

2025

EN

Sustainability Report

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Letter from the President

Dear readers,

2025 was a year that saw major challenges, during which the global sustainability agenda also underwent profound revisions and, at times, significant downsizing. Against this backdrop of uncertainty, Diadora chose not to back down. On the contrary, we have remained firmly committed to our mission and our values, convinced that sustainability is not an option, but the key strategic asset that will enable us to continue to compete as leaders.

Over the course of the year, we continued to place people at the heart of our work, strengthening our employee well-being programmes and enhancing them with new initiatives and opportunities. We have strengthened our oversight of working conditions throughout our supply chain, through on-site audits and ongoing dialogue with our suppliers, with the aim of promoting tangible and lasting improvements. At the same time, we have renewed and strengthened our ties with local communities, providing ongoing support to organisations that promote sport as a tool for inclusion, growth and positive change.

We are also aware that we must continue to step up our efforts to protect our planet. Reducing the emissions generated by our sites is a priority for us. Thanks to the technological investments initiated in recent years, in 2025 we achieved a further significant reduction in emissions at our sites. This issue will remain central, not only to continue reducing our direct impact, but also to inspire anyone who visits our sites.

Our products remain our primary means of engaging with consumers. Our research into innovative technologies, the use of recycled materials in our products, and the optimisation of our packaging are, and will continue to be, key focus areas.

The goals we have set ourselves are ambitious, but we are convinced that success is inextricably linked to our ability to create value for communities and for the environment. That is why we will continue to run with determination toward this finish line.

The President,
Enrico Moretti Polegato

The Diadora Group



1948



Founded: in 1948, in
Caerano di San Marco,
Italy

Group Structure

Our Group is made up of the parent company Diadora Sp.A. and the subsidiaries Diadora Retail S.r.l., Diadora US Inc., Hong Kong Forked Badge Device Ltd. and Jinjiang FBD Sports Co.

Production system

At our headquarters in Caerano di San Marco, in the heart of the Run Valley



Collaboration with a network of global partners for product manufacturing

Number of employees

254

2025 revenue

EUR 154 million

EBITDA 2025

EUR 9,3 million

Number of pieces produced in 2025

over 4,8 M

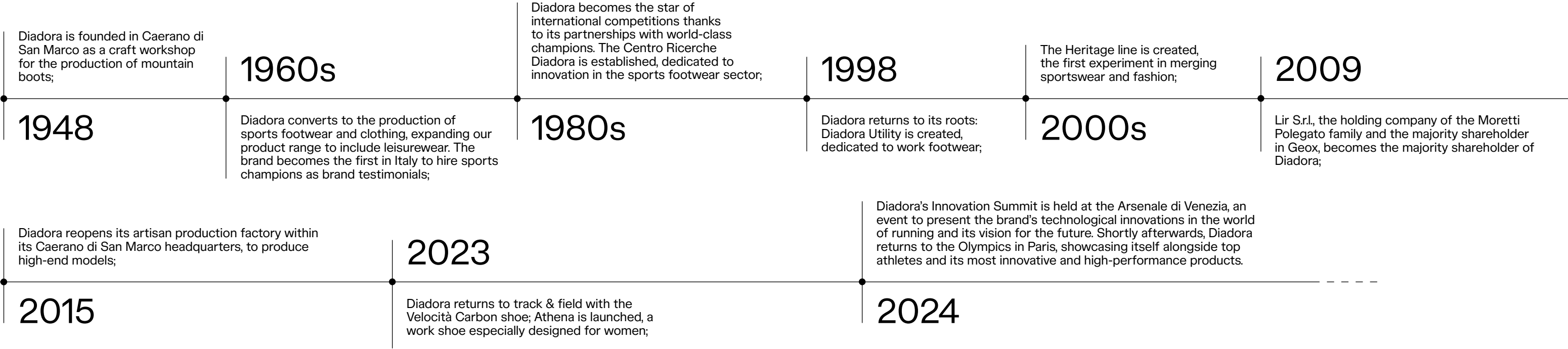
67%	footwear
31%	clothing
2%	accessories

Our story

In 1948, we took our first steps in **Caerano di San Marco**, in the heart of one of Europe's leading sports footwear manufacturing areas. Within this ecosystem of excellence, we have cultivated and consolidated the technical, craftsmanship and design expertise that still defines our company's identity today.

We have always merged the culture of sport with the excellence of **Italian savoir-faire and continuous innovation**. Through collaborations with athletes of international calibre and the development of proprietary technologies, we have driven the growth of our brand, establishing our identity in Italy and worldwide.

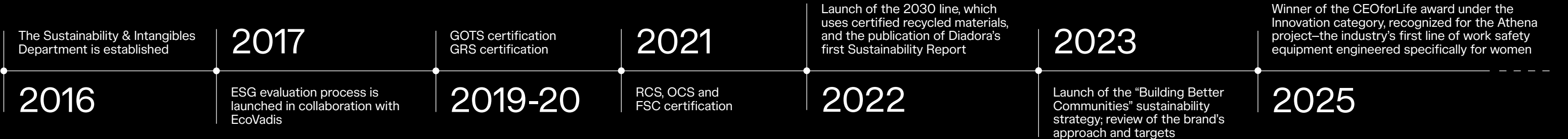
Today, our products reach **over 60 countries**. We coordinate the entire product cycle in-house: we design, manufacture and distribute **sports** and **lifestyle** footwear and clothing, as well as protective equipment under the **Diadora Utility brand**.



FROM VISION TO ACTION: THE MILESTONES OF OUR COMMITMENT

At Diadora, every milestone is the result of a deliberate choice. Our sustainability journey has also evolved over time through a series of specific milestones: in 2016, we established the Sustainability team, in 2017, we began to assess our performance through the EcoVadis ESG evaluation; and in 2022, we published our first Sustainability Report. In 2023, we formulated our sustainability strategy, “Building Better Communities”, which identified our priority areas for action.

Since then, we have been working tirelessly to translate our commitment into concrete, structured and ongoing initiatives.



Business model and structure of the Group

TRADITION, RESEARCH, INNOVATION

We are an Italian sports brand with a strong global presence. Our positioning is based on a distinctive balance: the combination of technical innovation, advanced materials research and the solid manufacturing tradition of **the Montebelluna district**, the heart of footwear excellence and the place where our roots lie.

We manage product design and development in-house, drawing on the **Research & Development** (R&D) work of the **Centro Ricerche Diadora** (CRD) and our ongoing collaboration with professional athletes.

Our innovation model is based on and made possible by the physical **proximity** of our historic factory, the Centro Ricerche Diadora, the Product Development team, and the company's support departments. This structure facilitates a continuous exchange of expertise. The integration of design, development, operations and sustainability is not merely an organisational asset, but a genuine strategic and operational lever that supports technical innovation.

In 2025, we strengthened our position as an **Italian Innovation Sport Brand**. We have chosen to focus the Group's investments on the categories with the highest technical content and on the markets with the greatest potential for growth.

Running is the driving force behind our technical innovation: this is where we focus on material and technological research and the development of solutions aimed at achieving maximum performance, working side by side with elite athletes. This excellence defines the brand's identity and is reflected in a product range that spans from competitive sports to lifestyle.

In the latter area, the **Diadora Heritage** brand plays a key role, putting a lifestyle spin on our historical sports archive and iconic products from the past. Last but not least, under the **Diadora Utility** line, we bring the same design precision and innovations from sports to workplace safety, transforming protective equipment into cutting-edge solutions in terms of technology, comfort and design.

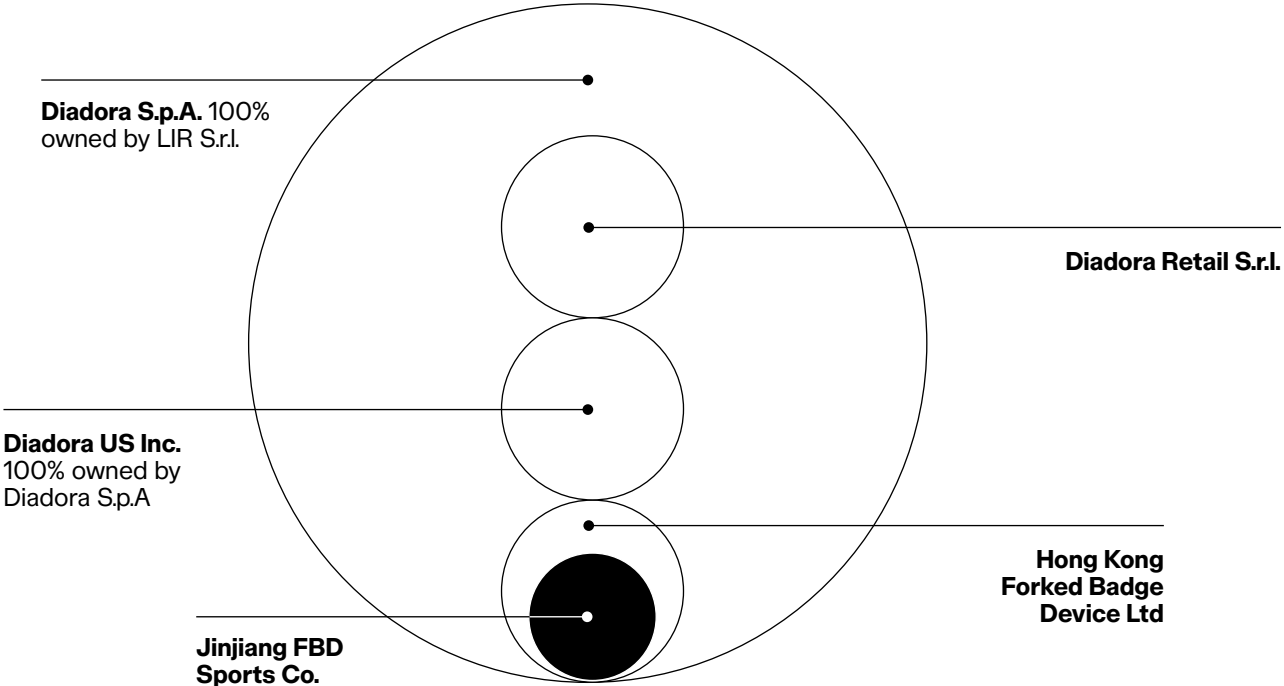
GROUP STRUCTURE

The Group is comprised of:

- **Diadora S.p.A.**, wholly owned by LIR S.r.l.;
- **Diadora Retail S.r.l.**, which operates 5 mono-brand sales outlets;
- **Diadora US Inc.**, a trading company for the US market;
- **Forked Badge Device Ltd (Hong Kong)**, which controls Jinjiang FBD Sports Co. (China), which performs supply chain-related services.

Diadora US Inc. represents the Company's direct presence in the US market, which is considered strategic for the development of technical product categories and for the brand's competitive positioning at an international level.

Distribution takes place through distributors and licensees in foreign markets, domestic and international retailers, and proprietary e-commerce platforms in Italy and the United States.

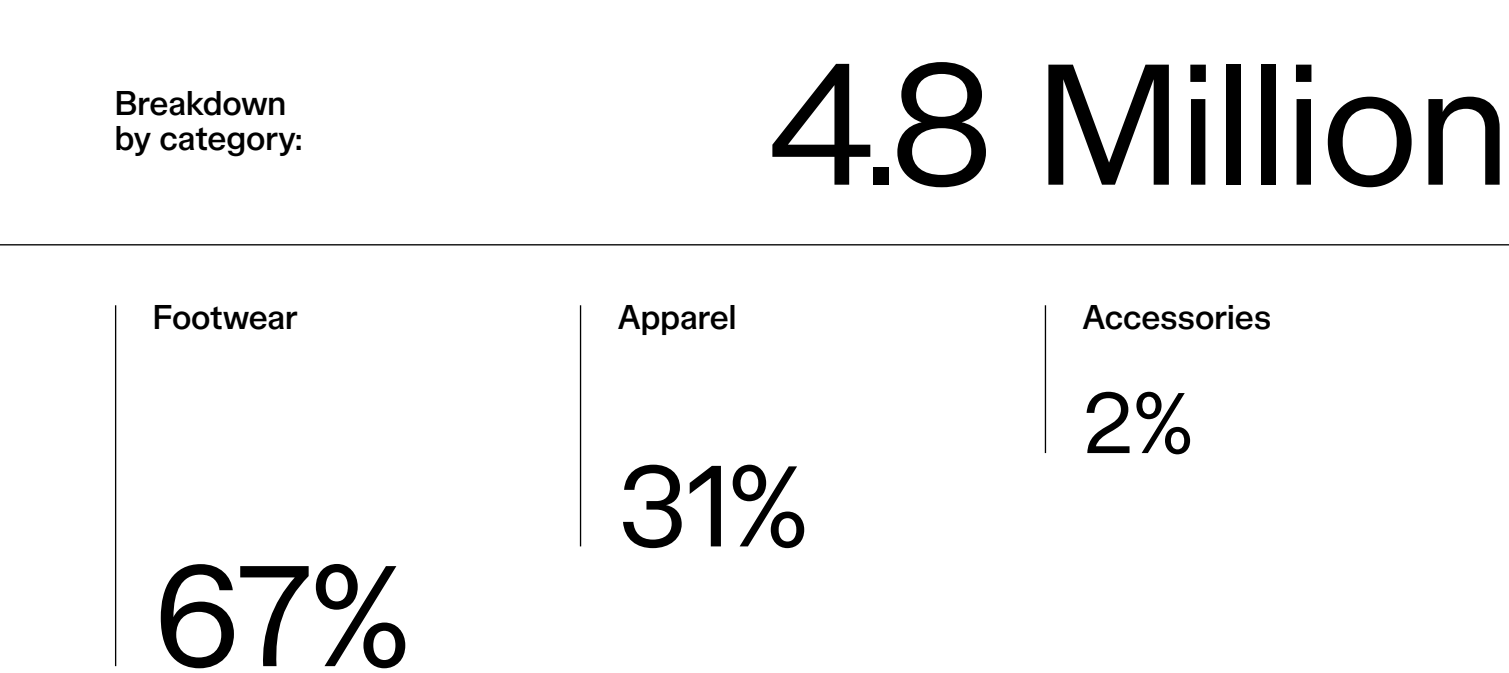


Production organisation and supply chain relationships

The excellence of Diadora products stems from the synergy between the design, research and development activities carried out at our headquarters in Caerano di San Marco, Italy, and our collaboration with an established international supply network. We maintain a close relationship with the Montebelluna district through our in-house historic factory and local suppliers, who are key partners in experimental projects and in the creation of our most iconic and high-end styles. In Italy, we oversee the activities that have the greatest impact on the structure, technical specifications and aesthetics of our products – design, R&D and product development – as well as the production of the most distinctive items in each line.

In addition to this Italian presence, we have a global network of specialised production partners located across Europe and Asia, which are essential in supporting large-scale production while maintaining high quality standards. In 2025, we maintained and consolidated the production of our most iconic and premium product lines in Italy and Europe. Asia continues to account for a significant share of our overall production.

Together with our supply chain partners, in 2025 we produced a total of over 4.8 million pieces of footwear, clothing and accessories.



Financial performance

In accordance with current regulations, the consolidated financial statements of the Diadora Group (Diadora S.p.A. and its subsidiaries) are prepared and approved on annually. The financial statements cover the financial year from 1 January to 31 December.

The Diadora Group's consolidated financial statements as at 31 December 2025 had revenues of €154.0 million (compared to €168.8 million in 2024) and a profit for the year of €0.6 million (compared to a profit of €1.0 million in the previous year). The consolidated revenue figure includes royalties from Diadora brand licence agreements in 2025, amounting to €8.6 million (€8.5 million in 2024).

From a management perspective, for the purposes of revenue analysis, the Group also takes into account the aggregate figure generated by licensees, which amounted to €122.1 million, compared to the €118.8 million in the previous financial year.

When the aggregate turnover of the licensees and the consolidated turnover of the Diadora Group are added together, the total aggregate revenues for the Diadora brand worldwide (net of royalty income) amount to €267.1 million (€279.1 million in 2024), representing an overall decrease of 1.1%.

The tables below present the key financial and balance sheet figures as at 31 December 2025

Key economic figures

EUR (Thousand)	2024	%	2025	%
Consolidated revenues	168,781	100.00%	153,983	100,00%
EBITDA(*) – including impact IFRS 16	8,757	5.19%	9,277	6,02%
EBIT	3,188	1.89%	3,785	2,46%
Consolidated net result	1,032	0.61%	634	0,41%

Total aggregate revenues by geographical area

EUR (Thousand)	Licensees Turnover 2024	Diadora Turnover 2024*	Aggregate Turnover 2024*	Licensees Turnover 2025	Diadora Turnover 2025*	Aggregate Turnover 2025*	Variation %
Europe	13,929	137,417	151,346	14,583	125,919	140,502	-7.2%
Americas	59,123	17,775	76,898	65,145	16,716	81,861	6.5%
Asia and Oceania	43,694	2,304	45,998	35,363	1,415	36,778	-20%
Africa and Middle Easte	2,095	2,809	4,904	6,980	1,361	8,341	70.1%
Total	118,841	160,305	279,146	122,071	145,411	267,482	-4.2%

Key financial data

EUR (Thousand)	2024	2025	Variation
Net financial position – excluding IFRS 16 impact	(9,411)	(10,662)	-1251
Net financial position – including IFRS 16 impact	(21,817)	(21,442)	375
Total equity	56,890	56,001	-889
Operating cash flow	1,689	6,415	4726
Net investments	2,848	2,640	-208

Building Better Communities: building value over time



Diadora's identity is rooted in sport and shaped by a long history of collaboration with athletes and with the local community where our products are created. This bond is renewed year after year and guides our vision of building better communities.

From sport, we have learned that results are achieved long before they become visible, through training, perseverance and discipline, and through the ability to acknowledge every step of progress without losing sight of the overall journey. Preparation, often carried out in silence, is what fuels continuous improvement and makes the most ambitious goals possible.

We have applied this approach to our sustainability strategy. 2025 marked a crucial transition from planning to implementation, transforming principles and methodologies into stable, integrated business processes and concrete initiatives. In the meantime, we have continued to plan our long-term steps and to consolidate the foundations for the challenges ahead through research, innovation and partnerships with the communities around us.

We have strengthened our oversight of our value chain, both through the establishment of the Supply Chain Committee as a forum for sharing social performance information and aligning improvement actions, and through the creation of the Procurement Committee and the development of a comprehensive supplier assessment system, which will become operational from 2026. At the same time, we formalised the Diadora Chemical Management Policy to ensure more stringent management of chemical requirements throughout the supply chain, thereby protecting health and the ecosystem.

In 2025, we also took a significant step towards the energy transition, with the full commissioning of the photovoltaic system at our Caerano site and the activation of its associated energy storage system.

