1 GHG Calculation Methodologies

In order to calculate GHG indicators included in our Sustainability Report, the Group has used the methodologies and assumptions described in this section.

Conversion factors used in emissions calculations:

| | |
|---|---|
| **Fuel density** | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2024, 2023, and 2022 |
| **NCV (Net Calorific Value)** | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2024, 2023, and 2022 |

Greenhouse gas emissions calculations have been carried out based on principles included in the GHG Protocol Corporate Accounting and Reporting Standard.

| GHG EMISSIONS SCOPE 1 | | | |
|---|---|---|---|
| **SOURCE** | **ACTIVITY DATA** | **EMISSION FACTOR** | **GWP** |
| Diesel, natural gas and LPG for heating and other purposes | Fuel consumption | MATTM (Ministero dell'Ambiente e della Tutela del Territorio e del Mare), Tabella parametri standard nazionali, 2022, 2023, 2024 | Only $CO_2$ emissions were considered |
| Company's car fleet | Fuel consumption | MATTM (Ministero dell'Ambiente e della Tutela del Territorio e del Mare), Tabella parametri standard nazionali, 2022, 2023, 2024 | Only $CO_2$ emissions were considered |
| Leakages from air-conditioning systems of refrigerant gases | F-Gas Leakage | Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report (AR5) over a 100-year period. | $CO_2$ equivalent emissions were considered |

| GHG EMISSIONS SCOPE 2 | | | |
|---|---|---|---|
| **SOURCE** | **ACTIVITY DATA** | **EMISSION FACTOR** | **GWP** |
| Electricity purchased from national grid – location-based method | Electricity consumption | For European countries: EEA, 2022, 2023, 2024. For non-European Countries: Terna, Confronti Internazionali, 2024 (Total gross production) | Only $CO_2$ emissions were considered |
| Electricity purchased from national grid – market-based method | Electricity consumption | For European countries: AIB - European Residual Mixes, 2022, 2023, 2024. For non-European Countries: Terna, Confronti Internazionali, 2024 (Total gross production). For the USA: E-Grid data provided by the US Environmental Protection Agency, (2023, 2024, 2025 emissions data) | Only $CO_2$ emissions were considered |

| GHG EMISSIONS SCOPE 3 | | | |
|---|---|---|---|
| **SOURCE** | **ACTIVITY DATA** | **EMISSION FACTOR** | **GWP** |
| Purchased Goods & Services (GHG Protocol Cat.1) | Weight of purchased raw, process and packaging materials. For 2023, 2024 and 2025, emissions data for this category were calculated based on actual weight data for 2022 and economic trend data. | Ecoinvent v.3.9.1 | $CO_2$ equivalent emissions were considered |
| Fuel and Energy-related activities (GHG Protocol Cat.3) | Fuel and electricity consumption | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2023, 2024, 2025. For country-specific upstream emissions of purchased electricity and upstream emissions associated with electricity transmission and distribution losses, DEFRA 2021 emission factors have been considered. | $CO_2$ equivalent emissions were considered |
| Upstream Transportation & Distribution (GHG Protocol Cat.4) | Distances covered by plane, truck or ship and transported weight were considered. With reference to Artsana, for 2023, the activity data from 2022 were reproportioned on the basis of 2023 economic data. | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2023, 2024, 2025 | $CO_2$ equivalent emissions were considered |
| Waste generated in operations (GHG Protocol Cat.5) | Weight of disposed waste. | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2023, 2024, 2025 | $CO_2$ equivalent emissions were considered |
| Business Travels (GHG Protocol Cat.6) | Distance travelled for business by plane or train. | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2023, 2024, 2025 | $CO_2$ equivalent emissions were considered |
| Employee Commuting (GHG Protocol Cat.7) | Distance travelled by employees for commuting. With reference to Artsana, for 2023, 2024 and 2025, only Italian HQ data were considered. | DEFRA (Department of Environment, Food & Rural Affairs), Conversion factors - Full set, 2023, 2024, 2025 | $CO_2$ equivalent emissions were considered |
| Upstream Leased Assets (GHG Protocol Cat.8) | Surface area of each leased assets. | EEA, 2022, 2023, 2024. AIB - European Residual Mixes, 2022, 2023, 2024 | $CO_2$ equivalent emissions were considered |
| Franchises (GHG Protocol Cat. 14) | Surface area of each franchise. | EEA, 2022, 2023, 2024. AIB - European Residual Mixes, 2022, 2023, 2024 | $CO_2$ equivalent emissions were considered |