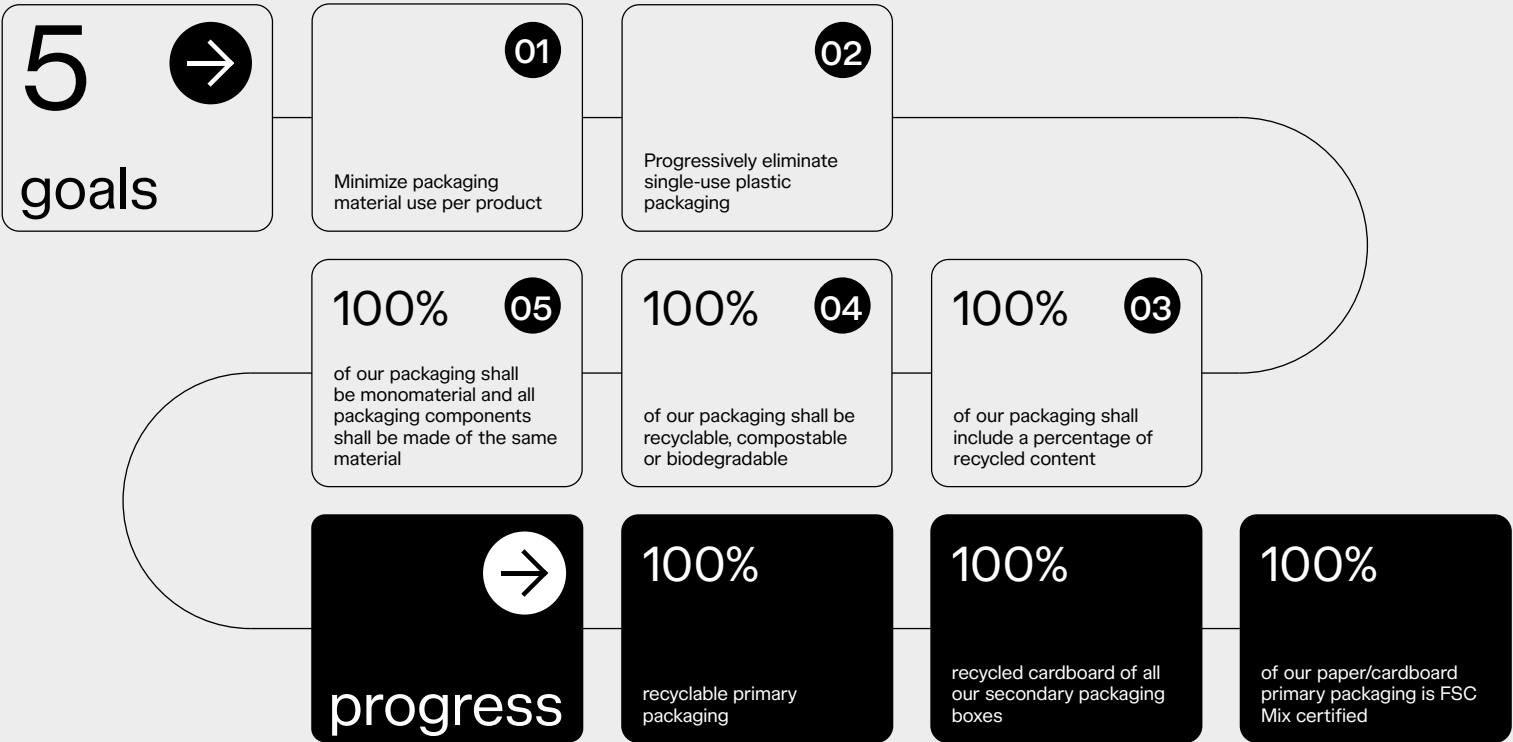
With the launch of STRATOZERO, we have given tangible form to our packaging review programme, rethinking packaging with a focus on ecodesign and reducing its environmental impact.

It is precisely through the continuity of these steps – from planning to implementation, from addressing key issues to integrating solutions – that we are building a solid foundation for our journey.

We are convinced that, to generate value and build better communities, we need the same discipline required in sport: a long-term vision and rigorous daily training. Only in this way can our commitments become tangible results that can make a real difference to the lives of our employees, athletes, customers and the entire ecosystem in which we operate.

Our progress on lower impact packaging

Packaging is a key tool to communicate with our customers and demonstrate our values, including our commitment to sustainability. For this reason, we have defined five goals to guide us in the design and development of our primary packaging:



Our 2024/2025 packaging achievements:

-1.2M hangtags & loops removed from our sport and lifestyle footwear

-500K Utility hangtags

-33.5K plastic bags eliminated from our Hidden Power baselayer

100% recycled PE in Utility apparel bags

Plastic bands to seal shipping cartons removed

Conventional sellotape replaced with sellotape made with production residues

01

ESG progress and performance monitoring



1.1 Sustainability Report

The 2025 Sustainability Report incorporates and reflects the development of the double materiality assessment process initiated in 2023, updated in 2024 and validated in the course of 2025, with the aim of consolidating the process and strengthening its alignment with Diadora's sustainability strategy and with changes in the regulatory environment.

The stakeholder engagement process conducted in 2023 and 2024 also forms the methodological basis for the 2025 Sustainability Report and included:

Anonymous surveys for employees and external stakeholders, covering the following categories:

- Employees
- Sports organisations and athletes
- Suppliers
- The Diadora sales network
(agents, distributors and licensees)
- Clients

Individual interviews with area managers

In parallel, the dual materiality analysis process included an **analysis of the main sustainability trends in the sector**, supported by **benchmarking against direct and indirect competitors**, with the aim of contextualising the relevant issues in relation to market dynamics and benchmark best practices.

The information gathered through stakeholder engagement and context analysis was subsequently analysed to identify and prioritise the most relevant issues in terms of impacts, risks and opportunities, which form the basis of this Report.

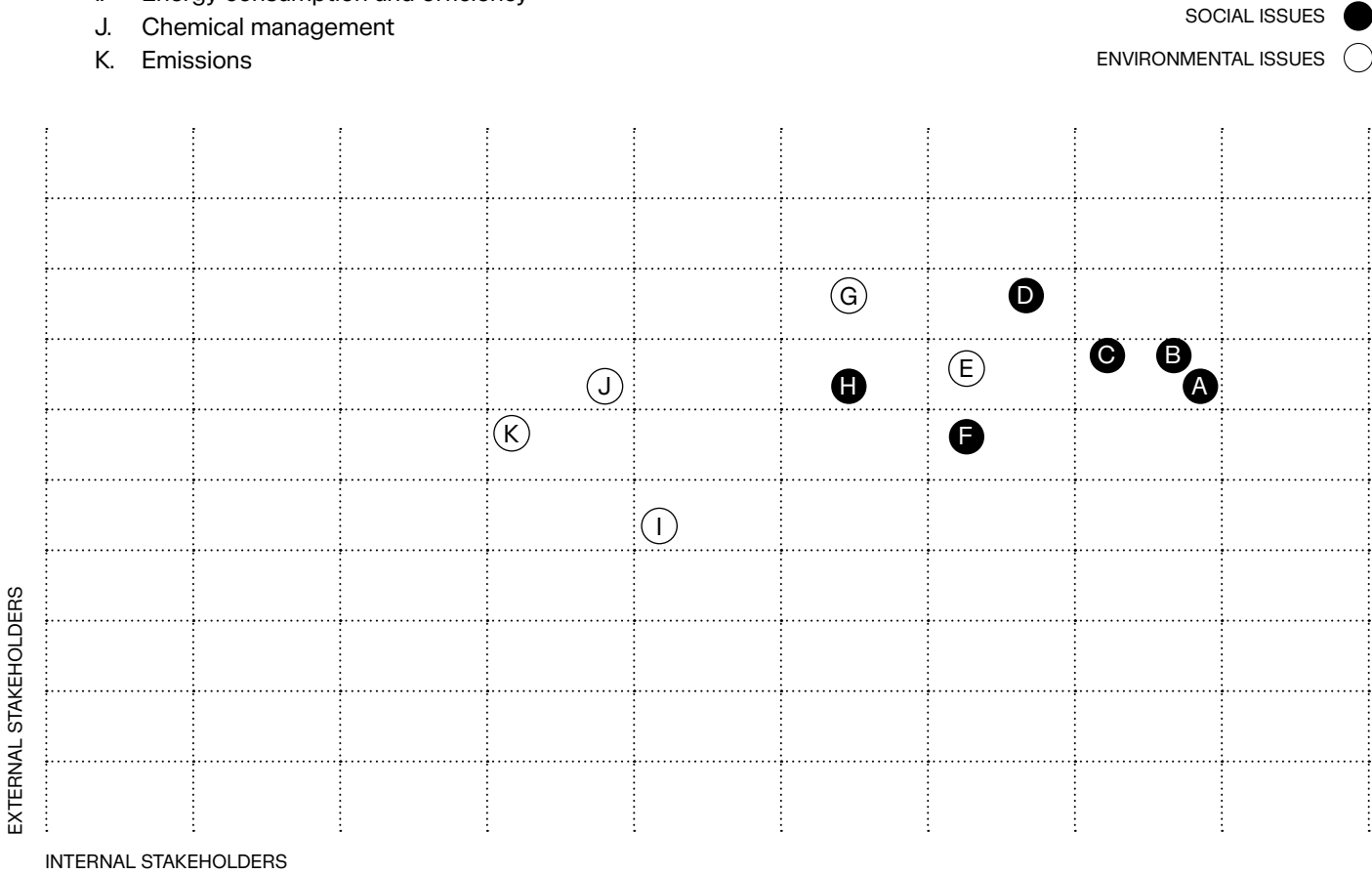
In the near future, the company plans to expand stakeholder engagement and further develop the analysis of the supply chain as part of the dual materiality process, with the aim of obtaining an increasingly comprehensive and representative view of the impacts along the value chain.

MATERIAL ISSUES IDENTIFIED (IN ORDER OF PRIORITY)

- A. Product safety
- B. Supply chain management
- C. Employee health and safety
- D. Respect for human rights
- E. Materials and raw materials
- F. Diversity management, equal opportunities and inclusion
- G. Innovation
- H. Training and professional development

Reported issues considered material due to the high impact significance and relevance for the sector

- I. Energy consumption and efficiency
- J. Chemical management
- K. Emissions



In addition to the GRI Standards, Diadora continues to use the **Corporate Sustainability Reporting Directive (CSRD)** as a reference, although it is not currently subject to the associated obligations.

With this in mind, in 2025 the assessment of impacts, risks and opportunities (double materiality), which was initially carried out in 2024, was reviewed and confirmed in light of the initiatives launched during the year and the development of the company's strategic priorities in the area of sustainability.

The analysis will also be kept up to date over time, in order to support the company's gradual alignment with European reporting best practices.

For further details, please see the tables in each issue macro-area and the methodological note to this Report.

02

Governance: Integrity and vision in the management of the Group

WHAT CHANGED IN 2025

Design of an integrated supply chain assessment system

We have established a Supply Chain Committee to share information on the social performance of the supply chain and to coordinate improvement initiatives. We have also established the structure of a Procurement Committee (operational from 2026) with the aim of developing a new supplier rating system that combines environmental, social, quality, operational, product, financial and legal compliance indicators within a single assessment framework.

Key takeaways

- Establishment of a cross-functional ESG committee
- Establishment of a committee to share information on the social performance of the supply chain
- Regular meetings
- Multidimensional supplier evaluation system under development

Why it matters

Adopting a unified, multidimensional evaluation system enables us to conduct cross-cutting analyses and make decisions based on objective and comparable data. This approach not only ensures rigorous risk control along the supply chain, but also enables the early identification of opportunities for collaboration with the most ethical and innovative partners, thereby transforming sustainability into a driver of competitiveness and shared value, and suppliers into genuine partners for positive change.

Compliance with new European sustainability regulations

We have continuously monitored developments in sustainability-related regulations. In response, we have formalised internal procedures relating to the EU Deforestation-Free Regulation (EUDR) and launched targeted initiatives in relation to other relevant European developments. Specifically, we have begun preparations for the Digital Product Passport (DPP), which is required under the Ecodesign for Sustainable Products Regulation (ESPR), for the Extended Producer Responsibility (EPR) obligations arising from the national regulations transposing the European Directive, and for the restrictions on per- and polyfluoroalkyl substances (PFAS) under the REACH Regulation.

Key takeaways

- Four priority European regulatory frameworks analysed to assess the company's level of compliance
- Training on the new regulatory requirements for the teams concerned and dialogue with suppliers in the leather sector to assess due diligence systems in relation to the EUDR

Why it matters

Systematic and timely compliance with new regulatory requirements enables the company to make clear and definitive changes to its operations and reduce the risk of non-compliance.

2.1 Management model and policies

Our management policies and model constitute the framework within which we oversee the governance system for ESG issues.

In this section, we provide an overview of the organisational tools and control mechanisms that form the structure of the company's governance system. Some of these aspects will be revisited and explored in greater detail in the subsequent chapters of the report, which focus on individual material issues.

The same presentation structure is also used for the chapters on environmental and social issues, in line with the requirements of the GRI Standards regarding the description of the management model.

The corporate governance structure is based on a clear allocation of roles and responsibilities, which ensures consistency between strategic direction and operational implementation.

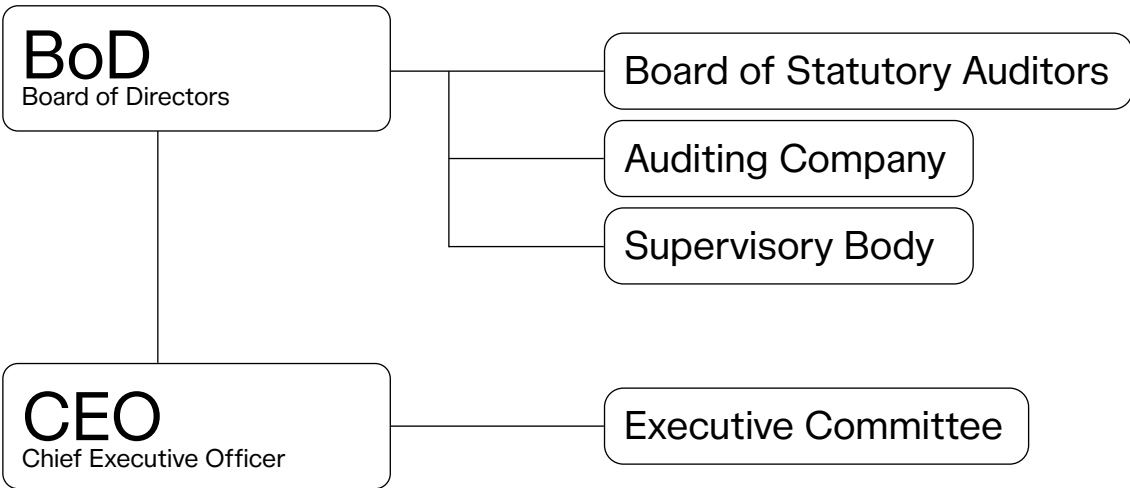
The **Board of Directors** (BoD), consisting of three members including the Chairman, exercises the powers for the ordinary and extraordinary management of the Company, in accordance with the powers reserved by law or by the Articles of Association to the Shareholders' Meeting. The **Chief Executive Officer** is responsible for legal representation and for signing on behalf of the Company vis-à-vis third parties.

The BoD defines and approves strategic guidelines in the economic, environmental and social fields and monitors their implementation. It is supported by the **Board of Statutory Auditors**, the **Auditing Company**, which is responsible for auditing the accounts, and the **Supervisory Body**.

The Chairman also represents the company in international institutional forums, including the World Economic Forum, contributing to discussions on competitiveness, innovation and corporate responsibility. These discussions inform the Board of Directors' strategic thinking, ensuring that it remains consistently aligned with the evolving market environment.

At the operational level, the **Executive Committee**, reporting to the Chief Executive Officer, translates strategic guidelines into concrete decisions and actions, ensuring alignment between the company's priorities and the activities of the various departments.

These bodies form the company's overall governance structure and oversee the key strategic, financial and operational decisions.



Within this structure, the governance system for ESG issues is also developed, which involves specific departments, policies and management tools with the aim of integrating environmental, social and corporate integrity and responsibility aspects into decision-making and operational processes.

In this context, the **Sustainability Department**, which reports to the **Chief Marketing Officer**, directs and coordinates ESG activities: it supports the various departments in assessing environmental and social impacts, collects and analyses data, monitors the progress of initiatives, and helps to integrate ESG issues into the company's processes.

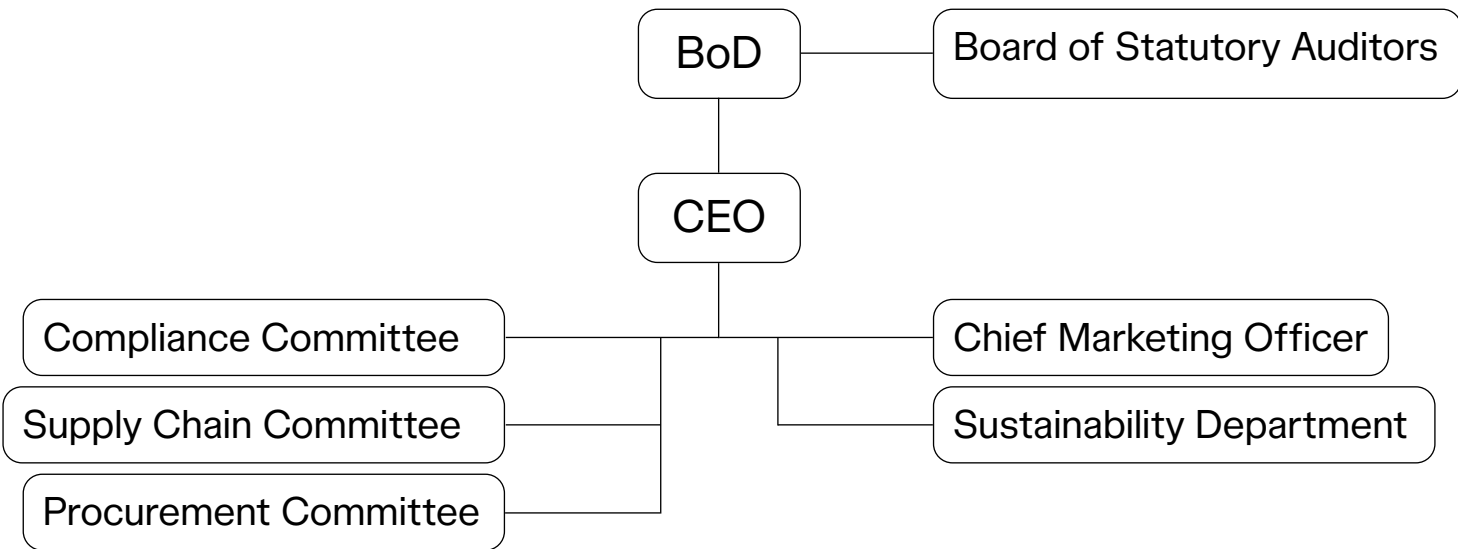
The Board of Directors and the Board of Statutory Auditors receive an annual update on ESG issues when the financial statements are approved. The Chief Executive Officer oversees these issues through fortnightly meetings, ensuring continuous monitoring. In the event of issues that are particularly significant in terms of their severity or scope, the CEO determines the necessary actions and involves the Board of Directors when decisions may have a significant and long-term impact on the company.

For certain specific areas that require the coordination of multiple company departments or dedicated oversight of particularly important issues, the organisational model provides for cross-functional, issue-specific committees with coordination and monitoring responsibilities.

- The **Compliance Committee**, which has been operational since 2024, monitors regulatory developments and determines the necessary compliance measures. In 2025, it gave priority to monitoring the main regulatory developments in the field of sustainability, including the EUDR, the ESPR (including the Digital Product Passport), EPR, sustainability reporting and greenwashing, accessibility requirements and restrictions on PFAS.
- The **Supply Chain Committee**, established in 2025, involves the Sustainability and Sourcing departments. It meets on a quarterly basis to monitor the sustainability performance of core suppliers (marketable goods). The Committee analyses the ethical and social performance of the suppliers assessed on the basis of the results of audits and defines any improvement measures, with the aim of ensuring that the supply chain complies with the standards set out in the Code of Conduct and providing objective information to support sourcing and production planning decisions.
- The **Procurement Committee**, established in 2025 and operational from 2026, will meet annually and will aim to strengthen the supplier evaluation system through a multidimensional analysis of performance and the associated risk profiles. The new model, which is currently being developed, will integrate social, environmental, operational, qualitative, financial and legal compliance indicators into a single assessment framework. The Committee will assess both core and non-core suppliers (such as logistics services and service providers), with the aim of mitigating risks, improving overall quality and performance, and ensuring the selection of reliable partners over the long term..