Scope 3 emissions comprise a selection of categories chosen according to criteria of relevance, data availability and improvement potential for future initiatives. The calculations carried out relied on the following assumptions:

- **Purchased goods and services (Cat. 1):** the category was calculated only for Artsana. For the three-year period, emissions data for this category were calculated based on purchased volumes and economic data; actual weight data from 2022 have been reproportioned on the basis of economic data for 2023, 2024 and 2025.
- **Upstream Transportation & Distribution (Cat. 4):** with reference to Artsana, the category includes data related to transportation paid for by the company, considering both inbound and outbound logistics activities. Transport associated with logistic activities paid for by the suppliers is considered only for the transportation of raw, process, and packaging materials in Europe. For 2023, the activity data from 2022 have been reproportioned on the basis of 2023 economic data. With reference to PRG, the category includes logistics flows related to private label products within the reporting perimeter, covering transportation from suppliers to central warehouses and from central warehouses to points of sale. Where actual shipment-level data were not available, emissions were estimated using average distances by destination area or representative delivery point and shipped volumes converted into tonnes through an average kg/m$^3$ ratio.
- **Business Travel (Cat. 6)** data do not include emissions associated with overnight hotel accommodation.
- **Employee Commuting (Cat. 7)** data for Artsana consider only commuting information related to a portion of Italian HQ employees, as of 2023 and 2024. Artsana aims to expand the scope of this category in the following years. For PRG, 2024 data were reproportioned based on the number of employees in 2025. The 2024 data were based on a commuting questionnaire covering the entire perimeter, with calculations performed for respondents and estimates applied to non-respondents out of the total employee population.
- **Upstream Leased Assets (Cat. 8) and Franchises (Cat. 14)** emissions have been calculated only for Artsana estimating the energy consumption for each shop/building, since the only available data were the building surfaces.
- **Downstream Transportation & Distribution (Cat. 9)** includes transportation from central warehouses to final e-commerce customers with reference to the PRG perimeter. Where actual shipment-level distances and/or weight data were not directly available, emissions were estimated using average distances by destination area or representative delivery point and by converting shipped volumes into tons through an average kg/m$^3$ ratio.

# 5.2 GRI Content Index (with reference to UNGC)

| | |
|---|---|
| **Statement of use** | **Artsana has submitted a report *In accordance* with the GRI Standards 2021 for the period 01.01.2025-31.12.2025.** |
| **Title of GRI 1 used** | **GRI 1 – Foundation 2021** |
| **GRI Sector Standard(s) that apply to the organization's sector(s)** | **N/A** |

| **GRI Standard** | **Disclosure** | | **Location** | | **Omission** | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| **GRI 2 – General disclosures 2021** | **2-1** | Organizational details | **1.**<br>**1.1** | Artsana Group<br>Identity, Values and Market Presence | | | |
| | **2-2** | Entities included in the organization's sustainability reporting | **1.**<br>**1.1** | Artsana Group<br>Identity, Values and Market Presence | | | |
| | **2-3** | Reporting period, frequency and contact point | **1.1** | Identity, Values and Market Presence | | | |
| | **2-4** | Restatements of information | | As this is the first year of sustainability reporting at Group level, restatements of information are not applicable, as no Group-level sustainability information was reported in previous periods. | | | |
| | **2-5** | External assurance | **5.** | Methodological note | | | |
| | **2-6** | Activities, value chain and other business relationships | **1.1**<br>**1.2** | Identity, Values and Market Presence<br>Our Brands & Retail | | | |
| | **2-7** | Employees | **3.1** | Our employees | | | |
| | **2-8** | Workers who are not employees | **3.1** | Our employees | | | |
| | **2-9** | Governance structure and composition | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-10** | Nomination and selection of the highest governance body | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-11** | Chair of the highest governance body | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-12** | Role of the highest governance body in overseeing the management of impacts | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |

| GRI Standard | | Disclosure | | Location | Omission | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| | **2-13** | Delegation of responsibility for managing impacts | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-14** | Role of the highest governance body in sustainability reporting | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-15** | Conflicts of interest | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-16** | Communication of critical concerns | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-17** | Collective knowledge of the highest governance body | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-18** | Evaluation of the performance of the highest governance body | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-19** | Remuneration policies | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-20** | Process to determine remuneration | **1.3** | Sustainability Governance: Roles and Responsibilities | | | |
| | **2-21** | Annual total compensation ratio | | Omission | **2-21** | **Confidentiality constraints** | The Group considers this information confidential and, not being subject to mandatory non-financial reporting requirements for this indicator, does not disclose it for this reporting year. |
| | **2-22** | Statement on sustainable development strategy | **1.5** | Materiality Assessment | | | |
| | **2-23** | Policy commitments | **1.3**<br>**3.**<br>**4.1** | Sustainability Governance: Roles and Responsibilities<br>Valuing people<br>Business Ethics | | | |
| | **2-24** | Embedding policy commitments | **3.** | Valuing people | | | |
| | **2-25** | Processes to remediate negative impacts | **4.1**<br>**4.2** | Business Ethics<br>Relationships with Suppliers | | | |
| | **2-26** | Mechanisms for seeking advice and raising concerns | **4.1** | Business Ethics | | | |
| | **2-27** | Compliance with laws and regulations | **1.3**<br>**4.1** | Sustainability Governance: Roles and Responsibilities<br>Business Ethics | | | |

| GRI Standard | Disclosure | | Location | | Omission | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| | **2-28** | Membership associations | **1.4** | Stakeholder Engagement | | | |
| | **2-29** | Approach to stakeholder engagement | **1.4** | Stakeholder Engagement | | | |
| | **2-30** | Collective bargaining agreements | **3.1** | Our employees | | | |
| | **MATERIAL TOPICS** | | | | | | |
| | **3-1** | Process to determine material topics | **1.5** | Materiality Assessment | | | |
| | **3-2** | List of material topics | **1.5** | Materiality Assessment | | | |
| | **ECONOMIC PERFORMANCE** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5** | Materiality analysis<br>Our market presence | | | |
| **GRI 201: Economic Performance 2016** | **201-1** | Direct economic value generated and distributed | **1.1** | Identity, Values and Market Presence | | | |
| | **MATERIALS** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**2.4** | Materiality analysis<br>Resource Use and Circular Economy | | | |
| **GRI 301: Materials 2016** | **301-1** | Materials used by weight or volume | **2.4** | Resource Use and Circular Economy | | | |
| | **301-3** | Percentage of reclaimed products and their packaging materials | **2.4** | Resource Use and Circular Economy | | | |
| | **ENERGY** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**2.1** | Materiality analysis<br>Energy Efficiency and Renewable Energy | | | |
| **GRI 302: Energy 2016** | **302-1** | Energy consumption within the organization | **2.1** | Energy Efficiency and Renewable Energy | | | |

| GRI Standard | Disclosure | | Location | | Omission | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| **WATER AND EFFLUENTS** | | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**2.3** | Materiality analysis<br>Water Management | | | |
| **GRI 303: Water and Effluents 2018** | **303-1** | Interactions with water as a shared resource | **2.3** | Water Management | | | |
| | **303-2** | Management of water discharge-related impacts | **2.3** | Water Management | | | |
| | **303-3** | Water withdrawal | **2.3** | Water Management | | | |
| **EMISSIONS** | | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**2.2** | Materiality analysis<br>Greenhouse Gas Emissions | | | |
| **GRI 305: Emissions 2016** | **305-1** | Direct (Scope 1) GHG emissions | **2.2** | Greenhouse Gas Emissions | | | |
| | **305-2** | Energy indirect (Scope 2) GHG emissions | **2.2** | Greenhouse Gas Emissions | | | |
| | **305-3** | Other indirect (Scope 3) GHG emissions | **2.2** | Greenhouse Gas Emissions | | | |
| **WASTE** | | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**2.4** | Materiality analysis<br>Resource Use and Circular Economy | | | |
| **GRI 306: Waste 2020** | **306-1** | Waste generation and significant waste-related impacts | **2.4** | Resource Use and Circular Economy | | | |
| | **306-2** | Management of significant waste-related impacts | **2.4** | Resource Use and Circular Economy | | | |
| | **306-3** | Waste generated | **2.4** | Resource Use and Circular Economy | | | |
| | **306-4** | Waste diverted from disposal | **2.4** | Resource Use and Circular Economy | | | |
| | **306-5** | Waste directed to disposal | **2.4** | Resource Use and Circular Economy | | | |