In addition to the corporate bodies, managerial functions and cross-departmental committees described above, the governance system also includes a set of policies and operational tools focused on managing environmental and social impacts, which are described in the thematic sections of the report.

The effectiveness of the measures implemented is also subject to independent assessments. In 2025, we underwent the **EcoVadis** assessment once again, retaining our **Gold Medal** and a score of 76/100, in line with the previous year. This assessment provides external feedback on the robustness of the governance, environmental and social measures we have implemented.



2.2. Integrity and internal control through the Code of Ethics and the 231 Model

In addition to the policies, procedures and management systems for environmental and social impacts described in the issue-specific sections of the report, Diadora's governance system includes tools specifically designed to protect the Company's integrity and prevent unlawful conduct. These include the **Code of Ethics** and the **Organisation, Management and Control Model pursuant to Italian Legislative Decree 231/2001**, which were adopted by the Board of Directors in 2014 and updated regularly in subsequent years. The most recent amendment was made in December 2023, and at the end of 2025, we initiated a further review process, which will be completed in 2026.

These are voluntary instruments that set out internal rules, responsibilities and organisational controls, thereby strengthening a culture of integrity that goes beyond mere compliance with regulatory obligations.

The two instruments operate in a complementary manner: the Code sets out principles and rules of conduct; the Model 231 governs processes and controls aimed at preventing crimes.

CODE OF ETHICS: SHARED RULES OF CONDUCT FOR THE COMPANY AND THE SUPPLY CHAIN

The Code of Ethics sets out the principles of integrity, fairness and responsibility that guide the actions of directors, employees, collaborators, suppliers and partners. It governs conduct in internal and external relationships.

It is published on the company website, available on the intranet, and is provided at the start of each employment or collaboration relationship.

The Supervisory Body monitors its application, receives any reports of non-compliant conduct and, if necessary, initiates the disciplinary procedures provided for by the internal system.

MODEL 231: SAFEGUARDS AND CONTROLS TO PREVENT UNLAWFUL CONDUCT AND MANAGE REPORTS

The Organisation, Management and Control Model (Italian Legislative Decree 231/2001), or Model 231, adopted by Diadora identifies at-risk activities and sets out protocols and controls to reduce the likelihood of unlawful conduct. Its implementation is overseen by the Supervisory Board, which verifies its effectiveness and reports any necessary updates.

This framework also includes a **mechanism for preventing incidents** of corruption: our most significant business partners declare any conflicts of interest using dedicated forms, and cases involving elements of uncertainty are referred to the Supervisory Board and senior management for appropriate assessment.

Model 231 and its alignment with the company's operations are regularly monitored to ensure that it remains appropriate to operational and regulatory requirements at all times. For this reason, in 2025, we launched a process to **review the Model 231** and its associated procedures, with the support of an accredited external company. A comprehensive assessment of the current situation is expected to be completed by 2026, which may lead to updates to the organisational structure and internal protocols.

Also forming part of this framework is the **whistleblowing platform**, which was introduced in 2023 and has been operational since 2024, in compliance with Italian Legislative Decree 24/2023. The platform allows employees and external stakeholders to confidentially report any violations of the Code of Ethics or non-compliant conduct.

In 2025, two reports were received: one was closed due to a lack of objective evidence; the second report is currently being reviewed in accordance with the established procedure.

2.3. Regulatory developments monitoring and processes update

Our governance system involves continuous monitoring of regulatory developments and the adaptation of internal activities. The Compliance Committee, which has been operating since 2024 and meets quarterly, analyses regulatory developments relevant to the company, assesses their impact on operations, and coordinates compliance measures with the departments concerned.

COMPLIANCE ANALYSIS, INTERNAL MEASURES AND DIALOGUE WITH SUPPLIERS

In 2025, we reviewed the main updates to European regulations, assessing their impact on our processes and our level of compliance.

In particular, we focused on:

- **EU Regulation 2023/1115 (EUDR)** on deforestation-free raw materials and products;
- **EU Regulation 2024/1781 (ESPR)**, which, among other regulatory provisions, introduces ecodesign requirements and the Digital Product Passport;
- **Extended Producer Responsibility (EPR) obligations set out in Directive 2008/98/EC on waste (Waste Framework Directive)** and subsequent developments in European legislation;
- European regulations on green claims, in particular **Directive (EU) 2024/825** on consumer empowerment for the green transition;
- restrictions on PFAS, within the framework of **Regulation (EC) No. 1907/2006 (REACH)** and the proposed restrictions currently under regulatory review..

With regard to the EUDR, a preliminary analysis of the possible impacts of the regulation on raw materials and marketed products was initiated during the year. In addition, internal training activities were carried out and a dialogue was initiated with suppliers, particularly in the leather sector, to explore in greater detail the potential due diligence requirements set out in the regulation.

DATA PROTECTION TO SAFEGUARD TRUST AND INTEGRITY

Diadora's privacy protection system is based on a comprehensive framework of roles, internal procedures and public notices, designed to ensure compliance with **Regulation (EU) 2016/679 (GDPR)** and to protect the personal data of employees, customers and other stakeholders.

The Data Controller is Diadora S.p.A., with registered office in Caerano di San Marco (TV), Italy. A **Data Protection Officer (DPO)** has been appointed to oversee the system, with the task of supervising the application of data protection legislation and supporting the company's departments in managing the relevant obligations. The **Supervisory Board** also monitors the application of the confidentiality principles set out in the Code of Ethics, which include privacy protection and the safeguarding of information.

On this basis, we have developed a system of procedures and tools designed to prevent and manage risks related to the processing of personal data. Among the main safeguards adopted are a **Data Breach Management Procedure**, in place since 2020, which sets out a six-step approach to managing any personal data breaches, and a **Data Breach Register**, managed by the Legal Department with the support of the IT and HR departments, which enables the tracking and monitoring of any security incidents. These tools are complemented by **the IT Tools Use Procedure**, which sets out the rules for the safe and ethical use of company devices by employees.

The system is complemented by the **Privacy and Transparency Policies** available on the company website. These include the general **Privacy Policy**, which governs website browsing and the processing of data collected automatically, as well as the notices on marketing activities and newsletters, for which data is processed only with the data subject's explicit consent.

03

Social: people, supply chain and community



Strengthening of the social auditing system

Following the launch of the new due diligence system in 2024, in 2025 we applied the audit programme to our first-tier supply network and its subcontractors. Initial and follow-up audits were carried out, with formalised management of Corrective Action Plans (CAPs) and monitoring of any critical issues identified.

Key takeaways



Why it matters

A systematically implemented audit system makes it possible to strengthen the protection of workers’ rights, to monitor non-conformities along the supply chain on an ongoing basis, and to mitigate the risk of serious violations affecting workers.

Launch of a training programme for employees and suppliers

We have strengthened alignment on ESG issues through training activities aimed at both internal teams and our main suppliers. The in-house sessions covered the new policies, product certifications and green claims. Alongside this, we engaged with the majority of our vendors in one-to-one meetings on the Code of Conduct, the monitoring process and the sustainable procurement policy, covering over 95% of our total procurement volume.

Key takeaways



Why it matters

Structured training alignment enables policies and requirements to be translated into consistent operational behaviours and strengthens the protection of people throughout the supply chain.

Table - Material issues, impacts and risks

IMPACTS

Item description	Impact	Actual / Potential	Actions to mitigate negative impact (relevant chapter)	Impact significance
RESPECT FOR HUMAN RIGHTS / SDGs 5; 8; 10				
Fundamental rights intrinsic to every individual, regardless of their origin, status, or condition, including civil, political, economic, social, and cultural rights, which must be respected in an organisation's activities, operations, and business relationships.	Positive Contribution to improving the quality of life of supplier employees through responsible and fair business relationships.	Actual		Significant
	Negative Exploitation of workers along the supply chain via, for example, working hours, wages, inadequate working conditions and violations of freedom of association.	Actual	31. Management model and policies 3.4 Supplier assessment and human rights protection	Significant
EMPLOYEE HEALTH AND SAFETY / SDGs 3; 8				
Safe, healthy, and dignified working conditions ensured for all employees, guaranteeing a work environment that protects the health and well-being of workers.	Positive Promotion of worker safety and reduction of accidents through increased awareness of correct use of machinery and equipment.	Actual		Significant
	Negative Increase in accidents due to inadequate management of workplace safety.	Actual	31. Management model and policies 3.2.2 Employee Health and Safety	Significant
SUPPLIER SOCIAL EVALUATION / SDGs 8; 12				
Analysis of the impact of procurement practices on the environment and society of suppliers.	Positive Incentive for suppliers to improve their social and environmental performance to qualify as company partners.	Actual		Significant
	Negative Violation of workers' rights due to inaccurate or incomplete supplier selection.	Actual	31. Management model and policies 3.4 Supplier assessment and human rights protection	Significant
SUPPLY CHAIN MANAGEMENT / SDGs 8; 12				
Consideration of the social, environmental and economic impacts along the entire supply chain of an organisation.	Positive Promotion of environmental protection principles and respect for human rights through constant dialogue with suppliers, partners and the supply chain.	Actual		Significant
	Negative Violation of workers' rights and environmental damage due to the lack of or incomplete monitoring by Diadora.	Actual	31. Management model and policies 3.4 Supplier assessment and human rights protection	Significant
DIVERSITY MANAGEMENT, EQUAL OPPORTUNITIES AND INCLUSION / SDGs 5; 10				
Promotion of an inclusive work environment that respects and values diversity in all its forms, ensuring equal opportunities for all employees, regardless of gender, ethnicity, age, sexual orientation, abilities, or other personal characteristics.	Positive Strengthening of an inclusive corporate culture, which improves employee well-being and motivation, promoting a respectful and innovative work environment.	Actual		Significant
	Negative Presence of inequalities or episodes of discrimination that could undermine corporate cohesion and reduce morale and productivity.	Actual	31. Management model and policies 3.2. Well-being, safety and personal development	Significant

Item description	Impact	Actual / Potential	Actions to mitigate negative impact (relevant chapter)	Impact significance
TRAINING AND PROFESSIONAL DEVELOPMENT / SDGs 4				
Investment in employees' professional growth through skills training and development programmes, aimed at improving individual and collective contributions within the company. These programmes may include technical refresher courses and soft skills training and development.	Positive Improvement of employees' quality of work and technical skills, leading to greater efficiency and innovation in company operations.	Potential		Significant
	Negative Obsolescence of the team's skills, which struggles to keep up with industry changes.	Actual	31. Management model and policies 3.2.3. Training and professional development: skills enhancement	General
PRODUCT SAFETY / SDGs 12				
The ability of a product to do no harm to human health during its lifecycle, ensuring that products are designed, manufactured, and distributed in compliance with safety standards and regulations.	Positive Improvement in the quality and safety of products to protect consumer health.	Actual		Significant
	Negative Deterioration in the level of product safety and quality, due to limited monitoring of these aspects.	Potential	31. Management model and policies 3.5. Product safety and quality to protect consumers	Significant

RISKS AND OPPORTUNITIES

Risk	Significance	Opportunities	Significance
RESPECT FOR HUMAN RIGHTS / SDGs 5; 8; 10			
Failure to oversee human rights violations along the supply chain, which would associate Diadora with unethical practices and cause reputational damage.	Significant	Respect for human rights along the supply chain, which would strengthen Diadora's reputation as an ethical company.	Significant
EMPLOYEE HEALTH AND SAFETY / SDGs 3; 8			
Failure to manage occupational safety that could lead to workplace accidents and subsequent legal action.	General	Creation of a safe working environment, which would lead to increased productivity.	Significant
SUPPLIER SOCIAL EVALUATION / SDGs 8; 12			
Lack of an effective supply chain monitoring system, which could cause damage to the company's image, loss of competitiveness, and sanctions.	Significant	Strengthening of suppliers' social and environmental compliance, which would improve the company's reputation.	Significant
SUPPLY CHAIN MANAGEMENT / SDGs 8; 12			
Inadequate management of the production chain, which would increase the company's vulnerability to disruptions, and economic and regulatory risks, jeopardising long-term operational stability.	Significant	Implementation of responsible management practices that would ensure greater resilience to disruptions, and economic and regulatory risks, ensuring long-term operational stability.	Significant
DIVERSITY MANAGEMENT, EQUAL OPPORTUNITIES AND INCLUSION / SDGs 5; 10			
Lack of inclusive policies that could damage the company's image and reduce employee morale, increasing turnover and absenteeism.	General	Promotion of diversity and inclusion in the workplace that would improve the company's climate, fostering innovation and increasing the company's attractiveness to qualified and diverse talents.	General
TRAINING AND PROFESSIONAL DEVELOPMENT / SDGs 4			
Obsolescence of internal skills that would make the workforce less qualified, limiting our ability to adapt to innovations and maintain competitiveness.	General	Improvement of staff skills through continuous training, which would strengthen their skills, improving the company's efficiency and ability to quickly adapt to market innovations and changes.	General
PRODUCT SAFETY / SDGs 12			
Non-compliance of products with safety standards, which could lead to costly corrective interventions, production interruptions, delays in time-to-market, and loss of business opportunities.	General	Positioning as a leader in safety, which would allow differentiation in the accident-prevention market, thereby increasing customer confidence and brand appeal.	Significant

3.1 Management model and policies

We are aware that our activities and our products can have both positive and negative impacts on a wide range of people, with our company workforce, workers in the production chains, consumers and athletes being among the most directly affected stakeholders. For this reason, addressing social issues is of primary importance to us.

Diadora's approach is based on an integrated set of **policies, operating procedures and monitoring systems** developed over time to prevent negative impacts, protect people's rights and promote safe and inclusive working conditions. Managing these issues involves various company departments – including HR, Operations, Quality, Sustainability and Legal – with the aim of integrating social requirements into key business processes.

Our system for managing social issues is structured around three main areas of our value chain.

PEOPLE WHO WORK FOR THE COMPANY

People management is based on a set of organisational tools and management systems aimed at ensuring safe, fair and professionally development-oriented working conditions.

The main measures adopted include the **ISO 45001**-certified health and safety management system, risk assessment processes and company procedures for the prevention of illnesses and accidents. These are complemented by organisational tools and initiatives focused on employee well-being, corporate welfare programmes, and skills development training.

Oversight of internal social issues is primarily the responsibility of our Human Resources department, in coordination with the other company departments involved in organisational and operational processes.

PEOPLE INVOLVED IN THE PRODUCTION CHAIN

The protection of human rights in the supply chain is ensured through a system of contractual commitments, risk assessment procedures and tools for monitoring working conditions at production sites.

The primary reference point is Diadora's **Code of Conduct**, which sets out the minimum requirements for suppliers in terms of workers' rights, health and safety, business ethics and environmental protection, and forms an integral part of supply contracts.

Building on this foundation is the supply chain **due diligence process**, which governs the supplier assessment process through mapping, risk analysis and regular monitoring. The system includes social audits at production sites, the development of **Corrective Action Plans** (CAPs), and the monitoring of the implementation of corrective actions.

In 2025, we established a **Supply Chain Committee** with the aim of monitoring supplier performance and providing objective information to support sourcing and production planning decisions. The **Procurement Committee** will also be tasked with developing an integrated supplier rating system that includes social, environmental and operational indicators.

PEOPLE WHO USE OUR PRODUCTS

The safety and technical reliability of our products are a key aspect of the company's responsibility towards consumers.

For personal protective equipment (CE-certified Utility line), products are developed and tested in accordance with the applicable European standards and as part of the **ISO 9001**-certified quality management system; for the other product categories, we establish internal standards that are consistent with market benchmarks.

In 2025, we began developing a **Product Compliance Manual** to formalise the requirements and responsibilities for the various product categories; this manual is expected to be completed by 2026.

The monitoring of technical compliance is combined with the management of chemical safety through the **Diadora Chemical Management Policy**.

3.2 Well-being, safety and personal development

Our people management is based on tools and initiatives aimed at promoting well-being, health, safety and professional development.

In 2025, 96% of our employees were employed on permanent contracts and had a median employment time of 7 years. These figures reflect a stable employment structure, which is a fundamental prerequisite for employee well-being, as it promotes career continuity, long-term development and the consolidation of skills.

The company also focuses on promoting inclusive working conditions. We comply with our legal obligations regarding the employment of individuals from protected categories through direct recruitment and partnerships with social cooperatives.

In addition, the **agreement with the Province of Treviso** for the employment of young people with Down syndrome, which has been in place since 2024, continues. This initiative is part of a programme aimed at promoting inclusion through practical work experience within the company, implemented in collaboration with local institutions. The project helps to promote independence, on-the-job training and integration into structured professional environments.

3.2.1 Corporate welfare: the well-being of people inside and outside the company

The welfare initiatives developed over the years aim to promote the well-being of people within the company and in their daily lives.

These activities are divided into three complementary areas: quality of life within the company, through spaces, services and initiatives focused on day-to-day well-being; work-life balance tools, which promote flexibility and provide support in times of need; and opportunities available in the local area, which promote access to cultural and social activities, including outside working hours.

Quality of life within the company

Over the years, Diadora has developed various initiatives focused on daily life within the company, both through the **Life at Diadora** programme and through other resources and services made available to employees.

LIFE AT DIADORA

The **Life at Diadora** programme sets out the framework for initiatives focused on the well-being of people within the company. These initiatives are promoted and coordinated by the **Life at Diadora Committee**, appointed by the CEO, which is responsible for developing and monitoring activities related to the quality of working life. The existence of this committee reflects the company’s focus on issues related to people and the quality of the work environment.

The programme is divided into three integrated macro-areas:

- **Casa Diadora – quality of spaces and life within the company**
In 2025, we improved the working environment by carrying out acoustic improvements in the canteen and creating an indoor garden accessible from the cafeteria. Solutions were also introduced to reduce the use of plastic and improve recycling. Throughout the year, we also held various social events, both for training purposes and for fun, such as guided tours of the Diadora Museum and our in-house factory, as well as the summer party.
- **Polisportiva – physical activity and social interaction**
Sport is part of Diadora’s identity and is also reflected in day-to-day life at the company. In 2025, we organised activities throughout the year – winter hikes, beach volleyball, boules and table tennis tournaments, walks, yoga and padel tennis lessons – in which a total of over 270 people took part, around 30% more than the previous year. The aim is to create opportunities for socialising and fun, as well as for trying out new sports and activities.
- **Canteen and nutrition – a varied diet and waste reduction**
In 2025, we enhanced our Wednesday vegan menu offering through a structured process: a review of the menu, dedicated training for the cooks, support from a specialist chef, and a themed day featuring external chefs. We also introduced the option of taking away surplus food from the canteen, thereby helping to reduce food waste.

RENOVATED AND UPGRADED COMPANY GYM

The company gym is an on-site facility accessible to employees and their families. By opening the gym up to families, we have expanded the use of sports facilities and strengthened their social dimension.

In 2025, we completely refurbished the gym, replacing all the machines and adding more of the most frequently used equipment. In addition to the facilities for working out, we have also added further services, such as the option of on-site sports medical check-ups, the availability of an osteopath, and advice from a nutritionist.

FEELING AT HOME, IN THE COMPANY

In 2025, we continued to focus on small gestures and practical support to help people feel welcome and at ease.

Our **welcome kit** includes reusable items such as a water bottle and a mug and, as of this year, also a **lunch box** to make it easier to take away leftovers from the canteen and help reduce food waste.

In addition to this, we offer **free apartments for interns and employees**: this solution is designed to provide practical and immediate support, reducing the logistical difficulties associated with accommodation and enabling staff to enjoy their time with the company with greater peace of mind.

Work-life balance measures

To support a balance between professional activities and personal needs, Diadora provides tools that enable greater flexibility in managing work.

OPERATIONAL FLEXIBILITY THROUGH REMOTE WORKING

The option to work remotely for up to 8 days per month has been retained for 2025, in line with previous years.

From 2025, in the event of temporary difficulties in being physically present (e.g., due to an accident or reduced mobility), employees may request an extension of the standard limit for a limited period.

SOLUTIONS FOR FAMILY AND PERSONAL NEEDS

Part-time work is one of the main organisational flexibility solutions.

In 2025, 15% of employees made use of this option, which enabled them to meet personal and family needs, particularly in relation to parenting or caring for loved ones.

SUPPORT FOR PARENTS

Parenting support measures have also been confirmed for 2025 in the various areas in which we operate: in the United States, employees are entitled to 14 weeks of fully paid **maternity leave** and 5 days of fully paid paternity leave; in Italy, the **company's “Mondo Piccino” nursery** continues to operate, offering reduced rates.

Local opportunities for culture and leisure

We promote initiatives that support the well-being and personal development of our employees, including outside working hours, giving priority to the opportunities available in the region in which we operate.

Agreements with local partners, including the **Gran Teatro Geox in Padua**, remain in place, offering Diadora employees discounted access to shows and cultural initiatives.

In 2025, we chose to take a tangible step to promote access to Venice's cultural heritage by joining **Officinæ Guggenheim**, a programme aimed at companies that support the cultural and institutional activities of the **Peggy Guggenheim Collection**, one of Italy's leading museums of modern art. As part of this annual partnership, our employees can enjoy free access to the permanent collection and take part in guided tours and special events. The initiative stems from our desire to promote the heritage and activities of an area that is so important to us, namely Venice.

3.2.2 Employee health and safety: risk management and prevention system

Health and safety management encompasses both compliance with current regulations and voluntary initiatives aimed at protecting people's health and facilitating access to health services.

HEALTH AND SAFETY AT WORK

Our occupational health and safety management system is structured in accordance with the **ISO 45001:2018** standard and applies to 100% of employees. The system is aligned with the requirements of Italian Legislative Decree 81/2008 and includes dedicated roles, including the **Prevention and Protection Service Officer** (PPSO) and the **Company Doctor**.

The system is based on a **risk identification and management process**. The company risk assessment, first carried out in 2012, is periodically reviewed and updated. The current approach also includes targeted interventions in response to incidents or reports: any accidents or incidents trigger a specific review of the associated risks, while observations and reports gathered by the General Services team – which continuously monitors operational activities and workplaces – may lead to timely updates.

To support the management system, a **dedicated intranet section** called “Environment & Safety” is in place, which collates documentation, updates and information materials relating to occupational health and safety. This section serves as the access point for the applicable H&S procedures and communications; further new documents and information content are planned to be added to the section in 2026.

In September 2025, a **surveillance audit of the management system** was carried out: no non-conformities were identified; instead, only observations were made, which were seen as opportunities for improvement, including the incorporation of occupational health and safety issues into the onboarding process for new employees, prior to and in addition to the mandatory courses required by law, and the expansion of the resources available on the company intranet. Demonstrating the effectiveness of the prevention and monitoring system, there were no workplace accidents recorded in 2025.

In addition to formal tools, we promote responsible behaviour in emergency situations, valuing individual contributions to collective safety. For example, in 2024, a number of employees distinguished themselves by promptly managing a fire incident, acting in an effective and coordinated manner; following the incident, their contribution was formally recognised as a tangible example of their focus on collective safety.

HEALTH SERVICES AND PREVENTION INITIATIVES

Protecting the health of our workers goes beyond legal obligations and includes initiatives that facilitate access to health and medical services.

Since 2019, the Company has offered its employees a **supplementary health insurance plan that** provides access to specialist, diagnostic and hospital services. In 2025, this plan was supplemented by initiatives focused on prevention and support for family needs, including the option of receiving vaccinations directly at the Company and dedicated support services to help employees manage the health or care needs of their family members.

3.2.3 Training and professional development: skills enhancement

Employee professional development is based on training activities and a goal-based performance appraisal system. In this way, the company promotes the development of skills over time and ensures organisational continuity, compliance with regulatory requirements and the quality of business processes.

TECHNICAL TRAINING AND REFRESHER COURSES ON POLICIES AND SUSTAINABILITY

In 2025, training focused on two areas: operational skills, to improve effectiveness in day-to-day work, and sustainability skills, to strengthen the internal culture on this topic and translate it into consistent choices and behaviours in processes and communication.

In terms of IT skills, **337 hours of voluntary training** were provided, focusing mainly on:

- **PowerPoint**, to improve presentation skills and internal and external communication;
- **SAP Concur**, for managing business travel and expense claims;
- **Google Workspace**, to support operational efficiency and internal collaboration.

We have also launched an internal programme focused on sustainability, with the aim of raising internal awareness and providing practical tools for the correct application of policies and requirements. The main activities focused on:

- **New policies:** 4 sessions totalling 4 hours, with 59 participants from the Product, Operations, Quality and Marketing teams;
- **Certifications:** 2 sessions totalling 4 hours, with 18 participants;
- **Green claims and greenwashing:** 5 sessions totalling 5 hours, with 60 participants from the Operations, Marketing and Sales teams.

In particular, the sessions on green claims helped the teams involved in communication and sales to use accurate and verifiable messages, in line with regulations and with the principles of transparency towards the market.

PERFORMANCE APPRAISAL AND DIGITALISATION OF THE SKILLS FRAMEWORK

Diadora uses tools that help to clarify the company's expectations and the development opportunities available to its employees.

An **evaluation system based on measurable individual targets** is already in place, which makes it possible to monitor each person's contribution in relation to the company's priorities and to guide their development pathways.

In 2025, we also began designing a **digital tool that links roles, required skills and learning pathways**, with the aim of making appraisal criteria more consistent and comparable over time.

3.3 Supplier assessment and human rights protection along the supply chain

The system for protecting human rights along the supply chain is based on formal commitments made by Diadora and its suppliers, an internal accountability structure and ongoing impact monitoring and mitigation activities.

The first safeguard is Diadora's **Code of Conduct**, to which all suppliers are required to formally adhere. This document sets out the minimum requirements in terms of workers' rights, health and safety, business ethics and environmental protection, and forms an integral part of supply contracts.

Building on this contractual foundation is the **due diligence procedure**, which governs the process of assessing and monitoring suppliers with the aim of preventing, identifying and mitigating social, environmental and ethical risks throughout the supply chain.

The due diligence process comprises three main stages:

- supply chain **mapping** and data collection;
- **assessment** of the risk level and identification of the mitigation system;
- **implementation** of a monitoring and evaluation system commensurate with the risk level (including through audits).

This approach is applied from the onboarding stage: In 2025, 100% of new suppliers of goods intended for sale were selected using social criteria consistent with our Code of Conduct and Due Diligence Procedure.

MONITORING AND EVALUATION SYSTEM FOR SUPPLIERS OF GOODS INTENDED FOR SALE

At the end of 2024, we revised the monitoring process, a key component of our due diligence system, which was previously based on the EcoVadis assessment. For suppliers of goods intended for sale, a system has been introduced based on audits carried out directly at the factories of Tier 1 suppliers and their subcontractors. Starting from 2025, the **programme for verifying supply chain compliance through on-site audits** is the main tool for verifying working conditions.

The audits are conducted on a semi-announced basis by an accredited third-party body, in accordance with a proprietary protocol developed on the basis of our Code of Conduct and aligned with the main international standards on human rights, labour and environmental protection.

The model involves assigning a rating to the production site based on the number and severity of the non-conformities identified (minor, major, critical) and, where necessary, includes the development of an improvement plan known as a **Corrective Action Plan** (CAP) and follow-up audits to verify its effective implementation.

In 2025, the following audits were carried out:



The target for 2025 was to cover 100% of Tier 1 suppliers. To this end, 86% of finished product factories and their main subcontractors were audited, covering all major production sites and a total of 96% of production volumes.

The results of these audits feed into an internal review process managed by the **Supply Chain Committee**. The results of the audits and the progress of the corrective action plans are regularly shared at a cross-functional level and contribute to the overall evaluation of the partner.

3.4 Product safety and consumer care

MANAGEMENT OF NON-CONFORMITIES AND CORRECTIVE ACTION PLANS

Each non-conformity identified is classified according to its severity (minor, major, critical) and is incorporated into a formalised Corrective Action Plan (CAP), which includes:

- a detailed description of the non-conformity;
- analysis of the cause;
- corrective actions required;
- assigned responsibilities;
- timeframe for resolution;
- method for verifying conclusion (document review and/or follow-up audit).

The CAP is shared with the supplier and monitored by the Sustainability Team until the critical issues are resolved. The timeframe for closure is determined based on the severity of the findings and affects the rating assigned to the site and the frequency of subsequent audits.

With regard to the progress of all non-conformities identified in 2025, 47% were resolved within the year and verified through the follow-up process, while the remaining 53% were still open as at 31 December. The main reasons for this relate to the timeframes for implementing corrective actions, which extend beyond the financial year, audits conducted across two years, or delays in resolution; these non-conformities will therefore be concluded in the course of 2026. Furthermore, in some cases, the non-conformities relate to factories that were subsequently removed from the supplier base, for which the completion of corrective actions is no longer relevant.

For suppliers where non-conformities (NCs) with a significant negative impact were identified, in 79% of cases, improvement plans formalised through CAPs were agreed upon and initiated, and 26% of the suppliers subject to a corrective action plan have already had their rating positively revised. In the remaining 21% of cases, given the presence of serious critical issues and the absence of a remediation plan deemed sufficient, the business relationship was terminated following an overall risk assessment.

The most serious non-conformities identified and the corresponding improvement plans implemented related to the following areas: overtime and working hours, social security contributions and insurance, and health and safety requirements.

Our overall supplier evaluation system is evolving. From 2026, the **Procurement Committee** will become operational and will supplement the results of social audits with additional areas of analysis – including the environment, quality, operations, finance and legal compliance – with the aim of developing a multidimensional supplier rating system.

SUPPLIER TRAINING AND SUPPORT ON ESG ISSUES

In the final quarter of 2025, an **information and awareness-raising initiative was launched for suppliers on the new company policies** (Code of Conduct and monitoring process, the Diadora Chemical Management Policy, the Raw Materials Sustainable Sourcing Policy).

The sessions were delivered on a one-to-one basis (1 hour for each vendor) and involved the most significant vendors in terms of the volume of goods intended for sale, covering more than 95% of the total volume.

Just as we protect the people who make our products, we also pay close attention to those who use them, whether they are athletes seeking the best performance in running or workers operating in high-risk professional environments who require the utmost protection. .

We are committed to combining strict compliance with technical standards with the development of solutions that can respond promptly to the needs of athletes and professionals.

SAFETY STANDARDS AND DEVELOPMENT OF THE COMPLIANCE MANUAL

Product safety is based on the application of technical standards that vary according to product category.

Products classified as personal protective equipment (CE-certified Utility line) are designed and tested in accordance with the **European standards applicable for CE marking**. For this range, **ISO 9001** certification governs the design, manufacturing and quality control activities, ensuring the traceability of inspections and consistency between the defined technical requirements and the product's characteristics.

For products not subject to CE marking, Diadora establishes **internal standards based on market benchmarks**, including those borrowed from other sectors, and on comparable products. In 2025, the **Diadora Chemical Management Policy (DCMP)** was also created, which also includes an updated version of the **Restricted Substances List (RSL)**. The RSL sets out the substances that are prohibited or subject to restrictions in products and is one of the main technical references used to verify the chemical compliance of products across the supply chain.

In 2025, building on the experience we had gained in the children's segment, we began developing a new **Product Compliance Manual**. The aim is to strengthen and standardise the management of chemical, mechanical and information compliance across all categories (footwear and clothing, adults and children's) via a rigorous risk management system. The framework will formalise requirements and verification criteria across the entire development cycle: every item will undergo prior validation to mitigate potential critical issues before being placed on the market. The project will be completed in 2026, with operational implementation scheduled for 2027, supported by training plans for internal teams and our supply chain partners.

QUALITY CONTROL AND AFTER-SALES PERFORMANCE

Our quality control system includes **regular inspections and testing** carried out prior to marketing, to ensure compliance with regulatory requirements and the technical reliability of our products. In 2025, there were no instances of non-compliance with regulations or self-regulatory codes relating to product health and safety.

In addition to product safety compliance, we monitor **indicators related to after-sales quality**: in 2025, returns due to defects decreased by 29% compared to 2024. This figure is an indicator of the product's technical robustness and reliability in use.

In the case of the top-of-the-range models manufactured in Italy in the Sport Active categories (running, tennis, football), we are also able to closely monitor the most important technical stages, thanks to the proximity of the company to the place of manufacturing. This enables us to respond very promptly to any critical issues and to maintain high quality standards.

Athena

SAFETY FOOTWEAR DESIGNED FOR THE FEMALE FOOT

Our focus on product safety and quality is also accompanied by a commitment to developing solutions that meet the diverse needs of users.

This is the context behind **Athena**, a safety shoe designed specifically for female workers, developed on the basis of in-depth scientific research into the physiological and biomechanical characteristics of the female foot and the ergonomic requirements associated with professional settings.

Developed in collaboration with the **Biomechanics Institute of Valencia**, the project goes beyond the unisex approach of traditional personal protective equipment by introducing technical solutions based on specific morphological and functional characteristics, with a particular focus on comfort, lightness and ergonomics.

In 2025, the *Athena* project received a **CEOforLIFE Award** in the Innovation category, a national award that recognises corporate projects capable of generating impact through sustainable development, innovation and inclusion.

The award was accepted by Diadora's CEO, Claudio Bora, representing the company and the team that developed *Athena*.

Partnership con Equaly

TRAINING AND DISCRIMINATION PREVENTION

Our focus on the well-being and safety of female workers is also reflected in our partnership with **Equaly**, an organisation dedicated to promoting gender equality in the music and creative industries.

Since 2023, we have been supporting the **“SAFE&LOUD – Live, Safety and Gender Equality”** training project, an initiative promoted by Equaly and implemented with the support of Diadora Utility. The programme offers free training courses for people interested in working in the live events sector or already working in it, with the aim of enhancing professional skills and promoting greater awareness of safety and gender equality issues in the production and organisation of events.

The collaboration also stems from the experience gained with the **Utility Athena** line, which highlighted the importance of designing work tools and safety equipment with the specific needs of female workers in mind.

3.5 Partnerships with athletes and presence in sports

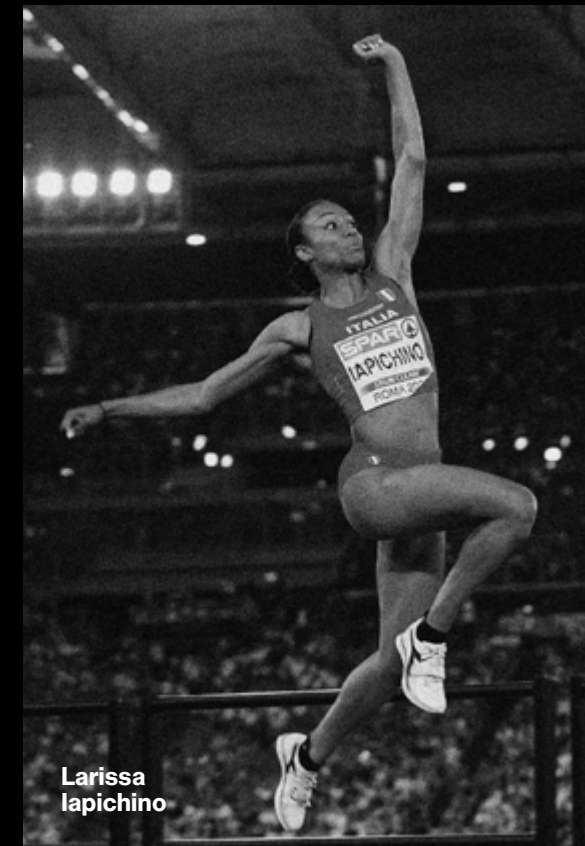
Diadora is no mere sports brand. It is an active part of an ecosystem of experts, technicians and enthusiasts who experience sport alongside those who practise it. We are **strategic partners of professional athletes**, with whom we co-design performance-focused technical solutions, support emerging talent and maintain a presence in local communities, promoting sport as an instrument for inclusion and participation.

SUPPORT FOR PROFESSIONAL ATHLETES

Our partnerships with professional athletes represent a form of presence that supports the sports ecosystem.

In 2025, we continued to support several internationally renowned athletes, in keeping with our approach in previous years. This is a natural extension of the company's business: operating in the world of footwear and sportswear means supporting athletes during competitions and performance-building activities, when sport becomes a shared, visible and accessible experience.

This type of support helps to promote the values of sport and strengthens the bond with those who practise it at the highest level.



Larissa
lapichino



Antonella
Palmisano



Massimo
Stano

At the same time, we continued to support emerging talent, fostering the development of young athletes, including through the **NIL (Name, Image and Likeness)** programme in the United States, which enables us to support university athletes.

ATHLETES AS TECHNICAL PARTNERS IN RESEARCH AND DEVELOPMENT PROCESSES

Our partnerships with professional athletes are long-term relationships based on an ongoing exchange between on-the-field experience and product development.

Athletes play an active role in our Research and Development processes: they test the products, assess their performance and provide feedback, which is then incorporated into subsequent design stages.

This direct engagement helps us to develop technical solutions that are more closely aligned with the needs of sportspeople, both at the competitive and amateur levels.

SPORT AS A CATALYST FOR INCLUSION AND A LINK WITH THE LOCAL AREA

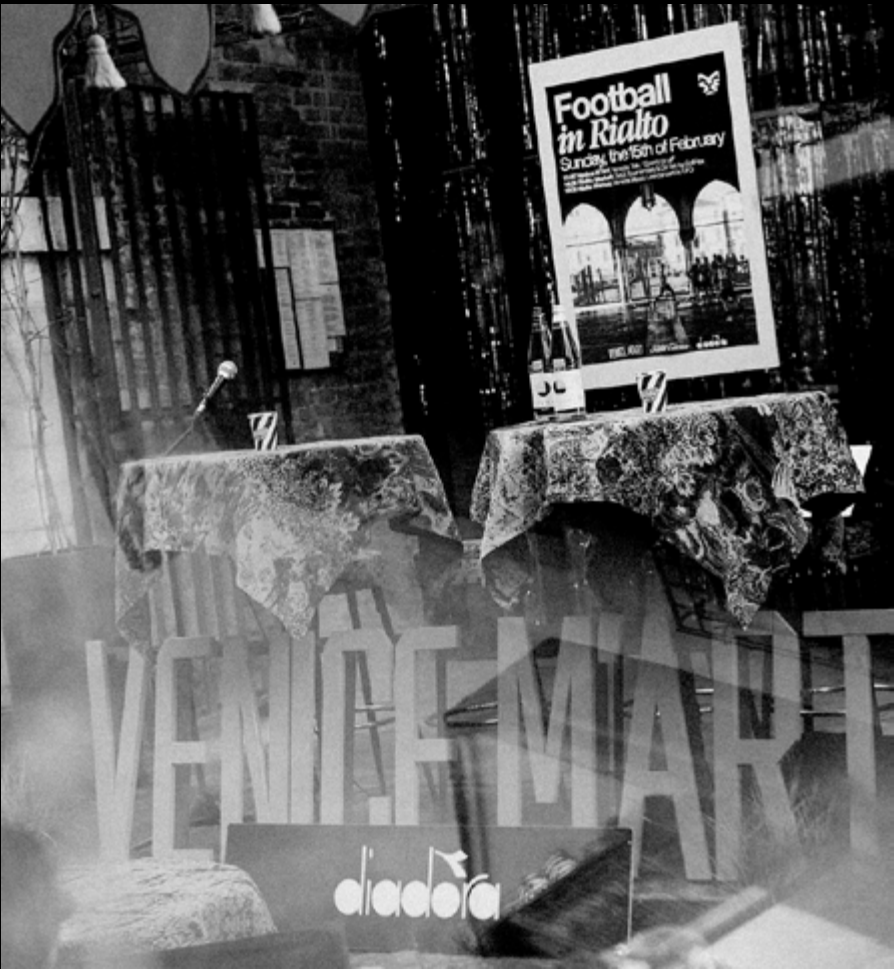
In addition to our partnerships with professional athletes, we are committed to promoting community sport in the regions that are most important to us. In 2025, we launched our first long-term, ongoing investment project in the local community, establishing a partnership with the **Sant’Elena Amateur Sports Association in Venice**. The Sant’Elena Amateur Sports Association is a non-profit organisation established to promote social inclusion and cultural integration through street football. Founded by a community of students, the Association operates on the only public football pitch in Venice’s historic centre, transforming sport into a means of creating a deep connection between the student population, including international students, and the city’s authentic fabric, going beyond the stereotypes of mass tourism.