| GRI Standard | Disclosure | | Location | | Omission | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| | **SUPPLIER ENVIRONMENTAL ASSESSMENT** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**4.2** | Materiality analysis<br>Relationships with Suppliers | | | |
| **GRI 308: Supplier Environmental Assessment 2016** | **308-1** | New suppliers that were screened using environmental criteria | **4.2** | Relationships with Suppliers | | | |
| | **EMPLOYMENT** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.1** | Materiality analysis<br>Our employees | | | |
| **GRI 401: Employment 2016** | **401-1** | New employee hires and employee turnover | **3.1** | Our employees | | | |
| | **OCCUPATIONAL HEALTH AND SAFETY** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.1** | Materiality analysis<br>Our employees | | | |
| **GRI 403: Occupational Health and Safety 2018** | **403-1** | Occupational health and safety management system | **3.1** | Our employees | | | |
| | **403-2** | Hazard identification, risk assessment, and incident investigation | **3.1** | Our employees | | | |
| | **403-3** | Occupational health services | **3.1** | Our employees | | | |
| | **403-4** | Worker participation, consultation, and communication on occupational health and safety | **3.1** | Our employees | | | |
| | **403-5** | Worker training on occupational health and safety | **3.1** | Our employees | | | |
| | **403-6** | Promotion of worker health | **3.1** | Our employees | | | |

| GRI Standard | Disclosure | | Location | | Omission | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| | **403-7** | Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | **3.1** | Our employees | | | |
| | **403-9** | Work-related injuries | **3.1** | Our employees | | | |
| | **TRAINING AND EDUCATION** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5** | Materiality analysis<br>Human resources data appendix | | | |
| **GRI 404: Training and Education 2016** | **404-1** | Average hours of training per year per employee | | Human resources data appendix | | | |
| | **DIVERSITY AND EQUAL OPPORTUNITY** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.1** | Materiality analysis<br>Our employees | | | |
| **GRI 405: Diversity and Equal Opportunity 2016** | **405-1** | Diversity of governance bodies and employees | **3.1** | Our employees<br>Human resources data appendix | | | |
| | **NON DISCRIMINATION** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.1** | Materiality analysis<br>Our employees | | | |
| **GRI 406: Non discrimination 2016** | **406-1** | Incidents of discrimination and corrective actions taken | **3.1** | Our employees | | | |

| GRI Standard | Disclosure | | Location | | Omission | | |
|---|---|---|---|---|---|---|---|
| General Disclosures | | | | | Requirement(s) omitted | Reason | Explanation |
| | CHILD LABOUR | | | | | | |
| GRI 3 – Material topics 2021 | 3-3 | Management of material topics | 1.5<br>3.2 | Materiality analysis<br>A Responsible Value Chain | | | |
| GRI 408: Child Labor 2016 | 408-1 | Operations and suppliers at significant risk for incidents of child labor | 3.2 | A Responsible Value Chain | | | |
| | FORCED OR COMPULSORY LABOR | | | | | | |
| GRI 3 – Material topics 2021 | 3-3 | Management of material topics | 1.5<br>3.2 | Materiality analysis<br>A Responsible Value Chain | | | |
| GRI 409: Forced or Compulsory Labor 2016 | 409-1 | Operations and suppliers at significant risk for incidents of forced or compulsory labor | 3.2 | A Responsible Value Chain | | | |
| | SUPPLIER SOCIAL ASSESSMENT | | | | | | |
| GRI 3 – Material topics 2021 | 3-3 | Management of material topics | 1.5<br>3.2<br>4.2 | Materiality analysis<br>A Responsible Value Chain<br>Relationships with Suppliers | | | |
| GRI 414: Supplier Social Assessment 2016 | 414-1 | New suppliers that were screened using social criteria | 3.2<br>4.2 | A Responsible Value Chain<br>Relationships with Suppliers | | | |
| | CUSTOMER HEALTH AND SAFETY | | | | | | |
| GRI 3 – Material topics 2021 | 3-3 | Management of material topics | 1.5<br>3.4 | Materiality analysis<br>Customer Care | | | |
| GRI 416: Customer Health and Safety 2016 | 416-2 | Incidents of non-compliance concerning the health and safety impacts of products and services | 3.4 | Customer Care | | | |