Diadora’s support has taken the form of initiatives with a high social and local impact, including:

- **Inclusion and Gender Equality:** We have wholeheartedly supported the **“Il Calcio è di tutte”** (Football is for All Girls Too) project, an initiative aimed at breaking down barriers to access to sports for girls, thereby promoting equality from the earliest stages of sporting activity.
- **Sports and Urban Culture:** Through this partnership, Diadora played a leading role in organising and running events in iconic locations in the city, such as **“Football in Rialto”** – a 3-a-side tournament held in the Rialto fish market, which is temporarily made available for street football – and tournaments that celebrate football as a universal language of community.
- **Technical and Operational Support:** To ensure the continuity and quality of our sports and social programmes, throughout 2025 we donated **technical footwear, football kits and balls** to the Association, providing the required gear for hundreds of young athletes from all over the world. At the heart of the initiative were the kits of the teams competing in the tournament promoted by the association, which were designed by the **Sant’Elena Amateur Sports Association** and developed and produced by **Diadora**. This project perfectly embodies our vision: to share expertise and collaborate with the local area to build stronger, more cohesive communities.

In addition to the sport side, the Association took part in **Ve.NICE STUFF**, the Venice-based independent design event, bringing sport into the debate on artisanal production and the city’s contemporary identity. On this occasion, Diadora footwear seconds were donated to the Sant’Elena Association and enhanced through the creative reinterpretation of a Venetian designer and seamstress.

This collaboration reflects Diadora’s commitment to supporting grassroots sports models that create value for local communities, fostering the idea of a vibrant, inclusive and dynamic community.



04

Environment: management and reduction of impacts



Strengthening of environmental policies and their integration into operational processes

In 2025, we consolidated our environmental oversight by formalising three key tools: the Diadora Chemical Management Policy (DCMP), which includes an updated and expanded Restricted Substances List (RSL); the Raw Materials Responsible Sourcing Policy, which sets out environmental and social criteria for the sourcing of raw materials; the sustainability guidelines for events and meetings.

Key takeaways

→ **3** formalised environmental policies

→ **RSL** Updated Restricted Substances List (RSL)

Why it matters

The formalisation of policies and guidelines enables the structured integration of environmental criteria into decision-making and operational processes and provides business partners with clear guidance on expected standards and conduct, thereby making oversight more systematic and consistent.

Packaging: a structured approach to reducing impact

In 2025, we embarked on a packaging review process aimed at making material consumption more efficient and replacing materials with lower-impact alternatives. We have formalised our objectives and a cross-departmental working group established in 2024 is responsible for implementing and monitoring the plan. At regular meetings, the group examines solutions for making packaging structures lighter, optimising formats and using materials with a lower impact.

Within this framework, we launched the STRATZERO project, which represents our first packaging solution fully aligned with the Group's new sustainability objectives.

Key takeaways

→ **1** pilot project: launch of STRATZERO and its packaging, developed in line with eco-design principles

→ **1,2M** plastic tags and cardboard price tags eliminated

→ **500K** tags from the Utility collections eliminated

→ **33,5K** virgin polyethylene bags replaced with recycled polyethylene bags

Why it matters

Establishing clear guidelines and targets enables sustainability to be systematically integrated into decision-making processes, balancing the requirements of functionality, quality and cost optimisation when selecting packaging.

Table - Material issues, impacts and risks

IMPACTS

Item	Impact	Actual / Potential	Actions to mitigate negative impact (relevant chapter)	Impact significance
CHEMICALS / SDGs 3				
Substances that can negatively affect human health or the environment if not handled correctly.	Positive Environmental impact reduction due to the decrease/removal of specific chemicals from production processes.	Potential		Significant
	Negative Environmental pollution and harm to humans due to improper handling and disposal of chemicals (e.g., glues and adhesives, crosslinkers and cleaners).	Actual	4.1 Management model and policies 4.3 Chemical safety and control systems	Significant
ENERGY CONSUMPTION AND EFFICIENCY AND EMISSIONS / SDGs 12; 13				
Quantity of resources used and releases into the environment resulting from a company's operations, including energy, water and greenhouse gas emissions.	Positive Contribution to the fight against climate change through emission reduction and energy consumption actions; reduction in emissions through energy efficiency and use of renewable sources.	Actual		General
	Negative Increase in climate change.	Actual	4.1 Management model and policies 4.2 Energy, transport and emission reduction	Significant
MATERIALS AND RAW MATERIALS / SDGs 12; 15				
Natural resources used to produce goods, while materials are substances or components used in the manufacturing process or in the provision of services.	Positive Reduction of pollution and environmental protection through the use of raw materials with a low environmental impact, or recycled and/or renewable materials.	Actual		General
	Negative Increased pollution and environmental damage due to the use of irresponsible materials.	Actual	4.1. Management model and policies 4.4. Traceability, certifications and innovation in materials and packaging	Significant
INNOVATION/PRODUCT DESIGN / SDGs 9; 12; 13				
Creating new products or improving existing ones to meet customer needs and sustainability, encouraging the adoption of innovative practices that reduce the environmental and social impact of products.	Positive Contribution to the development and dissemination of new eco-design solutions in the textile/footwear sector through investments in R&D	Potential		Significant
	Negative Failure to reduce the environmental impact of products, continuation of a linear business model and inability to meet evolving consumer needs.	Actual	4.1. Management model and policies 4.4. Traceability, certifications and innovation in materials and packaging	General

RISKS AND OPPORTUNITIES

Risk	Significance	Opportunities	Significance
CHEMICALS / SDGs 3			
Inadequate management of product safety, which could lead to reputational damage, sanctions, and even product withdrawal from the market.	Significant	Proactive elimination of PFCs and improvement of chemical management, which would enhance Diadora's reputation, competitive advantage and consumer trust.	Significant
ENERGY CONSUMPTION AND EFFICIENCY AND EMISSIONS / SDGs 12; 13			
Failure to adopt a decarbonisation plan aligned with international standards, which would increase operational costs related to non-renewable energy consumption and negatively impact Diadora's image with financial and institutional partners.	General	Adoption of a decarbonisation plan aligned with international standards, which would facilitate access to green financing and improve competitive positioning.	Significant
Lack of climate resilience plans, leading to vulnerability to extreme weather events.	General	Integration of climate resilience strategies, ensuring greater supply chain stability.	Significant
MATERIALS AND RAW MATERIALS / SDGs 12; 15			
Lack of traceability of raw materials, which could result in exclusions from key markets, loss of market share, and reputational damage.	Significant	Implementation of innovative solutions to improve raw material traceability, thereby meeting consumer and market transparency demands, strengthening competitive positioning and accessing new market segments.	Significant
Use of non-preferred materials with high environmental and social impact, which could lead to loss of Diadora's competitive advantage and market share compared to competitors, as well as expose the brand to reputational damage and loss of trust.	Significant	Use of preferred, innovative and certified materials, allowing Diadora to anticipate European regulations, improve supply chain resilience and gain a competitive advantage.	Significant
INNOVATION/PRODUCT DESIGN / SDGs 9; 12; 13			
Failure to integrate eco-design criteria, which could limit access to European markets and result in non-compliance with relevant European regulations, leading to sanctions.	Significant	Adoption of eco-design strategies for circularity and material optimisation, thereby improving the brand's reputation and raising customer loyalty.	Significant

4.1 Management model and policies

Over the past two years, we have strengthened our organisational structure for managing environmental impact, clarifying roles, responsibilities and internal processes. This process has helped to make the oversight of the operational areas where the main environmental impacts of our activities are generated more structured: energy consumption, management of chemicals, procurement of raw materials and packaging, and the production and management of waste.

Our Environmental Management System has been **ISO 14001-certified since 2014** and provides the methodological framework that guides the monitoring of environmental data, the setting of objectives, and the planning of improvement measures. The system is integrated with the health and safety system and is based on a continuous improvement approach, which relies on the systematic collection of data, regular performance reviews, and the implementation of corrective and efficiency-enhancing measures.

Our environmental management model is based on three main elements:

- **monitoring and management of environmental data**, with a particular focus on energy consumption, emissions and waste streams;
- **establishing policies, guidelines and technical standards** that set out requirements for suppliers, materials and production processes;
- **engagement of company departments** through shared decision-making processes, awareness-raising initiatives and training activities;
- **implementation of initiatives** in line with strategic guidelines.

Through this approach, we systematically manage four main areas.

EMISSIONS RELATED TO ENERGY AND TRANSPORT

We manage the energy consumption of our offices and retail network through regular data monitoring, **efficiency-raising** measures and the gradual integration of **renewable energy sources**. In addition to technical measures, we promote **internal awareness-raising and training** activities on energy consumption and we are also progressively developing our **corporate mobility strategy**, steering the renewal of our vehicle fleet towards lower-emission solutions.

CHEMICAL MANAGEMENT

To ensure the safety of our employees and consumers and to protect the environment, we have established a system of rules and tools that govern the use of chemicals throughout the production chain.

The **Diadora Chemical Management Policy (DCMP)** that was formalised in 2025 sets out the standards required of suppliers for the responsible management of chemicals and provides a framework for monitoring all production stages.

This approach is complemented by the **Restricted Substances List (RSL)**, which was revised in the same year and is subject to ongoing updates. The RSL specifies the substances that are prohibited or subject to restrictions in materials and products, with requirements that are more stringent than current legislation in some cases.

The system is supported by a **testing procedure** for raw materials and finished products, which enables us to verify compliance with the defined requirements.

RAW MATERIALS AND PACKAGING

We manage the environmental impact of our materials through **ongoing dialogue** between the Product, Operations, Sustainability and Finance departments, in order to incorporate technical, quality and environmental assessments into the development of our collections and packaging solutions.

Our benchmark is the **Raw Materials Responsible Sourcing Policy**, which came into effect in 2025 and sets out clear, binding standards for all direct and indirect suppliers regarding the sourcing of raw materials with a reduced environmental and social impact. This policy is complemented by the certifications we have adopted, including **GRS, RCS, GOTS, and OCS**, and by a **virtual Material Library** for internal use, which is continuously updated with technical and environmental information on innovative materials and processes.

With regard to packaging, we have adopted an internal policy based on the principles of **Less Packaging, Better Packaging** and **Better Ecosystem**, which guides our decisions and our collaboration with customers and supply chain partners.

WASTE MANAGEMENT AND EFFICIENT RESOURCE USE

We promote an approach aimed at **reducing the use of single-use materials**, through internal guidelines that encourage the reduction of unnecessary materials and reuse where possible.

This approach is also reflected in our **Sustainable Meeting and Event Guidelines**, which set out operational criteria to reduce the environmental impact of company events and initiatives, promoting more efficient management of materials, resources and transport.

4.2 Energy, transport and emission reduction

Responsible energy sourcing and use, together with the management of corporate mobility, are the main levers for reducing our Scope 1 and Scope 2 emissions. Our approach combines the gradual replacement of fossil fuels with energy efficiency.

MANAGEMENT SYSTEM

Our environmental management system, which has been **ISO 14001-certified** since 2014, provides the methodological framework for monitoring consumption and planning efficiency measures. The audit carried out in 2025 confirmed the full compliance and robustness of our processes.

We monitor consumption trends on a monthly basis to assess the effectiveness of the measures taken and to identify further opportunities for reduction.

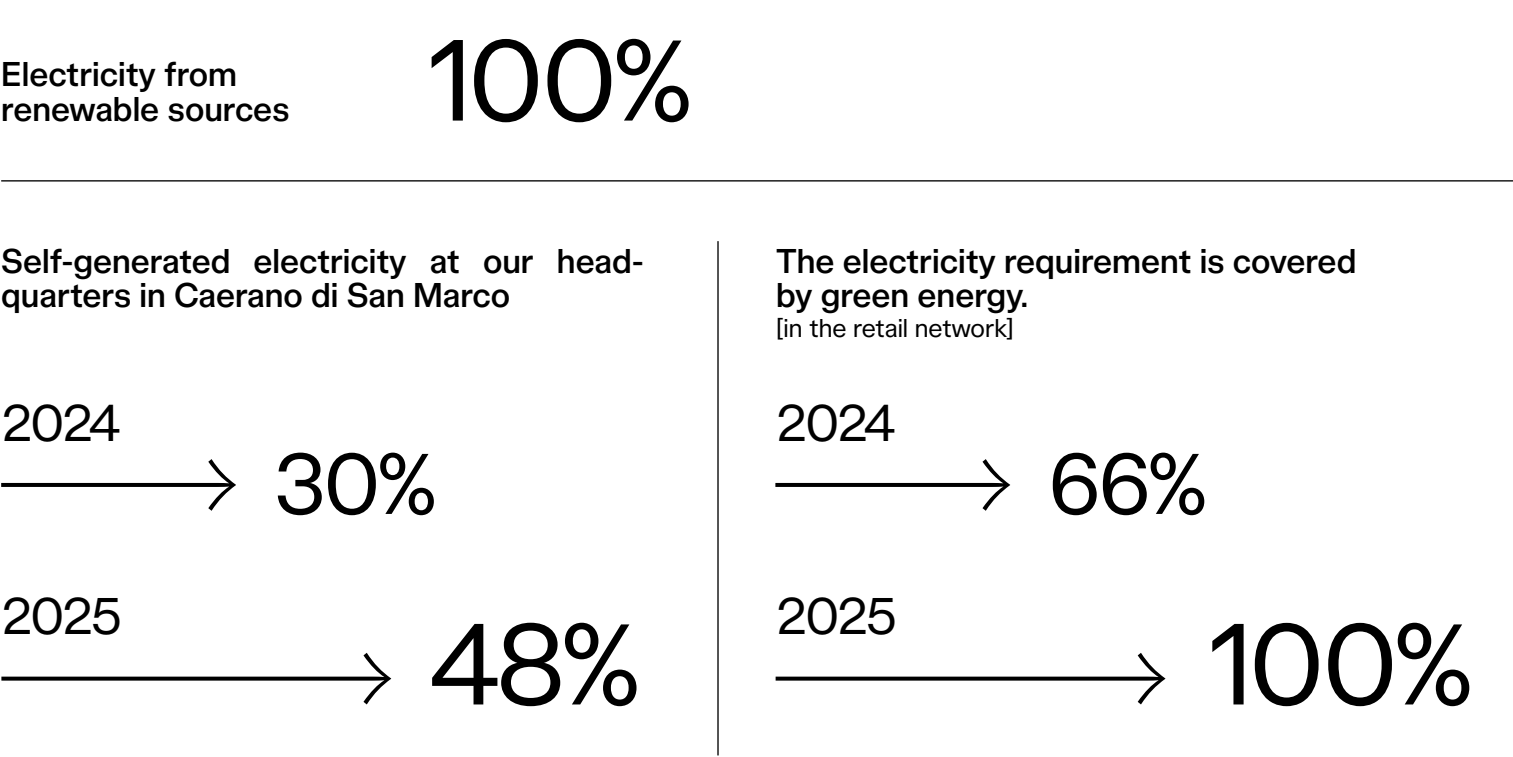
DECARBONISATION OF ENERGY SOURCES

Continuously reducing our dependence on fossil fuels is a priority for us. In 2024, we replaced some of our gas and oil heating systems with **electric heat pumps** and 2025 was the first full year of operation for the new system.

2025 also marks the first full year of operation for the upgraded **photovoltaic system** at our headquarters in Caerano di San Marco, which is integrated with a 100 kWh **storage system**.

Thanks to these measures, our headquarters not only continue to be powered by 100% renewable electricity, but have also increased the proportion of self-generated electricity from 30% in 2024 to 48% in 2025. The remaining 52% of our headquarters' energy needs are covered through the purchase of Guarantees of Origin (GO).

The same model has been extended to our retail network, where, as of 2025, 100% of our electricity demand has been covered by green energy certified through GOs, compared to 66% in 2024.



ENERGY EFFICIENCY

In parallel with the decarbonisation of our energy sources, we are taking action to structurally reduce consumption through an efficiency improvement plan that covers our offices, stores and production facilities, with the aim of reducing energy consumption at our company sites by 10% per year.

We are also continuing to replace **lighting fixtures with LED technology** in our offices, stores and warehouses, in line with the natural replacement cycle. In 2025, we completed the upgrade at our Caerano di San Marco store: today, all our stores are equipped with LED technology, with estimated savings of 5,803 kWh per year.

In the production area, in 2025 we replaced the second compressor with **inverter technology**, thereby improving the efficiency of the compressed air system.

In addition to these technical measures, in 2026 we will launch a **training programme** focused on reducing energy consumption, which will involve 100% of our employees at the Caerano di San Marco site, where the majority of our direct energy consumption occurs.

CORPORATE MOBILITY

In addition to managing energy consumption at our sites, we are also developing our corporate mobility strategy. In 2025, our vehicle fleet consisted of the following: 7% electric vehicles, 31% plug-in hybrid, 9% full hybrid and 52% diesel.

From 2027 onwards, all leasing contracts due to expire will be renewed exclusively for plug-in hybrid or fully electric vehicles, depending on the expected mileage. No further renewals with diesel engines are planned.

REDUCTION OF SCOPE 1 AND SCOPE 2 EMISSIONS

Measures to decarbonise energy sources and improve energy efficiency contributed to a significant reduction in operational emissions in 2025.