| GRI Standard | Disclosure | | Location | | Omission | | |
|---|---|---|---|---|---|---|---|
| **General Disclosures** | | | | | **Requirement(s) omitted** | **Reason** | **Explanation** |
| | **MARKETING AND LABELING** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.4** | Materiality analysis<br>Customer Care | | | |
| **GRI 417: Marketing and Labeling 2016** | **417-1** | Requirements for product and service information and labeling | **3.4** | Customer Care | | | |
| | **417-2** | Incidents of non-compliance concerning product and service information and labeling | **3.4** | Customer Care | | | |
| | **CUSTOMER PRIVACY** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.4** | Materiality analysis<br>Customer Care | | | |
| **GRI 418: Customer Privacy 2016** | **418-1** | Substantiated complaints concerning breaches of customer privacy and losses of customer data | **3.4** | Customer Care | | | |
| | **INNOVATION AND DIGITALISATION** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**3.4** | Materiality analysis<br>Customer Care | | | |
| | **ANTI-CORRUPTION** | | | | | | |
| **GRI 3 – Material topics 2021** | **3-3** | Management of material topics | **1.5**<br>**4.1** | Materiality analysis<br>Business Ethics | | | |
| | **205-3** | Confirmed incidents of corruption and actions taken | **4.1** | Business Ethics | | | |

# ENVIRONMENTAL DATA APPENDIX

| ENERGY CONSUMPTION | UOM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Energy consumption - for buildings | **GJ** | **396,383** | **369,396** | **350,086** |
| *Of which from natural gas* | GJ | 145,110 | 136,703 | 132,935 |
| *Of which from diesel* | GJ | 2,511 | 2,731 | 3,651 |
| *Of which from LPG* | GJ | 21 | 40 | - |
| *Of which from petrol* | GJ | - | - | - |
| *Of which from district heating* | GJ | 4,123 | 4,637 | 4,525 |
| *Of which electricity from the national grid* | GJ | 244,329 | 222,826 | 205,740 |
| *Of which electricity produced from renewable sources* | GJ | 289 | 2,459 | 3,235 |
| Energy consumption - for Company fleet | **GJ** | **24,720** | **20,842** | **19,369** |
| *Of which diesel vehicles* | GJ | 18,150 | 12,642 | 9,107 |
| *Of which gasoline vehicles* | GJ | 5,051 | 6,146 | 7,787 |
| *Of which hybrid vehicles* | GJ | 1,519 | 2,054 | 2,475 |
| **TOTAL** | **GJ** | **421,103** | **390,238** | **369,456** |

**NOTE:** The sum might differ from the exact total due to approximations.

| GHG EMISSIONS | UoM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Direct Emissions (Scope 1) | **$tCO_{2e}$** | **10,527** | **9,475** | **11,853** |
| *emissions from fuels for heating and other purposes* | $tCO_{2e}$ | 8,219 | 6,726 | 7,628 |
| *emissions from fuels used for Company's car fleet* | $tCO_{2e}$ | 1,835 | 2,332 | 3,778 |
| *emissions from refrigerant gases refilling of air-conditioning systems* | $tCO_{2e}$ | 474 | 417 | 447 |
| Indirect Emissions from electricity purchased from national grid "Location based approach" (Scope 2) | **$tCO_{2e}$** | **17,017** | **15,351** | **16,086** |
| Indirect Emissions from electricity purchased from national grid "Market-based approach" (Scope 2) | **$tCO_{2e}$** | **21,375** | **6,952** | **6,424** |
| Other indirect Emissions (Scope 3) | **$tCO_{2e}$** | **153,869** | **144,021** | **131,316** |
| *1. Purchased goods and services* | $tCO_{2e}$ | 120,666 | 115,408 | 104,717 |
| *3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2)* | $tCO_{2e}$ | 6,349 | 3,176 | 3,128 |
| *4. Upstream transportation and distribution* | $tCO_{2e}$ | 18,715 | 17,001 | 15,461 |
| *5. Waste generated in operations* | $tCO_{2e}$ | 435 | 433 | 905 |
| *6. Business travel* | $tCO_{2e}$ | 1,303 | 1,213 | 792 |
| *7. Employee commuting* | $tCO_{2e}$ | 4,689 | 5,029 | 4,791 |
| *8. Upstream leased assets* | $tCO_{2e}$ | 567 | 496 | 342 |
| *9. Downstream transportation and distribution* | $tCO_{2e}$ | 264 | 209 | 218 |
| *14. Franchises* | $tCO_{2e}$ | 882 | 1,056 | 962 |
| **TOTAL (LOCATION-BASED APPROACH)** | **$tCO_{2e}$** | **181,413** | **168,847** | **159,255** |
| **TOTAL (MARKET-BASED APPROACH)** | **$tCO_{2e}$** | **185,772** | **160,448** | **149,593** |

**NOTE:** The sum might differ from the exact total due to approximations.

The following tables provide a breakdown of the Group GHG emissions for both Artsana and PRG, offering an overview of their respective emissions profiles.

| ARTSANA - GHG EMISSIONS | UOM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Direct Emissions (Scope 1) | **$tCO_{2e}$** | **8,024** | **7,372** | **7,003** |
| *Indirect Emissions from electricity purchased from national grid "Location-based approach" (Scope 2)* | **$tCO_{2e}$** | **4,649** | **4,031** | **2,658** |
| *Indirect Emissions from electricity purchased from national grid "Market-based approach" (Scope 2)* | **$tCO_{2e}$** | **0** | **0** | **0** |
| *Other indirect Emissions (Scope 3)* | **$tCO_{2e}$** | **139,884** | **130,738** | **119,181** |
| 1. Purchased goods and services | $tCO_{2e}$ | 120,666 | 115,408 | 104,717 |
| 3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2) | $tCO_{2e}$ | 1,436 | 1,311 | 1,230 |
| 4. Upstream transportation and distribution | $tCO_{2e}$ | 14,161 | 10,494 | 9,851 |
| *5. Waste generated in operations* | $tCO_{2e}$ | 435 | 433 | 905 |
| *6. Business travel* | $tCO_{2e}$ | 992 | 922 | 650 |
| *7. Employee commuting* | $tCO_{2e}$ | 746 | 618 | 525 |
| *8. Upstream leased assets* | $tCO_{2e}$ | 567 | 496 | 342 |
| *9. Downstream transportation and distribution* | $tCO_{2e}$ | 0 | 0 | 0 |
| *14. Franchises* | $tCO_{2e}$ | 882 | 1,056 | 962 |
| **TOTAL (LOCATION-BASED APPROACH)** | **$tCO_{2e}$** | **152,557** | **142,142** | **128,842** |
| **TOTAL (MARKET-BASED APPROACH)** | **$tCO_{2e}$** | **147,908** | **138,110** | **126,184** |

**NOTE:** The sum might differ from the exact total due to approximations.

| PRG - GHG EMISSIONS | UOM | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| Direct Emissions (Scope 1) | $tCO_{2e}$ | 2,503 | 2,102 | 4,851 |
| *Indirect Emissions from electricity purchased from national grid "Location-based approach" (Scope 2)* | $tCO_{2e}$ | 12,368 | 11,320 | 13,428 |
| *Indirect Emissions from electricity purchased from national grid "Market-based approach" (Scope 2)* | $tCO_{2e}$ | 21,375 | 6,952 | 6,424 |
| *Other indirect Emissions (Scope 3)* | $tCO_{2e}$ | 13,985 | 13,283 | 12,134 |
| 3. Fuel- and energy-related activities (not included in Scope 1 or Scope 2) | $tCO_{2e}$ | 4,913 | 1,865 | 1,898 |
| 4. Upstream transportation and distribution | $tCO_{2e}$ | 4,554 | 6,507 | 5,610 |
| 6. Business travel | $tCO_{2e}$ | 311 | 291 | 142 |
| *7. Employee commuting* | $tCO_{2e}$ | 3,943 | 4,411 | 4,266 |
| *9. Downstream transportation and distribution* | $tCO_{2e}$ | 264 | 209 | 218 |
| **TOTAL (LOCATION-BASED APPROACH)** | **$tCO_{2e}$** | **28,856** | **26,705** | **30,413** |
| **TOTAL (MARKET-BASED APPROACH)** | **$tCO_{2e}$** | **37,863** | **22,337** | **23,409** |