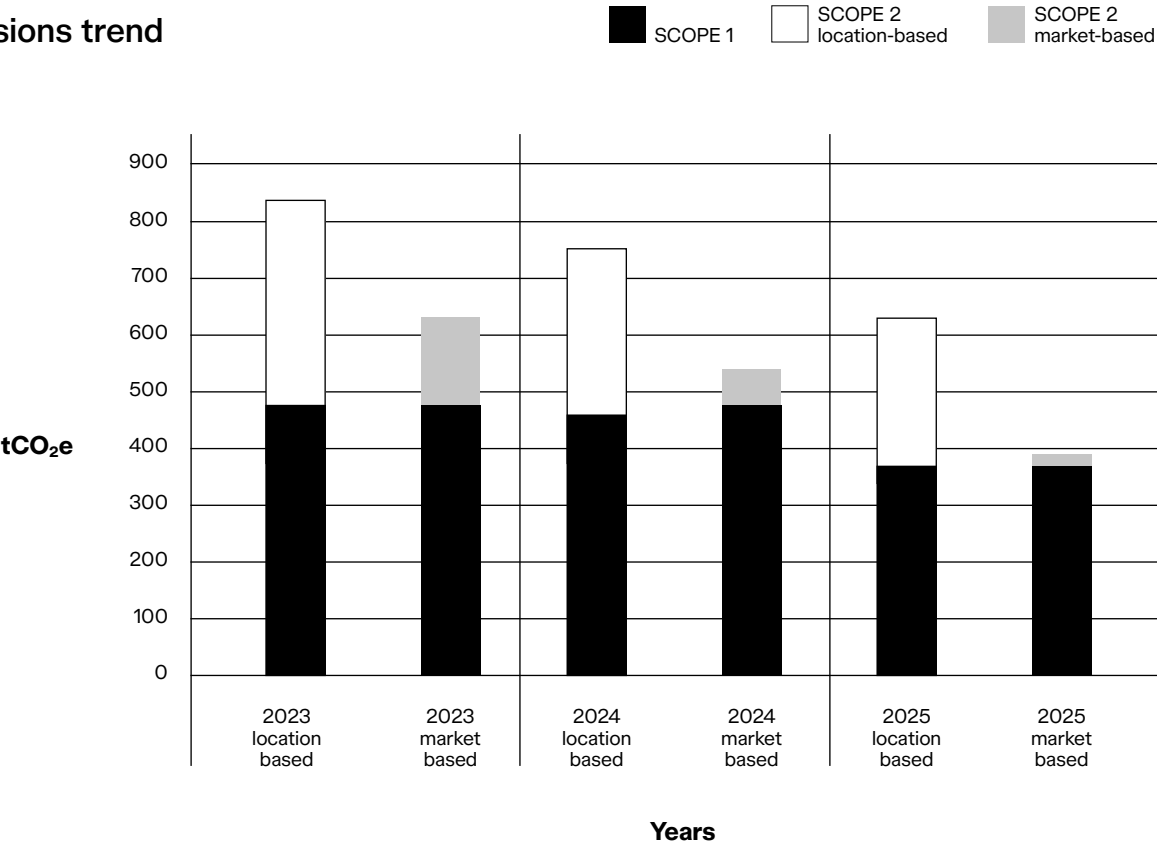
Scope 1 emissions decreased from 459 tCO₂ e in 2024 to 376 tCO₂ e in 2025, representing an 18% reduction. This result is primarily attributable to the gradual replacement of gas and diesel heating systems with electric heat pumps at our headquarters in 2024, which reduced our use of fossil fuels for air conditioning.

Scope 2 emissions also show a decrease. According to the **location-based** approach, emissions fell from 305 tCO₂ e in 2024 to 270 tCO₂ e in 2025 (down 11%). In particular, this result reflects the first year of full operation of the upgraded photovoltaic system at our headquarters, which is integrated with the storage system. This system has increased our share of self-consumption, reduced our reliance on the national electricity grid and more than offset the increase in consumption. Energy efficiency measures implemented at our stores also played a role, enabling us to reduce consumption and improve the overall efficiency of the company's energy system.

According to the **market-based** approach, which reflects the choices made in procuring certified electricity, emissions fell from 65 tCO₂ e in 2024 to 16 tCO₂ e in 2025, a reduction of 75%.

These results build on the positive trends recorded in previous years. Compared to 2023, the first year of reporting for the organisation's full scope (which includes our Caerano di San Marco headquarters, stores, US headquarters and China headquarters), total Scope 1 and Scope 2 emissions decreased by 23% on a location-based basis and by 37% on a market-based basis.

Emissions trend



Events and meeting

PLANNING MEETINGS RESPONSIBLY

Events are key opportunities for engaging with stakeholders, partners and the community, but they can also have a significant environmental impact. For this reason, in 2025 we formalised the **Sustainable Meeting and Event Guidelines**, an internal document aimed specifically at the Marketing and General Services departments, with the aim of reducing the environmental impact of corporate events, meetings, product launches and promotional initiatives.

The guidelines establish a common framework for event planning and stipulate that the Sustainability Team be involved in approving the most significant materials and design decisions.

Our approach is based on five core principles, aimed at transforming each event into a tangible opportunity for sustainability:

- **Resource Efficiency:** Systematic reduction of non-essential materials, optimisation of set-ups and minimisation of energy consumption.
- **Material Safety:** Avoiding the use of substances or raw materials that pose a risk to ecosystems or human health, and prioritising suppliers with transparent and certified supply chains.
- **Circularity of Raw Materials:** Prioritising the use of recycled or bio-based materials, or second-hand components, and encouraging the recovery of existing resources.
- **Zero Waste:** Elimination of single-use products and implementation of reuse and repurposing strategies at the end of the event. We ensure that all residual materials are directed to the appropriate recycling or composting streams.
- **Culture and Awareness Raising:** Active involvement of participants, so that the event becomes a platform for responsible messaging and promotes ethical behaviour.

We translate these principles into concrete actions that encompass every stage of the event:

- **Location:** Selection of venues with high energy efficiency standards, preferably powered by renewable energy sources.
- **Transport and Accommodation:** Promotion of low-impact transport solutions and partnerships with environmentally-certified accommodation providers.
- **Sustainable Catering:** Combating food waste, promoting vegetarian and seasonal options, and completely eliminating virgin plastic and single-use tableware.
- **Set-up and Materials:** Modular design and use of certified materials (FSC/PEFC) to facilitate future reuse.
- **Responsible Merchandising:** Minimising the use of promotional giveaways and favouring durable, useful items made from low-impact materials.

4.3 Chemical safety and control systems

We consider the management of chemicals to be a key priority in order to safeguard the health of consumers and employees and to reduce environmental impacts throughout the entire production cycle.

Our approach is based on compliance with the **REACH Regulation** and applicable national and international regulations, supplemented by **more stringent internal standards** and a monitoring system that includes a **dedicated policy**, technical requirements for materials and products, and laboratory testing.

STANDARDS FOR RESPONSIBLE MANAGEMENT

In 2025, we formalised the **Diadora Chemical Management Policy (DCMP)**, which is a core component of our responsible procurement strategy. The DCMP is designed to protect consumers, workers and the environment by ensuring that the chemical substances present in products, materials and processes are managed in a safe and responsible manner.

The approach is structured around three complementary levels:

- **Input-stream management**, which ensures a safe and controlled input stream through the management and control of purchased substances, formulations and materials, promoting their traceability and compliance with the latest industry standards (ZDHC MRSL);
- **Process-stream management**, which ensures safe, standards-compliant production processes through staff training, the safe storage and use of substances, the provision of protective equipment and emergency resources, and the implementation of procedures for managing spills and critical situations;
- **Output-stream management**, which ensures the controlled and compliant management of wastewater, air emissions and hazardous waste, as well as the verification of the compliance of the finished product.

As part of the DCMP, we have updated our **Restricted Substances List (RSL)** to align it with key industry benchmarks and changes in regulations. The RSL sets out the prohibitions and restrictions for materials and finished products. The document is regularly reviewed and updated to ensure ongoing technological and regulatory alignment.

LABORATORY TESTS AND CHEMICAL COMPLIANCE CHECKS

We verify compliance with our standards through an **internal testing procedure** that sets out responsibilities and sampling methods. In addition to document-based verification, we carry out independent technical inspections to minimise the risk of placing non-compliant products on the market.

4.4 Traceability, certifications and innovation in materials and packaging

4.4.1 Raw materials: responsible procurement and traceability

Our choices regarding raw materials have a direct impact on emissions, resource consumption and regulatory compliance.

In 2025, we worked on three key areas: consolidating responsible procurement standards, developing methods for managing certified materials and enhancing data and digital tools for traceability.

INTEGRATING THE RAW MATERIALS RESPONSIBLE SOURCING POLICY

In 2025, we completed the operational integration of the **Raw Materials Responsible Sourcing Policy** (introduced in 2024), which sets out clear, binding standards for all direct and indirect suppliers, with the aim of ensuring that the procurement of raw materials reduces environmental and social impacts throughout the supply chain.

To support its implementation, we organised **one-to-one meetings with key suppliers** to share the policy’s requirements and align their production practices with our standards. At the same time, nearly 60 employees from the Product, Operations, Quality, Marketing, Merchandising and Sport Marketing teams took part in **in-depth sessions** on the environmental criteria and requirements for suppliers.

PREFERRED MATERIALS AND CERTIFICATIONS

We use materials classified as preferred, giving priority to those with recycled content from the various options available.

To reinforce this commitment and strengthen monitoring, we have initiated a **structured re-view** of all items and their components with recycled content, an analysis that will continue in 2026 with the aim of setting progressive targets to increase the use of lower-impact materials.

In terms of certifications, in 2025 we maintained the **GRS, RCS, GOTS and OCS** standards, with 40 SKUs certified at the finished product level. At the same time, we initiated a strategic transition towards a **material-certification-based** approach: this development enables us to extend the use of traced fabrics and components to a wider range of items, providing greater flexibility in the development of collections and more robust traceability throughout the entire supply chain.

To support the design process, the **virtual Material Library** has also been enhanced with a case study section, which enables teams to incorporate environmental assessments from the earliest stages of design.

1. The term “preferred” refers to a material with better environmental and/or social characteristics than the available alternatives. The social dimension encompasses both human well-being and animal welfare. A material can be considered “preferred” if it meets at least one of the following criteria: it is certified by a recognised industry standard, which confirms its sustainability characteristics and enables it to be traced throughout the supply chain right down to the end product; it is governed by sustainability criteria developed through multi-stakeholder initiatives, which involve various players in the supply chain to address specific environmental or social challenges; it is covered by a code of conduct, which sets out the principles and rules that the company and its suppliers undertake to comply with; it has been verified through objective analyses, for example via a scientific peer-reviewed Life Cycle Assessment (LCA) (Source: <https://textileexchange.org/glossary/preferred-fiber-material-pfm/>).

DIGITALISATION AND TRACEABILITY FOR THE DIGITAL PRODUCT PASSPORT

La gestione strutturata dei dati relativi alla composizione dei prodotti e alle certificazioni consente di migliorare la tracciabilità dei ma-Structured management of data on product composition and certifications enables us to improve material traceability and transparency for consumers. With this in mind, we are enhancing our **Product Lifecycle Management (PLM)** system to enable the precise tracking of the environmental information associated with each SKU.

This approach prepares us for the challenges posed by the introduction of the **Digital Product Passport**: in response to the new European regulatory requirements, we are setting up a dedicated platform for calculating environmental impacts, which will form the basis for future product **Life Cycle Assessment (LCA)** applications.

4.4.2. Materials research: innovation and experimentation

Reducing the environmental impact of materials also requires research and innovation.

The **Centro Ricerche Diadora (CRD)** provides technical and scientific expertise to support product development. Through testing, comparative analysis and technical validation, the CRD verifies the performance, durability and consistency of new materials in relation to the required quality standards. This oversight is essential to ensure that the introduction of alternative materials does not compromise the safety, functionality or service life of the product.

Our research focuses on:

- innovative materials for uppers;
- recycled fabrics with technical performance that meets sports standards.

The Centro Ricerche Diadora’s activities also benefit from formal scientific partnerships. In particular, we work with the **Biomechanics Institute of Valencia** to further explore the bio-mechanical and ergonomic aspects of footwear development.

Alongside technical and scientific research, material innovation also translates into design experimentation. In 2025, we presented the **Rave Wave** collection, developed in collaboration with **Molly Molloy**. The project reinterprets our iconic **B.Elite** shoes with aesthetic imperfections through manual processes and the addition of accessories made from dead-stock materials.

This initiative demonstrates how experimentation with materials can go beyond the laboratory and result in practical applications for recovering and enhancing surplus materials.

4.4.3 Packaging: reducing impact and redesigning solutions

Packaging is a key area in terms of both the use of resources and the management of end-of-life products, as well as evolving regulations.

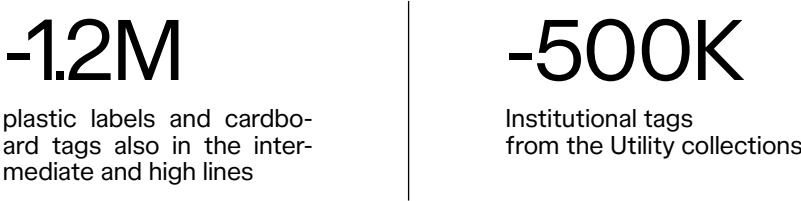
In 2025, we continued our efforts to reduce the environmental impact of our packaging by focusing on three main areas: reducing the overall quantity of material used, replacing existing solutions with lower-impact alternatives and engaging customers and supply chain partners in promoting reuse and recycling practices.

- **Less Packaging (reduce/reuse)** – Reducing the overall quantity of material used remains our priority. This means taking action at the design stage to minimise primary packaging, gradually phasing out single-use plastic packaging by 2026 and ensuring that 100% of our packaging is recyclable, reusable, biodegradable or compostable.
- **Better Packaging (replace)** – In addition to reducing packaging, we are working to replace existing solutions with lower-impact alternatives. Our goal is for 100% of our packaging to contain at least 50% recycled material and for our primary packaging to be made entirely from a single material. This approach also includes a commitment to develop at least one innovative packaging project.
- **Better Ecosystem (Collaborate)** – Reducing the impact of packaging does not depend solely on design choices. We aim to encourage responsible consumer behaviour in terms of reuse and recycling and, together with key customers and retailers, promote initiatives aimed at reducing packaging throughout the distribution chain.

In line with the Less Packaging guideline, we have continued the streamlining process initiated in previous years, taking steps to simplify packaging and reduce the use of ancillary materials. Following the removal of the plastic strapping used to seal packages, which took place in 2024, in 2025 we:

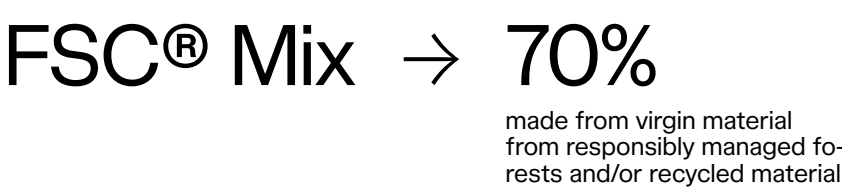
- eliminated plastic straps and cardboard tags from the mid- and high-end product lines as well (in 2024, the measure only applied to the lower-end product line) – **1.2 million units**;
- removed the company tag from the Utility collections -> **-500,000 units**.

Less Packaging



At the same time, in line with the Better Packaging guideline, almost all the primary packaging used in 2025 was made from FSC® Mix certified paper, consisting of at least 70% virgin material from responsibly managed forests and/or recycled material. Exceptions are made for very limited quantities intended for specific special projects or collaborations, for which the FSC® Mix requirement may not be applied. In addition, for the Utility line, the virgin polyethylene bags have been replaced with recycled polyethylene bags. Our secondary packaging has also been improved: we use FSC®-certified cardboard and have replaced the adhesive tape made from virgin material with a solution produced from production waste.

Better Packaging



STRATOZERO

OUR PACKAGING DESIGN WITH A FOCUS ON ECODESIGN

In addition to our incremental measures, in 2025 we developed an innovative packaging project for our new “STRATOZERO” base layer.

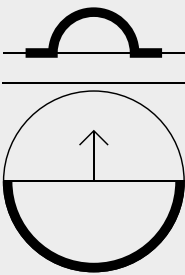
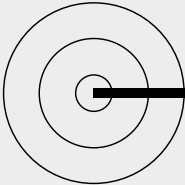
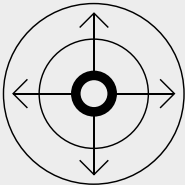
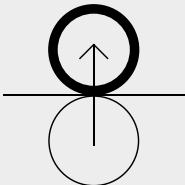
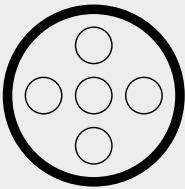
The packaging, used for approximately 12,000 garments, is made from a single material – 100% recyclable, FSC Mix-certified paper – and is foldable and lightweight, designed to optimise material consumption and reduce the space occupied during transport.

What sets it apart is not only the reduced environmental impact, but also the rethinking of the shape, structure and aesthetics compared to traditional packaging for this type of product.

The project was developed through a **collaborative approach**, involving internal stakeholders (design, marketing, operations, sales) and 3 key customer accounts, who were consulted through preliminary interviews to test the solution prior to production. The feedback was positive, with recognition of the innovative nature of the proposal within the sector. STRATOZERO is not just new packaging: it is a new way of designing it.

STRATOZERO

Ultimate comfort, delivered by best-in-class moisture management^a

01		Rapid Moisture Absorption	Experience ultimate comfort as STRATOZERO quickly wicks away moisture from your skin, keeping you feeling fresh during the hardest of efforts
02		Maximised Absorption Capability	With minimal moisture lingering on your skin, STRATOZERO ensures you stay comfortably dry throughout any activity
03		Wide Moisture Distribution	Sweat spreads evenly across a broad surface, eliminating that unpleasant damp sensation and keeping you feeling light
04		Fast Moisture Dispersion	Moisture quickly spreads on the surface, ensuring optimal thermoregulation during the most intense moments
05		One-Way Moisture Transport	STRATOZERO efficiently moves moisture from skin to the outer surface, so you can focus on what matters most without the distraction of dampness
06		Unmatched Moisture Management	Top-tier performance driven by optimal overall moisture control

a. STRATOZERO has obtained the best rating in Overall Moisture Management Capability (OMMC). Results based on AATCC TM195 2011e2(2017)e3 test conducted with Moisture Management Tester on a sample of 4 comparable base layer products.



Scan the QR Code for translations (IT/FR/DE)



4.5. Waste management and waste prevention

Our commitment to waste reduction focuses on minimising the impact of our business activities. This includes initiatives to progressively eliminate single-use products from company spaces and activities to recover surplus food from the canteen.

TOWARDS THE ELIMINATION OF SINGLE-USE ITEMS

We base our materials management approach on widespread operational responsibility. Coordination is the responsibility of General Services, which oversees the proper management of waste and ensures full regulatory compliance.

Over the past few years, we have drastically reduced our use of **single-use products**: the installation of mains water dispensers and the distribution of reusable water bottles to all employees have enabled us to eliminate plastic bottles. The use of disposable cups is now restricted solely to specific health and hygiene requirements or to situations where guests are present.

In the canteen, the introduction of a **self-service system** for napkins has significantly reduced waste. At the same time, we are exploring solutions to reduce **packaging waste from vending machines**, while complying with food safety requirements.

COMBATING FOOD WASTE: THE CANTEEN FOOD RECOVERY PROGRAMME

In 2025, we launched a **programme to recover** portions of food not served in the cafeteria. The scheme, which has been in operation since June, allows employees to collect leftover food at the end of the service, in full compliance with hygiene regulations.

The initiative is supported by the use of reusable items, such as the **lunch box** included in the 2025 welcome kit.

This initiative enables us to recover an average of around five portions per day, transforming potential surplus food into a resource for our internal community.

05

Methodological note



At Diadora, our commitment to sustainability is reflected in the **2025 Sustainability Report** (hereinafter also referred to as the “Report”), which illustrates the environmental, social and governance (ESG) impacts, initiatives and progress.

The reporting scope coincides with the **2025 Management Report** and covers the entire period from **1 January to 31 December 2025**. It includes all company activities, with the possible exceptions specified in relevant sections or through footnotes.

The scope encompasses all companies within the **Diadora Group**, consisting of the parent company Diadora S.p.A. and the following subsidiaries:

- **Diadora Retail S.r.l.**, which sells to the end customer through proprietary sales outlets;
- **Diadora US Inc.**, incorporated under US law and wholly-owned by Diadora S.p.A., created with a view to developing the brand in the United States;
- **Forked Badge Device Ltd**, a holding company based in Hong Kong that fully controls the Chinese company Jinjiang FBD Sports Co., responsible for supply chain-related services.

5.1 Reporting methodology

The 2025 Sustainability Report was prepared in accordance with the **GRI Sustainability Reporting Standards**, updated to the **GRI Universal Standards 2021**.

The reported information was collected through **interviews** and **GRI forms** completed by the contact persons of the various company departments, in line with industry best practices (for further details, please refer to the **Sustainability Reporting** chapter).

The content is organised as follows:

- introductory tables for each topic chapter, indicating the material issues and the related impacts, risks and opportunities;
- description of management model and policies;
- description of the actions, initiatives and projects undertaken during the year;
- GRI tables containing qualitative and quantitative indicators.

Diadora confirms its commitment **to annual reporting**.

5.2 Double materiality analysis

In 2024, Diadora conducted an **impact materiality and financial materiality** analysis, which was verified and re-validated in 2025. The **impact materiality** analysis made it possible to:

- identify the main positive and negative impacts, both actual and potential, on an environmental, social and economic scale;
- analyse the significance of the impacts, considering the criteria of scale, magnitude and also remediation for negative impacts;
- assign each impact a short-term (reporting year), medium-term (within 5 years) or long-term (over 5 years) time horizon;
- estimate the probability of occurrence for potential impacts.

For **positive impacts**, an assessment scale was adopted that excludes the remediation criterion, with the following significance thresholds:

>9 Critical | 8-9 Significant | 5-7 Significant | 3-4 Informative | <3 Minimal

For **negative impacts**, the significance evaluation criterion remained unchanged from 2023:

>12 Critical | 10-12 Significant | 8-9 Significant | 5-7 Informative | <5 Minimal

On the other hand, the **financial materiality** was determined by:

- identifying the main ESG risks and opportunities, based on regulatory and industry trends, with the support of the consultancy firm Cikis Studio;
- a qualitative assessment of the likelihood and magnitude of each risk and opportunity, with scores ranging from 1 to 5;
- the calculation of an overall level of materiality based on the average of the scores assigned.

In 2025, the assessment of impacts, risks and opportunities was verified and re-validated, maintaining consistency with the methodological framework established in previous years.

5.3 Verification and validation

The 2025 Sustainability Report has not been verified by an independent third party.

The approval process for the Report included:

- the validation of the structure and contents by the Sustainability Team;
- final approval by the Board of Directors.

With this methodology, Diadora aims to consolidate its commitment to increasingly transparent and structured reporting that is aligned with European regulations, thereby promoting constructive dialogue with its stakeholders. For more information on this Report, please contact: sustainability@diadora.com.

06

Appendix



6.1 Detailed tables of GRI indicators

GRI 2-7 Disclosure

TOTAL NUMBER OF PERMANENT/FIXED-TERM EMPLOYEES, WITH A BREAKDOWN BY GENDER AND REGION

	2023							2024							2025						
	Italy		Europe (excluding Italy)		Outside Europe			Italy		Europe (excluding Italy)		Outside Europe			Italy		Europe (excluding Italy)		Outside Europe		
	M	W	M	W	M	W	Tot	M	W	M	W	M	W	Tot	M	W	M	W	M	W	Tot
Permanent	93	132	4	1	15	11	256	88	126	6	1	16	14	251	88	117	10	0	17	13	245
Temporary	6	6	0	0	2	0	14	6	7	0	0	2	0	15	4	3	0	0	2	0	9
Total	99	138	4	1	17	11	270	94	133	6	1	18	14	266	92	120	10	0	19	13	254

TOTAL NUMBER OF FULL-TIME/PART-TIME EMPLOYEES, WITH A BREAKDOWN BY GENDER AND REGION

	2023							2024							2025						
	Italy		Europe (excluding Italy)		Outside Europe			Italy		Europe (excluding Italy)		Outside Europe			Italy		Europe (excluding Italy)		Outside Europe		
	M	W	M	W	M	W	Tot	M	W	M	W	M	W	Tot	M	W	M	W	M	W	Tot
Full time	94	98	4	1	17	11	225	91	95	6	1	18	14	251	90	91	10	0	19	13	223
Part time	5	40	0	0	0	0	45	3	38	0	0	0	0	15	2	29	0	0	0	0	31
Total	99	138	4	1	17	11	270	94	133	6	1	18	14	266	92	120	10	0	19	13	254

TOTAL NUMBER OF EMPLOYEES BY EMPLOYMENT CATEGORY

	2023			2024			2025		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Executives	14	3	17	13	3	16	11	3	14
Managers	31	11	42	32	12	44	41	8	49
Employees	67	132	199	65	130	195	61	119	180
Workers	8	4	12	8	3	11	8	3	11
Total	120	150	270	118	148	266	121	133	254

GRI 2-8 Disclosure

TOTAL NUMBER OF OTHER WORKERS BY EMPLOYMENT CATEGORY (INTERNS, TEMPORARY WORKERS, COLLABORATORS), BY GENDER

	2023			2024			2025		
	Men	Women	Tot	Men	Women	Tot	Men	Women	Tot
Interns	4	2	6	2	2	4	7	2	9
Temporary staff	3	11	14	3	6	9	3	6	9
Contractors	1	0	1	1	0	1	1	0	1
Other	0	0	0	0	0	0	0	0	0
Total	8	13	21	6	8	14	11	8	19

Note: The considered figures include profiles supporting the different company departments, with varying levels of seniority, as well as sales personnel.

GRI 301-1 Disclosure (Materials and Packaging)

Materials used for the products	Rinnovabile/ non rinnovabile	Units of mesurement	Quantity used 2023	Quantity used 2024	Quantity used 2025	% of recyclable materials
FOOTWEAR						
Leather (LH)	Renewable	sqm	413,144	732,508	537,482	0.3%
Ethylene vinyl acetate (EVA)	Non-renewable	kg	215,845	274,870	273,824	0.4%
Thermoplastic rubber (TPR)	Non-renewable	kg	153,881	66,874	66,627	0.1%
Synthetic rubber (SR)	Non-renewable	kg	637,935	706,271	490,508	4.9%
Polyester	Non-renewable	sqm	298,390	396,870	243,253	2.2
Cotton (CO)	Renewable	sqm	57,741	53,158	76,060	1%
Polyurethane (PU) - materials for the upper	Non-renewable	sqm	645,803	1,273,098	384,126	10%
Polyurethane (PU) - out-soles	Non-renewable	kg	457,823	919,953	643,428	0.3%
Polyvinyl chloride (PVC)	Non-renewable	kg	0	0	42	22.5%
Aluminium (Al)	Non-renewable	kg	119,000	104,205	83,807	18.5%
Steel	Non-renewable	kg	59,305	52,084	30,394	0.3%
Fibreglass	Non-renewable	kg	12,265	37,359	42,025	0.0%
Carbon fibre	Non-renewable	kg	0	1	1,500	0.0%
Epoxy resin – fibre-reinforced composites	Non-renewable	kg	0	0	12,992	0.0%
Vinyl resin	Non-renewable	kg	6,119	25	0	0.0%
Components – description	Non-renewable	kg	99,179	205,948	42,221	0.1%
Components – internal heel counter	Mixed	kg	83,815	218,783	91,137	0.6%
Components – laces	Non-renewable	kg	409,737	463,432	199,413	16.9%
Compounds - insole	Mixed	kg	336,419	486,074	165,147	23.7%
CLOTHING						
Acrylic (PC)	Non-renewable	m	0	180,000	200	0.0%
Cotton (CO)	Renewable	kg	462,177	558,354	732,249	4.6%
Elastane (EA)	Non-renewable	m	12,746	14,568	7,259	0.0%
Polyamide (PA)	Non-renewable	m	64,728	19,968	33,622	7.0%
Polyester (PL)	Non-renewable	m	211,788	201,458	201,823	6.3%
Polypropylene (PP)	Non-renewable	kg	3,470	6,256	5,822	0.0%
Viscose (VI)	Renewable	m	522	1,226	305	0.0%

Note: The data relating to the quantity of materials used adopt different units of measurement, consistent with the type of material. The difference in units of measurement does not allow the data to be aggregated into a single total value of material used.

Materials used for packaging	Renewable/non-renewable	Units of measurement	Quantity used 2023	Quantity used 2024	Quantity used 2025	% of recyclable materials
Paper	Renewable	kg	1,347,273	930,967	1,060,285	-
Of which certified	Renewable	kg	Almost all boxes, tags, wrapping tissue, paper bags and master cartons are FSC mix	Almost all boxes, tags, wrapping tissue, paper bags and master cartons are FSC mix	Almost all boxes, tags, wrapping tissue, paper bags and master cartons are FSC mix	
Plastic	Non-renewable	kg	31,188	30,803	19,613	20.4%
Cotton	Renewable	kg	232	174	186	-
Total			1,378,693	961,944	1,080,084	-

Note: The proportion of recycled paper cannot be calculated precisely, as Diadora uses FSC Mix-certified paper, which guarantees a minimum content of 70% FSC-certified recycled material. In addition, all the paper packaging used is FSC Mix-certified; special projects and collaborations, for which precise figures are not available, are excluded.

GRI 302-1 Disclosure

Fuel consumption (renewable and non-renewable)	2023	2024	2025	Unit of measurement
Natural gas (m3)	75,926	67,984	55,022	m3
Heating oil (L)	47,848	39,127	14,808	l
Diesel for vehicles (L)	44,324	52,165	60,383	l
Petrol for vehicles (L)	40,429	43,672	37,720	l

Energy consumption	2023	2024	2025	Unit of measurement
Electricity consumption (MWh)	1,673	1,619	1,647	MWh
of which from fossil sources	312	138	35	MWh
of which acquired from certified renewable energy sources	930	1,097	962	MWh
of which self-produced from renewable sources	431	384	650	MWh
of which from nuclear sources	0	0	0	MWh
Energy for heating consumed (MWh)	0	0	0	MWh
of which from fossil sources	0	0	0	MWh
of which acquired from certified renewable energy sources	0	0	0	MWh
of which self-produced from renewable sources	0	0	0	MWh
of which from nuclear sources	0	0	0	MWh
Energy for cooling consumed (MWh)	0	0	0	MWh
of which from fossil sources	0	0	0	MWh
of which acquired from certified renewable energy sources	0	0	0	MWh
of which self-produced from renewable sources	0	0	0	MWh
of which from nuclear sources	0	0	0	MWh
District heating (MWh)	3	3.6	3	MWh
of which from fossil sources	0	0	3	MWh
of which acquired from certified renewable energy sources	0	0	0	MWh
of which self-produced from renewable sources	0	0	0	MWh
of which from nuclear sources	0	0	0	MWh
Steam consumption (MWh)	0	0	0	MWh
of which from fossil sources	0	0	0	MWh
of which acquired from certified renewable energy sources	0	0	0	MWh
of which self-produced from renewable sources	0	0	0	MWh
of which from nuclear sources	0	0	0	MWh

Total energy consumption	1,751	1,622	1,650	MWh
of which from fossil sources	314	141	38	MWh
of which acquired from certified renewable energy sources	930	1,097	962	MWh
of which self-produced from renewable sources	431	384	650	MWh
of which from nuclear sources	0	0	0	MWh

Energy sales	2023	2024	2025	Unit of measurement
Electricity sales	87	188	479	MWh
Energy for heating sold	0	0	0	MWh
Energy for cooling sold	0	0	0	MWh
Steam sales	0	0	0	MWh

Note: The energy consumption at the Philadelphia headquarters of Diadora U.S. Inc. has been calculated based on the monthly costs for energy and gas in 2023, amounting to a total of \$493. These costs have been divided among electricity (\$246.5), heating (\$143), gas (\$49.3) and water (\$54.2). Estimates provided by the U.S. government indicate an average electricity price of \$0.203 per kWh and an average gas cost of \$1.384 per therm https://www.bls.gov/regions/mid-atlantic/news-release/averageenergyprices_philadelphia.htm.

302-3 Disclosure

INTERNAL ENERGY INTENSITY

Energy intensity (TEP/M€)	2024	2025
Total energy consumption within the organisation (TEP)	550	526
Turnover (M€)	169	154
Energy intensity (TEP/M€)	3.25	3.41

Note: Data for 2023 have not been tracked. The integration of data for 2024 and 2025 is the result of the progressive alignment with the European Sustainability Reporting Standards (ESRS).

GRI 305-1 Disclosure

DIRECT (SCOPE 1) GHG EMISSIONS

	2023	2024	2025
Total Scope 1 emissions (tCO ₂ e)	471	459	376
Gases included in the calculation	The seven main greenhouse gases contributing to climate change, as indicated by the Kyoto Protocol, are included: carbon dioxide (CO2), methane (CH4), nitrous oxide (N2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF6), and nitrogen trifluoride (NF3).		
Biogenic CO ₂ emissions in tonnes of CO ₂ equivalent	27.77		
Source of emission factors and percentages of global warming potential (GWP) used or a reference to the source of GWP.	UK Government GHG Conversion Factors for Company Reporting (DEFRA 2024)		
Consolidation approach for emissions – equity share, financial control or operational control	Operational control		

GRI 305-2 Disclosure

ENERGY INDIRECT (SCOPE 2) GHG EMISSIONS

	2023	2024	2025
Location-based emissions (t CO ₂ eq)	367	305	270
Market-based emissions (t CO ₂ eq)	154	65	16
Gases included in the calculation; whether it is CO2, CH4, N2O, HFC, PFC, SF6, NF3, or all	All greenhouse gases that are part of the “climate change” indicator, such as: carbon dioxide (CO2), methane (CH4), hydrofluorocarbons (HFCs), nitrous oxide (N2O), nitrogen trifluoride (NF3), perfluorocarbons (PFCs), sulphur hexafluoride (SF6), hydrobromocarbons, halogens, chlorocarbons, hydrochlorocarbons, chlorofluorocarbons (CFCs), hydrochlorofluorocarbons (HCFCs), alkanes, carbon monoxide, nitrogen oxides, and volatile organic compounds (VOCs) in the case of data from ecoinvent version 3.12. The main GHGs (CO ₂ , CH ₂ and N ₂ O in the case of data from DEFRA).		
Source of emission factors and percentages of global warming potential (GWP) used or a reference to the source of GWP.	Ecoinvent v3.12 GWP100, DEFRA 2025, Climate Transparency Report 2022 & the specific factor declared by the provider Engie		
Consolidation approach for emissions – equity share, financial control or operational control	Operational control		

403-8 Disclosure

EMPLOYEES AND NON-EMPLOYEES WHOSE WORK AND/OR WORKPLACE IS CONTROLLED BY THE ORGANISATION COVERED BY A HEALTH AND SAFETY MANAGEMENT SYSTEM

	2023		2024		2025	
Employees	N.	%	N.	%	N.	%
Number and percentage of employees covered by an occupational health and safety management system	270	100%	266	100%	254	100%
Number and percentage of employees covered by such a system and subject to an internal audit	0	-%	0	-%	0	-%
Number and percentage of employees covered by such a system and subject to an audit or certified by an external third party	0	-%	0	-%	0	-%

	2023		2024		2025	
Workers who are not employees whose work and/or workplace is controlled by the organisation	N.	%	N.	%	N.	%
Number and percentage of workers who are not employees covered by an occupational health and safety management system	21	100%	14	100%	19	100%
Number and percentage of workers who are not employees covered by such a system and subject to an internal audit	0	-%	0	-%	0	-%
Number and percentage of workers who are not employees covered by such a system and subject to an audit or certified by an external third party	0	-%	0	-%	0	-%

GRI 403-9 Disclosure

WORK-RELATED INJURIES FOR ALL EMPLOYEES

	2023		2024		2025	
	N.	tasso	N.	tasso	N.	tasso
Number and rate of deaths following <u>workplace accidents</u>	0	0	0	0	0	0
Number and rate of <u>work-related injuries with serious consequences</u> (excluding fatalities)	0	0	1	2.28	0	0
Number and rate of <u>work-related injuries</u>	3	9.41	0	0	0	0
The main types of work-related injuries	Commute to and from home		Illness			
Number of hours worked	318,661		438,930		394,688	
Number of working days lost due to accidents at work	34		47		0	

Note: Injury rates have been calculated based on 1 million hours worked.

WORK-RELATED INJURIES FOR ALL WORKERS WHO ARE NOT EMPLOYEES, BUT WHOSE WORK AND/OR WORKPLACE ARE UNDER THE CONTROL OF THE ORGANISATION (IF APPLICABLE)

	2023		2024		2025	
	N.	tasso	N.	tasso	N.	tasso
Number and rate of deaths following <u>workplace accidents</u>	0	0	0	0	0	0
Number and rate of <u>work-related injuries with serious consequences</u> (excluding fatalities)	0	0	0	0	0	0
Number and rate of <u>work-related injuries</u>	0	0	0	0	0	0
The main types of work-related injuries	N/A		N/A			
Number of hours worked	318,661		438,930		394,688	
Number of working days lost due to accidents at work	0		0		0	

GRI 403-10 Disclosure

DEATHS OR OCCUPATIONAL DISEASES FOR ALL EMPLOYEES

	2023		2024		2025	
	N.	tasso	N.	tasso	N.	tasso
Number of deaths due to occupational disease	0	0	0	0	0	0
Number of recordable occupational disease cases	0	0	0	0	0	0

DEATHS OR OCCUPATIONAL DISEASES AT WORK FOR ALL WORKERS WHO ARE NOT EMPLOYEES WHOSE ACTIVITIES AND/OR WORKPLACE ARE UNDER THE CONTROL OF THE ORGANISATION:

	2023		2024		2025	
	N.	tasso	N.	tasso	N.	tasso
Number of deaths due to occupational disease	0	0	0	0	0	0
Number of recordable occupational disease cases	0	0	0	0	0	0

GRI 404-1 Disclosure

HOURS OF TRAINING PROVIDED TO EMPLOYEES DURING THE REPORTING PERIOD, BY GENDER AND CATEGORY

Total training hours by gender and category									
	2023			2024			2025		
	Men	Women	Tot	Men	Women	Tot	Men	Women	Tot
Executives	333	65	398	538	94	632	337	58	395
Managers	565	244	809	494	389	883	240	99	339
Employees	985	2,229	3,214	899	2,121	3,020	271	583	854
Workers	83	37	120	67	15	82	85	17	101
Other collaborators	44	44	88	19	26	45	28	21	48
Total	2,010	2,618	4,629	2,017	2,645	4,662	960	776	1,736

Average hours of training by gender and category

	2023			2024			2025		
	Men	Women	Tot	Men	Women	Tot	Men	Women	Tot
Executives	23.79	21.67	23.41	41.38	31.17	39.47	30.64	19.17	28.18
Managers	18.25	22.14	19.27	15.45	32.42	20.07	5.84	12.38	6.91
Employees	14.70	16.89	16.15	13.82	16.31	15.49	4.44	4.90	4.74
Workers	10.38	9.13	9.96	8.38	5	7.45	10.59	5.50	9.20
Other collaborators	0.37	0.29	0.32	0.16	0.18	0.17	3.44	10.25	4.80
Total	16.76	17.45	17.14	22.41	13.63	17.52	7.44	5.75	6.58