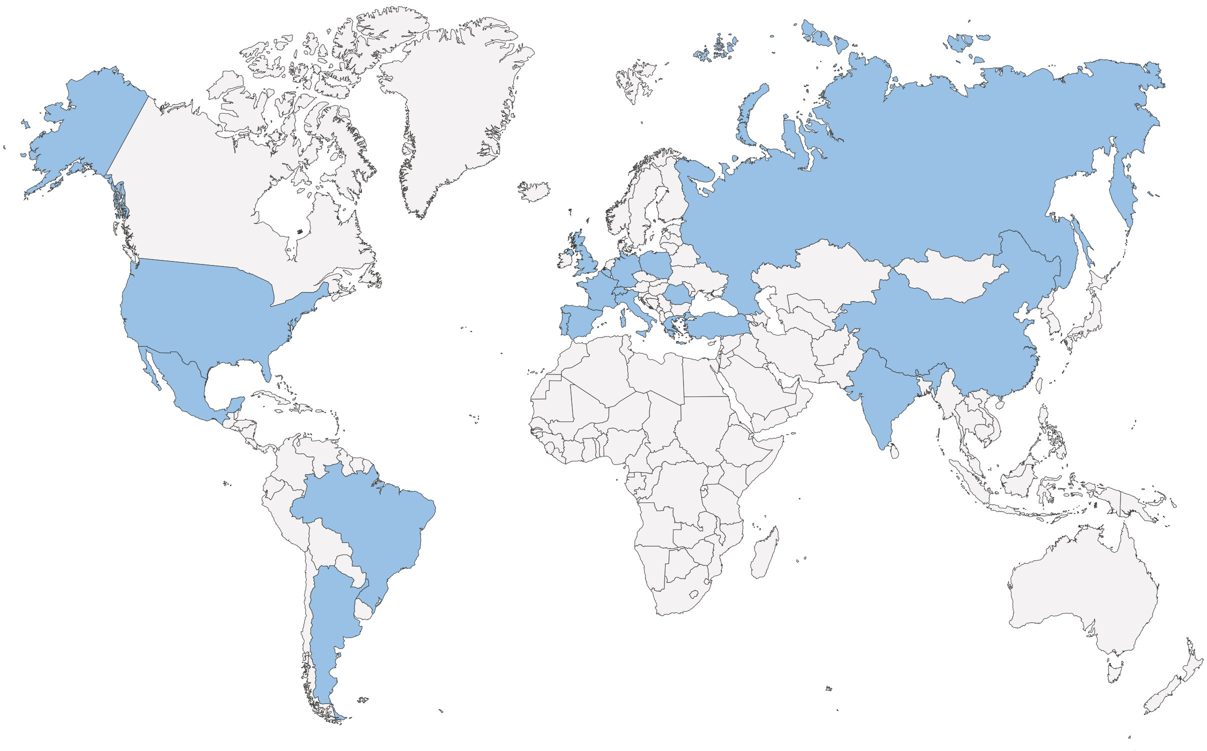
**NOTE:** The sum might differ from the exact total due to approximations.

# HUMAN RESOURCES DATA APPENDIX

## Diversity of Employees

| ARTSANA GROUP | GENDER | TOTAL | < 30 YEARS OLD | 30 ≤ X ≤ 50 | > 50 YEARS OLD |
|---|---|---|---|---|---|
| **Executives** | Men | 34 | 0 | 11 | 23 |
| | Women | 14 | 0 | 5 | 9 |
| | **Total** | **48** | **0** | **16** | **32** |
| **Managers** | Men | 282 | 3 | 147 | 132 |
| | Women | 298 | 11 | 174 | 113 |
| | **Total** | **580** | **14** | **321** | **245** |
| **White collars** | Men | 961 | 169 | 557 | 235 |
| | Women | 2914 | 501 | 1,584 | 829 |
| | **Total** | **3,875** | **670** | **2,141** | **1,064** |
| **Blue collars** | Men | 396 | 133 | 162 | 101 |
| | Women | 952 | 330 | 399 | 223 |
| | **Total** | **1,348** | **463** | **561** | **324** |
| **Total** | Men | 1,673 | 305 | 877 | 491 |
| | Women | 4,178 | 842 | 2,162 | 1,174 |
| | **Total** | **5,851** | **1,147** | **3,039** | **1,665** |

## Employees by country[10]



| | 2023 | 2024 | 2025 |
|---|---|---|---|
| **ARGENTINA** | 0.3% | 0.3% | 0.3% |
| **BELGIUM** | 0.1% | 0.1% | 0.1% |
| **BRAZIL** | 0.5% | 0.1% | 0.0% |
| **CHINA** | 2.8% | 3.1% | 3.0% |
| **FRANCE** | 0.5% | 0.5% | 1.7% |
| **GERMANY** | 0.4% | 0.3% | 0.3% |
| **GREECE** | 2.4% | 2.4% | 1.8% |
| **INDIA** | 1.6% | 2.0% | 2.1% |
| **ITALY** | 58.1% | 62.3% | 62.8% |
| **MEXICO** | 1.0% | 1.1% | 1.0% |

| | 2023 | 2024 | 2025 |
|---|---|---|---|
| **MEXICO** | 1.0% | 1.1% | 1.0% |
| **POLAND** | 0.2% | 0.2% | 0.2% |
| **PORTUGAL** | 7.8% | 8.9% | 8.7% |
| **ROMANIA** | 6.8% | 0.0% | 0.0% |
| **RUSSIA** | 0.4% | 0.5% | 0.5% |
| **SPAIN** | 14.6% | 15.3% | 14.6% |
| **SWITZERLAND** | 0.2% | 0.2% | 0.2% |
| **TURKEY** | 1.1% | 1.2% | 1.2% |
| **UK** | 0.0% | 0.0% | 0.0% |
| **USA** | 1.2% | 1.4% | 1.6% |

*[10] Please, note that the sum of the percentages might differ from 100% because of approximations. With regard to Artsana S.p.A. perimeter, USA data includes both Artsana USA and Boppy employees.*

## Hirings and terminations

| | | HIRINGS | | | TERMINATIONS | | |
|---|---|---|---|---|---|---|---|
| | Unit | 2023 | 2024 | 2025 | 2023 | 2024 | 2025 |
| **WOMEN** | n. | 1,482 | 1,298 | 1,117 | 1,390 | 1,313 | 1,315 |
| **MEN** | n. | 630 | 483 | 392 | 589 | 807 | 460 |
| **Less than 30 years old** | n. | 1,267 | 998 | 945 | 882 | 711 | 938 |
| **Between 30 and 50 years old** | n. | 728 | 681 | 495 | 844 | 1,266 | 658 |
| **More than 50 years old** | n. | 117 | 102 | 69 | 253 | 144 | 179 |
| **ARGENTINA** | n. | 3 | 3 | 2 | 5 | 2 | 2 |
| **BELGIUM** | n. | 2 | 0 | 0 | 1 | 3 | 0 |
| **BRAZIL** | n. | 7 | 0 | 0 | 14 | 26 | 0 |
| **CHINA** | n. | 12 | 13 | 9 | 33 | 15 | 21 |
| **FRANCE** | n. | 4 | 14 | 67 | 5 | 17 | 79 |
| **GERMANY** | n. | 0 | 5 | 1 | 0 | 7 | 2 |
| **GREECE** | n. | 91 | 59 | 54 | 102 | 74 | 97 |
| **INDIA** | n. | 25 | 43 | 39 | 25 | 27 | 39 |
| **ITALY** | n. | 941 | 715 | 533 | 913 | 381 | 666 |
| **MEXICO** | n. | 21 | 34 | 8 | 21 | 37 | 16 |
| **POLAND** | n. | 4 | 6 | 2 | 6 | 7 | 5 |
| **PORTUGAL** | n. | 428 | 349 | 275 | 434 | 389 | 265 |
| **ROMANIA** | n. | 6 | 0 | 0 | 137 | 463 | 0 |
| **RUSSIA** | n. | 9 | 8 | 8 | 12 | 6 | 8 |
| **SPAIN** | n. | 531 | 511 | 482 | 207 | 644 | 544 |
| **SWITZERLAND** | n. | 1 | 0 | 1 | 2 | 2 | 5 |
| **TURKEY** | n. | 19 | 11 | 19 | 25 | 12 | 22 |
| **UK** | n. | 0 | 0 | 0 | 19 | 0 | 0 |
| **USA** | n. | 8 | 10 | 9 | 17 | 9 | 4 |
| **TOTAL** | **n.** | **2,112** | **1,781** | **1,509** | **1,978** | **2,121** | **1,775** |

## Training

| TOTAL TRAINING | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| **TOTAL HOURS** | h | 49,719 | 53,023 | 44,274 |
| Average hours | h/employee | 7.3 | 8.7 | 7.6 |

| TRAINING[5] – AVERAGE TRAINING HOURS BY GENDER AND EMPLOYEE CATEGORY | UNIT | 2023 | 2024 | 2025 |
|---|---|---|---|---|
| *Men* | h/employee | 10.7 | 11.4 | 27.2 |
| *Women* | h/employee | 7.3 | 14.7 | 29.3 |
| *Training provided to Executives* | h/employee | 10.8 | 12.4 | 14.3 |
| *Training provided to Managers* | h/employee | 10.4 | 8.3 | 15.8 |
| *Training provided to White collars* | h/employee | 7.8 | 14.0 | 25.5 |
| *Training provided to Blue collars* | h/employee | 8.6 | 15.8 | 22.3 |

# Contacts

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