NO. OF TRAINING HOURS PROVIDED TO EMPLOYEES DURING THE REPORTING PERIOD, BY TOPIC AND LEGAL OBLIGATION

Total training hours per topic									
	2023			2024			2025		
	Compulsory	Voluntary	Tot	Compulsory	Voluntary	Tot	Compulsory	Voluntary	Tot
IT	0	1,452	1,452	0	649	649	0	337	337
Foreign Languages	0	155	155	0	135	135	0	100	100
Privacy Policy	164	0	164	117	0	117	0	0	0
Security	68	0	68	120	0	120	328	0	328
Sustainability	0	123	123	0	162	162	0	159	159
Technology	0	773	773	52	2,661	2,713	6	544	550
Soft Skills	0	1,894	1,894	0	766	766	0	263	263
Total per category	232	4,397	4,629	289	4,373	4,662	334	1,402	1,736

GRI 404-3 Disclosure

PERCENTAGE OF TOTAL EMPLOYEES BY GENDER AND EMPLOYEE CATEGORY THAT HAS BEEN SUBJECT TO PERIODIC PERFORMANCE AND PROFESSIONAL DEVELOPMENT EVALUATIONS

	2023			2024			2025		
	Men	Women	Tot	Men	Women	Tot	Men	Women	Tot
Executives	100%	100%	100%	100%	100%	100%	100%	100%	100%
Managers	93%	91%	93%	91%	92%	91%	85%	100%	88%
Employees	30%	12%	18%	26%	12%	16%	25%	13%	17%
Workers	0%	0%	0%	0%	0%	0%	0%	0%	0%

GRI 405-1 and 405-2 Disclosure

PERCENTAGE OF MEMBERS OF THE ORGANISATION'S GOVERNING BODIES BY GENDER, AGE GROUP

Gender	2023 (%)	2024 (%)	2025 (%)
Women	33%	33%	33%
Men	67%	67%	67%
Age groups	2023 (%)	2024 (%)	2025 (%)
<30	0%	0%	0%
30 - 50	67%	67%	67%
> 50	33%	33%	33%
Minority/vulnerable groups	2023 (%)	2024 (%)	2025 (%)
Governing bodies belonging to minority/vulnerable groups	- %	- %	- %

PERCENTAGE OF EXECUTIVE TEAM MEMBERS BY GENDER, AGE GROUP

Gender	2023 (%)	2024 (%)	2025 (%)
Women	18%	19%	21%
Men	82%	81%	79%
Age groups	2023 (%)	2024 (%)	2025 (%)
<30	0%	0%	0%
30 - 50	41%	31%	29%
> 50	59%	69%	71%

PERCENTAGE OF EMPLOYEES BY EMPLOYEE CATEGORY, GENDER, AGE GROUP AND OTHER DIVERSITY INDICATORS

	2023 (%)	2024 (%)	2025 (%)
Executives	6%	6%	6%
<30	0%	0%	0%
30 - 50	41%	31%	36%
> 50	59%	69%	64%
Managers	16%	16%	19%
<30	0%	0%	2%
30 - 50	64%	75%	73%
> 50	36%	25%	25%
Employees	74%	74%	71%
<30	19%	16%	14%
30 - 50	63%	64%	66%
> 50	18%	20%	20%
Workers	4%	4%	4%
<30	16%	10%	18%
30 - 50	42%	50%	46%
> 50	42%	40%	36%
	2023 (%)	2024 (%)	2025 (%)
Executives	6%	6%	6%
Men	82%	81%	79%
Women	18%	19%	21%
Managers	16%	16%	19%
Men	74%	73%	84%
Women	26%	27%	16%
Employees	74%	74%	71%
Men	34%	34%	34%
Women	66%	66%	66%
Workers	4%	4%	4%
Men	67%	70%	73%
Women	33%	30%	27%

Note: Confidential data related to the “GRI 405-2 - Base Salary and Remuneration Report of Women Compared to Men”.

Note: Employees belonging to minorities or vulnerable groups (7, comprising 4 women and 3 men) fall within the protected categories pursuant to Italian Law 68/99 and are employed as office workers and manual workers.

GRI 406-1 Disclosure

TOTAL NUMBER OF INCIDENTS OF DISCRIMINATION DURING THE REPORTING PERIOD

Total number	2023	2024	2025
Recorded incidents of discrimination	0	0	0

STATUS OF THE INCIDENTS AND ACTIONS TAKEN

	2023	2024	2025
Incidents reviewed	0	0	0
Remediation plans being implemented	0	0	0
Remediation plans that have been implemented, with results reviewed through routine internal management review processes	0	0	0
Incident no longer subject to action	0	0	0

GRI 414-1 Disclosure

NEW SUPPLIERS THAT WERE SCREENED USING SOCIAL CRITERIA.

	2023	2024	2025
No. of new suppliers that were screened using social criteria	0	0	3
Total no. of new suppliers	0	0	3
% of new suppliers that were screened using social criteria	0	0	100%

Note: The data refers to finished product suppliers. No new suppliers were added in 2023 and 2024.

GRI 414-2 Disclosure

NEGATIVE SOCIAL IMPACTS ON THE SUPPLY CHAIN AND ACTIONS TAKEN

Indicator	2023	2024	2025
Number of suppliers assessed	90	65	41
Number of suppliers with significant negative social impacts	14	12	18
% of suppliers with negative impacts with whom improvements have been agreed	0%	8%	72%
% of suppliers with negative impacts with whom relationships have been terminated	0	0	27%

Note: At the end of 2024, the supply chain monitoring process was revised, moving away from the previous model based on the EcoVadis platform and introducing a system based on audits carried out directly at the factories of our core Tier 1 suppliers and their subcontractors. As a result, the 2025 figure reflects a different scope and methodology compared to previous years, when monitoring was based on the completion of the EcoVadis questionnaire by the entire supplier base, both core and non-core. Under the new system, a rating (black, red, amber, green) is assigned to the production site, based on the number and severity of non-conformities identified during the audits. The figure 18 indicates the suppliers that received a black or red rating during their first audit (full audit). Following the development and implementation of Corrective Action Plans (CAPs) and the corresponding follow-up audits, some of these factories have already improved their rating, while for the remaining factories, specific timelines have been agreed for the resolution of non-conformities and a subsequent re-assessment.

GRI 416-1 and 416-2 Disclosure

CUSTOMER HEALTH AND SAFETY

	2023	2024	2025
Cases of non-compliance with regulations resulting in fines or sanctions	0	0	0
Cases of non-compliance with regulations resulting in a warning	0	0	0
Non-compliance with self-regulatory codes	0	0	0
% percentage of product categories for which health and safety impacts are assessed for improvement	100%	100%	100%

6.1 GRI Correlation Table

Usage Statement	Diadora has submitted a report in accordance with the GRI Sustainability Reporting Standards for the period from 01/01/2025 to 31/12/2025	
GRI 1 Used	GRI 1 - Main Principles - 2021 version	
GRI DISCLOSURE	SECTIONS	NOTES/OMISSIONS
GRI 2: GENERAL DISCLOSURES (2021)		
2-1 Organisational details	The Diadora Group 2.1. Management model and policies 5. Methodological note	
2-2 Entities included in the organisation's sustainability reporting	5. Methodological note	
2-3 Reporting period, frequency and contacts	5. Methodological note	
2-4 Restatements of information	5.3. Verification and validation	
2-5 External assurance	-	This report has not undergone external review
2-6 Activities, value chain and other business relationships	The Diadora Group 3.4. Supplier assessment and human rights protection along the supply chain	
2-7 Employees	6.1. Detailed tables of GRI indicators	
2-8 Workers who are not employees	6.1. Detailed tables of GRI indicators	
2-9 Governance structure and composition	2.1. Management model and policies	
2-10 Nomination and selection of highest governance body	2.1. Management model and policies	N/A – There is no selection process for the highest governance body, given the small size of Diadora's Board of Directors (owner and Chief Executive Officer). Appointments are made in accordance with the provisions of the applicable Italian legislation.
2-11 Chair of the highest governance body	2.1. Management model and policies	Diadora S.p.A. is an unlisted company, wholly owned by the financial holding company LIR, which is also a private company. The position of Chair of the Board of Directors is held by a member of the family that owns LIR.
2-12 Role of the highest governance body in overseeing the management of impacts	2.1. Management model and policies	Diadora's ESG activities are reported annually and submitted for review and approval by the Board of Directors and the Board of Statutory Auditors, at the same time as the statutory financial statements are approved. As part of the same process, an overview of the priorities for the following financial year is also presented, in order to share and approve them or make any necessary changes.
2-13 Delegation of responsibility for managing impacts	2.1. Management model and policies	ESG impacts are assessed and monitored on a regular basis by the Sustainability Team, which is led by a senior manager. The Sustainability Team is responsible for identifying, measuring and sharing impacts with other departments whose actions are relevant to the creation of those impacts. The Sustainability department is also responsible for identifying and overseeing actions to mitigate and eliminate these impacts, in collaboration with the departments concerned. The CEO is updated on a fortnightly basis, while the Board of Directors and the Board of Statutory Auditors are updated annually, unless extraordinary meetings are convened for matters of particular importance.

GRI DISCLOSURE	SECTIONS	NOTES/OMISSIONS
2-14 Role of the highest governance body in sustainability reporting	2.1. Management model and policies 5.3. Verification and validation	Responsibility for collecting, monitoring and reporting of ESG information and data lies with the Sustainability Team. Every year, the team updates the list of material issues based on consultations with internal stakeholders – including the Chief Executive Officer – and external stakeholders, as well as on an analysis of reference sources, such as industry studies and research, reports from specialist bodies, information campaigns and other relevant contributions. Material issues are selected on the basis of the level of materiality assigned by the stakeholders consulted. The identified issues are then submitted for review and approval by the CEO. Data is then collected in collaboration with the company departments responsible for qualitative and quantitative information. The report is subject to internal review by the departments involved, the Chief Marketing Officer and the CEO. Once the review process has been completed, the Board of Directors is responsible for approving the final text.
2-15 Conflicts of interest	2.2. Integrity and internal control through the Code of Ethics and the 231 Model	
2-16 Communication of critical concerns	2.2. Integrity and internal control through the Code of Ethics and the 231 Model 2.3. Monitoring regulatory developments and updating processes	Should critical issues relating to ESG matters arise, the Sustainability Team shall promptly inform the Chief Executive Officer. In cases of particular significance or potential significant impact on the company, the Legal Counsel is involved and may call an extraordinary meeting of the Board of Directors. The purpose of the extraordinary meeting is to examine the reported issue in depth and to determine any measures to mitigate or resolve the critical concern. During 2025, no situations arose that required the extraordinary involvement of the Board of Directors.
2-17 Collective knowledge of the highest governance body		No specific actions were taken for this purpose.
2-18 Evaluation of the performance of the highest governance body	-	There is no system in place for evaluating the performance of the members of the Board of Directors, particularly with regard to ESG issues.
2-19 Remuneration policies	-	There are no official, agreed remuneration policies. Senior management is remunerated partly through fixed remuneration and partly through variable remuneration, but there is no formalised remuneration policy. ESG objectives and the achievement of these objectives do not form part of the remuneration system.
2-20 Process to determine remuneration	-	There are no formal remuneration policies in place.
2-21 Annual total compensation ratio	-	There are no formal remuneration policies in place.
2-22 Statement on sustainable development strategy	-	

GRI DISCLOSURE	SECTIONS	NOTES/OMISSIONS
2-23 Commitments made through policy	2.1. Management model and policies 2.2. Integrity and internal control through the Code of Ethics and the 231 Model 3.1 Management model and policies 4.1 Management model and policies	
2-24 Embedding policy commitments	2.1. Management model and policies 3.1 Management model and policies 4.1 Management model and policies	
2-25 Processes to remediate negative impacts	2.1. Management model and policies 3.1 Management model and policies 4.1 Management model and policies	
2-26 Mechanisms for seeking advice and raising critical issues	2.2. Integrity and internal control through the Code of Ethics and the 231 Model	
2-27 Compliance with laws and regulations	2.3. Monitoring regulatory developments and updating processes	
2-28 Membership associations	-	The company is associated with the following trade associations: Confindustria Veneto Est and Assosport The company does not hold management positions within these organisations.
2-29 Approach to stakeholder engagement	1.1. Stakeholders and double materiality assessment	
2-30 Collective bargaining agreements	-	Diadora Spa and Diadora Retail apply the National Collective Labour Agreement for Footwear Industry Workers and the National Collective Labour Agreement for Commerce (Tertiary Sector, Distribution and Services), respectively. Overall, 100% of the employees of these two companies are covered by the National Collective Labour Agreement (CCNL). Diadora US Inc. and Forked Badge Device Ltd (Hong Kong) are not subject to the application of a National Collective Labour Agreement (CCNL); the company adheres to compliance with local labour laws and voluntary policies that provide enhanced protections.

MATERIAL ISSUES | GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)

3-1 Process to determine material issues	1.1. Stakeholders and double materiality assessment	
3-2 Identify actual and potential impacts	1.1. Stakeholders and double materiality assessment	

MATERIALS AND PACKAGING | GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)

3-3 Management of material issues	4.1. Management model and policies 4.4. Traceability, certifications and innovation in materials and packaging	
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MATERIALS AND PACKAGING | GRI 301: MATERIALS (2016)

301-1 Materials used by weight or volume	4.4. Traceability, certifications and innovation in materials and packaging 6.1. Detailed tables of GRI indicators	
301-2 Materials used from recycling	4.4. Traceability, certifications and innovation in materials and packaging 6. Appendix	
301-3 Recovered or regenerated products and related packaging materials		Data not applicable. The company does not have a system for recovering products from its sales channels or consumers.

GRI DISCLOSURE	SECTIONS	NOTES/OMISSIONS
CHEMICALS GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	4.1. Management model and policies 4.3. Chemical safety and control systems	Data not available (objectives and goals that the Company has set for itself; monitoring of the effectiveness of actions taken)
ENERGY AND EMISSIONS GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	4.1. Management model and policies 4.2. Energy, transport and emission reduction	Data not available (stakeholder comparison)
ENERGY AND EMISSIONS GRI 302: ENERGY (2016)		
302-1 Energy consumption within the organisation	4.2. Energy, transport and emission reduction 6. Appendix	
302-2 Energy consumption outside the organisation		Data omitted
302-3 Energy intensity	4.2. Energy, transport and emission reduction 6. Appendix	
302-4 Energy consumption reduction	4.2. Energy, transport and emission reduction 6. Appendix	At present, accurate data on energy reductions resulting from individual energy efficiency measures cannot be provided, as there are no monitoring systems capable of accurately isolating the effects of the individual actions implemented.
302-5 Reduction of energy consumption of products and services	N/A	
ENERGY AND EMISSIONS GRI 305: EMISSIONS (2016))		
305-1 Direct (Scope 1) GHG emissions	4.2. Energy, transport and emission reduction 6. Appendix	
305-2 Energy indirect (Scope 2) GHG emissions	4.2. Energy, transport and emission reduction 6. Appendix	
305-3 Other indirect (Scope 3) GHG emissions		The company has not yet started the process of calculating Scope 3 emissions
305-4 GHG emissions intensity	4.2. Energy, transport and emission reduction 6. Appendix	
305-5 GHG emissions reduction	4.2. Energy, transport and emission reduction 6. Appendix	
305-6 Ozone-depleting substances (ODS) emissions	4.2. Energy, transport and emission reduction 6. Appendix	
305-7 Nitrogen oxides (NOx), sulphur oxides (SOx) and other significant emissions	4.2. Energy, transport and emission reduction 6. Appendix	

GRI DISCLOSURE	SECTIONS	NOTES/OMISSIONS
EMPLOYEE HEALTH AND SAFETY GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	3.1. Management model and policies 3.2.2. Employee health and safety: risk management and prevention system	No specific objectives have been set in this area. As far as stakeholder engagement is concerned, the company ensures the ongoing involvement of the workers' safety representative and other designated personnel, in order to identify any shortcomings and determine improvement measures. In addition, employees can use whistleblowing systems to report any critical issues in complete confidentiality. The analysis carried out revealed the opportunity to launch the Life at Diadora programme, which aims to gather further suggestions for continuous improvement.
EMPLOYEE HEALTH AND SAFETY GRI 403: HEALTH AND SAFETY AT WORK (2018)		
403-1 Occupational health and safety management system	3.2.2. Employee health and safety: risk management and prevention system	Data not available (description of the sphere of workers, activities and workplaces covered by the occupational health and safety management system; prevention policy or occupational accident management system)
403-2 Hazard identification, risk assessment and accident investigation	3.2.2. Employee health and safety: risk management and prevention system	
403-3 Occupational health services	3.2.2. Employee health and safety: risk management and prevention system	
403-4 Worker participation, consultation and communication on occupational health and safety	3.2.2. Employee health and safety: risk management and prevention system	
403-5 Worker training on occupational health and safety	3.2.2. Employee health and safety: risk management and prevention system	
403-6 Promotion of worker health	3.2.2. Employee health and safety: risk management and prevention system	
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.2.2. Employee health and safety: risk management and prevention system	
403-8 Workers covered by an occupational health and safety management system	3.2.2. Employee health and safety: risk management and prevention system 6. Appendix	
403-9 Work-related injuries	3.2.2. Employee health and safety: risk management and prevention system 6. Appendix	
403-10 Occupational diseases	3.2.2. Employee health and safety: risk management and prevention system 6. Appendix	
EMPLOYEE TRAINING GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	3.1. Management modeland policies 3.2.3. Training and professional development: skills enhancement	Data not available (effectiveness monitoring of actions; stakeholder comparison)
EMPLOYEE TRAINING GRI 404: TRAINING AND EDUCATION (2016)		
404-1 Average annual training hours per employee	3.2.3. Training and professional development: skills enhancement 6. Appendix	
404-2 Programmes for upgrading employee skills and transition assistance programs	3.2.3. Training and professional development: skills enhancement	The training programme includes language courses, Excel courses, and specific programmes for certain professional roles. Training planning is evolving, with the aim of making it more systematic and consistent.
404-3 Percentage of employees receiving regular performance and career development reviews	3.2.3. Training and professional development: skills enhancement 6. Appendix	

GRI DISCLOSURE	SECTIONS	NOTES/OMISSIONS
DISCRIMINATION, D&I GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	3.1. Management model and policies 3.2. Well-being, safety and personal development	
DISCRIMINATION, D&I GRI 405: DIVERSITY AND EQUAL OPPORTUNITY (2016)		
405-1 Diversity of governance bodies and employees	6. Appendix	
405-2 Ratio of basic salary and remuneration of women to men	6. Appendix	
DISCRIMINATION, D&I GRI 406: NON-DISCRIMINATION (2016)		
GRI 406-1 Incidents of discrimination and corrective actions taken	6. Appendix	
SUPPLY CHAIN MANAGEMENT GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	4.1 Management model and policies 3.4. Supplier assessment and human rights protection along the supply chain	
SUPPLIER SOCIAL EVALUATION GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	3.1. Management model and policies 3.4. Supplier assessment and human rights protection along the supply chain	
UPPLIER SOCIAL EVALUATION GRI 414: SUPPLIER SOCIAL ASSESSMENT (2016)		
414-1 New suppliers that were screened using social criteria	3.4. Supplier assessment and human rights protection along the supply chain	
414-2 Negative social impacts in the supply chain and actions taken	3.1. Management model and policies 3.4. Supplier assessment and human rights protection along the supply chain	
PRODUCT QUALITY AND SAFETY GRI 3: MANAGEMENT OF MATERIAL ISSUES (2021)		
3-3 Management of material issues	3.1. Management model and policies 3.5. Product safety and consumer care	Data not available (effectiveness monitoring of actions taken; stakeholder comparison)
PRODUCT QUALITY AND SAFETY GRI 416: CUSTOMER HEALTH AND SAFETY		
416-1 Assessment of the health and safety impacts of product and service categories	3.5. Product safety and consumer care 6. Appendix	
416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	3.5. Product safety and consumer care 6. Appendix	

